



CITY OF VAUGHAN

DRAFT 2012 BUDGET
AND 2013-2014
OPERATING PLAN

*ATTACHMENT #1
OPERATING PLAN PACKAGE*

*FINANCE & ADMINISTRATION
COMMITTEE*

November 21, 2011

ATTACHMENT #1

TABLE OF CONTENTS

	Page #
1. Base Budget Revenue & Expenditure Summary	4
2. Base Budget-Major Budget Change Summary	13
3. Base Budget Full-Time Equivalents (FTE) Summary	16
4. Base Budget Analysis & Other Information	18
5. Additional Resource Requests – Summary	31
6. Business Plan Performance Measures Summary	39
7. Budget Guidelines & Process	51
8. Departmental Information (listed in the following order)	63-952
• Financial Summaries	
• Business Plans	
• Recommended Additional Resource Requests	
Council	63
Integrity Commissioner	65
City Manager	67
Operational Audit	70
Strategic Planning	79
Environmental Sustainability	102
Corporate Policy	116
Fire & Rescue Services	118
Emergency Planning	193
Commissioner of Finance & City Treasurer	210
City Financial Services	213
Budgeting & Financial Planning	242
Reserves & Investment	266
Purchasing	279
Commissioner of Legal & Administrative Services	293
City Clerk	296
Legal Services/Real Estate	338
Enforcement Services	347
Human Resources	368
Commissioner of Community Services	412
Community Grants & Advisory Committees	416
Recreation & Culture	417
Building & Facilities	454
Fleet	492
Parks Operations	508
Parks Development	570
Commissioner of Planning	581
Development Planning	584
Policy Planning	618

ATTACHMENT #1**TABLE OF CONTENTS**

Building Standards	640
Commissioner of Economic & Technology Development	658
Economic & Business Development	661
Access Vaughan	691
Information & Technology Management	711
Corporate Communications	739
Commissioner of Engineering & Public Works	778
Development & Transportation Engineering	781
Engineering Services	821
Public Works	842
Vaughan Libraries	919



CITY OF VAUGHAN

DRAFT 2012 BUDGET AND 2013-2014 OPERATING PLAN

*BASE-BUDGET
REVENUE & EXPENDITURE SUMMARY)
(excluding Additional Resource Requests)*

**CITY OF VAUGHAN
2012-14 OPERATING BUDGET
TAX LEVY SUMMARY**

	2011 BUDGET	Proposed 2012 BUDGET	INC. / (DEC.)		Proposed 2013 BUDGET	INC. / (DEC.)		Proposed 2014 BUDGET	INC. / (DEC.)	
			\$	%		\$	%		\$	%
REVENUES	\$79,312,934	\$77,760,648	(\$1,552,286)	-2.0%	\$80,047,864	\$2,287,216	2.9%	\$83,934,027	\$3,886,163	4.9%
EXPENDITURES	\$216,546,423	\$222,953,124	\$6,406,701	3.0%	\$233,632,270	\$10,679,146	4.8%	\$244,177,001	\$10,544,731	4.5%
LEVY	\$137,233,489	\$145,192,476	\$7,958,987	5.8%	\$153,584,406	\$8,391,930	5.8%	\$160,242,974	\$6,658,568	4.3%

**CITY OF VAUGHAN
2012-14 OPERATING BUDGET
TAX LEVY SUMMARY**

	2011 BUDGET	Proposed 2012 BUDGET	INC. / (DEC.) \$ %		Proposed 2013 BUDGET	INC. / (DEC.) \$ %		Proposed 2014 BUDGET	INC. / (DEC.) \$ %	
REVENUES	76,812,934	75,260,648	-1,552,286	-2.0%	77,547,864	2,287,216	3.0%	81,434,027	3,886,163	5.0%
EXPENDITURES	216,546,423	222,953,124	6,406,701	3.0%	233,632,270	10,679,146	4.8%	244,177,001	10,544,731	4.5%
NET EXPENDITURES	139,733,489	147,692,476	7,958,987	5.7%	156,084,406	8,391,930	5.7%	162,742,974	6,658,568	4.3%
PRIOR YEAR SURPLUS CARRY FORWARD TO REDUCE TAX LEVY	2,500,000	2,500,000	0	0.0%	2,500,000	0	0.0%	2,500,000	0	0.0%
LEVY	137,233,489	145,192,476	7,958,987	5.8%	153,584,406	8,391,930	5.8%	160,242,974	6,658,568	4.3%
LESS: ASSESSMENT GROWTH (2012 @ 3.10%, 2013 @ 3.0% and 2014 @ 3.0%)	3.10%	4,254,238	4,254,238		8,610,012	4,355,774		13,217,545	4,607,532	
		<u>4,254,238</u>	<u>4,254,238</u>		<u>8,610,012</u>	<u>4,355,774</u>		<u>13,217,545</u>	<u>4,607,532</u>	
2012-14 OPERATING BUDGET TAXATION INCREASE FUNDING REQUIRED			3,704,749			4,036,156			2,051,036	
AVERAGE TAX RATE INCREASE IN PERCENTAGE TERMS (rounded to 2 decimal places)			2.62%			2.70%			1.30%	
INCREASE FOR AN AVERAGE HOUSEHOLD ASSESSED AT 2012 @ \$485,122, 2013 @ \$498,220 and 2014 @ \$511,672			\$31.65			\$33.51			\$16.11	

**CITY OF VAUGHAN
2012-14 OPERATING BUDGET
REVENUE AND EXPENDITURE SUMMARY**

	2011 BUDGET	Proposed 2012 BUDGET	INC. / (DEC.) \$ %	Proposed 2013 BUDGET	INC. / (DEC.) \$ %	Proposed 2014 BUDGET	INC. / (DEC.) \$ %
REVENUES:							
2011 TAXATION	137,233,489	137,233,489		137,233,489	-	137,233,489	-
ASSESSMENT GROWTH		4,254,238	4,254,238 3.10%	8,610,012	4,355,774 3.0%	13,217,545	4,607,532 3.0%
BASE TAXATION	137,233,489	141,487,727	4,254,238 3.1%	145,843,501	4,355,774 3.1%	150,451,034	4,607,532 3.2%
SUPPLEMENTAL TAXATION	3,050,000	4,000,000	950,000 31.1%	4,000,000	0 0.0%	4,000,000	0 0.0%
GRANT / PAYMENT IN LIEU / OTHER	2,945,240	2,145,240	(800,000) -27.2%	2,045,240	(100,000) -4.7%	2,045,240	0 0.0%
RESERVES	18,949,064	15,639,251	(3,309,813) -17.5%	16,766,438	1,127,187 7.2%	18,612,139	1,845,701 11.0%
CORPORATE	17,314,759	17,501,578	186,819 1.1%	17,804,378	302,800 1.7%	18,159,150	354,772 2.0%
FEES AND SERVICE CHARGES	34,553,871	35,974,579	1,420,708 4.1%	36,931,808	957,229 2.7%	38,617,498	1,685,690 4.6%
PRIOR YEAR'S SURPLUS CARRYFORWARD	2,500,000	2,500,000	0 0.0%	2,500,000	0 0.0%	2,500,000	0 0.0%
TOTAL REVENUES	216,546,423	219,248,375	2,701,952 1.2%	225,891,365	6,642,990 2.9%	234,385,061	8,493,695 3.8%
EXPENDITURES:							
DEPARTMENTAL	191,420,403	196,394,935	4,974,532 2.6%	201,381,527	4,986,592 2.5%	205,254,844	3,873,317 1.9%
CORPORATE AND ELECTION	4,690,637	4,446,486	(244,151) -5.2%	4,897,651	451,165 10.1%	6,234,333	1,336,682 27.3%
LONG TERM DEBT	12,087,862	12,259,188	171,326 1.4%	14,198,430	1,939,242 15.8%	15,948,217	1,749,787 12.3%
CONTINGENCY	1,717,999	3,090,413	1,372,414 79.9%	5,880,612	2,790,199 90.3%	9,465,557	3,584,945 61.0%
CAPITAL FROM TAXATION	6,629,522	6,762,102	132,580 2.0%	7,274,050	511,948 7.6%	7,274,050	0 0.0%
TOTAL EXPENDITURES	216,546,423	222,953,124	6,406,701 3.0%	233,632,270	10,679,146 4.8%	244,177,001	10,544,731 4.5%
FUNDING REQUIREMENT							
2012 TAXATION INCREASE	0	3,704,749	3,704,749	3,704,749		3,704,749	
2013 TAXATION INCREASE				4,036,155	4,036,155	4,036,155	
2014 TAXATION INCREASE						2,051,036	2,051,036
AVERAGE TAX RATE INCREASE IN PERCENTAGE TERMS			2.62%		2.70%		1.30%
INCREASE FOR AN AVERAGE HOUSEHOLD ASSESSED AT			\$31.65		\$33.51		\$16.11
2012 @ \$485,122, 2013 @ \$498,220 and 2014 @ \$511,672							

**CITY OF VAUGHAN
2012-14 OPERATING BUDGET
REVENUE BY MAJOR SOURCE**

	2011 BUDGET	Proposed 2012 BUDGET	Corp Adj \$	%	Dept Adj \$	%	Total Adj \$	%	Proposed 2013 BUDGET	INC. / (DEC.) \$	%	Proposed 2014 BUDGET	INC. / (DEC.) \$	%
TAXATION														
Supplementals	3,050,000	4,000,000	0	0%	950,000	31%	950,000	31.1%	4,000,000	0	0.0%	4,000,000	0	0.0%
GRANT														
Library Grant	145,240	145,240	0	0%	0	0%	0	0.0%	145,240	0	0.0%	145,240	0	0.0%
PAYMENT IN LIEU / OTHER														
Payment In Lieu / Other	2,800,000	2,000,000	0	0%	(800,000)	-29%	(800,000)	-28.6%	1,900,000	(100,000)	-5.0%	1,900,000	0	0.0%
RESERVES														
Engineering Reserve	4,303,849	4,210,802	0	0%	(93,047)	-2%	(93,047)	-2.2%	4,294,083	83,281	2.0%	4,330,180	36,097	0.8%
Roads Infrastructure Reserve	78,195	0	0	0%	(78,195)	-100%	(78,195)	-100.0%	0	0	0.0%	0	0	0.0%
Election	0	0	0	0%	0	0%	0	0.0%	0	0	0.0%	1,024,794	1,024,794	0.0%
CIL Recreation Land Reserve	644,310	664,310	0	0%	20,000	3%	20,000	3.1%	664,310	0	0.0%	664,310	0	0.0%
DC Mgmt Studies Reserve (Legal OP)	112,910	112,910	0	0%	0	0%	0	0.0%	112,910	0	0.0%	112,910	0	0.0%
Finance - From Capital	1,350,000	1,500,000	0	0%	150,000	11%	150,000	11.1%	1,500,000	0	0.0%	1,500,000	0	0.0%
Fleet Management Reserve	934,305	242,747	(603,915)	-65%	(87,643)	-9%	(691,558)	-74.0%	121,374	(121,373)	-50.0%	0	(121,374)	-100.0%
Planning Reserve	0	0	0	0%	0	0%	0	0.0%	0	0	0.0%	0	0	0.0%
Building Standards Service Continuity Reserve	778,674	870,000	0	0%	91,326	12%	91,326	11.7%	990,000	120,000	13.8%	1,050,000	60,000	6.1%
Insurance Reserve	3,167,000	0	(3,167,000)	-100%	0	0%	(3,167,000)	-100.0%	0	0	0.0%	0	0	0.0%
Tax Rate Stabilization Reserve	2,757,410	2,757,410	0	0%	0	0%	0	0.0%	2,757,410	0	0.0%	2,757,410	0	0.0%
Debtenture Payment Reserve	2,602,862	2,602,862	0	0%	0	0%	0	0.0%	3,602,862	1,000,000	38.4%	4,402,862	800,000	22.2%
Winterization Reserve	0	0	0	0%	0	0%	0	0.0%	0	0	0.0%	0	0	0.0%
Water & Wastewater Recovery	2,219,549	2,678,210	414,270	19%	44,391	2%	458,661	20.7%	2,723,489	45,279	1.7%	2,769,673	46,184	1.7%
TOTAL RESERVES	18,949,064	15,639,251	(3,356,645)	-17.7%	46,832	0.2%	(3,309,813)	-17.5%	16,766,438	1,127,187	7.2%	18,612,139	1,845,701	163.7%
FEES/SERVICE CHARGES/RECOVERIES														
CITY MANAGER														
Fire And Rescue Services	559,678	559,678	0	0%	0	0%	0	0.0%	559,678	0	0.0%	559,678	0	0.0%
COMMISSIONER OF LEGAL & ADMIN. SERV.														
Clerks	31,875	32,739	0	0%	864	3%	864	2.7%	32,739	0	0.0%	32,739	0	0.0%
Clerks - Licensing	966,529	1,069,622	0	0%	103,093	11%	103,093	10.7%	1,111,377	41,755	3.9%	1,156,472	45,095	4.1%
Committee Of Adjustment	402,215	410,621	0	0%	8,406	2%	8,406	2.1%	410,621	0	0.0%	410,621	0	0.0%
Legal Services	83,990	83,990	0	0%	0	0%	0	0.0%	83,990	0	0.0%	83,990	0	0.0%
Enforcement Services	2,217,397	2,195,945	0	0%	(21,452)	-1%	(21,452)	-1.0%	2,195,945	0	0.0%	2,199,945	4,000	0.2%
COMMISSIONER OF COMMUNITY SERVICES														
Communities In Bloom Sponsorship	15,000	10,000	0	0%	(5,000)	-33%	(5,000)	-33.3%	10,000	0	0.0%	10,000	0	0.0%
Non-Profit Housing	9,000	0	0	0%	(9,000)	-100%	(9,000)	-100.0%	0	0	0.0%	0	0	0.0%
Recreation	16,983,160	17,727,675	0	0%	744,515	4%	744,515	4.4%	18,292,130	564,455	3.2%	19,574,360	1,282,230	7.0%
Culture Services	484,050	517,950	0	0%	33,900	7%	33,900	7.0%	517,950	0	0.0%	517,950	0	0.0%
Buildings And Facilities	186,140	187,340	0	0%	1,200	1%	1,200	0.6%	187,340	0	0.0%	187,340	0	0.0%
Parks Operations	46,640	50,070	0	0%	3,430	7%	3,430	7.4%	50,070	0	0.0%	50,070	0	0.0%
Cemeteries	102,515	103,131	0	0%	616	1%	616	0.6%	103,131	0	0.0%	103,131	0	0.0%

**CITY OF VAUGHAN
2012-14 OPERATING BUDGET
REVENUE BY MAJOR SOURCE**

	2011 BUDGET	Proposed 2012 BUDGET	Corp Adj		Dept Adj		Total Adj		Proposed 2013 BUDGET	INC. / (DEC.)		Proposed 2014 BUDGET	INC. / (DEC.)	
			\$	%	\$	%	\$	%		\$	%		\$	%
COMMISSIONER OF PLANNING														
Development Planning	2,432,460	3,199,029	0	0%	766,569	32%	766,569	31.5%	3,527,048	328,019	10.3%	3,873,013	345,965	9.8%
Building Standards - Licenses/Permits	6,956,125	6,878,872	0	0%	(77,253)	-1%	(77,253)	-1.1%	6,878,872	0	0.0%	6,878,872	0	0.0%
- Plumbing Permits	500,000	500,000	0	0%	0	0%	0	0.0%	500,000	0	0.0%	500,000	0	0.0%
- Service Charges	461,475	500,475	0	0%	39,000	8%	39,000	8.5%	500,475	0	0.0%	500,475	0	0.0%
COMMISSIONER OF ECONOMIC & TECHNOLOGY														
DEVELOPMENT & COMMUNICATIONS														
Economic And Business Development	5,000	5,000	0	0%	0	0%	0	0.0%	5,000	0	0.0%	5,000	0	0.0%
Corporate Communications	0	0	0	0%	0	0%	0	0.0%	0	0	0.0%	0	0	0.0%
COMMISSIONER OF ENGINEERING & PUBLIC WORKS														
Development And Transport. Engineering	441,409	288,086	0	0%	(153,323)	-35%	(153,323)	-34.7%	305,186	17,100	5.9%	307,286	2,100	0.7%
Engineering Services	132,509	134,754	0	0%	2,245	2%	2,245	1.7%	134,754	0	0.0%	134,754	0	0.0%
Public Works - Operations	1,254,014	1,231,942	0	0%	(22,072)	-2%	(22,072)	-1.8%	1,231,942	0	0.0%	1,231,942	0	0.0%
VAUGHAN PUBLIC LIBRARIES	282,690	287,660	0	0%	4,970	2%	4,970	1.8%	293,560	5,900	2.1%	299,860	6,300	2.1%
TOTAL FEES / SERVICE CHARGES	34,553,871	35,974,579	0		1,420,708		1,420,708	4.1%	36,931,808	957,229	2.7%	38,617,498	1,685,690	4.6%
TOTAL CORPORATE REVENUES	17,314,759	17,501,578	0		186,819		186,819	1.1%	17,804,378	302,800	1.7%	18,159,150	354,772	2.0%
TOTAL REVENUE	76,812,934	75,260,648	(3,356,645)	-4%	1,804,359	2%	-1,552,286	-2.0%	77,547,864	2,287,216	3.0%	81,434,027	3,886,163	5.0%

CORPORATE REVENUE DETAIL :

Fines And Penalties	4,900,000	4,600,000	0	0%	(300,000)	-6%	(300,000)	-6.1%	4,700,000	100,000	2.2%	4,700,000	0	0.0%
Tax Certificates And Documents	461,609	467,428	0	0%	5,819	1%	5,819	1.3%	470,228	2,800	0.6%	475,000	4,772	1.0%
Investment Income	3,750,000	3,000,000	0	0%	(750,000)	-20%	(750,000)	-20.0%	2,750,000	(250,000)	-8.3%	2,500,000	(250,000)	-9.1%
Hydro Investment Income	4,853,450	4,853,450	0	0%	0	0%	0	0.0%	4,853,450	0	0.0%	4,853,450	0	0.0%
Hydro Dividends	3,175,000	4,425,000	0	0%	1,250,000	39%	1,250,000	39.4%	4,875,000	450,000	10.2%	5,475,000	600,000	12.3%
Provincial Offenses Act	0	0	0	0%	0	0%	0	0.0%	0	0	0.0%	0	0	0.0%
Miscellaneous Revenue	69,000	70,000	0	0%	1,000	1%	1,000	1.4%	70,000	0	0.0%	70,000	0	0.0%
Purchasing	80,700	60,700	0	0%	(20,000)	-25%	(20,000)	-24.8%	60,700	0	0.0%	60,700	0	0.0%
Capital Admin. Revenue	25,000	25,000	0	0%	0	0%	0	0.0%	25,000	0	0.0%	25,000	0	0.0%
TOTAL CORPORATE REVENUE	17,314,759	17,501,578	0	0%	186,819	1%	186,819	1.1%	17,804,378	302,800	1.7%	18,159,150	354,772	2.0%

**CITY OF VAUGHAN
2012-14 OPERATING BUDGET**

Expenditure By Major Category (1)

	2011 BUDGET	Proposed 2012 BUDGET	Corp Adj \$	%	Dept Adj \$	%	Total Adj \$	%	Proposed 2013 BUDGET	INC. / (DEC.) \$	%	Proposed 2014 BUDGET	INC. / (DEC.) \$	%
COUNCIL	1,384,675	1,419,241	0	0.0%	34,566	2.5%	34,566	2.5%	1,419,241	0	0.0%	1,419,241	0	0.0%
OFFICE OF THE INTEGRITY COMMISSIONER	199,940	199,940	0	0.0%	0	0.0%	0	0.0%	199,940	0	0.0%	199,940	0	0.0%
<i>City Manager</i>	769,085	792,056	(8,395)	-1.1%	31,366	4.1%	22,971	3.0%	806,185	14,129	1.8%	817,348	11,163	1.4%
Operational Audit	173,143	194,945	0	0.0%	21,802	12.6%	21,802	12.6%	195,839	894	0.5%	196,735	896	0.5%
Strategic Planning	244,318	221,120	0	0.0%	(23,198)	-9.5%	(23,198)	-9.5%	222,014	894	0.4%	222,910	896	0.4%
Environment Sustainability	248,272	268,205	0	0.0%	19,933	8.0%	19,933	8.0%	279,332	11,127	4.1%	287,170	7,838	2.8%
Corporate Policy	130,659	123,446	0	0.0%	(7,213)	-5.5%	(7,213)	-5.5%	129,442	5,996	4.9%	135,488	6,046	4.7%
Fire and Rescue Services	34,530,250	34,295,332	(1,446,140)	-4.2%	1,211,222	3.5%	(234,918)	-0.7%	35,114,457	819,125	2.4%	35,627,203	512,746	1.5%
Emergency Planning	179,455	178,454	(6,110)	-3.4%	5,109	2.8%	(1,001)	-0.6%	179,128	674	0.4%	179,792	664	0.4%
TOTAL CITY MANAGER	36,275,182	36,073,558	(1,460,645)	0.0%	1,259,021	3.5%	(201,624)	-0.6%	36,926,397	852,839	2.4%	37,466,646	540,249	1.5%
<i>Commissioner of Finance and City Treasurer</i>	399,156	402,973	(6,692)	-1.7%	10,509	2.6%	3,817	1.0%	404,871	1,898	0.5%	406,765	1,894	0.5%
City Financial Services	2,849,492	2,977,161	0	0.0%	127,669	4.5%	127,669	4.5%	3,016,150	38,989	1.3%	3,037,023	20,873	0.7%
Budgeting and Financial Planning	1,980,015	2,144,582	0	0.0%	164,567	8.3%	164,567	8.3%	2,192,434	47,852	2.2%	2,227,297	34,863	1.6%
Reserves and Investments	533,574	539,712	0	0.0%	6,138	1.2%	6,138	1.2%	555,541	15,829	2.9%	570,288	14,747	2.7%
Purchasing Services	1,312,703	1,357,997	(4,296)	-0.3%	49,590	3.8%	45,294	3.5%	1,374,649	16,652	1.2%	1,381,815	7,166	0.5%
TOTAL COMM. OF FINANCE AND CITY TREASURER	7,074,940	7,422,425	(10,988)	0.0%	358,473	5.1%	347,485	4.9%	7,543,645	121,220	1.6%	7,623,188	79,543	1.1%
<i>Commissioner of Legal and Administrative Services</i>	385,680	394,051	(4,900)	-1.3%	13,271	3.4%	8,371	2.2%	396,646	2,595	0.7%	398,974	2,328	0.6%
City Clerk	3,999,781	4,262,414	(6,408)	-0.2%	269,041	6.7%	262,633	6.6%	4,311,299	48,885	1.1%	4,349,034	37,735	0.9%
Clerks - Licensing	598,186	628,968	(8,810)	-1.5%	39,592	6.6%	30,782	5.1%	636,868	7,900	1.3%	640,199	3,331	0.5%
Committee of Adjustment	540,190	566,145	0	0.0%	25,955	4.8%	25,955	4.8%	575,553	9,408	1.7%	579,443	3,890	0.7%
City Clerk - Insurance	3,167,000	4,727,000	0	0.0%	1,560,000	49.3%	1,560,000	49.3%	5,198,000	471,000	10.0%	5,675,600	477,600	9.2%
Legal Services	1,932,643	2,043,276	0	0.0%	110,633	5.7%	110,633	5.7%	2,069,439	26,163	1.3%	2,090,675	21,236	1.0%
Enforcement Services	4,832,064	4,915,280	(113,122)	-2.3%	196,338	4.1%	83,216	1.7%	5,024,388	109,108	2.2%	5,077,236	52,848	1.1%
Human Resources	3,183,779	3,278,635	0	0.0%	94,856	3.0%	94,856	3.0%	3,299,108	20,473	0.6%	3,311,090	11,982	0.4%
TOTAL COMM. OF LEGAL AND ADMINISTRATIVE SERVICES	18,639,323	20,815,769	(133,240)	0.0%	2,309,686	12.4%	2,176,446	11.7%	21,511,301	695,532	3.3%	22,122,251	610,950	2.8%
<i>Commissioner of Community Services</i>	441,360	453,056	(4,550)	-1.0%	16,246	3.7%	11,696	2.6%	455,377	2,321	0.5%	457,550	2,173	0.5%
Communities In Bloom	80,140	80,140	0	0.0%	0	0.0%	0	0.0%	80,140	0	0.0%	80,140	0	0.0%
Community Grants and Advisory Committees	105,670	97,695	0	0.0%	(7,975)	-7.5%	(7,975)	-7.5%	97,695	0	0.0%	97,695	0	0.0%
Recreation	17,934,187	19,186,553	(192,665)	-1.1%	1,445,031	8.1%	1,252,366	7.0%	19,664,502	477,949	2.5%	20,351,516	687,014	3.5%
Cultural Services	2,059,902	1,988,837	(215,000)	-10.4%	143,935	7.0%	(71,065)	-3.4%	2,013,195	24,358	1.2%	2,029,692	16,497	0.8%
Buildings and Facilities	20,466,750	20,332,267	(766,931)	-3.7%	632,448	3.1%	(134,483)	-0.7%	20,858,527	526,260	2.6%	21,509,444	650,917	3.1%
Fleet Management	964,220	2,570,844	1,570,362	162.9%	36,262	3.8%	1,606,624	166.6%	2,587,303	16,459	0.6%	2,594,719	7,416	0.3%
Parks Operations	12,153,906	12,056,080	(695,015)	-5.7%	597,189	4.9%	(97,826)	-0.8%	12,271,736	215,656	1.8%	12,405,445	133,709	1.1%
Parks Development	1,126,006	1,115,805	(18,045)	-1.6%	7,844	0.7%	(10,201)	-0.9%	1,143,228	27,423	2.5%	1,156,501	13,273	1.2%
TOTAL COMMISSIONER OF COMMUNITY SERVICES	55,332,141	57,881,277	(321,844)	0.0%	2,870,980	5.2%	2,549,136	4.6%	59,171,703	1,290,426	2.2%	60,682,702	1,510,999	2.6%
<i>Commissioner of Planning</i>	359,850	344,312	(5,845)	-1.6%	(9,693)	-2.7%	(15,538)	-4.3%	356,166	11,854	3.4%	368,135	11,969	3.4%
Development Planning	2,761,198	2,875,393	0	0.0%	114,195	4.1%	114,195	4.1%	2,929,920	54,527	1.9%	2,953,021	23,101	0.8%
Policy Planning	1,135,510	1,201,813	0	0.0%	66,303	5.8%	66,303	5.8%	1,226,997	25,184	2.1%	1,236,182	9,185	0.7%
Building Standards	6,370,914	6,376,784	(80,893)	-1.3%	86,763	1.4%	5,870	0.1%	6,458,873	82,089	1.3%	6,498,785	39,912	0.6%
TOTAL COMMISSIONER OF PLANNING	10,627,472	10,798,302	(86,738)	0.0%	257,568	2.4%	170,830	1.6%	10,971,956	173,654	1.6%	11,056,123	84,167	0.8%

**CITY OF VAUGHAN
2012-14 OPERATING BUDGET**

Expenditure By Major Category (1)

	2011 BUDGET	Proposed 2012 BUDGET	Corp Adj \$	%	Dept Adj \$	%	Total Adj \$	%	Proposed 2013 BUDGET	INC. / (DEC.) \$	%	Proposed 2014 BUDGET	INC. / (DEC.) \$	%
<i>Commissioner of Economic and Technology Development and Communications</i>	248,808	256,124	(8,830)	-3.5%	16,146	6.5%	7,316	2.9%	267,472	11,348	4.4%	278,937	11,465	4.3%
Economic and Business Development	1,270,776	1,360,322	(3,510)	-0.3%	93,056	7.3%	89,546	7.0%	1,390,806	30,484	2.2%	1,410,626	19,820	1.4%
Access Vaughan	771,758	828,691	0	0.0%	56,933	7.4%	56,933	7.4%	837,555	8,864	1.1%	842,095	4,540	0.5%
Information and Technology Management	7,267,141	7,730,858	(60,615)	-0.8%	524,332	7.2%	463,717	6.4%	7,863,515	132,657	1.7%	7,871,465	7,950	0.1%
Corporate Communications	1,031,469	1,110,739	0	0.0%	79,270	7.7%	79,270	7.7%	1,118,447	7,708	0.7%	1,122,483	4,036	0.4%
TOTAL COMMISSIONER OF ECONOMIC AND TECHNOLOGY DEVELOPMENT AND CORPORATE COMMUNICATIONS	10,589,952	11,286,734	(72,955)	0.0%	769,737	7.3%	696,782	6.6%	11,477,795	191,061	1.7%	11,525,606	47,811	0.4%
<i>Commissioner of Engineering and Public Works</i>	353,000	363,329	(4,655)	-1.3%	14,984	4.2%	10,329	2.9%	365,546	2,217	0.6%	367,615	2,069	0.6%
Development and Transport. Engineering	3,973,362	3,959,286	(11,500)	-0.3%	(2,576)	-0.1%	(14,076)	-0.4%	4,032,207	72,921	1.8%	4,072,433	40,226	1.0%
Engineering Services	3,980,415	4,064,239	(28,318)	-0.7%	112,142	2.8%	83,824	2.1%	4,141,644	77,405	1.9%	4,180,822	39,178	0.9%
Public Works	30,662,282	29,246,942	(1,616,162)	-5.3%	200,822	0.7%	(1,415,340)	-4.6%	30,498,854	1,251,912	4.3%	31,350,220	851,366	2.8%
TOTAL COMMISSIONER OF ENGINEERING SERVICES AND PUBLIC WORKS	38,969,059	37,633,796	(1,660,635)	0.0%	325,372	0.8%	(1,335,263)	-3.4%	39,038,251	1,404,455	3.7%	39,971,090	932,839	2.4%
VAUGHAN PUBLIC LIBRARIES	12,327,719	12,863,893	(50,900)	-0.4%	587,074	4.8%	536,174	4.3%	13,121,298	257,405	2.0%	13,188,057	66,759	0.5%
TOTAL DEPARTMENTAL EXPENDITURES	191,420,403	196,394,935	(3,797,945)	-2.0%	8,772,477	4.6%	4,974,532	2.6%	201,381,527	4,986,592	2.5%	205,254,844	3,873,317	1.9%
CORPORATE AND ELECTION	4,690,637	4,446,486	444,805	0.0%	(688,956)	-14.7%	(244,151)	-5.2%	4,897,651	451,165	10.1%	6,234,333	1,336,682	27.3%
LONG TERM DEBT	12,087,862	12,259,188	0	0.0%	171,326	1.4%	171,326	1.4%	14,198,430	1,939,242	15.8%	15,948,217	1,749,787	12.3%
CONTINGENCY	1,717,999	3,090,413	(3,505)	0.0%	1,375,919	80.1%	1,372,414	79.9%	5,880,612	2,790,199	90.3%	9,465,557	3,584,945	61.0%
CAPITAL FROM TAXATION	6,629,522	6,762,102	0	0.0%	132,580	2.0%	132,580	2.0%	7,274,050	511,948	7.6%	7,274,050	0	0.0%
TOTAL EXPENDITURES	216,546,423	222,953,124	(3,356,645)	-1.6%	9,763,346	4.5%	6,406,701	3.0%	233,632,270	10,679,146	4.8%	244,177,001	10,544,731	4.5%

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

**CITY OF VAUGHAN
2012-14 OPERATING BUDGET**

Expenditure By Major Category (1)

	2011 BUDGET	Proposed 2012 BUDGET	Corp Adj		Dept Adj		Total Adj		Proposed 2013 BUDGET	INC. / (DEC.)		Proposed 2014 BUDGET	INC. / (DEC.)	
			\$	%	\$	%	\$	%		\$	%		\$	%
CORPORATE AND ELECTION DETAIL :														
RESERVE CONTRIBUTIONS:														
1998 & Prior Bldg & Facil. Infrast. Res.	825,000	825,000		0	0	0	0.0%		825,000	0	0.0%	825,000	0	0.0%
Post 1998 Bldg & Facil. Infrast. Res.	1,259,000	1,314,296	0	0	55,296	0	4.4%		1,371,268	56,972	4.3%	1,416,726	45,458	3.3%
Roads Infrastructure Res.	475,000	167,344	0	0	(307,656)	(1)	-64.8%		167,344	0	0.0%	167,344	0	0.0%
Parks Infrastructure Res.	275,000	356,685	0	0	81,685	0	29.7%		492,007	135,322	37.9%	642,410	150,403	30.6%
Bldg Stds. Service Continuity Res.	0	0	0	0	0	0	0.0%		0	0	0.0%	0	0	0.0%
Election Reserve Contribution	300,000	300,000	0	0	0	0	0.0%		300,000	0	0.0%	300,000	0	0.0%
Additional Vehicle Contribution	0	65,964	0	0	65,964	0	0.0%		85,589	19,625	29.8%	105,605	20,016	23.4%
Fire & Rescue Contribution	0	1,174,726	1,096,150	0	78,576	0	0.0%		1,197,087	22,361	1.9%	1,219,896	22,809	1.9%
Heritage Contribution	0	204,000	200,000	0	4,000	0	0.0%		208,080	4,080	2.0%	212,242	4,162	2.0%
Streetscapes Contribution	0	323,328	0	0	323,328	0	0.0%		612,578	289,250	89.5%	757,498	144,920	23.7%
City Playhouse Contribution	0	15,000	15,000	0	0	0	0.0%		15,000	0	0.0%	15,000	0	0.0%
TOTAL RESERVE CONTRIBUTIONS	3,134,000	4,746,343	1,311,150		301,193		1,612,343	51.4%	5,273,953	527,610	11.1%	5,661,721	387,768	7.4%
CORPORATE EXPENDITURES:														
Bank Charges	111,936	90,000	0	0	(21,936)	(0)	-19.6%		95,000	5,000	5.6%	100,000	5,000	5.3%
Professional Fees	244,224	244,224	0	0	0	0	0.0%		244,224	0	0.0%	244,224	0	0.0%
Major Omb Hearings - Professional Fees	407,040	407,000	0	0	(40)	(0)	0.0%		407,000	0	0.0%	407,000	0	0.0%
Joint Services (Payroll/Cashiering)	460,000	595,153	0	0	135,153	0	29.4%		613,008	17,855	3.0%	631,398	18,390	3.0%
Sundry	20,000	20,000	0	0	0	0	0.0%		20,000	0	0.0%	20,000	0	0.0%
City Hall Funding	1,000,000	0	0	0	(1,000,000)	(1)	-100.0%		0	0	0.0%	0	0	0.0%
Tax Adjustments	1,400,000	1,600,000	0	0	200,000	0	14.3%		1,600,000	0	0.0%	1,600,000	0	0.0%
Corporate Insurance	866,345	0	(866,345)	-100.0%	0	0.0%	-100.0%		0	0	0.0%	0	0	0.0%
Amo Membership	18,826	15,500	0	0	(3,326)	(0)	-17.7%		16,200	700	4.5%	16,930	730	4.5%
Conferences	28,266	28,266	0	0	0	0	0.0%		28,266	0	0.0%	28,266	0	0.0%
Election	0	0	0	0	0	0	0.0%		0	0	0.0%	1,024,794	1,024,794	0.0%
Anticipated Labour Savings	(3,000,000)	(3,300,000)	0	0	(300,000)	0	10.0%		(3,400,000)	(100,000)	3.0%	(3,500,000)	(100,000)	2.9%
TOTAL CORPORATE EXPENDITURES	1,556,637	(299,857)	(866,345)	-55.7%	(990,149)	-63.61%	(1,856,494)	-119.3%	(376,302)	(76,445)	25.5%	572,612	948,914	-252.2%
TOTAL RESERVE CONTRIBUTIONS AND CORP. EXPENI	4,690,637	4,446,486	444,805	9.5%	(688,956)	-14.69%	(244,151)	-5.2%	4,897,651	451,165	10.1%	6,234,333	1,336,682	27.3%



CITY OF VAUGHAN

DRAFT 2012 BUDGET
AND 2013-2014
OPERATING PLAN

*BASE-BUDGET MAJOR BUDGET
CHANGE SUMMARY*

2012				2013				2014							
\$ Impact				\$ Impact				\$ Impact							
%				%				%							
Incr.				Incr.				Incr.							
Tax Rate				Tax Rate				Tax Rate							
% Impact				% Impact				% Impact							
Guideline Expenditure Increase															
Labour Costs															
<i>Volume related increases</i>															
-FY Impact 7-10	502,400														
-Gapping 2011 Complements	144,000														
-Vellore Fitness Centre staff gapping	159,000														
<i>Rate based increases</i>															
-Clerical & Hourly union agreement eco adj	1,180,000			495,000				-							
-Management eco adj	957,000			-				-							
-Library market & econ. adj.	385,607			144,745				8,900							
-Progressions	369,875			339,000				284,100							
-Fire Retention & Fire FY Specific fire rate increases	148,724			370,000				251,000							
-Perm Part Time union agreement	49,000			-				-							
-Misc. Other (Casual Part time, benefit adj., Etc)	1,678,071	5,573,677	4.4%	3.9%	1,270,212	2,618,957	1.9%	1.8%	1,260,299	1,804,299	1.3%	1.1%			
Contractual Obligations															
<i>Price</i>	<i>Volume</i>	<i>Other</i>	<i>Combined</i>	<i>Price</i>	<i>Volume</i>	<i>Combined</i>		<i>Price</i>	<i>Volume</i>	<i>Combined</i>					
-Winter Control	269,000	35,000	304,000	43,000	38,000	81,000		136,000	38,000	174,000					
-Green/Blue Bin recycling	0	99,000	99,000	199,000	171,000	370,000		-	162,000	162,000					
-Waste Mgmt	0	50,000	50,000	248,000	201,000	449,000		-	209,000	209,000					
-ITM	13,000	211,000	224,000												
-Streetlight mtce				50,000	56,000	106,000		52,000	53,000	105,000					
-Contract savings transferred to Contingency			(241,468)												
-ITM, Parks, B&F etc			(25,810)	409,722	1.3%	0.3%	85,600	1,091,600	3.5%	0.7%	51,174	701,174	2.2%	0.4%	
	282,000	395,000													
Utilities															
YRT Ticket purchases			(164,500)			490,100	5.6%	0.3%	492,700	135,000	627,690	6.8%	0.4%		
Insurance (2012 - dept expenses removed offset by \$1.6m incr.)			440,000			37,500					38,440				
Machine Time & Vehicle Repairs & Maint. Adjustment			(740,655)			471,000	10.1%	0.3%			477,600	9.3%	0.3%		
Gas/diesel increases			(189,645)												
Gas/diesel increases			454,220			61,200					33,629				
Fire trf to reserve and frm reserve for retention pay			(946,150)			150,000		0.1%							
Other Items			137,863			66,235					190,485		0.1%		
Total Departmental Expenditure Increase				4,974,532				4,986,592				3,873,317			
				2.6%				2.5%				1.9%			
				3.5%				3.3%				2.4%			
Guideline Fees / Service Charges Increase															
Recreation	745,000	4.0%	0.5%	Recreation	564,000	3.2%	0.4%	Recreation	1,282,230	7.0%	0.8%				
Licensing	103,000	10.7%	0.1%	Licensing	42,000	3.9%		Licensing	45,000	4.1%					
Development Planning	767,000	31.5%	0.5%	Development Planning	328,000	10.3%	0.2%	Development Planning	346,000	9.8%	0.2%				
Development Transp. & Engineering	(153,000)	-35.0%	-0.1%	Development Transp. & Eng.	124,000	5.9%	0.1%	Development Transp. & Eng.	(34,000)	0.7%	0.0%				
Other	(41,292)		0.0%	Other	(100,771)			Other	46,460						
Total Departmental Fees & Service Charges Increase				1,420,708				957,229				1,685,690			
				4.1%				2.7%				4.6%			
				1.0%				0.6%				1.1%			
Net Departmental Impact - Excl Reserve Transfers				3,553,824				4,029,363				2,187,627			
				2.5%				2.7%				1.4%			

<u>Guideline Expenditure Increase</u>		2012	%	Tax Rate		2013	%	Tax Rate		2014	%	Tax Rate	
<u>Corporate Expenditures</u>		\$ Impact	Incr.	% Impact		\$ Impact	Incr.	% Impact		\$ Impact	Incr.	% Impact	
Long Term Debt		171,326	1.4%	0.1%	Long Term Debt	1,939,242	15.8%	1.3%	Long Term Debt	1,749,787	12.3%	1.1%	
Contingency		1,372,414	79.9%	1.0%	Contingency	2,790,199	90.3%	1.9%	Contingency	3,584,945	61.0%	2.3%	
Reserve Contributions					Reserve Contributions				Reserve Contributions				
-Fire & Rescue Contribution	1,174,726				-Fire & Rescue Contribution	22,361			-Fire & Rescue Contribution	22,809			
-Streetscape	323,328				-Streetscape	289,250			-Streetscape	144,920			
-Roads Infrastructure	(307,656)				-Parks Infrastructure	135,322			-Parks Infrastructure	150,403			
-Heritage and City Playhouse	219,000												
-Other	202,945	1,612,343	51.4%	1.1%	Other	104,232	551,165	11.0%	0.4%	Other	93,756	411,888	7.4%
Capital from taxation		132,580	2.0%	0.1%	Capital from taxation		511,948	7.6%	0.3%	Capital from taxation		0	0
Corporate Expenses					Corporate Expenses				Corporate Expenses				
Corporate Insurance	(866,345)				Elections				Elections	1,024,794		0.6%	
Tax Adjustments	200,000				Anticipated Labour Savings	(100,000)	3.0%	-0.1%	Anticipated Labour Savings	(100,000)	2.9%	-0.1%	
Anticipated Labour Savings	(300,000)												
City Hall Funding	(1,000,000)												
Other	109,851	(1,856,494)	-119.3%	-1.3%									
Total Corporate Expenditure Change		1,432,169	5.6%	1.0%	Total Corporate Expenditure Change	5,692,554	17.6%	3.8%	Total Corporate Expenditure Change	6,671,414	17.1%	4.2%	
<u>Corporate Revenues</u>		2012	%	Tax Rate		2013	%	Tax Rate		2014	%	Tax Rate	
		\$ Impact	Incr.	% Impact		\$ Impact	Incr.	% Impact		\$ Impact	Incr.	% Impact	
-Fines and Penalties		(300,000)	-6.1%	-0.2%	-Fines and Penalties	100,000	2.2%	0.1%	-Fines and Penalties				
-Investment Income & Hydro Dividends		500,000	5.8%	0.4%	-Investment Income & Hydro Dividends	200,000	2.5%	0.1%	-Investment Income & Hydro Dividends	350,000	4.6%	0.2%	
-Water & Waste Water recovery		458,661	19.0%	0.3%	-Water & Waste Water recovery	45,279	1.7%	0.0%	-Water & Waste Water recovery	46,184	1.7%	0.0%	
-Finance from Capital		150,000	11.1%	0.1%									
-Insurance Reserve		(3,167,000)	-2.2%		-Debenture Payment Reserve	1,000,000	38.4%	0.7%	-Debenture Payment Reserve	800,000	22.2%	0.5%	
-Fleet Management Reserve		(691,558)	-0.5%		-Building Standards Service Cont.	120,000	13.8%	0.1%	-Building Standards Service Cont.	60,000	6.1%	0.0%	
-Supplemental Taxation		950,000	31.0%	0.7%	-Supplemental Taxation	(121,374)	-50.0%	-0.1%	-Fleet Management	(121,374)	100.0%	-0.1%	
-Payment in Lieu		(800,000)	-29.0%	-0.6%	-Payment in Lieu	(100,000)	-5.0%	-0.1%	-Election	1,024,794		0.6%	
-Other Corporate revenue		(73,097)	-0.1%		-Other Corporate revenue	86,082		0.1%	-Other Corporate revenue	38,855		0.0%	
Total Corporate Revenue Change		(2,972,994)	3.8%	-2.1%	Total Corporate Revenue Change	1,329,987	1.7%	0.9%	Total Corporate Revenue Change	2,200,473	2.8%	1.4%	
Net Corporate Impact		4,405,163		3.1%	Net Corporate Impact	4,362,567		2.9%	Net Corporate Impact	4,470,941		2.8%	
Net Department & Corporate Impact		7,958,987		5.6%	Net Department & Corporate Impact	8,391,933		5.6%	Net Department & Corporate Impact	6,658,568		4.2%	
Less: Assessment Growth (Estimate)		4,254,238	3.1%	3.01%	Less: Assessment Growth (Estimate)	4,355,774	3.0%	3.03%	Less: Assessment Growth (Estimate)	4,607,532	3.0%	3.0%	
Total		3,704,749		2.62%	Total	4,036,155		2.70%	Total	2,051,036		1.30%	



CITY OF VAUGHAN

DRAFT 2012 BUDGET AND 2013-2014 OPERATING PLAN

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

FULL TIME EQUIVALENTS (FTEs)
FTE CHANGE SUMMARY

Department	2011 FTEs	2012			
		2011 Gapping Impact	Department Transfers	Allowable Adjustments	Forecast 2012 FTEs
City Manager	5.0				5.0
Operational Audit	1.0				1.0
Strategic Planning	1.0				1.0
Environmental Sustainability	2.0				2.0
Corporate Policy	1.0				1.0
Fire and Rescue Services	291.5	6.7		(1.0)	297.2
Emergency Planning	1.3				1.3
Sub-Total	302.8	6.7		(1.0)	308.5
Comm. of Finance and Corporate Services	2.7				2.7
City Financial Services	31.2				31.2
Budgeting and Financial Planning	17.5	0.5			18.0
Reserves and Investments	5.0				5.0
Purchasing Services	13.3				13.3
Sub-Total	69.7	0.5		0.0	70.2
Comm. of Legal and Administrative Services	2.0				2.0
City Clerk	47.8		2.0		47.8
Legal Services	13.7				13.7
Enforcement Services	54.2				54.2
Human Resources	50.0			(4.5)	45.5
Sub-Total	167.7	0.0	2.0	(4.5)	163.2
Comm. of Community Services	2.8				2.8
Safe City Committee	0.0				0.0
Recreation	297.2	1.8		11.8	310.8
Cultural Services	15.6	0.5		3.4	19.5
Buildings and Facilities	107.8		0.7		107.8
Fleet Management	9.3				9.3
Parks Operations	116.9	0.8			117.7
Parks Development	11.5		(0.7)		11.5
Sub-Total	561.2	3.2	0.0	15.2	579.5
Comm. of Planning	2.0				2.0
Development Planning	27.4				27.4
Policy Planning	9.0				9.0
Building Standards	65.4		(2.0)		65.4
Sub-Total	103.8	0.0	(2.0)		103.8
Comm. of Economic & Technology Development and Communications	1.0				1.0
Econ. and Business Development	9.7				9.7
Access Vaughan	9.9	0.3			10.3
Information and Technology Mgmt.	40.7				40.7
Corporate Communications	7.0				7.0
Sub-Total	68.4	0.3		0.0	68.7
Comm. of Engineering and Public Works	2.0				2.0
Development/Transport. Engineering	38.5			(2.0)	36.5
Engineering Services	36.6				36.6
Public Works - Operations	68.7				68.7
Sub-Total	145.9	0.0		(2.0)	143.9
Vaughan Public Library (VPL)	141.6			0.3	141.9
Citywide Turnover/General Gapping	(33.8)			(3.3)	(37.1)
Total	1,527.5	10.7	0.0	4.7	1,542.6



CITY OF VAUGHAN

DRAFT 2012 BUDGET AND 2013-2014 OPERATING PLAN

*ANALYSIS & OTHER
INFORMATION*

BASE BUDGET ANALYSIS & OTHER INFORMATION

1. Overall Reasonability Test – Department Adherence to Guidelines

A reasonability test was performed on the overall percentage increase in departmental expenditures to ensure compliance with the approved budget guidelines. Overall 2012 departmental expenditures (including Vaughan Public Library) increased by 2.6%, 2013 department expenditures increased 2.5% and 2014 department expenditures increased 1.9%. It is important to note that department increases are largely reflected in the areas directed by Council's approved guidelines, mainly labour, contracts, utilities, and insurance. As illustrated in the item, the municipality should be gauged by a Municipal Price Index (MPI) estimated at 4.5%. Embedded in the MPI are non-price related increases associated with contract/utility growth, full implications of prior initiatives, and increases in infrastructure funding. Removing these items from the presented overall expenditure increase would yield approximate increase of 2.2% for 2012, 3.5% for 2013, and 3.4% for 2014. Total City expenditure increases are inline with the Municipal price index clearly signalling Vaughan is beating the industry standards.

Overview of Department Increases	2012 % Incr		2013 % Incr		2014 % Incr	
Labour costs	\$ 5,573,677	4.4%	\$ 2,618,957	1.9%	\$ 1,804,299	1.3%
Contractual obligations	\$ 409,722	1.3%	\$ 1,091,600	3.5%	\$ 701,174	2.2%
Utilities	\$ (164,500)	-2.0%	\$ 490,100	5.6%	\$ 627,690	6.8%
Other	\$ (844,367)		\$ 785,935		\$ 740,154	
	\$ 4,974,532	2.6%	\$ 4,986,592	2.5%	\$ 3,873,317	1.9%

2. Review of Specific Expense Categories

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

Accounts of Interest	2011	2012			2013			2014		
	Budget (\$)	Budget (\$)	Variance (\$)	Variance (%)	Budget (\$)	Variance (\$)	Variance (%)	Budget (\$)	Variance (\$)	Variance (%)
Advertising	242,574	223,603	(18,971)	-7.8%	223,149	(454)	-0.2%	223,149	0	0.0%
Cellular	237,604	193,957	(43,647)	-18.4%	194,037	80	0.0%	194,122	85	0.0%
Comp. Hardware/Software	709,836	664,440	(45,396)	-6.4%	664,815	375	0.1%	665,200	385	0.1%
Grouped Expenses	138,917	76,784	(62,133)	-44.7%	74,934	(1,850)	-2.4%	75,089	155	0.2%
Office Equipment	227,502	180,048	(47,454)	-20.9%	180,228	180	0.1%	180,908	680	0.4%
Office Supplies	278,290	273,477	(4,813)	-1.7%	274,327	850	0.3%	278,387	4,060	1.5%
Overtime	991,674	1,016,498	24,824	2.5%	1,016,733	235	0.0%	1,017,393	660	0.1%
Part Time	14,084,472	14,311,483	227,011	1.6%	14,604,685	293,202	2.0%	15,027,765	423,080	2.9%
Professional Fees	1,901,288	1,876,358	(24,930)	-1.3%	1,877,838	1,480	0.1%	1,879,378	1,540	0.1%
Total	18,812,157	18,816,648	4,491	0.0%	19,110,746	294,098	1.6%	19,541,391	430,645	2.3%

Accounts of Interest Explanations

For 2012, there is a small increase in accounts of interest. The largest variance is in the part-time account in the Recreation Department as it related to operating a full calendar year the North Thornhill Community Centre and greater program requirements, approximately \$299k. In addition,

Vaughan Public Libraries part time increases by \$178k due to economic adjustments in labour agreements. The decreases are mainly a result of reallocations, contract terminations and one time funding removals as permitted by budget guidelines.

For 2013, overall there is an increase in the part-time account. This is a result of operating the Vellore Village Fitness Center expansion for a full calendar year \$145k and Vaughan Public Library part time rate increases as per labour agreements.

For 2014, the increase is mostly in part time costs for programs in Block 11 Community Centre that is planned to open toward the end of 2014 or 2015.

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

Departmental expenditures increased over the previous year by \$5.0m in 2012, \$5.0m in 2013 and \$5.0m in 2014. This translates into a 2.6%, 2.5% and 1.9% increases respectively, including increases associated with Vaughan Public Library (VPL). Overall, several departmental budgets increased year over year, while others decreased by varying amounts. Specific detail by account is available within the department information. Detailed below is a brief high level overview of the rational behind department budget variances in excess of \$100,000.

▪ Fire and Rescue Services

2012 Decrease of \$234,918 (0.7%)

The decrease is mostly in reallocations of reserve contributions for insurance and infrastructure to corporate accounts resulting a variance of \$1.4m.

The decrease was offset by a total increase of \$1.0m mainly in labour costs which was a result of \$635k full year impact of ten firefighters approved in 2011 and the remainder was a result of progressions. It should be noted that the collective agreement expired December 31st, 2010.

In addition, the department expenses increased by \$150k as a result of a lower reserve transfers that was implemented in 2011. Lastly, the balance of the variance is in fuel and protective clothing among various other accounts, and complies with the Operating Budget Guidelines.

2013 Increase of \$819,125 (2.4%)

The increase is related to staff progressions and fuel increases as per Budget Guidelines. In 2013, there is an increase in expenses for \$150k due to the elimination of the transfer from reserves.

2014 Increase of \$512,746 (1.5%)

The increase is related to staff progressions and fuel increases as per Budget Guidelines.

▪ City Financial Services

2012 Increase of \$127,669 (4.5%)

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

2013 and 2014 variance were less than \$100k and therefore do not require and explanation.

- **Budgeting and Financial Planning**

- 2012 Increase of \$164,567 (8.3%)

- The variance is mostly related to increases in salaries and benefits as per new union agreements, economic adjustments and progressions.

- 2013 and 2014 variance were less than \$100k and therefore do not require an explanation.

- **City Clerk – Licensing**

- 2012 Increase of \$262,633 (6.6%)

- The variance is mostly related to increases in salaries and benefits as per new union agreements, economic adjustments and progressions. Also, two complements were transferred from Building Standards.

- 2013 and 2014 variance were less than \$100k and therefore do not require an explanation.

- **City Clerk – Insurance**

- 2012 Increase of \$1,560,000 (49.3%)

- The variance is primarily related to an increase in premium insurance, higher planned deductible expenses and additional insurance for new facilities.

- 2013 Increase of \$471,000 (10%)

- The increase is based on trends that other municipalities have experienced. This forecast will be reviewed on annual basis.

- 2014 Increase of \$477,600 (9.2%)

- The increase is based on trends that other municipalities have experienced. This forecast will be reviewed on annual basis.

- **Legal Services**

- 2012 Increase of \$110,633 (5.7%)

- The increase is related to staff progressions and labour agreement economic adjustments.

- 2013 and 2014 variance were less than \$100k and therefore do not require an explanation.

- **Recreation**

- 2012 Increase of \$1,252,366 (7.0%)

- A large portion of the increase, \$927k, is related to increases in labour accounts due to progressions, market rate adjustments and labour agreement economic adjustments.

- In addition, there was a total increase of \$225k in non-labour expenses. The total variance increase includes \$440k in purchases of York Transit Ticket Pass which is offset by slightly greater revenues offset by lower costs for fitness equipment of \$122k which are now fully paid and the elimination of \$190k corporate insurance reserve transfers due to a change in corporate process. The remainder of the variance is in Vaughan Hockey Association subsidy, bank charges and various minor accounts and is in compliance of the 2012-14 budget guidelines. These increases are partially offset by revenue increases, with an overall budgeted department direct cost recovery of 92%.

- 2013 Increase 477,949 (2.5%)

- A large portion of the increase, \$344k, is related to increases in labour accounts due to progressions.

In addition, there is a total increase of \$134k in non-labour expenses. The total increase includes greater purchases by \$37k of York Transit Ticket which is offset by slightly greater revenues. Further, there is an increase of \$29k in the Vaughan Hockey Association subsidy. The remainder of the variance is in various accounts such as materials and supplies, general maintenance, small tools and equipment to support programs. These increases are partially offset by revenue increases, with an overall budgeted department direct cost recovery of 93%.

2014 Increase of \$687,014 (3.5%)

A large portion of the increase, \$501k, is related to increases in part time costs due to anticipated programs in Block 11 Community Centre and full time costs due to progressions. In addition, there was increase of \$38k in purchases of York Transit Ticket Pass which is offset by slightly greater revenues and \$30k in Vaughan Hockey Association subsidy. The remainder of the variance is in various accounts such as materials and supplies, small tools and equipment to support programs. These increases are partially offset by revenue increases, with an overall budgeted department direct cost recovery of 96%.

- **Buildings and Facilities**

2012 Decrease of \$134,483 (0.7%)

The decrease is mainly in the elimination of \$670k for transfers to insurance reserves, \$125k Machine Time due to a change in corporate allocation processes and a \$117k correction in joint service recovery from Vaughan Public Library. Please note that these expenses were reallocated to another department or corporate account.

The decrease is offset by \$505k in labour cost as a result of labour agreement economic adjustments and progressions and 0.7FTE complement transfer. The balance of the budget variance is the result of increases in utilities and general maintenance caused by maintenance of additional buildings such as Kleinburg Church and Station 7-10. The remainder of the variance is savings in various smaller accounts.

2013 Increase of \$526,260 (2.6%)

The increase is in utilities accounts for \$243k caused by rising prices in compliance with budget guidelines and labour accounts for \$239k related to progressions.

2014 Increase of \$650,917 (3.1%)

The increase is in utilities accounts for \$391k caused by rising prices and labour accounts for \$94k related to progressions.

The 2013 and 2014 adjustment is higher than the previous year because it is not masked by the 2012 reduction in natural gas due to conservation efforts.

- **Fleet Management**

2012 Increase of \$1,606,624 (166.6%)

The increase is mostly due to the reallocation of repair and maintenance budgets including machine time. This eliminates the allocation process for repairs and maintenance i.e. machine time, holding accounts, department budgets, fleet budgets, etc. and simplifies a very complex process. Direct department consumables such as gas and leases remain within the department budgets and were adjusted based on budget guidelines.

Traditionally, the fleet department has been subsidized through the fleet reserve, approximately \$365k net. To mitigate the fleet department's funding dependency on the reserve, a three year phase-in approach is being applied. This is necessary to secure a

continuous funding source for fleet department operating costs, leaving fleet reserve funds for the purpose of ensuring assets are replaced when needed.

2013 and 2014 variance were less than \$100k and therefore do not require an explanation.

- **Park Operations**

2012 Decrease of \$97,826 (0.8%)

The decrease is mainly a net budget change of \$671k due to the elimination of Machine Time which was partially reallocated to gas/diesel for vehicles caused by a change in corporate allocation processes. Please note that these expenses were reallocated to another department or corporate account.

The decrease is offset by \$320k in labour and benefit for staff progressions and labour agreement economic adjustments. Contractor total costs increase slightly as a budget transfer of \$217k from Public Works Department for the salting of municipal parking lots offset by almost equitable decrease reallocated to equipment. The remaining portion of the budget change was in materials and supplies and other minor accounts.

2013 Increase of \$215,656 (1.8%)

The increase is mainly in labour accounts for \$138k related to staff progressions. In addition, utilities and gas/diesel increase by a total of \$76k due to anticipated price changes. These increases are in accordance with the Operating Budget Guidelines.

2014 Increase of \$133,709 (1.1%)

The increase is mainly in labour accounts for \$65k related to staff progressions. In addition, utilities and gas/diesel increase by a total of \$68k due to anticipated price changes. These increases are in accordance with the Operating Budget Guidelines.

- **Development Planning**

2012 Increase of \$114,195 (4.1%)

The increase is related to staff progressions and labour agreement economic adjustments.

2013 and 2014 variance were less than \$100k and therefore do not require an explanation.

- **Information and Technology Management**

2012 Increase of \$463,717 (6.4%)

The increase is related to adjustments \$309k in labour accounts for job evaluation, progression and labour agreement economic adjustments. There were contract increases of \$204k in service contracts primarily for the City Hall new AV equipment and VOL implementation of the public website. The remainder of the variance is a reduction of budget for insurance reserve transfers and Machine Time which both reallocated to a corporate account and other minor accounts.

2013 Increase of \$132,654 (1.7%)

The increase of \$77k is in labour accounts for progressions and the remainder of the variance is in the contracts account for Microsoft license renewals.

2014 variance were less than \$100k and therefore do not require an explanation.

▪ **Public Works Operations**

2012 decrease of \$1,401,668 (4.8%)

The decrease is mainly in the elimination of \$1.6m for transfers to insurance reserves and Machine Time due to a change in corporate allocation process. Please note that these expenses were reallocated to another department or corporate account. There is also a decrease of \$153k in contracts account that consists of \$453k reallocation to Parks, corporate contingency offset by higher costs in various divisions within the department.

Also, labour costs increase by \$244k as a result of progressions and economic adjustment as per labour agreements and \$107k increases in various accounts, such as fuel and materials, allowable by budget guidelines.

- The Roads Division budget decreases by \$848k and consists of \$480k related machine time reallocation process change and a transfer of \$484k to Parks and corporate contingency due savings in the streetlight maintenance contract. The decrease is offset by higher labour costs related to progressions and economic adjustments as per labour agreements.
- The Administration Division budget decreases by \$759k and consists of \$830k related machine time reallocation process change offset by higher labour costs related to progressions and economic adjustments as per labour agreements.
- The Waste management budget total increases by \$183k mostly due to price and volume increases in contracted waste related activities, almost 70% of the waste management contract increase is related to volume and the remainder was related to price.
- Winter operations total costs increases by \$3k. The variance consists of a \$231k increase in contracts mostly due to 3.6% price increase, a \$73k increase in material account for salt purchases mostly due to 2% price increase and \$32k in labour costs as a result of progressions and economic adjustments. The increase was offset by \$285k budget reduction related machine time reallocation process change and a the budget removal of \$48k for internal cost recoveries related to the budget transfer to Parks for salting of municipal parking lots.

2013 Increase of \$1,251,912 (4.1%)

The expenditure increase is primarily a result of \$964k contractor and contract materials, \$120k in utility expenses, \$110k in labour costs, and remainder in materials and supplies and gas/diesel accounts.

- The waste management budget increased by \$824k, mostly in contracted waste related activities for a split of 5% price and 4% volume increases.
- The Roads and streetlight maintenance budgets increased by \$328k consisting of \$120k in utility costs, \$102k in contracts mainly for streetlight maintenance and the remainder in labour costs for progressions.
- The winter operations budget increased by the remainder of the variance as a result of price and volume increases in contracts and salt purchases.

2014 Increase of \$851,366 (2.8%)

The expenditure increase is primarily a result of \$610k contractor and contract materials, \$128k in utility expenses, \$63k in labour costs and the remainder in materials and gas/diesel costs.

- The waste management budget increased by \$373k, mostly for split price and volume increases in contracted waste related activities.
- The Roads and streetlight maintenance budgets increased by \$293k consisting of \$128k in utility costs due to price increases, \$99k in contractor charges for streetlight maintenance due to volume and price increase and the remainder in materials and gas/diesel expenditures due to price increases.
- The winter operations budget increased by \$179k for price and volume increases in anti-icing and salt purchases.

▪ **Vaughan Public Libraries**

2012 Increase of \$536,174 (4.3%)

The Vaughan Public Library Board recommends an increase in the Library budget by \$536k. The increase is primarily in labour accounts for \$478k related to job evaluation, progressions, market evaluations and labour agreement economic adjustments. In addition, there was an increase of \$94k in charges from the City to better align budget to actual costs. The remainder was a decrease in insurance reserve transfers related to change in process which does not affect the City's overall budget.

2013 Increase of \$257,405 (2.0%)

The Vaughan Public Library Board recommends an increase in the Library budget by \$257k. The increase is primarily related to labour accounts related to job evaluation, progression and labour agreement economic adjustments.

2014 variance were less than \$100k and therefore do not require and explanation.

All of the increases from these departments were allowed within the approved parameters of the Council approved 2012-2014 Operating Budget Guidelines.

4. Major Corporate Expenditure Budget Adjustments:

See discussion in Item presented on November 21, 2011 Finance & Administration Committee.

5. Major Corporate Revenue Budget Adjustments:

<u>Corporate Revenues</u>	2012 \$ Impact	% Incr.	Tax Rate % Impact
-Fines and Penalties	(300,000)	-6.1%	-0.2%
-Investment Income & Hydro Dividends	500,000	5.8%	0.4%
-Water & Waste Water recovery	458,661	19.0%	0.3%
-Finance from Capital	150,000	11.1%	0.1%
-Insurance Reserve	(3,167,000)		-2.2%
-Fleet Management Reserve	(691,558)		-0.5%
-Supplemental Taxation	950,000	31.0%	0.7%
-Payment in Lieu	(800,000)	-29.0%	-0.6%
-Other Corporate revenue	(73,097)		-0.1%
Total Corporate Revenue Change	(2,972,994)	3.8%	-2.1%

Corporate Revenues

2012 decrease of \$3.0m:

- The largest component of the decrease is related to withdrawals from insurance reserve of \$3.2m which is related to streamline corporate process of allocations from departments to the insurance reserve which had no impact on the tax rate.
- A decrease of \$800k in payment in lieu of taxes for buildings owned by other levels of government. This is a budget adjustment as taxes collected by the City have not historically met budgets.
- A decrease in Fleet Management Reserve withdrawals of \$570k which is a change in process that realigned vehicle maintenance expenditures to the Fleet Department and eliminated removing funds from the reserve contributing funds to the reserve without any impact on tax rate.
- The above decreases were offset by the following:
 - An increase in funding of \$950k for supplemental taxation which is related to the realignment to 2011 actuals.
 - An increase in investment of \$500k related to increase in Powerstream Hydro dividends of \$1,250k to reflect historical actuals and a decrease in investment income of \$750k to reflect lower projections caused by current economic environment.
 - An increase in Water and Wastewater recovery as a result of a change in process that reallocates and realigns City vehicle maintenance expenditures to the Fleet Department and does not impact the tax rate.
 - The finance from capital budget increased by \$150k to better reflect the historical trend in City's actual position.
 - The remainder of the variance was in other minor accounts.

Corporate Revenues	2013	%	Tax Rate	Corporate Revenues	2014	%	Tax Rate
	\$ Impact	Incr.	% Impact		\$ Impact	Incr.	% Impact
-Fines and Penalties	100,000	2.2%	0.1%	-Investment Income & Hydro Dividends	350,000	4.6%	0.2%
-Investment Income & Hydro Dividends	200,000	2.5%	0.1%	-Water & Waste Water recovery	46,184	1.7%	0.0%
-Water & Waste Water recovery	45,279	1.7%	0.0%				
-Debenture Payment Reserve	1,000,000	38.4%	0.7%	-Debenture Payment Reserve	800,000	22.2%	0.5%
-Building Standards Service Cont.	120,000	13.8%	0.1%	-Building Standards Service Cont.	60,000	6.1%	0.0%
-Supplemental Taxation	(121,374)	-50.0%	-0.1%	-Fleet Management	(121,374)	100.0%	-0.1%
-Payment in Lieu	(100,000)	-5.0%	-0.1%	-Election	1,024,794		0.6%
-Other Corporate revenue	86,082		0.1%	-Other Corporate revenue	38,855		0.0%
	1,329,987	1.7%	0.9%		2,200,473	2.8%	1.4%

2013 increase of \$1.3m:

- An increase of \$1m for debenture payment reserve withdrawal due to funding requirements to smooth the long term debt payment requirements.
- A net increase in investment income of \$200k related to increase in Powerstream Hydro dividends of \$450k for higher anticipated revenues offset by a decrease in investment income of \$250k to reflect lower projections caused by uncertainty in the economic environment.
- There is also a \$120k increase in the Building Standards reserve, which is actually neutralized by a raise in Building Standards revenue and associated expenses.
- A decrease of \$100k in payment in lieu of taxes for buildings owned by other levels of government offset by increase in fines and penalties which has a connection to economic environment.

2014 increase of \$2.2m:

- A \$1m election reserve withdrawal which is actually neutralized by associated expenses for municipal elections.
- An increase of \$800k for debenture payment reserve withdrawal due to funding requirements to smooth the long term debt payment requirements.
- An net increase in investment income of \$350k related to increase in Powerstream Hydro dividends of \$600k for higher anticipated revenues offset by a decrease in investment income of \$250k to reflect lower projections caused by uncertainty in the economic environment.

6. 2010 One-Time Funding Costs Removed

Included in the previously approved 2010 Operating Budget were items that were approved on a one-time funding basis. For example, costs associated with a new staff addition for furniture and computer hardware. The following 2010 one-time expense items have been removed from the 2012-2014 Draft Operating Budget:

2011 One-Time Expenses Removed		
Department	Expenditure Description	Amount
Strategic Planning	Professional Fees	30,000
SUB-TOTAL		\$30,000
2011 Additional Complement Related	Expenditure Description	Amount
Access Vaughan	Office Equipment & Furniture	1,500
	Computer Hardware	3,000
Budgeting & Fin. Planning	Office Equipment & Furniture	1,480
	Computer Hardware	2,456
Building & Facilities	Office Equipment & Furniture	250
	Computer Hardware	2,500
Building Standards	Office Equipment & Furniture	3,400
	Computer Hardware	7,000
Cultural Services	Cellular Hardware	200
	Office Equipment & Furniture	3,000
	Computer Hardware	3,300
Dev & Trans	Overtime	5,000
	Part Time Salaries & Benefits	195,116
	Memberships	2,200
	Training & Development	1,000
	Cellular Hardware	200
	Office Equipment & Furniture	10,000
	Computer Hardware	5,990
Enforcement Services	Office Equipment & Furniture	1,250
	Computer Hardware	9,000
	Dept. Sundry Expenses	500
Engineering Services	Office Equipment & Furniture	6,000
	Computer Hardware	5,500
Information & Tech	Office Equipment & Furniture	2,000
	Computer Hardware	6,000
Fire & Rescue Services	Cellular Hardware Equipment	200
	Office Equipment & Furniture	5,001
	Computer Hardware	5,002
Legal Services	Office Equipment & Furniture	1,700
	Computer Hardware	3,078
Parks & Forestry Oper.	Office Equipment & Furniture	2,500
	Computer Hardware	2,500
	Protective Clothing/Uniforms	400
Purchasing Services	Office Equipment & Furniture	4,000
	Computer Hardware	2,500
	Dept. Sundry Expenses	1,000
SUB-TOTAL		\$305,723
TOTAL ONE-TIME EXPENSES REMOVED FROM 2012 BUDGET		\$335,723

7. Budget Expenditures Summary

The 2012-2014 Draft Operating Budget totals \$223m for 2012, \$233.6m for 2013 and \$244.1m for 2014 in expenditures, of which 95% relates to eleven accounts, i.e. labour costs, contracted services, reserve contributions, and maintenance and materials, etc. The summary below illustrates the City has limited flexibility in any given year to significantly alter the City's cost structure. Many of the costs are committed through collective agreements or service contracts. Other reductions will impact the maintenance and repair of the City's infrastructure. Most budget variance explanations have been discussed in the previous analysis section.

Operating Expenditures	2012			2013			2014		
	Base Budget (\$)	% of Total Budget	Cumulative (%)	Base Budget (\$)	% of Total Budget	Cumulative (%)	Base Budget (\$)	% of Total Budget	Cumulative (%)
Salaries and Benefits	127,131,190	57.0%	57.02%	129,649,339	55.5%	55.49%	131,352,974	53.8%	53.79%
Service Contracts	31,515,058	14.1%	71.2%	32,606,658	14.0%	69.4%	33,307,832	13.6%	67.4%
Long Term Debt	11,676,417	5.2%	76.4%	13,615,659	5.8%	75.3%	15,365,446	6.3%	73.7%
Maintenance/Materials	9,977,612	4.5%	83.2%	10,016,057	4.3%	82.1%	10,176,099	4.2%	80.5%
Utilities & Fuel	8,742,193	3.9%	87.2%	9,232,331	4.0%	86.1%	9,860,021	4.0%	84.5%
Capital from Taxation	6,762,102	3.0%	90.2%	7,274,050	3.1%	89.2%	7,274,050	3.0%	87.5%
Reserve Contributions	5,279,114	2.4%	78.8%	5,956,724	2.5%	77.8%	6,344,492	2.6%	76.3%
Insurance Expenses	4,662,000	2.1%	92.3%	5,133,000	2.2%	91.4%	5,610,600	2.3%	89.8%
Contingency	3,090,413	1.4%	94.7%	5,880,612	2.5%	94.9%	9,465,557	3.9%	94.6%
Professional Fees	2,289,552	1.0%	93.3%	2,291,032	1.0%	92.4%	2,292,572	0.9%	90.7%
Tax Write Offs	1,600,000	0.7%	95.4%	1,600,000	0.7%	95.6%	1,600,000	0.7%	95.3%
All Other	10,227,473	4.6%	100.0%	10,376,808	4.4%	100.0%	11,527,358	4.7%	100.0%
Total Draft Expenditures	222,953,124	100.0%	--	233,632,270	100.0%	--	244,177,001	100.0%	--

The remaining 4% or \$10.2m of total expenditures in 2012, \$10.4m in 2013 and \$11.5m in 2014 is further detailed in the following table. The table highlights not only the 2012, 2013 and 2014 account budget and variance, but the allowable increases as per council approved guidelines and any reallocation amounts. It is important to note the total of all reallocations net to zero and therefore do not impact the City's budget. In addition, for variances over \$5,000, a brief explanation is provided.

**CITY OF VAUGHAN
2012-14 ALL OTHER ACCOUNTS SUMMARY**

Expenditures (All Other)	2012				2012			2013			2014			
	2011 Budget	Allowable 2012 Variance	% Variance	Budget Reallocation	Draft Budget	Budget Variance \$	Budget Variance %	2013 Draft Budget	Budget Variance \$	Budget Variance %	2014 Draft Budget	Budget Variance \$	Budget Variance %	
Ticket/Pass Purchases	1,030,000	440,000	1	42.7%	0	1,470,000	440,000	42.7%	1,506,750	36,750	2.5%	1,544,420	37,670	2.5%
Sports Village Ice Time Purchase	1,150,020	23,000	2	2.0%	0	1,173,020	23,000	2.0%	1,202,350	29,330	2.5%	1,232,410	30,060	2.5%
Sundry	349,642	68,031	3	19.5%	483,855	901,528	551,886	157.8%	903,633	2,105	0.2%	1,930,837	1,027,204	113.7%
Computer Hardware/Software	709,836	(59,337)	4	-8.4%	13,941	664,440	(45,396)	-6.4%	664,815	375	0.1%	665,200	385	0.1%
Printing	632,277	17,639	5	2.8%	(43,808)	606,108	(26,169)	-4.1%	611,213	5,105	0.8%	616,448	5,235	0.9%
Joint Service Expenses	460,000	135,153	6	29.4%	0	595,153	135,153	29.4%	613,008	17,855	3.0%	631,398	18,390	3.0%
Training & Development	539,033	1,263		0.2%	(3,894)	536,402	(2,631)	-0.5%	536,777	375	0.1%	537,167	390	0.1%
Joint Service Chgs.-City	430,450	92,679	7	21.5%	1,721	524,850	94,400	21.9%	524,850	0	0.0%	524,850	0	0.0%
Copiers, Faxes and Supplies	490,981	4,268		0.9%	(17,476)	477,773	(13,208)	-2.7%	479,758	1,985	0.4%	488,313	8,555	1.8%
Postal Services	397,691	0		0.0%	(22,970)	374,721	(22,970)	-5.8%	374,721	0	0.0%	374,721	0	0.0%
Bank Charges	347,091	(1,936)		-0.6%	16,994	362,149	15,058	4.3%	372,899	10,750	3.0%	383,794	10,895	2.9%
Chgs. from Other Depts.	344,782	(8,728)	8	-2.5%	(47,830)	288,224	(56,558)	-16.4%	288,224	0	0.0%	288,224	0	0.0%
Radio Operations	286,423	0		0.0%	0	286,423	0	0.0%	286,423	0	0.0%	286,423	0	0.0%
Mileage	339,185	(3,800)		-1.1%	(57,938)	277,447	(61,738)	-18.2%	278,097	650	0.2%	280,272	2,175	0.8%
Office Supplies	278,290	5,675	9	2.0%	(10,488)	273,477	(4,813)	-1.7%	274,327	850	0.3%	278,387	4,060	1.5%
Advertising	252,750	0		0.0%	(9,971)	242,779	(9,971)	-3.9%	242,325	(454)	-0.2%	242,325	0	0.0%
Promotion & Education	227,259	1		0.0%	12,922	240,182	12,923	5.7%	240,182	0	0.0%	240,182	0	0.0%
Memberships/Dues/Fees	224,469	(6,167)	10	-2.7%	6,675	224,977	508	0.2%	227,464	2,487	1.1%	230,310	2,846	1.3%
Cellular Telephones	237,604	(1,088)		-0.5%	(42,559)	193,957	(43,647)	-18.4%	194,037	80	0.0%	194,122	85	0.0%
Office Equip. & Furniture	227,502	(39,518)	11	-17.4%	(7,936)	180,048	(47,454)	-20.9%	180,228	180	0.1%	180,908	680	0.4%
Seminars & Workshops	148,054	1,714		1.2%	2,925	152,693	4,639	3.1%	152,833	140	0.1%	152,983	150	0.1%
Wireless/Internet Commun.	64,623	2,064		3.2%	47,188	113,875	49,252	76.2%	113,900	25	0.0%	113,930	30	0.0%
Meals & Meal Allowances	106,100	(294)		-0.3%	(4,898)	100,908	(5,192)	-4.9%	100,928	20	0.0%	100,948	20	0.0%
Computer Supplies	108,350	(2,871)		-2.6%	(8,764)	96,715	(11,635)	-10.7%	97,035	320	0.3%	97,860	825	0.9%
Corporate Training	89,792	(2)		0.0%	0	89,790	(2)	0.0%	89,790	0	0.0%	89,790	0	0.0%
Grouped Expenses	138,917	(998)		-0.7%	(61,135)	76,784	(62,133)	-44.7%	74,934	(1,850)	-2.4%	75,089	155	0.2%
Subscriptions/Publications	74,617	489		0.7%	(5,335)	69,771	(4,846)	-6.5%	70,056	285	0.4%	70,521	465	0.7%
Special Events/Public Relation	66,870	0		0.0%	(7,076)	59,794	(7,076)	-10.6%	59,794	0	0.0%	59,794	0	0.0%
Records Mgmt Supplies	59,435	0		0.0%	0	59,435	0	0.0%	59,435	0	0.0%	59,435	0	0.0%
Travel	24,600	0		0.0%	29,950	54,550	29,950	121.7%	54,550	0	0.0%	54,550	0	0.0%
Programme Expense	38,446	0		0.0%	11,054	49,500	11,054	28.8%	49,500	0	0.0%	49,500	0	0.0%
Fire Prevention	46,644	1		0.0%	0	46,645	1	0.0%	46,645	0	0.0%	46,645	0	0.0%
Two-way Radios	55,893	0		0.0%	(10,000)	45,893	(10,000)	-17.9%	45,893	0	0.0%	45,893	0	0.0%
Telephone Charges	44,321	589		1.3%	(988)	43,922	(399)	-0.9%	44,137	215	0.5%	44,357	220	0.5%
Conferences	45,118	0		0.0%	(2,852)	42,266	(2,852)	-6.3%	42,266	0	0.0%	42,266	0	0.0%
Awards	36,036	0		0.0%	64	36,100	64	0.2%	36,100	0	0.0%	36,100	0	0.0%
Drafting Supplies	26,309	0		0.0%	0	26,309	0	0.0%	26,309	0	0.0%	26,309	0	0.0%
Data Processing Services	22,843	0		0.0%	(43)	22,800	(43)	-0.2%	22,800	0	0.0%	22,800	0	0.0%
Cable TV/Satellite Service	13,159	4,500		34.2%	1,385	19,044	5,885	44.7%	19,644	600	3.2%	20,679	1,035	5.3%
Armoured Courier Services	22,000	(7,745)	12	-35.2%	0	14,255	(7,745)	-35.2%	14,615	360	2.5%	14,985	370	2.5%
407-ETR Toll Charges	14,504	(1)		0.0%	(740)	13,763	(741)	-5.1%	13,763	0	0.0%	13,763	0	0.0%
Corporate Mgmt Mtgs	12,000	0		0.0%	0	12,000	0	0.0%	12,000	0	0.0%	12,000	0	0.0%
Charges from Facilities	11,720	0		0.0%	0	11,720	0	0.0%	11,720	0	0.0%	11,720	0	0.0%
Emergency Exer - Training	11,500	0		0.0%	0	11,500	0	0.0%	11,500	0	0.0%	11,500	0	0.0%
Public Awareness - Training	10,680	0		0.0%	0	10,680	0	0.0%	10,680	0	0.0%	10,680	0	0.0%
Municipal Grants	10,200	0		0.0%	0	10,200	0	0.0%	10,200	0	0.0%	10,200	0	0.0%
Courier Services	3,362	50		1.5%	6,497	9,909	6,547	194.7%	9,909	0	0.0%	9,909	0	0.0%
Archival Expenses	8,753	0		0.0%	0	8,753	0	0.0%	8,753	0	0.0%	8,753	0	0.0%
Bad Debt Write-Offs Class	3,600	400		11.1%	0	4,000	400	11.1%	4,100	100	2.5%	4,205	105	2.6%
Newsletters & Mailings	55,947	0		0.0%	(54,629)	1,318	(54,629)	-97.6%	1,318	0	0.0%	1,318	0	0.0%
Safety Promotion	1,083	0		0.0%	0	1,083	0	0.0%	1,083	0	0.0%	1,083	0	0.0%
Council - Office Decorations	0	0		0.0%	1,000	1,000	1,000	0.0%	1,000	0	0.0%	1,000	0	0.0%
Electronic Reg'n Exp	980	0		0.0%	0	980	0	0.0%	980	0	0.0%	980	0	0.0%
Cash Over and Short	700	0		0.0%	0	700	0	0.0%	760	60	8.6%	870	110	14.5%
Council Travel & Confer.	20,740	0		0.0%	(20,640)	100	(20,640)	-99.5%	100	0	0.0%	100	0	0.0%

Expenditures (All Other)	2012							2013			2014		
	2011 Budget	Allowable 2012 Variance	% Variance	Budget Reallocation	2012 Draft Budget	Budget Variance \$	Budget Variance %	2013 Draft Budget	Budget Variance \$	Budget Variance %	2014 Draft Budget	Budget Variance \$	Budget Variance %
Sponsorships	0	0	0.0%	0	0	0	0.0%	0	0	0.0%	0	0	0.0%
C.E.A. Mileage	0	0	0.0%	0	0	0	0.0%	0	0	0.0%	0	0	0.0%
Corporate Promotions	16,473	(16,018)	13	-97.2%	(455)	0	(16,473)	-100.0%	0	0.0%	0	0	0.0%
Community Gifts & Promotions	6,194	0	0.0%	(6,194)	0	(6,194)	-100.0%	0	0	0.0%	0	0	0.0%
Community Hosting Events	11,100	0	0.0%	(11,100)	0	(11,100)	-100.0%	0	0	0.0%	0	0	0.0%
Community Event Tickets	7,100	0	0.0%	(7,100)	0	(7,100)	-100.0%	0	0	0.0%	0	0	0.0%
Recoveries from Facilities	(12,500)	0	0.0%	0	(12,500)	0	0.0%	(12,500)	0	0.0%	(12,500)	0	0.0%
Joint Service Revenue	(175,000)	69,040	14	-39.5%	0	(105,960)	-39.5%	(65,323)	40,637	-38.4%	(66,888)	(1,565)	2.4%
Internal Recoverable	(389,510)	0	0.0%	47,830	(341,680)	47,830	-12.3%	(341,680)	0	0.0%	(341,680)	0	0.0%
Joint Serv. Recovery-Library	(408,057)	(116,743)	15	28.6%	0	(524,800)	28.6%	(524,800)	0	0.0%	(524,800)	0	0.0%
Subtotal	9,408,981	601,310	6.4%	217,182	10,227,473	818,492	8.7%	10,376,808	149,335	1.5%	11,527,358	1,150,550	11.1%
Highest 11 accounts total	207,137,442	5,564,385	2.7%	0	212,725,651	5,588,209	2.7%	223,255,462	10,529,811	4.9%	232,649,643	9,394,181	4.2%
Total Draft Expenditures	216,546,423	6,165,695	2.8%	217,182	222,953,124	6,406,701	3.0%	233,632,270	10,679,146	4.8%	244,177,001	10,544,731	4.5%
0													
Selected Expenditure Increase/Decrease Commentary													
1 Increase due to higher demand for YRT tickets based on recent trend. 2 Increase is attributable to Sports Village agreement. 3 Increase is related to \$35k increase for Council expenditures although final Council budgets will be determined by Task Force and budgets will be change accordingly. And, \$22k reversal of temporary trf to B & F from Enforcement Services for 2011 only regarding the 20 Amp service as per Council direction. 4 Decrease due to one time funding removals related to 2011 ARRs. 5 Increase related to price changes in membership fees of professional organizations. 6 Increase as per new Joint Services Agreement with PowerStream. 7 Increase as per new Joint Services Agreement with PowerStream. 8 Decrease to reflect lower interdepartment charges as per operational requirements. 9 Increase due to 2011 ARRs for additional complements. 10 Removal of one-time funding from 2010 ARR and decreased spending from various departments. 11 Removal of one-time funding from 2010 ARR. 12 Decrease service provider contract was lower than the previous supplier. 13 Decrease as it was reallocated to Parks dept for Beautify Your Neighbourhood Initiative. 14 Decrease as per new Joint Services Agreement with PowerStream. 15 Increase due to VPL to reflect historical trend for Building and Facilities Department general repairs and maintenance.													



CITY OF VAUGHAN

DRAFT 2012 BUDGET
AND 2013-2014
OPERATING PLAN

*ADDITIONAL RESOURCE REQUESTS
SUMMARY*

Attachment #1: 2012-14 Additional Resource Requests

2012 Additional Resource Requests

#	Note 1	Note 2	Department	Description	# of Positions	2012 Net FTE	2012 Budget Change	Cum \$ Net Change	Tax Rate % Incr.	Cum Tax Rate % Incr.
2012 Base Budget Increase									2.60%	2.60%
Zero Budget Impact										
A1		✓	Dev/Trans. Eng	Manager of Transportation Engineering	1	1.00	-	-	0.00%	2.60%
A2	✓		Dev/Trans. Eng	TTC/YRRT - Construction Liaison/Inspector	1	1.00	-	-	0.00%	2.60%
A3	✓		PW - Roads	Maintenance of New Pedestrian Walkway	-	-	-	-	0.00%	2.60%
A4		✓	HR	Learning & Dev. Specialist	1	1.00	-	-	0.00%	2.60%
A5		✓	Corporate Comm.	Public Relations Strategic and Media Mgmt	1	1.00	-	-	0.00%	2.60%
A6			Dev/Trans. Eng	Manager, Special Projects	1	1.00	-	-	0.00%	2.60%
A7			PW - Roads	Roads Foreperson	1	1.00	-	-	0.00%	2.60%
A8		✓	Corporate Comm.	Comm. Specialist, Client/Issue Mgmt (FTE Conversion)	1	-	-	-	0.00%	2.60%
A9			Fleet	Mechanic II (FTE Conversion)	1	-	-	-	0.00%	2.60%
A10	✓		Cultural Services	PT Graphics Services Tech. (FTE in lieu of Prof fees)	1	0.59	-	-	0.00%	2.60%
A11	✓	✓	Eco. Development	VBEC Transfer of 2 Contract Positions to FTEs (FTE Conversion)	2	-	-	-	0.00%	2.60%
A12			Reserves & Investments	Investment Software	-	-	-	-	0.00%	2.60%
A13			Policy Planning	Permanent P/T Clerk Typist	1	0.69	-	-	0.00%	2.60%
A14			ITM	Tech. Specialist DBA (FTE in lieu of Prof Fees/Contract)	1	1.00	-	-	0.00%	2.60%
A15			Dev/Trans. Eng	Lot Grading Application Expediter	1	1.00	-	-	0.00%	2.60%
A16			Eng. Serv.	Utility Inspector	1	1.00	-	-	0.00%	2.60%
A17			ITM	Sys. Analyst/Proj. Leader (VOL) (FTE Conversion)	1	-	-	-	0.00%	2.60%
A18			ITM	Web Architect (FTE Conversion)	1	-	-	-	0.00%	2.60%
A19			Accounting Services	PT Accounting Clerk (Partial FTE Conversion)	1	0.19	-	-	0.00%	2.60%
Budget Impact										
1	✓	✓	Building Standards	Zoning By-law Review	4	4.23	359,395	359,395	0.25%	2.85%
2		✓	Strategic Planning	Operational/Business review Consulting Support	-	-	130,000	489,395	0.09%	2.95%
3		✓	Development Planning	Urban Designer - VMC	1	1.00	92,856	582,251	0.07%	3.01%
4	✓		B&F	McMillan Farm Building Maintenance	-	-	35,000	617,251	0.02%	3.04%
5	✓		Parks & Forestry Ops.	McMillan Farm Land Maintenance	-	-	25,000	642,251	0.02%	3.05%
6	✓	✓	Policy Planning	Senior Policy Planner (2 yr contract) OP/OMB	1	1.00	94,879	737,130	0.07%	3.12%
7		✓	HR	Professional Fees - Engagement Survey	-	-	50,000	787,130	0.04%	3.16%
8	✓		Library	Thornhill Woods Neighb. Library - Operations	-	-	148,500	935,630	0.10%	3.26%
9	✓		Library	Thornhill Woods Neighb. Library - Staffing	9	9.02	531,946	1,467,576	0.38%	3.64%
10		✓	Access Vaughan	2 Permanent P/T Staff Access Vaughan	1	1.38	81,552	1,549,128	0.06%	3.69%
11		✓	Budgeting/Financial Plan.	Special Projects Analyst	1	1.00	95,221	1,644,349	0.07%	3.76%
12			Eco. Development	Strategy to Implement a Municipal Sponsorship Program	-	-	55,000	1,699,349	0.04%	3.80%
13		✓	HR	Administrative Coordinator	1	1.00	81,992	1,781,341	0.06%	3.86%
14		✓	Fire Training	Training Officer	1	1.00	132,565	1,913,906	0.09%	3.95%
15			Recreation	Client Serv. Supervisor R&C - CSD (FTE Conversion)	1	-	19,750	1,933,656	0.01%	3.97%
16	✓		Parks & Forestry Ops.	Temporary Seasonal Employees (2012X2, 2013X2)	1	1.38	63,019	1,996,675	0.04%	4.01%
17			Enforcement Services	Property Standards Officer	2	2.00	150,211	2,146,886	0.11%	4.12%
18			Parks & Forestry Ops.	10 Month Forestry Temps (Emerald Ash Borer) X2	1	1.38	49,244	2,196,130	0.03%	4.15%
19	✓		Parks & Forestry Ops.	Tree Pruning (routine street pruning)	-	-	150,000	2,346,130	0.11%	4.26%
20		✓	Library	VPL Citizen Telephone Survey	-	-	35,000	2,381,130	0.02%	4.28%
21			B&F	Facility Operator I - New City Hall	1	1.00	55,859	2,436,989	0.04%	4.32%
22	✓		B&F	Facility Operator I - Vellore Vill. CC Expansion	1	1.00	55,859	2,492,848	0.04%	4.36%
23	✓	✓	Fire Communications	Communication Operators	2	2.00	155,961	2,648,809	0.11%	4.47%
24	✓		Purchasing Services	Senior Technical Clerk	1	1.00	73,013	2,721,822	0.05%	4.52%
25			Emergency Planning	Emergency Planner (Partial FTE Conversion)	1	0.69	78,663	2,800,485	0.06%	4.58%
Total of ARRs Recommended by Senior Management Team					48	40.55	\$ 2,800,485		1.98%	

Total Tax Increase (1%=\$1,414,877)

2012 Base Budget Increase

Tax Increase due to ARRs Recommended by Senior Management Team

4.58%
2.60%
1.98%

Note 1: Indicates a minimum requirement.

Note 2: Indicates ARR has link to Vaughan Vision, strategy or master plan.

Attachment #1: 2012-14 Additional Resource

2012 Additional Resource Requests

#	Note 1	Note 2	Department	Description	# of Positions	Position Status	Grade	Rate	OT Pay	Salary	OT	Benefit	Other	Computer Equipment	Office Equip & Furniture	Offset	Other One-Time	Total Cost
2012 Base Budget Increase																		
Zero Budget Impact																		
A1	✓	✓	Dev/Trans. Eng	Manager of Transportation Engineering	1	FT	9	2	No	101,757	-	26,457	3,250	4,000	-	(135,464)	-	-
A2	✓	✓	Dev/Trans. Eng	TTC/YRRT - Construction Liaison/Inspector	1	FT	6	1	No	72,977	-	12,917	3,750	4,000	250	(94,144)	250	-
A3	✓	✓	PW - Roads	Maintenance of New Pedestrian Walkway	-					-	-	-	15,000	-	-	(15,000)	-	-
A4	✓	✓	HR	Learning & Dev. Specialist	1	FT	6	1	No	72,977	-	18,974	-	-	-	(91,951)	-	-
A5	✓	✓	Corporate Comm.	Public Relations Strategic and Media Mgmt	1	FT	9	3	No	106,383	-	27,660	2,000	2,184	1,150	(139,377)	-	-
A6	✓	✓	Dev/Trans. Eng	Manager, Special Projects	1	FT	9	2	No	101,757	-	26,457	3,550	4,000	-	(135,764)	-	-
A7	✓	✓	PW - Roads	Roads Foreperson	1	FT	F	Start	Yes	45,777	12,500	15,152	3,600	1,500	-	(78,529)	-	-
A8	✓	✓	Corporate Comm.	Comm. Specialist, Client/Issue Mgmt (FTE Conversion)	1	FT	6	5	No	86,876	-	22,588	-	-	-	(109,464)	-	-
A9	✓	✓	Fleet	Mechanic II (FTE Conversion)	1	FT	I	1 year	No	67,266	-	17,489	-	-	-	(84,755)	-	-
A10	✓	✓	Cultural Services	PT Graphics Services Tech. (FTE in lieu of Prof fees)	1	PT	5	Start	No	30,819	-	4,341	-	-	-	(35,160)	-	-
A11	✓	✓	Eco. Development	VBEC Transfer of 2 Contract Positions to FTEs (FTE Conversion)	2	FT	7&4	4&1	No	152,049	-	39,533	-	-	-	(191,582)	-	-
A12	✓	✓	Reserves & Investments	Investment Software	-					-	-	-	25,000	-	-	(25,000)	-	-
A13	✓	✓	Policy Planning	Permanent P/T Clerk Typist	1	PT	C	Start	No	29,564	-	4,814	250	2,139	200	(37,117)	150	-
A14	✓	✓	ITM	Tech. Specialist DBA (FTE in lieu of Prof Fees/Contr)	1	FT	7	2	No	84,095	-	21,865	2,750	2,500	3,500	(114,710)	-	-
A15	✓	✓	Dev/Trans. Eng	Lot Grading Application Expediter	1	FT	E	Start	Yes	47,757	2,000	12,937	1,800	-	-	(67,994)	3,500	-
A16	✓	✓	Eng. Serv.	Utility Inspector	1	PT	J	1	No	23,760	-	3,869	2,300	1,500	2,000	(33,929)	500	-
A17	✓	✓	ITM	Sys. Analyst/Proj. Leader (VOL) (FTE Conversion)	1	FT	7	3	No	87,917	-	22,858	-	-	-	(110,775)	-	-
A18	✓	✓	ITM	Web Architect (FTE Conversion)	1	FT	7	4	No	91,738	-	23,852	-	-	-	(115,590)	-	-
A19	✓	✓	Accounting Services	PT Accounting Clerk (Partial FTE Conversion)	1	PT	4	Start	No	26,359	-	3,714	-	-	-	(30,073)	-	-
Budget Impact																		
1	✓	✓	Building Standards	Zoning By-law Review	4	PT	Various	Various	Yes	264,075	3,750	40,151	101,500	9,900	-	(109,981)	50,000	359,395
2	✓	✓	Strategic Planning	Operational/Business review Consulting Support	-					-	-	-	130,000	-	-	-	-	130,000
3	✓	✓	Development Planning	Urban Designer - VMC	1	FT	K	Start	No	70,759	-	18,397	750	1,800	250	-	900	92,856
4	✓	✓	B&F	McMillan Farm Building Maintenance	-					-	-	-	35,000	-	-	-	-	35,000
5	✓	✓	Parks & Forestry Ops.	McMillan Farm Land Maintenance	-					-	-	-	25,000	-	-	-	-	25,000
6	✓	✓	Policy Planning	Senior Policy Planner (2 yr contract) OP/OMB	1	FT	7	1	No	80,271	-	14,208	400	-	-	-	-	94,879
7	✓	✓	HR	Professional Fees - Engagement Survey	-					-	-	-	-	-	-	-	50,000	50,000
8	✓	✓	Library	Thornhill Woods Neighb. Library - Operations	-					-	-	-	162,100	-	-	(13,600)	-	148,500
9	✓	✓	Library	Thornhill Woods Neighb. Library - Staffing	9	FT & PT	Various	Various	No	441,370	-	90,576	-	-	-	-	-	531,946
10	✓	✓	Access Vaughan	2 Permanent P/T Staff Access Vaughan	1	PT	5	Start	No	63,243	-	8,909	2,600	3,600	2,200	-	1,000	81,552
11	✓	✓	Budgeting/Financial Plan.	Special Projects Analyst	1	FT	6	1	No	72,977	-	18,974	1,850	1,420	-	-	-	95,221
12	✓	✓	Eco. Development	Strategy to Implement a Municipal Sponsorship Prog	-					-	-	-	-	-	-	-	55,000	55,000
13	✓	✓	HR	Administrative Coordinator	1	FT	4	1	No	60,311	-	15,681	500	5,000	500	-	-	81,992
14	✓	✓	Fire Training	Training Officer	1	FT		1	No	94,655	-	24,610	5,100	3,000	5,000	-	200	132,565
15	✓	✓	Recreation	Client Serv. Supervisor R&C - CSD (FTE Conversion)	1	FT	7	1	No	80,271	-	20,870	100	-	-	(81,991)	500	19,750
16	✓	✓	Parks & Forestry Ops.	Temporary Seasonal Employees (2012X2, 2013X2)	1	PT	A	Start	No	53,485	-	7,534	1,000	-	-	-	1,000	63,019
17	✓	✓	Enforcement Services	Property Standards Officer	2	FT	I	Start	Yes	129,914	2,000	34,298	9,000	4,000	1,000	(30,000)	-	150,211
18	✓	✓	Parks & Forestry Ops.	10 Month Forestry Temps (Emerald Ash Borer) X2	1	PT		Start	No	45,812	-	1,833	1,200	-	-	-	400	49,244
19	✓	✓	Parks & Forestry Ops.	Tree Pruning (routine street pruning)	-					-	-	-	150,000	-	-	-	-	150,000
20	✓	✓	Library	VPL Citizen Telephone Survey	-					-	-	-	-	-	-	-	35,000	35,000
21	✓	✓	B&F	Facility Operator I - New City Hall	1	FT	E	Start	No	44,332	-	11,526	-	-	-	-	-	55,858
22	✓	✓	B&F	Facility Operator I - Vellore Vill. CC Expansion	1	FT	E	Start	No	44,332	-	11,526	-	-	-	-	-	55,858
23	✓	✓	Fire Communications	Communication Operators	2	FT		4	No	121,874	-	31,687	2,400	-	-	-	-	155,961
24	✓	✓	Purchasing Services	Senior Technical Clerk	1	FT	F	Start	Yes	53,931	1,000	14,282	300	2,500	-	-	1,000	73,013
25	✓	✓	Emergency Planning	Emergency Planner (Partial FTE Conversion)	1	FT	5	1	No	66,342	-	17,249	2,000	-	-	(6,928)	-	78,663
Total of ARRs Recommended by Senior Management Team					48					3,017,781	21,250	687,788	694,050	53,043	16,050	(1,888,878)	199,400	2,800,485

Total Tax Increase (1%=\$1,414,877)

2012 Base Budget Increase

Tax Increase due to ARRs Recommended by Senior Management Team

Note 1: Indicates a minimum requirement.

Note 2: Indicates ARR has link to Vaughan Vision, strategy or master plan.

Attachment #1: 2012-14 Additional Resource Requests

2013 Additional Resource Requests

#	Note 1	Note 2	Department	Description	# of Positions	2013 Net FTE	2013 Budget Change	Cum \$ Net Change	Tax Rate % Incr.	Cum Tax Rate % Incr.
2013 Base Budget Increase									2.71%	2.71%
Impact of 2012 ARR on 2013									-0.10%	2.61%
Zero Budget Impact										
A1	✓	✓	Dev/Trans. Eng	Transportation Engineer	1	1.00	-	-	0.00%	2.61%
Budget Impact										
1	✓	✓	Building Standards	Zoning By-law Review	5	5.00	633,929	633,929	0.42%	3.02%
2		✓	Environmental Sustainability	Local action plan for reducing GHG emissions	-	-	22,500	656,429	0.01%	3.04%
3	✓		Strategic Planning	PM Software Maintenance Costs	-	-	10,000	666,429	0.01%	3.04%
4	✓		City Clerk	EDMS Business Analyst	1	1.00	118,791	785,220	0.08%	3.12%
5	✓		City Clerk	EDMS Technical SME	1	1.00	118,791	904,011	0.08%	3.20%
6	✓		Strategic Planning	On-Line Citizen Public Engagement Survey	-	-	75,000	979,011	0.05%	3.25%
7	✓	✓	Eco. Development	Employment Zone, VMC Marketing	-	-	50,000	1,029,011	0.03%	3.28%
8	✓		Development Planning	Senior Planner/Project Mgr (Contract) Hospital	1	1.00	106,631	1,135,642	0.07%	3.35%
9	✓		HR	Learning & Development Specialist	1	1.00	100,462	1,236,104	0.07%	3.42%
10	✓		Fire & Rescue Operations	STN 75 - 16 Firefighters & 4 Captains	20	20.00	1,703,727	2,939,831	1.12%	4.53%
11	✓		B&F	Facility Operator I - Fr. Ermanno CC Expansion	1	1.00	56,581	2,996,412	0.04%	4.57%
12	✓		City Clerk	Claims Analyst	1	1.00	77,319	3,073,731	0.05%	4.62%
Total of ARRs Recognized by Senior Management Team					32	32.00	3,073,731		2.02%	

Total Tax Increase (1%=\$1,524,327)

2013 Base Budget Increase

Tax Increase due to ARRs Recognized by Senior Management Team

4.62%
2.71%
1.91%

Note 1: Indicates a minimum requirement.

Note 2: Indicates ARR has link to Vaughan Vision, strategy or master plan.

Attachment #1: 2012-14 Additional Resource R

2013 Additional Resource Requests

#	Note 1	Note 2	Department	Description	# of Positions	Position Status	Grade	Rate	OT Pay	Salary	Overtime	Benefit	Other	Computer Equipment	Office Equip & Furniture	Offset	Other One-Time	Total Cost
2013 Base Budget Increase																		
Impact of 2012 ARR on 2013																		
Zero Budget Impact																		
A1	✓	✓	Dev/Trans. Eng	Transportation Engineer	1	FT	8	1	No	88,302	-	23,577	3,250	4,000	-	(119,129)	-	-
Budget Impact																		
1	✓	✓	Building Standards	Zoning By-law Review	5	FT	Various	Various	Yes	428,529	11,250	75,850	100,000	18,300	-	-	-	633,929
2	✓	✓	Environmental Sustainability	Local action plan for reducing GHG emissions	-					-	-	-	-	-	-	(22,500)	45,000	22,500
3	✓	✓	Strategic Planning	PM Software Maintenance Costs	-					-	-	-	10,000	-	-	-	-	10,000
4	✓	✓	City Clerk	EDMS Business Analyst	1	FT	7	3	No	87,917	-	23,474	1,900	2,500	2,500	-	500	118,791
5	✓	✓	City Clerk	EDMS Technical SME	1	FT	7	3	No	87,917	-	23,474	1,900	2,500	2,500	-	500	118,791
6	✓	✓	Strategic Planning	On-Line Citizen Public Engagement Survey	-					-	-	-	35,000	-	-	-	40,000	75,000
7	✓	✓	Eco. Development	Employment Zone, VMC Marketing	-					-	-	-	50,000	-	-	-	-	50,000
8	✓	✓	Development Planning	Senior Planner/Project Mgr (Contract) Hospital	1	FT	8	1	No	88,302	-	15,629	500	1,800	150	-	250	106,631
9	✓	✓	HR	Learning & Development Specialist	1	FT	6	1	No	72,977	-	19,485	2,500	5,000	500	-	-	100,462
10	✓	✓	Fire & Rescue Operations	STN 75 - 16 Firefighters & 4 Captains	20	FT	Various	1	No	1,288,624	-	344,063	62,840	3,000	5,000	-	200	1,703,727
11	✓	✓	B&F	Facility Operator I - Fr. Ermanno CC Expansion	1	FT	E	Start	No	44,657	-	11,923	-	-	-	-	-	56,581
12	✓	✓	City Clerk	Claims Analyst	1	FT	H	Start	No	61,026	-	16,294	-	-	-	-	-	77,319
Total of ARRs Recognized by Senior Management Team					32					2,248,251	11,250	553,769	267,890	37,100	10,650	(141,629)	86,450	3,073,731

Total Tax Increase (1%=\$1,524,327)

2013 Base Budget Increase

Tax Increase due to ARRs Recognized by Senior Management Team

Note 1: Indicates a minimum requirement.

Note 2: Indicates ARR has link to Vaughan Vision, strategy or master plan.

Attachment #1: 2012-14 Additional Resource Requests

2014 Additional Resource Requests

#	Note 1	Note 2	Department	Description	# of Positions	2014 Net FTE	2014 Budget Change	Cum \$ Net Change	Tax Rate % Incr.	Cum Tax Rate % Incr.
2014 Base Budget Increase									1.86%	1.86%
Impact of 2012-13 ARRs on 2014									0.04%	1.90%
Budget Impact										
1	✓		HR	HR Specialist, Workplace Health and Safety	1	1.00	120,997	120,997	0.08%	1.97%
2			B&F	Assistant Foreperson	1	1.00	62,687	183,684	0.04%	2.01%
3			Enforcement Services	Property Standards Officer	1	1.00	73,037	256,721	0.05%	2.06%
4			Enforcement Services	Property Standards Officer	1	1.00	73,499	330,220	0.05%	2.10%
5	✓		Parks & Forestry Operations	Community Services Asset Management Coordina	1	1.00	106,365	436,585	0.07%	2.17%
6			Parks & Forestry Operations	Emerald Ash Borer (EAB) Tree Removals	-	-	460,000	896,585	0.29%	2.46%
7			Parks & Forestry Operations	Emerald Ash Borer (EAB) Tree Stump Removals	-	-	50,000	946,585	0.03%	2.49%
8			Parks & Forestry Operations	Forestry Arborist	1	1.00	69,889	1,016,474	0.04%	2.53%
9	✓		HR	HR Specialist, Absence and Disability Managemen	1	1.00	92,420	1,108,894	0.06%	2.59%
10	✓		Fire & Rescue Operations	4 District Chiefs	4	4.00	538,995	1,647,889	0.33%	2.92%
11	✓		Fire & Rescue Operations	4 District Chiefs	4	4.00	538,995	2,186,884	0.33%	3.26%
12	✓		PW - Admin	Operations Review Analyst	1	1.00	94,479	2,281,363	0.06%	3.31%
13	✓		Economic & Business Develop	Business Development Officer - Advanced Goods	1	1.00	90,046	2,371,409	0.06%	3.37%
14	✓		Corporate Comm.	Communications Specialist, Website Content Mana	1	1.00	89,320	2,460,729	0.06%	3.43%
15	✓		Corporate Comm.	Communications Specialist, Client Services	1	1.00	89,320	2,550,049	0.06%	3.48%
16	✓		PW - Roads	Roads Labourer	1	1.00	53,468	2,603,517	0.03%	3.51%
17	✓		PW - Roads	Equipment Operator II - Heavy Equipment Operato	2	2.00	138,559	2,742,076	0.09%	3.60%
18	✓		PW - Roads	Equipment Operator I	2	2.00	136,125	2,878,201	0.08%	3.68%
19			Library	eMarketing & Communications Specialist - Pilot Pro	1	1.00	76,785	2,954,986	0.05%	3.73%
20			Parks & Forestry Operations	Additional GPS Units	-	-	30,000	2,984,986	0.02%	3.75%
21	✓		Parks & Forestry Operations	Temporary Seasonal Employees (2012X2, 2013X2	1	1.38	63,467	3,048,453	0.04%	3.79%
22	✓		HR	Awards Budget Increase	-	-	15,000	3,063,453	0.01%	3.80%
23			Cultural Services	Diversity & Inclusivity Signage and Communication	-	-	75,000	3,138,453	0.05%	3.85%
Total of ARRs Recognized by Senior Management Team					27	27.38	3,138,453		1.95%	

Total Tax Increase (1%=\$1,611,630)

2014 Base Budget Increase

Tax Increase due to ARRs Recognized by Senior Management Team

3.85%

1.86%

1.99%

Note 1: Indicates a minimum requirement.

Note 2: Indicates ARR has link to Vaughan Vision, strategy or master plan.

Attachment #1: 2012-14 Additional Resource

2014 Additional Resource Rec

#	Note 1	Note 2	Department	Description	Position Status	Grade	Rate	OT Pay	Salary	Overtime	Benefit	Other	Computer Equipment	Office Equip & Furniture	Offset	Other One-Time	Total Cost
2014 Base Budget Increase																	
Impact of 2012-13 ARRs on 2014																	
Budget Impact																	
1		✓	HR	HR Specialist, Workplace Health and Safety	FT	8	1	No	88,302	-	24,195	3,000	5,000	500	-	-	120,997
2			B&F	Assistant Foreperson	FT	G	Start	No	49,205	-	13,482	-	-	-	-	-	62,687
3			Enforcement Services	Property Standards Officer	FT	I	Start	Yes	64,972	500	18,066	2,250	2,000	250	(15,000)	-	73,038
4			Enforcement Services	Property Standards Officer	FT	I	Start	Yes	65,433	500	18,066	2,250	2,000	250	(15,000)	-	73,499
5	✓		Parks & Forestry Operations	Community Services Asset Management Coordina	FT	7	1	No	80,271	-	21,994	600	1,500	1,500	-	500	106,365
6			Parks & Forestry Operations	Emerald Ash Borer (EAB) Tree Removals					-	-	-	460,000	-	-	-	-	460,000
7			Parks & Forestry Operations	Emerald Ash Borer (EAB) Tree Stump Removals					-	-	-	50,000	-	-	-	-	50,000
8			Parks & Forestry Operations	Forestry Arborist	FT	I	Start	No	54,230	-	14,859	800	-	-	-	-	69,889
9	✓		HR	HR Specialist, Absence and Disability Managemen	FT	5	1	No	66,342	-	18,178	2,300	5,000	600	-	-	92,420
10	✓		Fire & Rescue Operations	4 District Chiefs	FT		4	No	406,244	-	111,311	13,240	3,000	5,000	-	200	538,995
11	✓		Fire & Rescue Operations	4 District Chiefs	FT		4	No	406,244	-	111,311	13,240	3,000	5,000	-	200	538,995
12	✓		PW - Admin	Operations Review Analyst	FT	7	1	No	80,271	-	14,208	-	-	-	-	-	94,479
13	✓		Economic & Business Develop	Business Development Officer - Advanced Goods	FT	5	2	No	69,502	-	19,044	-	1,500	-	-	-	90,046
14	✓		Corporate Comm.	Communications Specialist, Website Content Mana	FT	5	1	No	66,342	-	18,178	800	4,000	-	-	-	89,320
15	✓		Corporate Comm.	Communications Specialist, Client Services	FT	5	1	No	66,342	-	18,178	800	4,000	-	-	-	89,320
16	✓		PW - Roads	Roads Labourer	FT	A	Start	Yes	39,041	1,750	11,177	1,500	-	-	-	-	53,468
17	✓		PW - Roads	Equipment Operator II - Heavy Equipment Operato	FT	D	Start	Yes	86,404	20,000	29,155	3,000	-	-	-	-	138,559
18	✓		PW - Roads	Equipment Operator I	FT	C	Start	Yes	83,494	21,000	28,631	3,000	-	-	-	-	136,125
19			Library	eMarketing & Communications Specialist - Pilot Pro	FT	6	Start	No	60,460	-	16,325	-	-	-	-	-	76,785
20			Parks & Forestry Operations	Additional GPS Units					-	-	-	30,000	-	-	-	-	30,000
21	✓		Parks & Forestry Operations	Temporary Seasonal Employees (2012X2, 2013X2	PT	A	Start	No	53,877	-	7,591	1,000	-	-	-	1,000	63,467
22		✓	HR	Awards Budget Increase					-	-	-	15,000	-	-	-	-	15,000
23			Cultural Services	Diversity & Inclusivity Signage and Communication					-	-	-	15,000	-	-	-	60,000	75,000
Total of ARRs Recognized by Senior Management Team									1,960,565	48,750	531,229	622,030	34,000	18,100	(138,122)	61,900	3,138,454

Total Tax Increase (1%=\$1,611,630)

2014 Base Budget Increase

Tax Increase due to ARRs Recognized by Senior Management Team

Note 1: Indicates a minimum requirement.

Note 2: Indicates ARR has link to Vaughan Vision, strategy or master plan.

Attachment #1: 2012-14 Additional Resource Requests

ARRs Deferred Beyond 2014

#	Budget Year	Department	Description	# of Positions	20XX Net FTE	20XX Budget Change	Cum \$ Net Change	Tax Rate % Incr.	Cum Tax Rate % Incr.
Budget Impact									
1	2015	Fire & Rescue Operations	STN 78 - 16 Firefighters & 4 Captains	20	20.00	1,712,747	1,712,747	1.09%	1.09%
2	2015	Library	Civic Centre Resource Library - Operations	-	-	474,200	2,186,947	0.30%	1.39%
3	2015	Library	Civic Centre Resource Library - Staffing	38	38.29	1,843,200	4,030,147	1.17%	2.56%
4	2016	B&F	Facility Operator I - Block 11	9	9.00	512,041	4,542,188	0.33%	2.88%
5	2016	Recreation	Block 11 Community Centre Fitness Staff	2	2.00	171,525	4,713,713	0.11%	2.99%
6	2016	Recreation	Registration Technician	1	1.00	78,198	4,791,911	0.05%	3.04%
7	2016	Recreation	Facility Permit Specialist	1	1.00	78,198	4,870,109	0.05%	3.09%
8	2016	Recreation	Block 11 Community Centre General Programs Staff	2	2.00	176,327	5,046,436	0.11%	3.20%
9	2016	Recreation	Block 11 Community Centre Admin Staff	3	2.69	208,775	5,255,211	0.13%	3.34%
10	TBD	Parks & Forestry Ops.	10 Month Horticulture Temp (Shrub Maintenance Crew	1	0.69	22,712	5,277,923	0.01%	3.35%
11	TBD	Cultural Services	Cultural Heritage Supervisor	1	1.00	111,041	5,388,964	0.07%	3.42%
12	TBD	ITM	Systems Analyst/Project Leader (CLASS)	1	1.00	114,710	5,503,674	0.07%	3.49%
13	TBD	Cultural Services	Arts & Culture Marketing Material	-	-	60,000	5,563,674	0.04%	3.53%
14	TBD	City Clerk	Shredding Bins	-	-	12,000	5,575,674	0.01%	3.54%
15	TBD	Fire Prevention	Fire prevention Inspector	1	1.00	84,659	5,660,333	0.05%	3.59%
16	TBD	Eng. Serv.	Project Manager	1	1.00	85,291	5,745,624	0.05%	3.65%
17	TBD	Dev/Trans. Eng	Clerical Assistant Clerk C	1	1.00	42,166	5,787,790	0.03%	3.67%
18	TBD	Parks & Forestry Ops.	6 month Contract Services Temp	1	0.69	22,712	5,810,502	0.01%	3.69%
19	TBD	Parks & Forestry Ops.	Soccer Field Renovations	-	-	65,000	5,875,502	0.04%	3.73%
20	TBD	Parks & Forestry Ops.	Irrigation System Maintenance	-	-	21,000	5,896,502	0.01%	3.74%
21	TBD	Parks & Forestry Ops.	Hard Surface Repairs	-	-	80,000	5,976,502	0.05%	3.79%
22	TBD	Parks & Forestry Ops.	Staff Training	-	-	20,000	5,996,502	0.01%	3.81%
23	TBD	Parks & Forestry Ops.	Courts-Tennis and Basketball	-	-	15,000	6,011,502	0.01%	3.82%
24	TBD	HR	Human Resources Partner	1	1.00	108,641	6,120,143	0.07%	3.89%
25	TBD	Legal Services	Real Estate Consultant - Acquisitions	1	0.50	27,436	6,147,579	0.02%	3.90%
26	TBD	HR	Administrative Coordinator	1	1.00	83,436	6,231,015	0.05%	3.96%
27	TBD	B&F	Technical Clerk	1	1.00	70,903	6,301,918	0.05%	4.00%
28	TBD	Enforcement Services	Enforcement - Clerk D	1	1.00	58,822	6,360,740	0.04%	4.04%
29	TBD	Development Planning	DTA Co-Ordinator	1	1.00	78,402	6,439,142	0.05%	4.09%
30	TBD	Budgeting/Financial Plan.	Senior Budget Analyst	1	1.00	107,665	6,546,807	0.07%	4.16%
31	TBD	Eng. Serv.	Traffic Technician/Traffic Analyst	2	2.00	160,659	6,707,466	0.10%	4.26%
32	TBD	Eng. Serv.	Traffic Analyst	1	1.00	89,993	6,797,459	0.06%	4.32%
32	TBD	B&F	Part Time Facility Operator	2	1.80	35,774	6,833,233	0.02%	4.34%
33	TBD	Parks & Forestry Ops.	Canadian Boys National Baseball Tournament	-	-	22,000	6,855,233	0.01%	4.35%
34	TBD	Parks & Forestry Ops.	Canadian Boys National Baseball Tournament	-	-	16,760	6,871,993	0.01%	4.36%
35	TBD	Parks & Forestry Ops.	Canadian Boys National Baseball Tournament	-	-	11,510	6,883,503	0.01%	4.37%
36	TBD	Cultural Services	Special Events Supervisor	1	1.00	110,191	6,993,694	0.07%	4.44%
37	TBD	Fire Mechanical	Stores Clerk	1	1.00	63,107	7,056,801	0.04%	4.48%
38	TBD	Parks & Forestry Ops.	Sod and Seed for Sports Fields	-	-	25,000	7,081,801	0.02%	4.50%
39	TBD	Access Vaughan	Increase in hours for existing P/T Staff	0	0.24	13,943	7,095,744	0.01%	4.51%
40	TBD	Cultural Services	Additional funding for Special Events	-	-	30,000	7,125,744	0.02%	4.52%
41	TBD	City Clerk	Colour Copier for Corporate Mail/Printing Services	-	-	45,000	7,170,744	0.03%	4.55%
42	TBD	Reserves & Investments	PT Development Administration Assistant	1	0.69	39,051	7,209,795	0.02%	4.58%
43	TBD	Emergency Planning	Public Awareness-PrepE Initiative Budget Increase	-	-	22,550	7,232,345	0.01%	4.59%
44	TBD	Cultural Services	Additional Funding for Vaughan Day	-	-	10,000	7,242,345	0.01%	4.60%
45	TBD	Library	Library Resources Purchasing Power Protection	-	-	16,100	7,258,445	0.01%	4.61%
46	TBD	Library	Library Resources Purchasing Power Protection	-	-	16,200	7,274,645	0.01%	4.62%
47	TBD	Library	Library Resources Purchasing Power Protection	-	-	16,400	7,291,045	0.01%	4.63%
48	TBD	ITM	Client Support Analyst	1	1.00	96,809	7,387,854	0.06%	4.69%
49	TBD	ITM	Technology Specialist	1	1.00	114,710	7,502,564	0.07%	4.76%
50	TBD	ITM	Technology Specialist	1	1.00	97,296	7,599,860	0.06%	4.83%
51	TBD	Parks & Forestry Ops.	Fertilizing Parks	-	-	20,000	7,619,860	0.01%	4.84%
52	TBD	Parks & Forestry Ops.	Aerating Parks	-	-	20,000	7,639,860	0.01%	4.85%
53	TBD	PW - Waste	Recyclable paper collection at designated supermail bc	-	-	26,000	7,665,860	0.02%	4.87%
54	TBD	Eng. Serv.	Prof. Services: outsource interdepartmental survey req	-	-	50,000	7,715,860	0.03%	4.90%
Total of ARRs Deferred Beyond 2014 Recognized by Senior Mgmt Team				100	99.59	7,715,860		4.90%	



CITY OF VAUGHAN

DRAFT 2012 BUDGET AND 2013-2014 OPERATING PLAN

*BUSINESS PLAN
PERFORMANCE MEASURES
SUMMARY*

favourable trend
unfavourable trend

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

Measure	Standard	2004	2005	2006	2007	2008	2009	2010	2011 Forecast	2012 Forecast	2013 Forecast	Trend Indicator ↑Increase ↓Decrease ⇌Flat ~fluctuating v downward trending ^ upward trending
CITY MANAGER												
Operational Audit Number of audit reports completed in 2009 vs audit work plan - planned			8	11	10	6	6					No data
Number of audit reports completed in 2009 vs audit work plan - completed			7	8	7	7	1					No data
Strategic Planning Customer satisfaction rating on strategic planning process, departmental projects and business plans (TBD)		TBD										
Number of Corporate projects per year (TBD)		TBD										
Number of projects completed on time (TBD)		TBD										
Corporate Policy Projects or assignments that have been given direction to proceed (TBD);		Please see business plan										
Meeting of timelines and milestones (TBD);		Please see business plan										
Completion of projects or assignments in accordance with the prescribed deliverables (e.g. SMT/Council approval for a study or report) (TBD);		Please see business plan										
Completion of required monitoring programs (TBD).		Please see business plan										
Fire Administration Improvement in ability to meet OFM 10 in 10 standard City wide	90%		58%	45%	61%	64%	53%	51%				v
Cost of Operating Fire Services per \$1,000 of Budgeted Assessment		0.72	0.73	0.70	0.70	0.73	0.72	0.70				~
Average Response Times - All Calls (minutes)	7.00	6.40	6.50	6.37	6.48	6.30	6.59	6.37	6.55			~
Enhanced opportunities for delivery of Public Fire Safety Education												
2010 Structure Fires City Wide : OFM -PSG 04-08-10 (response time)	65%							9%				
2010 Structure Fires City Wide : 10 in 10 Guideline (response time)	65%							52%				
2010 East Vaughan Structure Fires: OFM -PSG 04-08-10 (response time)	88%							18%				
2010 East Vaughan Structure Fires: : 10 in 10 Guideline (response time)	88%							75%				
2010 West Vaughan Structure Fires: : OFM -PSG 04-08-10 (response time)	53%							0%				
2010 West Vaughan Structure Fires: : 10 in 10 Guideline (response time)	53%							33%				
2011(Jan-July) East Vaughan Structure Fires: OFM -PSG 04-08-10 (response time)	69%							23%				
2011 (Jan-July) East Vaughan Structure Fires: : 10 in 10 Guideline (response time)	69%							54%				
2011 (Jan-July) West Vaughan Structure Fires: : OFM -PSG 04-08-10 (response time)	63%							5%				
2011 (Jan-July) West Vaughan Structure Fires: : 10 in 10 Guideline (response time)	63%							50%				
Fire Communications Dispatching the correct type of fire apparatus within 60 seconds after receiving each emergency call from the 911 centre.	95%		83%	85%	90%	90%						No data
NFPA 1221 (Communication) - standard for communication centre procedures specify that 95% of emergency call processing and dispatching shall be completed within 60 seconds.												No data
Fire Mechanical Percentage of maintenance as per the annual maintenance master plan	90%	80%	80%	87%	85%	88%	90%	74%	71%			~

favourable trend
unfavourable trend

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

Measure	Standard	2004	2005	2006	2007	2008	2009	2010	2011 Forecast	2012 Forecast	2013 Forecast	Trend Indicator ↑Increase ↓Decrease ↔Flat ↔fluctuating v downward trending ^ upward trending
Fire Operations												
Response time - minutes	7.00	6.40	6.50	6.37	6.48	6.30	6.59	6.37	6.55			↯
Avg. Response Time for all Emergency calls by Station - STN 71							5.42	5.36	5.41			↯
Avg. Response Time for all Emergency calls by Station - STN 72							7.28	6.59	6.52			v
Avg. Response Time for all Emergency calls by Station - STN 73							6.30	6.19	6.34			↯
Avg. Response Time for all Emergency calls by Station - STN 74							10.15	9.07	8.28			v
Avg. Response Time for all Emergency calls by Station - STN 75							6.30	6.29	6.32			↯
Avg. Response Time for all Emergency calls by Station - STN 76							7.16	6.49	6.51			↯
Avg. Response Time for all Emergency calls by Station - STN 77							7.25	7.05	6.55			v
Avg. Response Time for all Emergency calls by Station - STN 78							7.38	7.07	7.08			↯
Avg. Response Time for all Emergency calls by Station - STN 79							6.55	6.39	6.20			↯
Fire Prevention												
Inspections - work volume			638	670	1,192	1,938	3,541	2,301	1,376	2,500		↑
Municipal License - work volume			387	445	758	553	385	333	177	350		↯
Site Plan/Variance - work volume			311	401	906	952	194	187	96	250		↯
Plans Examination - work volume			178	409	636	648	428	512	113	125		↯
Fire Searches - work volume			115	98	175	184	108	87	49	175		↯
Public Education - work volume			83	31	291	836	686	281	198	600		↯
Fire Investigation - work volume			20	17	53	49	51	61	44	40		v
New Building - work volume			90	63	145	297	211	202	158	350		^
Grow Op -work volume					10	16	18	8	3	5		↯
Prosecution -work volume					81	100	194	67	44	175		^
Emergency Planning												
Public Awareness and Education Literature Distribution (volume)						22,375	23,140	34,186	37,595	46,975	61,975	↑
Public Awareness Events and Workshops (# of events & workshops)						20	26	19	15	40	55	^
Public Education Workshop Participation						470	365	300	246	970	1,345	↑
Staff Training and Exercises - Training - Projected from 2011 (#of Staff)						270	273	250	216	250	250	↯
Staff Training and Exercises - Exercises- Projected from 2011 (# of Staff)						423	300	110	200	200	200	↯
Environment Sustainability									58	70	90	^
Number of requests for information/support received and addressed/FTE												
Number of projects completed each year (TBD)		TBD										
Number of actions completed under Green Directions Vaughan (TBD)		TBD										
Percentage reduction in City Corporation energy/gas consumption (TBD)		TBD										
Percentage reduction in City Corporation carbon footprint (TBD)		TBD										
COMMISSIONER OF FINANCE & CITY TREASURER												
Financial Services												
Total Number of Tax Bills Processed per FTE			4,151	5,084	5,389	6,123	6,287	6,551	6,749	6,992	7,244	^

favourable trend
unfavourable trend

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

Measure	Standard	2004	2005	2006	2007	2008	2009	2010	2011 Forecast	2012 Forecast	2013 Forecast	Trend Indicator ↑Increase ↓Decrease ⇌Flat **fluctuating v downward trending ^ upward trending
Taxes Receivable as a Percentage of Outstanding Taxes			6.6%	6.3%	6.9%	6.0%	8.2%	8.0%	7.8%	7.5%	7.3%	∨
Percentage of Pre-Authorized Payment Plan Participation per Annum			15.2%	16.8%	17.0%	18.2%	21.9%	23.3%	24.6%	25.9%	27.2%	∧
Tax levied - Amount (\$)						\$ 566 M	\$ 595 M	\$ 620 M	\$ 649 M	\$ 680 M	\$ 713 M	∧
Tax levied - # of Tax Bills						84,000	86,000	90,000	92,000	96,000	99,000	∧
General Accounting - Submit FIR				On Schedule	On Schedule	On Schedule	On Schedule	Delayed				n/a
General Accounting - Submit MPMP				On Schedule	On Schedule	On Schedule	On Schedule	Delayed				n/a
General Accounting - Submit Audited Fin S/Ments to Council				On Schedule	On Schedule	On Schedule	On Schedule	Delayed				n/a
General Accounting - Mthly Corporate Financials on VOL				On Schedule	On Schedule	On Schedule	On Schedule	On Schedule				n/a
General Accounting - Council Exp Reports to City Web Page				N/A	N/A	N/A	N/A	On Schedule				n/a
Accounts Payable Invoices Processed per FTE			7,140	7,264	6,260	5,800	6,378	6,501	6,595	6,681	6,838	∧
Accounts Receivable Invoices per FTE					836	644	953	1,019	1,067	1,124	1,180	∧
% AR Balance Outstandng > 90 days				1.811%	0.988%	0.081%	0.994%	8.199%	3.750%	2.813%	1.875%	∨
Budgeting & Financial Planning												
Efficiency - Total City Budget \$ per Budgeting Division FTE	\$ 30 M	\$ 35 M	\$ 32 M	\$ 34 M	\$ 29 M	\$ 30 M	\$ 32 M	\$ 34 M	\$ 31 M	\$ 33 M	\$ 34 M	⌵
Efficiency - Budget Submissions per Budgeting Division FTE	10.0	12.3	5.6	7.0	9.3	10.7	10.8	11.2	10.1	10.4	10.7	⌵
Efficiency – Total Account Requiring Analysis per FTE	700	788	873	732	744	752	879	918				↑
Effectiveness - Operating Budget Accuracy – City Budget vs. Actual Results (overall)		96.83	97.22	98.62	98.58	90.80	89.6	101.2	101	97.4	96	⌵
Efficiency - # of Adhoc Projects/Analysis – TBD		TBD										
Efficiency - Mgmt Overtime Hours & equivalent FTE - TBD		TBD										
Effectiveness – LRFP Accuracy - Net Tax Levy Percentage Increase-forecast							6.60%	6.03%	2.75%	6.29%	5.70%	⌵
Effectiveness – LRFP Accuracy - Net Tax Levy Percentage Increase-preliminary budget							5.72%	7.10%	2.97%	6.07%		⌵
Budget Accuracy City Budget vs Actual Results (Expenditure)						99.4%	105.2%	101.5%	101.7%	101.4%	101.8%	⌵
Budget Accuracy City Budget vs Actual Results (Revenue)						81.8%	96.0%	106.3%	106.7%	99.2%	98.0%	∨
Success Rate of Grant Applications Submissions							83.0%	84.0%	88.0%			∧
Reserve per Capita (\$)						1,022	1,073	1,218				∧
Asset Value (PSAB) in \$Billions						\$6.41B	\$6.69B	\$6.79B	\$6.98B			∧
Discretionary Reserve Ratio	50%					72%	68%	72%	68%			↔
Debt Charges Ratio	10%					6.6%	6.3%	9.7%	9.2%			↔
Reserves & Investments												
Total Capital Expenditure per Capital FTE		\$22,148,268	\$37,806,857	\$14,242,286	\$19,846,447	\$49,714,121						No data
Total Reserves and Reserve Funds per Capita		\$606	\$746	\$801	\$840	\$1,022	\$1,073	\$1,128	\$1,100			↔
Average Interest Rate of Return		2.45%	2.76%	4.28%	4.66%	3.82%	1.11%					∨
Benchmark Avg Interest Rate of Return		2.20%	2.52%	3.83%	4.39%	4%	1%					∨
Total number of transactions per Development Financing FTE		1,677	1,386	2,096	2,040	\$1,745						No data
Purchasing												
Number of bids greater than \$100,000 per FTE			6	6	5	6	10	12	15	10	9	∨
Number of bids less than \$100,000 per FTE			19	19	21	21	39	36	38	35	31	∨

favourable trend
unfavourable trend

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

Measure	Standard	2004	2005	2006	2007	2008	2009	2010	2011 Forecast	2012 Forecast	2013 Forecast	Trend Indicator ↑Increase ↓Decrease ↔Flat ~fluctuating v downward trending ^ upward trending
Total Bids per FTE			25	25	26	27	49	48	53	45	40	v
Number of Purchase orders per FTE - Operating			106	103	162	179	180	230	240	200	200	v
Number of Purchase orders per FTE - Capital			51	55	63	70	80	95	85	80	70	v
Total Purchase orders per FTE			157	158	225	249	260	325	325	280	270	v
Turnaround time for bid tenders (TBD)		TBD										
COMMISSIONER OF LEGAL AND ADMINISTRATIVE SERVICES												
Clerks Number of Business Licenses ussued per fiscal year-Stationary			2,300	2,300	2,256	2,985	2,212	3,158	3,159	3,169	3,174	^
Number of Business Licenses ussued per fiscal year-Mobile			1,176	1,537	1,395	1,876	2,093	2,125	2,196	2,201	2,206	^
Number of Business Licenses ussued per fiscal year-Marriage			637	566	705	800	982	671	750	850	850	^
Total cost per license issued (processed license)			\$93.50	\$86.97	\$89.31	\$77.38	\$61.96	\$88.09	\$87.44	\$87.14	\$87.02	v
Average turnaround time per business license application (Business Weeks)			20.30	18.80	11.70	0.84	0.84	0.84	0.84	0.84	0.84	~
Number of JOC Records Centre Requests per annum					6,073	7,983	6,001	6,040	8,230	8,230	8,230	~
Archival Services Information/Research Requests per Annum - Total # of Requests			255	301	308	284	281	200	300	350	400	^
Archival Services Information/Research Requests per Annum - Total # of Hours			348	387	454	462	461	300	500	550	600	^
Quantity of Archival Records Processed per Annum			235	210	240	250	260	200	400	400	400	~
Number of Access Requests through Freedom of Information Act					90	112	119	126	90	90	90	~
Number of Appeals and Privacy Complaints through Freedom of Information Act					20	30	22	10	4	5	5	~
# of Committee of Adjustment applications			419	539	511	397	345	362	348	370	370	~
# of registrations/FTE			69	96	70	60	57	67	50	50	50	~
# of photocopies/FTE (print shop)				506,374	702,456	785,456	760,181	950,226				
Number of Business Licenses issued per Business Year												
Access & Privacy Compliance within 30 day timeline					80%	79%	86%	100%	100%	100%	100%	~
Number of boxes stored off-site at Iron Mountain per annum						7,417	9,230	10,950	13,610	15,610	17,610	^
Legal Number of Lawyer/Employee		224	237	190	196	201	208	216	224	231	239	^
Number of lawyers per number of residents		56,875	56,875	47,600	48,000	50,400	52,000	57,000	58,846	60,276	61,634	^
Dollar value of cash-in-lieu determinations and number of appraisals.		\$2,602,965	\$9,660,843	\$11,476,743	\$5,954,575	\$3,812,862	\$3,550,000	\$5,701,600	\$3,100,000	\$5,000,000	\$5,000,000	~
Number of OMB hearing days		184	200	100	184	156	270	101	309	700	700	^
Number of Litigation days						278	190	159	205	175	150	v
number of acquisitions		6	5	2	6	4	6	6	6	4	5	~
number of sales		13	14	8	2	8	8	4	4	6	2	v

favourable trend
unfavourable trend

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

Measure	Standard	2004	2005	2006	2007	2008	2009	2010	2011 Forecast	2012 Forecast	2013 Forecast	Trend Indicator ↑Increase ↓Decrease ⇌Flat **fluctuating v downward trending ^ upward trending
dollar value of acquisitions		\$4,068,729	\$1,685,763	\$8,827,000	\$1,704,000	\$2,330,773	\$1,036,585	\$18,521,660	\$16,400,000	\$17,000,000	\$12,500,000	▼
dollar value of sales		\$918,245	\$7,725,852	\$5,761,778	\$1,443,333	\$3,147,150	\$100,521	\$14,054	\$102,000	\$3,700,000	\$9,000,000	▲
Enforcement Services Enforcement Services Complaint-Driven Requests		5,977	5,939	6,100	6,800	7,400	8,000	8,500	12,000	15,500		▲
Number of Online Ticket Payments						8,500	8,440	9,489	11,000	11,000		↔
Service Standard Response - % of calls not meeting standard	20%					56%	40%	60%	42%	30%		▼
Number of Complaint Driven Service Request per Field Officer	300	273	270	277	309	336	320	327	321	340		⌵
Number of Service Requests/(Complaints) Concluded (closed and completed)		3,900	2,470	4,672	5,949	5,500	5,500	5,800	6,000	6,200		▲
Amount of parking/penalty revenue generated and actual received per annum	1,700,000	1,487,595	2,399,275	1,820,105	1,729,085	1,400,000	1,450,000	1,997,440	1,800,000	1,850,000		⌵
Animal Services - Call for Service									2,500	3,000		▲
Animal Services - Number of animals in Animal Svces System									800	1,000		▲
Human Resources Number of Lost Time Injuries per 100 FTE's		1.75	2.15	3.31	2.44	2.10	1.78					↓
Number of Business Days Taken to Fill a Position			64	44	36	44.0	36					⌵
Number of Days Lost on Sick Time per Annum		7.04	5.73	5.50	6.40	5.75	5.96					⌵
Number of Labour Grievances		36.0	52.0	28.0	25.0	43.0	27.0					⌵
Number of Grievances Resolved		32.0	35.0	14.0	18.0	9.0	14.0					⌵
Number of Grievances to Arbitration		4.0	17.0	4.0	6.0	10.0	9.0					⌵
Number of Grievances Allowed		-	-	-	1.0	-						⌵
Average Days Lost due to Lost Time WSIB Injury/Disease		12.50	10.00	6.76	19.75	9.2	18.41					⌵
Number of Training Days Offered to staff		27	25	40	73	112	150	118				⌵
Voluntary Turnover Report	4.01			3.57	2.66	3.14	2.09	3.81				⌵
Number of City FTE's per each HR FTE	61.7			-	-	-	-	123.27				
HR costs per City Employee	\$2,245			-	-	-	-	\$1,545				
Labour costs per FTE	\$81,548			-	-	-	-	\$74,965				
Total Labour costs as a % of Total Revenue	77.50%			-	-	-	-	58.17%				
COMMISSIONER OF COMMUNITY SERVICES												
Recreation and Culture Program budgets with cost recovery - expenses		\$12,411,449	\$13,329,574	\$15,343,090	\$15,577,624	\$16,027,432	\$16,684,160	\$18,320,416	\$17,934,187	\$19,186,553	\$19,664,502	↑
Program budgets with cost recovery - revenues		\$11,861,731	\$12,762,065	\$13,759,891	\$14,243,406	\$15,020,591	\$15,743,040	\$16,665,011	\$16,983,160	\$17,727,675	\$18,292,130	↑

favourable trend
unfavourable trend

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

Measure	Standard	2004	2005	2006	2007	2008	2009	2010	2011 Forecast	2012 Forecast	2013 Forecast	Trend Indicator ↑Increase ↓Decrease ↔Flat **fluctuating v downward trending ^ upward trending
Program budgets with cost recovery - net		\$549,718	\$567,509	\$1,583,199	\$1,334,218	\$1,006,841	\$941,120	\$1,655,405	\$951,027	\$1,458,878	\$1,372,372	↓
Departmental Revenue Generated per FTE		\$44,968	\$46,799	\$47,392	\$49,141	\$54,482						
Program Fill Rate - adult	70%	69%	58%	63%	60%	53%	55%	53%				↔
Program Fill Rate - aquatics	70%	83%	84%	80%	80%	81%	82%	81%				↔
Program Fill Rate - children/youth	70%	92%	86%	75%	62%	73%	72%	68%				↓
Program Fill Rate - pre-school	70%	87%	86%	80%	78%	73%	72%	67%				↓
Program Fill Rate - average	70%	82%	78%	76%	70%	70%	66%	66%				↔
Facility Utilization Rate	80%	89%	89%	88%	89%	88%	87%	85%				↓
Customer satisfaction with programs	80%			96%	95%	97%	95%	94%				↔
Customer satisfaction with staff	80%			97%	98%	96%	95%	95%				↔
City Playhouse utilization	70%			72%	77%	80%	71%	74%				⚡
Building and Facilities												
Quantity of Building Square Feet Maintained		1,183,585	1,294,658	1,348,411	1,421,951	1,433,201	1,433,201	1,729,100	1,737,900	1,686,900	1,691,900	↑
Number of Building Square Feet Maintained per Maintenance FTE		17,153	17,262	17,742	18,710	18,734	18,734	22,168	16,872	21,086	21,148	↑
Cost per Building Square Feet Maintained		10.02	10.53	11.11	11.04	11.44	12.02	11.83	11.67	11.94	12.19	↑
Utilities Consumption per Square Foot for all Major Buildings (to be developed)		TBD										
Number of Work Orders per FTE, and Average turn Around Time (to be developed)		TBD										
Number of Unscheduled Disruptions (to be developed)		TBD										
Fleet												
Cost per preventative maintenance service		91,774	138,058	116,376	145,893	149,876	140,557	154,123	93,647			↑
Number of work orders per clerical FTE		1,998	2,083	2,158	2,454	2,935	2,705	2,699	1,563			⚡
Number of works orders per mechanical FTE			344	348	403	527	466	495	305			⚡
Amount of general repairs costs per year		340,429	394,587	394,334	418,732	484,255	594,711	834,012	527,375			↑

favourable trend
unfavourable trend

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

Measure	Standard	2004	2005	2006	2007	2008	2009	2010	2011 Forecast	2012 Forecast	2013 Forecast	Trend Indicator ↑Increase ↓Decrease ⇌Flat **fluctuating v downward trending ^ upward trending
Parks & Forestry Operations												
Number of Turf Hectares Maintained			601	621	656	667	686	711	771	811	823	↑
Turf Hectares Maintained per FTE			8.2	8.4	8.5	8.7	8.8	8.9	9.4	9.6	9.5	↔
Flower Bed Stops per FTE	205			195	197	201						
Flower Bed Stops per Crew							85	101	152	160	175	↑
Number of Forestry Work Orders Generated per Forestry FTE	1,738		1,970	1,750	1,811	4,481	6,403	9,957	10,556			↑
Total Work Orders Received related to Forestry							1,811	4,481	6,700	7,200	7,700	↑
Number of Work Orders Completed by Forestry Staff							1,811	4,481	9,445	12,510	14,580	↑
Number of Contractor Works Orders overseen by Forestry Staff							-	-	1,545	1,810	1,880	↑
Number of EAB Work Orders Completed by Forestry							-	-	1,200	3,500	5,000	↑
Number of sidewalk snowclearing kilometers per FTE	24		25	25	27	28	26	24	25	26	25	↔
Parks Development		Please see business plan										
Time for delivery of New Park Development Projects to the Purchasing Department within the average time requirement												
Response time to resident inquiries.		Please see business plan										
COMMISSIONER OF PLANNING												
Development Planning												
Volume of variance applications		367	265	475	420	342	284	298	364	390	410	↑
Volume of consent applications		77	54	64	96	55	56	64	40	55	60	⚡
Number of Architectural/Urban Design Guidelines, Subdivision Landscape/ Streetscape Plans, Environmental Reports Prepared per FTE		74	87	93	102	112	101	159	184	199	224	↑
Total Number of Development Applications			279	317	271	251	205	222	257	280	306	↑
OMB Hearings			21	7	15	13	12	7	17	19	21	↑
Total Hours Allocated to OMB Hearings						343	547	81	240	266	294	⬆
Number of Reports, Official Plan and Zoning Amendments, Agreements			514	416	354	311	260	371	479	529	583	↑
Number of active applications per 9 FTE					67	76	57	55	51	47	43	↓
Total Number of Active Files			493	560	599	685	511	491	458	425	390	↓
Policy Planning												
Number of Completed Projects			4	11	7	5	12	14	4			√
Number of Active Projects						18	25	26	21	24	22	⚡
Number of Projects Initiated			4	1	7	10	8	8	14	10		⚡
Building Standards		Please see business plan										
Permit Processing Times 2000 to 2014												

favourable trend
unfavourable trend

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

Measure	Standard	2004	2005	2006	2007	2008	2009	2010	2011 Forecast	2012 Forecast	2013 Forecast	Trend Indicator ↑Increase ↓Decrease ⇌Flat **fluctuating v downward trending ^ upward trending
Approx. Percentage of Inspections Requests Responded to within 48 hrs.		Please see business plan										
Number of Outstanding Permits		Please see business plan										
Provide timely and accurate information to Building Standards Stakeholders		Please see business plan										
COMMISSIONER OF ECONOMIC AND TECHNOLOGY DEVELOPMENT AND CORPORATE COMMUNICATIONS												
Economic & Technology Development Number of business development completions per FTE			19	14	14	8	8					↯
Number of business consultations delivered by VBEC per FTE		1,522	1,391	1,233	1,470	1,207	1,300					v
Number of jobs created through assistance of VBEC per FTE		736	781	765	626	667	650					↯
Execution of Communities in Bloom Conference		Ec Dev did not provide performance indicators										
Development of a sustainable funding model for Tourism												
Access Vaughan Aggregate number of calls offered by FTE				2,507	2,590	2,372	2,255	2,401	2,500	2,625	2,756	^
Aggregate number of calls answered by FTE				2,057	2,227	2,229	2,098	2,216	2,327	2,444	2,566	^
Year-to-date monthly service level - 80% of calls answered within 20 secs or less standard	80%			90%	80%	90%	90%	87%	75%	75%	75%	↔
Percentage of Growth (Year over Year)					107,667 Jan - Jul	112,818 Jan - Jul						
Call Volume Monthly Average Year-over-Year		Please see business plan										
Call Distribution (Transfers vs. Resolved)		Please see business plan										
Information Desk Inquiries					12,804	14,898	19,472	17,253	30,000	31,500	33,075	^
Average Handle Time for CSRs Year-over-Year		Please see business plan										
ITM - Business Solutions Project Portfolio Management – use of resources @ 100%		Please see business plan										
Execution of Projects on time/budget – 90%		Please see business plan										
Staff Resources Demand vs Capacity		Please see business plan										
Inventory of Supported Applications		Please see business plan										
ITM - Technical Services Mission-critical computing infrastructure availability – 99.999% during normal business hours		Please see business plan										
Computing infrastructure performance – at (or near) manufacturers' specifications		Please see business plan										
ITM - Client Services Efficiency of Response to client issues – minimum 75% satisfaction rating		Please see business plan										
Effectiveness of solutions to client issues – minimum 80% satisfaction rating		Please see business plan										
Customer satisfaction – minimum 90% overall rating		Please see business plan										
Data and Voice Infrastructure Reliability		Please see business plan										
ITM HelpDesk Incident Activity		Please see business plan										

favourable trend
unfavourable trend

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

Measure	Standard	2004	2005	2006	2007	2008	2009	2010	2011 Forecast	2012 Forecast	2013 Forecast	Trend Indicator ↑Increase ↓Decrease ⇌Flat ~fluctuating v downward trending ^ upward trending
Corporate Communications												
# of News Releases and Media Advisories issued			54	276	255	233	291	253	228	245	245	▲
# of Media Contacts/Inquiries			222	603	381	444	300	253	252	200	200	▼
# of Media Clippings of published stories on Vaughan				2,229	2,754	3,447	3,129	3,088	3,680	3,000	3,000	▼
# of visitors to the City Website		755,497	910,125	1,412,984	1,389,420	1,458,800	1,531,800	106,058	1,200,000	2,000,000	2,000,000	▲
# of Website Postings		1,746	2,025	2,938	3,022	3,165	3,324	2,902	3,200			▲
# of Media Stories Generated By City-issued Communiques (NEW)								554				
# of Subscribers to City Social Media Sites (NEW)								47	447			▲
# of Subscribers to the City E-Newsletter								6,000	7,822	12,000	20,000	▲
# Corporate Events - Media Sponsorship			195,393	217,339	194,139	358,372	189,790	190,000				⚡
# Corporate Events - Corporate Sponsorship			65,500	99,435	73,000	109,699	105,699	105,699				⚡
Sponsorship - Mayor's Golf Tournament			135,024	160,000	180,393	132,368	88,441	90,000				⚡
Sponsorship - Mayor's Gala			501,230	847,779	515,670	459,948	158,528	200,000				▼
Sponsorship for Mayor's Gala and Mayor's Golf Tournament				90	100	94	94	110				⚡
COMMISSIONER OF ENGINEERING SERVICES AND PUBLIC WORKS DEPARTMENT												
Development/Transportation Engineering												
# of site plans-site approvals	30			37	33	35	44	53	47	48		▲
# of site plans-committee of adjustments	200.0			269.5	255.5	242.5	172.5	204.0	232.5	232.5		▼
Construction Value for Processed Subdivision Agreement per year		33,107,000	92,250,000	227,192,000	86,831,000	124,916,235	90,658,000	56,711,172	26,471,265	16,700,000	51,836,000	▲
# of grading permits / FTE	565				635	698	818	768	1,027	613	618	▼
# of studies / FTE - planning					17	7	9	9	9	10	11	▲
# of studies / FTE - transportation					21	10	12	9	10	11	11	▲
# of complaints					226	529	608	817	716	665	665	▼
# of Executed Agreements per Year per FTE	5.0		5.4	10.0	6.4	6.8	6.4	8.8	4.8	4.2	2.0	⚡
# of Development Applications/FTE (NEW)						34.3	25.9	30.0	33.0	36.0	39.0	▲
Committee of Adjustment Applications/FTE (NEW)						242.5	172.5	134.0	216.0	174.0	174.0	⚡
Engineering Services - Design												
% work completed		50.9	75.6	80.4	53.0	78.2	73.6	69.0	84.0	90.0	90.0	▲
% work in progress		48.1	22.7	19.6	47.0	21.6	17.4	25.0	3.0	10.0	5.0	⚡
% work cancelled		-	0.6	-	-	0.2	-	-	3.0	-	-	n/a
% work deferred		1.0	1.1	-	-	-	-	6.0	7.0	-	-	n/a
% of work ongoing							6.2	-				n/a
% York Region Undertaking							2.9	-	3.0	-	5.0	⚡
Engineering Services - Construction												
Final contract price as percentage of tender price		102	100	105	92	96	87	94	95	95	95	⚡

favourable trend
unfavourable trend

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

Measure	Standard	2004	2005	2006	2007	2008	2009	2010	2011 Forecast	2012 Forecast	2013 Forecast	Trend Indicator ↑Increase ↓Decrease ⇌Flat **fluctuating v downward trending ^ upward trending
Total Number of contracts			17	16	15	12	22					^^
Total Budget of contracts			16,785,548	12,039,689	8,002,823	8,930,625.0	22,197,615	7,433,487	14,000,000	14,000,000	14,000,000	↔
Total Budget per contract			987,385	752,481	533,522	744,219	1,008,983					^^
Engineering Services - Infrastructure ROP count		2,517	4,372	5,750	4,393	4,406	2,769	3,120	3,851	4,000	4,000	^
MC Count	140	67	141	87	287	151.0	187	172	219	238	240	^
Average Pavement Composite (PCI)	70.00			87.61	89.35	91.9	92.22	89.28	88.20	n/a	n/a	^^
Total Number of Surveys Completed per FTE.		27	29	31	81	81.0	76	78	81	80	90	^
Engineering Services - Traffic Total Overtime hours per FTE.		382.5	476.5	487.0	450.0	480.0	207.0					^^
Number of requests processed per FTE		287.0	270.0	287.0	382.0	496.0	447.0	446.0	490.0	515.0	520.0	^
Number of Studies in Progress per FTE		49.50	58.25	59.20	67.80	82.60	205.00	285.00	203.00	300.00	325.00	^
Public Works - Administration Front Counter Sales & Service - Solid Waste Management		Please see business plan										
Front Counter Sales & Service - Greening Vaughan		Please see business plan										
Front Counter Sales - All other		Please see business plan										
Activities - other front count sales		Please see business plan										
Public Works - Roads Number of Lane Kilometers Maintained		1,780	1,905	1,991	2,007	2022	1,423	1,544	1,611	1,627	1,643	^
Expenditure per Kilometer of Preventative Maintenance	\$1,050.00	\$598	\$951	\$715	\$691	\$989	\$1,095	\$1,180	\$1,331	\$1,291.00	\$1,323.00	^^
Debris costs per FTE					\$3,306	\$3,565	\$6,850	\$15,362	\$14,377	\$14,522.00	\$14,667.00	^
Total Number of Days to Sweep Total Lane Kilometers	20.00	25.40	27.20	28.40	28.40	22.0	20.00	20.00	20.00	21.00	23.00	^
Public Works - Winter Operations winter cost/km		\$4,148	\$4,510	\$3,072	\$3,047	\$3,503	\$4,393	\$3,813	\$3,811	\$4,438	\$4,437	^
windrow cost/km		\$610	\$516	\$417	\$425	\$512	\$504	\$524	\$543	\$553	\$551	^^
Winter control route kilometers per Plowing/Salting/Combo unit		19	20	22	19	25	26	27	27	27		^
Number of winter events that met or exceeded standards		39	51	31	51	45	37	30	50	45	45	v
Public Works - Solid Waste Managment Waste Diversion Rates (2001-2006) / Residual Rates		19.2%	20.8%	31.8%	56.4%	68.0%	68.0%	69.0%	69.0%	70.0%		↑
Waste Generation (tonnes/hdd/year)		1.198	1.163	1.160	1.104	1.081	1.061	1.077	1.077	1.077	1.077	↔
Number of Inquiries/Complaints received per 1000 tonnes of collected waste		62	59	67	46	48	52	29	50	50		^^
# of calls requiring action (NEW)							2735	2829	3000	3450	3210	^^
VAUGHAN PUBLIC LIBRARY												
Library Use per FTE	25,000	19,732	22,614	25,194	25,820	25,659	28,838	30,270	30,774	30,127	31,915	^^
Library Use	4.5% increase annually		3,245,631	3,541,299	3,633,885	3,636,838	4,107,273	4,290,440	4,364,455	4,447,643	4,727,319	^
Cost per Library Use	2.50	2.89	2.80	2.59	2.54	2.82	2.59	2.56	2.58	2.78	2.66	^^

favourable trend
unfavourable trend

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

Measure	Standard	2004	2005	2006	2007	2008	2009	2010	2011 Forecast	2012 Forecast	2013 Forecast	Trend Indicator ↑Increase ↓Decrease ⇌Flat **fluctuating v downward trending ^ upward trending
Square Feet per Capita	0.61	0.56	0.33	0.50	0.49	0.45	0.42	0.41	0.39	0.41	0.39	^^
Material Dollars Spent per Capita	\$5.60	\$5.70	\$5.62	\$5.80	\$4.84	\$5.69	\$5.34	\$5.45	\$5.24	\$5.08	\$5.27	^^



CITY OF VAUGHAN

DRAFT 2012 BUDGET AND 2013-2014 OPERATING PLAN

BUDGET GUIDELINES AND PROCESS

PLANNING FOR THE FUTURE
2012 - 2014 OPERATING BUDGET & BUSINESS PLANNING GUIDELINES**Recommendation**

The Commissioner of Finance/City Treasurer, and the Director of Budgeting & Financial Planning, in consultation with the City Manager recommend:

- 1) That the Operating Budget & Business Planning Guidelines, summarized in this report be approved; and
- 2) That Attachment #1 – Operating Budget Timetable, be approved.

Contribution to Sustainability

Sustainability by definition focuses on the ability to maintain an activity over an extended time horizon. Budgeting is the process of allocating limited resources to achieve the City's objectives and established priorities. Responsible budgeting allocates resources in a way that balances needs and aspirations of the present without compromising the ability to meet those of the future. The proposed operating budget approach seeks to minimize the current year funding pressures, while meeting the requirements of sustainability.

Economic Impact

The economic impact of the 2012 – 2014 Operating Budget will be fully determined after receipt of the departmental operating budgets.

Communications Plan

Departments will receive the budget guidelines, instruction package and timetable shortly after the operating budget guidelines are approved by Council. In addition, a kick-off meeting and department working sessions will be offered to assist departments in preparing their departmental budgets.

As part of the budget process and integral to building the budget, opportunities for public engagement, consultation and input will be available, with appropriate notice provided. These opportunities consist of the following:

- ❖ Information posted on the City website
- ❖ Public Finance & Administration Committee/Council meetings held throughout the process
- ❖ A public input meeting prior to final budget approval

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

Purpose

The purpose of this report is to obtain the Finance & Administration Committee's approval for the operating budget & business planning timetable and guidelines. The approach, guidelines and actions recommended represent prudent management practices and are appropriate given the demand for services is increasing, while at the same time the City has very limited resources.

Background - Analysis and Options

Financial sustainability always a key priority

As a result of the City's long standing dedication to financial management through progressive best practices and prudent policies, the City is in a very strong financial position. The City has always considered increasing taxes as a last resort and through prudent policies, tight budget guidelines and strong leadership the City has provided residents tremendous value by offering some of the lowest property tax rates in York Region and the Greater Toronto Area, while providing high quality services to the community.

As the City moves forward, financial sustainability must continue as one of Vaughan's key priorities. Over the next decade, the City of Vaughan is expected to undergo a tremendous transformation fueled by sustained high growth rates, provincially driven intensification, increasing legislative requirements, and a number of vision based master plans reflecting important community needs. As the City becomes increasingly more sophisticated, it will also face increasing financial pressure beyond the many factors currently placing significant strain on the property tax rate to maintain existing service levels (e.g. inflation, growth, collective agreements, contract escalation costs, fluctuating revenues, etc.). These pressures are permanent and often require continuous funding solutions, typically taxation.

Continued healthy Canadian performance - economic update

Based on TD economics quarterly economic forecast, the Canadian economy looks to be on solid footing for 2011 and 2012. Overall, economic growth projections remain moderately optimistic and are driven largely by export and business investments. With the economy returning, the Bank of Canada is expected to increase interest rates to counter inflation. This could bode well for the City's investment portfolio, but could be offset by pressure on debt costs. The Canadian dollar is expected to maintain its parity level, supported by higher interest rates and strong commodity demand. Economic challenges expected in the future cluster in the areas of personal indebtedness, flat housing markets, and waning fiscal stimulus. Trends in higher interest rates, the changing mortgage insurance rules, and high personal indebtedness has the potential to impact on Vaughan's housing market. Furthermore, it is anticipated that last year's economic momentum will illustrate lower than expected provincial and federal deficits, which may start a prolonged period of Federal/Provincial government spending restraint and stimulus recovery. Its unsure how this could impact on grants and funding the City receives. Despite the growing confidence in Canada's economy there is still great economic uncertainty and risk due to unrest in the Middle East, European fiscal problems, rising inflation, and the US dependency on stimulus efforts. The above information is relatively global and is intended to provide a general economic context, which may not reflect Vaughan's micro economic situation.

Planning for the future

For several years, the City's rigorous budgetary process has focused on containing costs and implementing best practices, with the goal of developing realistic and responsible financial plans. This year's Budget guidelines continue to build on those core values and successful business practices. Recognizing the challenges that lay ahead, and building on the financial planning efforts, the budget guidelines continue to incorporate a future focus to provide citizens with more certainty about the direction of City services, finances, and tax levels. The operating budget guidelines consist of the following actions:

Managing our future

1. Resourcing our vision "Corporate Planning Process"
2. Looking to the future with multi-year budgets
3. Managing operations through business planning and measures

Managing tax increases

4. Controlling budget pressures
5. Strict process to evaluate funding requests
6. User fee reviews to reduce the tax burden
7. Zero impact adjustments
8. Exploring opportunities through program reviews
9. Thorough multi-layered review process

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

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

1. Resourcing our vision – corporate planning process

New to this year's budget process is the implementation of a more holistic corporate planning process, which further integrates the strategic planning and financial planning processes. The benefits of this step are numerous, but primarily:

1. To ensure an achievable and resourced strategic plan
2. To ensure resource allocation is guided by the City's vision and strategic themes
3. To better communicate the City's direction and focus

Over the past number of months, the City Manager, the Senior Management team and the Directors have been reviewing the City's strategic plan. Out of these discussions strategic priority themes have been identified and strategic initiatives to support the themes. The objective is to focus the organization and align resources on important City initiatives.

Due to the compressed corporate planning timetable and the timing of committee report submission dates, specific detail on priority themes and initiatives is provided in item #2 of the June 13th Key Priorities and Initiatives Committee Agenda, titled Vaughan Vision 2020 Strategic Plan Revision, which is subject to Committee and Council deliberation and approval. Priority themes and initiatives illustrated in that report are as follows:

1. Ensure a high performing organization

- Undertake a program review
- Further evolve performance indicators
- Additional operational/business reviews

2. Manage corporate assets

- Develop and implement a corporate wide asset management system

3. Manage growth & well being

- Develop a plan to build a dynamic Vaughan Metropolitan Centre

Council approved themes will be incorporated in the department instruction package and distributed to all departments. Each priority initiative will be assigned a champion, timeframe, and who is responsible for the coordination and completion of the business case and associated resource requests. These requests will be discussed and evaluated during the initiating phase, which involves the evaluation, prioritization, and approval of resourcing plans.

2. Looking to the future with multi-year budgets

The City of Vaughan is becoming increasingly more sophisticated with each passing year and there is a need to broaden the budget horizon and unveil the future. Last year the concept of multi-year budgeting was successfully introduced. This action provides decision makers with added foresight and the ability to proactively grasp future opportunities, address future challenges, and reduce blind spots by understanding the longer-term financial implications of present and past decisions. This is a very strategic approach intended to generate discussion on where the City's future resources should be focused to best support the City's vision, operationalize strategies, generate public value, and address pertinent challenges. It is also a critical component of the above discussed corporate planning process. This year's budget process will be no easy task as the recognized 2012 budget reflects an \$8.5m funding requirement, equivalent to a 6.07% tax increase on the average home. This figure is expected to change as estimates are refined and staff acclimatizes to the extended budgeting period.

The City will be developing a three year budget for this process, and is on track to achieve the goal of a four year rolling budget next year. The purpose of the phased in approach is to provide an opportunity for the City to adapt to the process and adjust as required. Departments are well positioned for this task as a result of recent internal developments in business planning, master planning, long-range forecasting, base budget automation, etc. Furthermore, discussions with departments indicate strong support for this initiative and information. It should be recognized that assumptions, estimates and uncertainty are commonplace when predicting future budgets and these factors may change as new information becomes available. For this reason, it is suggested that Council only approve the current year budget and recognize future budgets. This will provide a future flexibility to review and adjust budgets before approval. After the initial stages, budget decisions should become easier and flow naturally as future requirements are discussed and adjusted over multiple processes before approval.

3. Managing operations through business planning

Business Plans will continue as part of the operating budget process to help establish and reinforce connections between strategic priorities, operational plans and resources. As a result of implementing multi-year budgeting, business plans will need to reflect this timeframe in order to align department objectives, measures, and pressures within the budget horizon. This information complements the budget process and plays an important role in evaluating department efficiency, effectiveness and productivity through the use of objective tracking and performance measures. This information plays a critical role in budget deliberations by providing a platform to better understand department pressures and an objective basis for allocating funding. The Senior Manager of Strategic Planning will be intricately involved with this process and assist with updates and refinements.

4. Controlling budget pressures

For the 2012-2014 budget process, all account budgets will remain at prior year budget levels with the exception of established commitments and pre-defined external pressures. This action will limit the base budget increase to the following items:

- Council approved employment agreements;
- Full year impact of prior year decisions;
- Council authorized recommendations;
- Supported external service contract commitments;
- Established utility & insurance increases, where justified;
- Debenture obligations;
- Defined corporate contingency items;
- Reclassifications required to support tangible capital asset rules.

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

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

5. Strict process to evaluate funding requests

Under the above guidelines, departments are only permitted to include very specific predetermined increases in their budget. To the extent a department requires additional resources, a separate business case must be submitted detailing strategic links, costs & benefits, implications & consequences, success indicators, timelines, etc. These are referred to as **Additional Resource Requests (ARR)**. A business case template is enclosed as Attachment #2. The process will separate the Operating Budget into the following two classifications:

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

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

Determining which resource requests move forward is a very difficult and challenging task as all departments are experiencing challenges associated with maintaining service levels, meeting legislative requirements, and implementing initiatives to move the City forward. Recognizing the value of requests greatly exceed the amount of available limited resources, a prioritization process to evaluate each request based on a blend of associated municipal value and risk criteria is performed. Last year's addition of a Director's working group to evaluate and prioritize additional resource requests for consideration by SMT, Committee, and Council was a success and will be continued. This action integrated the staff experience and involvement, shared the challenges associated with prioritization, and enhanced corporate knowledge. Only requests approved by Council will be included in the annual budget.

6. User fee reviews to reduce the tax burden

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

- ❖ General fee by-law - Increase fees and charges in relation to related annual cost increases
- ❖ For specific department user fee by-laws (i.e. Planning, Licensing, etc.), a pricing/costing review be conducted in collaboration with Finance before the by-law is renewed.
- ❖ A net full cost benefit be incorporated in fees set for external services (i.e. inter-municipal)
- ❖ Submit new user fee and service charge opportunities

As a default, it is anticipated that department user fees & service charges will increase at minimum, by the rate of inflation, in scheduled increments, unless justification for no increase is otherwise specified. The Statistics Canada Ontario core inflation rate increased 1.6% for the 12 month period ending April 2011. The 5 year historical average is approximately 2%. The above actions will be submitted for Senior Management review and Council approval.

7. Zero impact adjustments

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

8. Exploring opportunities through program reviews

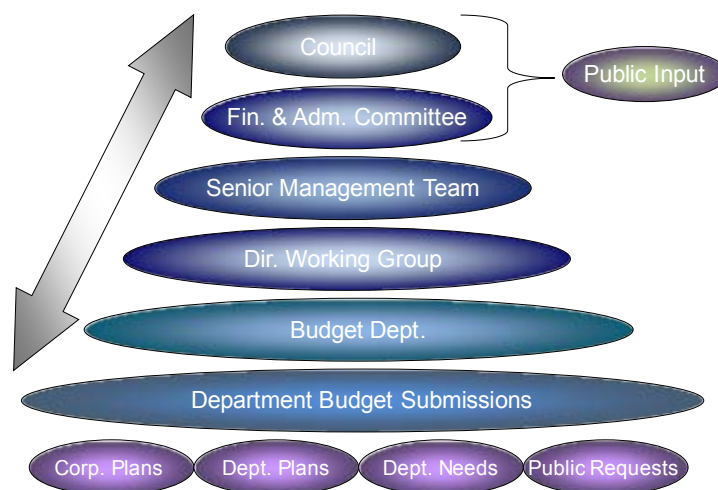
As the City continues to be challenged with limited resources, it is important to develop creative ways to help mitigate the budget pressures the City is facing. The City currently has many processes in place that encourage and foster improved effectiveness and efficiency (i.e. internal audit, operational studies, suggestion program, etc). In addition to these processes, a program review will be implemented, as directed during the last budget process by the Mayor and Members on Council, to address the following questions:

- Is the expenditure in the public interest?
- Is the delivery of service a legitimate and necessary role of government?
- Is the current municipal role appropriate or should the program be realigned with other levels of government?
- Should it be delivered in a partnership with the private or voluntary sector?
- How can it be redesigned for efficiency?
- Is it affordable given our financial situation?
- How does this service fit with the public's priorities?

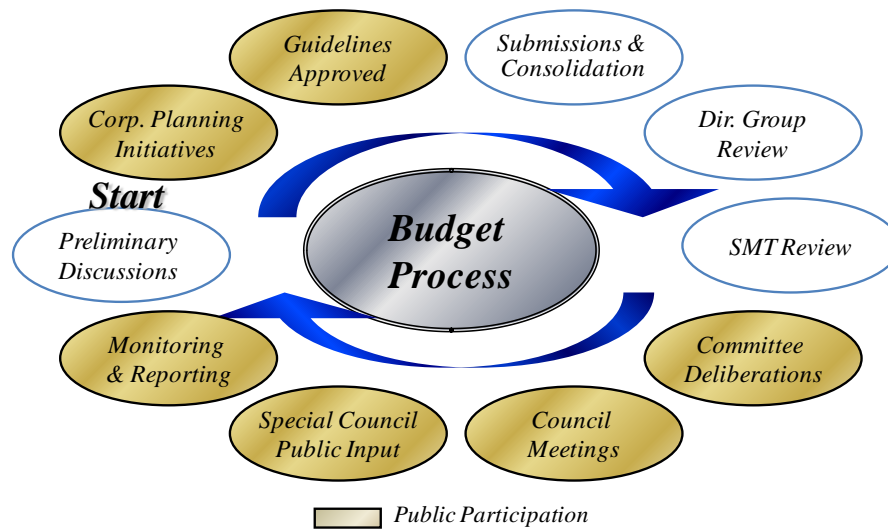
Further detail regarding the program review framework and process will be provided in a separate report tabled on the next committee agenda, scheduled for July.

9. Thorough multi-layer review process

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



Public involvement throughout the budget process is a key element of building the budget. Illustrated below are the key steps in the budget process and touch points with the public.



Additional Process Changes

The budgeting process is constantly evolving to the needs and requirements of departments, management, Council, and residents. Detailed within this section are brief highlights of additional process changes to be aware of:

Insurance Expense: Currently the insurance expense is accounted for within the department budgets and historically this method has created challenges in determining allocations and reporting. It is further complicated by transfers to and from the Insurance reserve for annual operating purposes. Moving forward, to simplify the process, insurance related expenses will be consolidated under one corporate expense account. Although the reallocation net impact is neutral to the City, annual 2012 budget variances will be present within sections due to the reallocation of department budgets to a corporate account.

Fleet Dept. /Repairs & Maintenance Expense: Currently there are multiple budget treatments for repairs and maintenance i.e. machine time, holding accounts, department budgets, fleet budgets, etc. To simplify this very complex process, repair and maintenance budgets including machine time will be allocated to specified sub- units in the fleet department. This will provide a better understanding of this cost and allow for some degree of budget flexibility. Direct department consumables such as gas and leases will remain within the department budgets and restated to reflect the higher of a) last year's actual performance or b) a 5 year actual average, which will then be adjusted for 2012-2014 allowable price and volume escalations. For new capital vehicles, the following percentage of asset values, base on historical trends, are recommended for operating costs: repair and maintenance 8% and fuel 4%.

Traditionally, the fleet department has been 100% subsidized through the fleet reserve, which generates the following concerns:

- Funding operations though limited reserve balances is not sustainable
- Transparency is limited
- Available funding for fleet replacement is greatly reduced

To mitigate the fleet department's funding dependency on the reserve a phased in approach is being applied. The first step is to apply any over-estimates determined through the above repair

and maintenance process to reduce the budgeted reserve transfer. The second step will require the development of a strategy to phase out the residual dependency on the reserve.

Available reserve funds for vehicle replacement are relatively low, as the primary funding source was eliminated a number of years ago. Recognizing the above potential challenge, it is necessary to develop funding policies and strengthen our infrastructure contributions to ensure our assets are replaced when needed, so they can continue to support the communities overall quality of life for current and future generations. This will be the subject matter of a future report.

Questica Budgeting Software: Recently, the budgeting department implemented a new budgeting program. This was necessary to move away from cumbersome Excel based spreadsheets and obtain a multitude of reporting and process efficiencies. In order to ensure the transition is smooth, budget portfolio groups will need to work closely with departments to prepare and input their budgets. Understanding the tight timelines ahead, portfolio groups are planning and setting up multiple department working sessions. To achieve this year's submission target departments must respect and adhere to the plan.

Operating budget timetable

Staff anticipate bringing forward the first draft of the 2012 – 2014 Operating Budget to the Finance and Administration Committee in early November with the intention of a Budget recommendation early January 2012 and Council approval in late January 2012. Every effort will be made to adhere to the timeline, but issues raised during the budget process could potentially impact the presented timeline. A timetable is enclosed as Attachment #1. Director Working Group (DWG), Senior Management Team (SMT), and Finance and Administration Committee meeting dates will be scheduled shortly to accommodate this timeline.

Continued budget process improvements

The Budget Department strives to continuously improve the operating budget process. A strong emphasis is placed on reviewing processes and creating refinements that add value by making the process easier and more informative. Many of these improvements lead to greater efficiencies, thereby allowing management and front line staff to focus more on core operations, planning, budget review and decision making. To that end, some of the more recent significant process improvements for the operating budget process include:

- Integrated strategy & budgeting through the development of the corporate planning process
- Implemented a multi-year budget process to improve financial visibility
- Redesigned the Budget Book, which received the GFOA Budget Presentation Award
- Implemented Questica's Team Budget software solution to enhance reporting and analysis
- Developing prioritization models to assist in decision-making, etc.

Relationship to Vaughan Vision 2020

This report is consistent with Vaughan Vision 2020's long term goal of financial stability through the design of operating budget guidelines intended to produce a responsible budget. The necessary resources have not yet been approved and will be addressed throughout operating budget deliberations.

Regional Implications

N/A

Conclusion

The 2012-14 Operating Budget Timetable and Guidelines requires the Finance & Administration Committee to provide a recommendation to Council in early January 2012 and a public meeting be held late January 2012, followed by Council approval. The enclosed guidelines are presented to provide the lowest possible tax rate increase while maintaining service levels and supporting Vaughan's vision.

Attachments

Attachment No. 1 – Operating Budget Timetable

Attachment No. 2 – Additional Resource Request (ARR) - Business Case Template

Report prepared by:

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

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

Respectfully submitted,

Barbara Cribbett, CMA
Commissioner of Finance/City Treasurer

John Henry, CMA
Director of Budgeting & Financial Planning

City of Vaughan
2012 - 2014 Operating Budget Process Timetable

Date	Activity
July 6, 2011	Budget instruction packages & workbooks issued to depts.
Aug. 31, 2011	Department submissions due
Sept. 2011	<ul style="list-style-type: none"> - Submission review, analysis, & consolidation - Director Working Group Prioritization
Oct. 2011	Senior Management Team (SMT) deliberations
Early Nov. 2011	Finalizing the draft budget for presentation
Mid. Nov. 2011 – Jan. 2012	Finance and Administration Committee deliberations
Late Jan. 2012	Public input meeting & Council approval <small>(Public notice requirement is 14 days)</small>



DRAFT 2012 BUDGET AND 2013-2014 OPERATING PLAN

DEPARTMENTAL INFORMATION

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



<p>COUNCIL</p>

2012-2014 COUNCIL OPERATING BUDGET
TO BE SUBMITTED BY THE CLERKS
DEPARTMENT AT A SUBSEQUENT
FINANCE & ADMINISTRATION
COMMITTEE MEETING



INTEGRITY COMMISSIONER

Revenue and Expenditure Summary

2012-14 Operating Budget

Business Unit	Exp Category	Account	2010 Actuals	Actual Forecast 2011	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
Office- Integrity Commissioner														
	Labour Costs													
		7015 Part Time	134,927	139,293	150,000	(13,263)	0	136,737	(13,263)	(8.8)%	136,737	0	136,737	0
		7017 Benefits	12,548	10,029	0	13,263	0	13,263	13,263	0.0%	13,263	0	13,263	0
		Total Labour Costs	147,475	149,322	150,000	(0)	0	150,000	(0)	0.0%	150,000	0	150,000	0
	Other Expenses													
		7105 Membership/Dues/Fees	0	1,250	5,000	0	(3,000)	2,000	(3,000)	(60.0)%	2,000	0	2,000	0
		7110 Meals and Meal Allowances	0	0	360	0	0	360	0	0.0%	360	0	360	0
		7115 Training & Development	0	1,400	5,000	0	(5,000)	0	(5,000)	(100.0)%	0	0	0	0
		7120 Telephone Charges	53	85	1,000	0	0	1,000	0	0.0%	1,000	0	1,000	0
		7130 Seminars & Workshops	350	614	5,000	0	(2,500)	2,500	(2,500)	(50.0)%	2,500	0	2,500	0
		7200 Office Supplies	1,648	2,471	5,400	0	(2,300)	3,100	(2,300)	(42.6)%	3,100	0	3,100	0
		7205 Computer Supplies	0	450	1,800	0	(1,800)	0	(1,800)	(100.0)%	0	0	0	0
		7211 Computer Hardware/Software	0	0	6,000	0	(6,000)	0	(6,000)	(100.0)%	0	0	0	0
		7220 Copiers, Faxes and Supplies	0	900	5,200	0	0	5,200	0	0.0%	5,200	0	5,200	0
		7222 Printing	789	89	0	0	0	0	0	0.0%	0	0	0	0
		7420 Rental, Leases - Buildings	0	5,147	0	0	20,600	20,600	20,600	0.0%	20,600	0	20,600	0
		7520 Professional Fees	4,950	7,307	15,000	0	0	15,000	0	0.0%	15,000	0	15,000	0
		7630 Wireless/Internet Commun.	529	352	0	0	0	0	0	0.0%	0	0	0	0
		7699 Sundry Expenses	0	45	180	0	0	180	0	0.0%	180	0	180	0
		Total Other Expenses	8,319	20,110	49,940	0	(0)	49,940	(0)	0.0%	49,940	0	49,940	0
Total Office- Integrity			155,794	169,431	199,940	(0)	(0)	199,940	(0)	0.0%	199,940	0	199,940	0

* Note: Actual Forecast 2011 is for reference purposes only and is based on year to date actuals as of September 2011 plus the remainder of the calendarized budget.

2012 Budget Variance Comments

7015 - Part Time	Decrease due to reallocation of funds from Part Time to Benefits to better reflect actual costs
7017 - Benefits	Increase due to realignment of funds from Part Time to Benefits to better reflect actual costs
7105 - Memberships/Dues/Fees	Reallocation from Memberships/Dues/Fees to Rental, Leases
7115 - Training & Development	Reallocation from Training & Development to Rental, Leases
7130 - Seminars & Workshops	Reallocation from Seminars & Workshops to Rental, Leases
7200 - Office Supplies	Reallocation from Office Supplies to Rental, Leases
7205 - Computer Supplies	Reallocation from Dept. Computer Supplies to Rental, Leases
7211 - Computer Hardware/Software	Reallocation from Computer Hardware to Rental, Leases
7420 - Rental, Leases - Buildings	Reallocation from various accounts for Tigi Court Office Lease

CITY MANAGER

Revenue and Expenditure Summary

2012-14 Operating Budget

Business Unit	Exp Category	Account	2010 Actuals	Actual Forecast 2011	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
City Manager														
	Labour Costs													
		7010 Full Time	416,613	447,507	531,474	23,439	0	554,913	23,439	4.4%	562,999	8,086	568,668	5,669
		7017 Benefits	106,236	114,117	135,526	8,757	0	144,283	8,757	6.5%	150,326	6,043	155,820	5,494
		Total Labour Costs	522,850	561,624	667,000	32,196	0	699,196	32,196	4.8%	713,325	14,129	724,488	11,163
	Other Expenses													
		7100 Mileage	150	47	200	0	0	200	0	0.0%	200	0	200	0
		7103 407-ETR Toll Charges	169	284	400	0	0	400	0	0.0%	400	0	400	0
		7105 Membership/Dues/Fees	729	2,083	1,550	0	0	1,550	0	0.0%	1,550	0	1,550	0
		7110 Meals and Meal Allowances	5,472	5,035	3,600	0	0	3,600	0	0.0%	3,600	0	3,600	0
		7115 Training & Development	300	2,494	10,000	0	0	10,000	0	0.0%	10,000	0	10,000	0
		7117 Corporate Mgmt Mtgs	110	497	2,000	0	0	2,000	0	0.0%	2,000	0	2,000	0
		7120 Telephone Charges	0	102	390	0	0	390	0	0.0%	390	0	390	0
		7122 Cellular Telephones	11	0	0	0	0	0	0	0.0%	0	0	0	0
		7125 Subscriptions/Publications	143	89	200	0	0	200	0	0.0%	200	0	200	0
		7130 Seminars & Workshops	1,093	1,200	3,920	0	0	3,920	0	0.0%	3,920	0	3,920	0
		7200 Office Supplies	1,500	1,758	3,500	0	0	3,500	0	0.0%	3,500	0	3,500	0
		7205 Computer Supplies	0	735	2,940	0	0	2,940	0	0.0%	2,940	0	2,940	0
		7210 Office Equip. & Furniture	0	114	450	0	0	450	0	0.0%	450	0	450	0
		7211 Computer Hardware/Software	926	508	1,000	0	0	1,000	0	0.0%	1,000	0	1,000	0
		7220 Copiers, Faxes and Supplies	3,097	2,548	4,800	0	0	4,800	0	0.0%	4,800	0	4,800	0
		7222 Printing	625	225	290	0	0	290	0	0.0%	290	0	290	0
		7315 Vehicle Maintenance & Repairs	228	1,160	2,550	(2,550)	0	0	(2,550)	(100.0)%	0	0	0	0
		7415 Rental, Leases - Vehicles	9,558	13,512	9,290	(830)	0	8,460	(830)	(8.9)%	8,460	0	8,460	0
		7520 Professional Fees	970	27,410	29,860	0	0	29,860	0	0.0%	29,860	0	29,860	0
		7560 Gas/Diesel - Vehicles	5,688	6,290	5,910	(1,310)	0	4,600	(1,310)	(22.2)%	4,600	0	4,600	0
		7630 Wireless/Internet Commun.	2,375	2,327	4,140	0	0	4,140	0	0.0%	4,140	0	4,140	0
		7640 Cable Tv/Satellite	0	74	290	0	0	290	0	0.0%	290	0	290	0
		7699 Sundry Expenses	6,173	8,069	10,170	0	0	10,170	0	0.0%	10,170	0	10,170	0
		7700 Chgs. from Othe Depts.	0	0	100	0	0	100	0	0.0%	100	0	100	0
		7780 Trf to Reserve Insurance	3,810	4,535	4,535	(4,535)	0	0	(4,535)	(100.0)%	0	0	0	0
		Total Other Expenses	43,127	81,096	102,085	(9,225)	0	92,860	(9,225)	(9.0)%	92,860	0	92,860	0
Total City Manager			565,977	642,720	769,085	22,971	0	792,056	22,971	3.0%	806,185	14,129	817,348	11,163

* Note: Actual Forecast 2011 is for reference purposes only and is based on year to date actuals as of September 2011 plus the remainder of the calendarized budget.

2012 Budget Variance Comments

7010 - Full Time	Increase due to economic adjustment and pro-rated progression
7017 - Benefits	Increase in relation to salary and benefit rate increase
7315 - Vehicle Maintenance & Repairs	Budget realigned due to changes in allocation of fleet repairs & maintenance and fuel
7415 - Rental, Leases - Vehicles	Budget adjusted as per new lease agreement and HST adjustment
7560 - Gas/Diesel - Vehicles	Corporate adjustment for fuel budget as per Council approval
7780 - Trsf. to Reserves-Insurance	Budget realigned due to process changes in allocation of insurance

2013 Budget Variance Comments

7010 - Full Time	Increase due to pro-rated progression
7017 - Benefits	Increase in relation to salary and benefit rate increase

2014 Budget Variance Comments

7010 - Full Time	Increase due to pro-rated progression
7017 - Benefits	Increase in relation to salary and benefit rate increase

Operational Audit

1. Financial Summary

2. Business Plans



Revenue and Expenditure Summary

2012-14 Operating Budget

Business Unit	Exp Category	Account	2010 Actuals	Actual Forecast 2011	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
Operational Audit														
Labour Costs														
		7010 Full Time	119,594	119,465	122,277	4,917	0	127,194	4,917	4.0%	127,194	0	127,194	0
		7017 Benefits	30,496	30,465	31,181	1,885	0	33,066	1,885	6.0%	33,960	894	34,856	896
		Total Labour Costs	150,090	149,930	153,458	6,802	0	160,260	6,802	4.4%	161,154	894	162,050	896
Other Expenses														
		7100 Mileage	459	499	1,200	0	0	1,200	0	0.0%	1,200	0	1,200	0
		7105 Membership/Dues/Fees	1,512	1,698	2,350	0	0	2,350	0	0.0%	2,350	0	2,350	0
		7110 Meals and Meal Allowances	168	332	900	0	0	900	0	0.0%	900	0	900	0
		7115 Training & Development	857	632	2,950	2,000	0	4,950	2,000	67.8%	4,950	0	4,950	0
		7122 Cellular Telephones	162	360	1,000	0	1,000	2,000	1,000	100.0%	2,000	0	2,000	0
		7125 Subscriptions/Publications	41	(196)	700	300	0	1,000	300	42.9%	1,000	0	1,000	0
		7130 Seminars & Workshops	466	587	1,800	200	0	2,000	200	11.1%	2,000	0	2,000	0
		7200 Office Supplies	5	(10)	500	500	0	1,000	500	100.0%	1,000	0	1,000	0
		7205 Computer Supplies	0	(247)	500	500	0	1,000	500	100.0%	1,000	0	1,000	0
		7210 Office Equip. & Furniture	0	(3,000)	1,000	3,000	0	4,000	3,000	300.0%	4,000	0	4,000	0
		7211 Computer Hardware/Software	0	(2,000)	3,285	2,000	0	5,285	2,000	60.9%	5,285	0	5,285	0
		7220 Copiers, Faxes and Supplies	208	273	1,000	0	0	1,000	0	0.0%	1,000	0	1,000	0
		7222 Printing	14	(247)	500	500	0	1,000	500	100.0%	1,000	0	1,000	0
		7520 Professional Fees	0	(1,433)	250	2,000	0	2,250	2,000	800.0%	2,250	0	2,250	0
		7630 Wireless/Internet Commun.	692	(695)	1,000	2,000	(1,000)	2,000	1,000	100.0%	2,000	0	2,000	0
		7699 Sundry Expenses	77	(1,305)	750	2,000	0	2,750	2,000	266.7%	2,750	0	2,750	0
		Total Other Expenses	4,660	(4,752)	19,685	15,000	0	34,685	15,000	76.2%	34,685	0	34,685	0
Total Operational Audit			154,750	145,178	173,143	21,802	0	194,945	21,802	12.6%	195,839	894	196,735	896

* Note: Actual Forecast 2011 is for reference purposes only and is based on year to date actuals as of September 2011 plus the remainder of the calendarized budget.

2012 Budget Variance Comments

7010 - Full Time	Increase due to economic adjustment
7017 - Benefits	Increase in relation to salary and benefit rate increase
7115 - Training & Development	One year only reallocation to Strategic Planning
7122 - Cellular Telephones	Reallocation from Wireless/internet
7125 - Subscriptions/Publications	One year only reallocation to Strategic Planning
7130 - Seminars & Workshops	One year only reallocation to Strategic Planning
7200 - Office Supplies	One year only reallocation to Strategic Planning
7205 - Computer Supplies	One year only reallocation to Strategic Planning
7210 - Office Equip. & Furniture	One year only reallocation to Strategic Planning
7211 - Computer Hardware/Software	One year only reallocation to Strategic Planning

7222 - Printing	One year only reallocation to Strategic Planning
7520 - Professional Fees	One year only reallocation to Strategic Planning
7630 - Wireless/Internet Commun.	One year only reallocation to Strategic Planning & reallocation to Cellular Line Charges
7699 - Sundry Expenses	One year only reallocation to Strategic Planning

2013 Budget Variance Comments

7017 - Benefits	Increase due to benefit rate increase
-----------------	---------------------------------------

2014 Budget Variance Comments

7017 - Benefits	Increase due to benefit rate increase
-----------------	---------------------------------------

2012-14 Business Plan

BUSINESS OVERVIEW

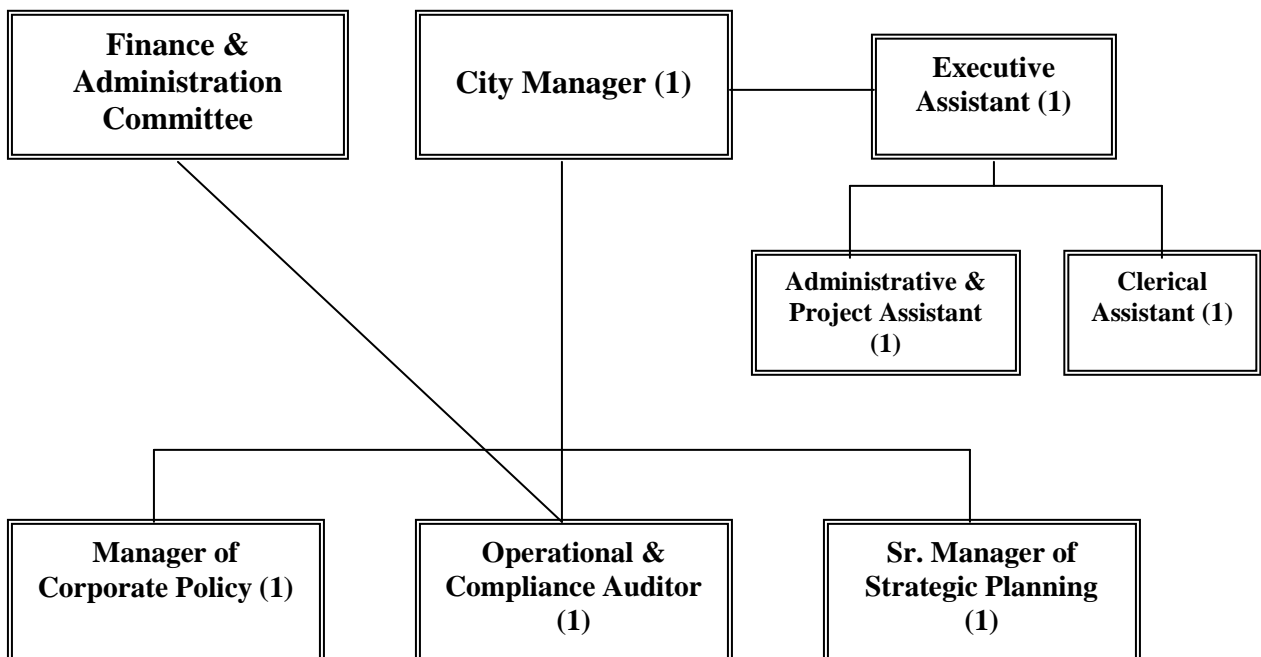
Service Statement: (Describe the core responsibilities for your department)

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

Evaluate and Improve the integrity of financial information
 Evaluate and Improve compliance with policies, rules and regulations
 Evaluate and Improve safeguarding of assets
 Evaluate and Improve effective and efficient use of resources
 Evaluate and Improve Risk Management
 Evaluate and Improve internal controls
 Evaluate and Improve corporate governance
 Evaluate and improve the quality of stewardship over public funds
 Evaluate and Improve the achievement of value for money in City operations
 Evaluate and Improve economy, efficiency and effectiveness of City programs and operations.

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

OFFICE OF THE CITY MANAGER ORGANIZATION CHART



2012-14 Business Plan

Full Time, Part Time and Overtime – Budgeted Amounts

	2010	2011	2012 Base	Additional Resource Requests		
				2012	2013	2014
Full Time	<u>1</u>	<u>1</u>	<u>1</u>			
Part Time						
Overtime						

Key Stakeholders: (list major internal and external stakeholders and briefly describe why they are key stakeholders)

Finance and Admin Committee and Council
 City of Vaughan residents
 Senior Management Team
 Directors and Managers of City departments
 Staff of City departments
 External Auditors

They are stakeholders because they have an interest in the improvement recommendations made by the Audit department and will benefit from all audit findings and recommendations.

My independence and objectivity allows me to perform audits and make positive recommendations to improve internal control, corporate governance, risk management; monitor the stewardship over public funds and value for money in operations.

2012-14 Business Plan

Work Plan:

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

- Demonstrate Excellence in Service Delivery
- Demonstrate Effective Leadership
- Ensure a high performing organization
- Manage Corporate Assets
- Ensure Financial Sustainability
- Value & encourage a highly motivated and engaged workforce

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

The major challenge facing this position is to do as much as possible with very limited staff. Other challenges are to evaluate and improve the quality of stewardship over public funds and the achievement of value for money in City operations.

Audit also improves the business in other ways e.g.,

Improves the integrity of financial information
 Improves compliance with policies, rules and regulations
 Improves safeguarding of assets
 Improves effective and efficient use of resources
 Improves Risk Management
 Improves internal controls
 Improves corporate governance
 Improves the achievement of value for money in City operations.

With the addition of resources, the work plan can be expanded to include more audits. The audit universe would be covered more quickly. The recommendation benefits of audits can be implemented more quickly

Business Plan Objectives (list the status of 2010 outstanding and 2011 business plan objectives and the method of measuring successful implementation. As well, list 2012-14 business plan objectives in the appropriate section)

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
To complete 2010 audit work plan and some 2011 audit work	2011	WIP	In Progress
To develop a rating system for audit findings	2011	Done	Rating will assist in categorizing audit findings.
Performed other audits which were not in the Work plan	2011	Done	Utilizes audit time
Approving Council Member expenses	2011	WIP	Ongoing

2012-14 Business Plan

2012-14 Business Plan Objectives: (You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.)

Business Plan Objectives:	Timeline	Outcome	Resources
2012 (Top 3 Objectives)			
To complete 2011 Audit work plan. To meet with directors and commissioners of all City departments to prepare new 3 year audit work plan based on risk assessment..	2012	To develop a 3 year audit work plan for the audit department to accomplish based on 1 staff member.	1 staff member
2. To perform special assignments requested by the Finance and Admin Committee.	2012	To report on the audit request and provide answers to the F & A Committee on their concerns.	1 staff member
3. To complete audit work plan for 2012	2012	Auditing departments will make them more effective and efficient by improving control, governance and risk management.	1 staff member
Other To evaluate the quality of stewardship over public funds and the achievement of value for money in City operations.	2012	To improve the effective management of public funds.	1 staff member
2013 (Top 3 Objectives)			
1.To complete audit work plan for 2013. The work plan can be expanded if there is an addition of one senior auditor.	2013	If there is an additional resource person, more audits can be completed.	Currently 1 staff member
2.To perform special assignments requested by the Finance and Admin Committee	2013	If there is an additional resource person, more audits can be completed.	Currently 1 staff member
3. To evaluate requests from the public and perform audits as warranted.	2013	If there is an additional resource person, more audits can be completed.	Currently 1 staff member
Other To evaluate the quality of stewardship over public funds and the achievement of value for money in City operations.	2013	If there is an additional resource person, more audits can be completed.	Currently 1 staff member
2014 (Top 3 Objectives)			
1.To complete audit work plan for 2014	2014	Will improve effectiveness and efficiency of departments audited.	Currently 1 staff member

2012-14 Business Plan

2. To perform special assignments requested by the Finance and Admin Committee	2014	Will provide assurance to F&A Committee and address their concerns.	Currently 1 staff member
3. To evaluate requests from the public and perform audits as warranted.	2014	Will provide assurance to the public and address their concerns.	Currently 1 staff member
Other:: To evaluate the quality of stewardship over public funds and the achievement of value for money in City operations.	2014	To improve the effective management of public funds.	Currently 1 staff member

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2008 to 2013)

The number of audits completed in a year is a general guide and is not a reliable factor. Audits vary in complexity, scope and the nature of the audit. This will result in different lengths of time to complete an audit. No two audits are the same. Auditors also provide consulting advice which also takes up a fair amount of time.

Audit recommendations improve controls, corporate governance, and risk management, stewardship of public funds and achievement of value for money in operations. The more efficient and effective the operation is, there will be less audit recommendations.

Many of audit recommendations are non-measurable; others will be measurable.

With an additional auditor in the future, more audits will be completed. City operations will be visited more frequently. The cycle of audit coverage will be reduced.

BUSINESS OVERVIEW:

Notes about the Measure: (Provide assumptions/explanation of significant trend variance in the performance measure graph)

There is no performance measure graph. The audit work plan shows the audit work to be completed. The key assumption is that the department being audited should be operating satisfactorily and that there should not be major issues with controls, risk management, corporate governance, stewardship of public funds and the achievement of value for money in operations. In reality this often is not the case and the time to perform the audit takes much longer due to the fact that the auditor must exercise due diligence and exercise professional judgment in the performance of audits. The time taken to perform an audit varies from audit to audit. There is also an assumption that there are no special projects or special investigations to do except the audit work plan. However, in providing excellent service, internal audit will always include audit requests from the Finance and Administrative Committee and the City Manager. We will also perform audits which are drawn to our attention through residents and in our opinion warrant an audit. Consulting work, evaluation committees, budgets etc also impact completion of the audit work plan.

2012-14 Business Plan

This will impact the number of audits completed in a year.

Key Conclusion: (Explanation of the trend on the performance measure graph)

There is no graph as approximately 5 department audits are completed in a year. The work plan is the target to be achieved. It is impacted by the findings in each audit, special assignments, and other investigations deemed necessary.

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

The performance measure of **number of audits completed based on the work plan** is dependent on a number of factors which affect the length of time to complete an audit. The time to perform the audit depends on the scope of the audit, the issues and problems discovered the availability of obtaining evidence/documentation and the co-operation of the audit staff.

Currently there is only one staff member to perform all audits and reports, vetting Council Member expenses, providing consulting advice as required and other value added services. Other municipalities have more auditors to complete the audit universe cycle more quickly e.g., Region of York (4 staff), Brampton (8 staff), Mississauga (6), Toronto (33), Peel Region (7), Hamilton (4); smaller municipalities like Oakville (1), Burlington (1), Barrie (1). With the possibility of another resource person in the future, more audits will be completed and the audit universe cycle will be completed sooner.

Commissioner Sign-off

Date (mm/dd/yy)

Strategic Planning

1. Financial Summary

2. Business Plans

3. ARRs

2012

- ◆ Operational/Business review Consulting Support

2013

- ◆ PM Software Maintenance Costs
- ◆ On-Line Citizen Public Engagement Survey

Revenue and Expenditure Summary

2012-14 Operating Budget

Department	Exp Category	Account	2010 Actuals	*Actual Forecast 2011	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
Strategic Planning														
	Labour Costs													
		7010 - Full Time	119,594	119,417	122,277	4,917	0	127,194	4,917	4.0%	127,194	0	127,194	0
		7017 - Benefits	30,496	30,453	31,181	1,885	0	33,066	1,885	6.0%	33,960	894	34,856	896
		Total Labour Costs	150,090	149,870	153,458	6,802	0	160,260	6,802	4.4%	161,154	894	162,050	896
	Other Expenses													
		7100 - Mileage / Car Allowance	267	519	1,500	0	0	1,500	0	0.0%	1,500	0	1,500	0
		7105 - Memberships/Dues/Fees	155	500	500	0	0	500	0	0.0%	500	0	500	0
		7110.01 - General Dept. Meals	515	807	1,250	0	0	1,250	0	0.0%	1,250	0	1,250	0
		7115 - Training & Development	0	1,016	2,400	(1,500)	0	900	(1,500)	(62.5)%	900	0	900	0
		7117 - Corporate Mgnt Mtgs	9,802	5,991	10,000	0	0	10,000	0	0.0%	10,000	0	10,000	0
		7125 - Subscriptions/Publications	415	1,152	2,000	0	0	2,000	0	0.0%	2,000	0	2,000	0
		7130 - Seminars & Workshops	509	0	0	1,500	0	1,500	1,500	0.0%	1,500	0	1,500	0
		7200 - Office Supplies	334	1,103	1,260	0	0	1,260	0	0.0%	1,260	0	1,260	0
		7210 - Office Equip. & Furniture	0	0	225	0	0	225	0	0.0%	225	0	225	0
		7211.01 - Computer Hardware	273	75	924	0	0	924	0	0.0%	924	0	924	0
		7211.02 - Computer Software	573	0	926	0	0	926	0	0.0%	926	0	926	0
		7220.01 - Copier/Fax Lease Charges	0	664	2,000	0	0	2,000	0	0.0%	2,000	0	2,000	0
		7220.03 - Copier/Fax Supplies	209	112	0	0	0	0	0	0.0%	0	0	0	0
		7222.01 - Printing - Internal	1,932	545	1,500	0	0	1,500	0	0.0%	1,500	0	1,500	0
		7222.02 - Printing - External	0	750	1,500	0	0	1,500	0	0.0%	1,500	0	1,500	0
		7520 - Professional Fees	19,442	53,710	62,300	(30,000)	0	32,300	(30,000)	(48.2)%	32,300	0	32,300	0
		7560 - Gas/Diesel - Vehicles	0	0	0	0	0	0	0	0.0%	0	0	0	0
		7630 - Wireless/Internet Commun.	686	1,014	1,665	0	0	1,665	0	0.0%	1,665	0	1,665	0
		7699.01 - Dept. Sundry Expenses	573	329	910	0	0	910	0	0.0%	910	0	910	0
		7790.01 - Trsf. to Expend Res	11,600	0	0	0	0	0	0	0.0%	0	0	0	0
		7790.02 - Trsf. from Expend Res	(10,800)	(7,123)	0	0	0	0	0	0.0%	0	0	0	0
		Total Other Expenses	36,485	61,163	90,860	(30,000)	0	60,860	(30,000)	(33.0)%	60,860	0	60,860	0
Total Strategic Planning			186,575	211,033	244,318	(23,198)	0	221,120	(23,198)	(9.5)%	222,014	894	222,910	896

* Note: Actual Forecast 2011 is for reference purposes only and is based on year to date actuals as of August 2011 plus the remainder of the calendarized budget.

2012 Budget Variance Comments

7010 - Full Time	Increase due to economic adjustment
7017 - Benefits	Increase in relation to salary and benefit rate increase
7115 - Training & Development	2011 Reversal one-time reallocation from Seminars & Workshops
7130 - Seminars & Workshops	2011 Reversal one-time reallocation to Training & Development

7520 - Professional Fees	Decrease -one time costs from 2011 ARR
--------------------------	--

2013 Budget Variance Comments

7017 - Benefits	Increase due to benefit rate increase
-----------------	---------------------------------------

2014 Budget Variance Comments

7017 - Benefits	Increase due to benefit rate increase
-----------------	---------------------------------------

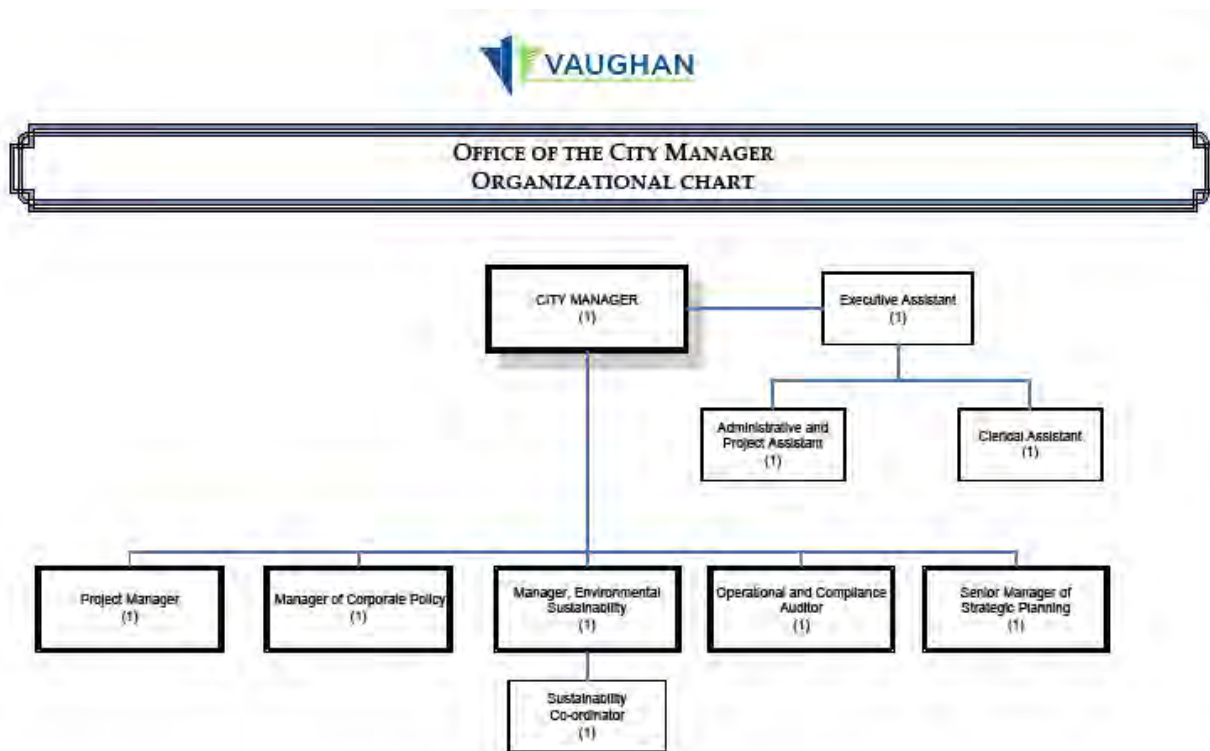
2012-14 Business Plan

BUSINESS OVERVIEW

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

The Strategic Planning department is responsible for the management and implementation of the Vaughan Vision 2020 strategic plan in coordination with Council and the Senior Management Team (SMT). This includes managing the Corporate Planning Process, strategic and operational performance measurement, Corporate project management, business planning implementation, strategic planning coordination and stakeholder consultation, organizational restructuring and business process improvement in collaboration with SMT, and City departments.

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



2012-14 Business Plan

Full Time, Part Time and Overtime – Budgeted Amounts

	Additional Resource Requests					
	2010	2011	2012 Base	2012	2013	2014
Full Time	1	1	1	0	0	0
Part Time						
Overtime	0	0	0	0	0	0

Key Stakeholders: (list major internal and external stakeholders and briefly describe why they are key stakeholders)

Council- Set the strategic vision and key goals for the Corporation

Senior Management Team- Together with Council set the strategic vision and key goals for the Corporation. Also, establish the priority strategic initiatives on an annual basis

City departmental staff- Aligned with the Vaughan Vision 2020 in delivering service to citizens

Work Plan:

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

Demonstrate Excellence in Service Delivery
Ensure a High Performing Organization
Demonstrate Effective Leadership

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

The Corporate Planning model was developed and implemented in 2011. Approved by Council in May'11 the process is an annual process which aligns the strategic planning and budgeting process. There is an opportunity in future years to continue to refine the strategic planning process and ensure that strategic priorities are identified and implemented.

The Vaughan Vision 2020 strategic plan was tweaked and approved by Council in June 2011. Implementing the plan in 2012 will focus on developing an effective internal communications strategy to ensure staff understand the plan and how their job links to the VV 2020. Also, there is an opportunity to develop strategic performance measures which will allow the City to demonstrate how successful it has been in achieving its strategic goals and themes and then communicate the results to stakeholders. New technology will be considered through implementation of a performance measurement dashboard system which will allow senior management to track performance in the organization and communicate results.

Business Plan Objectives (list the status of 2010 outstanding and 2011 business plan objectives and the method of measuring successful implementation. As well, list 2012-14 business plan objectives in the appropriate section)

2012-14 Business Plan

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Development and implementation of the Corporate Planning Model	Q2/11	Completed	Corporate Planning Model is an annual process
Implementation of Vaughan Vision 2020 including engagement with internal and external stakeholders	Q4/10	Completed	Chamber of Commerce, Seniors, Youth, Citizen engagement
To collaborate with Finance in the implementation of departmental business plans specifically the establishment of performance measurement targets	Q3/11	Completed	Completion of business plans for all departments
Collaborate with City departments on implementation of departmental projects	Q2/11	Completed	Works dep't, Community Services, Clerks Department
2009 Successes Report	Q3/10	Completed	Completed in collaboration with Corporate Communications

2012-14 Business Plan Objectives: (You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.)

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2012 (Top 3 Objectives)			
1. Rollout of VV 2020 strategic plan to internal and external stakeholders	Q2/12	Communication of the revised VV 2020 to stakeholders and printing of revised document	Operating budget approved in 2011
2. Further Evolve Performance Indicators	Q4/12	Priority strategic initiative which will involve developing strategic performance measures and reviewing current operational measures	2012 Operating and Capital Budget Requests
3. Additional Operational/Business Reviews	Q4/12	Priority strategic initiative. Strategic Planning involved in developing framework, future role in reviews to be determined	2012 Operating Budget Request
2013 (Top 3 Objectives)			

2012-14 Business Plan

1. Implementation of performance measurement dashboard system	Q4/13	Implementation of a performance measurement software system	2012 capital budget request for funding. TBD whether future ARR is required
2. Implementation of on-line citizen engagement forum	Q4/13	Gather citizen feedback on City service delivery	2011 operating budget request deferred to 2012
3. Development of departmental strategic objectives aligned with the VV 2020	Q2/13	Departmental objectives will be aligned with the Corporate strategic plan	

2014 (Top 3 Objectives)

1. Management of performance measurement dashboard system	Q4/14	Fully operational performance measurement dashboard system	
2. Preparation for Vaughan Vision 2020 revision	Q4/14	Strategic plan is revised every Council term	

2012-14 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2008 to 2013)

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

BUSINESS OVERVIEW:

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

The strategic planning department is focused on implementing the mechanisms which will ensure the Vaughan Vision 2020 is a 'living' strategic plan. This includes implementing the Corporate Planning model and continues to refine the strategic planning process. Also, required is a comprehensive internal communications strategy to ensure staff at all levels of the organization understands the connection between their job and the strategic goals of the Corporation. A key strategic initiative will be the development of strategic performance measures and reviewing current operational measures in order to be able to evaluate organizational success in achieving the strategic vision and goals. Associated with this initiative will be the implementation of a performance measurement software dashboard system to aggregate the performance data and provide a graphical interface to view the data.

Commissioner Sign-off

Date (mm/dd/yy)

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

ADDITIONAL RESOURCE REQUEST

Request Title Operational/Business Review Consulting Support

Business Unit # 020030 Strategic Planning

020 - City Manager

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	-	-	-	-	-	-
Net FTE's	-	-	-	-	-	-
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	-	-	-	-	-	-
Other continuous costs	130,000	-	-	130,000	-	130,000
One-time expenses	-	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-
Net Operating Budget	\$ 130,000	\$ -	\$ -	\$ 130,000	\$ -	\$ 130,000
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☐ Departmental ☒ Corporate

A priority strategic initiative; "Additional Operational/Business Reviews", has been identified in the Vaughan Vision 2020 strategic plan under the strategic theme "Ensure a High Performing Organization". This initiative involves budgeting for three operational reviews per year at an estimated cost of \$40,000 per review. An additional \$10,000 cost has been incorporated into the 2012 estimate for facilitation of staff continuous improvement input. The requested funding is for hiring an external consultant to complete the review. The reviews would be performed in selected City departments to ensure they performing efficiently and effectively. Inputs for the reviews will come from the Program Review and appropriate staff engagement processes.

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

Milestones or Deliverables	Timelines	Comments
Program Review Council report	Q4/11	Input for Operational/Business Reviews
Staff Continuous Improvement Engagement process	Q1/12	To Be Determined. Estimated cost of \$10,000 built into 2012 estimate
Operational/Business Reviews	Q2/12-Q4/14	Appropriate reviews may be completed in the years 2012-2014

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

Department Impacted	Describe Impact (Cost/time/benefit)	Were they Consulted?
All City departments	Yet to be determined	<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No

Other comments:

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Operational/Business Review Consulting Support						
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
Organizational	Ensure a High Performing Organization PRIORITY GOAL	Additional operational business reviews - PRIORITY	3		TBD	Priority	Mandatory
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:							
The operational/business review consultant ARR request is a mandatory link with the priority strategic initiative "Additional operational/business reviews". It is anticipated that external consulting support will be required to complete the reviews.							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
	Name/description of service level target:		Target Level	Current Level	Level with ARR		
1)							
2)							
3)							
Describe how this request relates to Departmental Business Plan:							
The priority strategic initiative 'additional operational business reviews' is a top business plan objective for the strategic planning department							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary	Realize Future Benefits			Secondary	Leverage Innovation/Creativity		
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?							
Any future operational/business reviews will have a goal to improve the efficiency and effectiveness of the selected departments. Additional objectives may be determined depending on the nature of the review.							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings			Incl. in offsets (Section #9)?
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							
It is not anticipated that internal staff resources can be utilized to lead the operational/business reviews. However, there will be an opportunity for internal staff to support any review which is undertaken.							

Request Title	Operational/Business Review Consulting Support
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input checked="" type="radio"/> None</p> <p><input type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <p></p> <p></p> <p></p> <p></p> <p></p> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <p>◀ ▶</p> <p style="text-align: center;">None Low Medium High</p> <p>Financial Impact</p> <p>◀ ▶</p> <p style="text-align: center;">\$0 \$10,000 \$100,000 \$1,000,000 > \$10,000,000</p> <p>Health and Safety Risk (click on the word)</p> <p><input checked="" type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <p>◀ ▶</p> <p style="text-align: center;">None Minor Major Severe</p> <p>Probability of Health & Safety Issue</p> <p>◀ ▶</p> <p style="text-align: center;">None Low Medium High</p> </div> <div style="width: 50%; border: 1px solid black; padding: 5px;"> <p>Comments</p> <p><i>Please describe the type and nature of risk</i></p> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input type="radio"/> Inability to support the department's directive</p> <p><input checked="" type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p> <p>Selected City departments to be identified will be the focus of the operational/business reviews</p>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	
<p>Lack of funding to hire external consulting expertise to lead any approved operational/business reviews will result in an inability to implement the priority strategic initiative.</p>	

Request Title	Operational/Business Review Consulting Support			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year				
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify length (months or yrs)				
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)				
Grade level				
Est. starting step				
Desktop (HR) Review Performed?				
B&F Accommodations Available?				
ITM Hardware required?				
Capital Equipment Required?				
Complement Annual Cost Detail				
Annual full-time \$				-
Annual part-time \$	-	-	-	-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	-	-	-	-
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ -	\$ -	\$ -	\$ -
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	020030.7200			-
2) Training & Developme	020030.7115			-
3) Cellular Line Charges	020030.7122.01			-
4) Mileage	020030.7100			-
Subtotal		\$ -	\$ -	\$ -
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	020030.7211.01			-
2) Office Equip. & Furnitu	020030.7210			-
3) Training & Developme	020030.7115			-
4)	#N/A			-
Subtotal		-	-	-
2012 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments:				

Request Title		Operational/Business Review Consulting Support						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
	ASSOCIATED CAPITAL FUNDING	Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1								\$ -
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)		-	-	-		
2	* Benefits	(From sect. 7)		-	-	-		
3	* Complement sch. Expenses (calculated field)	(From sect. 7)		-	-	-		
4	Operational/Business Review Consulting Cost	20030		130,000				
5								
6								
7								
Subtotal				130,000	-	-	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)		-	-	-	-	
2							-	
3							-	
Subtotal				-	-	-	-	
OFFSETS - cost savings, reductions, etc								
1								
2								
3								
Subtotal				-	-	-	-	
TOTAL OPERATING BUDGET CHANGE				130,000	-	-	-	
COMPLEMENTS & FTE's								
# of positions requested			(From sect. 7)	-	-	-	-	
FTE's			(From sect. 7)	-	-	-	-	
FTE reductions/offsets			(Manual Field)				-	
Net FTE's			(From sect. 7)	-	-	-	-	

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

ADDITIONAL RESOURCE REQUEST

Request Title	Performance Measurement Software Maintenance Cost		
Business Unit #	020030	Strategic Planning	
		020 - City Manager	

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	-	-	-	-	-	-
Net FTE's	-	-	-	-	-	-
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	-	-	-	-	-	-
Other continuous costs	-	10,000	-	10,000	-	10,000
One-time expenses	-	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-
Net Operating Budget	\$ -	\$ 10,000	\$ -	\$ 10,000	\$ -	\$ 10,000
Associated Capital Costs	\$ 103,000	\$ -	\$ -	\$ 103,000	\$ -	\$ 103,000

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

Please check one: ☐ Departmental ☒ Corporate

The Vaughan Vision 2020 strategic plan has identified as a strategic theme "Ensure a High Performing Organization" and a prioritized initiative "Further Evolve Performance Indicators". The ARR associated with this initiative outlines the ongoing maintenance cost associated with the cost of purchasing a performance measurement software system as requested in the capital budget request.

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

Milestones or Deliverables	Timelines	Comments
Performance Measurement Software System implemented	Q2/13	Capital Budget Request

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

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

Other comments:

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title		Performance Measurement Software Maintenance Cost					
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
Organizational	Ensure a High Performing Organization PRIORITY GOAL	Further evolve performance measures - PRIORITY	2		TBD	Priority	Mandatory
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020: This ARR request is aligned with the strategic goal organizational excellence, strategic theme: "Ensure a High Performing Organization" and strategic initiative " Further Evolve Performance Indicators". A performance measurement software system has been requested in the 2012 capital budget. This ARR is the ongoing maintenance system cost.							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
	Name/description of service level target:		Target Level	Current Level	Level with ARR		
1)							
2)							
3)							
Describe how this request relates to Departmental Business Plan: One of the strategic planning department's key objectives for 2012/13 is to develop strategic performance measures and review departmental operational measures.							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary	Realize Future Benefits			Secondary	Leverage Innovation/Creativity		
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)? Implementing a performance measurement software system will allow the City to be able to quantify how successful it is in achieving its strategic vision and goals. Also, it will provide information to the City Manager, Commissioners and Directors on the service delivery performance in the Corporation.							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings			Incl. in offsets (Section #9)?
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach. If the performance measurement software system is not approved there will be no need for annual maintenance costs.							

Request Title	Performance Measurement Software Maintenance Cost
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input checked="" type="radio"/> None</p> <p><input type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <p></p> <p></p> <p></p> <p></p> <p></p> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <p>◀ ▶ None Low Medium High</p> <p>Financial Impact</p> <p>◀ ▶ \$0 \$10,000 \$100,000 \$1,000,000 > \$10,000,000</p> <p>Health and Safety Risk (click on the word)</p> <p><input checked="" type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <p>◀ ▶ None Minor Major Severe</p> <p>Probability of Health & Safety Issue</p> <p>◀ ▶ None Low Medium High</p> </div> <div style="width: 50%;"> <p>Comments</p> <p><i>Please describe the type and nature of risk</i></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input type="radio"/> Inability to support the department's directive</p> <p><input type="radio"/> Direct affect on multiple departments</p> <p><input checked="" type="radio"/> Citywide implications</p> <p>Comments</p> <p>The implementation of a performance measurement software system will impact all City departments as well as the citizens.</p> <p></p> <p></p> <p></p> <p></p> <p></p>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	
N/A	

Request Title	Performance Measurement Software Maintenance Cost			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year				
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify length (months or yrs)				
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)				
Grade level				
Est. starting step				
Desktop (HR) Review Performed?				
B&F Accommodations Available?				
ITM Hardware required?				
Capital Equipment Required?				
Complement Annual Cost Detail				
Annual full-time \$				-
Annual part-time \$	-	-	-	-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	-	-	-	-
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ -	\$ -	\$ -	\$ -
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	020030.7200			-
2) Training & Developme	020030.7115			-
3) Cellular Line Charges	020030.7122.01			-
4) Mileage	020030.7100			-
Subtotal		\$ -	\$ -	\$ -
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	020030.7211.01			-
2) Office Equip. & Furnitu	020030.7210			-
3) Training & Developme	020030.7115			-
4)	#N/A			-
Subtotal		-	-	-
2012 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments:				

Request Title		Performance Measurement Software Maintenance Cost						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1	Performance Measurement Software	Pending	2012	SP-0003-12	\$ 103,000			\$ 103,000
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ 103,000	\$ -	\$ -	\$ 103,000
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)		-	-	-		
2	* Benefits	(From sect. 7)		-	-	-		
3	* Complement sch. Expenses (calculated field)	(From sect. 7)		-	-	-		
4	Annual System Maintenance cost	20030			10,000			
5								
6								
7								
Subtotal				-	10,000	-	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)		-	-	-	-	
2							-	
3							-	
Subtotal				-	-	-	-	
OFFSETS - cost savings, reductions, etc								
1								
2								
3								
Subtotal				-	-	-	-	
TOTAL OPERATING BUDGET CHANGE					-	10,000	-	-
COMPLEMENTS & FTE's								
# of positions requested			(From sect. 7)	-	-	-	-	
FTE's			(From sect. 7)	-	-	-	-	
FTE reductions/offsets			(Manual Field)				-	
Net FTE's			(From sect. 7)	-	-	-	-	

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

ADDITIONAL RESOURCE REQUEST

Request Title On-Line citizen Public Engagement Forum

Business Unit # 020030

Strategic Planning

020 - City Manager

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	-	-	-	-	-	-
Net FTE's	-	-	-	-	-	-
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	-	-	-	-	-	-
Other continuous costs	-	35,000	-	35,000	-	35,000
One-time expenses	-	40,000	(40,000)	-	-	-
Offsets/reductions	-	-	-	-	-	-
Net Operating Budget	\$ -	\$ 75,000	\$ (40,000)	\$ 35,000	\$ -	\$ 35,000
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☐ Departmental ☒ Corporate

This ARR request was presented during the 2011 operating budget and the Finance and Administration Committee requested that it be deferred to the 2012 budget process. The City has utilized a citizen telephone survey for the past several years to gain a better understanding of citizen's satisfaction with City services and to identify the key strategic issues of concern. The next step in better engagement of citizens is the use of an on-line public engagement tool which is directly linked to the Vaughan Vision 2020 strategic initiative "Ensure citizen-focused communication initiatives: establish and implement a more effective model for civic engagement and enhance our public consultation strategy." In previous years reports were tabled at Council detailing ways to improve public engagement through the use of electronic communications and social media for communication purposes. The on-line public engagement forum will provide the Corporation with information from a group of representative citizens regarding their view on strategic issues impacting the City. This will result in greater transparency and public engagement.

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

Milestones or Deliverables	Timelines	Comments
Ipsos-Reid 2011 citizen survey	Q1/11	Citizen telephone survey
Create citizen panel	Q4/13	
Administer citizen surveys	Q1/14	

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

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

Other comments:

Strategic Planning, Corporate Communications and Information Technology will collaborate on this initiative

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title		On-Line citizen Public Engagement Forum					
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
Staff	Demonstrate Effective Leadership	Ensure citizen-focused communication initiatives: Establish and implement a more effective model for civic engagement and enhance our public consultation strategy	2		Q4/10 , Revised Q4/11	High	Mandatory
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:							
In the past the City has gathered public feedback on the VV 2020 through the use of meetings and telephone surveys. This initiative presents a new way to engage citizens and gather feedback. It will accomplish this by creating a representative forum of 1,000+ citizens who will be statistically representative of the Vaughan citizenry. This group will complete survey's developed by the City on various topics throughout the year. The surveys will be developed by an external consultant in collaboration with the City who will then aggregate and analyze the data. The survey questions will focus on evaluating City services, obtaining information on what services citizens value, and obtaining feedback on key strategic issues. The information will be used for the VV 2020, to improve service delivery, and for Corporate Communications messaging.							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
	Name/description of service level target:		Target Level	Current Level	Level with ARR		
1)							
2)							
3)							
Describe how this request relates to Departmental Business Plan:							
One of the strategic planning department's key objectives for 2013 is implementation of the on-line citizen engagement forum.							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary	Realize Future Benefits			Secondary	Leverage Innovation/Creativity		
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?							
Being able to gather representative information through the use of an on-line citizen survey panel will provide an alternative method for citizens to provide input and feedback to the City. The traditional way of communicating through evening meetings does not ensure obtaining a representative sample of the 'average persons thinking.' Establishing an on-line survey tool whereby a representative group of citizens will participate in completing surveys will ensure a higher accuracy of information and more meaningful survey results.							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings			Incl. in offsets (Section #9)?
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							
There are on-line survey companies such as FluidSurveys who facilitate organizations developing and administering their own surveys. There is a nominal cost to use these survey forums which would save on the cost of hiring an external consultant to administer the survey however there would still be a necessary role for a consultant to provide advice on questionnaire development and analysis of the results. It is recommended that this approach not be considered until the City has had some experience running the on-line survey with the citizen panel. Another downside may be the preception among the representative panel as to the objectivity of the City in administering the survey. Thus utilizing an external consultant especially in the initial stages of development would allow a body of experience to be built up. Benchmarking with municipalities who have implemented this type of forum suggest it would take a couple of years to build an effective process.							

Request Title	On-Line citizen Public Engagement Forum
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input checked="" type="radio"/> None</p> <p><input type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <p></p> <p></p> <p></p> <p></p> <p></p> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <p>◀ ▶ None Low Medium High</p> <p>Financial Impact</p> <p>◀ ▶ \$0 \$10,000 \$100,000 \$1,000,000 > \$10,000,000</p> <p>Health and Safety Risk (click on the word)</p> <p><input checked="" type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <p>◀ ▶ None Minor Major Severe</p> <p>Probability of Health & Safety Issue</p> <p>◀ ▶ None Low Medium High</p> </div> <div style="width: 50%;"> <p>Comments</p> <p><i>Please describe the type and nature of risk</i></p> <p></p> <p></p> <p></p> <p></p> <p></p> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input type="radio"/> Inability to support the department's directive</p> <p><input type="radio"/> Direct affect on multiple departments</p> <p><input checked="" type="radio"/> Citywide implications</p> <p>Comments</p> <p>The development of on-line citizen engagement forum will impact all City departments as well as the citizens.</p> <p></p> <p></p>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	
<p>Not approving the development of an on-line citizen engagement survey would result in not proceeding with a key recommendation of this strategic initiative. It would delay building a representative sample of average citizens who could participate in an alternative method of public engagement. It would also delay the move towards obtaining meaningful and representative information from citizens through the use of surveys as an alternative to public meetings. It will result in a missed opportunity to develop alternative methods to improve public engagement.</p>	

Request Title	On-Line citizen Public Engagement Forum			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year				
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify length (months or yrs)				
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)				
Grade level				
Est. starting step				
Desktop (HR) Review Performed?				
B&F Accommodations Available?				
ITM Hardware required?				
Capital Equipment Required?				
Complement Annual Cost Detail				
Annual full-time \$				-
Annual part-time \$	-	-	-	-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	-	-	-	-
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ -	\$ -	\$ -	\$ -
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	020030.7200			-
2) Training & Developme	020030.7115			-
3) Cellular Line Charges	020030.7122.01			-
4) Mileage	020030.7100			-
Subtotal		\$ -	\$ -	\$ -
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	020030.7211.01			-
2) Office Equip. & Furnitu	020030.7210			-
3) Training & Developme	020030.7115			-
4)	#N/A			-
Subtotal		-	-	-
2012 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments:				

Request Title		On-Line citizen Public Engagement Forum						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
	ASSOCIATED CAPITAL FUNDING	Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1								\$ -
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)		-	-	-		
2	* Benefits	(From sect. 7)		-	-	-		
3	* Complement sch. Expenses (calculated field)	(From sect. 7)		-	-	-		
4	Survey administration costs including survey development	20030			35,000			
5								
6								
7								
Subtotal				-	35,000	-	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)		-	-	-	-	
2							-	
3	Cost to recruit on-line citizen panel, and initial survey	20030			40,000		-	
Subtotal				-	40,000	-	-	
OFFSETS - cost savings, reductions, etc								
1								
2								
3								
Subtotal				-	-	-	-	
TOTAL OPERATING BUDGET CHANGE				-	75,000	-	-	
COMPLEMENTS & FTE's								
# of positions requested			(From sect. 7)	2012	2013	2014	Total	
FTE's			(From sect. 7)	-	-	-	-	
FTE reductions/offsets			(Manual Field)				-	
Net FTE's			(From sect. 7)	-	-	-	-	

Environmental Sustainability

1. Financial Summary

2. Business Plans

3. ARR's

2013

- ◆ Developing a local action plan for reducing GHG emissions (2013)



Revenue and Expenditure Summary
2012-14 Operating Budget

		Actual		2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$		2013 Forecast	Variance	2014		
Business Unit	Exp Category	Account	2010 Actuals					Forecast 2011	Variance			% Variance	Forecast	Variance
Environmental Sustainability														
Labour Costs														
	7010 Full Time		53,875	132,913	163,584	17,281	0	180,865	17,281	10.6%	188,649	7,784	193,761	5,112
	7015 Part Time		56,474	26,972	2,659	(2,659)	0	0	(2,659)	(100.0)%	0	0	0	0
	7017 Benefits		18,991	36,445	41,714	5,311	0	47,025	5,311	12.7%	50,368	3,343	53,094	2,726
	Total Labour Costs		129,340	196,330	207,957	19,933	0	227,890	19,933	9.6%	239,017	11,127	246,855	7,838
Other Expenses														
	7100 Mileage		186	704	500	0	250	750	250	50.0%	750	0	750	0
	7105 Membership/Dues/Fees		13,520	13,500	16,000	0	(400)	15,600	(400)	(2.5)%	15,600	0	15,600	0
	7115 Training & Development		0	1,805	3,403	0	(2,203)	1,200	(2,203)	(64.7)%	1,200	0	1,200	0
	7130 Seminars & Workshops		280	1,450	2,000	0	(500)	1,500	(500)	(25.0)%	1,500	0	1,500	0
	7136 Special Events/Public Relations		15,109	11,773	10,500	0	0	10,500	0	0.0%	10,500	0	10,500	0
	7200 Office Supplies		134	87	0	0	65	65	65	0.0%	65	0	65	0
	7210 Office Equip. & Furniture		173	39	0	0	0	0	0	0.0%	0	0	0	0
	7211 Computer Hardware/Software		0	0	0	0	0	0	0	0.0%	0	0	0	0
	7220 Copiers, Faxes and Supplies		76	112	0	0	900	900	900	0.0%	900	0	900	0
	7222 Printing		29	0	0	0	0	0	0	0.0%	0	0	0	0
	7330 Materials & Supplies		11,752	9,606	7,550	0	(4,550)	3,000	(4,550)	(60.3)%	3,000	0	3,000	0
	7520 Professional Fees		2,204	0	0	0	6,100	6,100	6,100	0.0%	6,100	0	6,100	0
	7630 Wireless/Internet Commun.		704	396	0	0	500	500	500	0.0%	500	0	500	0
	7699 Sundry Expenses		2,929	255	362	0	(162)	200	(162)	(44.8)%	200	0	200	0
	7700 Chgs. from Othe Depts.		17	0	0	0	0	0	0	0.0%	0	0	0	0
	7790 Trsf. to Expend Res		1,541	0	0	0	0	0	0	0.0%	0	0	0	0
	Total Other Expenses		48,654	39,727	40,315	0	0	40,315	0	0.0%	40,315	0	40,315	0
Total Environmental			177,995	236,057	248,272	19,933	0	268,205	19,933	8.0%	279,332	11,127	287,170	7,838

* Note: Actual Forecast 2011 is for reference purposes only and is based on year to date actuals as of September 2011 plus the remainder of the calendarized budget.

2012 Budget Variance Comments

7010 - Full Time	Increase due to pro-rated progression and remainder was economic adjustment
7015 - Part Time	Decrease due to 2011 ARR for part time to full time position conversion
7017 - Benefits	Increase in relation to salary and benefit rate increase
7100 - Mileage / Car Allowance	Reallocation from Memberships/Dues/Fees
7105 - Memberships/Dues/Fees	Reallocation to Mileage / Car Allowance and Professional Fees
7115 - Training & Development	Reallocation to Professional Fees
7130 - Seminars & Workshops	Reallocation to Copier/Fax Supplies
7200 - Office Supplies	Reallocation from Dept. Sundry

7220 - Copiers, Faxes and Supplies	Reallocation from Seminars & Workshops and Materials and Supplies
7330 - Materials and Supplies	Reallocation to various accounts
7520 - Professional Fees	Reallocation from various accounts
7630 - Wireless/Internet Commun.	Reallocation from Materials and Supplies
7699 - Sundry Expenses	Reallocation to Professional fees and Office Supplies

2013 Budget Variance Comments

7010 - Full Time	Increase due to pro-rated progression
7017 - Benefits	Increase in relation to salary and benefit rate increase

2014 Budget Variance Comments

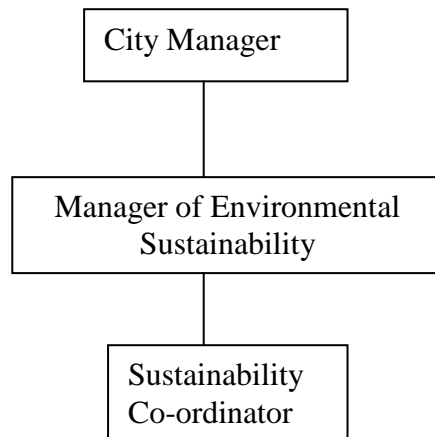
7010 - Full Time	Increase due to pro-rated progression
7017 - Benefits	Increase in relation to salary and benefit rate increase

2012-14 Business Plan

Service Statement:

Environmentally Sustainability is responsible for championing the implementation of Green Directions Vaughan-the community sustainability and environmental master plan and its goals, objectives, ethics and principles. This business unit works in partnership with internal and external stakeholders to achieve a healthy natural environment, vibrant communities and a strong economy. Environmental Sustainability provides support for residents and businesses to increase awareness and foster local action on climate change and other key environmental issues of concern to Council and the community. Environmental Sustainability carries out and supports research, policy and program development activities that address environmental priorities and implements coordinated activities across the City's departments.

Service Profile:



Full Time, Part Time and Overtime – Budgeted Amounts

	2010	2011	2012 Base	Additional Resource Requests		
				2012	2013	2014
Full Time	<u>1</u>	<u>2</u>	<u>2</u>	<u>0</u>	<u>0</u>	<u>0</u>
Part Time	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	
Overtime						

Key Stakeholders:

Council and Committees sets strategic direction and determines the key environmental sustainability priorities for the City of Vaughan to pursue. They gauge the political capital associated with environmental sustainability.

2012-14 Business Plan

Senior Management Team lead and champion the implementation of the Community Sustainability and Environmental Master Plan within their respective Commissions. They have a strong influence on the actions completed within respective departmental areas.

Departmental staff are tasked with implementing the actions outlined in Green Directions Vaughan. Their level of effort and commitment is vital to the success of the Community Sustainability and Environmental Master Plan.

Provincial and Federal governments set environmental regulatory requirements such as energy conservation plans

Other neighbouring municipalities within York Region and GTA provide support by sharing lessons learned, strategies and planned initiatives for advancing environmental sustainability in their respective jurisdictions.

The Public which includes residents, industrial, commercial, and institutional enterprises as well as non-profit environmental organizations, contribute to the state of the environment in the City of Vaughan. Their respective actions determine what environmental issues should be a priority for the City.

Work Plan:

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

Vaughan Vision 2020 makes reference to the strategic theme of Lead and Promote Environmental Sustainability.

The one particular initiative from the revised 2011-14 strategic initiatives list that has a strong connection to the Environmental Sustainability business unit involves aiming for 100% diversion as part of Greening Vaughan Strategy. One area of emphasis for the Environmental Sustainability business unit is enhancing citizen environmental education which contributes to a more sustainable Vaughan. Efforts will be made to ensure that messaging around waste diversion are emphasized as the citizen environmental education strategy evolves.

Another initiative from the revised 2011-14 strategic initiatives list with links to the core responsibilities involves revisions to the storm drainage and storm water management strategy to reflect climate change impacts. This initiative is documented with goal area one of Green Directions Vaughan, the Community Sustainability and Environmental Master Plan.

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

Pressures

- Maintaining momentum for existing environmental sustainability programs, initiatives and campaigns.
- Assisting departments address competing priorities, financial resource limitations and time constraints as the implementation of Green Directions Vaughan continues.
- Securing support to execute activities related to climate change planning process while continuing to deliver
- Ensuring that environmental sustainability remains a priority with senior government officials.
- Keeping Green Directions Vaughan current in a changing political and economic environment.
- Obtaining sufficient financial and organizational support from external partners to be able to execute various key initiatives
- Fulfilling the federal requirement for a municipal integrated community sustainability plan.

2012-14 Business Plan

Opportunities

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

Business Plan Objectives (list the status of 2010 outstanding and 2011 business plan objectives and the method of measuring successful implementation. As well, list 2012-14 business plan objectives in the appropriate section)

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
1. Develop and implementation of Green Directions Vaughan Employee Education Program	2011	Completed Phase I implementation	-Established 20 employee active car pools. - Over 130 employees participated in 20 minute makeover
2. Collaborate with City Departments on the implementation of actions identified under Green Directions Vaughan	2011	Ongoing	-90 % of GDV action items have been initiated
3. Develop a reporting framework to communicate on successes in advancing environmental sustainability	2011	Completed	-Electronic on-line report highlights activities and key accomplishments
4 Establish a recognition program that acknowledges the efforts of employees in advancing environmental sustainability	2011	Completed	-Caught Green Handed linked to We are Vaughan

2012-14 Business Plan Objectives: (You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.)

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2012 (Top 3 Objectives)			
1. Establish baseline sustainability/environmental indicators for the purposes of monitoring and reporting on the implementation progress of Green Directions Vaughan	Q3	- Sustainability/ environmental indicators tracking system	No additional resources
2. Foster the development and implementation of an outreach education strategy for citizens and businesses on Green Directions Vaughan and subsequent Workplan	Q2	-Green Directions Community Outreach strategy and Workplan - Improved communication with, and awareness of, community stakeholders in Green Directions Vaughan	No additional resource

2012-14 Business Plan

3. Develop a greenhouse gas emissions inventory including both corporate and community data	Q3	- Inventory to satisfy milestone 1 of the Partners for Climate Protection	No additional resource
---	----	---	------------------------

2013 (Top 3 Objectives)

1. Develop and initiate implementation of a strategic document outlining how the City of Vaughan will achieve greenhouse gas emissions targets.	Q4	Implementation strategies resulting in measurable reductions which satisfy milestone 2 & 3 of Partners for Climate Protection	\$ 45k for consultant support for assistance with the public consultation component and local action plan development, of which \$ 22.5k would be sought from the FCM Green Municipal Fund
2. Advise on the development and submission of an annual energy conservation plan for the City of Vaughan as required by provincial requirements.	Q3	Plan submission	No additional resource
3. Produce a State of the Environment Report highlighting key sustainability/environmental indicators.	Q4	Report	No additional resources

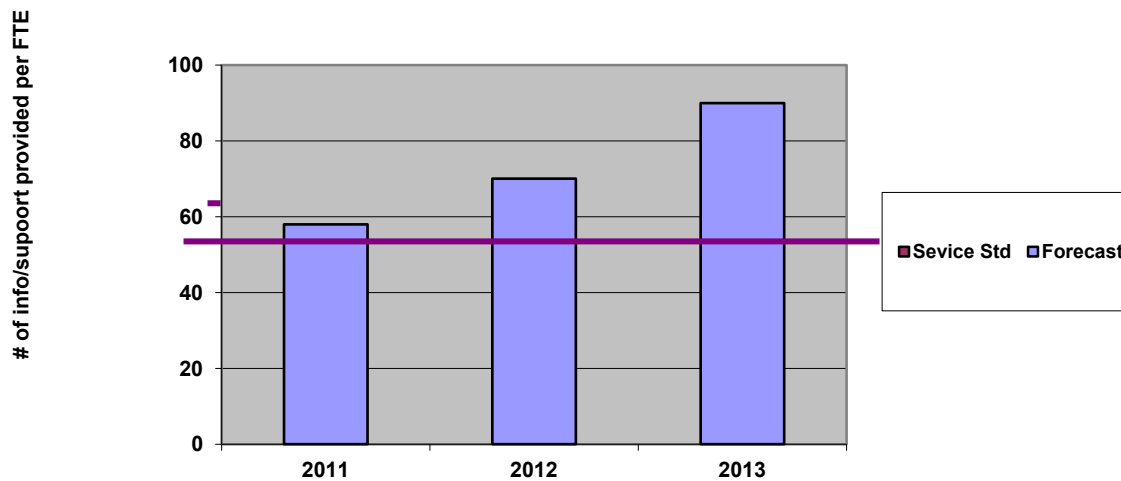
2014 (Top 3 Objectives)

1. Investigate a policy and accompanying fund that would ensure a portion of funds recouped from energy savings are re-invested back into energy related initiatives.	Q3	Policy evaluation	No additional resources
2. Benchmark where the City of Vaughan is in the implementation of the community sustainability and environmental management plan with respect to other cities of similar size and complexity.	Q3	Report	No additional resources
3. Develop options for renewing the Community Sustainability and Environmental Master Plan with the current version of the plan at the end of its lifespan.	Q4	Report	No additional resources

2012-14 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2008 to 2013)

Number of requests for information/support received and addressed per FTE



BUSINESS OVERVIEW:

Notes about the Measure: (Provide assumptions/explanation of significant trend variance in the performance measure graph)

This measure was initiated in the last quarter in 2010 to provide additional details regarding requests for support received through various means. The measure reflects both internal and external requests for support received by the Environmental Sustainability business unit. It is expected that as the profile for the community outreach component of Green Directions Vaughan increases that external stakeholders will contribute to a larger proportion of the requests. In addition, new provincially regulated programs such as the annual energy conservation and heightened public awareness of emerging environmental issues such as climate change could potentially drive requests for support higher.

Key Conclusion: (Explanation of the trend on the performance measure graph)

An upward trend is expected as the number of requests for support increase as stakeholders seek assistance on how they can contribute to a more sustainable Vaughan.

2012-14 Business Plan

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

The primary focus of the Environmentally Sustainability business unit is championing the implementation of Green Directions Vaughan - the Community Sustainability and Environmental Master Plan. This involves providing expertise and guidance to staff on actions identified within the master plan as well as other issues related to sustainability. A key performance measure has been established

Greater emphasis will be placed on engaging the community on the path to a more sustainable Vaughan. In order to further environmental sustainability within the City of Vaughan, partnerships will continue to be established to execute a number of projects. Work will continue on a monitoring and reporting in order to evaluate organizational successes in the implementation of the community sustainability and environmental master plan.

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

Commissioner Sign-off

Date (mm/dd/yy)

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

ADDITIONAL RESOURCE REQUEST

Request Title Developing a local action plan for reducing GHG emissions

Business Unit # 020032 Environmental Sustainability

020 - City Manager

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	-	-	-	-	-	-
Net FTE's	-	-	-	-	-	-
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	-	-	-	-	-	-
Other continuous costs	-	-	-	-	-	-
One-time expenses	-	45,000	(45,000)	-	-	-
Offsets/reductions	-	(22,500)	-	(22,500)	-	(22,500)
Net Operating Budget	\$ -	\$ 22,500	\$ (45,000)	\$ (22,500)	\$ -	\$ (22,500)
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☐ Departmental ☒ Corporate

The purpose of this request is to seek consultant support in the development of a strategic document, a local action plan that would outline how the City of Vaughan will achieve its GHG emissions reduction target. The support would be focused on the community wide local action plan as it requires input and coordination of many stakeholders. In March 2011, Council granted approval for the City of Vaughan to participate in the Federation of Canadian Municipalities (FCM) Partners for Climate Protection (PCP) Program. The PCP Program provides a five milestone framework that assists municipal governments take action to reduce greenhouse gas (GHG) emissions from the community and municipal operations, protect the climate and provide other benefits including cost savings, job creation/local economic development, reduce traffic congestion and improved air quality. Throughout 2012, internal expertise and resources are being used to address milestones one and two of the PCP Program. Several references within Green Directions Vaughan point to achieving PCP milestones.

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

Milestones or Deliverables	Timelines	Comments
Create a GHG emissions inventory and forecast	Q2, 2012	Internal resources
Set emissions reductions target	Q4, 2012	Internal resources
Develop a local action plan	Q3, 2013	Consultant support
Implement local action plan	Q1, 2014	Internal resources

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

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

Other comments:

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Developing a local action plan for reducing GHG emissions						
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
Service	Lead & Promote Environmental Sustainability	Developed a Community Sustainability and Environmental Master Plan as part of the Growth Management Strategy 2031. Implementation of the plan is currently in	15	Completed	Q4/08	High	Mandatory
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:							
The request relates to implementation of action 1.2.5 within Green Directions Vaughan, the Community Sustainability and Environmental Master Plan. The action refers to completing PCP Milestone 3,4 and 5 of the Partners for Climate Protection Framework in partnership with the community.							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
	Name/description of service level target:		Target Level	Current Level	Level with ARR		
1)	# of requests for support received& addressed/ FTE		70	58	90		
2)							
3)							
Describe how this request relates to Departmental Business Plan:							
This service request supports the 2013 business plan objective to develop and initiate implementation of a strategic document outlining how the City of Vaughan will achieve green house gas emissions targets.							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary	Improve Sustainability			Secondary	Improve Corp. Image		
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?							
Municipal governments have an important contribution to make to climate protection as up to half of greenhouse gas emissions are under the direct or indirect control of municipal governments. Addressing global environmental issues at a local level demonstrates leadership which was identified as a goal within Green Directions Vaughan. Environmental leadership has a direct linkage to improving corporate image. By taking steps to address greenhouse gas emissions, the City of Vaughan is seeking to improve the environmental sustainability of the community.							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings			Incl. in offsets (Section #9)?
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							
Internal staff could be used to undertake PCP Program Milestone three, the local action plan at the community level. However, utilizing existing staff resources would take away from current service delivery to both internal and external stakeholders. Progress achieved on implementing other aspects of the Community Sustainability and Environmental Master Plan could potentially be interrupted if staff resources were diverted to complete all aspects of Milestone three. A part time staff position could be created to support the development of Milestone three but it is unlikely to be eligible to receive the matching FCM grant. Efficiencies can be maximized as consultants, well versed in this area, can provide the level of expertise required.							

Request Title	Developing a local action plan for reducing GHG emissions		
6) Implications/Consequences (if request not approved)			
A) Please check off how the request relates to the following:			
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input checked="" type="radio"/> None</p> <p><input type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <div style="border: 1px solid black; height: 20px; margin-bottom: 10px;"></div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 10px;">No compliance requirements as of yet under provincial or federal requirements.</div> <div style="border: 1px solid black; padding: 5px;">No consequences of non-compliance.</div> <div style="border: 1px solid black; padding: 2px;">N/A</div> </div> </div>			
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 10px; background: linear-gradient(to right, #ccc, #ccc); position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="margin-left: 5px;">None Low Medium High</div> </div> <p>Financial Impact</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 10px; background: linear-gradient(to right, #ccc, #ccc); position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="margin-left: 5px;">\$0 \$10,000 \$100,000 \$1,000,000 > \$10,000,000</div> </div> <p>Health and Safety Risk (click on the word)</p> <p><input checked="" type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 10px; background: linear-gradient(to right, #ccc, #ccc); position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="margin-left: 5px;">None Minor Major Severe</div> </div> <p>Probability of Health & Safety Issue</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 10px; background: linear-gradient(to right, #ccc, #ccc); position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="margin-left: 5px;">None Low Medium High</div> </div> </div> <div style="width: 50%;"> <p>Comments</p> <div style="border: 1px solid black; padding: 5px;"> <p><i>Please describe the type and nature of risk</i></p> <p>Many Canadian municipalities are vulnerable to a range of impacts associated with climate change including rising temperatures, more frequent and intense storms. Climate change has the ability to effect municipal infrastructure, growth, programming and contingency planning. The health risks associated with climate change are well documented particularly as it relates to air quality. Based on Ontario Medical Association report(2000), should air quality conditions remain the same to the year 2020, diseases and deaths would increase substantially from the 1,900 premature deaths, 9,800 hospital visits, 13,000 emergency room visits, and 46 million minor illness cases per year due to population growth and an aging population. These health impacts would result in \$10 billion in economic damages including health care costs and lost productivity.</p> </div> </div> </div>			
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input checked="" type="radio"/> Inability to support the department's directive</p> <p><input type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p> <div style="border: 1px solid black; padding: 5px;"> <p>If consultant support is not received for this initiative, internal staff would be required to carry out the development of the entire local action plan instead of only the component related to municipal operations. By doing so staff time would be diverted from regular activities including providing support for implementation of other areas of Green Directions Vaughan. This could potentially slow implementation progress and erode public confidence in the City's leadership position on environmental sustainability.</p> </div>			
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)			
<p>If the consultant support is not received for this initiative, the progress on completing the PCP Program five step milestone framework would be adversely affected. Environmental advocacy groups and other engaged citizens may be critical if progress on addressing climate change is slowed down. This would be particularly prevalent should climate change receive heightened attention nationally or even globally.</p>			

Request Title		Developing a local action plan for reducing GHG emissions		
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year				
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify length (months or yrs)				
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)				
Grade level				
Est. starting step				
Desktop (HR) Review Performed?				
B&F Accommodations Available?				
ITM Hardware required?				
Capital Equipment Required?				
Complement Annual Cost Detail				
Annual full-time \$				-
Annual part-time \$	-	-	-	-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	-	-	-	-
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ -	\$ -	\$ -	\$ -
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	020032.7200			-
2) Training & Developme	020032.7115			-
3) Cellular Line Charges	020032.7122.01			-
4) Mileage	020032.7100			-
Subtotal		\$ -	\$ -	\$ -
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	020032.7211.01			-
2) Office Equip. & Furnitu	020032.7210			-
3) Training & Developme	020032.7115			-
4)	#N/A			-
Subtotal		-	-	-
2012 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments:				

Request Title		Developing a local action plan for reducing GHG emissions						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1								\$ -
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)		-	-	-		
2	* Benefits	(From sect. 7)		-	-	-		
3	* Complement sch. Expenses (calculated field)	(From sect. 7)		-	-	-		
4								
5								
6								
7								
Subtotal				-	-	-	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)		-	-	-	-	
2	Professional fees-consultant				45,000		-	
3							-	
Subtotal				-	45,000	-	-	
OFFSETS - cost savings, reductions, etc								
1	FCM Green Municipal Fund Grant				(22,500)			
2								
3								
Subtotal				-	(22,500)	-	-	
TOTAL OPERATING BUDGET CHANGE				-	22,500	-	-	
COMPLEMENTS & FTE's								
# of positions requested			(From sect. 7)	2012	2013	2014	Total	
FTE's			(From sect. 7)	-	-	-	-	
FTE reductions/offsets			(Manual Field)				-	
Net FTE's			(From sect. 7)	-	-	-	-	



2012-2014 DRAFT OPERATING BUDGET

CORPORATE POLICY

Revenue and Expenditure Summary

2012-14 Operating Budget

Business Unit	Exp Category	Account	2010 Actuals	Actual Forecast 2011	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
Corporate Policy														
	Labour Costs													
		7010 Full Time	98,841	25,101	101,059	(6,125)	0	94,934	(6,125)	(6.1)%	99,141	4,207	103,342	4,201
		7017 Benefits	25,204	6,399	25,770	(1,088)	0	24,682	(1,088)	(4.2)%	26,471	1,789	28,316	1,845
		Total Labour Costs	124,045	31,500	126,829	(7,213)	0	119,616	(7,213)	(5.7)%	125,612	5,996	131,658	6,046
	Other Expenses													
		7100 Mileage	149	121	490	0	0	490	0	0.0%	490	0	490	0
		7103 407-ETR Toll Charges	0	28	100	0	0	100	0	0.0%	100	0	100	0
		7105 Membership/Dues/Fees	551	0	520	0	0	520	0	0.0%	520	0	520	0
		7110 Meals and Meal Allowances	0	107	440	0	0	440	0	0.0%	440	0	440	0
		7125 Subscriptions/Publications	70	100	100	0	0	100	0	0.0%	100	0	100	0
		7130 Seminars & Workshops	175	1,170	1,170	0	0	1,170	0	0.0%	1,170	0	1,170	0
		7200 Office Supplies	55	0	0	0	0	0	0	0.0%	0	0	0	0
		7220 Copiers, Faxes and Supplies	208	303	1,010	0	0	1,010	0	0.0%	1,010	0	1,010	0
		7222 Printing	14	0	0	0	0	0	0	0.0%	0	0	0	0
		7699 Sundry Expenses	63	0	0	0	0	0	0	0.0%	0	0	0	0
		Total Other Expenses	1,286	1,829	3,830	0	0	3,830	0	0.0%	3,830	0	3,830	0
Total Corporate Policy			125,331	33,329	130,659	(7,213)	0	123,446	(7,213)	(5.5)%	129,442	5,996	135,488	6,046

* Note: Actual Forecast 2011 is for reference purposes only and is based on year to date actuals as of September 2011 plus the remainder of the calendarized budget.

2012 Budget Variance Comments

7010 - Full Time Decrease due to vacant position budgeted at a lower rate and economic adjustment
7017 - Benefits Decrease in relation to salary and benefit rate adjustment

2013 Budget Variance Comments

7010 - Full Time Increase due to forecasted pro-rated progression
7017 - Benefits Increase in relation to salary and benefit rate increase

2014 Budget Variance Comments

7010 - Full Time Increase due to forecasted pro-rated progression
7017 - Benefits Increase in relation to salary and benefit rate increase

Fire And Rescue Services

1. Financial Summary

2. Business Plans

3. ARRs

(Fire Operations)

2013

- ◆ STN 75 - 16 FIREFIGHTERS & 4 CAPTAINS (2013)

2014

- ◆ 4 District Chiefs
- ◆ 4 District Chiefs

(Fire Communications)

2012

- ◆ Communication Operators

(Fire Training)

2012

- ◆ Training Officer

Revenue and Expenditure Summary

2012-14 Operating Budget

Department	Exp Category	Account	2010 Actuals	Actual Forecast 2011	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
Fire and Rescue Services														
Revenue														
		3574 Rev. frm Recov. Exp - Pd Duty	(19,325)	(502)	(14,757)	0	(7,239)	(21,996)	(7,239)	49.1%	(21,996)	0	(21,996)	0
		3618 Dept. Misc. Revenues	(702,830)	(702,600)	(509,921)	0	7,239	(502,682)	7,239	(1.4)%	(502,682)	0	(502,682)	0
		3624 Fees from Other Municip.	(35,000)	(35,000)	(35,000)	0	0	(35,000)	0	0.0%	(35,000)	0	(35,000)	0
		Total Revenue	(757,155)	(738,102)	(559,678)	0	0	(559,678)	0	0 0	(559,678)	0	(559,678)	0
Labour Costs														
		7010 Full Time	22,677,105	24,411,754	24,918,668	667,124	(16,000)	25,569,792	651,124	2.6%	25,939,229	369,437	26,190,024	250,795
		7012 Overtime	1,036,744	257,097	138,577	693	16,000	155,270	16,693	12.0%	155,270	0	155,270	0
		7015 Part Time	5,028	1,786	0	0	0	0	0	0.0%	0	0	0	0
		7017 Benefits	6,047,499	6,283,796	6,356,447	331,707	0	6,688,154	331,707	5.2%	6,967,656	279,502	7,218,648	250,992
		7522 Volunteer Firefighters	93,640	130,564	145,000	0	0	145,000	0	0.0%	145,000	0	145,000	0
		Total Labour Costs	29,860,016	31,084,997	31,558,692	999,524	0	32,558,216	999,524	0 0	33,207,155	648,939	33,708,942	501,787
Other Expenses														
		7100 Mileage	4,002	6,129	9,055	1	0	9,056	1	0.0%	9,056	0	9,056	0
		7103 407-ETR Toll Charges	468	314	97	0	0	97	0	0.0%	97	0	97	0
		7105 Membership/Dues/Fees	4,925	6,363	10,706	0	0	10,706	0	0.0%	10,706	0	10,706	0
		7110 Meals and Meal Allowances	6,935	4,878	6,248	0	0	6,248	0	0.0%	6,248	0	6,248	0
		7115 Training & Development	178,167	121,689	113,255	3	0	113,258	3	0.0%	113,258	0	113,258	0
		7120 Telephone Charges	0	957	928	0	0	928	0	0.0%	928	0	928	0
		7122 Cellular Telephones	33,720	37,977	34,150	(198)	0	33,952	(198)	(0.6)%	33,952	0	33,952	0
		7125 Subscriptions/Publications	7,233	6,388	6,066	(1)	0	6,065	(1)	(0.0)%	6,065	0	6,065	0
		7130 Seminars & Workshops	2,324	3,990	6,363	(2)	0	6,361	(2)	(0.0)%	6,361	0	6,361	0
		7200 Office Supplies	13,748	16,389	12,701	667	0	13,368	667	5.3%	13,368	0	13,368	0
		7205 Computer Supplies	4,805	4,961	3,914	3	0	3,917	3	0.1%	3,917	0	3,917	0
		7210 Office Equip. & Furniture	8,013	8,313	23,826	(5,001)	0	18,825	(5,001)	(21.0)%	18,825	0	18,825	0
		7211 Computer Hardware/Software	19,853	34,191	47,730	(5,002)	0	42,728	(5,002)	(10.5)%	42,728	0	42,728	0
		7215 Mtce. & Repairs - Equip	19,684	733	3,132	1	0	3,133	1	0.0%	3,133	0	3,133	0
		7220 Copiers, Faxes and Supplies	22,472	12,452	19,276	1	0	19,277	1	0.0%	19,277	0	19,277	0
		7300 Protective Clothing/Uniforms	353,448	270,932	339,384	19,999	0	359,383	19,999	5.9%	359,383	0	359,383	0
		7305 Breathing & Medical Supplies	46,440	57,316	47,035	0	0	47,035	0	0.0%	47,035	0	47,035	0
		7310 Mtce. Buildings & Facil.	765	769	0	0	0	0	0	0.0%	0	0	0	0
		7315 Vehicle Maintenance & Repairs	493,217	448,901	386,954	27,492	0	414,446	27,492	7.1%	425,141	10,695	431,026	5,885
		7325 Janitorial Services	37,337	34,586	17,526	(1)	0	17,525	(1)	(0.0)%	17,525	0	17,525	0
		7330 Materials & Supplies	220,926	150,357	166,590	(5)	0	166,585	(5)	(0.0)%	166,585	0	166,585	0
		7331 Contractor & Contractor Mat.	0	0	5,699	114	0	5,813	114	2.0%	6,329	516	6,463	134
		7335 Small Tools & Equipment	108,941	84,142	88,653	(2)	0	88,651	(2)	(0.0)%	88,651	0	88,651	0
		7345 Radio Operations	176,013	299,217	268,799	0	0	268,799	0	0.0%	268,799	0	268,799	0

Department	Exp Category	Account	Actual Forecast			Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
			2010 Actuals	2011	2011 Budget									
		7410 Rental, Leases - Equipment	108	67	283	0	0	283	0	0.0%	283	0	283	0
		7520 Professional Fees	0	375	2,285	0	0	2,285	0	0.0%	2,285	0	2,285	0
		7530 Outside Services	6,085	15,460	26,168	560	0	26,728	560	2.1%	26,728	0	26,728	0
		7550 Fire Prevention	29,483	38,736	46,644	1	0	46,645	1	0.0%	46,645	0	46,645	0
		7560 Gas/Diesel - Vehicles	49,874	62,920	66,699	23,066	0	89,765	23,066	34.6%	98,740	8,975	103,680	4,940
		7630 Wireless/Internet Commun.	1,577	1,418	1,884	0	0	1,884	0	0.0%	1,884	0	1,884	0
		7698 Grouped Expenses	41,647	47,392	40,035	0	(40,035)	0	(40,035)	(100.0)%	0	0	0	0
		7699 Sundry Expenses	22,689	18,885	20,225	0	40,035	60,260	40,035	197.9%	60,260	0	60,260	0
		7700 Chgs. from Othe Depts.	792	496	3,108	2	0	3,110	2	0.1%	3,110	0	3,110	0
		7710 Internal Recoveries	0	(2,537)	0	0	0	0	0	0.0%	0	0	0	0
		7780 Trf to Reserve Insurance	293,960	349,990	349,990	(349,990)	0	0	(349,990)	(100.0)%	0	0	0	0
		7785 Trf to Reserves-Other	1,096,150	1,096,150	1,096,150	(1,096,150)	0	0	(1,096,150)	(100.0)%	0	0	0	0
		7790 Trsf. to Expend Res	0	(300,000)	(300,000)	150,000	0	(150,000)	150,000	(50.0)%	0	150,000	0	0
		Total Other Expenses	3,305,801	2,941,296	2,971,558	(1,234,442)	0	1,737,116	(1,234,442)	-41.5%	1,907,302	170,186	1,918,261	10,959
Total Fire and Rescue			32,408,662	33,288,191	33,970,572	(234,918)	0	33,735,654	(234,918)	-0.7%	34,554,779	819,125	35,067,525	512,746

* Note: Actual Forecast 2011 is for reference purposes only and is based on year to date actuals as of September 2011 plus the remainder of the calendarized budget.

2012 Budget Variance Comments

Revenues

3574 - Rev. from Recover. Expenses

3618 - Dept. Misc. Revenues

Reallocation from Rev. from Recover. Expenses to Dept. Misc. Revenues to realign with User Fees

Reallocation from Rev. from Recover. Expenses to Dept. Misc. Revenues to realign with User Fees

Expenses

7010 - Full Time

7012 - Overtime

7017 - Benefits

7122 - Cellular Telephones

7200 - Office Supplies

7210 - Office Equip. & Furniture

7211 - Computer Hardware/Software

7300 - Protect. Clothing/Uniforms

7315 - Vehicle Maintenance & Repairs

7331 - Contractor & Contract. Mat.

7530 - Outside Services

Increase due to 2011 ARR gapped increase, pro-rated progression & adjustments and offsets by other minor adjustments

Reallocation of Standby-call out pay to overtime as per collective agreement which no longer requires standby-callout pay & overtime rate adjusted

Increase in relation to salary and benefit rate increase

Decrease-one time costs from 2011 ARR

Gapped continuous increase from 2011 ARR

Decrease-one time costs from 2011 ARR

Decrease-one time costs from 2011 ARR

Gapped continuous increase from 2011 ARR

Increase due to fuel price and volume following Budget Guidelines.

Minor Price Increase for defibrillator maintenance for the fire vehicles

Gapped continuous increase from 2011 ARR

7560 - Gas/Diesel - Vehicles	Increase due to fuel price and volume following Budget Guidelines.
7698 - Grouped Expenses	Reallocation to Dept. Sundry Expenses
7699 - Dept. Sundry Expenses	Reallocation from Grouped Expenses
7780 - Trsf. to Reserves-Insurance	Budget realigned due to process changes in allocation of insurance
7785 - Trsf. to Reserves-Other	Reallocation to corporate account due to process change
7790 - Trsf. to Expend Res	Decrease in Fire Award Retention/Retro Payment liability account reserve transfer

2013 Budget Variance Comments

7010 - Full Time	Increase due to pro-rated progression/retention pay
7017 - Benefits	Increase in relation to salary and benefit rate increase
7315 - Vehicle Maintenance & Repairs	Increase as per budget guidelines
7331 - Contractor & Contract. Mat.	Minor price and volume increase for defibrillator maintenance for the fire vehicles
7560 - Gas/Diesel - Vehicles	Increase as per budget guidelines

2014 Budget Variance Comments

7010 - Full Time	Increase due to pro-rated progression/retention pay
7017 - Benefits	Increase in relation to salary and benefit rate increase
7315 - Vehicle Maintenance & Repairs	Increase as per budget guidelines
7331 - Contractor & Contract. Mat.	Minor price increase for defibrillator maintenance for the fire vehicles
7560 - Gas/Diesel - Vehicles	Increase as per budget guidelines

2012-14 Business Plan

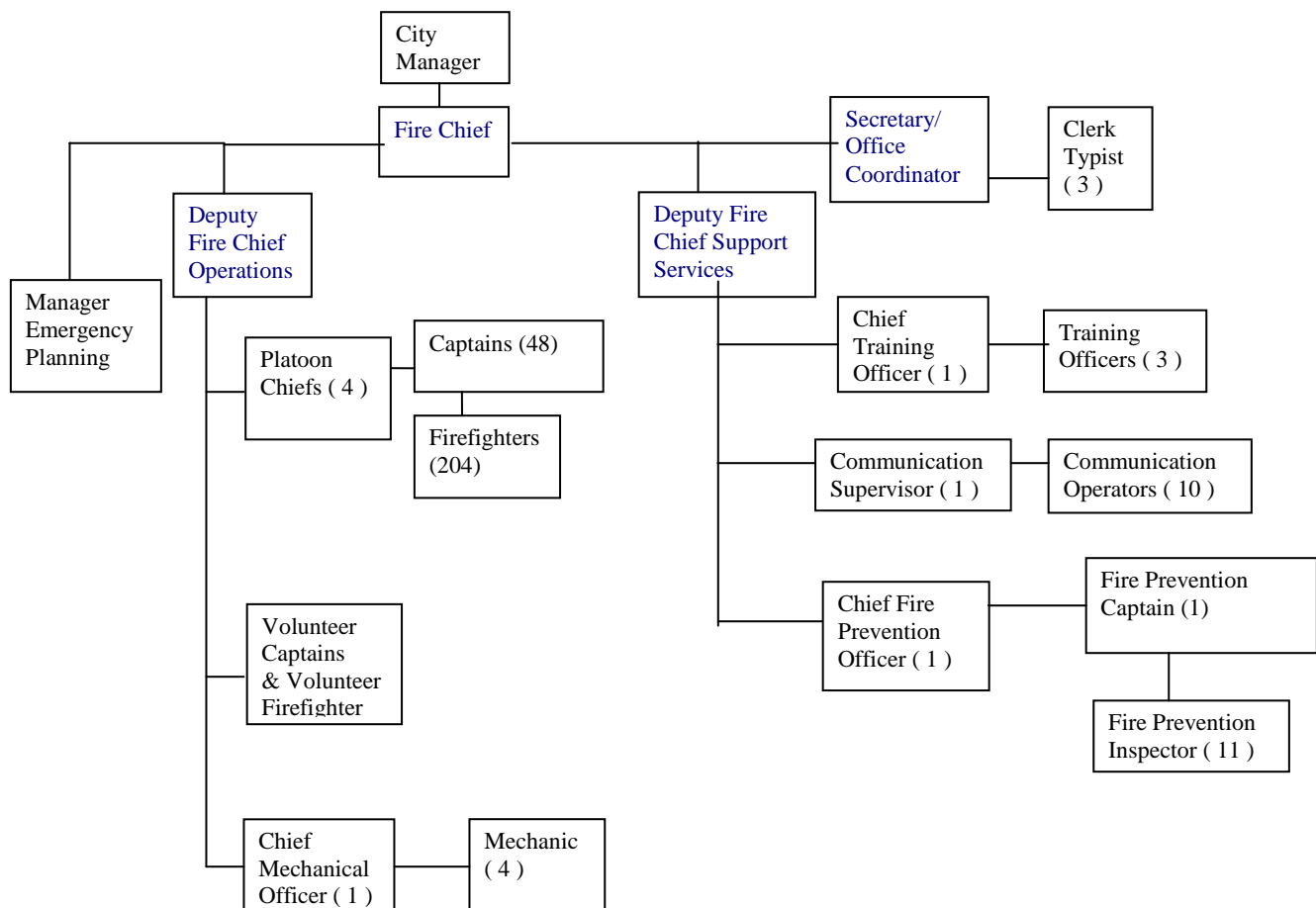
BUSINESS OVERVIEW

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

FIRE ADMINISTRATION

The **Vaughan Fire & Rescue Service (VFRS)** with the continued support of Council and the strong direction of the City Manager, continues to be recognized in Ontario as leaders in emergency service. The 2012 commissioning of Fire Station 7-10 will improve the response capabilities in the North-East Quadrant of the city. Our response strategies and programs are constantly under review in an effort to effectively manage the demands for emergency response service in our vibrant, growing community. The Operations Division provides a wide range of emergency services to the citizens of Vaughan including all fire response, emergency medical aid, hazardous materials response, motor vehicle extrication, confined space rescue, trench rescue and water/ice rescue. The Fire Prevention Division provides plans review, field inspections, fire investigation and public education services. The Fire Communications Division is first point of contact for customers requesting assistance through the 911 system. The Fire Training Division ensures that staff are provided with up-to-date knowledge and skills as well as managing the multitude of certifications & re-certifications. The Fire Mechanical Division ensures the entire fleet of VFRS readiness as well as offering a retail repair shop for other municipalities and manufacturers of fire apparatus.

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



2012-14 Business Plan

Full Time, Part Time and Overtime – Budgeted Amounts

	2010	2011	2012 Base	Additional Resource Requests		
				2012	2013	2014
Full Time	4	4	4			
Part Time	n/a	n/a	n/a			
Overtime	n/a	n/a	n/a			

Key Stakeholders: (list major internal and external stakeholders and briefly describe why they are key stakeholders)

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

Work Plan:

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

- Demonstrate Excellence in Service Delivery
- Promote Community Safety, Health & Wellness
- Lead & Promote Environmental Sustainability
- Attract, Retain and Promote Skilled Staff
- Support the Professional Development of Staff

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

- Future pressures: anticipated retirement of some experienced staff, resulting in loss of expertise. Overall succession planning for the department.
- Opportunities: In 2012, the commissioning of Fire Station 7-10 will improve the response capabilities in the North-East Quadrant of the city. Acquisition of land in 2012 for the replacement of Station 7-3 followed by construction of new Station 7-3 in 2012 will improve overall response coverage in the west side of the city. As well, the staffing of Engine 751 will improve VFRS response capabilities in the Central and West portion of the city.

2012-14 Business Plan

Business Plan Objectives (list the status of 2010 outstanding and 2011 business plan objectives and the method of measuring successful implementation. As well, list 2012-14 business plan objectives in the appropriate section)

Prior Year Business Plan Objectives / Accomplishments:	Year	Status	Outcome/Results
Commission Stn. 7-10 and Complete Staffing	2011	Improve response capabilities in the North-East quadrant	Propose completion in 1 st Quarter 2012
Purchase Land for Stn. 7-3 and Design	2011	Improve response capabilities in the West	Not approved for 2011
Purchase Engine 751	2011	Improve response capabilities in the Central area	Not approved for 2011

2012-14 Business Plan Objectives: (You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.)

Business Plan Objectives:	Timeline	Outcome	Resources
2012 (Top 3 Objectives)			
Purchase Land for Stn. 7-3 and Design	2012	Improve response capabilities in the West	Capital Project – Council Approval Required
Purchase Engine 751	2012	Improve response capabilities in the Central area	Capital Project – Council Approval Required
Staff Engine 751	2012	Improve response capabilities in the Central area	Council Approval Required
Build Station. 7-3	2012	Improve response capabilities in the West of the City	Council Approval Required
2013 (Top 3 Objectives)			
Purchase Engine 781	2013	Improve response capabilities in the East	Capital Project – Council Approval Required
Other			

2012-14 Business Plan

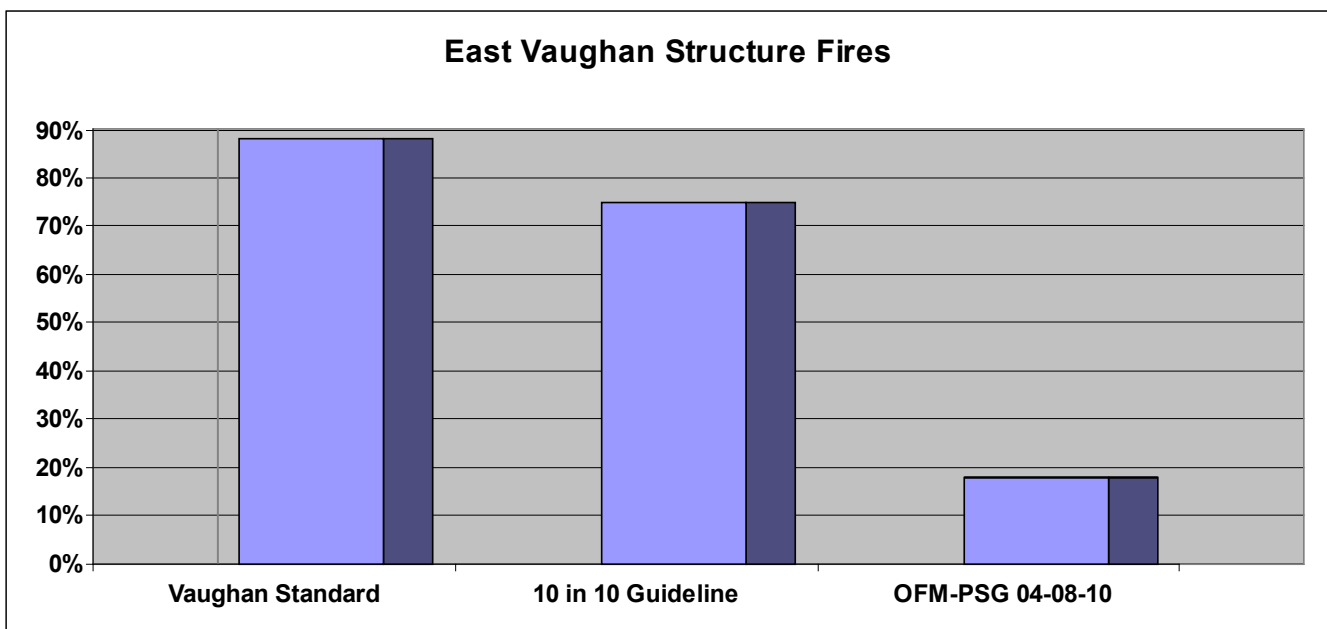
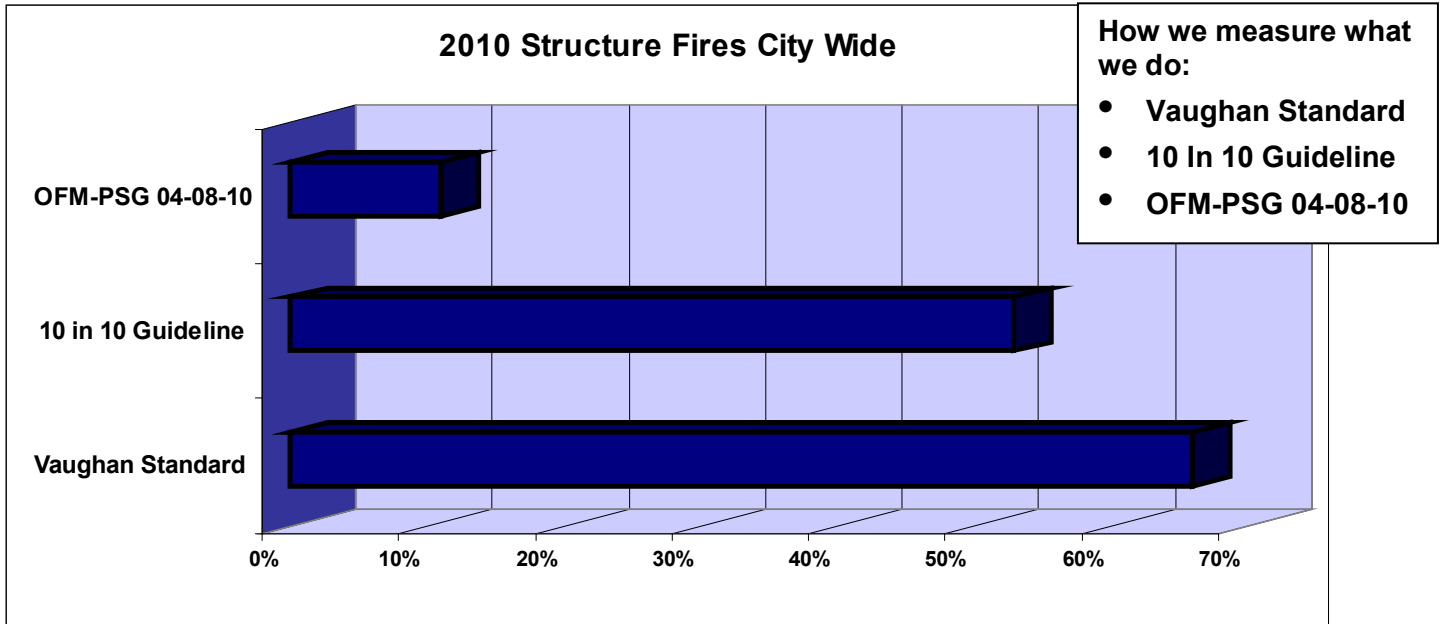
2014 (Top 3 Objectives)

Staff Engine 781	2014	Improve response capabilities in the East	Council Approval Required
Other			

2012-14 Business Plan

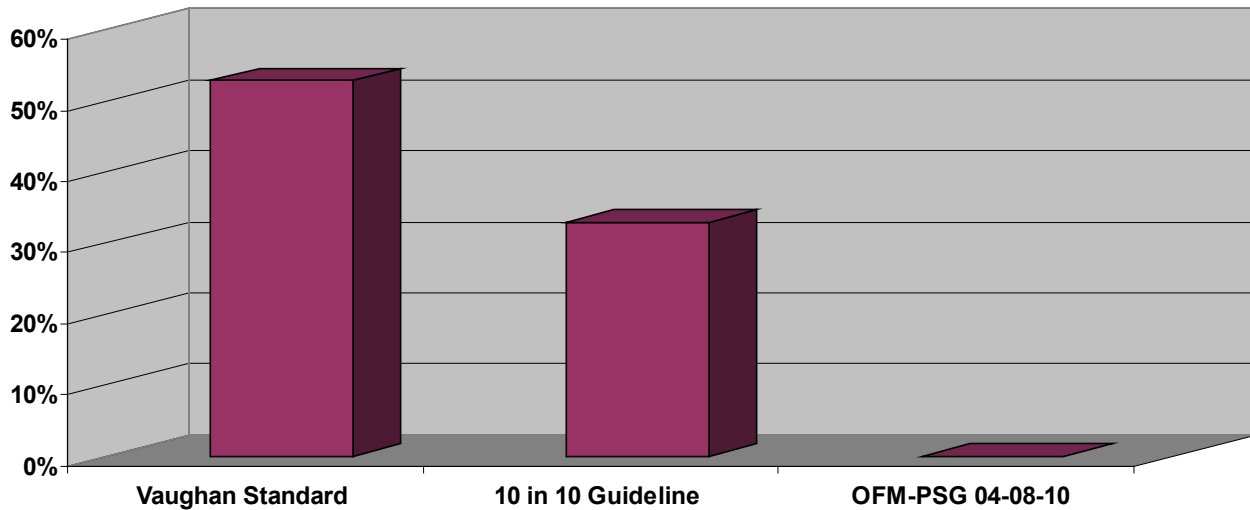
Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2008 to 2013)

RESPONSE TIME OBJECTIVES

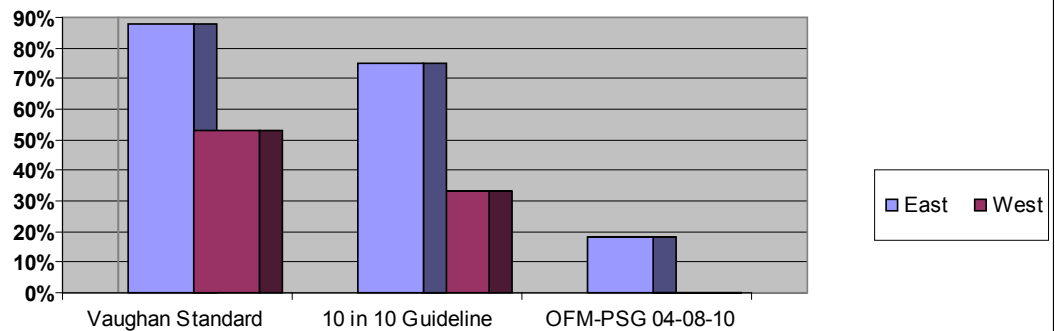


2012-14 Business Plan

West Vaughan Structure Fires



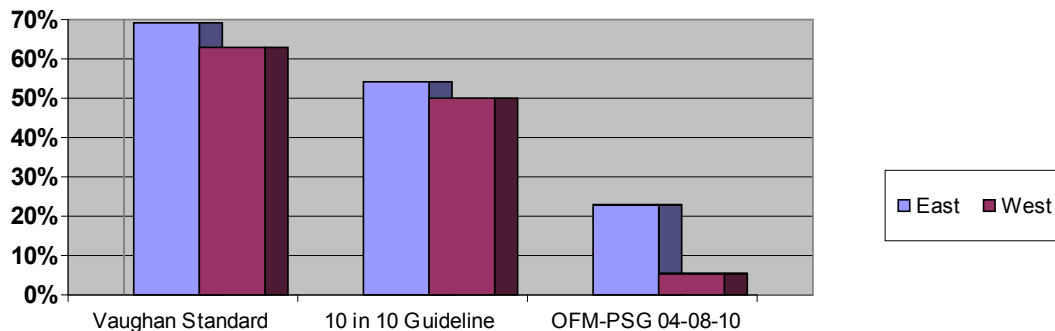
East vs West 2010



	Vaughan Standard	10 in 10 Guideline	OFM-PSG 04-08-10
East	88%	75%	18%
West	53%	33%	0%

2012-14 Business Plan

East vs West 2011 (Jan-July 30/11)



	Vaughan Standard	10 in 10 Guideline	OFM-PSG 04-08-10
East	69%	54%	23%
West	63%	50%	5%

BUSINESS OVERVIEW:

Notes about the Measure: (Provide assumptions/explanation of significant trend variance in the performance measure graph)

- Ontario Fire Marshal Public Safety Guideline 04-08-10 Operational Planning: An Official Guide to Matching Resource Deployment and Risk – recommended staffing for emergency response to fire conditions in all structural fire risks.
- NFPA 1710 – standard for the organization and deployment of fire suppression operations, emergency medical operations, and special operations to the public by career fire departments.
- Vaughan Guideline (2008 Master Fire Plan Implementation Strategy adopted by Council on Feb. 24, 2009): City Wide Objective = 7 minutes or less/90% of emergency incidents

2012-14 Business Plan

Key Conclusion: (Explanation of the trend on the performance measure graph)

- The key conclusion is that VFRS' ability to meet the Ontario Fire Marshal Office Public Safety Guideline 04-08-10 Operational Planning: An Official Guide to Matching Resource Deployment standard requires improvement.
- Failure to achieve PSG 04-08-10 standard consistently, may elevate liability for the City.

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

VFRS will need to improve ability to meet the PSG 04-08-10 Guidelines.

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

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

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

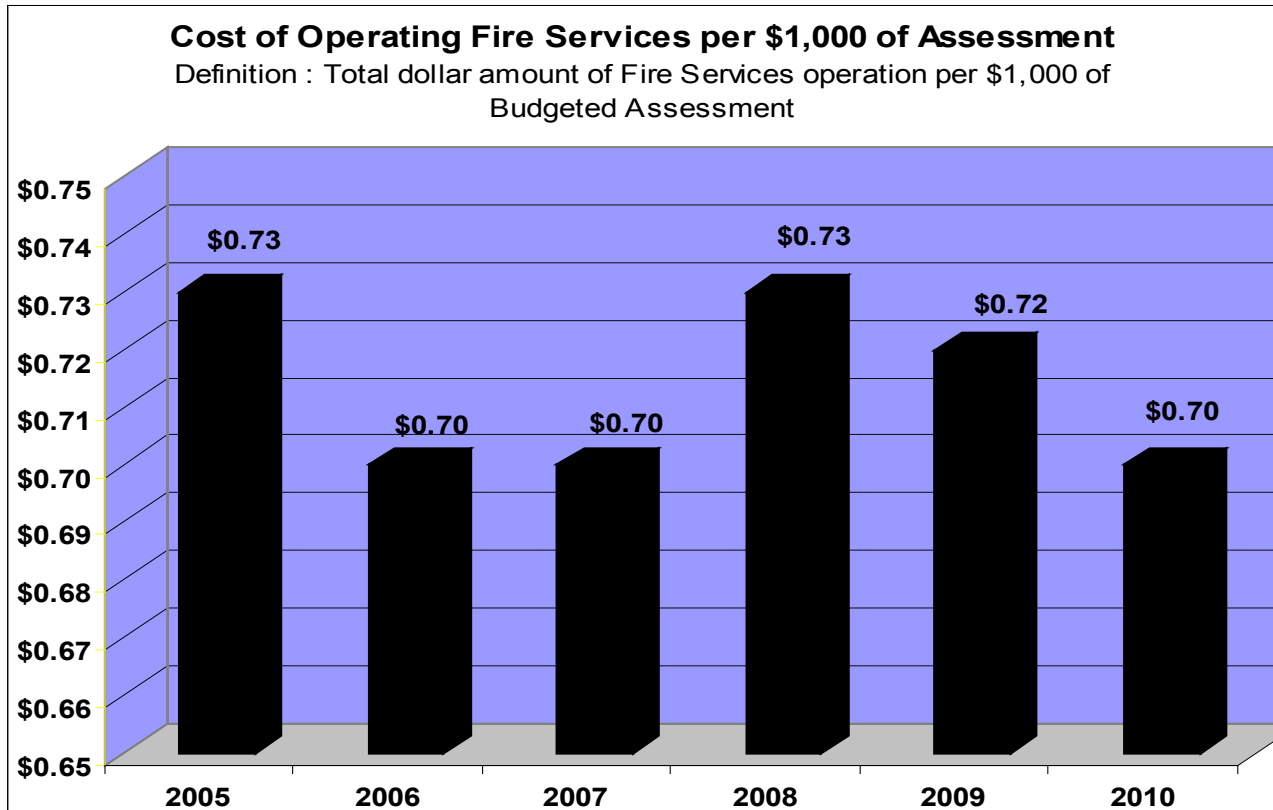
Because of the large investment required to support emergency response, VFRS is especially concerned with establishing a sound strategy for acquiring and deploying the necessary resources to accomplish the mission of optimal emergency response.

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

- Ontario Fire Marshal Public Safety Guideline (PFSG) 04-08-10 – recommended staffing for emergency response to fire conditions in all structural fire risks.
- NFPA 1710 – Standard for the organization and deployment of fire suppression operations, emergency medical operations, and special operations to the public by career fire departments.
- NFPA 1221 – Standard for communication centre procedures specifies that emergency call processing and dispatching shall be completed within 90 seconds.
- Fire Underwriters Survey – evaluation of public fire protection & determination of required fire companies and personnel.
- Emergency Response Industry Best Practices.
- Vaughan Response Standard (2008 Master Fire Plan Implementation Strategy adopted by Council on Feb. 24, 2009) - 7 minutes or less/90% of emergency incidents (City Wide Objective)

2012-14 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2008 to 2013)



BUSINESS OVERVIEW:

Notes about the Measure: (Provide assumptions/explanation of significant trend variance in the performance measure graph)

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

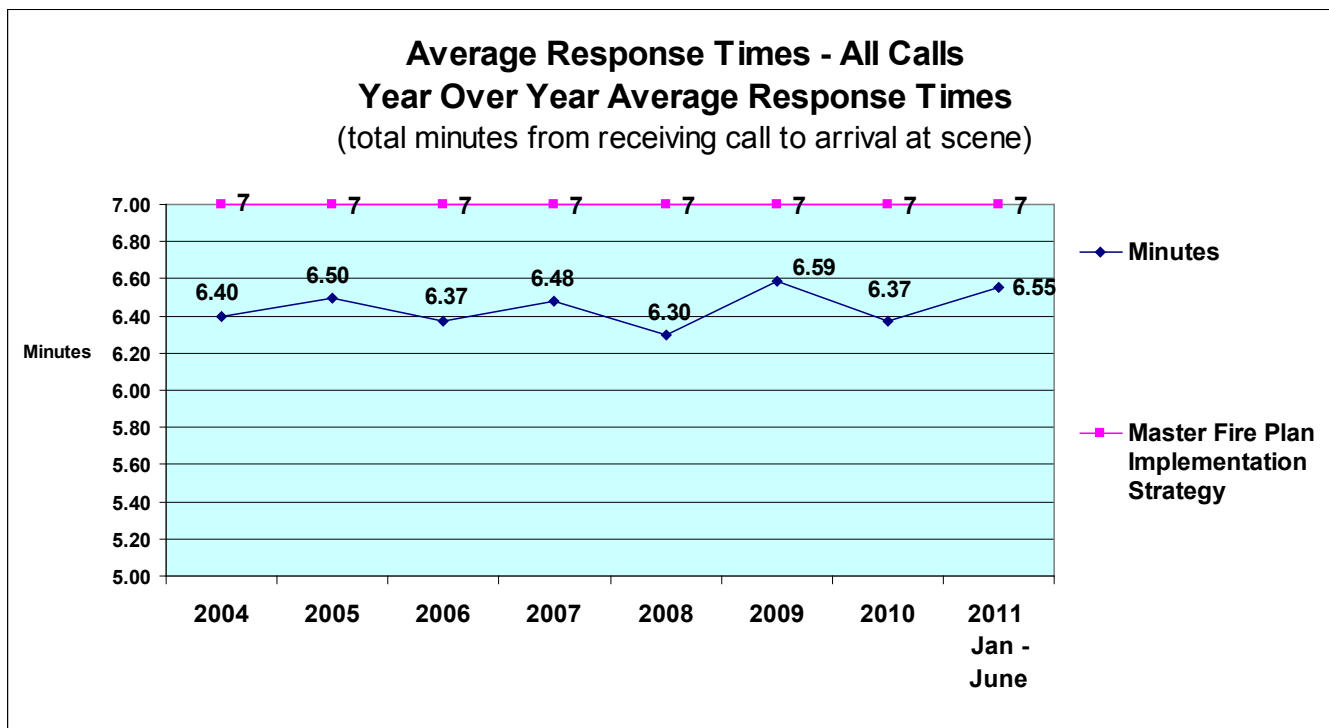
2012-14 Business Plan

Key Conclusion: (Explanation of the trend on the performance measure graph)

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

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

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2008 to 2013)



2012-14 Business Plan

BUSINESS OVERVIEW:

Notes about the Measure: (Provide assumptions/explanation of significant trend variance in the performance measure graph)

Key Conclusion: (Explanation of the trend on the performance measure graph)

- Achieved Implementation Strategy response times for 1st due engine companies.

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

- VFRS will continue to monitor/analyze response activity to ensure consistent benchmark city wide.

Commissioner Sign-off

Date (mm/dd/yy)



Revenue and Expenditure Summary

2012-14 Operating Budget

Business Unit	Exp Category	Account	2010 Actuals	Actual Forecast 2011	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
Fire Operations														
Revenue														
		3574 Rev. frm Recov. Exp - Pd Duty	(19,463)	(502)	(9,757)	0	(12,239)	(21,996)	(12,239)	125.4%	(21,996)	0	(21,996)	0
		3618 Dept. Misc. Revenues	(458,411)	(605,358)	(420,416)	0	13,997	(406,419)	13,997	(3.3)%	(406,419)	0	(406,419)	0
		Total Revenue	(477,874)	(605,860)	(430,173)	0	1,758	(428,415)	1,758	(0.4)%	(428,415)	0	(428,415)	0
Labour Costs														
		7010 Full Time	19,676,703	21,014,967	21,320,249	761,502	0	22,081,751	761,502	3.6%	22,414,232	332,481	22,634,930	220,698
		7012 Overtime	977,465	212,090	102,050	510	0	102,560	510	0.5%	102,560	0	102,560	0
		7017 Benefits	5,266,813	5,406,362	5,438,419	329,193	0	5,767,612	329,193	6.1%	6,012,385	244,773	6,230,109	217,724
		7522 Volunteer Firefighters	93,640	130,564	145,000	0	0	145,000	0	0.0%	145,000	0	145,000	0
		Total Labour Costs	26,014,621	26,763,982	27,005,718	1,091,205	0	28,096,923	1,091,205	4.0%	28,674,177	577,254	29,112,599	438,422
Other Expenses														
		7100 Mileage	2,886	3,778	5,261	0	0	5,261	0	0.0%	5,261	0	5,261	0
		7105 Membership/Dues/Fees	144	238	0	0	0	0	0	0.0%	0	0	0	0
		7110 Meals and Meal Allowances	1,345	2,427	3,226	1	0	3,227	1	0.0%	3,227	0	3,227	0
		7115 Training & Development	20,021	21,601	21,027	2	0	21,029	2	0.0%	21,029	0	21,029	0
		7122 Cellular Telephones	27,781	32,203	23,369	(200)	0	23,169	(200)	(0.9)%	23,169	0	23,169	0
		7125 Subscriptions/Publications	0	42	397	0	0	397	0	0.0%	397	0	397	0
		7130 Seminars & Workshops	310	0	794	0	0	794	0	0.0%	794	0	794	0
		7200 Office Supplies	2,102	4,383	2,180	667	0	2,847	667	30.6%	2,847	0	2,847	0
		7205 Computer Supplies	1,373	1,254	0	0	0	0	0	0.0%	0	0	0	0
		7210 Office Equip. & Furniture	111	261	5,000	(5,000)	0	0	(5,000)	(100.0)%	0	0	0	0
		7211 Computer Hardware/Software	612	8,044	10,257	(5,000)	0	5,257	(5,000)	(48.7)%	5,257	0	5,257	0
		7215 Mtce. & Repairs - Equip	347	733	0	0	0	0	0	0.0%	0	0	0	0
		7220 Copiers, Faxes and Supplies	1,611	923	923	0	0	923	0	0.0%	923	0	923	0
		7300 Protective Clothing/Uniforms	284,763	241,041	310,326	20,000	0	330,326	20,000	6.4%	330,326	0	330,326	0
		7305 Breathing & Medical Supplies	46,440	57,316	47,035	0	0	47,035	0	0.0%	47,035	0	47,035	0
		7315 Vehicle Maintenance & Repairs	407,081	352,857	310,476	13,867	0	324,343	13,867	4.5%	329,738	5,395	332,708	2,970
		7325 Janitorial Services	34,071	31,417	14,751	(1)	0	14,750	(1)	(0.0)%	14,750	0	14,750	0
		7330 Materials & Supplies	53,819	54,847	66,073	(1)	0	66,072	(1)	(0.0)%	66,072	0	66,072	0
		7335 Small Tools & Equipment	87,531	30,910	44,142	0	0	44,142	0	0.0%	44,142	0	44,142	0
		7345 Radio Operations	17,746	32,177	26,010	0	0	26,010	0	0.0%	26,010	0	26,010	0
		7530 Outside Services	4,485	15,386	21,538	560	0	22,098	560	2.6%	22,098	0	22,098	0
		7560 Gas/Diesel - Vehicles	37,899	53,537	59,215	20,480	0	79,695	20,480	34.6%	87,665	7,970	92,050	4,385
		7698 Grouped Expenses	9,851	11,126	7,830	0	(7,830)	0	(7,830)	(100.0)%	0	0	0	0
		7699 Sundry Expenses	7,303	5,031	7,930	0	19,460	27,390	19,460	245.4%	27,390	0	27,390	0
		7700 Chgs. from Othe Depts.	664	0	0	0	0	0	0	0.0%	0	0	0	0
		7785 Trsf. To Reserves-Other	1,014,300	1,014,300	1,014,300	(1,014,300)	0	0	(1,014,300)	(100.0)%	0	0	0	0

Business Unit	Exp Category	Account	Actual Forecast		2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
			2010 Actuals	2011										
		7790 Trsf. to Expend Res	0	(300,000)	(300,000)	150,000	0	(150,000)	150,000	(50.0)%	0	150,000	0	0
		Total Other Expenses	2,064,598	1,675,833	1,702,060	(818,925)	11,630	894,765	(807,295)	-47.4%	1,058,130	163,365	1,065,485	7,355
Total Fire Operations			27,601,345	27,833,955	28,277,605	272,280	13,388	28,563,273	285,668	1.0%	29,303,892	740,619	29,749,669	445,777

* Note: Actual Forecast 2011 is for reference purposes only and is based on year to date actuals as of September 2011 plus the remainder of the calendarized budget.

2012-14 Business Plan

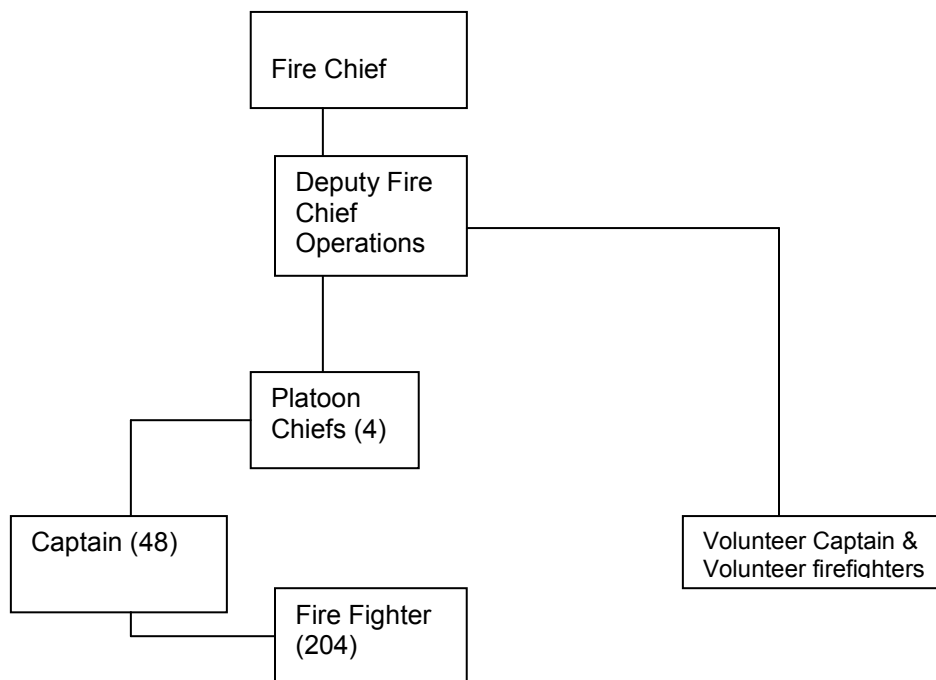
BUSINESS OVERVIEW

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

FIRE OPERATIONS

The Operations Division provides 'Full Service emergency Response' which includes fire incidents, sudden medical emergencies, technical rescue, hazard materials and CBRN incidents. Currently, to protect 300,000 residents and visitors to this 275 square kilometre city, the Operations Division operates out of ten fire stations. All emergency response apparatus (engines, aerials, rescues) carry advanced life support equipment and are staffed with O F M certified firefighters. In addition, this division provides a number of specialized teams, including a Hazardous Material Response team, Technical Rescue teams (for trench, confined space, low angle rescue) and a Public Order Support team (in conjunction with the York Regional Police Service). In 2010, the division responded to 9,817 emergencies resulting in 15,931 vehicle responses averaging 42 emergency movements per day. As reported by the Ontario Fire Marshal, the City sustained fire losses of \$6,568,690 with eight reported injuries due to fire.

Service Profile:



2012-14 Business Plan

Full Time, Part Time and Overtime – Budgeted Amounts

				Additional Resource Requests		
	2010	2011	2012 Base	2012	2013	2014
Full Time	241	249.33 (gapped)	256	24	0	24
Part Time	n/a	n/a	n/a	n/a	n/a	n/a
Overtime	102,050	102,050	102,560			

Key Stakeholders: (list major internal and external stakeholders and briefly describe why they are key stakeholders)

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

Work Plan:

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

- Demonstrate Excellence in Service Delivery
- Promote Community Safety, Health & Wellness
- Lead and Promote Environmental Sustainability
- Attract, Retain and Promote Skilled Staff
- Support the Professional Development of Staff

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

- Retirement and turn-over of fully trained staff.
- The span of control of each of the four Platoon Chiefs is excessive. Each Platoon Chief manages 64 full-time staff. Upon the opening of the new Fire Station 7-10, implementation of the position of District Chief will provide for more consistent span of control and application of Ontario Occupational Health and Safety Guidelines.

2012-14 Business Plan

Business Plan Objectives (list the status of 2010 outstanding and 2011 business plan objectives and the method of measuring successful implementation. As well, list 2012-14 business plan objectives in the appropriate section)

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Complete Staffing Stn. 7-10	2011	Complete	Improve response capabilities in the North-East quadrant
Vaughan Standard	2011	On target	Consistent bench-mark
Ontario Fire Marshal Public Safety Guideline 04-08-10	2011	Ongoing	Consistent bench-mark
NFPA 1710 Benchmark	2011	Ongoing	Consistent bench-mark

2012-14 Business Plan Objectives: (You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.)

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2012 (Top 3 Objectives)			
Hire additional 20 Firefighters – Staff Engine 751	2012	Improve Operational Efficiency	Council Approval
Hire 4 District Chiefs	2012	Improve Span of Control	Council Approval
Vaughan Guideline (2008 Master Fire Plan Implementation Strategy adopted by Council on Feb. 24, 2009): City Wide Objective = 7 minutes or less/90% of emergency incidents	2012	Consistent bench-mark	Continue to Monitor
Ontario Fire Marshal Public Safety Guideline 04-08-10 Operational Planning	2012	Consistent bench-mark	Continue to Monitor and Improve
NFPA 1710 Benchmark	2012	Consistent bench-mark	Continue to Monitor and Improve
Meet NFPA 472 Standard - Hazmat Response	2012	Technician Level 60	Training Division and Platoon Instructor

2012-14 Business Plan

2013 (Top 3 Objectives)

Vaughan Guideline (2008 Master Fire Plan Implementation Strategy adopted by Council on Feb. 24, 2009): City Wide Objective = 7 minutes or less/90% of emergency incidents	2013	Consistent bench-mark	Continue to Monitor
Ontario Fire Marshal Public Safety Guideline 04-08-10 Operational Planning	2013	Consistent bench-mark	Continue to Monitor and Improve
NFPA 1710 Benchmark	2013	Consistent bench-mark	Continue to Monitor and Improve
Meet NFPA 1006	Phase 1 2013	Standard for Technical Rescue/Structural	Training Division and Platoon Instructor

2014 (Top 3 Objectives)

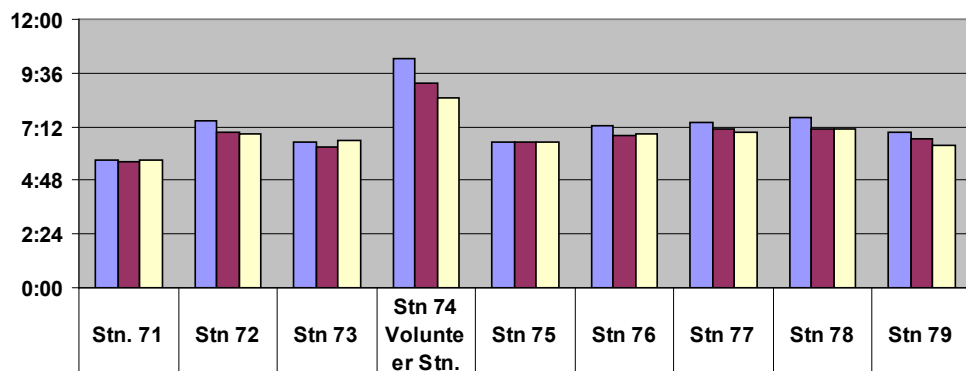
Hire additional 20 Firefighters – Staff Engine 781	2014	Improve Operational Efficiency	Council Approval
Hire 4 District Chiefs	2014	Improve Span of Control	Council Approval
Vaughan Guideline (2008 Master Fire Plan Implementation Strategy adopted by Council on Feb. 24, 2009): City Wide Objective = 7 minutes or less/90% of emergency incidents	2014	Consistent bench-mark	Continue to Monitor
Ontario Fire Marshal Public Safety Guideline 04-08-10 Operational Planning	2014	Consistent bench-mark	Continue to Monitor and Improve
NFPA 1710 Benchmark	2014	Consistent bench-mark	Continue to Monitor and Improve
Meet NFPA 1006	Phase 2 2014	Standard for Technical Rescue/Structural	Training Division and Platoon Instructor

2012-14 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2008 to 2013)

- Ontario Fire Marshal Public Safety Guideline 04 -08-10 Operational Planning: A n Official Guide to Matching Resource Deployment and Risk – recommended staffing for emergency response to fire conditions in all structural fire risks.
- Vaughan Guideline (2008 Master Fire Plan Implementation Strategy adopted by Council on Feb. 24, 2009): City Wide Objective = 7 minutes or less/90% of emergency incidents.
- NFPA 1710 – standard for the organization and deployment of fire suppression operations, emergency medical operations, and special operations to the public by carrier fire departments

Average Response Time for All Emergency Calls By Station



■ Average Response Time 2009	5:42	7:28	6:30	10:15	6:30	7:16	7:25	7:38	6:55
■ Average Response Time 2010	5:36	6:59	6:19	9:07	6:29	6:49	7:05	7:07	6:39
■ Average Response Time 2011 Jan - June	5:41	6:52	6:34	8:28	6:32	6:51	6:55	7:08	6:20

2012-14 Business Plan

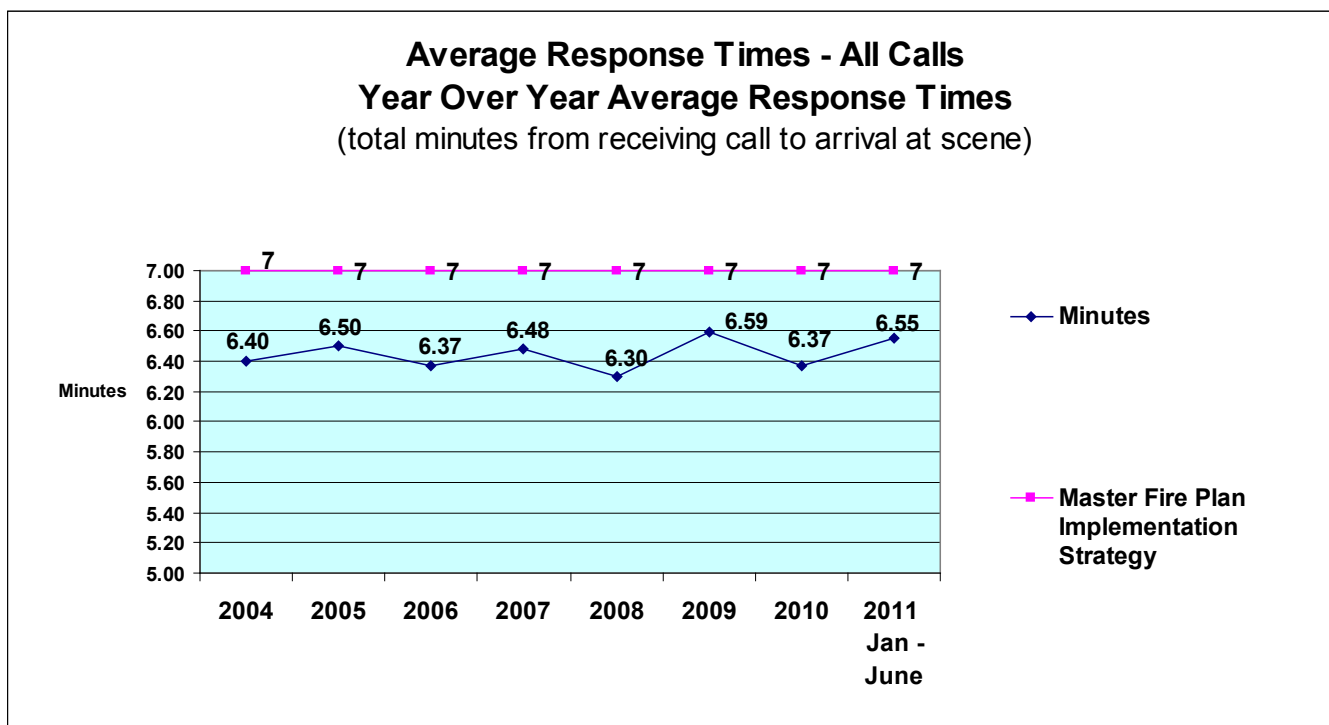
BUSINESS OVERVIEW:

Notes about the Measure: (Provide assumptions/explanation of significant trend variance in the performance measure graph)

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

Key Conclusion: (Explanation of the trend on the performance measure graph)

- VFRS continues to meet the Council approved (Implementation Strategy Master Fire Plan) emergency response strategy of 7 minutes or less.
- VFRS continues to strive to meet the Ontario Fire Marshal Public Safety Guideline 04-08-10 Operational Planning.
- VFRS continues to strive to meet the NFPA 1710.



2012-14 Business Plan

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

- Response time is directly impacted by the number of staff per shift and per fire station.
- Emergency response success is directly impacted by the ability of VFRS to continue to provide well trained, certified emergency responders.

Commissioner Sign-off

Date (mm/dd/yy)

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

ADDITIONAL RESOURCE REQUEST

Request Title STN 75 - 16 FIREFIGHTERS & 4 CAPTAINS

Business Unit # 100179 Fire Operations

100 - Fire and Rescue Services

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	-	20.00	-	20.00	-	20.00
Net FTE's	-	20.00	-	20.00	-	20.00
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	-	1,632,687	-	1,632,687	-	1,632,687
Other continuous costs	-	62,840	-	62,840	-	62,840
One-time expenses	-	8,200	(8,200)	-	-	-
Offsets/reductions	-	-	-	-	-	-
Net Operating Budget	\$ -	\$ 1,703,727	\$ (8,200)	\$ 1,695,527	\$ -	\$ 1,695,527
Associated Capital Costs	\$ -	\$ 647,800	\$ -	\$ 647,800	\$ -	\$ 647,800

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

Please check one: ☒ Departmental ☐ Corporate

The Master Fire Plan recommends a pumper (engine) apparatus in service at Station 7-5. As the ability for VFRS to maintain adequate response targets is taxed by intensification, population density, and traffic patterns, an additional fully staffed crew is required to ensure response capabilities are not compromised. The VFRS request 16 Firefighters & 4 Captains to staff an engine in the Weston Road/Hwy-7 response district. Demand for emergency service has outgrown VFRS ability to respond effectively in the Central-Western area of the city and a significant risk develops when secondary apparatus is required to provide coverage. By response analysis, it is evident that VFRS cannot meet industry benchmarks (PFSG 04-08-10) & (NFPA 1710) on a consistent basis as required. The Master Plan recommends staffing an apparatus in 2012 at Stn 7-5 to provide more effective coverage. With the anticipated decommissioning of Stn. # 74 Volunteers in 2012, the strategic positioning and availability of this Engine is significantly important to VFRS 'operational readiness'. Given VFRS response criteria, Sr. Command determined that a pumper to be most appropriate for this area.

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

Milestones or Deliverables	Timelines	Comments
Fire Master Plan - Station 7-5 (Central West quadrant of the City)	1/01/12	OFM Public Safety 04-08-10, VFRS Resp.Stand, NAFPA 1710 & Occup.Health&Safety

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

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

Other comments:

This ARR will Impact the Capital Budget: The 2011 capital budget submission for the "New Engine for Station 75- Pumper" was not approved for 2011. The project number for the Station 7-5 Engine is: FR-3556-11 and will be re-submitted for 2012 Capital Budget.

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	STN 75 - 16 FIREFIGHTERS & 4 CAPTAINS																										
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives																											
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.																											
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)																				
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020: This request for additional staffing and equipment specifically supports the City's goals of Pursue Excellence in Service Delivery and Enhance and Ensure Community Safety, Health and Wellness. As detailed in the City of Vaughan Master Fire Plan the staffing of an engine device in the Weston Road/Fieldstone area was recommended for implementation in 2012.																											
3) Related Performance Indicators & Business Plan Link																											
Please provide information on top 3 performance measures:																											
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th>Name/description of service level target:</th> <th>Target Level</th> <th>Current Level</th> <th>Level with ARR</th> </tr> </thead> <tbody> <tr> <td>1)</td> <td>VFRS Response Standard</td> <td>7min/90%</td> <td>53%</td> <td>85%</td> </tr> <tr> <td>2)</td> <td>10 In 10 Benchmark</td> <td>10 F.F / 10 min</td> <td>33%</td> <td>80%</td> </tr> <tr> <td>3)</td> <td>OFM. PSG 04-08-10 (m=minutes)</td> <td>4m/90%:8m/2appa</td> <td>0%</td> <td>75%</td> </tr> </tbody> </table>									Name/description of service level target:	Target Level	Current Level	Level with ARR	1)	VFRS Response Standard	7min/90%	53%	85%	2)	10 In 10 Benchmark	10 F.F / 10 min	33%	80%	3)	OFM. PSG 04-08-10 (m=minutes)	4m/90%:8m/2appa	0%	75%
	Name/description of service level target:	Target Level	Current Level	Level with ARR																							
1)	VFRS Response Standard	7min/90%	53%	85%																							
2)	10 In 10 Benchmark	10 F.F / 10 min	33%	80%																							
3)	OFM. PSG 04-08-10 (m=minutes)	4m/90%:8m/2appa	0%	75%																							
Describe how this request relates to Departmental Business Plan:																											
The proposal is supported by the City of Vaughan Master Plan & City-wide Risk Assessment as well as response time standards. Performance indicators -meet OFM Public Safety Guideline 04-08-10 - meet response travel time in municipality as detailed in NFPA 1710 (standard required for firefighters to respond to 90% of incidents within 4.00 minutes travel time. 8.00minute travel time is required for second response. This ensures a sufficient number and type of apparatus are on scene within accepted, safe time frames to provide fire suppression capability.																											
4) Value Proposition																											
Please detail both qualitative and quantitative benefits of the request																											
Qualitative: Please select up to 2 actions which best describe this request																											
Primary Improve Corp. Image Secondary Improve Staff Moral																											
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?																											
This request will provide a more consistent primary and secondary response in the Weston/ Hwy 7 and Western response districts. The staffed engine company in Weston Rd/Fieldstone Dr. area of the City will enhance the VFRS ability for rescue and provide large volume master stream capability in a timely fashion. Secondary response, coverage and response time will improve significantly with a goal to meeting industry standards on a more consistent basis, reducing liabilities.																											
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.																											
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings			Incl. in offsets (Section #9)?																				
5) Alternatives																											
Are there alternatives or options? Please explain what they are and why they are not the primary approach.																											
N/A																											

Request Title	STN 75 - 16 FIREFIGHTERS & 4 CAPTAINS
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input type="radio"/> None</p> <p><input checked="" type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;"> FPPA (1) (D) & PFSG 04-08-10; VFRS Response Standards, NFPA 1710 / Ontario Occupational Health & Safety Act/ Industry Standards </div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;"> FPPA - Council obligated to establish levels of service commensurate with needs and circumstances and provide fiscal resources for staffing, apparatus and equipment to support the established level of service. </div> <div style="border: 1px solid black; padding: 2px;"> Insurance grading for residential/commercial may be impacted. Increased probability of Litigation arising from fire incidents and response capabilities. </div> <div style="border: 1px solid black; padding: 2px;"> Non compliant in Stn 75 area </div> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 10px; background: linear-gradient(to right, #ccc, #ccc); border: 1px solid #ccc; position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="display: flex; justify-content: space-between; width: 100px; margin-top: 2px;"> NoneLowMediumHigh </div> </div> <p>Financial Impact</p> <div style="display: flex; align-items: center;"> <div style="width: 150px; height: 10px; background: linear-gradient(to right, #ccc, #ccc); border: 1px solid #ccc; position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="display: flex; justify-content: space-between; width: 150px; margin-top: 2px;"> \$0\$10,000\$100,000\$1,000,000> \$10,000,000 </div> </div> <p>Health and Safety Risk (click on the word)</p> <p><input type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input checked="" type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <div style="display: flex; align-items: center;"> <div style="width: 150px; height: 10px; background: linear-gradient(to right, #ccc, #ccc); border: 1px solid #ccc; position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="display: flex; justify-content: space-between; width: 150px; margin-top: 2px;"> NoneMinorMajorSevere </div> </div> <p>Probability of Health & Safety Issue</p> <div style="display: flex; align-items: center;"> <div style="width: 150px; height: 10px; background: linear-gradient(to right, #ccc, #ccc); border: 1px solid #ccc; position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="display: flex; justify-content: space-between; width: 150px; margin-top: 2px;"> NoneLowMediumHigh </div> </div> </div> <div style="width: 50%;"> <p>Comments</p> <div style="border: 1px solid black; padding: 5px;"> <p><i>Please describe the type and nature of risk</i></p> <p>Litigation for inadequate response is likely, financial & professional consequence can be severe. Deficiency in primary response directly impacts health & safety of emergency responders & those requiring emergency service. Occupational Health and Safety Act.</p> </div> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input checked="" type="radio"/> Inability to support the department's directive</p> <p><input type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p> <div style="border: 1px solid black; padding: 5px;"> <p>Failure to provide timely, effective response may result in serious injuries, escalated fire loss & overall public dissatisfaction. Compliance success requires improvement in Central core & West portion of the city - PFSG 04-08-10.</p> </div>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	
<p>The external stakeholders include the citizens and business of Vaughan's Central-West growing development. The internal stakeholders include the Fire Service, Firefighters and the Civic Administration. Internal and External stakeholders are impacted by improved response time and resource availability enhancing fire ground safety, meeting Ontario Fire Marshal fire ground staffing requirement and NFPA 1710 Standard that is generally applied in all provinces identifying response time, staff distribution, and task performance for the firefighting personnel.</p>	

Request Title		STN 75 - 16 FIREFIGHTERS & 4 CAPTAINS		
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2013	2013		
Position title	16 Firefighters	4 Captains		
Estimated start date	January 1, 2012	January 1, 2012		
# of positions requested	16.00	4.00		20.00
Full-time equivalents (FTEs)	16.00	4.00		20.00
Position type	Full-time	Full-time		
Position agreement classification	VPFFA-Fire	VPFFA-Fire		
If contract, specify length (months or yrs)	0	0		
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	100179	100179		
Grade level	Firefighter	Captain		
Est. starting step	Year 1	Year 1		
Desktop (HR) Review Performed?	N/A	N/A		
B&F Accommodations Available?	Yes	Yes		
ITM Hardware required?	Yes	Yes		
Capital Equipment Required?	Yes	Yes		
Complement Annual Cost Detail				
Annual full-time \$	56,875	94,656		151,531
Annual part-time \$	-	-	-	-
Annual shift premiums, etc	-	-		-
Annual overtime \$	-	-		-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	15,186	25,273	-	40,459
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 1,152,970	\$ 479,717	\$ -	\$ 1,632,687
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Other (Please detail in	#N/A	3,000	3,000	6,000
2) Office Supplies	100179.7200	100	100	200
3) Other (Please detail in	#N/A	-	210	210
4) Mileage	100179.7100	-	-	-
Subtotal		\$ 49,600	\$ 13,240	\$ - \$ 62,840
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Equip. & Furnitu	100179.7210	-	1250	1,250
2) Other (Please detail in	#N/A	-	50	50
3) Computer Hardware	100179.7211.01	-	750	750
4)	#N/A	-	-	-
Subtotal		-	8,200	- 8,200
2012 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2013 Total Complement Annual Costs	\$ 1,202,570	\$ 501,157	\$ -	\$ 1,703,727
2014 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments: Continuous costs: (1) Turn-out Gear/Uniforms (\$3000*16)=\$48,000 + (\$3000*4)=\$12,000: A/C 100179.7300 (3) Wireless/Internet Blackberry (\$70*12*1)=\$840:A/C 100179.7530 =*****HAD TO DIVIDE \$840/4FTEs=\$210 TO GET THE CORRECT BOTTOM LINE TOTAL One-time costs: (2) Black Berry (\$200*1)=\$200 : A/C 100179.7122.03. *****Some costs were divided by the FTE#s so that the "subtotal" row will calculate the correct amount in this ARR form (ie. Wireless/internet; OfficeEquip; BlackBerry; CompHW)				

Request Title		STN 75 - 16 FIREFIGHTERS & 4 CAPTAINS						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1	New Engine Stn 7-5: (Fuel18k+R&M46.5k)	Pending	2013	FR-3556-11		\$ 647,800		\$ 647,800
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ 647,800	\$ -	\$ 647,800
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)	-	1,632,687	-			
2	* Benefits	(From sect. 7)	-	-	-			
3	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	62,840	-			
4								
5								
6								
7								
Subtotal				-	1,695,527	-	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	8,200	-	-	-	
2							-	
3							-	
Subtotal				-	8,200	-	-	
OFFSETS - cost savings, reductions, etc								
1								
2								
3								
Subtotal				-	-	-	-	
TOTAL OPERATING BUDGET CHANGE					-	1,703,727	-	-
COMPLEMENTS & FTE's				2012	2013	2014	Total	
# of positions requested		(From sect. 7)	-	20.00	-	20.00		
FTE's		(From sect. 7)	-	20.00	-	20.00		
FTE reductions/offsets		(Manual Field)	-			-		
Net FTE's		(From sect. 7)	-	20.00	-	20.00		

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

ADDITIONAL RESOURCE REQUEST

Request Title 4 DISTRICT CHIEFS

Business Unit # 100179 Fire Operations

100 - Fire and Rescue Services

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	-	-	4.00	4.00	-	4.00
Net FTE's	-	-	4.00	4.00	-	4.00
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	-	-	517,555	517,555	-	517,555
Other continuous costs	-	-	13,240	13,240	-	13,240
One-time expenses	-	-	8,200	8,200	(8,200)	-
Offsets/reductions	-	-	-	-	-	-
Net Operating Budget	\$ -	\$ -	\$ 538,995	\$ 538,995	\$ (8,200)	\$ 530,795
Associated Capital Costs	\$ -	\$ -	\$ 41,200	\$ 41,200	\$ -	\$ 41,200

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

Please check one: ☒ Departmental ☐ Corporate

A District Chief is an Operations Division rank between the rank of Platoon Chief and Captain. Whereas the Platoon Chief is in charge of all of the Fire Stations and personnel when his/her specific platoon is working, the District Chief position is in charge of a District or group of Fire Stations within that Platoon. District Chiefs become a necessary part of the management and supervision of firefighting operations as a fire department grows in size. Each VFRS Platoon now employs 65 fulltime staff and 18 volunteer firefighters working out of 10 fire stations in 2012 and operating 19 first-run apparatus. The span of control for the Platoon Chief has become difficult to manage based on the large number of staff that he/she must manage in various locations. A District Chief on each platoon would allow for an officer, subordinate to the Platoon Chief, to assist in the management and supervision of the platoon.

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

Milestones or Deliverables	Timelines	Comments
Fire Master Plan	01/01/2011	To meet Ontario Fire Marshal's Public Safety Guideline 04-08-10and NFPA 1710 Citywide.

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

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

Other comments:

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	4 DISTRICT CHIEFS						
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:							
This request directly supports the City's goals of Pursue Excellence in Service Delivery as well as Enhance and Ensure Community Safety, Health & Wellness.							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
	Name/description of service level target:		Target Level	Current Level	Level with ARR		
1)	Span of Control		1 Senior Officer/5 Units	1 Senior Officer/19 Units	1 Senior Officer/9 Units		
2)							
3)							
Describe how this request relates to Departmental Business Plan:							
This request supports the VFRS goal of leadership and management excellence. The VFRS currently has 10 fire stations and 19 first-run fire apparatus. The City of Vaughan Master Fire Plan recommends building another 3 fire stations and an additional 7 staffed fire apparatus. We are at the point when an additional Chief Officer (District Chief) needs to be added to each Platoon in order to ensure the proper management of the City's resources and enhance the health and safety of VFRS firefighters at working fires and other hazardous incidents. Proper Command of incidents occurring in the city is vital to the best interests of the citizens, businesses, and firefighters of Vaughan. Markham, Brampton, and Mississauga all employ District Chiefs to support and augment the role of the Platoon Chief. From a Health & Safety perspective, the firefighters will benefit from better and closer supervision than they currently experience. The citizens and businesses of Vaughan will benefit from better management and deployment of firefighting resources within the City.							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary	Improve Sustainability			Secondary	Improve Staff Moral		
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?							
Failure to approve this request will result in the Platoon Chief's span of control continuing to be diluted and his/her management effectiveness further diminished as the City continues to grow. In addition, the Command of emergency incidents would be compromised and may adversely affect the health and safety of VFRS firefighters and the public. This request supports the VFRS goal of leadership and management excellence.							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings			Incl. in offsets (Section #9)?
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							
N/A							

Request Title	4 DISTRICT CHIEFS
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input type="radio"/> None</p> <p><input checked="" type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;"> FPPA (1) (D) & PFSG 04-08-10; VFRS Response Standards, NFPA 1710 / Ontario Occupational Health & Safety Act/ Industry Standards </div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;"> FPPA - Council obligated to establish levels of service commensurate with needs and circumstances and provide fiscal resources for staffing, apparatus and equipment to support the established level of service. </div> <div style="border: 1px solid black; padding: 2px;"> Span of control for present Platoon Chief(s) is greater than normal. Insurance grading for residential/commercial may be impacted. Increased probability of Litigation arising from fire incidents and response capabilities. </div> <div style="border: 1px solid black; height: 20px; margin-top: 5px;"></div> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 20px; background: linear-gradient(to right, #ccc 48%, #ccc 48% 52%, #ccc 52% 54%, #ccc 54% 56%, #ccc 56% 58%, #ccc 58% 60%, #ccc 60% 62%, #ccc 62% 64%, #ccc 64% 66%, #ccc 66% 68%, #ccc 68% 70%, #ccc 70% 72%, #ccc 72% 74%, #ccc 74% 76%, #ccc 76% 78%, #ccc 78% 80%, #ccc 80% 82%, #ccc 82% 84%, #ccc 84% 86%, #ccc 86% 88%, #ccc 88% 90%, #ccc 90% 92%, #ccc 92% 94%, #ccc 94% 96%, #ccc 96% 98%, #ccc 98% 100%); border: 1px solid #ccc;"></div> <div style="margin: 0 5px;">▶</div> </div> <div style="display: flex; justify-content: space-between; font-size: small;"> NoneLowMediumHigh </div> <p>Financial Impact</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 20px; background: linear-gradient(to right, #ccc 28%, #ccc 28% 32%, #ccc 32% 34%, #ccc 34% 36%, #ccc 36% 38%, #ccc 38% 40%, #ccc 40% 42%, #ccc 42% 44%, #ccc 44% 46%, #ccc 46% 48%, #ccc 48% 50%, #ccc 50% 52%, #ccc 52% 54%, #ccc 54% 56%, #ccc 56% 58%, #ccc 58% 60%, #ccc 60% 62%, #ccc 62% 64%, #ccc 64% 66%, #ccc 66% 68%, #ccc 68% 70%, #ccc 70% 72%, #ccc 72% 74%, #ccc 74% 76%, #ccc 76% 78%, #ccc 78% 80%, #ccc 80% 82%, #ccc 82% 84%, #ccc 84% 86%, #ccc 86% 88%, #ccc 88% 90%, #ccc 90% 92%, #ccc 92% 94%, #ccc 94% 96%, #ccc 96% 98%, #ccc 98% 100%); border: 1px solid #ccc;"></div> <div style="margin: 0 5px;">▶</div> </div> <div style="display: flex; justify-content: space-between; font-size: small;"> \$0\$10,000\$100,000\$1,000,000> \$10,000,000 </div> <p>Health and Safety Risk (click on the word)</p> <p><input type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input checked="" type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 20px; background: linear-gradient(to right, #ccc 60%, #ccc 60% 62%, #ccc 62% 64%, #ccc 64% 66%, #ccc 66% 68%, #ccc 68% 70%, #ccc 70% 72%, #ccc 72% 74%, #ccc 74% 76%, #ccc 76% 78%, #ccc 78% 80%, #ccc 80% 82%, #ccc 82% 84%, #ccc 84% 86%, #ccc 86% 88%, #ccc 88% 90%, #ccc 90% 92%, #ccc 92% 94%, #ccc 94% 96%, #ccc 96% 98%, #ccc 98% 100%); border: 1px solid #ccc;"></div> <div style="margin: 0 5px;">▶</div> </div> <div style="display: flex; justify-content: space-between; font-size: small;"> NoneMinorMajorSevere </div> <p>Probability of Health & Safety Issue</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 20px; background: linear-gradient(to right, #ccc 40%, #ccc 40% 42%, #ccc 42% 44%, #ccc 44% 46%, #ccc 46% 48%, #ccc 48% 50%, #ccc 50% 52%, #ccc 52% 54%, #ccc 54% 56%, #ccc 56% 58%, #ccc 58% 60%, #ccc 60% 62%, #ccc 62% 64%, #ccc 64% 66%, #ccc 66% 68%, #ccc 68% 70%, #ccc 70% 72%, #ccc 72% 74%, #ccc 74% 76%, #ccc 76% 78%, #ccc 78% 80%, #ccc 80% 82%, #ccc 82% 84%, #ccc 84% 86%, #ccc 86% 88%, #ccc 88% 90%, #ccc 90% 92%, #ccc 92% 94%, #ccc 94% 96%, #ccc 96% 98%, #ccc 98% 100%); border: 1px solid #ccc;"></div> <div style="margin: 0 5px;">▶</div> </div> <div style="display: flex; justify-content: space-between; font-size: small;"> NoneLowMediumHigh </div> </div> <div style="width: 55%;"> <p>Comments</p> <div style="border: 1px solid black; padding: 5px;"> Please describe the type and nature of risk Consequences for inadequate supervisory structure can be financially & professionally severe. Failure to provide timely, effective response may result in serious injuries, escalated fire loss & overall public dissatisfaction. </div> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input checked="" type="radio"/> Inability to support the department's directive</p> <p><input type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p> <div style="border: 1px solid black; padding: 5px;"> Failure to provide timely, effective response may result in serious injuries, escalated fire loss & overall public dissatisfaction. Compliance success requires improvement in Central core & West portion of the city - PFSG 04-08-10. </div>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	
<p>From a Health & Safety perspective, the firefighters will benefit from better and closer supervision than they currently experience. The citizens and businesses of Vaughan will benefit from better management and deployment of firefighting resources within the City.</p> <p>Failure to approve this request will result in the Platoon Chief's span of control continuing to be diluted and his/her management effectiveness further diminished as the City continues to grow. In addition, the Command of emergency incidents would be compromised and may adversely affect the health and safety of VFRS firefighters and the public.</p>	

Request Title	4 DISTRICT CHIEFS			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2014			
Position title	4 District Chiefs			
Estimated start date	January 1, 2014			
# of positions requested	4.00			4.00
Full-time equivalents (FTEs)	4.00			4.00
Position type	Full-time			
Position agreement classification	VPFFA-Fire			
If contract, specify length (months or yrs)	N/A			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	100179			
Grade level	Firefighter			
Est. starting step	Year 4			
Desktop (HR) Review Performed?	N/A			
B&F Accommodations Available?	Yes			
ITM Hardware required?	Yes			
Capital Equipment Required?	N/A			
Complement Annual Cost Detail				
Annual full-time \$	101,561			101,561
Annual part-time \$	-	-	-	-
Annual shift premiums, etc	-			-
Annual overtime \$	-			-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	27,828	-	-	27,828
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 517,555	\$ -	\$ -	\$ 517,555
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Other (Please detail in	100179.7300	3,000		3,000
2) Other (Please detail in	100179.7530	210		210
3) Office Supplies	100179.7200	100		100
4) Mileage	100179.7100	-		-
Subtotal		\$ 13,240	\$ -	\$ 13,240
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Equip. & Furnitu	100179.7210	1250		1,250
2) Computer Hardware	100179.7211.01	750		750
3) Other (Please detail in	100179.7122.03	50		50
4)	#N/A	-		-
Subtotal		8,200	-	8,200
2012 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ 538,995	\$ -	\$ -	\$ 538,995
Additional Comments: Continuous costs: (1) Turn-out Gear/Uniforms (\$3000*4=\$12,000: A/C 100179.7300) (3) Wireless/Internet Blackberry (\$70*12*1)=\$840:A/C 100179.7530 Black Berry (\$200*1)=\$200 : A/C 100179.7122.03. One-time costs: (3)				

Request Title		4 DISTRICT CHIEFS						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1	Com.Vehi 4 district Chiefs (10,660 Oper.)	Pending	2012	FR-3534-11			\$ 41,200	\$ 41,200
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ 41,200	\$ 41,200
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)	-	-	517,555			
2	* Benefits	(From sect. 7)	-	-	-			
3	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-	13,240			
4								
5								
6								
7								
Subtotal				-	-	530,795	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-	8,200	(8,200)		
2							-	
3							-	
Subtotal				-	-	8,200	(8,200)	
OFFSETS - cost savings, reductions, etc								
1								
2								
3								
Subtotal				-	-	-	-	
TOTAL OPERATING BUDGET CHANGE					-	-	538,995	(8,200)
COMPLEMENTS & FTE's				2012	2013	2014	Total	
# of positions requested		(From sect. 7)	-	-	4.00	4.00		
FTE's		(From sect. 7)	-	-	4.00	4.00		
FTE reductions/offsets		(Manual Field)	-			-		
Net FTE's		(From sect. 7)	-	-	4.00	4.00		

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

ADDITIONAL RESOURCE REQUEST

Request Title 4 DISTRICT CHIEFS

Business Unit # 100179 Fire Operations

100 - Fire and Rescue Services

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	-	-	4.00	4.00	-	4.00
Net FTE's	-	-	4.00	4.00	-	4.00
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	-	-	517,555	517,555	-	517,555
Other continuous costs	-	-	13,240	13,240	-	13,240
One-time expenses	-	-	8,200	8,200	(8,200)	-
Offsets/reductions	-	-	-	-	-	-
Net Operating Budget	\$ -	\$ -	\$ 538,995	\$ 538,995	\$ (8,200)	\$ 530,795
Associated Capital Costs	\$ -	\$ -	\$ 41,200	\$ 41,200	\$ -	\$ 41,200

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

Please check one: ☒ Departmental ☐ Corporate

A District Chief is an Operations Division rank between the rank of Platoon Chief and Captain. Whereas the Platoon Chief is in charge of all of the Fire Stations and personnel when his/her specific platoon is working, the District Chief position is in charge of a District or group of Fire Stations within that Platoon. District Chiefs become a necessary part of the management and supervision of firefighting operations as a fire department grows in size. Each VFRS Platoon now employs 65 fulltime staff and 18 volunteer firefighters working out of 10 fire stations in 2012 and operating 19 first-run apparatus. The span of control for the Platoon Chief has become difficult to manage based on the large number of staff that he/she must manage in various locations. A District Chief on each platoon would allow for an officer, subordinate to the Platoon Chief, to assist in the management and supervision of the platoon.

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

Milestones or Deliverables	Timelines	Comments
Fire Master Plan	01/01/2011	To meet Ontario Fire Marshal's Public Safety Guideline 04-08-10 and NFPA 1710 Citywide.

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

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

Other comments:

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	4 DISTRICT CHIEFS						
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:							
This request directly supports the City's goals of Pursue Excellence in Service Delivery as well as Enhance and Ensure Community Safety, Health & Wellness.							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
	Name/description of service level target:		Target Level	Current Level	Level with ARR		
1)	Span of Control		1 Senior Officer/5 Units	1 Senior Officer/19 Units	1 Senior Officer/5 Units		
2)							
3)							
Describe how this request relates to Departmental Business Plan:							
This request supports the VFRS goal of leadership and management excellence. The VFRS currently has 9 fire stations and 18 first-run fire apparatus. The City of Vaughan Master Fire Plan recommends building another 3 fire stations and an additional 7 staffed fire apparatus. We are at the point when an additional Chief Officer (District Chief) needs to be added to each Platoon in order to ensure the proper management of the City's resources and enhance the health and safety of VFRS firefighters at working fires and other hazardous incidents. Proper Command of incidents occurring in the city is vital to the best interests of the citizens, businesses, and firefighters of Vaughan. Markham, Brampton, and Mississauga all employ District Chiefs to support and augment the role of the Platoon Chief. From a Health & Safety perspective, the firefighters will benefit from better and closer supervision than they currently experience. The citizens and businesses of Vaughan will benefit from better management and deployment of firefighting resources within the City.							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary	Improve Sustainability			Secondary	Improve Staff Moral		
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?							
Failure to approve this request will result in the Platoon Chief's span of control continuing to be diluted and his/her management effectiveness further diminished as the City continues to grow. In addition, the Command of emergency incidents would be compromised and may adversely affect the health and safety of VFRS firefighters and the public. This request supports the VFRS goal of leadership and management excellence.							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings			Incl. in offsets (Section #9)?
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							
N/A							

Request Title	4 DISTRICT CHIEFS
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p> <input type="radio"/> None <input type="radio"/> Little consequence of non compliance <input checked="" type="radio"/> Significant external repercussion/penalty </p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 10px;"> FPPA (1) (D) & PFSG 04-08-10; VFRS Response Standards, NFPA 1710 / Ontario Occupational Health & Safety Act/ Industry Standards </div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 10px;"> FPPA - Council obligated to establish levels of service commensurate with needs and circumstances and provide fiscal resources for staffing, apparatus and equipment to support the established level of service. </div> <div style="border: 1px solid black; padding: 2px;"> Span of control for present Platoon Chief(s) is greater than normal. Insurance grading for residential/commercial may be impacted. Increased probability of Litigation arising from fire incidents and response capabilities. </div> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 20px; background: linear-gradient(to right, #ccc 49%, #ccc 49% 51%, #ccc 51% 52%, #ccc 52% 53%, #ccc 53% 54%, #ccc 54% 55%, #ccc 55% 56%, #ccc 56% 57%, #ccc 57% 58%, #ccc 58% 59%, #ccc 59% 60%, #ccc 60% 61%, #ccc 61% 62%, #ccc 62% 63%, #ccc 63% 64%, #ccc 64% 65%, #ccc 65% 66%, #ccc 66% 67%, #ccc 67% 68%, #ccc 68% 69%, #ccc 69% 70%, #ccc 70% 71%, #ccc 71% 72%, #ccc 72% 73%, #ccc 73% 74%, #ccc 74% 75%, #ccc 75% 76%, #ccc 76% 77%, #ccc 77% 78%, #ccc 78% 79%, #ccc 79% 80%, #ccc 80% 81%, #ccc 81% 82%, #ccc 82% 83%, #ccc 83% 84%, #ccc 84% 85%, #ccc 85% 86%, #ccc 86% 87%, #ccc 87% 88%, #ccc 88% 89%, #ccc 89% 90%, #ccc 90% 91%, #ccc 91% 92%, #ccc 92% 93%, #ccc 93% 94%, #ccc 94% 95%, #ccc 95% 96%, #ccc 96% 97%, #ccc 97% 98%, #ccc 98% 99%, #ccc 99% 100%, #ccc 100% 100%);"></div> <div style="margin: 0 5px;">▶</div> </div> <div style="display: flex; justify-content: space-between; font-size: small;"> NoneLowMediumHigh </div> <p>Financial Impact</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 20px; background: linear-gradient(to right, #ccc 28%, #ccc 28% 30%, #ccc 30% 31%, #ccc 31% 32%, #ccc 32% 33%, #ccc 33% 34%, #ccc 34% 35%, #ccc 35% 36%, #ccc 36% 37%, #ccc 37% 38%, #ccc 38% 39%, #ccc 39% 40%, #ccc 40% 41%, #ccc 41% 42%, #ccc 42% 43%, #ccc 43% 44%, #ccc 44% 45%, #ccc 45% 46%, #ccc 46% 47%, #ccc 47% 48%, #ccc 48% 49%, #ccc 49% 50%, #ccc 50% 51%, #ccc 51% 52%, #ccc 52% 53%, #ccc 53% 54%, #ccc 54% 55%, #ccc 55% 56%, #ccc 56% 57%, #ccc 57% 58%, #ccc 58% 59%, #ccc 59% 60%, #ccc 60% 61%, #ccc 61% 62%, #ccc 62% 63%, #ccc 63% 64%, #ccc 64% 65%, #ccc 65% 66%, #ccc 66% 67%, #ccc 67% 68%, #ccc 68% 69%, #ccc 69% 70%, #ccc 70% 71%, #ccc 71% 72%, #ccc 72% 73%, #ccc 73% 74%, #ccc 74% 75%, #ccc 75% 76%, #ccc 76% 77%, #ccc 77% 78%, #ccc 78% 79%, #ccc 79% 80%, #ccc 80% 81%, #ccc 81% 82%, #ccc 82% 83%, #ccc 83% 84%, #ccc 84% 85%, #ccc 85% 86%, #ccc 86% 87%, #ccc 87% 88%, #ccc 88% 89%, #ccc 89% 90%, #ccc 90% 91%, #ccc 91% 92%, #ccc 92% 93%, #ccc 93% 94%, #ccc 94% 95%, #ccc 95% 96%, #ccc 96% 97%, #ccc 97% 98%, #ccc 98% 99%, #ccc 99% 100%, #ccc 100% 100%);"></div> <div style="margin: 0 5px;">▶</div> </div> <div style="display: flex; justify-content: space-between; font-size: small;"> \$0\$10,000\$100,000\$1,000,000> \$10,000,000 </div> <p>Health and Safety Risk (click on the word)</p> <p> <input type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input checked="" type="radio"/> Both </p> <p>Health and Safety Magnitude</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 20px; background: linear-gradient(to right, #ccc 65%, #ccc 65% 66%, #ccc 66% 67%, #ccc 67% 68%, #ccc 68% 69%, #ccc 69% 70%, #ccc 70% 71%, #ccc 71% 72%, #ccc 72% 73%, #ccc 73% 74%, #ccc 74% 75%, #ccc 75% 76%, #ccc 76% 77%, #ccc 77% 78%, #ccc 78% 79%, #ccc 79% 80%, #ccc 80% 81%, #ccc 81% 82%, #ccc 82% 83%, #ccc 83% 84%, #ccc 84% 85%, #ccc 85% 86%, #ccc 86% 87%, #ccc 87% 88%, #ccc 88% 89%, #ccc 89% 90%, #ccc 90% 91%, #ccc 91% 92%, #ccc 92% 93%, #ccc 93% 94%, #ccc 94% 95%, #ccc 95% 96%, #ccc 96% 97%, #ccc 97% 98%, #ccc 98% 99%, #ccc 99% 100%, #ccc 100% 100%);"></div> <div style="margin: 0 5px;">▶</div> </div> <div style="display: flex; justify-content: space-between; font-size: small;"> NoneMinorMajorSevere </div> <p>Probability of Health & Safety Issue</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 20px; background: linear-gradient(to right, #ccc 55%, #ccc 55% 56%, #ccc 56% 57%, #ccc 57% 58%, #ccc 58% 59%, #ccc 59% 60%, #ccc 60% 61%, #ccc 61% 62%, #ccc 62% 63%, #ccc 63% 64%, #ccc 64% 65%, #ccc 65% 66%, #ccc 66% 67%, #ccc 67% 68%, #ccc 68% 69%, #ccc 69% 70%, #ccc 70% 71%, #ccc 71% 72%, #ccc 72% 73%, #ccc 73% 74%, #ccc 74% 75%, #ccc 75% 76%, #ccc 76% 77%, #ccc 77% 78%, #ccc 78% 79%, #ccc 79% 80%, #ccc 80% 81%, #ccc 81% 82%, #ccc 82% 83%, #ccc 83% 84%, #ccc 84% 85%, #ccc 85% 86%, #ccc 86% 87%, #ccc 87% 88%, #ccc 88% 89%, #ccc 89% 90%, #ccc 90% 91%, #ccc 91% 92%, #ccc 92% 93%, #ccc 93% 94%, #ccc 94% 95%, #ccc 95% 96%, #ccc 96% 97%, #ccc 97% 98%, #ccc 98% 99%, #ccc 99% 100%, #ccc 100% 100%);"></div> <div style="margin: 0 5px;">▶</div> </div> <div style="display: flex; justify-content: space-between; font-size: small;"> NoneLowMediumHigh </div> </div> <div style="width: 55%;"> <p>Comments</p> <div style="border: 1px solid black; padding: 5px;"> <p><i>Please describe the type and nature of risk</i></p> <p>Consequences for inadequate supervisory structure can be financially & professionally severe. Failure to provide timely, effective response may result in serious injuries, escalated fire loss & overall public dissatisfaction.</p> </div> </div> </div>	
<p>Internal Operational Requirements</p> <p> <input type="radio"/> None <input checked="" type="radio"/> Service provided with minor internal issues -slight inconvenience <input type="radio"/> Inability to support the department's directive <input type="radio"/> Direct affect on multiple departments <input type="radio"/> Citywide implications </p> <p>Comments</p> <div style="border: 1px solid black; padding: 5px;"> <p>Failure to provide timely, effective response may result in serious injuries, escalated fire loss & overall public dissatisfaction. Compliance success requires improvement in Central core & West portion of the city - PFSG 04-08-10.</p> </div>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	
<p>From a Health & Safety perspective, the firefighters will benefit from better and closer supervision than they currently experience. The citizens and businesses of Vaughan will benefit from better management and deployment of firefighting resources within the City.</p> <p>Failure to approve this request will result in the Platoon Chief's span of control continuing to be diluted and his/her management effectiveness further diminished as the City continues to grow. In addition, the Command of emergency incidents would be compromised and may adversely affect the health and safety of VFRS firefighters and the public.</p>	

Request Title	4 DISTRICT CHIEFS			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2014			
Position title	4 District Chiefs			
Estimated start date	January 1, 2014			
# of positions requested	4.00			4.00
Full-time equivalents (FTEs)	4.00			4.00
Position type	Full-time			
Position agreement classification	VPFFA-Fire			
If contract, specify length (months or yrs)	N/A			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	100179			
Grade level	Firefighter			
Est. starting step	Year 4			
Desktop (HR) Review Performed?	N/A			
B&F Accommodations Available?	Yes			
ITM Hardware required?	Yes			
Capital Equipment Required?	N/A			
Complement Annual Cost Detail				
Annual full-time \$	101,561			101,561
Annual part-time \$	-	-	-	-
Annual shift premiums, etc	-			-
Annual overtime \$	-			-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	27,828	-	-	27,828
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 517,555	\$ -	\$ -	\$ 517,555
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Other (Please detail in	100179.7300	3,000		3,000
2) Other (Please detail in	100179.7530	210		210
3) Office Supplies	100179.7200	100		100
4) Mileage	100179.7100	-		-
Subtotal		\$ 13,240	\$ -	\$ 13,240
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Equip. & Furnitu	100179.7210	1250		1,250
2) Computer Hardware	100179.7211.01	750		750
3) Other (Please detail in	100179.7122.03	50		50
4)	#N/A	-		-
Subtotal		8,200	-	8,200
2012 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ 538,995	\$ -	\$ -	\$ 538,995
Additional Comments: Continuous costs: (1) Turn-out Gear/Uniforms (\$3000*4=\$12,000: A/C 100179.7300) (3) Wireless/Internet Blackberry (\$70*12*1)=\$840:A/C 100179.7530 One-time costs: (3) Black Berry (\$200*1)=\$200 : A/C 100179.7122.03.				

Request Title		4 DISTRICT CHIEFS						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1	Com.Vehi 4 district Chiefs (10,660 Oper.)	Pending	2012	FR-3534-11			\$ 41,200	\$ 41,200
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ 41,200	\$ 41,200
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)	-	-	517,555			
2	* Benefits	(From sect. 7)	-	-	-			
3	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-	13,240			
4								
5								
6								
7								
Subtotal				-	-	530,795	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-	8,200	(8,200)		
2							-	
3							-	
Subtotal				-	-	8,200	(8,200)	
OFFSETS - cost savings, reductions, etc								
1								
2								
3								
Subtotal				-	-	-	-	
TOTAL OPERATING BUDGET CHANGE					-	-	538,995	(8,200)
COMPLEMENTS & FTE's				2012	2013	2014	Total	
# of positions requested		(From sect. 7)	-	-	4.00	4.00		
FTE's		(From sect. 7)	-	-	4.00	4.00		
FTE reductions/offsets		(Manual Field)		-		-		
Net FTE's		(From sect. 7)	-	-	4.00	4.00		



Revenue and Expenditure Summary

2012-14 Operating Budget

Business Unit	Exp Category	Account	2010 Actuals	Actual Forecast 2011	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
Fire Communication														
Revenue														
		3624 Fees from Other Municip.	(35,000)	(35,000)	(35,000)	0	0	(35,000)	0	0.0%	(35,000)	0	(35,000)	0
		Total Revenue	(35,000)	(35,000)	(35,000)	0	0	(35,000)	0	0.0%	(35,000)	0	(35,000)	0
Labour Costs														
		7010 Full Time	769,297	810,417	818,298	(2,126)	0	816,172	(2,126)	(0.3)%	828,790	12,618	841,782	12,992
		7012 Overtime	24,735	19,918	27,412	135	0	27,547	135	0.5%	27,547	0	27,547	0
		7017 Benefits	202,478	211,845	209,131	10,223	0	219,354	10,223	4.9%	228,613	9,259	238,188	9,575
		Total Labour Costs	996,510	1,042,180	1,054,841	8,232	0	1,063,073	8,232	0.8%	1,084,950	21,877	1,107,517	22,567
Other Expenses														
		7100 Mileage	795	1,096	1,526	0	0	1,526	0	0.0%	1,526	0	1,526	0
		7105 Membership/Dues/Fees	844	350	356	0	0	356	0	0.0%	356	0	356	0
		7110 Meals and Meal Allowances	222	158	330	0	0	330	0	0.0%	330	0	330	0
		7115 Training & Development	6,196	2,045	7,876	0	0	7,876	0	0.0%	7,876	0	7,876	0
		7200 Office Supplies	1,560	743	1,658	0	0	1,658	0	0.0%	1,658	0	1,658	0
		7205 Computer Supplies	337	92	362	1	0	363	1	0.3%	363	0	363	0
		7210 Office Equip. & Furniture	1,597	1,852	4,937	0	0	4,937	0	0.0%	4,937	0	4,937	0
		7211 Computer Hardware/Software	170	368	8,217	(1)	0	8,216	(1)	(0.0)%	8,216	0	8,216	0
		7220 Copiers, Faxes and Supplies	2,630	1,694	554	2	0	556	2	0.4%	556	0	556	0
		7300 Protective Clothing/Uniforms	7,719	10,970	8,442	0	0	8,442	0	0.0%	8,442	0	8,442	0
		7325 Janitorial Services	567	500	463	(1)	0	462	(1)	(0.2)%	462	0	462	0
		7330 Materials & Supplies	55	142	1,843	(1)	0	1,842	(1)	(0.1)%	1,842	0	1,842	0
		7335 Small Tools & Equipment	0	240	942	0	0	942	0	0.0%	942	0	942	0
		7345 Radio Operations	157,853	266,596	242,433	0	0	242,433	0	0.0%	242,433	0	242,433	0
		7785 Trsf. To Reserves-Other	5,440	5,440	5,440	(5,440)	0	0	(5,440)	100.0%	0	0	0	0
		Total Other Expenses	185,985	292,286	285,379	(5,440)	0	279,939	(5,440)	-1.91%	279,939	0	279,939	0
Total Fire Communication			1,147,494	1,299,466	1,305,220	2,792	0	1,308,012	2,792	0.21%	1,329,889	21,877	1,352,456	22,567

* Note: Actual Forecast 2011 is for reference purposes only and is based on year to date actuals as of September 2011 plus the remainder of the calendarized budget.

2012-14 Business Plan

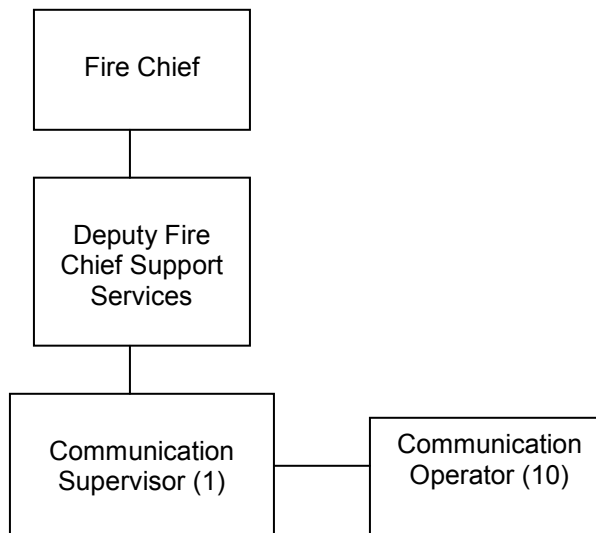
BUSINESS OVERVIEW

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

FIRE COMMUNICATION

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

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



Full Time, Part Time and Overtime – Budgeted Amounts

	2010	2011	2012 Base	Additional Resource Requests		
				2012	2013	2014
Full Time	11	11	11	2	0	5
Part Time	n/a	n/a	n/a	n/a	n/a	n/a
Overtime	27,412	27,412	27,547			

2012-14 Business Plan

Key Stakeholders: (list major internal and external stakeholders and briefly describe why they are key stakeholders)

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

Work Plan:

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

- Demonstrate Excellence in Service Delivery
- Promote Community Safety, Health & Wellness
- Lead & Promote Environmental Sustainability
- Attract, Retain and Promote Skilled Staff
- Support the Professional Development of Staff

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

- Increasing call volumes as City continues to grow.
- Seven 9-1-1 lines that need to be answered.
- CAD needs upgrading with Versadex version 7.3 – Phase 2 due in 2012
- Continue phasing in Mobile Display Terminals (MDT) in fire apparatus with Automatic Vehicle Locating technology.

Business Plan Objectives (list the status of 2010 outstanding and 2011 business plan objectives and the method of measuring successful implementation. As well, list 2012-14 business plan objectives in the appropriate section)

2012-14 Business Plan

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Improve Ability to Handle Sudden Flooding of 9-1-1 lines.	2011	Better Handling of 911 influx of calls during multiple emergencies	Not approved in 2011
Fully Implement Mobile Display Terminals in Fire Apparatus	2011	Ongoing	AVL, Mapping in apparatus, Accurate communications
Implement Version 7.3 of Versadex software	2011	Phase 1 Complete	Enhanced and upgraded CAD
Initiate Repeater Program	2011	Phase 1 Ongoing	Improve overall radio communications

2012-14 Business Plan Objectives: (You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.)

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2012 (Top 3 Objectives)			
Improve Ability to Handle Sudden Flooding of 9-1-1 lines as per NFPA 1221	2012	Better Handling of 911 influx of calls during multiple emergencies	2 additional Communications Operators
Enhance Use of Existing Technology (Versadex, Firehouse RMS) Phase 2	2012	Full Benefits from Technology Features	Training for Communications Operators
Expand Radio Repeater Program (Phase 2)	2012	Better Portable Radio Reception in Buildings	Radio Repeaters installed in Fire Apparatus
Investigate Partnership with MTO and 407 ETR regarding Live Feed from Highway Cameras	2012	Real Time Information regarding Highway Conditions/Incident Location	Connection/Feed from MTO and 407 ETR
Phase 2 of MDT Implementation – RMS on MDTs	2012	Captains able to complete reports in Real-Time	Installation of Firehouse RMS licenses on MDTs and Training

2012-14 Business Plan

2013 (Top 3 Objectives)			
Continue the Repeater Program	2013	Ongoing	Radio Repeaters installed in Fire Apparatus
Initiate project for scheduled replacement of the YRP radio system	2013	Planning	Capital Project
Initiate Subway communication plan	2013	Planning	Capital Project
2014 (Top 3 Objectives)			
Hire Chief Communications Officer	2014	Complexity of operation requires a higher level of management.	Council Approval Required
Hire 4 Shift Supervisors	2014	Span of control/accountability improvements	Council Approval Required
Replacement of YRP/VFRS Communication System	2014	Implement replacement	Capital Project
Complete Subway Communication Plan	2014		Capital Project

2012-14 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2008 to 2013)

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

BUSINESS OVERVIEW:

Notes about the Measure: (Provide assumptions/explanation of significant trend variance in the performance measure graph)

- Emergency Communications is the core business of the Fire Communications Division and its performance directly impacts the ability of VFRS to deliver its fire and rescue services. The performance of the Fire Communications Division counts for 16 % of the VFRS ability to reach its NFPA 1710 Standard and Ontario Fire Marshal Public Safety Guideline 04-08-10 Operational Planning: An Official Guide to Matching Resource Deployment and Risk

Key Conclusion: (Explanation of the trend on the performance measure graph)

- VFRS requires improvement in order to manage multiple 911 emergency calls given the increase of 911 lines.

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

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

Commissioner Sign-off

Date (mm/dd/yy)

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

ADDITIONAL RESOURCE REQUEST

Request Title 2012 -Communication Operators

Business Unit # 100176 Fire Communication

100 - Fire and Rescue Services

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	2.00	-	-	2.00	-	2.00
Net FTE's	2.00	-	-	2.00	-	2.00
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	153,561	-	-	153,561	-	153,561
Other continuous costs	2,400	-	-	2,400	-	2,400
One-time expenses	-	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-
Net Operating Budget	\$ 155,961	\$ -	\$ -	\$ 155,961	\$ -	\$ 155,961
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☐ Departmental ☐ Corporate

2011 - 2 COMMUNICATION OPERATORS:

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

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

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

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

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

Milestones or Deliverables	Timelines	Comments
Fire Master Plan		To meet Ontario Fire Master PFSG 04-08-10, Vaughan Response Standard, NFPA 1221

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

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

Other comments:

COMMISSIONER APPROVAL: _____

Date: _____

Request Title	2012 -Communication Operators						
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:							
This request directly supports the City's goals of Pursue Excellence in Service Delivery and Enhance Productivity, Cost Effectiveness and Innovation.							
When three Communications Operators are on duty, the operational effectiveness of the unit goes up and decreases the call handling time for receiving calls for assistance and dispatching apparatus to respond. This in turn reduces the overall time required for 10 firefighters to arrive at the scene of a fire (the 10 minute standard starts from the time the Communications Operator picks up the phone and ends when the 10th firefighter arrives at the fire scene). This will contribute to the goal of meeting the OFM guideline 04-08-10 in 10 minutes and meet NFPA 1221 staffing standard.							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
	Name/description of service level target:		Target Level	Current Level	Level with ARR		
1)							
2)							
3)							
Describe how this request relates to Departmental Business Plan:							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary	Leverage Innovation/Creativity			Secondary	Improve Sustainability		
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?							
The Platoon system with 3 Communications Operators per platoon and a minimum staffing of 2 on duty would reduce the amount of overtime paid per year by approximately 60%. The operational effectiveness of the on-duty staff would also be more effective with 3 Communications Operators on duty for a good deal of the time. And because the Communications Operators would work with the same Platoon all the time, there would be a consistent relationship that would lead to improved performance, trust and reliability.							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings			
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							
N/A							

Request Title	2012 -Communication Operators
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input type="radio"/> None</p> <p><input checked="" type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Moderate external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <p>Vaughan Response Standard, NFPA 1221:Standard for Installation, Maintenance, and Use of Emergency Services Communications System</p> <p>NFPA 1221 - Emergency Calls answered in 15 seconds, Vaughan Standard - call handling - dispatch 90 seconds</p> <p>Legal liability</p> <p>Non compliant 58% of the time</p> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <p>◀ [None Low Medium High] ▶</p> <p>Financial Impact</p> <p>◀ [\$0 \$10,000 \$100,000 \$1,000,000 > \$10,000,000] ▶</p> <p>Health and Safety Risk (click on the word)</p> <p><input type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input checked="" type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <p>◀ [None Minor Major Severe] ▶</p> <p>Probability of Health & Safety Issue</p> <p>◀ [None Low Medium High] ▶</p> </div> <div style="width: 50%; border: 1px solid black; padding: 5px;"> <p>Comments</p> <p><i>Please describe the type and nature of risk</i></p> <p>Emergency call taking and dispatch is a critical key in risk reduction for VFRS. Failure to consistently meet standards elevates liability level for the City.</p> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input checked="" type="radio"/> Inability to support the department's directive</p> <p><input type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p> <p>Failure to consistently meet standards elevates liability level for the City. NFPA 1221 - Emergency Calls answered in 15 seconds, Vaughan Standard - call handling - dispatch 90 seconds</p>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	
<p>The public will benefit when there are three Communications Operators on duty, especially when there is a larger scale or back to back emergencies occurring in the city, because there will be a better response to emergency calls and less likelihood of "stacked" emergency calls waiting to be answered. The firefighters at fires and other emergencies will also benefit from a Health and Safety perspective because of the extra operational support from the better staffed Communications Division. The increase in the incoming "911" lines with the new CAD System provides a higher level of opportunity for the public to report emergencies. Three communication operators is an acceptable ratio for 7-"911" emergency lines.</p> <p>Failure to approve the request would result in: continuing to operate using the inefficient float system, increasing overtime & dysfunctional team environment.</p>	

Request Title	2012 -Communication Operators		
7) Complement Details - Skip to Section 8 if no Staff is requested			
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.			
Complement Information	Position #1	Position #2	Position #3
Budget Year	2012		
Position title	Communication Operator		
Estimated start date	January 1, 2012		
# of positions requested	2.00		
Full-time equivalents (FTEs)	2.00		
Position type	Full-time		
Position agreement classification	VPFFA-Fire		
If contract, specify length (months or yrs)	N/A		
If Casual/Seasonal PT enter Hourly wage			
Business unit # (override if different than # shown)	100176		
Grade level	Communications Operator		
Est. starting step	Year 4		
Desktop (HR) Review Performed?	N/A		
B&F Accommodations Available?	Yes		
ITM Hardware required?	Yes		
Capital Equipment Required?	N/A		
Complement Annual Cost Detail			
Annual full-time \$	60,937		
Annual part-time \$	-	-	-
Annual shift premiums, etc	-		
Annual overtime \$	-		
* PT vacation pay (calculated field)	-	-	-
* Annual benefits (calculated field)	15,844	-	-
* FT contract benefits in lieu (calculated field)	-	-	-
Subtotal	\$ 153,561	\$ -	\$ -
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.	
1) Training & Developme	100176.7115	1,000	
2) Office Supplies	100176.7200	200	
3) Cellular Line Charges	100176.7122.01	-	
4) Mileage	100176.7100	-	
Subtotal		\$ 2,400	\$ -
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.	
1) Office Equip. & Furnitu	100176.7210	-	
2) Computer Hardware	100176.7211.01	-	
3) Training & Developme	100176.7115	-	
4)	#N/A	-	
Subtotal		-	-
2012 Total Complement Annual Costs	\$ 155,961	\$ -	\$ -
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ -	\$ -	\$ -
Additional Comments:			

Request Title		2012 -Communication Operators					
8) Capital Funding							
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)							
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2012	2013	2014
1							
2							
3							
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -
9) Financial/Resource Detail							
Component		BU Acct. #	2012	2013	2014		
					Budget		
REVENUE - continuous operating detail							
1							
2							
3							
4							
Subtotal			-	-	-		
REVENUE - one-time operating detail							
1							
2							
Subtotal			-	-	-		
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)							
1	* Staffing costs (calculated field)	(From sect. 7)	121,874	-	-		
2	* Benefits	(From sect. 7)	31,687	-	-		
3	* Complement sch. Expenses (calculated field)	(From sect. 7)	2,400	-	-		
4							
5							
6							
7							
Subtotal			155,961	-	-		
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)							
1	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-	-		
2							
3							
Subtotal			-	-	-		
OFFSETS - cost savings, reductions, etc							
1							
2							
3							
Subtotal			-	-	-		
TOTAL OPERATING BUDGET CHANGE			155,961	-	-		
COMPLEMENTS & FTE's							
			2012	2013	2014		
# of positions requested		(From sect. 7)	2.00	-	-		
FTE's		(From sect. 7)	2.00	-	-		
FTE reductions/offsets		(Manual Field)	-				
Net FTE's		(From sect. 7)	2.00	-	-		



Revenue and Expenditure Summary

2012-14 Operating Budget

Business Unit	Exp Category	Account	2010 Actuals	Actual Forecast 2011	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
Fire Prevention														
Revenue														
		3574 Rev. frm Recov. Exp - Pd Duty	138	0	(5,000)	0	5,000	0	5,000	(100.0)%	0	0	0	0
		3618 Dept. Misc. Revenues	(36,527)	(34,743)	(34,009)	0	(6,758)	(40,767)	(6,758)	19.9%	(40,767)	0	(40,767)	0
		Total Revenue	(36,389)	(34,743)	(39,009)	0	(1,758)	(40,767)	(1,758)	4.5%	(40,767)	0	(40,767)	0
Labour Costs														
		7010 Full Time	1,157,600	1,245,260	1,336,937	(93,737)	0	1,243,200	(93,737)	(7.0)%	1,252,251	9,051	1,256,552	4,301
		7012 Overtime	15,597	8,799	3,426	16,017	0	19,443	16,017	467.5%	19,443	0	19,443	0
		7017 Benefits	299,165	319,783	340,904	(12,630)	0	328,274	(12,630)	(3.7)%	339,571	11,297	349,628	10,057
		Total Labour Costs	1,472,362	1,573,842	1,681,267	(90,350)	0	1,590,917	(90,350)	(5.4)%	1,611,265	20,348	1,625,623	14,358
Other Expenses														
		7100 Mileage	163	396	1,414	0	0	1,414	0	0.0%	1,414	0	1,414	0
		7105 Membership/Dues/Fees	1,976	1,624	1,659	0	0	1,659	0	0.0%	1,659	0	1,659	0
		7110 Meals and Meal Allowances	319	304	448	0	0	448	0	0.0%	448	0	448	0
		7115 Training & Development	10,026	15,709	10,073	1	0	10,074	1	0.0%	10,074	0	10,074	0
		7122 Cellular Telephones	3,890	3,775	6,124	0	0	6,124	0	0.0%	6,124	0	6,124	0
		7125 Subscriptions/Publications	1,198	1,299	2,035	0	0	2,035	0	0.0%	2,035	0	2,035	0
		7200 Office Supplies	2,763	1,948	1,846	1	0	1,847	1	0.1%	1,847	0	1,847	0
		7205 Computer Supplies	521	436	811	0	0	811	0	0.0%	811	0	811	0
		7210 Office Equip. & Furniture	2,464	2,160	5,484	0	0	5,484	0	0.0%	5,484	0	5,484	0
		7211 Computer Hardware/Software	2,848	5,886	11,590	(1)	0	11,589	(1)	(0.0)%	11,589	0	11,589	0
		7220 Copiers, Faxes and Supplies	0	186	735	0	0	735	0	0.0%	735	0	735	0
		7300 Protective Clothing/Uniforms	13,464	12,061	12,229	1	0	12,230	1	0.0%	12,230	0	12,230	0
		7315 Vehicle Maintenance & Repairs	24,298	42,059	42,750	9,603	0	52,353	9,603	22.5%	56,088	3,735	58,143	2,055
		7330 Materials & Supplies	791	747	2,770	0	0	2,770	0	0.0%	2,770	0	2,770	0
		7335 Small Tools & Equipment	575	1,895	4,608	(1)	0	4,607	(1)	(0.0)%	4,607	0	4,607	0
		7410 Rental, Leases - Equipment	0	27	90	0	0	90	0	0.0%	90	0	90	0
		7530 Outside Services	1,600	74	4,630	0	0	4,630	0	0.0%	4,630	0	4,630	0
		7550 Fire Prevention	29,483	38,736	46,644	1	0	46,645	1	0.0%	46,645	0	46,645	0
		7699 Sundry Expenses	3,995	242	0	0	6,400	6,400	6,400	0.0%	6,400	0	6,400	0
		7785-Trsf. To Reserves-Other	21,740	21,740	21,740	(21,740)	0	0	(21,740)	(100.0)%	0	0	0	0
		Total Other Expenses	122,114	151,306	177,680	(12,135)	6,400	171,945	(5,735)	-3.2%	175,680	3,735	177,735	2,055
Total Fire Prevention			1,558,087	1,690,405	1,819,938	(102,485)	4,642	1,722,095	(97,843)	-5.4%	1,746,178	24,083	1,762,591	16,413

* Note: Actual Forecast 2011 is for reference purposes only and is based on year to date actuals as of September 2011 plus the remainder of the calendarized budget.

2012-14 Business Plan

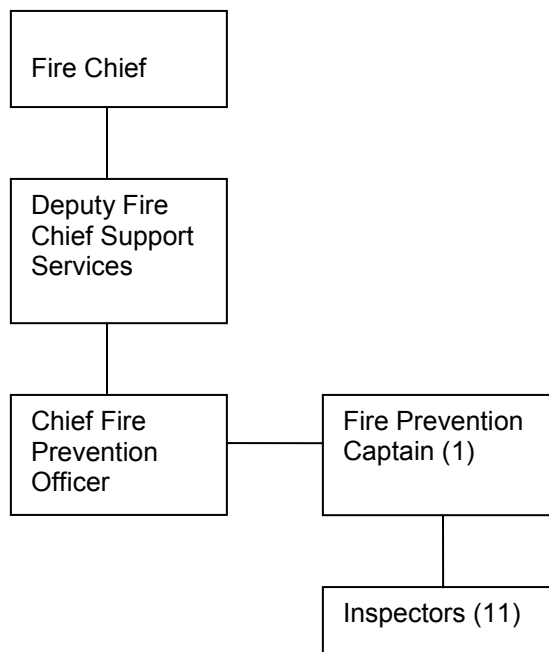
BUSINESS OVERVIEW

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

FIRE PREVENTION

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

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



2012-14 Business Plan

Full Time, Part Time and Overtime – Budgeted Amounts

				Additional Resource Requests		
	2010	2011	2012 Base	2012	2013	2014
Full Time	14	13	13			1
Part Time	n/a	n/a	n/a	n/a	n/a	n/a
Overtime	3,426	3,426	19,443			

Key Stakeholders: (list major internal and external stakeholders)

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

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

Work Plan:

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

- Demonstrate Excellence in Service Delivery
- Promote Community Safety, Health & Wellness
- Lead and Promote Environmental Sustainability
- Attract, Retain and Promote Skilled Staff
- Support the Professional Development of Staff

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

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

2012-14 Business Plan

Business Plan Objectives (list the status of 2010 outstanding and 2011 business plan objectives and the method of measuring successful implementation. As well, list 2012-14 business plan objectives in the appropriate section)

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Develop and deliver Public Education Programs to seniors on high rise safety and action. Translate programs to meet multi-cultural needs	2011	Ongoing	Programs to be developed, field tested and validated 3 locations
Provide specialized training for certification of staff on Fire Investigation	2011	Ongoing	Certify 3 more staff to NFPA 921
Train Fire prevention Inspectors to meet changes in building stock inspection requirements Replace loss of expertise due to retirement.	2011	Ongoing	Train inspectors on Objective based code submissions and complex structures.

2012-14 Business Plan Objectives: (You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.)

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2012 (Top 3 Objectives)			
Expand on Public Education program based on needs	2012	Deliver program to all seniors in High Rise Buildings	Staff and DVD's handouts.
Conduct audit of fire related events. To evaluate effectiveness of all public education programs	2012	Report on effectiveness of public education programs and recommendations	Staff Time to conduct evaluation and report
Implementation of the AMANDA RMS with hand held tablets to maximize available technology	2012	Effective partnership with Building Standards leads to service excellence	Purchase of Amanda software tablets, training, IT involvement. Capital project.

2012-14 Business Plan

2013 (Top 3 Objectives)

Increase number of fire investigators with 921 training	2013	Expand investigation ability	Course availability
Increase RMS efficiency	2013	Code Compliance	Tablets required

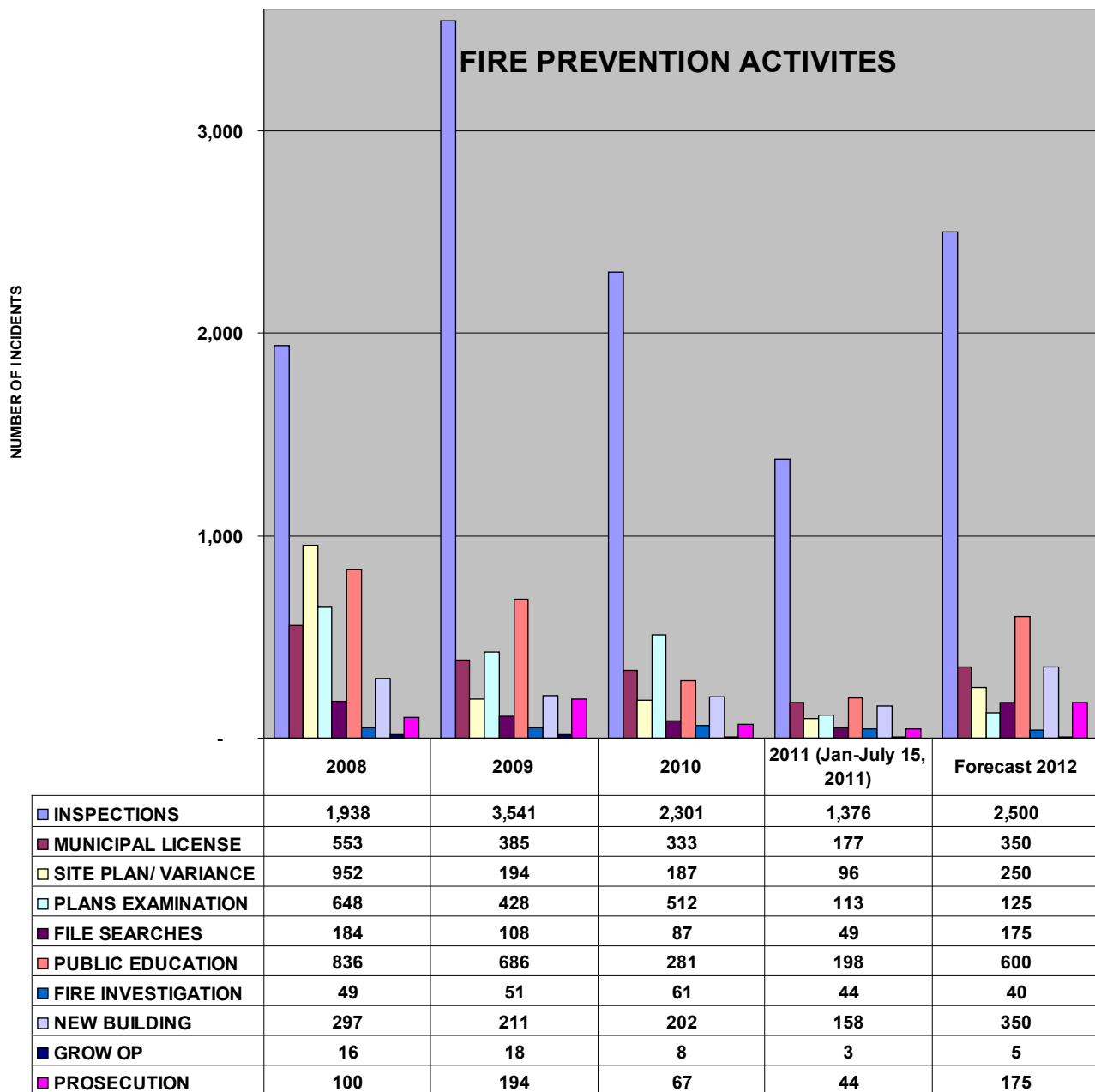
2014 (Top 3 Objectives)

Hire a Fire Prevention Inspector	2014	Expand public fire safety education ability	Council Approval Required
Adopt OFM Official Guide to Matching Fire Prevention Resources and Risk	2014	Improve program delivery	

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2008 to 2013)

- The Fire Prevention division continues to analyze workload and inspection turnaround time in order to implement work volume quantity in relation to the number of staff.

2012-14 Business Plan



2012-14 Business Plan

BUSINESS OVERVIEW:

Notes about the Measure: (Provide assumptions/explanation of significant trend variance in the performance measure graph)

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

Key Conclusion: (Explanation of the trend on the performance measure graph)

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

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

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

Commissioner Sign-off

Date (mm/dd/yy)

Revenue and Expenditure Summary

2012-14 Operating Budget

Business Unit	Exp Category	Account	2010 Actuals	Actual Forecast 2011	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
Fire Training														
	Revenue													
		3618 Dept. Misc. Revenues	(127,710)	0	0	0	0	0	0	0.0%	0	0	0	0
		Total Revenue	(127,710)	0	0	0	0	0	0	0.0%	0	0	0	0
	Labour Costs													
		7010 Full Time	212,978	426,015	440,589	5,754	0	446,343	5,754	1.3%	447,184	841	447,184	0
		7012 Overtime	8,773	8,060	5,505	30	0	5,535	30	0.5%	5,535	0	5,535	0
		7015 Part Time	5,028	1,786	0	0	0	0	0	0.0%	0	0	0	0
		7017 Benefits	57,015	110,357	112,352	5,134	0	117,486	5,134	4.6%	120,890	3,404	124,041	3,151
		Total Labour Costs	283,794	546,218	558,446	10,918	0	569,364	10,918	2.0%	573,609	4,245	576,760	3,151
	Other Expenses													
		7100 Mileage	5	281	426	1	0	427	1	0.2%	427	0	427	0
		7103 407-ETR Toll Charges	468	289	0	0	0	0	0	0.0%	0	0	0	0
		7105 Membership/Dues/Fees	711	315	560	0	0	560	0	0.0%	560	0	560	0
		7110 Meals and Meal Allowances	1,891	679	543	(1)	0	542	(1)	(0.2)%	542	0	542	0
		7115 Training & Development	134,825	73,248	63,020	0	0	63,020	0	0.0%	63,020	0	63,020	0
		7122 Cellular Telephones	619	316	1,888	1	0	1,889	1	0.1%	1,889	0	1,889	0
		7125 Subscriptions/Publications	4,006	3,945	3,186	(1)	0	3,185	(1)	(0.0)%	3,185	0	3,185	0
		7130 Seminars & Workshops	0	1,281	1,191	0	0	1,191	0	0.0%	1,191	0	1,191	0
		7200 Office Supplies	2,693	2,968	1,848	(1)	0	1,847	(1)	(0.1)%	1,847	0	1,847	0
		7205 Computer Supplies	967	416	532	1	0	533	1	0.2%	533	0	533	0
		7210 Office Equip. & Furniture	2,308	1,787	3,426	(1)	0	3,425	(1)	(0.0)%	3,425	0	3,425	0
		7211 Computer Hardware/Software	9,664	12,623	10,327	0	0	10,327	0	0.0%	10,327	0	10,327	0
		7220 Copiers, Faxes and Supplies	4,710	3,068	4,891	(1)	0	4,890	(1)	(0.0)%	4,890	0	4,890	0
		7300 Protective Clothing/Uniforms	39,459	813	3,590	0	0	3,590	0	0.0%	3,590	0	3,590	0
		7315 Vehicle Maintenance & Repairs	16,031	2,455	5,169	608	0	5,777	608	11.8%	6,012	235	6,142	130
		7325 Janitorial Services	1,019	1,001	923	0	0	923	0	0.0%	923	0	923	0
		7330 Materials & Supplies	28,623	8,106	9,959	0	0	9,959	0	0.0%	9,959	0	9,959	0
		7335 Small Tools & Equipment	7,530	21,635	11,344	0	0	11,344	0	0.0%	11,344	0	11,344	0
		7699 Sundry Expenses	21	0	0	0	7,540	7,540	7,540	0.0%	7,540	0	7,540	0
		7700 Chgs. from Othe Depts.	128	0	0	0	0	0	0	0.0%	0	0	0	0
		7785 Trsf. To Reserves-Other	21,740	21,740	21,740	(21,740)	0	0	(21,740)	(100.0)%	0	0	0	0
		Total Other Expenses	277,418	156,967	144,563	(21,134)	7,540	130,969	(13,594)	-9.4%	131,204	235	131,334	130
Total Fire Training			433,502	703,185	703,009	(10,216)	7,540	700,333	(2,676)	-0.4%	704,813	4,480	708,094	3,281

2012-14 Business Plan

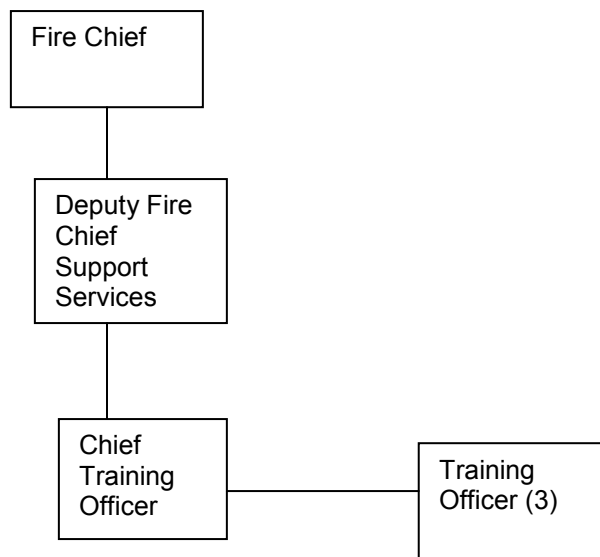
BUSINESS OVERVIEW

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

FIRE TRAINING

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

Service Profile:



2012-14 Business Plan

Full Time, Part Time and Overtime – Budgeted Amounts

				Additional Resource Requests		
	2010	2011	2012 Base	2012	2013	2014
Full Time	4	4	4	1		
Part Time	n/a	n/a	n/a	n/a		
Overtime	5,505	5,505	5,535			

Key Stakeholders: (list major internal and external stakeholders)

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

Work Plan:

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

- Demonstrate Excellence in Service Delivery
- Promote Community Safety, Health & Wellness
- Lead and Promote Environmental Sustainability
- Attract, Retain and Promote Skilled Staff
- Support the Professional Development of Staff

2012-14 Business Plan

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

- The Training division is required to maintain continuous, consistent and certified training for all VFRS staff. Ten new recruits will come on board in September 2011, in order to staff the new Fire Station 7-10 in the North-East quadrant of the City. New recruits are also anticipated to replace retirees.
- Workload of the Training division has increased significantly which is attributed to training of new recruits and accelerated training for staff progressions related to retirement.
- Enhanced emergency patient care medical training provides a broader skill sets to staff when dealing with medical and related emergency.

Business Plan Objectives (list the status of 2010 outstanding and 2011 business plan objectives and the method of measuring successful implementation. As well, list 2012-14 business plan objectives in the appropriate section)

Prior Year Business Plan Objectives / Accomplishments:	Year	Status	Outcome/Results
Recruit Training	2011	Complete Dec/2011	10 (+retiree replacements) trained and ready for deployment
Live Fire Training	2011	Completed March/11	Complete 202 FF
Incident Command Certification for Officers	2011	Completed Feb/11	Train 60 Officers

Business Plan Objectives:	Timeline	Outcome	Resources
2012 (Top 3 Objectives)			
Recruit Training	2012	Retiree Replacements + 20 for 751	All staff
Live Fire Training	2012	Complete 200 FF	All staff + Burn building rental
Delivery of Ontario Fire College Officer Program In-house/ Blue Card Certification	2012	40 Acting Captains	2 Instructors
Build a training tower	2012		Capital Project

2012-14 Business Plan

Other - Complete HazMat Training	2012	60 Technicians	4 Instructors
Structural Collapse Awareness Level NFPA 1006	2012	256 firefighters	4 Instructors/Platoon Trainers
2013 (Top 3 Objectives)			
Structural Collapse Operations Level NFPA 1006	2013	60 firefighters	2 instructors + props and tools
Delivery of Ontario Fire College Officer Program In house/ Blue Card certification	2013	40 Acting Captains	2 instructors
Recruit Training	2013	Retiree replacement 10 -15 firefighters	4 instructors
Technical Rescue	2013	Re-certify 60 firefighters, Technician Level	2 instructors
2014 (Top 3 Objectives)			
Structural Collapse Technician Level NFPA 1006	2014	60 firefighters	2 instructors
Recruit Training	2014	Retiree replacement, + 20 for 781	4 instructors
Company Officer Qualifying Routine	2014	40 applicants	2 instructors/ 4 Senior Command Officers

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2008-2013).

BUSINESS OVERVIEW:

Notes about the Measure: (Provide assumptions/explanation of significant trend variance in the performance measure graph)

Key Conclusion: (Explanation of the trend on the performance measure graph)

- Meeting training target date is directly related to deployment of staff

2012-14 Business Plan

- Meet applicable standards (OFM, NFPA, Section 21)

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

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

Commissioner Sign-off

Date (mm/dd/yy)

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

ADDITIONAL RESOURCE REQUEST

Request Title 2012: TRAINING OFFICER

Business Unit # 100180 Fire Training

100 - Fire and Rescue Services

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	1.00	-	-	1.00	-	1.00
Net FTE's	1.00	-	-	1.00	-	1.00
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	119,265	-	-	119,265	-	119,265
Other continuous costs	5,100	-	-	5,100	-	5,100
One-time expenses	8,200	(8,200)	-	-	-	-
Offsets/reductions	-	-	-	-	-	-
Net Operating Budget	\$ 132,565	\$ (8,200)	\$ -	\$ 124,365	\$ -	\$ 124,365
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☒ Departmental ☐ Corporate

This request is designed to increase the complement of the Fire Training Division by one Training Officer. The purpose of the new training officer is to meet the demand for training in a fire service that is growing both in terms of its size and the scope of service delivered to citizens of Vaughan. The complexity involved in addressing current fire incidents makes it a necessity to ensure all fire crews will be well equipped to deal with new challenging situations and to address complex issues in a timely and safe manner. The Business Plan identifies initiatives such as training new recruits, incident management certification for fire officers, Technical Rescue certification, Chemical, Biological, Radiological and Nuclear (CBRN) certification, and structural collapse rescue certification. These are major initiatives that will severely tax the current resources of the Training Division.

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

Milestones or Deliverables	Timelines	Comments
Fire Master Plan timeline	1/01/11	As VFRRS continues to grow, ensure timely & effective continuous staff training programs.

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

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

Other comments:

N/A

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	2012: TRAINING OFFICER																						
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives																							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.																							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)																
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:																							
This request directly supports the City's goals of Pursue Excellence in the Delivery of Core Services and Promote Community Safety, Health & Wellness.																							
3) Related Performance Indicators & Business Plan Link																							
Please provide information on top 3 performance measures:																							
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 40%;">Name/description of service level target:</th> <th style="width: 15%;">Target Level</th> <th style="width: 15%;">Current Level</th> <th style="width: 30%;">Level with ARR</th> </tr> </thead> <tbody> <tr> <td>1) Live Fire Training</td> <td>200 FF semi/ann</td> <td>145</td> <td>200FF</td> </tr> <tr> <td>2) Structural Collapse Awareness Level</td> <td>256 FF</td> <td>0</td> <td>256FF</td> </tr> <tr> <td>3) Recruit Training</td> <td>recruit training</td> <td>12-15 annually</td> <td>15-20 annually</td> </tr> </tbody> </table>								Name/description of service level target:	Target Level	Current Level	Level with ARR	1) Live Fire Training	200 FF semi/ann	145	200FF	2) Structural Collapse Awareness Level	256 FF	0	256FF	3) Recruit Training	recruit training	12-15 annually	15-20 annually
Name/description of service level target:	Target Level	Current Level	Level with ARR																				
1) Live Fire Training	200 FF semi/ann	145	200FF																				
2) Structural Collapse Awareness Level	256 FF	0	256FF																				
3) Recruit Training	recruit training	12-15 annually	15-20 annually																				
Describe how this request relates to Departmental Business Plan:																							
The VFRS 2010 Business Plan is directed to pursue excellence in service delivery and enhance productivity, cost effectiveness and innovation. This position will resolve the limited training support issues within the Training Division. The direct impact will be on the men and women of the VFRS who require training to maintain current skills and to acquire new skills to serve the citizens of Vaughan in emergency situations. The indirect impact will be on the citizens of Vaughan who will receive excellent service from the front line firefighters who have been highly trained by the VFRS training division.																							
4) Value Proposition																							
Please detail both qualitative and quantitative benefits of the request																							
Qualitative: Please select up to 2 actions which best describe this request																							
Primary <input type="text" value="Improve Corp. Image"/> Secondary <input type="text" value="Realize Future Benefits"/>																							
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?																							
The hiring of a fourth Training Officer will enhance the ability of the Fire Training Division to maintain the leading edge training for which Vaughan is noted for provincially. As the scope and complexity of emergency response work develops, the new skills (trench rescue , technical rescue , CBRN, Public Order (YRP), Haz Mat response- must be appropriately certified by OFM and delivered to VFRS firefighters.																							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.																							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings	Incl. in offsets (Section #9)?																		
5) Alternatives																							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.																							
N/A																							

Request Title	2012: TRAINING OFFICER
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<p>Legislative/Regulatory Requirement</p> <p> <input type="radio"/> None <input checked="" type="radio"/> Little consequence of non compliance <input type="radio"/> Significant external repercussion/penalty </p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p>	
<p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <p>Occupational Health & Safety - Section 21 Guidance Standards.</p> <p>Fire Departments in Ont. Are expected to meet and/or exceed OH&S regulations, standards & guidelines.</p> <p>Injury, loss time, litigation.</p> <p>Ability to deliver appropriate and timely training program negatively impacted.</p>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <p>Probability of Litigation</p> <p>None Low Medium High</p> <p>Financial Impact</p> <p>\$0 \$10,000 \$100,000 \$1,000,000 > \$10,000,000</p> <p>Health and Safety Risk (click on the word)</p> <p> <input type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input checked="" type="radio"/> Both </p> <p>Health and Safety Magnitude</p> <p>None Minor Major Severe</p> <p>Probability of Health & Safety Issue</p> <p>None Low Medium High</p>	
<p>Comments</p> <p><i>Please describe the type and nature of risk</i></p> <p>The complexities involved in emergency service delivery coupled with response demands , and staff training associated with basic skill training, advance level training and certifications to meet standards in the industry - all require more training expertise and training hours to avoid injury & litigation arising from less than efficient management of emergency response activity.</p>	
<p>Internal Operational Requirements</p> <p> <input type="radio"/> None <input type="radio"/> Service provided with minor internal issues -slight inconvenience <input checked="" type="radio"/> Inability to support the department's directive <input type="radio"/> Direct affect on multiple departments <input type="radio"/> Citywide implications </p> <p>Comments</p> <p>The increased multifaceted fire service requirements, the training associated with new recruits and the pressure to engage in new initiatives all severely burden the current resources of the Training Division and thus impact quality of service to internal and external clients.</p>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	
<p>Failure to approve this request will mean that the Training Division will not be able to deliver as good a product as possible. The consequence will be firefighters that are not as well trained as they could be.</p>	

Request Title	2012: TRAINING OFFICER			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2012			
Position title	TRAINING OFFICER			
Estimated start date	January 1, 2012			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	VPFFA-Fire			
If contract, specify length (months or yrs)	N/A			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	100180			
Grade level	Training Officer			
Est. starting step	Year 1			
Desktop (HR) Review Performed?	Yes			
B&F Accommodations Available?	Yes			
ITM Hardware required?	Yes			
Capital Equipment Required?	N/A			
Complement Annual Cost Detail				
Annual full-time \$	94,655			94,655
Annual part-time \$	-	-	-	-
Annual shift premiums, etc	-			-
Annual overtime \$	-			-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	24,610	-	-	24,610
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 119,265	\$ -	\$ -	\$ 119,265
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Other (Please detail in	#N/A	3,000		3,000
2) Training & Developme	100180.7115	1,500		1,500
3) Cellular Line Charges	100180.7122.01	500		500
4) Office Supplies	100180.7200	100		100
Subtotal		\$ 5,100	\$ -	\$ 5,100
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	100180.7211.01	3,000		3,000
2) Office Equip. & Furnitu	100180.7210	5,000		5,000
3) Other (Please detail in	#N/A	200		200
4)	#N/A	-		-
Subtotal		8,200	-	8,200
2012 Total Complement Annual Costs	\$ 132,565	\$ -	\$ -	\$ 132,565
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments: Continuous costs: (1) Turn-out Gear/Uniforms (\$3000*1)=\$3,000 One-time costs: (3) Black Berry (\$200*1)=\$200 : A/C 100180.7122.03.				

Request Title		2012: TRAINING OFFICER						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1								\$ -
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)	94,655	-	-			
2	* Benefits	(From sect. 7)	24,610	-	-			
3	* Complement sch. Expenses (calculated field)	(From sect. 7)	5,100	-	-			
4								
5								
6								
7								
Subtotal				124,365	-	-	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)	8,200	-	-		-	
2							-	
3							-	
Subtotal				8,200	-	-	-	
OFFSETS - cost savings, reductions, etc								
1								
2								
3								
Subtotal				-	-	-	-	
TOTAL OPERATING BUDGET CHANGE				132,565	-	-	-	
COMPLEMENTS & FTE's								
# of positions requested			(From sect. 7)	1.00	-	-	1.00	
FTE's			(From sect. 7)	1.00	-	-	1.00	
FTE reductions/offsets			(Manual Field)	-			-	
Net FTE's			(From sect. 7)	1.00	-	-	1.00	



Revenue and Expenditure Summary

2012-14 Operating Budget

Business Unit	Exp Category	Account	2010 Actuals	Actual Forecast 2011	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
Fire Mechanical														
Revenue														
		3618 Dept. Misc. Revenues	(80,095)	(62,499)	(55,496)	0	0	(55,496)	0	0.0%	(55,496)	0	(55,496)	0
		Total Revenue	(80,095)	(62,499)	(55,496)	0	0	(55,496)	0	0.0%	(55,496)	0	(55,496)	0
Labour Costs														
		7010 Full Time	348,840	375,130	444,307	4,397	0	448,704	4,397	1.0%	457,016	8,312	463,668	6,652
		7012 Overtime	10,174	8,230	184	1	0	185	1	0.5%	185	0	185	0
		7017 Benefits	91,548	97,759	113,293	3,403	0	116,696	3,403	3.0%	122,079	5,383	127,100	5,021
		Total Labour Costs	450,562	481,119	557,784	7,801	0	565,585	7,801	1.4%	579,280	13,695	590,953	11,673
Other Expenses														
		7100 Mileage	40	197	326	0	0	326	0	0.0%	326	0	326	0
		7105 Membership/Dues/Fees	113	74	102	0	0	102	0	0.0%	102	0	102	0
		7110 Meals and Meal Allowances	280	579	330	0	0	330	0	0.0%	330	0	330	0
		7115 Training & Development	1,822	1,163	2,686	0	0	2,686	0	0.0%	2,686	0	2,686	0
		7122 Cellular Telephones	0	119	461	1	0	462	1	0.2%	462	0	462	0
		7125 Subscriptions/Publications	50	0	51	0	0	51	0	0.0%	51	0	51	0
		7130 Seminars & Workshops	791	1,119	1,600	(2)	0	1,598	(2)	(0.1)%	1,598	0	1,598	0
		7200 Office Supplies	120	1,277	562	0	0	562	0	0.0%	562	0	562	0
		7205 Computer Supplies	0	92	362	1	0	363	1	0.3%	363	0	363	0
		7210 Office Equip. & Furniture	691	1,940	3,731	0	0	3,731	0	0.0%	3,731	0	3,731	0
		7211 Computer Hardware/Software	3,075	4,093	2,308	0	0	2,308	0	0.0%	2,308	0	2,308	0
		7220 Copiers, Faxes and Supplies	2,669	683	188	0	0	188	0	0.0%	188	0	188	0
		7300 Protective Clothing/Uniforms	5,317	3,130	2,065	(2)	0	2,063	(2)	(0.1)%	2,063	0	2,063	0
		7310 Mtce. Buildings & Facil.	765	769	0	0	0	0	0	0.0%	0	0	0	0
		7315 Vehicle Maintenance & Repairs	25,823	35,150	19,879	1,831	0	21,710	1,831	9.2%	22,425	715	22,815	390
		7325 Janitorial Services	1,063	1,001	927	1	0	928	1	0.1%	928	0	928	0
		7330 Materials & Supplies	103,525	50,441	55,337	(2)	0	55,335	(2)	(0.0)%	55,335	0	55,335	0
		7335 Small Tools & Equipment	11,700	26,516	23,057	(1)	0	23,056	(1)	(0.0)%	23,056	0	23,056	0
		7345 Radio Operations	414	210	122	0	0	122	0	0.0%	122	0	122	0
		7410 Rental, Leases - Equipment	27	0	0	0	0	0	0	0.0%	0	0	0	0
		7699 Sundry Expenses	2,183	1,084	0	0	0	0	0	0.0%	0	0	0	0
		7700 Chgs. from Othe Depts.	0	0	3,108	2	0	3,110	2	0.1%	3,110	0	3,110	0
		7710 Internal Recoveries	0	(2,537)	0	0	0	0	0	0.0%	0	0	0	0
		7785- Trsf. To Reserves-Other	10,870	10,870	10,870	(10,870)	0	0	(10,870)	(100.0)%	0	0	0	0
		Total Other Expenses	171,337	137,969	128,072	(9,041)	0	119,031	(9,041)	-7.1%	119,746	715	120,136	390
Total Fire Mechanical			541,805	556,589	630,360	(1,240)	0	629,120	(1,240)	-0.2%	643,530	14,410	655,593	12,063

* Note: Actual Forecast 2011 is for reference purposes only and is based on year to date actuals as of September 2011 plus the remainder of the calendarized budget.

2012-14 Business Plan

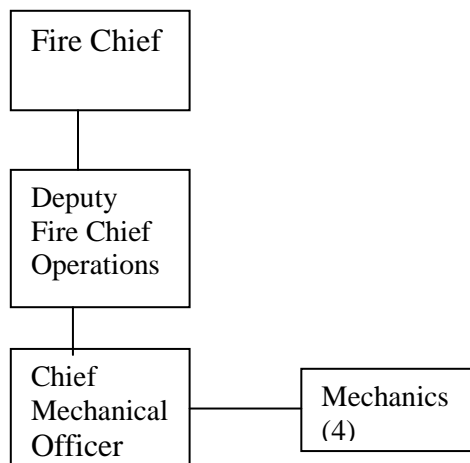
BUSINESS OVERVIEW

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

FIRE MECHANICAL

The Mechanical Division keeps all emergency firefighting apparatus/equipment in operationally ready state using current M T O S standards and N F P A guidelines as benchmarks. It is imperative that continuous testing and maintenance is conducted throughout the year on all equipment to ensure reliable response equipment for emergency responders. The Mechanical Division attend multiple Emergency Vehicle Technician courses throughout the year in an effort to keep all of staff current with the rapidly changing, dynamic industry and the higher standards of maintenance that the service demands. The generally accepted fire industry standards include N F P A standards i.e. 1911, 1914, 1915 & 1932. The Division continues to provide both in-shop and mobile mechanical service for a number of Regional Emergency Service partners as well as a warranty repair depot for major fire service equipment suppliers and manufacturers.

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



2012-14 Business Plan

Full Time, Part Time and Overtime – Budgeted Amounts

				Additional Resource Requests		
	2010	2011	2012 Base	2012	2013	2014
Full Time	4	5	5	1		
Part Time	n/a	n/a	n/a	n/a	n/a	n/a
Overtime	184	184	185			

Key Stakeholders: (list major internal and external stakeholders and briefly describe why they are key stakeholders)

- VFRS Divisions: Fire Administration, Fire Prevention, Fire Operations, Fire Training; and
- Manufacturers of Fire Apparatus;
- Peer Fire Departments
- York Regional Police
- Emergency Planning
- Emergency Management Ontario
- Ontario Provincial Police

Work Plan:

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

- Demonstrate Excellence in Service Delivery
- Promote Community Safety, Health & Wellness
- Lead & Promote Environmental Sustainability
- Attract, Retain and Promote Skilled Staff
- Support the Professional Development of Staff

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

- The growth of the fire fleet, and increasing demand on unscheduled repairs due to repair/maintenance increase challenges the efficiency and effectiveness of the existing four full-time mechanics and one chief mechanical officer.
- The Mechanical Division continues to exceed the budgeted retail revenue while completing in-house work on time.

Business Plan Objectives (list the status of 2010 outstanding and 2011 business plan objectives and the method of measuring successful implementation. As well, list 2012-14 business plan objectives in the appropriate section)

2012-14 Business Plan

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Improve Ability to Achieve 90% Maintenance Goal	2011	Ongoing	Ensure operational readiness to July 2011 – 71% achievement
Improve ability to Manage Protective Clothing Inventory, SCBA inventory, Station Supplies and Parts.	2011	Ongoing	Requires Staff (Stores Clerk) Not Approved
Fully Refurbish Aerial 7968	2011		Extend life cycle

2012-14 Business Plan Objectives: (You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.)

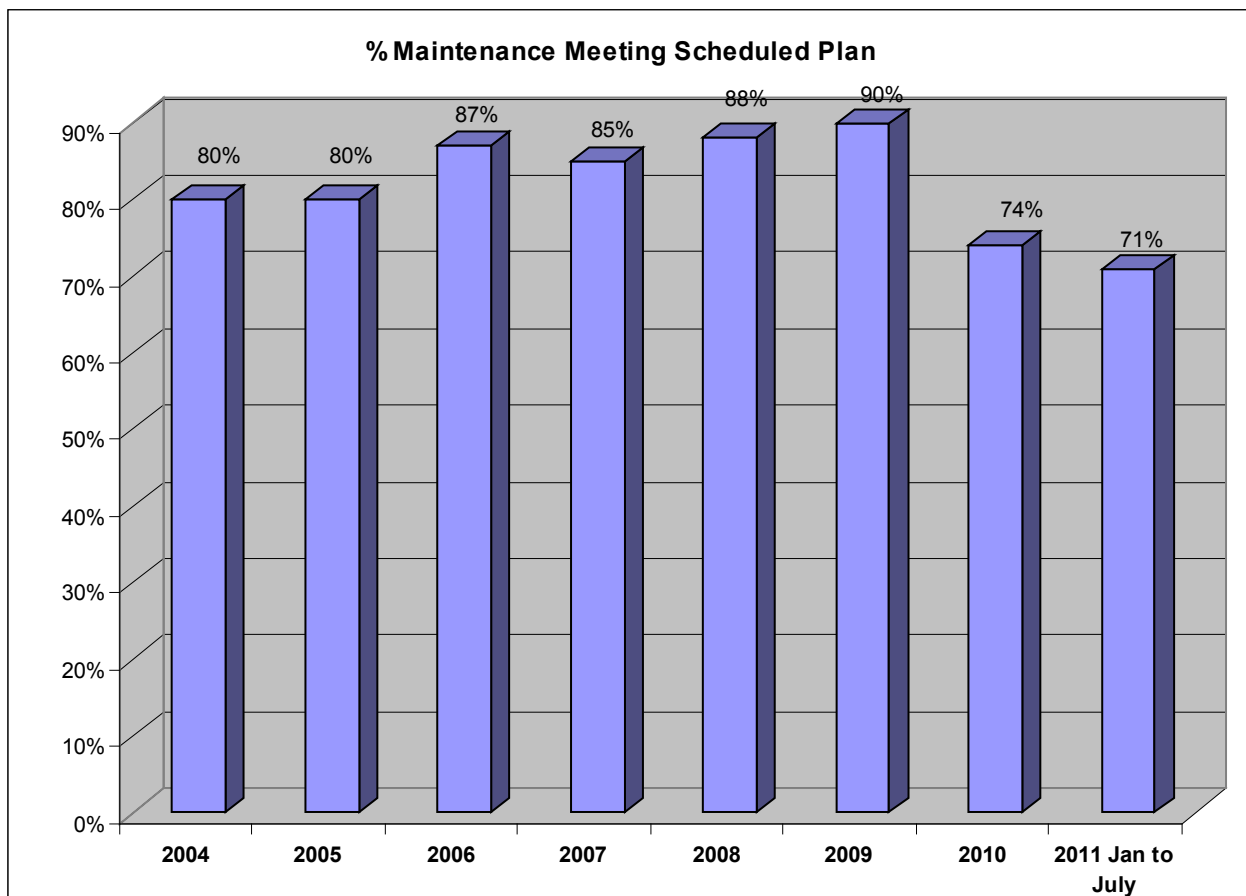
<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2012 (Top 3 Objectives)			
Fleet Maintenance Program	2012	Elevate efficiency	Complete Research Purchase Program
Fully Refurbish Aerial 7968	2012	Extend life cycle	Capital Project
Improve ability to Manage Protective Clothing Inventory, SCBA inventory, Station/Medical Supplies and Parts.	2012	Ensures more timely supply chain	Requires Approval (Stores Clerk)
Strive to achieve our 90% maintenance goal (benchmark)	2012	Extend life cycle/operationally ready	
2013 (Top 3 Objectives)			
Full Refurbish Unit# 7965	2013	Extend life cycle	Capital Project
Strive to achieve our 90% maintenance goal (benchmark)	2013	Extend life cycle/operationally ready	
2014 (Top 3 Objectives)			
Full Refurbish Unit# 7967	2014	Extend life cycle	Capital Project

2012-14 Business Plan

Strive to achieve our 90% maintenance goal (benchmark)

2014

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2008 to 2013)



2012-14 Business Plan

BUSINESS OVERVIEW:

Notes about the Measure: (Provide assumptions/explanation of significant trend variance in the performance measure graph)

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

Key Conclusion: (Explanation of the trend on the performance measure graph)

- Failed to achieve 90 % maintenance target as scheduled by the annual maintenance master plan. Rationale for achieving less than 90% maintenance of VFRS fleet included, (1) mechanic's devoted time to perform unscheduled work and stocking/re-stocking & ordering parts, SCBA maintenance and repair, protective clothing program and related inventory; (2) revenue has decreased and will continue to decrease due to limited available Mechanic's time. In 2011, the ARR complement increase will assist in meeting the benchmark/maintenance goal.

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

- Acquisition of a computerized vehicle maintenance program will lead to improvement.
- A Full Time store person (Quarter Master) be added in 2012 to manage the protective clothing program, parts inventory, station supplies and general inventory control.

Commissioner Sign-off

Date (mm/dd/yy)



Revenue and Expenditure Summary

2012-14 Operating Budget

Business Unit	Exp Category	Account	2010 Actuals	Actual Forecast 2011	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
Emergency Medical Program														
	Other Expenses													
		7105 Membership/Dues/Fees	0	2,699	7,266	0	0	7,266	0	0.0%	7,266	0	7,266	0
		7115 Training & Development	5,276	7,669	7,571	0	0	7,571	0	0.0%	7,571	0	7,571	0
		7215 Mtce. & Repairs - Equip	19,336	0	3,132	1	0	3,133	1	0.0%	3,133	0	3,133	0
		7330 Materials & Supplies	33,499	36,073	30,608	(1)	0	30,607	(1)	(0.0)%	30,607	0	30,607	0
		7331 Contractor & Contractor Mat.	0	0	5,699	114	0	5,813	114	2.0%	6,329	516	6,463	134
		7335 Small Tools & Equipment	898	2,308	2,308	0	0	2,308	0	0.0%	2,308	0	2,308	0
		7520 Professional Fees	0	0	794	0	0	794	0	0.0%	794	0	794	0
		7780 Trf to Reserve Insurance	6,820	8,120	8,120	(8,120)	0	0	(8,120)	(100.0)%	0	0	0	0
		7785 Trsf. To Reserves-Other	15,530	15,530	15,530	(15,530)	0	0	(15,530)	(100.0)%	0	0	0	0
		Total Other Expenses	81,360	72,400	81,028	(23,536)	0	57,492	(23,536)	(29.0)%	58,008	516	58,142	134
Total Emergency Medical			81,360	72,400	81,028	(23,536)	0	57,492	(23,536)	(29.0)%	58,008	516	58,142	134

Emergency Planning

1. Financial Summary

2. Business Plans

3. ARRs

2012

◆ Emergency Planner

Revenue and Expenditure Summary

2012-14 Operating Budget

Business Unit	Exp Category	Account	2010 Actuals	Actual Forecast 2011	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
Emergency Planning														
Revenue														
		3618 Dept. Misc. Revenues	(255)	0	0	0	0	0	0	0.0%	0	0	0	0
		Total Revenue	(255)	0	0	0	0	0	0	0.0%	0	0	0	0
Labour Costs														
		7010 Full Time	89,853	89,757	91,870	3,690	0	95,560	3,690	4.0%	95,560	0	95,560	0
		7015 Part Time	5,641	7,654	6,315	0	0	6,315	0	0.0%	6,315	0	6,315	0
		7017 Benefits	23,438	23,610	24,040	1,419	0	25,459	1,419	5.9%	26,133	674	26,797	664
		Total Labour Costs	118,932	121,020	122,225	5,109	0	127,334	5,109	4.2%	128,008	674	128,672	664
Other Expenses														
		7103 407-ETR Toll Charges	0	30	0	0	0	0	0	0.0%	0	0	0	0
		7105 Membership/Dues/Fees	125	320	390	0	0	390	0	0.0%	390	0	390	0
		7110 Meals and Meal Allowances	147	223	450	0	0	450	0	0.0%	450	0	450	0
		7115 Training & Development	14,023	7,068	7,830	0	0	7,830	0	0.0%	7,830	0	7,830	0
		7118 Emergency Exer - Training	10,777	10,081	11,500	0	0	11,500	0	0.0%	11,500	0	11,500	0
		7119 Public Awareness - Training	9,003	9,289	10,680	0	0	10,680	0	0.0%	10,680	0	10,680	0
		7120 Telephone Charges	0	47	200	0	0	200	0	0.0%	200	0	200	0
		7125 Subscriptions/Publications	376	252	390	0	0	390	0	0.0%	390	0	390	0
		7130 Seminars & Workshops	822	1,492	1,170	0	0	1,170	0	0.0%	1,170	0	1,170	0
		7200 Office Supplies	656	1,076	980	0	0	980	0	0.0%	980	0	980	0
		7205 Computer Supplies	0	0	200	0	0	200	0	0.0%	200	0	200	0
		7211 Computer Hardware/Software	1,285	1,200	1,200	0	0	1,200	0	0.0%	1,200	0	1,200	0
		7222 Printing	2,120	2,601	2,430	0	0	2,430	0	0.0%	2,430	0	2,430	0
		7300 Protective Clothing/Uniforms	0	0	200	0	0	200	0	0.0%	200	0	200	0
		7315 Vehicle Maintenance & Repairs	1,516	2,452	4,225	(4,225)	800	800	(3,425)	(81.1)%	800	0	800	0
		7335 Small Tools & Equipment	7,378	5,602	8,320	0	0	8,320	0	0.0%	8,320	0	8,320	0
		7560 Gas/Diesel - Vehicles	0	0	0	1,000	(800)	200	200	0.0%	200	0	200	0
		7630 Wireless/Internet Commun.	659	752	1,100	0	0	1,100	0	0.0%	1,100	0	1,100	0
		7699 Sundry Expenses	858	1,951	3,080	0	0	3,080	0	0.0%	3,080	0	3,080	0
		7780 Trf to Reserve Insurance	2,425	2,885	2,885	(2,885)	0	0	(2,885)	(100.0)%	0	0	0	0
		Total Other Expenses	52,169	47,322	57,230	(6,110)	0	51,120	(6,110)	(10.7)%	51,120	0	51,120	0
Total Emergency Planning			170,846	168,343	179,455	(1,001)	0	178,454	(1,001)	(0.6)%	179,128	674	179,792	664

* Note: Actual Forecast 2011 is for reference purposes only and is based on year to date actuals as of September 2011 plus the remainder of the calendarized budget.

2012 Budget Variance Comments

7010 - Full Time	Increase due to economic adjustment
7017 - Benefits	Increase in relation to salary and benefit rate increase
7315 - Vehicle Maintenance & Repairs	Budget realigned due to changes in allocation of fleet repairs & maintenance and fuel & Reallocation from Gas/Diesel Vehicles
7560 - Gas/Diesel - Vehicles	Budget realigned due to changes in allocation of fleet repairs & maintenance and fuel & Reallocation to Vehicle Maintenance & Repairs
7780 - Trsf. to Reserves-Insurance	Budget realigned due to process changes in allocation of insurance

2013 Budget Variance Comments

7017 - Benefits	Increase due to benefit rate increase
-----------------	---------------------------------------

2014 Budget Variance Comments

7017 - Benefits	Increase due to benefit rate increase
-----------------	---------------------------------------

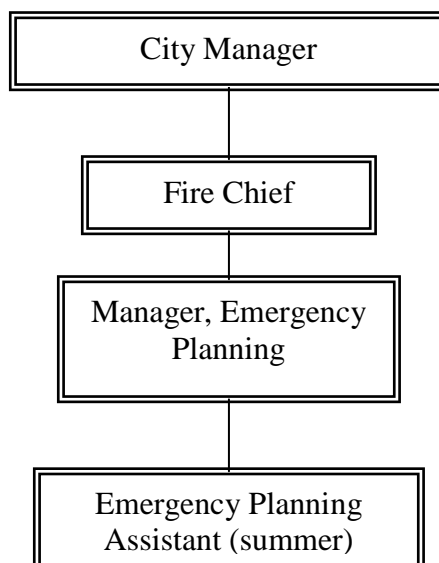
2012-14 Business Plan

BUSINESS OVERVIEW

Service Statement:

The program is responsible for maintaining an emergency management program in accordance with the Emergency Management and Civil Protection Act and its Regulations. The program is responsible for developing and implementing a Business Continuity/Continuity of Operations Program. The program utilizes the five pillars of emergency management of prevention, mitigation, preparedness, response and recovery in service delivery.

Service Profile:



Full Time, Part Time and Overtime – Budgeted Amounts

	2010	2011	2012 Base	Additional Resource Requests		
				2012	2013	2014
Full Time	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>		<u>1</u>
Part Time	<u>.33</u>	<u>.33</u>	<u>.33</u>			
Overtime						

Key Stakeholders: (list major internal and external stakeholders and briefly describe why they are key stakeholders)

- Council, All City Commissions/Divisions, Vaughan Public Libraries all have responsibilities in managing an emergency in the City and are required to attend annual training and exercises to maintain their emergency management knowledge and skills.
- Region of York: Police, EMS, Community and Health Services, Emergency Management and GIS have responsibilities under our plan to respond to an emergency in Vaughan requiring ongoing communication and collaboration. Joint programming is conducted with York Region Departments in public education, planning, training, data collection and maintenance and exercises.
- Private Industry, Utilities, Community Agencies and Non-Government Organizations have responsibilities under our plan to respond to an emergency in Vaughan requiring ongoing communication and collaboration. Joint programming is conducted with these entities in public education, planning, training, data collection and maintenance and exercises.
- Joint planning, collaboration and communications with Emergency Management Ontario and neighbouring municipal Emergency Management Programs to ensure they are aware of our response

2012-14 Business Plan

systems and program activities. Annual compliance reporting is also made to Emergency Management Ontario.

- Media messaging to promote community preparedness and advise of protective actions.
- Public and community groups are targeted with public information materials to build disaster-resiliency and emergency preparedness.

Work Plan:

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

Service Excellence –Promote community safety, health and wellness.

Service Excellence – Demonstrate excellence in service delivery.

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

The emergency planning program is responsible for ensuring and enhancing public safety through prevention, mitigation, preparedness, response and recovery activities. As the City evolves and new infrastructure is build (subway, hospital), additional pressures are applied to the program in ensuring integrated and coordinated preparedness and response efforts. The program has maintained mature preparedness and response programs but significant gaps are occurring in prevention, mitigation and recovery programs. These gaps are directly related to competing priorities and limited program resources.

There are opportunities to address the gaps in prevention and mitigation through school based and private sector oriented education programs. Private sector oriented education programs on emergency planning and response have the potential to generate revenue. Gaps in recovery activities are addressed through business continuity planning. Additional resources are required in the program to address the gaps in prevention, mitigation and recovery.

Business Plan Objectives (list the status of 2010 outstanding and 2011 business plan objectives and the method of measuring successful implementation. As well, list 2012-14 business plan objectives in the appropriate section)

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
1. Maintain essential level emergency management program elements in accordance with the Act and Regulations.	Q4/11	On target to maintain program as per Act	Confirmation by Emergency Management Ontario program is compliant with Act
2 Develop Emergency Planning Program to meet CSA Z1600 Standards			a. Deferred until OPA approved by Province and additional resources are available
a. Hazard specific Emergency Flood Response Plan (also per draft Official Plan)	Q3/11	Deferred	
b. Procedure Manual	Q3/11	Completed	

Emergency Planning

2012-14 Business Plan

			b. Completed manual
3. Develop accessible alternate formats and communication supports and services for public on emergency and public safety information.	Q3/11	ongoing	Pictograms developed for Emergency Shelters, Videos closed captioned, Workshop developed

2012-14 Business Plan Objectives:

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2012 (Top 3 Objectives)			
1. Maintain the City in a state of emergency readiness.	Q4/12	<input type="checkbox"/> Program is compliant with Act <input type="checkbox"/> Demonstrated emergency readiness through training and exercises <input type="checkbox"/> Develop and maintain emergency plans and procedures	Manager Emergency Planning, Emergency Management Team, Emergency Planner (ARR) Manager Emergency Planning, Emergency Planner (ARR)
2. Promote emergency preparedness to citizens and business.	Q2/12 Q1/12 Q2/12 Q3/12 Q4/12	<input type="checkbox"/> Release of the first book in the PrepE series, <input type="checkbox"/> school-based public education program implemented with a target of 25 classes, <input type="checkbox"/> release of three new videos <input type="checkbox"/> Deliver business oriented workshops <input type="checkbox"/> Increase by 37% the volume of information distributed (increase related to introduction of school program)	Manager Emergency Planning, Emergency Planner (ARR) Emergency Planner (ARR) Manager Emergency Planning, Emergency Planner (ARR) Manager, Emergency Planning Emergency Planner (ARR)
3. Evaluate and develop program to meet the CSA Z1600 Standard for Emergency Management and Business Continuity.	Q4/12	Evaluation of current program to the Standard and gaps identified	Manager Emergency Planning, Emergency Planner (ARR)

2012-14 Business Plan

2013 (Top 3 Objectives)

1. Maintain the City in a state of emergency readiness.	Q4/13	<input type="checkbox"/> Program is compliant with Act <input type="checkbox"/> Demonstrated emergency readiness through training, exercises <input type="checkbox"/> Develop and maintain emergency plans and procedures	Manager Emergency Planning, Emergency Management Team, Emergency Planner (ARR) Manager Emergency Planning, Emergency Planner (ARR)
2. Promote emergency preparedness to citizens and business.	Q2/13	<input type="checkbox"/> Release of the second book in the PrepE series,	Manager Emergency Planning, Emergency Planner (ARR)
	Q4/13	<input type="checkbox"/> Increase school-based public education program to 5 classes per month during the school year	Emergency Planner (ARR) Manager Emergency Planning,
	Q2/13	<input type="checkbox"/> release of three new videos	Manager, Emergency Planning
	Q3/13	<input type="checkbox"/> Deliver business oriented workshops	Emergency Planner (ARR)
	Q4/13	<input type="checkbox"/> Increase by 32% the volume of information distributed (increase related to school program)	Manager Emergency Planning, Emergency Planner (ARR)
	Q4/13	<input type="checkbox"/> Development phase of PrepE Board Game completed	Emergency Planner (ARR), Manager Emergency Planning
3. Develop program to address gaps identified related to the CSA Z1600 Standard for Emergency Management and Business Continuity.	Q4/13	Program developed to meet the Standard	Manager Emergency Planning, Emergency Planner (ARR)

2014 (Top 3 Objectives)

1. Maintain the City in a state of emergency readiness.	Q4/14	<input type="checkbox"/> Program is compliant with Act <input type="checkbox"/> Demonstrated emergency readiness through training and exercises <input type="checkbox"/> Develop and maintain emergency plans and procedures	Manager Emergency Planning, Emergency Management Team, Emergency Planner (ARR) Manager Emergency Planning, Emergency Planner (ARR)
---	-------	--	---

2012-14 Business Plan

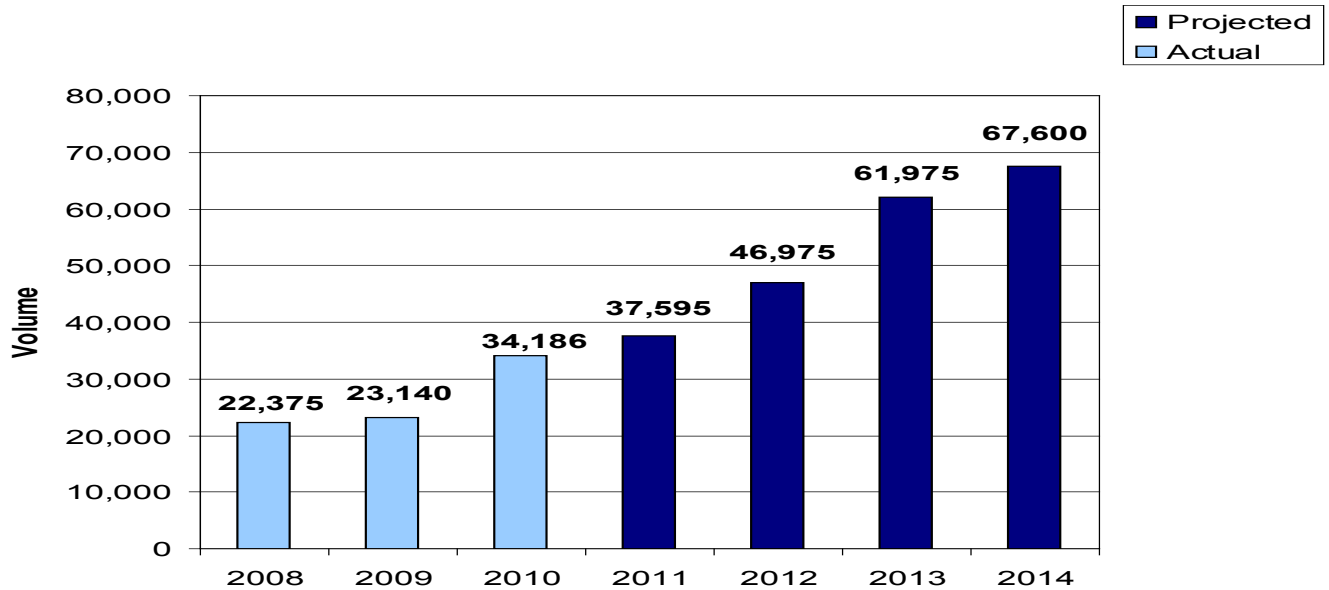
2. Promote emergency preparedness to citizens and business.	Q2/14	<input type="checkbox"/> Release of the Third book in the PrepE series,	Manager Emergency Planning, Emergency Planner (ARR)
	Q4/14	<input type="checkbox"/> Increase school-based public education program by 15 classes	Emergency Planner (ARR)
	Q2/14	<input type="checkbox"/> release of three new videos	Manager Emergency Planning, Emergency Planner (ARR)
	Q3/14	<input type="checkbox"/> Deliver business oriented workshops	Manager, Emergency Planning
	Q4/14	<input type="checkbox"/> Increase by 9% the volume of information distributed	Emergency Planner (ARR)
	Q2/14	<input type="checkbox"/> Release and distribution phase of PrepE Board Game completed	Manager Emergency Planning, Emergency Planner
3. Develop program to address gaps identified related to the CSA Z1600 Standard for Emergency Management and Business Continuity.	Q4/14	Program developed to meet the Standard	Manager Emergency Planning, Emergency Planner (ARR)
4. Develop and implement a business continuity program for the City.	Q4/14	Completion of business impact analysis review phase	Manager Emergency Planning, Business Continuity Planner (ARR), Senior Managers from all departments

Key Performance Indicators:

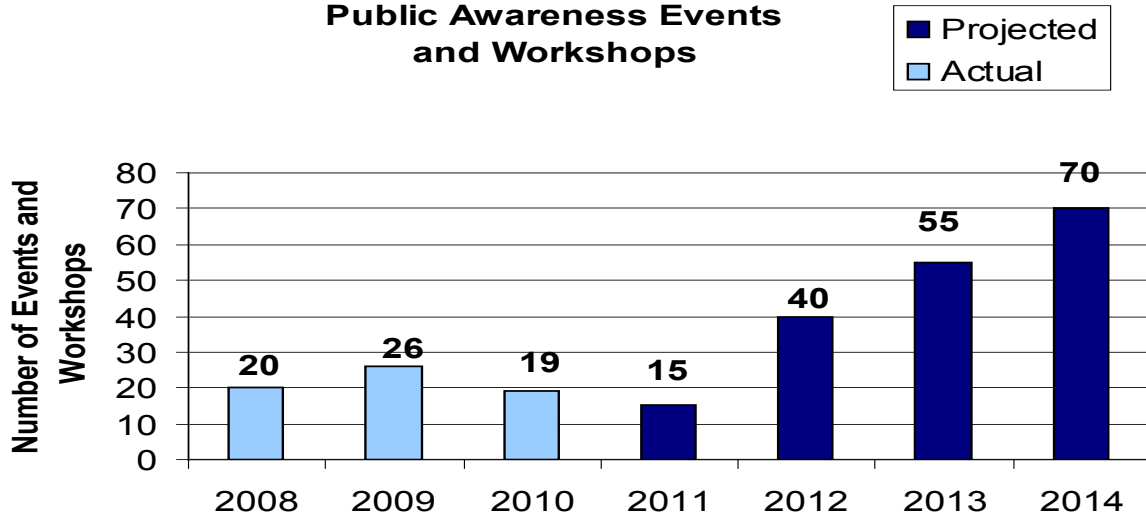
The performance measures of the program include annual verification by the Ministry of Community Safety and Correctional Services that the City is maintaining the mandatory elements of an emergency management program in accordance with the Act and the Business Plan. Quantifiable measurements of mandatory program elements are focused on Public Awareness and Education, staff training and exercises. The City is also required to submit qualitative documentation (Municipal Emergency Management Program – Annual Maintenance Checklist and Annual Emergency Management Program Statement of Completion) to the province that demonstrates that we are maintaining an emergency management program. The qualitative measurement tools utilized for assessing the program against the CSA Z1600 Standard and level of maturity of a the business continuity program are the CSA Assessment Form and the Disaster Recovery Institute (DRI) Professional Practices.

2012-14 Business Plan

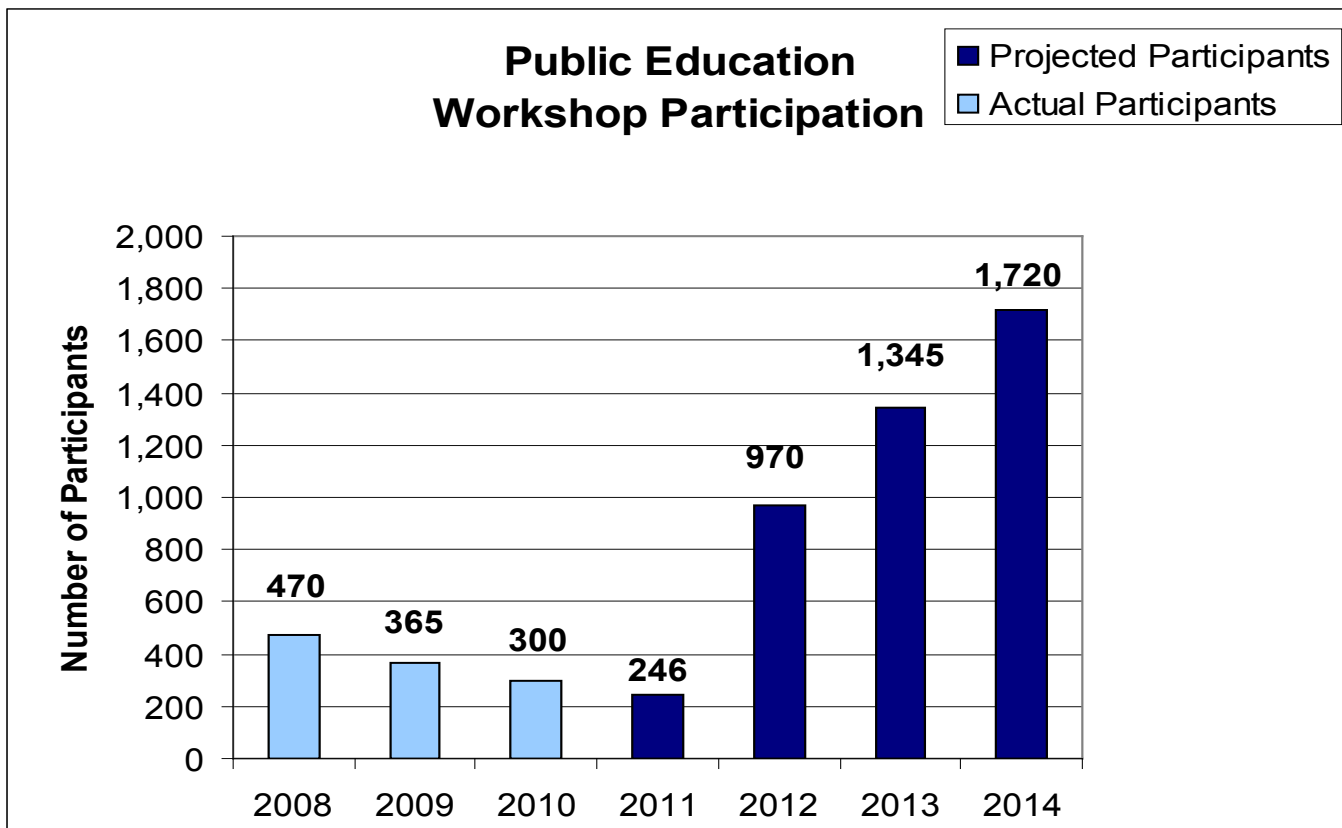
Public Awareness and Education Literature Distribution



Public Awareness Events and Workshops



2012-14 Business Plan



BUSINESS OVERVIEW:

Notes about the Measure: (Provide assumptions/explanation of significant trend variance in the performance measure graph)

The volume of public awareness materials has increased annually due to a greater variety of publications and items being available and participation in events with large volumes of attendees. Prior to 2010 the volume of distributed materials was equal to less than 10% of the population.

Public education workshops and the number of attendees have steadily decreased due to limited program resources. Public education workshops and events are conducted only on request and when resources are available.

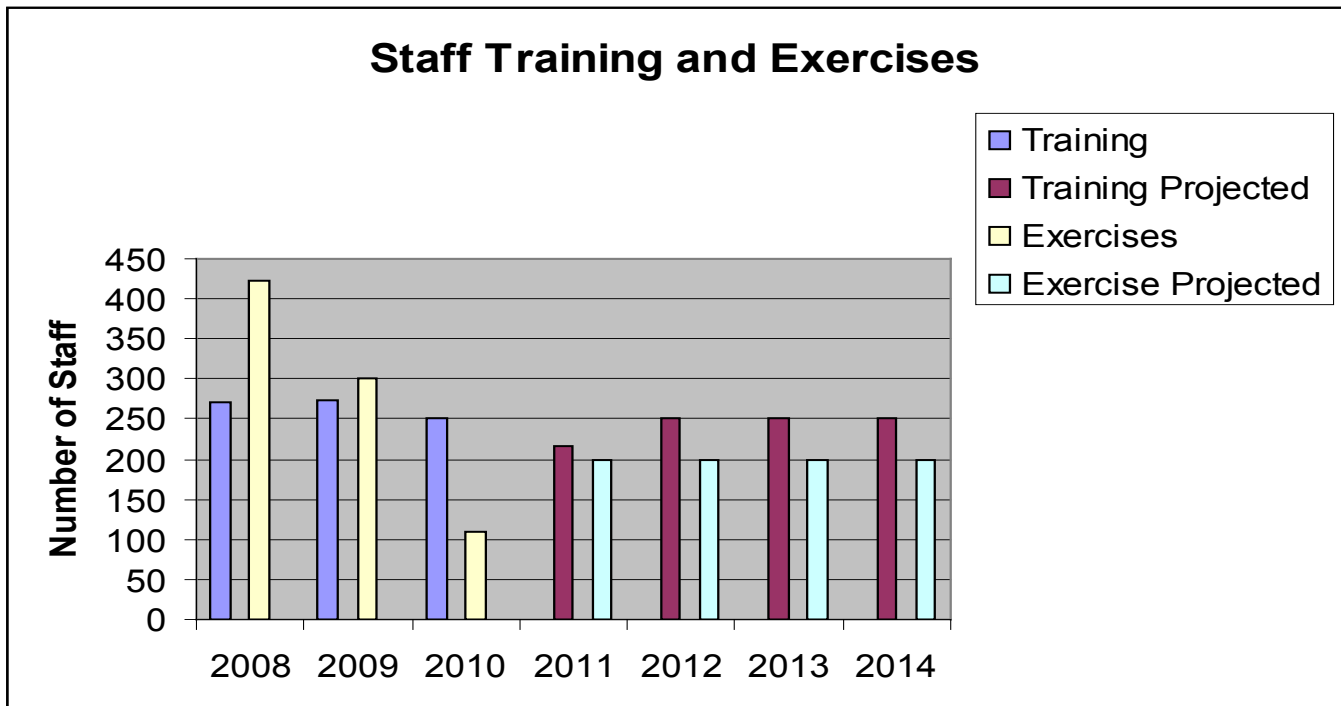
A new public education initiative was launched in 2011, PrepE that establishes a brand identity and utilizes social networks. The goal of the PrepE program is to reach a wider audience and be interactive. It is focused at families and children with a message of working together to be prepared for emergencies

Key Conclusion: (Explanation of the trend on the performance measure graph)

The program has been able to steadily increase the volume of public awareness materials distributed in the community. While distribution of materials has increased this does not necessarily translate to public reading the materials and taking action to be prepared.

2012-14 Business Plan

The volume of public education sessions and participants has declined due to limited availability of program resources to meet requests and proactively promote the service. This has resulted in a gap in service delivery focused on prevention and mitigation.



BUSINESS OVERVIEW:

Notes about the Measure: (Provide assumptions/explanation of significant trend variance in the performance measure graph)

Annual staff training for the members of the Emergency Management Team is mandatory and involves 140 personnel. Emergency Shelter training is provided to 60 staff from the six departments who have roles in opening operating and closing emergency shelters. Additional training for staff is offered based on needs identified and made available when resources are available.

The number of staff participating in emergency exercises varies from year to year and is directly related to the type, number of exercises conducted and complexity of the exercises. Exercises are on a five year cycle that range from simple to very complex. The cycle began anew in 2010 with a simple exercise that involved fewer staff resources. City staff participation in external agency exercises is based on demand and availability of resources.

Key Conclusion: (Explanation of the trend on the performance measure graph)

The availability of emergency preparedness training for staff beyond the members of the Emergency Management Team has been available due to limited resources and competing priorities. The goal of the program is to provide staff training at a consistent level annually to ensure that the City is able to maintain a state of emergency readiness.

2012-14 Business Plan

The number of staff participating in exercise will rise over a five year period that reflects the number and complexity of the exercises conducted each year. The more complex the exercise, the higher the number of staff that are involved. Year six will show a marked decline in the number of participants that reflects the initiation of a new cycle.

Overall Conclusion:

The program's resources have been fully engaged in ensuring that the City as a corporation is prepared for and has the capacity to respond to an emergency situation. Limited resources have resulted in declines in service delivery and widening gaps in the areas of disaster prevention and mitigation (education) and recovery (business continuity planning). It is important to note that in the event of an emergency, all programming is suspended until the situation is resolved. This occurred in 2009 with the Tornado emergency.

Commissioner Sign-off

Date (mm/dd/yy)

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

ADDITIONAL RESOURCE REQUEST

Request Title Emergency Planner

Business Unit # 105001 Emergency Planning

105 - Emergency Planning

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	1.00	-	-	1.00	-	1.00
Net FTE's	0.69	-	-	0.69	-	0.69
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	83,591	-	-	83,591	-	83,591
Other continuous costs	2,000	-	-	2,000	-	2,000
One-time expenses	-	-	-	-	-	-
Offsets/reductions	(6,928)	-	-	(6,928)	-	(6,928)
Net Operating Budget	\$ 78,663	\$ -	\$ -	\$ 78,663	\$ -	\$ 78,663
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☒ Departmental ☐ Corporate

The proposed emergency planner position will be responsible for public awareness and education, further development of the PrepE initiative, implementing a school based emergency preparedness education program, assist with the development, conduct and evaluation of emergency exercises, assist with development and implementation of staff training, maintaining the high risk locations and vulnerable populations data bases and assist with developing and maintaining emergency plans and procedures. This position will assist in maintaining a mandatory emergency management program in accordance with the Emergency Management and Civil Protection Act and its Regulations.

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

Milestones or Deliverables	Timelines	Comments
not applicable		

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

Department Impacted	Describe Impact (Cost/time/benefit)	Were they Consulted?
	not applicable	<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No

Other comments:

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Emergency Planner						
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020: This requests supports Vaughan Vision 2020 strategic initiatives of service excellence enhance and ensure community safety, health and wellness; service excellence - pursue excellence in service delivery and staff excellence - support the professional development of staff. The key responsibilities of the request are to enhance public safety through awareness and education, staff training and assist in maintaining the City's emergency readiness capabilities. The position will enhance excellence in service delivery through increased efficiency of the program and value added programs for the public. The position supports professional development of staff through training and exercises.							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
	Name/description of service level target:		Target Level	Current Level	Level with ARR		
1)	Emergency readiness of City		Maintain	60%	100%		
2)	Emergency preparedness education		25% increase	below target	100%		
3)	Staff training and exercises		250/200	below target	100%		
Describe how this request relates to Departmental Business Plan: This request is directly linked to the business plan objectives of maintaining the City in a state of emergency readiness, promote emergency preparedness to citizens and business and develop the program to address gaps identified related to the CSA Z1600 Standard by ensuring services are delivered efficiently and effectively.							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary	Improve User Satisfaction			Secondary	Realize Future Benefits		
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)? The request will allow the program to maintain a mandatory emergency management program in accordance with the Act, and provide consistency in public education and training to meet end user demand. Research on emergency preparedness education conducted by Public Safety Canada shows that a consistent approach has increased the number of Canadians prepared for emergencies from 3 of 10 to 4 of 10. Research conducted in the U.S. shows that people prepared for emergencies recover more quickly and require less assistance.							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings			Incl. in offsets (Section #9)?
2012	Output/Service Quantity	increased	Units	public education output will increase to meet demand			No
2012	Output/Service Quantity	increased	Units	staff training and exercise output will increase and maintained at a consistent level			No
2012	Time/Capacity	efficiency	Hrs.	resources will be allocated efficiently to meet program demands			No
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach. Third party public education delivery was attempted in the past and was not successful as program resources are required to promote and schedule workshops. Third party trainers have been utilized for staff training in emergency management, but required substantial effort and cost to the program in outlining training needs and recruiting a trainer. Third party delivery systems have proved to be costly in dollars and in staff resources to manage. Unpaid student placements have been utilized in the past, but require a significant investment of time and training to build their knowledge to meet the demands of the program. Their level of commitment to the program has been below expectation and affects consistency of program delivery.							

Request Title	Emergency Planner
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<p>Legislative/Regulatory Requirement</p> <p> <input type="radio"/> None <input checked="" type="radio"/> Little consequence of non compliance <input type="radio"/> Significant external repercussion/penalty </p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p>	
<p style="text-align: right;">Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <p>Emergency Management and Civil Protection Act and Regulations</p> <p>Maintain an essential level emergency management program</p> <p>If the City does not maintain an essential level emergency management program in accordance to the Act, we will not be eligible to apply for funding under the Joint Emergency Preparedness Program</p> <p>60%</p>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <p>Probability of Litigation</p> <p>None Low Medium High</p> <p>Financial Impact</p> <p>\$0 \$10,000 \$100,000 \$1,000,000 > \$10,000,000</p> <p>Health and Safety Risk (click on the word)</p> <p> <input type="radio"/> None <input type="radio"/> Internal <input checked="" type="radio"/> External <input type="radio"/> Both </p> <p>Health and Safety Magnitude</p> <p>None Minor Major Severe</p> <p>Probability of Health & Safety Issue</p> <p>None Low Medium High</p>	
<p>Comments</p> <p><i>Please describe the type and nature of risk</i></p> <p>The risk of litigation is a possibility should an emergency occur and the public files a suit against the city related to our response and status of maintaining a mandatory emergency management program. Financial impacts related to not maintaining the program would be under \$50,000 the maximum JEPP Grant available. Public health and safety will be impacted as the basis of the program is to ensure public safety through prevention, mitigation, preparedness, response and recovery activities.</p>	
<p>Internal Operational Requirements</p> <p> <input type="radio"/> None <input type="radio"/> Service provided with minor internal issues -slight inconvenience <input checked="" type="radio"/> Inability to support the department's directive <input type="radio"/> Direct affect on multiple departments <input type="radio"/> Citywide implications </p> <p>Comments</p> <p>Competing priorities and limited resources are affecting the ability of the program to meet its directive and maintain a mandatory emergency management program in accordance with the Act.</p>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	
<p>Program service delivery levels will continue to decline with out this additional resources. Public education programs will continue to be on demand only when resources are available. The availability of training for staff in emergency management procedures will be decreased. The level of emergency readiness of the City and its citizens will as result be impacted.</p>	

Request Title	Emergency Planner			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2012			
Position title	Emergency Planner			
Estimated start date	May 1, 2011			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Mgmt/Non-union			
If contract, specify length (months or yrs)	N/A			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	105001			
Grade level	5			
Est. starting step	1			
Desktop (HR) Review Performed?	No			
B&F Accommodations Available?	Yes			
ITM Hardware required?	Yes			
Capital Equipment Required?	No			
Complement Annual Cost Detail				
Annual full-time \$	66,342			66,342
Annual part-time \$	-	-	-	-
Annual shift premiums, etc	-			-
Annual overtime \$	-			-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	17,249	-	-	17,249
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 83,591	\$ -	\$ -	\$ 83,591
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	105001.7200	-		-
2) Training & Developme	105001.7115	1,000		1,000
3) Cellular Line Charges	105001.7122.01	500		500
4) Mileage	105001.7100	500		500
Subtotal		\$ 2,000	\$ -	\$ 2,000
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	105001.7211.01	-		-
2) Office Equip. & Furnitu	105001.7210	-		-
3) Training & Developme	105001.7115	-		-
4)	#N/A	-		-
Subtotal		-	-	-
2012 Total Complement Annual Costs	\$ 85,591	\$ -	\$ -	\$ 85,591
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments:				

Request Title		Emergency Planner						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
	ASSOCIATED CAPITAL FUNDING	Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1								\$ -
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)	66,342	-	-			
2	* Benefits	(From sect. 7)	17,249	-	-			
3	* Complement sch. Expenses (calculated field)	(From sect. 7)	2,000	-	-			
4								
5								
6								
7								
Subtotal				85,591	-	-	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-	-	-	-	
2							-	
3							-	
Subtotal				-	-	-	-	
OFFSETS - cost savings, reductions, etc								
1	Reallocation of funds from summer student position wages	105001-7015	(6,315)					
2	Reallocation of funds from summer student position benefits	105001-7017	(613)					
3								
Subtotal				(6,928)	-	-	-	
TOTAL OPERATING BUDGET CHANGE				78,663	-	-	-	
COMPLEMENTS & FTE's								
# of positions requested			(From sect. 7)	1.00	-	-	1.00	
FTE's			(From sect. 7)	1.00	-	-	1.00	
FTE reductions/offsets			(Manual Field)	0.31			0.31	
Net FTE's			(From sect. 7)	0.69	-	-	0.69	



2012-2014 DRAFT OPERATING BUDGET

**COMMISSIONER OF FINANCE &
CITY TREASURER**

Revenue and Expenditure Summary

2012-14 Operating Budget

Business Unit	Exp Category	Account	2010 Actuals	Actual Forecast	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
Comm Fin & Corp Serv														
	Labour Costs													
		7010 Full Time	0	248,797	260,502	10,472	0	270,974	10,472	4.0%	270,974	0	270,974	0
		7015 Part Time	0	9,075	22,065	0	0	22,065	0	0.0%	22,065	0	22,065	0
		7017 Benefits	0	64,242	68,568	4,026	0	72,594	4,026	5.9%	74,492	1,898	76,386	1,894
		Total Labour Costs	0	322,113	351,135	14,498	0	365,633	14,498	4.1%	367,531	1,898	369,425	1,894
	Other Expenses													
		7100 Mileage	0	122	122	(2)	0	120	(2)	(1.6)%	120	0	120	0
		7103 407-ETR Toll Charges	0	234	611	(1)	0	610	(1)	(0.2)%	610	0	610	0
		7105 Membership/Dues/Fees	0	2,174	2,483	(3)	0	2,480	(3)	(0.1)%	2,480	0	2,480	0
		7110 Meals and Meal Allowances	0	546	2,492	0	(992)	1,500	(992)	(39.8)%	1,500	0	1,500	0
		7115 Training & Development	0	1,628	1,628	2	0	1,630	2	0.1%	1,630	0	1,630	0
		7122 Cellular Telephones	0	838	1,056	4	0	1,060	4	0.4%	1,060	0	1,060	0
		7125 Subscriptions/Publications	0	438	590	0	0	590	0	0.0%	590	0	590	0
		7130 Seminars & Workshops	0	550	550	0	0	550	0	0.0%	550	0	550	0
		7140 Promotion & Education	0	3,344	3,769	1	0	3,770	1	0.0%	3,770	0	3,770	0
		7200 Office Supplies	0	728	1,385	5	0	1,390	5	0.4%	1,390	0	1,390	0
		7205 Computer Supplies	0	325	471	(1)	0	470	(1)	(0.2)%	470	0	470	0
		7210 Office Equip. & Furniture	0	2,544	2,544	(4)	0	2,540	(4)	(0.2)%	2,540	0	2,540	0
		7211 Computer Hardware/Software	0	1,649	1,649	1	0	1,650	1	0.1%	1,650	0	1,650	0
		7220 Copiers, Faxes and Supplies	0	1,536	1,536	4	0	1,540	4	0.3%	1,540	0	1,540	0
		7226 Courier Services	0	4,566	141	(141)	0	0	(141)	(100.0)%	0	0	0	0
		7315 Vehicle Maintenance &	0	1,817	1,956	(1,956)	0	0	(1,956)	(100.0)%	0	0	0	0
		7415 Rental, Leases - Vehicles	0	8,469	8,098	0	1,442	9,540	1,442	17.8%	9,540	0	9,540	0
		7520 Professional Fees	0	0	0	5	1,295	1,300	1,300	0.0%	1,300	0	1,300	0
		7560 Gas/Diesel - Vehicles	0	4,162	7,586	(1,586)	(1,600)	4,400	(3,186)	(42.0)%	4,400	0	4,400	0
		7630 Wireless/Internet Commun.	0	704	1,884	0	(684)	1,200	(684)	(36.3)%	1,200	0	1,200	0
		7699 Sundry Expenses	0	1,405	4,320	(3,859)	539	1,000	(3,320)	(76.9)%	1,000	0	1,000	0
		7780 Trf to Reserve Insurance	0	3,150	3,150	(3,150)	0	0	(3,150)	(100.0)%	0	0	0	0
		Total Other Expenses	0	40,930	48,021	(10,681)	0	37,340	(10,681)	(22.2)%	37,340	0	37,340	0
Total Comm Fin & Corp Serv			0	363,044	399,156	3,817	0	402,973	3,817	1.0%	404,871	1,898	406,765	1,894

* Note: Actual Forecast 2011 is for reference purposes only and is based on year to date actuals as of September 2011 plus the remainder of the calendarized budget.

2012 Budget Variance Comments

7010 Full Time	Increase due to economic adjustment
7017 Benefits	Increase in relation to salaries increase and increase as per Guidelines
7110 Meals and Meal Allowances	Reallocated to Sundry, Vehicle Leases, Professional Fees
7415 Rental, Leases Vehicles	Reallocated from Meals, Gas, Wireless
7520 Professional Fees	Reallocated from Meals, Gas, Wireless
7630 Wireless/Internet Commun.	Reallocated to Sundry, Vehicle Leases, Professional Fees
7226 Courier Services	Reallocated Courier Budget to Accounting
7699 Sundry Expenses	Reallocated Courier Budget to Accounting offset by reallocation from Meals, Gas, Wireless
7315 Vehicle Maintenance	Budget realigned due to changes in allocation of fleet repairs & maintenance and fuel
7560 Gas/Diesel Vehicles	Budget realigned due to changes in allocation of fleet repairs & maintenance and fuel
7780 Trsf. to ReservesInsurance	Budget realigned due to process changes in allocation of insurance

2013 Budget Variance Comments

7017 Benefits	Increase as per Guidelines
---------------	----------------------------

2014 Budget Variance Comments

7017 Benefits	Increase as per Guidelines
---------------	----------------------------

Financial Services

1. Financial Summary

2. Business Plans

3. ARR's

2012

- ◆ PT Accounting Clerk (Partial FTE Conversion)

Revenue and Expenditure Summary

2012-14 Operating Budget

Business Unit	Exp Category	Account	2010 Actuals	Actual Forecast 2011	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
City Financial Services														
Revenue														
		3511 Service Charges	(423,525)	(482,860)	(454,945)	(4,493)	0	(459,438)	(4,493)	1.0%	(462,238)	(2,800)	(467,010)	(4,772)
		3574 Rev. frm Recov. Exp - Pd Duty	1,680	(2,232)	(6,664)	(1,326)	0	(7,990)	(1,326)	19.9%	(7,990)	0	(7,990)	0
		3618 Dept. Misc. Revenues	(9)	0	0	0	0	0	0		0	0	0	0
		Total Revenue	(421,854)	(485,092)	(461,609)	(5,819)	0	(467,428)	(5,819)	1.3%	(470,228)	(2,800)	(475,000)	(4,772)
Labour Costs														
		7010 Full Time	1,706,034	1,852,032	1,964,307	89,618	0	2,053,925	89,618	4.6%	2,071,686	17,761	2,075,892	4,206
		7012 Overtime	17,394	16,611	18,250	1,826	0	20,076	1,826	10.0%	20,076	0	20,076	0
		7015 Part Time	174,381	135,294	147,273	1,377	0	148,650	1,377	0.9%	150,195	1,545	150,845	650
		7017 Benefits	455,691	488,956	522,141	30,687	0	552,828	30,687	5.9%	572,339	19,511	588,175	15,836
		Total Labour Costs	2,353,499	2,492,893	2,651,971	123,508	0	2,775,479	123,508	4.7%	2,814,296	38,817	2,834,988	20,692
Other Expenses														
		7100 Mileage	665	1,072	1,822	0	0	1,822	0	0.0%	1,822	0	1,822	0
		7103 407-ETR Toll Charges	20	0	0	0	0	0	0		0	0	0	0
		7105 Membership/Dues/Fees	3,267	3,822	3,105	161	0	3,266	161	5.2%	3,438	172	3,619	181
		7110 Meals and Meal Allowances	287	885	1,532	0	0	1,532	0	0.0%	1,532	0	1,532	0
		7115 Training & Development	0	9,825	12,446	0	(2,000)	10,446	(2,000)	-16.1%	10,446	0	10,446	0
		7122 Cellular Telephones	362	296	377	0	0	377	0	0.0%	377	0	377	0
		7125 Subscriptions/Publications	739	1,074	1,416	(1)	0	1,415	(1)	-0.1%	1,415	0	1,415	0
		7130 Seminars & Workshops	669	2,420	3,155	0	0	3,155	0	0.0%	3,155	0	3,155	0
		7200 Office Supplies	8,211	10,908	13,510	2	(2,327)	11,185	(2,325)	-17.2%	11,185	0	11,185	0
		7205 Computer Supplies	1,896	12,601	9,922	(1)	(4,327)	5,594	(4,328)	-43.6%	5,594	0	5,594	0
		7210 Office Equip. & Furniture	50	3,994	7,114	0	(848)	6,266	(848)	-11.9%	6,266	0	6,266	0
		7211 Computer Hardware/Software	4,959	13,113	23,220	0	(884)	22,336	(884)	-3.8%	22,336	0	22,336	0
		7215 Mtce. & Repairs - Equip	0	902	749	0	0	749	0	0.0%	749	0	749	0
		7220 Copiers, Faxes and Supplies	14,488	15,341	14,213	0	2,000	16,213	2,000	14.1%	16,213	0	16,213	0
		7222 Printing	30,261	31,930	43,767	0	(4,000)	39,767	(4,000)	-9.1%	39,767	0	39,767	0
		7226 Courier Services	0	180	0	4,000	2,000	6,000	6,000		6,000	0	6,000	0
		7135 Advertising	4,447	4,667	4,240	0	0	4,240	0	0.0%	4,240	0	4,240	0
		7331 Contractor & Contractor Mat.	27,616	33,158	35,616	0	0	35,616	0	0.0%	35,616	0	35,616	0
		7333 Contract Services	61,029	30,606	12,725	0	2,000	14,725	2,000	15.7%	14,725	0	14,725	0
		7410 Rental, Leases - Equipment	675	707	754	0	0	754	0	0.0%	754	0	754	0
		7520 Professional Fees	0	0	0	0	8,346	8,346	8,346		8,346	0	8,346	0
		7531 Service Contracts	20,947	19,130	24,157	1	2,000	26,158	2,001	8.3%	26,158	0	26,158	0
		7630 Wireless/Internet Commun.	570	729	943	(1)	0	942	(1)	-0.1%	942	0	942	0



Revenue and Expenditure Summary

2012-14 Operating Budget

Business Unit	Exp Category	Account	2010 Actuals	Actual Forecast 2011	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
		7699 Sundry Expenses	998	2,282	5,400	0	(1,960)	3,440	(1,960)	-36.3%	3,440	0	3,440	0
		7712 Joint Serv. Recovery - Library	(37,417)	(16,616)	(22,662)	0	0	(22,662)	0	0.0%	(22,662)	0	(22,662)	0
		7790 Trsf. to Expend Res	21,500	0	0	0	0	0	0		0	0	0	0
		Total Other Expenses	166,240	183,026	197,521	4,161	0	201,682	4,161	2.1%	201,854	172	202,035	181
Total City Financial Services			2,097,886	2,190,827	2,387,883	121,850	0	2,509,733	121,850	5.1%	2,545,922	36,189	2,562,023	16,101

* Note: Actual Forecast 2011 is for reference purposes only and is based on year to date actuals as of September 2011 plus the remainder of the calendarized budget.

2012 Budget Variance Comments

3511 Service Charges	Increase based on higher projected volumes
3574 Rev. from Recover. Expenses	Increase based on higher projected volumes
7010 Full Time	Increase due to economic adjustment and pro-rated progression
7012 Overtime	Increase due to pro-rated progression and economic adjustment
7015 Part Time	Increase due to economic adjustment
7017 Benefits	Increase in relation to salaries increase and increase as per Guidelines
7105 Memberships/Dues/Fees	Increase due to price change
7115 Training & Development	Reallocated to Courier
7200 Office Supplies	Reallocated to Professional Fees
7205 Computer Supplies	Reallocated to Professional Fees and Service Contract
7210 Office Equip. & Furniture	Reallocated to Professional Fees
7211 Computer Hardware/Software	Reallocated to Professional Fees
7220 Copiers, Faxes and Supplies	Reallocated from Printing
7222 Printing	Reallocated to Copier/Fax Lease Charges and Contract Services
7226 Courier Service	Increase due to reallocation from Training & Development and transfer from Commissioner's budget
7333 Contract Services	Reallcated from Printing - External
7520 Professional Fees	Reallocated from mutiple expenses
7531 Service Contracts	Reallcated from Dept. Computer Supplies
7699 Sundry Expenses	Reallocated to Professional Fees

2013 Budget Variance Comments

3511 Service Charges	Increase based on higher projected volumes
7010 Full Time	Increase due to pro-rated progression



Revenue and Expenditure Summary

2012-14 Operating Budget

Business Unit	Exp Category	Account	2010 Actuals	Actual Forecast 2011	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
7015	Part Time		Increase due to pro-rated progression											
7017	Benefits		Increase in relation to salaries increase and as per Guidelines											
7105	Memberships/Dues/Fees		Increase due to price change											
2014 Budget Variance Comments														
3511	Service Charges		Increase based on higher projected volumes											
7010	Full Time		Increase due to pro-rated progression											
7015	Part Time		Increase due to pro-rated progression											
7017	Benefits		Increase in relation to salaries increase and as per Guidelines											
7105	Memberships/Dues/Fees		Increase due to price change											

Revenue and Expenditure Summary

2012-14 Operating Budget

Business Unit	Exp Category	Account	2010 Actuals	Actual Forecast 2011	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
City Financial Services														
Revenue														
		3511 Service Charges	(423,525)	(482,860)	(454,945)	(4,493)	0	(459,438)	(4,493)	1.0%	(462,238)	(2,800)	(467,010)	(4,772)
		3574 Rev. frm Recov. Exp - Pd Duty	1,680	(2,232)	(6,664)	(1,326)	0	(7,990)	(1,326)	19.9%	(7,990)	0	(7,990)	0
		3618 Dept. Misc. Revenues	(9)	0	0	0	0	0	0		0	0	0	0
		Total Revenue	(421,854)	(485,092)	(461,609)	(5,819)	0	(467,428)	(5,819)	1.3%	(470,228)	(2,800)	(475,000)	(4,772)
Labour Costs														
		7010 Full Time	1,706,034	1,852,032	1,964,307	89,618	0	2,053,925	89,618	4.6%	2,071,686	17,761	2,075,892	4,206
		7012 Overtime	17,394	16,611	18,250	1,826	0	20,076	1,826	10.0%	20,076	0	20,076	0
		7015 Part Time	174,381	135,294	147,273	1,377	0	148,650	1,377	0.9%	150,195	1,545	150,845	650
		7017 Benefits	455,691	488,956	522,141	30,687	0	552,828	30,687	5.9%	572,339	19,511	588,175	15,836
		Total Labour Costs	2,353,499	2,492,893	2,651,971	123,508	0	2,775,479	123,508	4.7%	2,814,296	38,817	2,834,988	20,692
Other Expenses														
		7100 Mileage	665	1,072	1,822	0	0	1,822	0	0.0%	1,822	0	1,822	0
		7103 407-ETR Toll Charges	20	0	0	0	0	0	0		0	0	0	0
		7105 Membership/Dues/Fees	3,267	3,822	3,105	161	0	3,266	161	5.2%	3,438	172	3,619	181
		7110 Meals and Meal Allowances	287	885	1,532	0	0	1,532	0	0.0%	1,532	0	1,532	0
		7115 Training & Development	0	9,825	12,446	0	(2,000)	10,446	(2,000)	-16.1%	10,446	0	10,446	0
		7122 Cellular Telephones	362	296	377	0	0	377	0	0.0%	377	0	377	0
		7125 Subscriptions/Publications	739	1,074	1,416	(1)	0	1,415	(1)	-0.1%	1,415	0	1,415	0
		7130 Seminars & Workshops	669	2,420	3,155	0	0	3,155	0	0.0%	3,155	0	3,155	0
		7200 Office Supplies	8,211	10,908	13,510	2	(2,327)	11,185	(2,325)	-17.2%	11,185	0	11,185	0
		7205 Computer Supplies	1,896	12,601	9,922	(1)	(4,327)	5,594	(4,328)	-43.6%	5,594	0	5,594	0
		7210 Office Equip. & Furniture	50	3,994	7,114	0	(848)	6,266	(848)	-11.9%	6,266	0	6,266	0
		7211 Computer Hardware/Software	4,959	13,113	23,220	0	(884)	22,336	(884)	-3.8%	22,336	0	22,336	0
		7215 Mtce. & Repairs - Equip	0	902	749	0	0	749	0	0.0%	749	0	749	0
		7220 Copiers, Faxes and Supplies	14,488	15,341	14,213	0	2,000	16,213	2,000	14.1%	16,213	0	16,213	0
		7222 Printing	30,261	31,930	43,767	0	(4,000)	39,767	(4,000)	-9.1%	39,767	0	39,767	0
		7226 Courier Services	0	180	0	4,000	2,000	6,000	6,000		6,000	0	6,000	0
		7135 Advertising	4,447	4,667	4,240	0	0	4,240	0	0.0%	4,240	0	4,240	0
		7331 Contractor & Contractor Mat.	27,616	33,158	35,616	0	0	35,616	0	0.0%	35,616	0	35,616	0
		7333 Contract Services	61,029	30,606	12,725	0	2,000	14,725	2,000	15.7%	14,725	0	14,725	0
		7410 Rental, Leases - Equipment	675	707	754	0	0	754	0	0.0%	754	0	754	0
		7520 Professional Fees	0	0	0	0	8,346	8,346	8,346		8,346	0	8,346	0
		7531 Service Contracts	20,947	19,130	24,157	1	2,000	26,158	2,001	8.3%	26,158	0	26,158	0
		7630 Wireless/Internet Commun.	570	729	943	(1)	0	942	(1)	-0.1%	942	0	942	0



Revenue and Expenditure Summary

2012-14 Operating Budget

Business Unit	Exp Category	Account	2010 Actuals	Actual Forecast 2011	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
		7699 Sundry Expenses	998	2,282	5,400	0	(1,960)	3,440	(1,960)	-36.3%	3,440	0	3,440	0
		7712 Joint Serv. Recovery - Library	(37,417)	(16,616)	(22,662)	0	0	(22,662)	0	0.0%	(22,662)	0	(22,662)	0
		7790 Trsf. to Expend Res	21,500	0	0	0	0	0	0		0	0	0	0
		Total Other Expenses	166,240	183,026	197,521	4,161	0	201,682	4,161	2.1%	201,854	172	202,035	181
Total City Financial Services			2,097,886	2,190,827	2,387,883	121,850	0	2,509,733	121,850	5.1%	2,545,922	36,189	2,562,023	16,101

* Note: Actual Forecast 2011 is for reference purposes only and is based on year to date actuals as of September 2011 plus the remainder of the calendarized budget.

2012 Budget Variance Comments

3511 Service Charges	Increase based on higher projected volumes
3574 Rev. from Recover. Expenses	Increase based on higher projected volumes
7010 Full Time	Increase due to economic adjustment and pro-rated progression
7012 Overtime	Increase due to pro-rated progression and economic adjustment
7015 Part Time	Increase due to economic adjustment
7017 Benefits	Increase in relation to salaries increase and increase as per Guidelines
7105 Memberships/Dues/Fees	Increase due to price change
7115 Training & Development	Reallocated to Courier
7200 Office Supplies	Reallocated to Professional Fees
7205 Computer Supplies	Reallocated to Professional Fees and Service Contract
7210 Office Equip. & Furniture	Reallocated to Professional Fees
7211 Computer Hardware/Software	Reallocated to Professional Fees
7220 Copiers, Faxes and Supplies	Reallocated from Printing
7222 Printing	Reallocated to Copier/Fax Lease Charges and Contract Services
7226 Courier Service	Increase due to reallocation from Training & Development and transfer from Commissioner's budget
7333 Contract Services	Reallcated from Printing - External
7520 Professional Fees	Reallocated from mutiple expenses
7531 Service Contracts	Reallcated from Dept. Computer Supplies
7699 Sundry Expenses	Reallocated to Professional Fees

2013 Budget Variance Comments

3511 Service Charges	Increase based on higher projected volumes
7010 Full Time	Increase due to pro-rated progression



Revenue and Expenditure Summary

2012-14 Operating Budget

Business Unit	Exp Category	Account	2010 Actuals	Actual Forecast 2011	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
7015	Part Time		Increase due to pro-rated progression											
7017	Benefits		Increase in relation to salaries increase and as per Guidelines											
7105	Memberships/Dues/Fees		Increase due to price change											
2014 Budget Variance Comments														
3511	Service Charges		Increase based on higher projected volumes											
7010	Full Time		Increase due to pro-rated progression											
7015	Part Time		Increase due to pro-rated progression											
7017	Benefits		Increase in relation to salaries increase and as per Guidelines											
7105	Memberships/Dues/Fees		Increase due to price change											

2012-14 Business Plan

BUSINESS OVERVIEW

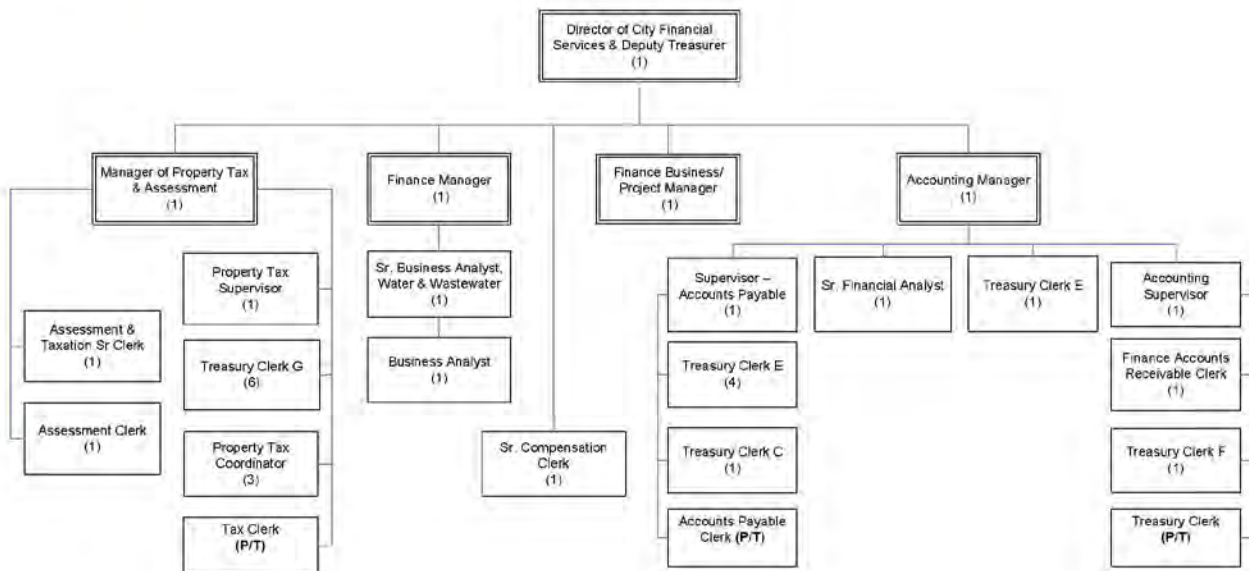
Service Statement: (Describe the core responsibilities for your department)

Provide for property tax billing, collection and property assessment services under the jurisdiction of multiple provincial statutes.

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



FINANCIAL SERVICES DEPARTMENT ORGANIZATIONAL CHART



2012-14 Business Plan

					Additional Resource Requests	
	2008	2009	2010	2011 Base	2011	2012
Full Time	<u>13</u>	<u>13</u>	<u>13</u>	<u>13</u>	<u>13</u>	<u>13</u>
Part Time	<u>0.69</u>	<u>0.69</u>	<u>0.69</u>	<u>0.69</u>	<u>0.69</u>	<u>0.69</u>
Overtime	<u>.6</u>	<u>.6</u>	<u>.6</u>	<u>.6</u>	<u>.6</u>	<u>.6</u>

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

- Taxpayers / Ratepayers, Suppliers, Municipalities
- Mayor and Members of Council
- City Departments
- Municipal Property Assessment Corporation
- Other Municipalities, Region of York and School Boards
- Government Agencies
- Associations (AMTCO, AMCTO, IMA, MFOA, AMO)

Work Plan:

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

Service Excellence: Demonstrate Excellence in Service Delivery

Organizational Excellence: Ensure Financial Sustainability

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

The City's population continues to increase in size which in turn increases the number of tax bills to be issued and potential arrears. Staff size has remained the same for the last 5 years; this increase in population without any change in resources will increase work load and work pressures. This may impact collection procedures, directly causing an increase in tax receivables.

The increase in property tax accounts also intensifies the concentration and expertise essential to provide excellence in Customer Service delivery with respect to phone calls and inquiries at counter.

Growth must also be maintained in the assessment base to ensure proper increases are attributed to the roll. This will ensure that tax rate increases are kept to a minimum. Site visits and re-inspections must be increased for assessment value inspection purposes but cannot occur due to lack of resources.

An opportunity to increase staff resources is essential to pursue Excellence in Service Delivery as well as enhance productivity and cost effectiveness.

2012-14 Business Plan

Business Plan Objectives (list the status of 2010 outstanding and 2011 business plan objectives and the method of measuring successful implementation. As well, list 2012-14 business plan objectives in the appropriate section)

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Levy and bill property taxes according to Legislation for all property classes	2011	Continuing	\$ 649 million billed
Promotion and encouragement of Pre-Authorization payment plan for taxes	2011	Continuing	1.0% increase in participation
Protect and enhance the assessment base for the City of Vaughan	2011	Continuing	Growth over 3.17%

2012-14 Business Plan Objectives: (You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.)

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2012 (Top 3 Objectives)			
1. Levy and bill property taxes according to Legislation for all property classes	2012	City portion tax levies expected to increase 2-4%; there is expected increase to Regional levies and collection	ALL staff
2. Percentage of outstanding tax levies indicated by % o/s vs amount billed	2012	Increase in population directly increases # of tax bills issued and not paid; Collection efforts must increase in order to keep Tax Receivables % in line	ALL staff
3. PAP program participation; Customer service levels phone & front counter;	Q2 2012	Increase participation in PAP payment program; increase in service level in phone calls/inquiry counter	ALL staff
4. Protect and enhance the assessment base for the City of Vaughan	Q3 2012	Increase site inspections; more hands-on approach with ARB / MPAC; increase in assessment growth necessary to keep the tax rate increase minimum	ARO Staff

2012-14 Business Plan

2013 (Top 3 Objectives)			
1. Levy and bill property taxes according to Legislation for all property classes	2013	City portion tax levies expected to increase 2-3%; there is expected increase to Regional levies and collection	ALL staff
2. Percentage of outstanding tax levies indicated by % o/s vs amount billed	2013	Increase in population directly increases # of tax bills issued and not paid; Collection efforts must increase in order to keep Tax Receivables % in line	ALL staff
3. PAP program participation; Customer service levels phone & front counter;	Q2 2013	Increase participation in PAP payment program; increase in service level in phone calls/inquiry counter	ALL staff
4. Protect and enhance the assessment base for the City of Vaughan	Q3 2013	Increase site inspections; more hands-on approach with ARB / MPAC; increase in assessment growth necessary to keep the tax rate increase minimum	ARO Staff
2014 (Top 3 Objectives)			
1. Levy and bill property taxes according to Legislation for all property classes	2014	City portion tax levies expected to increase 2-2.5%; there is expected increase to Regional levies and collection	ALL staff
2. Percentage of outstanding tax levies indicated by % o/s vs amount billed	2014	Increase in population directly increases # of tax bills issued and not paid; Collection efforts must increase in order to keep Tax Receivables % in line	ALL staff
3. PAP program participation; Customer service levels phone & front counter;	Q2 2014	Increase participation in PAP payment program; increase in service level in phone calls/inquiry counter	ALL staff
4. Protect and enhance the assessment base for the City of Vaughan	Q3 2014	Increase site inspections; more hands-on approach with ARB / MPAC; increase in assessment growth necessary to keep the tax rate increase minimum	ARO Staff

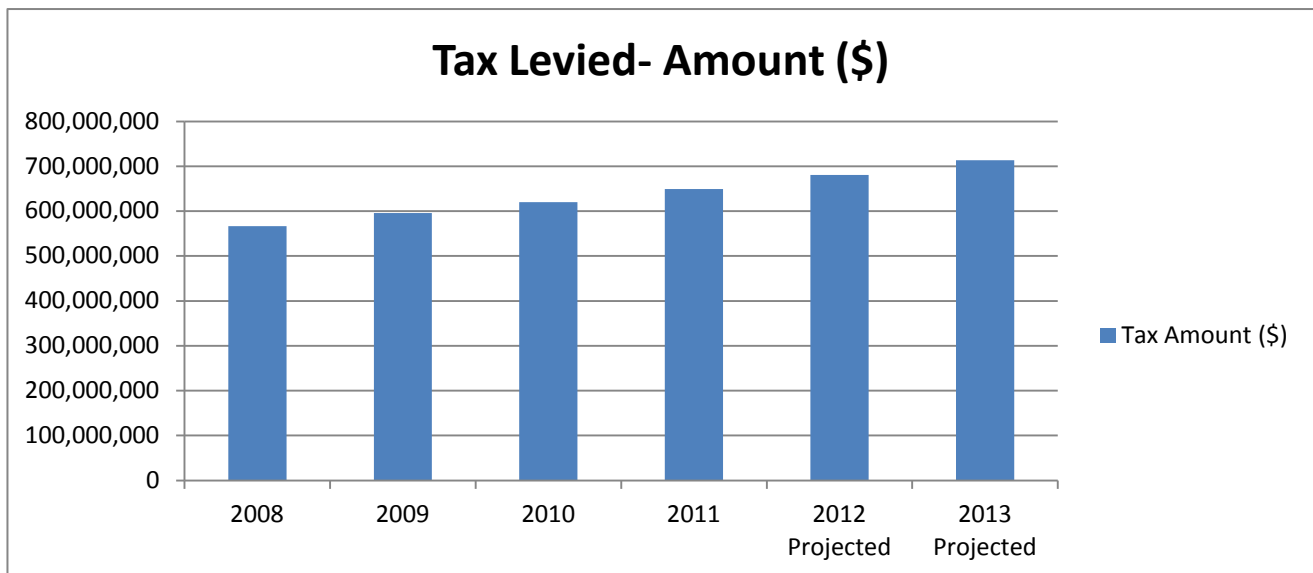
2012-14 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2008 to 2013)

Efficient and timely issuance of property tax bills; provides positive economic impact to the City, provides necessary cash flow to meet City's needs and its financial obligations to the Region and the Province

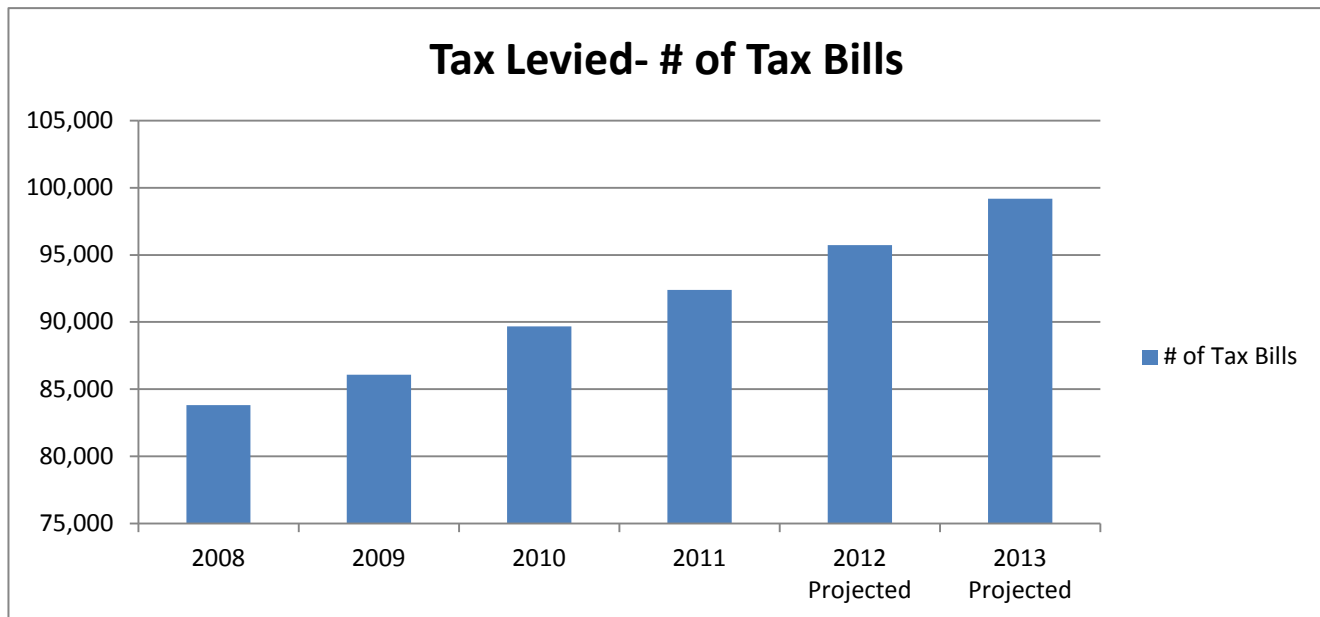
Tax levied- Amount (\$)

Year	2008	2009	2010	2011	2012 Projected	2013 Projected
Tax Amount (\$ in millions)	566	595	620	649	680	713



2012-14 Business Plan
Tax levied- # of Tax Bills

Year	2008	2009	2010	2011	2012 Projected	2013 Projected
# of Tax Bills (in thousands)	84	86	90	92	96	99

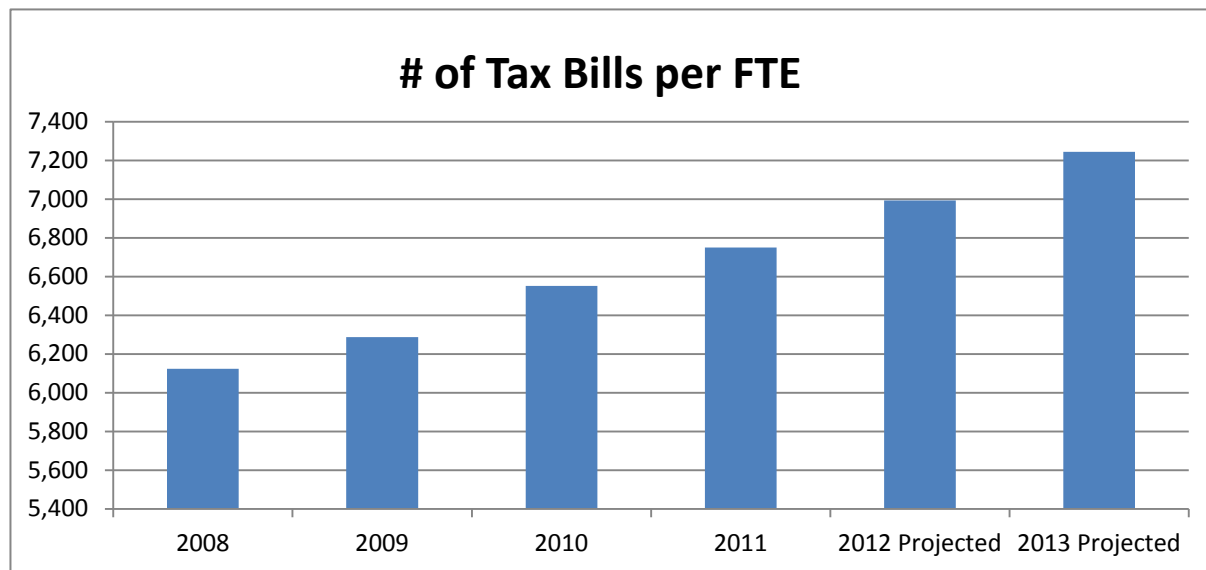


2012-14 Business Plan

The City's population continues to increase in population and housing which in turn causes an increase in tax bills levied. This will cause an increase in importance of Collection policies and administration

of Tax Bills per FTE

Year	2008	2009	2010	2011 Projected	2012 Projected	2013 Projected
# of Tax Bills per FTE	6,123	6,287	6,551	6,749	6,992	7,244

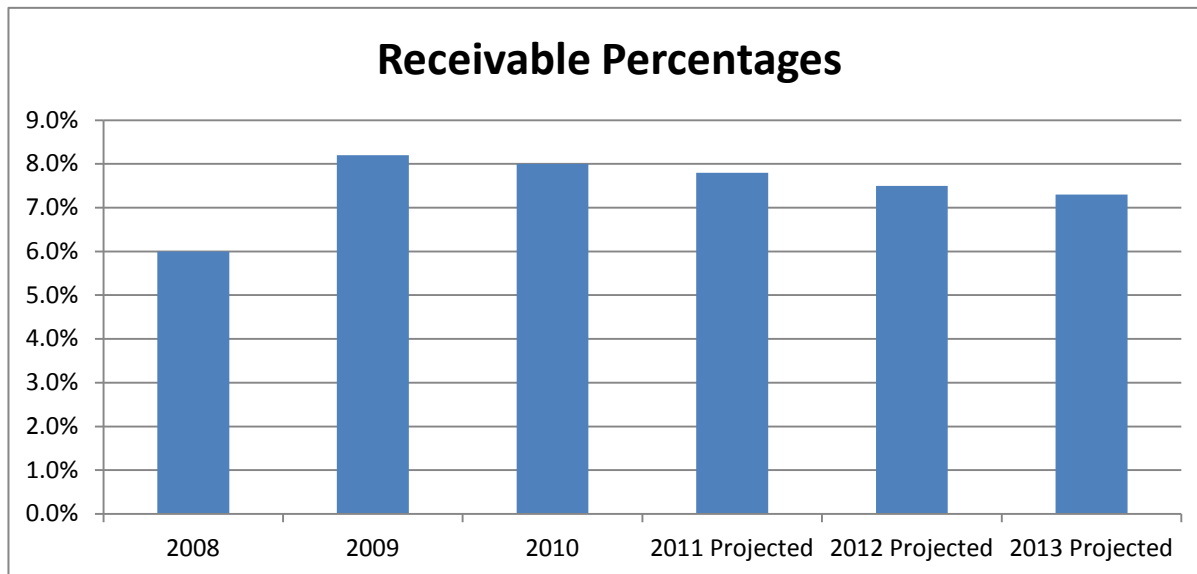


2012-14 Business Plan

Effective collection procedures and policies is indicated by percentage of outstanding taxes against taxes billed (tax receivables)

Receivable Percentages

Year	2008	2009	2010	2011 Projected	2012 Projected	2013 Projected
Receivable Percentages	6.0%	8.2%	8.0%	7.8%	7.5%	7.3%

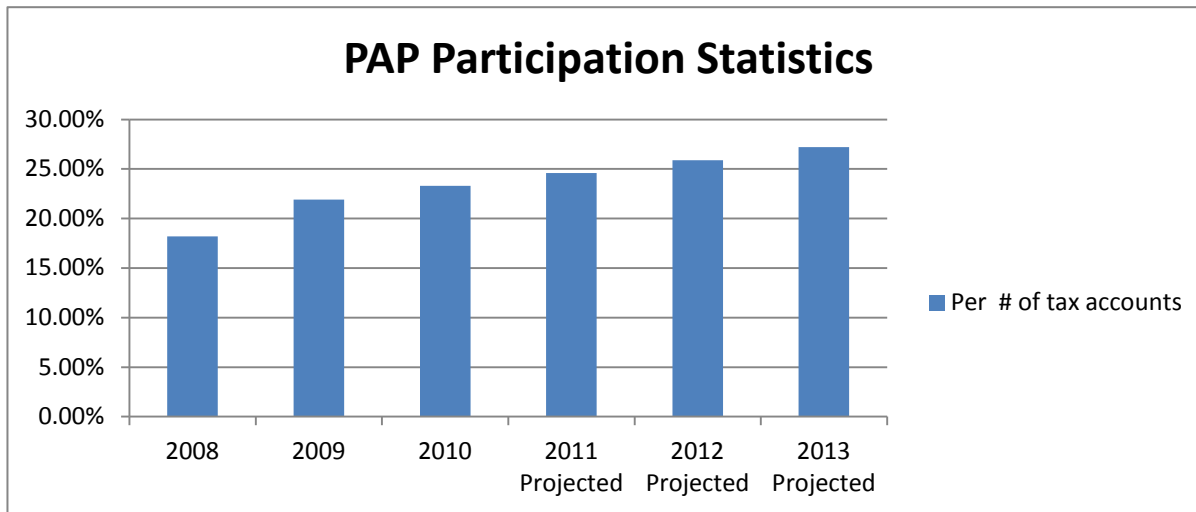


2012-14 Business Plan

Increase participation in Pre-Authorized payment plans increase monthly cash flow

PAP participation statistics

Year	2008	2009	2010	2011 Projected	2012 Projected	2013 Projected
PAP per # of tax accounts (%)	18.20%	21.90%	23.30%	24.60%	25.90%	27.20%



Strong relationships with MPAC and more direct involvement with assessment issues, protects as well as promotes growth in the assessment base; this has a direct impact on budget increases to the tax rate

Promotion of effective customer service (i.e. Tax Queue, Inquiry Counter, Access Vaughan) increases efficiency through diminished outstanding workloads and tax collection efforts

2012-14 Business Plan**BUSINESS OVERVIEW:**

Notes about the Measure: (Provide assumptions/explanation of significant trend variance in the performance measure graph)

* performance measures in Taxation are entirely dependent on legislation mandated by each Provincial government

* this can directly impact the billing and collection procedures and timing which can then affect the tax levy and receivable percentages

Key Conclusion: (Explanation of the trend on the performance measure graph)

* increase in population/housing causing increase in billing numbers i.e. dollar amounts, number of bills without any increase in staffing levels

* increase in billing numbers will cause an increase in importance of Collection policies and administration

* trend of economic forecast will also influence collection policy and effort

* payment processing, applications and procedures will become increasingly crucial

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

Performance measures in Taxation are entirely dependent on legislation mandated by each Provincial government, which can directly impact all collection efforts and affect tax receivable percentages.

Economic forecast and downturns will also influence receivable percentages as well as collection efforts.

Enhancement and promotion of Pre-Authorized payment plans to assist the taxpayer with budget.

Increases in population will increase number of billing accounts will enhance collection procedures and effort.

2012-14 Business Plan

BUSINESS OVERVIEW

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

Provide processing & payment of City's accounts payable, corporate accounting services and financial reporting

Full Time, Part Time and Overtime – Budgeted Amounts

	2010	2011	2012 Base	Additional Resource Requests		
				2012	2013	2014
Full Time	11.52	12.00	12.00	0	0	0
Part Time	1.833	1.833	1.833	.686	0	0
Overtime	\$7,500	\$7,500	\$7,500	0	0	0

Key Stakeholders: (list major internal and external stakeholders and briefly describe why they are key stakeholders)

Council, senior management, departmental management, Ontario Ministry of Municipal Affairs and Housing, York Region, PowerStream & other suppliers

Work Plan:

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

- **PURSUE EXCELLENCE IN SERVICE DELIVERY**
- **ENSURE FINANCIAL SUSTAINABILITY**

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

ADDITIONAL GOVERNMENT MANDATED REPORTING REQUIREMENTS (I.E. PSAB 3150 TANGIBLE CAPITAL ASSET REPORTING) HAS ADDED ADDITIONAL CHALLENGES WITHIN THE DEPARTMENT'S WORKLOAD

2012-14 Business Plan

Business Plan Objectives (list the status of 2010 outstanding and 2011 business plan objectives and the method of measuring successful implementation. As well, list 2012-14 business plan objectives in the appropriate section)

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
1. Comply with all statutory financial reporting requirements including any legislative changes	May 2011	Delayed to Sep/Oct 2011	
2. Make use additional JDE software resources for revision of statutory financial reports due to implementation of PSAB 3150	May 2011 thru 2012	On going	
3. Review General Ledger account codes and structure to improve financial reporting capabilities – phase 1	June 2011 thru Nov 2011	Delayed to 2012	.
Other			

2012-14 Business Plan Objectives: (You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.)

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2012 (Top 3 Objectives)			
1. Comply with all statutory financial reporting requirements including any legislative changes	May 2012		Accounting, Capital/reserves staff, ITM
2. Make use additional JDE software resources for revision of statutory financial reports due to implementation of PSAB 3150	May 2011 thru 2012	Delayed to 2012/2013	Accounting, Capital/reserves staff, ITM
3. Comply with all management financial reporting requirements including any legislative changes	Monthly 2012		Accounting, Capital/reserves staff, ITM
2013 (Top 3 Objectives)			
1. Comply with all statutory financial reporting requirements including any legislative changes	May 2013		Accounting, Capital/reserves staff, ITM
2. Make use additional JDE software resources for revision of statutory financial reports due to implementation of PSAB 3150			Accounting, Capital/reserves staff, ITM
3. Comply with all management financial reporting requirements including any legislative changes	Monthly 2013		Accounting, Capital/reserves staff, ITM

2012-14 Business Plan

Other: Ensure timely and accurate payment of all City vendor invoices	Weekly 2013		Accounting, Capital/reserves staff, ITM
2014 (Top 3 Objectives)			
1. Comply with all statutory financial reporting requirements including any legislative changes	May 2014		Accounting, Capital/reserves staff, ITM
2. Comply with all management financial reporting requirements including any legislative changes	Monthly 2014		Accounting, Capital/reserves staff, ITM
3. Ensure timely and accurate payment of all City vendor invoices	Weekly 2014		Accounting, Capital/reserves staff, ITM
Other			

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2008 to 2013)

1. (A) DUE DATES FOR SUBMISSION OF ANNUAL STATUTORY FINANCIAL REPORTS
- (B) MONTHLY CORPORATE AND DEPARTMENTAL FINANCIAL REPORTS AVAILABLE TO MANAGEMENT PER PRESCRIBED SCHEDULE

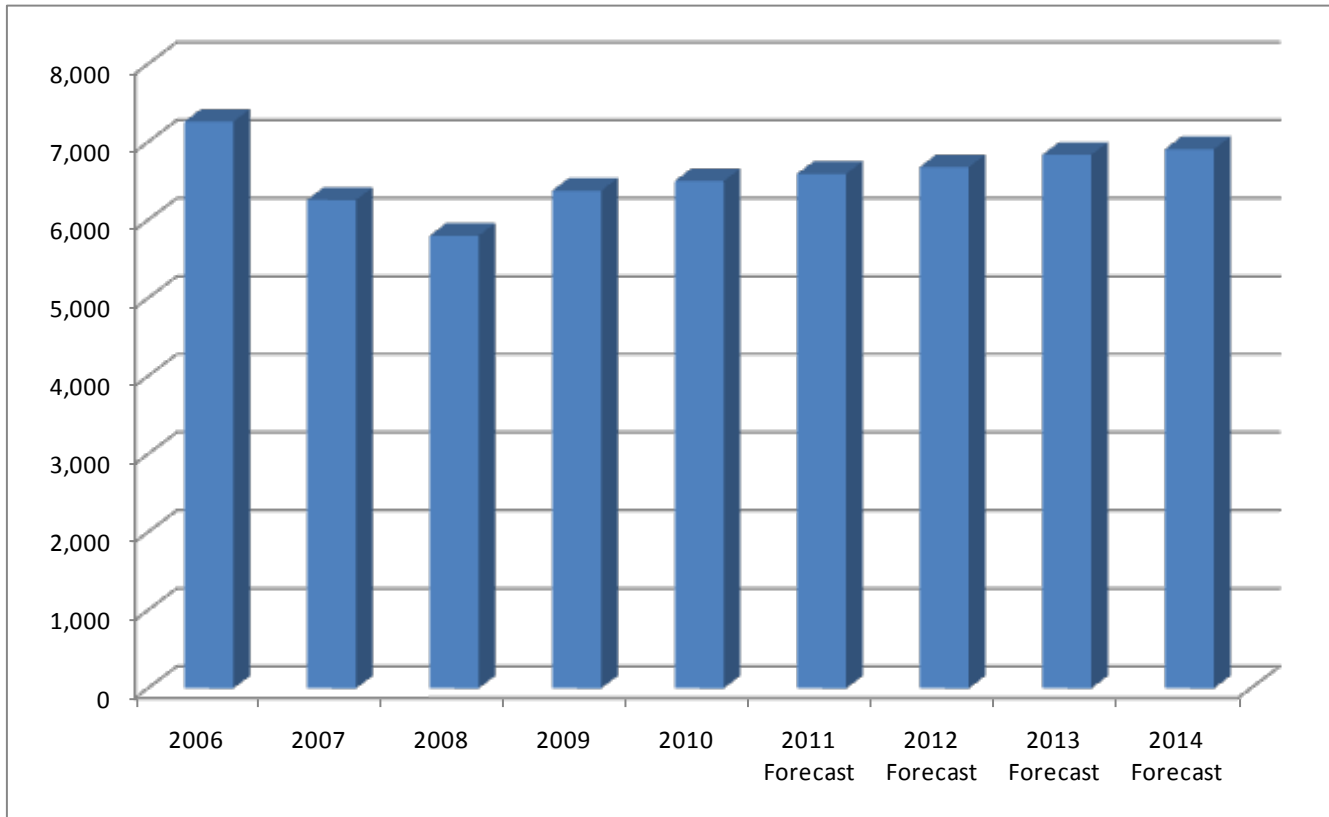
Performance Indicator Schedule 1

	<u>General Accounting</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>
(A)	Submit FIR	On Schedule	On Schedule	On Schedule	On Schedule	Delayed
(A)	Submit MPMP	On Schedule	On Schedule	On Schedule	On Schedule	Delayed
(A)	Submit Audited Financial Statements to Council	On Schedule	On Schedule	On Schedule	On Schedule	Delayed
(B)	Monthly Corporate Financials on Vaughan On Line	On Schedule	On Schedule	On Schedule	On Schedule	On Schedule
(B)	Council Expenditure Reports on City web page	N/A	N/A	N/A	N/A	On Schedule

2012-14 Business Plan

2. TOTAL NUMBER OF ACCOUNTS PAYABLE INVOICES PROCESSED PER FTE

Performance Indicator Schedule 2

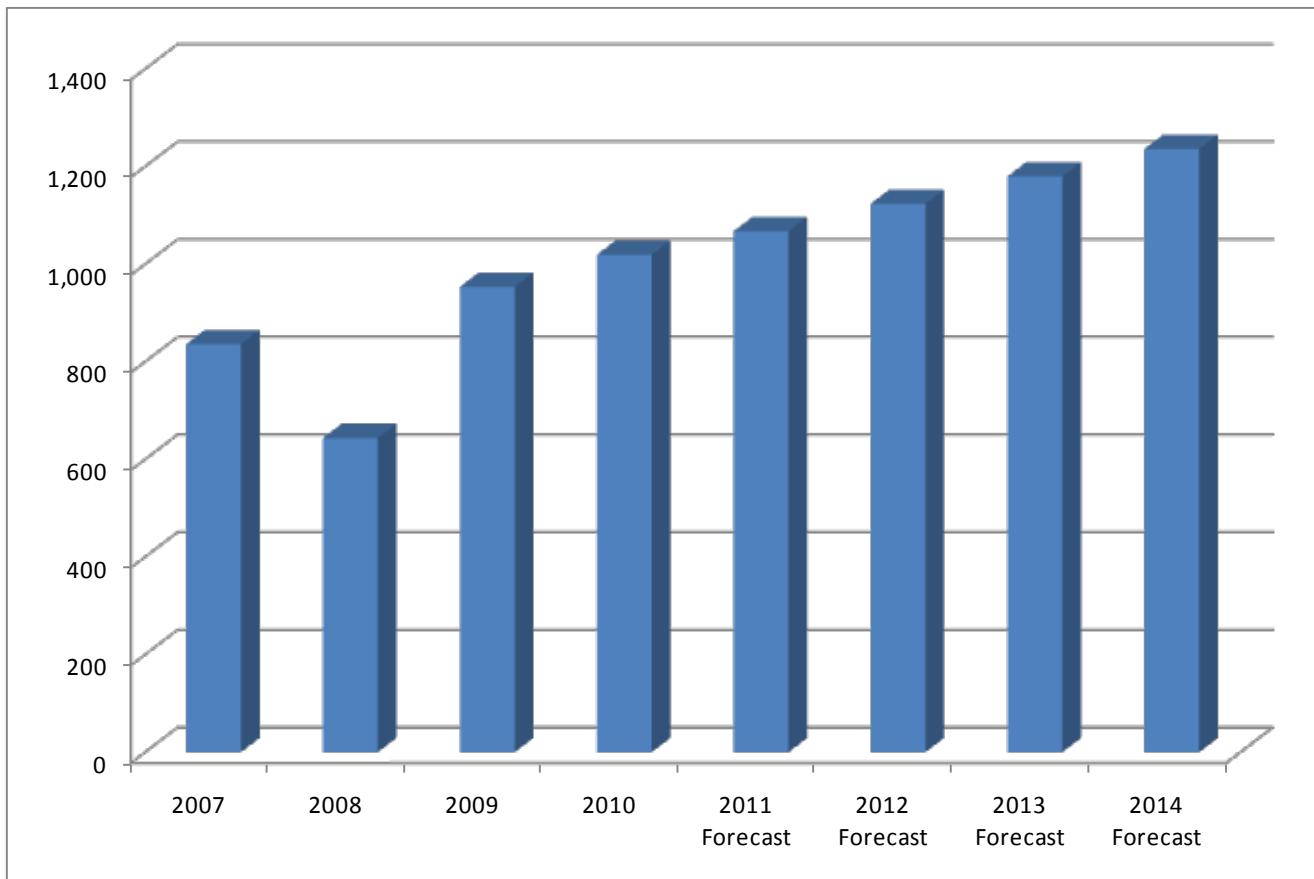


2011 ACCOUNTS PAYABLE INVOICES PER FTE

2012-14 Business Plan

3. TOTAL NUMBER OF ACCOUNTS RECEIVABLE (A/R) INVOICES ISSUED ANNUALLY PER FTE

Performance Indicator Schedule 3

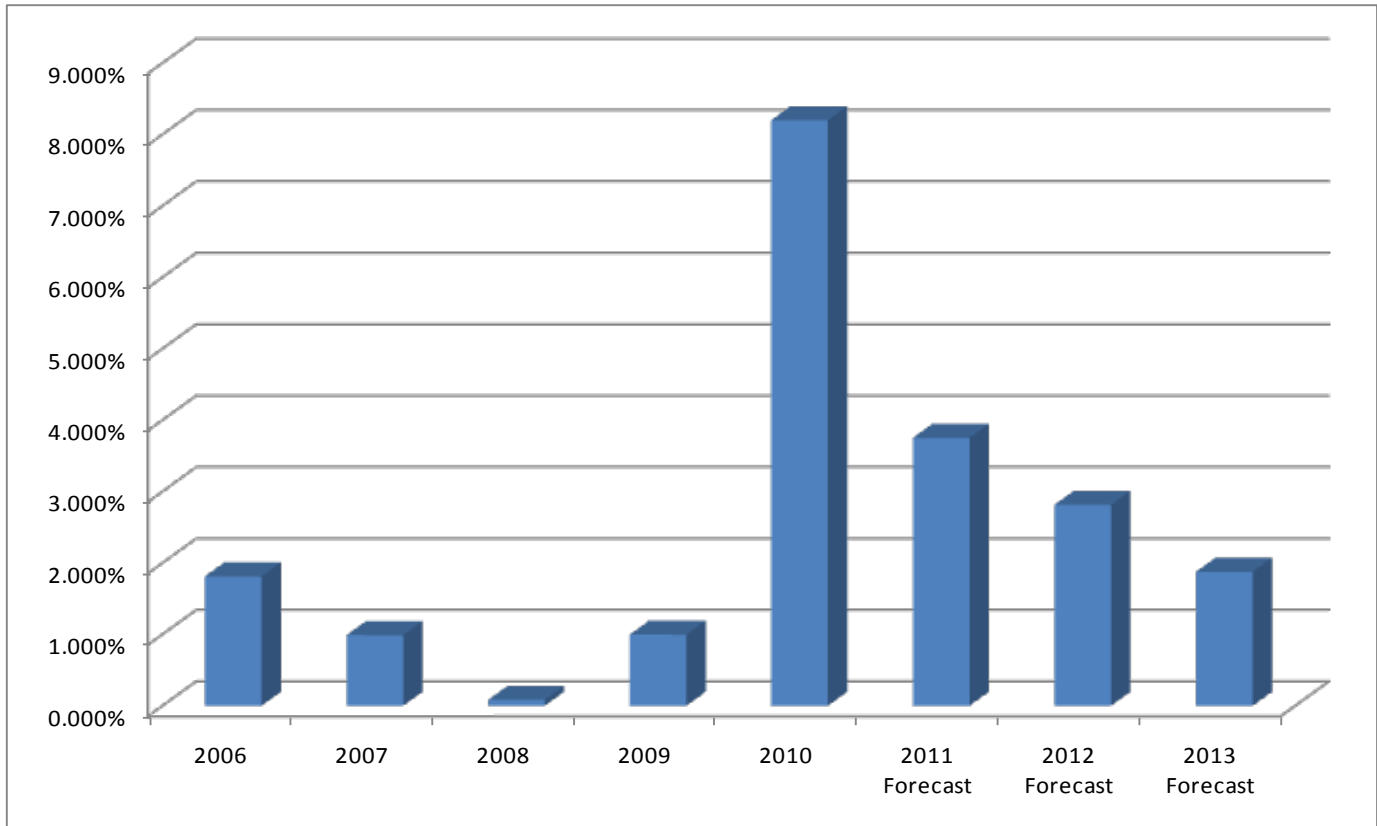


2011 ACCOUNTS RECEIVABLE INVOICES PER FTE

2012-14 Business Plan

4. TOTAL YE DOLLAR AMOUNT OF AR OUTSTANDING OVER 90 DAYS AS PERCENTAGE OF TOTAL A/R DOLLAR AMOUNT OUTSTANDING.

Performance Indicator Schedule 4



2011 ACCOUNTS RECEIVABLE INVOICES O/S OVER 90 DAYS

2012-14 Business Plan**BUSINESS OVERVIEW:**

Notes about the Measure: (Provide assumptions/explanation of significant trend variance in the performance measure graph)

Sch 1. DUE DATES FOR SUBMISSION OF ANNUAL STATUTORY FINANCIAL REPORTS: *2010 delayed to fall due to sudden illness of key financial staff and sudden death of audit partner.*

Sch 2. TOTAL NUMBER OF ACCOUNTS PAYABLE INVOICES PROCESSED PER FTE:

After steadily increasing through 2006, the addition of an Accounts Payable Supervisor combined with an almost 10% reduction in the number of invoices being processed through the department saw the measure decrease in 2007 and 2008. With the number of A/P invoices being submitted to the City increasing again and a portion of an FTE complement allocated to other financial areas has shown a steady increase in the measurement. Projection for next three years shows a continued increase in measurement.

Sch 3. TOTAL NUMBER OF ACCOUNTS RECEIVABLE INVOICES PROCESSED PER FTE:

Other than a decrease in 2008, the number of invoices being processed through the department has seen a steady increase through 2010. Projection for next three years shows a continued increase in measurement.

Sch 4. TOTAL VALUE OF ACCOUNTS RECEIVABLE INVOICES OUTSTANDING OVER 90 DAYS:

Other than large increase in 2010, the percentage of dollars outstanding had seen a steady decrease through 2009. Projection for next three years will again show a continued decrease in the measurement.

Key Conclusion: (Explanation of the trend on the performance measure graph)

Sch 1. DUE DATES FOR SUBMISSION OF ANNUAL STATUTORY FINANCIAL REPORTS: *2010 delay is a onetime occurrence and is not expected to continue in future years*

TOTAL NUMBER OF ACCOUNTS PAYABLE INVOICES PROCESSED PER FTE (SEE ATTACHED SCH 2):

Vaughan is a City showing continued growth and with that growth will show an increasing number of invoices being processed. As long as FTE complement remains unchanged the measurement will continue to increase.

Sch 3. TOTAL NUMBER OF ACCOUNTS RECEIVABLE INVOICES PROCESSED PER FTE:

Vaughan is a City showing continued growth and with that growth will show an increasing number of invoices being processed. As long as FTE complement remains unchanged the measurement will continue to increase.

Sch 4. TOTAL VALUE OF ACCOUNTS RECEIVABLE INVOICES OUTSTANDING OVER 90 DAYS:

Other than large increase in 2010, which was caused due to illness within the department, we are projecting over next three years will again show an improvement in this measurement

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

Commissioner Sign-off

Date (mm/dd/yy)

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

ADDITIONAL RESOURCE REQUEST

Request Title Part-time Accounting Clerk - Grade 4

Business Unit # 070112 Accounting Services

070 - Finance

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	1.00	-	-	1.00	-	1.00
Net FTE's	0.19	-	-	0.19	-	0.19
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	30,073	-	-	30,073	-	30,073
Other continuous costs	-	-	-	-	-	-
One-time expenses	-	-	-	-	-	-
Offsets/reductions	(30,073)	-	-	(30,073)	-	(30,073)
Net Operating Budget	\$ (0)	\$ -	\$ -	\$ (0)	\$ -	\$ (0)
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☒ Departmental ☐ Corporate

1. Over the past four years the City has received an increasing number of Freedom of Information Requests from the public that must be completed, all with restrictive time frames. It is no longer economically feasible for these to be completed by management staff and we therefore feel it is necessary to hire staff that can be dedicated to this task along with other accounting related duties.

2. The City owned Hydro related corporations' administration continues to grow and it would be more economically feasible to have the bookkeeping for these three corporations completed by dedicated clerical staff instead of finance management staff.

3. Need staff dedicated to the special bookkeeping required for the Vaughan Business Enterprise Centre.

4. This additional staff is also required in order to deal with the increased requirements of completing quarterly and year-end account analysis

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

Milestones or Deliverables	Timelines	Comments

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

Department Impacted	Describe Impact (Cost/time/benefit)	Were they Consulted?
Access & Privacy Dept	Improve timeliness of availability of completed FOI reports	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Senior Management	More timely availability of financial information re Hydro Vaughan Corporations for management to make financial decisions	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Economic Development Dept	More timely availability of financial information re Vaughan Business Enterprise Centre for management to make financial decisions	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

Other comments:

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Part-time Accounting Clerk - Grade 4						
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020: Management excellence - ensure financial sustainability and to enhance productivity, cost effectiveness and innovation.							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
	Name/description of service level target:		Target Level	Current Level	Level with ARR		
1)							
2)							
3)							
Describe how this request relates to Departmental Business Plan:							
N/A							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary	Improve User Satisfaction			Secondary	Improve Sustainability		
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?							
1. Having dedicated staff to complete FOI requests, Hydro financial reports and VBEC financial data allows this information to be available on a more timely basis for management (user satisfaction). 2. Transferring these clerical duties from management staff to clerical staff allows management (Manager & Supervisor) more time to properly manage department (improve sustainability).							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings			Incl. in offsets (Section #9)?
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							

Request Title	Part-time Accounting Clerk - Grade 4
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input checked="" type="radio"/> None</p> <p><input type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <p></p> <p></p> <p></p> <p></p> <p></p> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <p>◀ ▶</p> <p style="text-align: center;">None Low Medium High</p> <p>Financial Impact</p> <p>◀ ▶</p> <p style="text-align: center;">\$0 \$10,000 \$100,000 \$1,000,000 > \$10,000,000</p> <p>Health and Safety Risk (click on the word)</p> <p><input checked="" type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <p>◀ ▶</p> <p style="text-align: center;">None Minor Major Severe</p> <p>Probability of Health & Safety Issue</p> <p>◀ ▶</p> <p style="text-align: center;">None Low Medium High</p> </div> <div style="width: 50%; border: 1px solid black; padding: 5px;"> <p>Comments</p> <p><i>Please describe the type and nature of risk</i></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input checked="" type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input type="radio"/> Inability to support the department's directive</p> <p><input type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p> <p></p> <p></p> <p></p> <p></p> <p></p>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	

Request Title	Part-time Accounting Clerk - Grade 4			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2012			
Position title	PT Accounting Clerk Grade 4			
Estimated start date	April 1, 2012			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	0.69			0.69
Position type	Part-time			
Position agreement classification	Part Time Salary			
If contract, specify length (months or yrs)	N/A			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	070112			
Grade level	4			
Est. starting step	Start			
Desktop (HR) Review Performed?	No			
B&F Accommodations Available?	Yes			
ITM Hardware required?	No			
Capital Equipment Required?	No			
Complement Annual Cost Detail				
Annual full-time \$	-			-
Annual part-time \$	38,202	-	-	38,202
Annual shift premiums, etc	-			-
Annual overtime \$	-			-
* PT vacation pay (calculated field)	1,528	-	-	1,528
* Annual benefits (calculated field)	3,854	-	-	3,854
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 30,073	\$ -	\$ -	\$ 30,073
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	070112.7200	-		-
2) Training & Developme	070112.7115	-		-
3) Cellular Line Charges	070112.7122.01	-		-
4) Mileage	070112.7100	-		-
Subtotal		\$ -	\$ -	\$ -
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	070112.7211.01	-		-
2) Office Equip. & Furnitu	070112.7210	-		-
3) Training & Developme	070112.7115	-		-
4)	#N/A	-		-
Subtotal		-	-	-
2012 Total Complement Annual Costs	\$ 30,073	\$ -	\$ -	\$ 30,073
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments:				

Request Title		Part-time Accounting Clerk - Grade 4						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1								\$ -
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)	27,414	-	-			
2	* Benefits	(From sect. 7)	2,659	-	-			
3	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-	-			
4								
5								
6								
7								
Subtotal				30,073	-	-	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-	-	-	-	
2							-	
3							-	
Subtotal				-	-	-	-	
OFFSETS - cost savings, reductions, etc								
1	Contract in Financial Services (070111.7015)		(26,219)					
2	PT benefits re Contract in Financial Services		(3,854)					
3								
Subtotal				(30,073)	-	-	-	
TOTAL OPERATING BUDGET CHANGE				(0)	-	-	-	
COMPLEMENTS & FTE's								
# of positions requested			(From sect. 7)	1.00	-	-	1.00	
FTE's			(From sect. 7)	0.69	-	-	0.69	
FTE reductions/offsets			(Manual Field)	0.50			0.50	
Net FTE's			(From sect. 7)	0.19	-	-	0.19	

Budgeting & Financial Planning

1. Financial Summary

2. Business Plans

3. ARRs

2012

◆ Special Projects Analyst

Revenue and Expenditure Summary

2012-14 Operating Budget

Business Unit	Exp Category	Account	2010 Actuals	Actual Forecast	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
Budgeting & Financial Planning														
Labour Costs														
		7010 Full Time	956,812	1,323,254	1,505,159	115,088	0	1,620,247	115,088	7.6%	1,646,365	26,118	1,661,832	15,467
		7012 Overtime	995	935	935	90	0	1,025	90	9.6%	1,025	0	1,025	0
		7015 Part Time	26,119	326	0	0	0	0	0	0.0%	0	0	0	0
		7017 Benefits	246,670	335,780	383,815	37,695	0	421,510	37,695	9.8%	439,844	18,334	455,640	15,796
		Total Labour Costs	1,230,597	1,660,294	1,889,909	152,873	0	2,042,782	152,873	8.1%	2,087,234	44,452	2,118,497	31,263
Other Expenses														
		7100 Mileage	1,218	689	1,357	43	(400)	1,000	(357)	(26.3)%	1,000	0	1,000	0
		7105 Membership/Dues/Fees	4,602	10,438	9,691	609	1,000	11,300	1,609	16.6%	11,900	600	12,600	700
		7110 Meals and Meal Allowances	1,180	1,240	1,701	(1)	(200)	1,500	(201)	(11.8)%	1,500	0	1,500	0
		7115 Training & Development	2,250	2,406	6,615	(15)	(600)	6,000	(615)	(9.3)%	6,000	0	6,000	0
		7120 Telephone Charges	0	531	236	(36)	(200)	0	(236)	(100.0)%	0	0	0	0
		7122 Cellular Telephones	31	310	566	0	(566)	0	(566)	(100.0)%	0	0	0	0
		7125 Subscriptions/Publications	644	1,598	1,608	(8)	(400)	1,200	(408)	(25.4)%	1,200	0	1,200	0
		7130 Seminars & Workshops	1,629	2,581	3,562	38	0	3,600	38	1.1%	3,600	0	3,600	0
		7200 Office Supplies	5,787	5,592	5,745	(45)	400	6,100	355	6.2%	6,100	0	6,100	0
		7205 Computer Supplies	3,321	3,317	2,020	(20)	600	2,600	580	28.7%	2,600	0	2,600	0
		7210 Office Equip. & Furniture	571	1,463	2,880	(1,480)	0	1,400	(1,480)	(51.4)%	1,400	0	1,400	0
		7211 Computer Hardware/Software	14,285	6,712	9,850	(2,450)	0	7,400	(2,450)	(24.9)%	7,400	0	7,400	0
		7220 Copiers, Faxes and Supplies	6,162	7,066	7,632	(32)	(800)	6,800	(832)	(10.9)%	6,900	100	7,000	100
		7222 Printing	2,701	2,338	2,791	9	(400)	2,400	(391)	(14.0)%	2,400	0	2,400	0
		7226 Courier Services	0	475	0	50	850	900	900	0.0%	900	0	900	0
		7520 Professional Fees	11,163	23,234	4,223	(23)	1,300	5,500	1,277	30.2%	5,500	0	5,500	0
		7531 Service Contracts	0	19,148	24,298	15,036	666	40,000	15,702	64.6%	42,700	2,700	45,500	2,800
		7630 Wireless/Internet Commun.	2,361	2,967	3,693	7	(400)	3,300	(393)	(10.6)%	3,300	0	3,300	0
		7699 Sundry Expenses	1,129	470	1,638	12	(850)	800	(838)	(51.2)%	800	0	800	0
		7700 Chgs. from Othe Depts.	252	0	0	0	0	0	0	0.0%	0	0	0	0
		7791 Trsf. from Capital	0	(60)	0	0	0	0	0	0.0%	0	0	0	0
		Total Other Expenses	59,285	92,516	90,106	11,694	0	101,800	11,694	13.0%	105,200	3,400	108,800	3,600
Total Budgeting & Financial			1,289,882	1,752,809	1,980,015	164,567	0	2,144,582	164,567	8.3%	2,192,434	47,852	2,227,297	34,863

* Note: Actual Forecast 2011 is for reference purposes only and is based on year to date actuals as of September 2011 plus the remainder of the calendarized budget.

Revenue and Expenditure Summary

2012-14 Operating Budget

Business Unit	Exp Category	Account	2010 Actuals	Actual Forecast 2011	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
City Financial Services														
Revenue														
		3511 Service Charges	(423,525)	(482,860)	(454,945)	(4,493)	0	(459,438)	(4,493)	1.0%	(462,238)	(2,800)	(467,010)	(4,772)
		3574 Rev. frm Recov. Exp - Pd Duty	1,680	(2,232)	(6,664)	(1,326)	0	(7,990)	(1,326)	19.9%	(7,990)	0	(7,990)	0
		3618 Dept. Misc. Revenues	(9)	0	0	0	0	0	0		0	0	0	0
		Total Revenue	(421,854)	(485,092)	(461,609)	(5,819)	0	(467,428)	(5,819)	1.3%	(470,228)	(2,800)	(475,000)	(4,772)
Labour Costs														
		7010 Full Time	1,706,034	1,852,032	1,964,307	89,618	0	2,053,925	89,618	4.6%	2,071,686	17,761	2,075,892	4,206
		7012 Overtime	17,394	16,611	18,250	1,826	0	20,076	1,826	10.0%	20,076	0	20,076	0
		7015 Part Time	174,381	135,294	147,273	1,377	0	148,650	1,377	0.9%	150,195	1,545	150,845	650
		7017 Benefits	455,691	488,956	522,141	30,687	0	552,828	30,687	5.9%	572,339	19,511	588,175	15,836
		Total Labour Costs	2,353,499	2,492,893	2,651,971	123,508	0	2,775,479	123,508	4.7%	2,814,296	38,817	2,834,988	20,692
Other Expenses														
		7100 Mileage	665	1,072	1,822	0	0	1,822	0	0.0%	1,822	0	1,822	0
		7103 407-ETR Toll Charges	20	0	0	0	0	0	0		0	0	0	0
		7105 Membership/Dues/Fees	3,267	3,822	3,105	161	0	3,266	161	5.2%	3,438	172	3,619	181
		7110 Meals and Meal Allowances	287	885	1,532	0	0	1,532	0	0.0%	1,532	0	1,532	0
		7115 Training & Development	0	9,825	12,446	0	(2,000)	10,446	(2,000)	-16.1%	10,446	0	10,446	0
		7122 Cellular Telephones	362	296	377	0	0	377	0	0.0%	377	0	377	0
		7125 Subscriptions/Publications	739	1,074	1,416	(1)	0	1,415	(1)	-0.1%	1,415	0	1,415	0
		7130 Seminars & Workshops	669	2,420	3,155	0	0	3,155	0	0.0%	3,155	0	3,155	0
		7200 Office Supplies	8,211	10,908	13,510	2	(2,327)	11,185	(2,325)	-17.2%	11,185	0	11,185	0
		7205 Computer Supplies	1,896	12,601	9,922	(1)	(4,327)	5,594	(4,328)	-43.6%	5,594	0	5,594	0
		7210 Office Equip. & Furniture	50	3,994	7,114	0	(848)	6,266	(848)	-11.9%	6,266	0	6,266	0
		7211 Computer Hardware/Software	4,959	13,113	23,220	0	(884)	22,336	(884)	-3.8%	22,336	0	22,336	0
		7215 Mtce. & Repairs - Equip	0	902	749	0	0	749	0	0.0%	749	0	749	0
		7220 Copiers, Faxes and Supplies	14,488	15,341	14,213	0	2,000	16,213	2,000	14.1%	16,213	0	16,213	0
		7222 Printing	30,261	31,930	43,767	0	(4,000)	39,767	(4,000)	-9.1%	39,767	0	39,767	0
		7226 Courier Services	0	180	0	4,000	2,000	6,000	6,000		6,000	0	6,000	0
		7135 Advertising	4,447	4,667	4,240	0	0	4,240	0	0.0%	4,240	0	4,240	0
		7331 Contractor & Contractor Mat.	27,616	33,158	35,616	0	0	35,616	0	0.0%	35,616	0	35,616	0
		7333 Contract Services	61,029	30,606	12,725	0	2,000	14,725	2,000	15.7%	14,725	0	14,725	0
		7410 Rental, Leases - Equipment	675	707	754	0	0	754	0	0.0%	754	0	754	0
		7520 Professional Fees	0	0	0	0	8,346	8,346	8,346		8,346	0	8,346	0
		7531 Service Contracts	20,947	19,130	24,157	1	2,000	26,158	2,001	8.3%	26,158	0	26,158	0
		7630 Wireless/Internet Commun.	570	729	943	(1)	0	942	(1)	-0.1%	942	0	942	0



Revenue and Expenditure Summary

2012-14 Operating Budget

Business Unit	Exp Category	Account	Actual		2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$		2013 Forecast	Variance	2014	
			2010 Actuals	Forecast 2011					Variance	% Variance			Forecast	Variance
Total City Financial Services		7699 Sundry Expenses	998	2,282	5,400	0	(1,960)	3,440	(1,960)	-36.3%	3,440	0	3,440	0
		7712 Joint Serv. Recovery - Library	(37,417)	(16,616)	(22,662)	0	0	(22,662)	0	0.0%	(22,662)	0	(22,662)	0
		7790 Trsf. to Expend Res	21,500	0	0	0	0	0	0		0	0	0	0
		Total Other Expenses	166,240	183,026	197,521	4,161	0	201,682	4,161	2.1%	201,854	172	202,035	181
			2,097,886	2,190,827	2,387,883	121,850	0	2,509,733	121,850	5.1%	2,545,922	36,189	2,562,023	16,101

* Note: Actual Forecast 2011 is for reference purposes only and is based on year to date actuals as of September 2011 plus the remainder of the calendarized budget.

2012 Budget Variance Comments

3511 Service Charges	Increase based on higher projected volumes
3574 Rev. from Recover. Expenses	Increase based on higher projected volumes
7010 Full Time	Increase due to economic adjustment and pro-rated progression
7012 Overtime	Increase due to pro-rated progression and economic adjustment
7015 Part Time	Increase due to economic adjustment
7017 Benefits	Increase in relation to salaries increase and increase as per Guidelines
7105 Memberships/Dues/Fees	Increase due to price change
7115 Training & Development	Reallocated to Courier
7200 Office Supplies	Reallocated to Professional Fees
7205 Computer Supplies	Reallocated to Professional Fees and Service Contract
7210 Office Equip. & Furniture	Reallocated to Professional Fees
7211 Computer Hardware/Software	Reallocated to Professional Fees
7220 Copiers, Faxes and Supplies	Reallocated from Printing
7222 Printing	Reallocated to Copier/Fax Lease Charges and Contract Services
7226 Courier Service	Increase due to reallocation from Training & Development and transfer from Commissioner's budget
7333 Contract Services	Reallcated from Printing - External
7520 Professional Fees	Reallocated from mutiple expenses
7531 Service Contracts	Reallcated from Dept. Computer Supplies
7699 Sundry Expenses	Reallocated to Professional Fees

2013 Budget Variance Comments

3511 Service Charges	Increase based on higher projected volumes
7010 Full Time	Increase due to pro-rated progression



Revenue and Expenditure Summary

2012-14 Operating Budget

Business Unit	Exp Category	Account	2010 Actuals	Actual Forecast 2011	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
7015	Part Time		Increase due to pro-rated progression											
7017	Benefits		Increase in relation to salaries increase and as per Guidelines											
7105	Memberships/Dues/Fees		Increase due to price change											
2014 Budget Variance Comments														
3511	Service Charges		Increase based on higher projected volumes											
7010	Full Time		Increase due to pro-rated progression											
7015	Part Time		Increase due to pro-rated progression											
7017	Benefits		Increase in relation to salaries increase and as per Guidelines											
7105	Memberships/Dues/Fees		Increase due to price change											

Revenue and Expenditure Summary

2012-14 Operating Budget

Business Unit	Exp Category	Account	2010 Actuals	Actual Forecast	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
Budgeting & Financial Planning														
Labour Costs														
		7010 Full Time	956,812	1,323,254	1,505,159	115,088	0	1,620,247	115,088	7.6%	1,646,365	26,118	1,661,832	15,467
		7012 Overtime	995	935	935	90	0	1,025	90	9.6%	1,025	0	1,025	0
		7015 Part Time	26,119	326	0	0	0	0	0	0.0%	0	0	0	0
		7017 Benefits	246,670	335,780	383,815	37,695	0	421,510	37,695	9.8%	439,844	18,334	455,640	15,796
		Total Labour Costs	1,230,597	1,660,294	1,889,909	152,873	0	2,042,782	152,873	8.1%	2,087,234	44,452	2,118,497	31,263
Other Expenses														
		7100 Mileage	1,218	689	1,357	43	(400)	1,000	(357)	(26.3)%	1,000	0	1,000	0
		7105 Membership/Dues/Fees	4,602	10,438	9,691	609	1,000	11,300	1,609	16.6%	11,900	600	12,600	700
		7110 Meals and Meal Allowances	1,180	1,240	1,701	(1)	(200)	1,500	(201)	(11.8)%	1,500	0	1,500	0
		7115 Training & Development	2,250	2,406	6,615	(15)	(600)	6,000	(615)	(9.3)%	6,000	0	6,000	0
		7120 Telephone Charges	0	531	236	(36)	(200)	0	(236)	(100.0)%	0	0	0	0
		7122 Cellular Telephones	31	310	566	0	(566)	0	(566)	(100.0)%	0	0	0	0
		7125 Subscriptions/Publications	644	1,598	1,608	(8)	(400)	1,200	(408)	(25.4)%	1,200	0	1,200	0
		7130 Seminars & Workshops	1,629	2,581	3,562	38	0	3,600	38	1.1%	3,600	0	3,600	0
		7200 Office Supplies	5,787	5,592	5,745	(45)	400	6,100	355	6.2%	6,100	0	6,100	0
		7205 Computer Supplies	3,321	3,317	2,020	(20)	600	2,600	580	28.7%	2,600	0	2,600	0
		7210 Office Equip. & Furniture	571	1,463	2,880	(1,480)	0	1,400	(1,480)	(51.4)%	1,400	0	1,400	0
		7211 Computer Hardware/Software	14,285	6,712	9,850	(2,450)	0	7,400	(2,450)	(24.9)%	7,400	0	7,400	0
		7220 Copiers, Faxes and Supplies	6,162	7,066	7,632	(32)	(800)	6,800	(832)	(10.9)%	6,900	100	7,000	100
		7222 Printing	2,701	2,338	2,791	9	(400)	2,400	(391)	(14.0)%	2,400	0	2,400	0
		7226 Courier Services	0	475	0	50	850	900	900	0.0%	900	0	900	0
		7520 Professional Fees	11,163	23,234	4,223	(23)	1,300	5,500	1,277	30.2%	5,500	0	5,500	0
		7531 Service Contracts	0	19,148	24,298	15,036	666	40,000	15,702	64.6%	42,700	2,700	45,500	2,800
		7630 Wireless/Internet Commun.	2,361	2,967	3,693	7	(400)	3,300	(393)	(10.6)%	3,300	0	3,300	0
		7699 Sundry Expenses	1,129	470	1,638	12	(850)	800	(838)	(51.2)%	800	0	800	0
		7700 Chgs. from Othe Depts.	252	0	0	0	0	0	0	0.0%	0	0	0	0
		7791 Trsf. from Capital	0	(60)	0	0	0	0	0	0.0%	0	0	0	0
		Total Other Expenses	59,285	92,516	90,106	11,694	0	101,800	11,694	13.0%	105,200	3,400	108,800	3,600
Total Budgeting & Financial			1,289,882	1,752,809	1,980,015	164,567	0	2,144,582	164,567	8.3%	2,192,434	47,852	2,227,297	34,863

* Note: Actual Forecast 2011 is for reference purposes only and is based on year to date actuals as of September 2011 plus the remainder of the calendarized budget.

2012 Budget Variance Comments

7010 Full Time	Increase due to economic adjustment; gapping of 2011 ARR; remainder increase due to progressions
7012 Overtime	Increase due to economic adjustment
7017 Benefits	Increase in relation to salaries increase and increase as per Guidelines
7100 Mileage / Car Allowance	Reallocated to Memberships
7105 Memberships/Dues/Fees	Increase due to price change and reallocation from Mileage and Training & Development
7110 Meals and Meal Allowances	Reallocated to Dept. Computer Supplies
7115 Training & Development	Reallocated to Memberships
7120 Telephone Charges	Reallocate to Copier and Service Contracts
7122 Cellular Telephones	Reallocate to Copier and Service Contracts
7125 Subscriptions/Publications	Reallocated to Office Supplies
7200 Office Supplies	Reallocated from Subscriptions/Publications
7205 Computer Supplies	Reallocated from General Dept. Meals and Wireless
7210 Office Equip. & Furniture	Decrease due to one-time 2011 ARR funding removed
7211 Computer Hardware/Software	Decrease due to one-time 2011 ARR funding removed
7220 Copiers, Faxes and Supplies	Increase due to price change and reallocation from Hardware Equip., Cell Line and Printing External and offset by reallocation to Professional Fees
7222 Printing	Reallocate to Copier and Service Contracts
7226 Courier Services	Reallocated from Dept. Sundry
7520 Professional Fees	Reallocated from Copier/Fax Supplies
7531 Service Contracts	Increase due to price change and reallocation from Hardware Equip., Cell Line and Printing External
7630 Wireless/Internet Commun.	Reallocated to Dept. Computer Supplies
7699 Sundry Expenses	Reallocated to Courier Services

2013 Budget Variance Comments

7010 Full Time	Increase due to pro-rated progression
7017 Benefits	Increase in relation to salaries increase and increase as per Guidelines
7105 Memberships/Dues/Fees	Increase due to price change
7220 Copiers, Faxes and Supplies	Increase due to price change
7531 Service Contracts	Increase due to price change

2014 Budget Variance Comments

7010 Full Time	Increase due to pro-rated progression
7017 Benefits	Increase in relation to salaries increase and increase as per Guidelines
7105 Memberships/Dues/Fees	Increase due to price change
7220 Copiers, Faxes and Supplies	Increase due to price change
7531 Service Contracts	Increase due to price change

7105 Memberships/Dues/Fees	Increase due to price change
7220 Copiers, Faxes and Supplies	Increase due to price change
7531 Service Contracts	Increase due to price change

2012-2014 Business Plans

BUSINESS OVERVIEW

Service Statement:

The Budgeting and Financial Planning Department is committed to providing valuable and useful financial information to better assist members of Council, Senior Management Team, and all departments in financial and strategic decision-making. Our department is primarily responsible for short and long range financial plans and special projects. Dedicated to ensuring the City's financial well being, the Budgeting and Financial Planning Department performs the following activities:

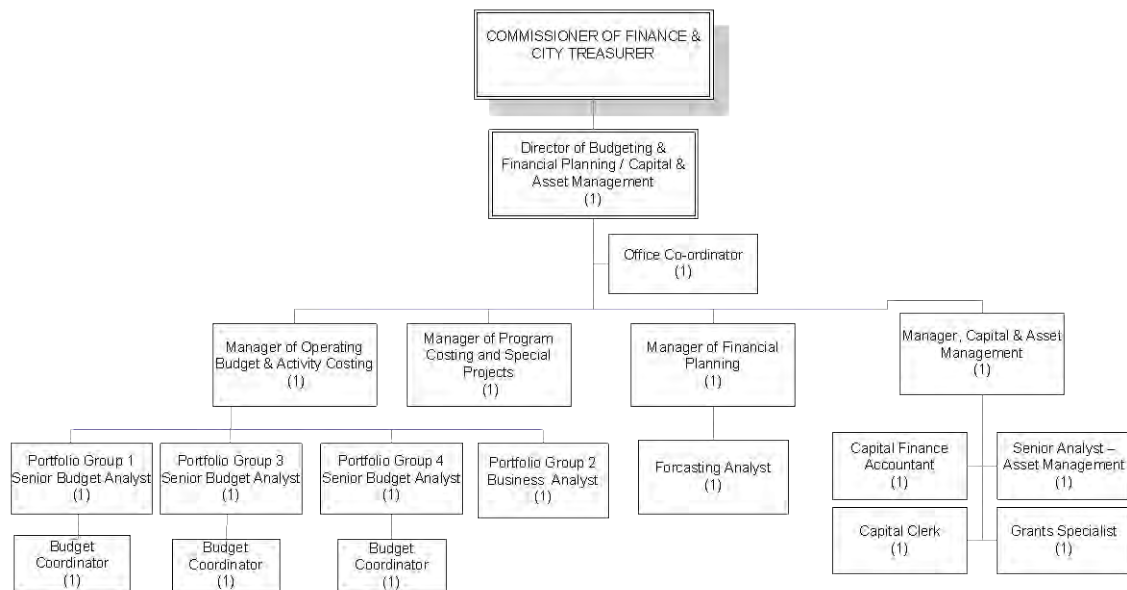
- Financial Policy Development
- Operating and Capital Budgeting & Forecasting
- Capital Program Accounting & Payments
- Reserve and Debt Management
- External Grant Procurement
- Project Costing
- Asset Planning & PSAB reporting
- Compliance and Financial Reporting

These activities are essential and ensure the City of Vaughan has the necessary tools and information to make well-informed financial and strategic decisions.

Service Profile



BUDGETING & FINANCIAL PLANNING / CAPITAL AND ASSET MANAGEMENT DEPARTMENT ORGANIZATIONAL CHART



2012-2014 Business Plans

Budgeting Dept Full Time, Part Time and Overtime – Budgeted Amounts

	2008	2009	2010*	2011	Additional Resource Requests		
					2012	2013	2014
Full Time	14.5	16	17	18	1		1
Part Time	1	1	0	0			
Total FTE	15.5	17	17	18			
Overtime	\$950	\$1040	\$936	\$935	\$1,025	\$1,025	\$1,025

- Historical information reflects the recent joining with Capital & Reserves

Stakeholders

Internal

- City of Vaughan Council
- Senior Management Team (SMT)
- All City Departments
- Library Board

External

- Residents of Vaughan
- Other Municipal and Government Agencies
- Consultants/External Auditors
- Financial Institutions and Partners
- Power Stream

Work Plan:

Link to Vaughan Vision 2020:

Although heavily invested in the service excellence and staff excellences goals, the Budgeting and Financial Planning department's core function directly supports the City's management excellence goal. This is clearly illustrated by the department's heavy involvement in the City's annual corporate planning cycle, providing assistance in the visioning and aligning stages and supporting the planning and initiating stages.

In addition to the above, the Budget and Financial Planning Department is directly linked to a number of strategic themes and initiatives. These are as follows:

1. *Manage Corporate Assets*
 - Develop and implement a corporate-wide asset management system
2. *Ensure a High Performing Organization*
 - Undertake a program review
 - Further evolve performance measurement
3. *Ensure Financial Sustainability*
 - Develop a Financial Master Plan
 - Develop a multi-year capital plan
 - Develop and implement an external funding program

In addition to the above activities, the Budgeting and Financial Planning Department provides assistance, support, and guidance to all departments, thereby contributing to the successful completion of their respective strategic themes and initiatives.

2012-2014 Business Plans

Future Pressures and Opportunities:

Challenge & Opportunity - "Resource Capacity and Priority Timing"

The City continues to undertake a number of corporate initiatives requiring leadership or involvement from the Budgeting and Financial Planning Department. In 2011, in addition to regular operating activities these initiatives included:

- Corporate planning process
- Multi-year budgeting
- Program review
- Asset management
- Financial Master Plan
- Performance measurement
- Department realignment

As a result, the department is experiencing great pain in balancing incremental priorities with current resources and processes. This is particularly challenging and generating a capacity gap, which could jeopardize the successful completion of key assignments. Opportunities to alleviate the above pressures relate to the following:

- Increasing resources - special projects analyst requested for 2012
- Thoroughly assess scope, resource and capacity requirements of in-year key initiatives during the corporate planning alignment stage to aid in prioritization/resourcing discussions.

The above opportunities will help to ensure key initiatives are meeting expectation and completed as planned.

Challenge & Opportunity - "Increased Complexity and Sophistication"

The City continues to become more complex and sophisticated in its transition from a suburban area to an emerging metropolis. As a result there is a need for additional value added information and processes. In the past few years, the department has invested resources in new systems, realigned staff, and developed processes, which will greatly assist in financial planning and corporate decision making. As with any transition, "change management" is a significant pressure that takes time and effort to minimize.

2012-2014 Business Plans

Work Plan:

Business Plan Objectives:

Prior Year Business Plan Objectives / Accomplishments:	Year	Status	Outcome/Results
GFOA Budget Award	Q1-2011	Complete	Received
RiNC and ISF reporting	Q1 -2011	Complete	\$25m+ in grant funding
Machine Time Process Review	Q2- 2011	Complete	Incl. in Budget
City wide Asset Inventory	Q2 -2011	Complete	PSAB Compliance;
Questica Operating Budgeting Software Implementation	Q3 -2011	Complete	2012-14 Budget
Development Activity Revenue Forecast	Q3-2011	Complete	Incur. in budget & SMT pres.
Multi-yr budget (2012 + 2013/2014 forecast)	Q3-2011	Complete	2011 Process
Department Reorganization	Q3 -2011	Complete	Process Synergies
Propose infrastructure funding policies	Q3- 2011	Complete	Council Item
Long-Range Financial Planning (LRFP) Outcomes Report	Q4-2011	Underway	Fall SMT presentation
Program Review	Q4-2011	Complete	2011 Budget

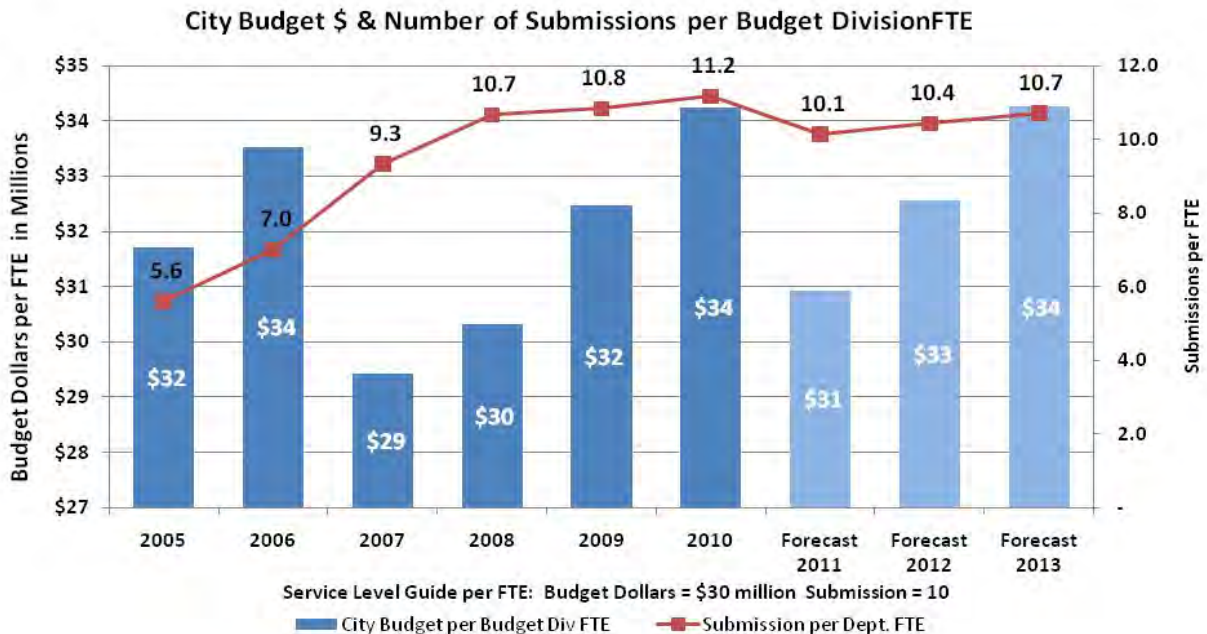
<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2012 Key Objectives			
Implementation of LRFP Council actions	Q1 to Q4	Action & strategy formulation	Dependant on Council decisions
Develop Grant Funding Process	Q2	Process that aligns to policy	In-house
Questica "Operating" dept. roll out	Q2-Q3	Department Training	Training in-house
Questica "Capital" version upgrade	Q2- Q3	Synchronize budget systems	Capital Request
Review & update reserve policies	Q3	Improved guidance	In-house
ISF reporting – Phase 2	Q3	Submission of claims& reimbursement	In-house
Multi-yr budget – Current yr + 3 yr forecast	Q4	Deliberation on 4 yr Cap/Oper. forecast	In-house
Engineering Fee Review	Q4 -2011	Fee structure to support intensification	In-house + potential consultant work
Corporate Planning Process	Full Yr.	Further Integration	In-house

2012-2014 Business Plans

Operation Review Involvement	TBD	Financial Analysis	TBD
Phase 1 of Corp. Asset Management Initiative	TBD	Implementation of corp. framework	TBD
2013 Key Objectives			
Develop Operating Budget Control By-Law	Q1 2013	Operating Budget Policy Document	In-house
Update Grant Funding Matrix for distribution to internal stakeholders & development of community information portal	Q2 2013	Annual report / website	Assistance required for data mgmt / ITM
Activity Based Costing Model Review	Q3	Revisit methodology and system	In-house + potential consultant work
Building Standards – Fee Review	Q3	Revisit methodology and fee structure	In-house + potential consultant work
Licensing fee review	Q3	Revisit methodology and fee structure	In-house + potential consultant work
Financial Master Plan Development	Q4	Consolidation of Council planning decisions	Dependant on Council decisions
Phase 2 of Corp. Asset Management Initiative	TBD	Implementation of corp. framework	TBD
2014 Key Objectives			
ERP upgrade involvement	Q 4	TBD	TBD

2012-2014 Business Plans

Key Performance Indicators:

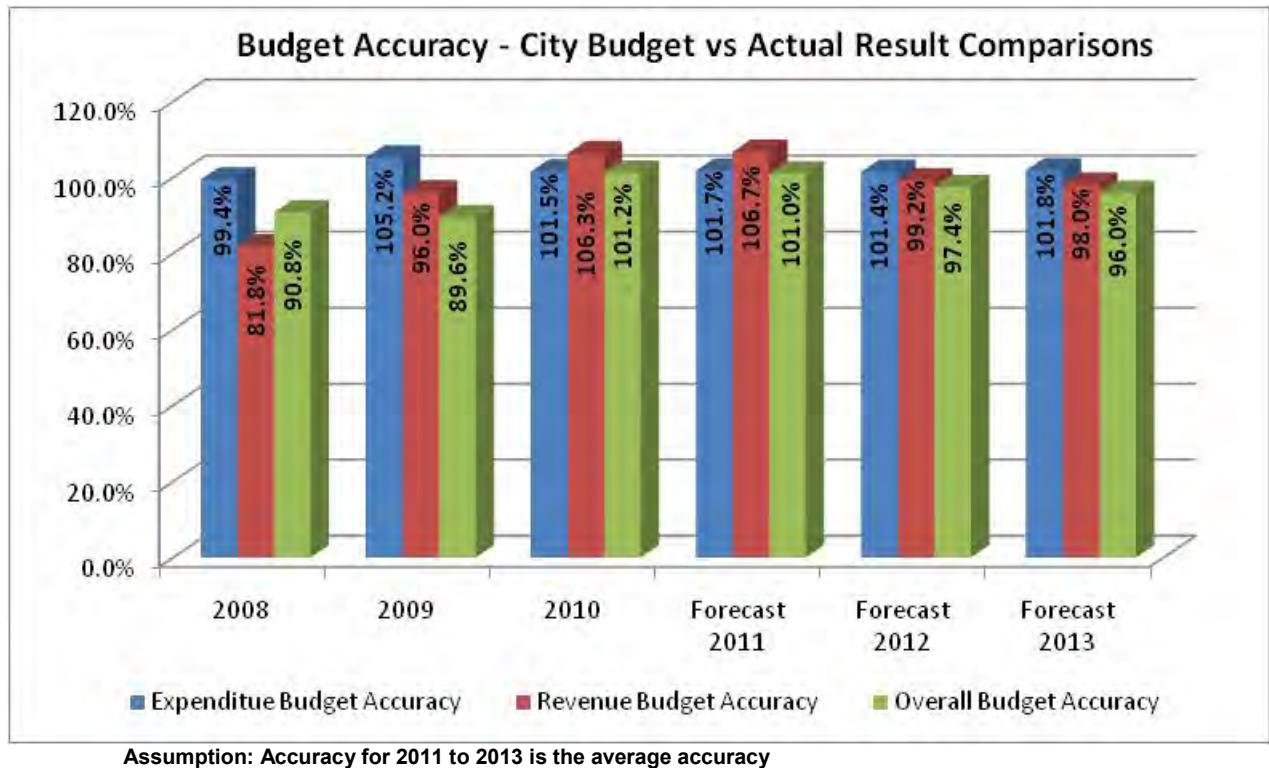


Key Conclusion:

City budget dollars per budget division FTE and submissions per budget division FTE are indicators of department workload. Increases in these measures correlate with rising work volumes and as associated a nalysis per FTE. Not represented in these measures is the complexity associated with moving to a four year budget by 2012 or o ther emerging d epartment/corporate obj ectives. T his i s ex tremely difficult to m easure as r esource requirements for each request is different. However, the measure does serve as a basic workload indicator.

Trending and history i llustrates when budget dollars/FTE reaches the level of \$34 m illion, there is a need for assistance to better distribute the workload i.e. staffing was added in both 2006 and 2010 which corroborate with the peaks in the bar graph illustration. It is anticipated the ***pressures will continue through the forecast with anticipated resource needs in 2013/2014.***

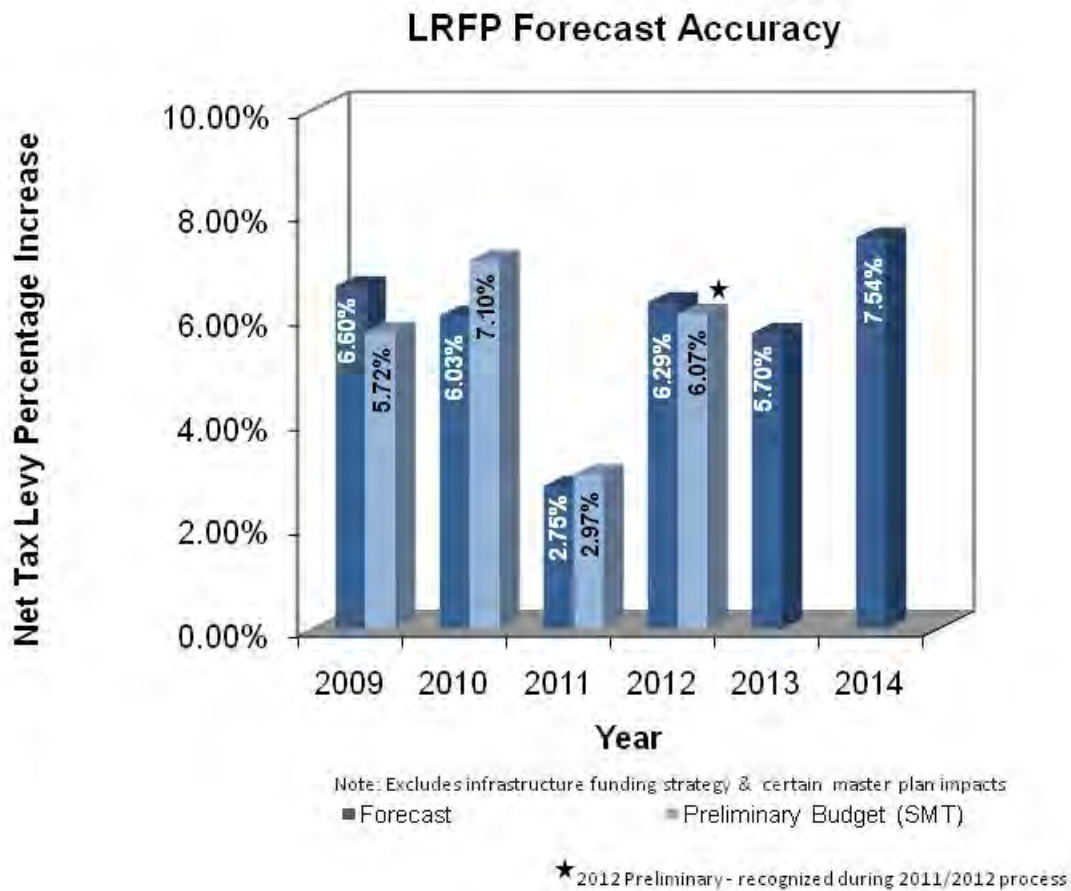
2012-2014 Business Plans



Key Conclusion:

The above graph demonstrates the budget's forecasting accuracy. As illustrated above, the Budgeting and Financial Planning department continues to maintain highly accurate short-term forecasts. Over the past 3 years, the net operating budget was accurate within a 7% margin. This figure was largely impacted in 2008 as a result of the recession and unpredictable impact on revenues, which steadily recovered in 2009 & 2010. It is anticipated this indicator will return to within a 2-5% margin. This is a very impressive figure provided the complexity and number of variables within the operating budget e.g. growth pressures, legislative requirements, new service/initiatives, etc.

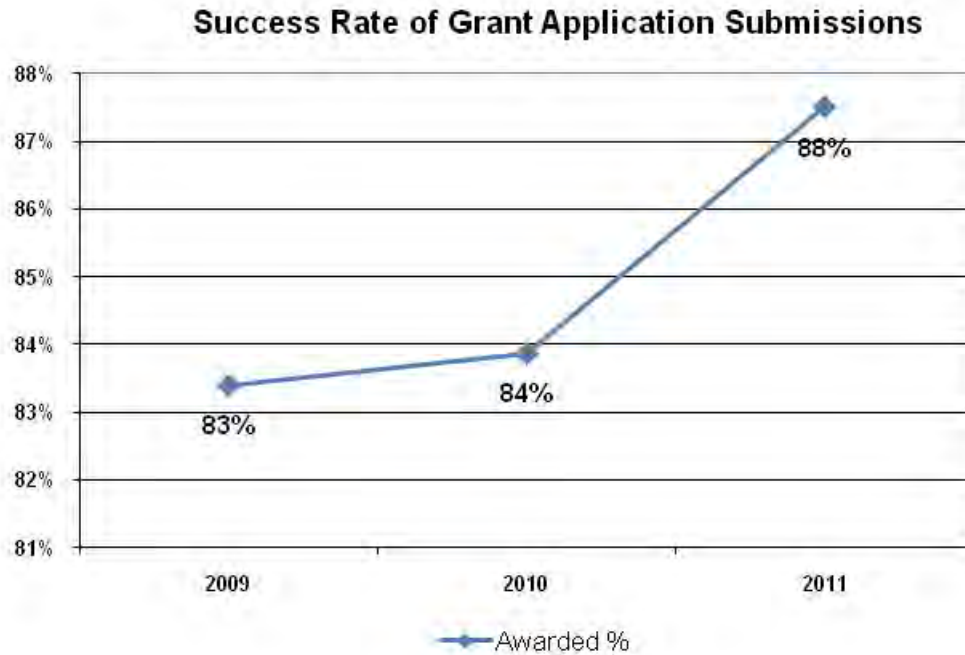
2012-2014 Business Plans



Key Conclusion:

Starting in 2009, the department presented a 3 year budget forecast. The above graph demonstrates the financial planning forecasting accuracy as compared to initial SMT budget drafts. The measure is intended to illustrate the division's predictive ability. As indicated by the graph, the accuracy of the preliminary forecast is improving. With the move to multi-year budgeting, financial planning will be of great importance to assist key decision makers prioritize available funding for multiple initiatives, master plans, infrastructure, etc.

2012-2014 Business Plans



Key Conclusion:

The Grant Application process was centralized within the City of Vaughan in June of 2009. The intent is to develop a comprehensive/cohesive process to increase the number of grant awards that could fund City projects and thereby reduce the burden on taxation. As this is a new initiative within the City, evaluation of the progress was measured by utilizing the limited statistical data related to the success of the applications submitted from June 2009 to August 2011. The success rate was determined by assessing the number of applications, which resulted in grant awards, as a percentage of the total number of applications submitted in a given year.

The above graph illustrates the high success rate achieved to date regarding the number of applications which have been successful in providing external funds to implement various City projects. Specifically, 2009 and 2010 resulted in success rates of 83% & 84% respectively. Further, the results in the first half of 2011 show an increased success rate of 88% with additional applications pending approval later in the year. Assessing the data in this manner allows for one time anomalies, such as that of 2009, to be included without skewing the data with respect to evaluating the results equally over each year. In 2009 the Federal Government implemented a onetime grant program known as the Building Canada Fund (BCF). Vaughan received grant awards for 174 projects which could not have been applied for without BCF.

2012-2014 Business Plans

Indicator	Target	2008	2009	2010	2011 Forecast	Trend
Reserve per Capita		\$1,022	\$1,073	\$1,218	TBD	↑
Asset Value (PSAB)		\$6.41B	\$6.69B	\$6.79B	\$6..98B	↑
Discretionary Reserve Ratio	50%	72%	68%	72%	68%	↔
Debt Charges Ratio	10% (Municipal 25%)	6.6%	6.3%	9.7%	9.2%	↔

Key Conclusion:

Illustrated above are a number of useful indicators and data trends.

- Discretionary reserves are being managed to exceed the City's minimum target levels and preserve Vaughan's financial stability and flexibility
- Long-term debt is maintained below the City's policy and far below the provincial maximum of 25% own source revenue
- Reserves per capital continue to be maintained, but a slight decline over the next few years is anticipated as the City begins to apply Gas Tax Funding to capital projects more rigorously
- Tangible capital asset values are consistently rising between 2% to 4% annually. This inventory consists of over 130,000 individual assets

2012-2014 Business Plans**Overall Conclusion:**

The Budgeting and Financial Planning Department is dedicated to providing quality information to assist City officials in decision making. The Budget & Financial Planning Department continues to deliver exceptional and efficient service, as the department objectives and performance indicators confirm.

The department is currently feeling pressures from two very specific challenges.

First the number of corporate objectives/initiatives the department is involved with is significant and pressure is felt through frequent timeline rescheduling and employee stress. A special projects resource to address this concern will be required.

Secondly, there is great need to apply resources to the capital division in order to develop capital plans and revisit associated policies. This will be accommodated through an internal micro restructuring. As with any transition, "change management" is a significant concern that takes time and effort to address.

Commissioner Sign-off**Date (mm/dd/yy)**

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

ADDITIONAL RESOURCE REQUEST

Request Title Special Projects Analyst

Business Unit # 070115 Budgeting & Financial Planning

070 - Finance

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	1.00	-	-	1.00	-	1.00
Net FTE's	1.00	-	-	1.00	-	1.00
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	91,951	-	-	91,951	-	91,951
Other continuous costs	1,850	-	-	1,850	-	1,850
One-time expenses	1,420	(1,420)	-	-	-	-
Offsets/reductions	-	-	-	-	-	-
Net Operating Budget	\$ 95,221	\$ (1,420)	\$ -	\$ 93,801	\$ -	\$ 93,801
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☒ Departmental ☐ Corporate

With the increase in the number and complexity of departmental objectives and involvement with corporate strategic priorities assigned to the Finance Department, it is becoming apparent that additional resourcing is needed to ensure these objectives and priorities are achieved. Currently there is one manager responsible for the Commissioner of Planning portfolio, user fee costing and justification, and special projects. Examples of special projects from just the last 6 months include program review, re-design and testing of the ARR form, preparation for director's working group for ARRs, and co-ordination of development activity revenue study. In addition to these studies, there is the continuous and ongoing updating, expanding and improving the development activity costing model, a role (along with strategic planning) to develop and maintain appropriate performance measures for the City; and costing of various master plan studies. In the coming year there are over nine key objectives in the departmental business plan and, without additional help, it will be very difficult to provide support to the Director in achieving these objectives.

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

Milestones or Deliverables	Timelines	Comments
N/A		

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

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

Other comments:

This department provides service for corporate strategic initiatives and costing for multiple departments.

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Special Projects Analyst						
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
Organizational	Manage Corporate Assets PRIORITY GOAL	Develop and implement a corporate wide asset management system - PRIORITY	4		TBD	Priority	General Correlation
Organizational	Ensure a High Performing Organization PRIORITY GOAL	Further evolve performance measures - PRIORITY	2		TBD	Priority	General Correlation
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:							
<p>Pending outcome of Council, there may be studies or specific projects related to the Financial Master Plan as well as costing of other Master Plans (e.g. transportation). Finance has a large role in the use of Master Plans in the development of departmental budgets. It is unknown at this time if program review will be an ongoing requirement or a one time event.</p>							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
	Name/description of service level target:		Target Level	Current Level	Level with ARR		
1)							
2)							
3)							
Describe how this request relates to Departmental Business Plan:							
<p>As indicated in the Business Plan, there are 7 assigned strategic related projects in 2011 and there are over 9 objectives already identified in 2012. The involvement of finance in corporate strategic priorities is expected to escalate in the future.</p>							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary	Realize Future Benefits			Secondary	Improve User Satisfaction		
<p>Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?</p> <p>More emphasis on program costing, special studies and Council requests will lead to more informed and faster decisions on service levels, user fees and general City revenues which can directly or indirectly impact property tax rates and/or citizen satisfaction. The "users" that are impacted by this FTE could be any and all departments, council or members of the community depending on the nature of the projects assigned.</p>							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings			Incl. in offsets (Section #9)?
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							
<p>Alternatives to adding a Special Project Analyst include using outside consultants to perform special studies as needed; and increase in overtime by existing Manager. The use of consultants, while valuable if on a large and specific project, is difficult to manage on smaller projects or when priorities are shifting. The extra time required to manage the consultants as priorities change would cause increase in costs as well as loss of productivity. Opportunity loss: There is a risk the City will not retain the knowledge obtained through consultants. Also, engagements may be longer and operational nuances may be overlooked due to the consultant's lack of knowledge on specific City details or culture.</p>							

Request Title	Special Projects Analyst
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input type="radio"/> None</p> <p><input checked="" type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 10px;">Planning Act, Municipal Act, Building Standards Act</div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 10px;">Required to maintain accurate details of the costs of applications in order to justify user fees, planning charges and reserve levels.</div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 10px;">Residents, businesses or developers could appeal the fees and charges they pay, and if the justification is not available, the City could be required to reimburse fees and to adjust fee schedule going forward which would have a negative impact on the City revenues.</div> <div style="border: 1px solid black; padding: 2px;">In compliance though future updates required with limited resources (future risk!).</div> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 15px; background: linear-gradient(to right, #ccc, #ccc); position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="display: flex; justify-content: space-between; width: 100px; margin-top: 5px;"> NoneLowMediumHigh </div> </div> <p>Financial Impact</p> <div style="display: flex; align-items: center;"> <div style="width: 150px; height: 15px; background: linear-gradient(to right, #ccc, #ccc); position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="display: flex; justify-content: space-between; width: 150px; margin-top: 5px;"> \$0\$10,000\$100,000\$1,000,000> \$10,000,000 </div> </div> <p>Health and Safety Risk (click on the word)</p> <p><input checked="" type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <div style="display: flex; align-items: center;"> <div style="width: 150px; height: 15px; background: linear-gradient(to right, #ccc, #ccc); position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="display: flex; justify-content: space-between; width: 150px; margin-top: 5px;"> NoneMinorMajorSevere </div> </div> <p>Probability of Health & Safety Issue</p> <div style="display: flex; align-items: center;"> <div style="width: 150px; height: 15px; background: linear-gradient(to right, #ccc, #ccc); position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="display: flex; justify-content: space-between; width: 150px; margin-top: 5px;"> NoneLowMediumHigh </div> </div> </div> <div style="width: 50%;"> <p>Comments</p> <div style="border: 1px solid black; padding: 5px;"> <p><i>Please describe the type and nature of risk</i></p> <p>There is future risk of litigation if development charges, user fees and licensing costs are not reviewed on a regular basis to ensure compliance with legislation.</p> </div> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input type="radio"/> Inability to support the department's directive</p> <p><input checked="" type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p> <div style="border: 1px solid black; padding: 5px; min-height: 50px;"> Impact on multiple departments through costing of Master Plans; analysis, recommendations and justification of fees charged by the City; setting up and tracking Performance Measures and linking these to strategic priorities and miscellaneous Corporate strategic projects (e.g. program review). </div>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	

Request Title	Special Projects Analyst			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2012			
Position title	Analyst			
Estimated start date	January 1, 2012			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Mgmt/Non-union			
If contract, specify length (months or yrs)	N/A			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	070115			
Grade level	6			
Est. starting step	1			
Desktop (HR) Review Performed?	N/A			
B&F Accommodations Available?	Yes			
ITM Hardware required?	Yes			
Capital Equipment Required?	No			
Complement Annual Cost Detail				
Annual full-time \$	72,977			72,977
Annual part-time \$	-	-	-	-
Annual shift premiums, etc	-			-
Annual overtime \$	-			-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	18,974	-	-	18,974
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 91,951	\$ -	\$ -	\$ 91,951
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	070115.7200	-		-
2) Training & Developme	070115.7115	1,000		1,000
3) Cellular Line Charges	070115.7122.01	-		-
4) Memberships/Dues/Fe	070115.7105	850		850
Subtotal		\$ 1,850	\$ -	\$ 1,850
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	070115.7211.01	1,420		1,420
2) Office Equip. & Furnitu	070115.7210	-		-
3) Training & Developme	070115.7115	-		-
4)	#N/A	-		-
Subtotal		1,420	-	1,420
2012 Total Complement Annual Costs	\$ 95,221	\$ -	\$ -	\$ 95,221
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments:				

Request Title		Special Projects Analyst						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1								\$ -
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)	72,977	-	-			
2	* Benefits	(From sect. 7)	18,974	-	-			
3	* Complement sch. Expenses (calculated field)	(From sect. 7)	1,850	-	-			
4								
5								
6								
7								
Subtotal				93,801	-	-	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)	1,420	-	-		-	
2							-	
3							-	
Subtotal				1,420	-	-	-	
OFFSETS - cost savings, reductions, etc								
1								
2								
3								
Subtotal				-	-	-	-	
TOTAL OPERATING BUDGET CHANGE				95,221	-	-	-	
COMPLEMENTS & FTE's								
# of positions requested			(From sect. 7)	1.00	-	-	1.00	
FTE's			(From sect. 7)	1.00	-	-	1.00	
FTE reductions/offsets			(Manual Field)	-			-	
Net FTE's			(From sect. 7)	1.00	-	-	1.00	

Reserves & Investments

1. Financial Summary

2. Business Plans

3. ARRs

2012

◆ Investment Software

Revenue and Expenditure Summary

2012-14 Operating Budget

Business Unit	Exp Category	Account	2010 Actuals	Actual Forecast	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
Reserves and Investments														
	Revenue													
		3578 Administrative Fee Revenue	(50,878)	(16,439)	(25,000)	0	0	(25,000)	0	0.0%	(25,000)	0	(25,000)	0
		3618 Dept. Misc. Revenues	(1,695)	(1,371)	0	0	0	0	0	0.0%	0	0	0	0
		Total Revenue	(52,573)	(17,810)	(25,000)	0	0	(25,000)	0	0.0%	(25,000)	0	(25,000)	0
	Labour Costs													
		7010 Full Time	715,609	489,807	419,678	3,205	0	422,883	3,205	0.8%	433,035	10,152	442,242	9,207
		7012 Overtime	358	0	0	0	0	0	0	0.0%	0	0	0	0
		7015 Part Time	25,680	0	0	0	0	0	0	0.0%	0	0	0	0
		7017 Benefits	184,960	124,898	107,019	2,933	0	109,952	2,933	2.7%	115,629	5,677	121,169	5,540
		Total Labour Costs	926,607	614,705	526,697	6,138	0	532,835	6,138	1.2%	548,664	15,829	563,411	14,747
	Other Expenses													
		7100 Mileage	181	142	104	0	0	104	0	0.0%	104	0	104	0
		7105 Membership/Dues/Fees	4,499	789	800	0	0	800	0	0.0%	800	0	800	0
		7110 Meals and Meal Allowances	88	45	42	0	0	42	0	0.0%	42	0	42	0
		7115 Training & Development	4,134	1,528	1,526	0	0	1,526	0	0.0%	1,526	0	1,526	0
		7120 Telephone Charges	0	0	0	0	0	0	0	0.0%	0	0	0	0
		7122 Cellular Telephones	1,052	742	565	0	0	565	0	0.0%	565	0	565	0
		7125 Subscriptions/Publications	70	233	0	0	0	0	0	0.0%	0	0	0	0
		7130 Seminars & Workshops	1,877	1,035	1,017	0	0	1,017	0	0.0%	1,017	0	1,017	0
		7200 Office Supplies	2,426	908	1,034	0	0	1,034	0	0.0%	1,034	0	1,034	0
		7205 Computer Supplies	448	1,950	690	0	0	690	0	0.0%	690	0	690	0
		7210 Office Equip. & Furniture	1,478	631	212	0	0	212	0	0.0%	212	0	212	0
		7211 Computer Hardware/Software	18,064	0	0	0	0	0	0	0.0%	0	0	0	0
		7222 Printing	3,851	0	0	0	0	0	0	0.0%	0	0	0	0
		7226 Courier Services	0	178	0	0	0	0	0	0.0%	0	0	0	0
		7531 Service Contracts	0	43	0	0	0	0	0	0.0%	0	0	0	0
		7699 Sundry Expenses	155	855	887	0	0	887	0	0.0%	887	0	887	0
		7791 Trsf. from Capital	(17,186)	0	0	0	0	0	0	0.0%	0	0	0	0
		Total Other Expenses	21,137	9,078	6,877	0	0	6,877	0	0.0%	6,877	0	6,877	0
Total Reserves and Investments			895,171	605,973	508,574	6,138	0	514,712	6,138	1.2%	530,541	15,829	545,288	14,747

* Note: Actual Forecast 2011 is for reference purposes only and is based on year to date actuals as of September 2011 plus the remainder of the calendarized budget.



Revenue and Expenditure Summary

2012-14 Operating Budget

2012 Budget Variance Comments

7010 Full Time	Increase due to economic adjustment offset by the vacant positions at a lower rate
7017 Benefits	Increase in relation to salaries increase and increase as per Guidelines

2013 Budget Variance Comments

7010 Full Time	Increase due to pro-rated progression
7017 Benefits	Increase in relation to salaries increase and increase as per Guidelines

2014 Budget Variance Comments

7010 Full Time	Increase due to pro-rated progression
7017 Benefits	Increase in relation to salaries increase and increase as per Guidelines

2012-14 Business Plan

BUSINESS OVERVIEW

Service Statement:

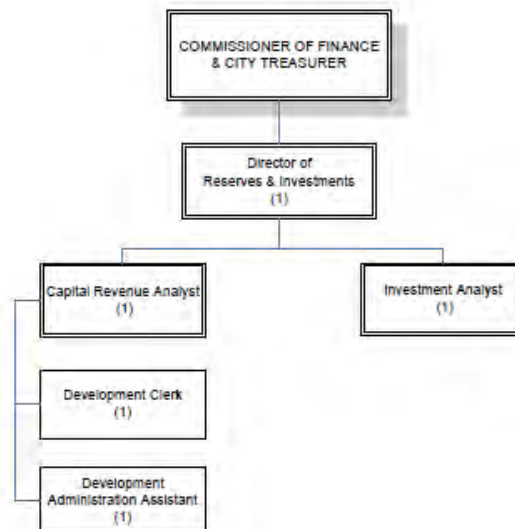
A service based section, within the Finance Commission, whose mandate is to provide financial management functions with respect to Reserves and Investments. The department delivers services in two core areas of responsibility.

- | | |
|----------------|--|
| 1. Development | Collection of development charges in accordance with provincial statutes, municipal by-laws and policies. Oversee financial compliance of development related agreements. Administer letters of credit Provides internal and external financial reporting in compliance with all provincial statutes, city by-laws and policies. |
| 2. Investments | Provides Investments services |

Service Profile:



RESERVES & INVESTMENTS DEPARTMENT ORGANIZATIONAL CHART



2012-14 Business Plan

Full Time, Part Time and Overtime – Budgeted Amounts

	2010	2011	2012 Base	Additional Resource Requests		
				2012	2013	2014
Full Time	5	5	5			
Part Time	0	0	0	1		
Overtime						

Key Stakeholders:

STAKEHOLDER GROUP	RATIONALE
Internal:	
City Departments	Review development related agreements and oversee financial compliance.
Senior Management Team	Report Financial Matters to SMT
City of Vaughan Council	Report Financial Matters to Council
External:	
Vaughan Citizens	Responsible to citizens for service delivery
Members of the Development & Real Estate Community	Provide information related to development charges and agreement financial compliance
Region of York	Collect & remit development charges
Boards of Education	Collect & remit development charges
Financial Institutions	Investment transactions & Letters of Credit

Work Plan:

Link to Vaughan Vision 2020:

1. Ensure Financial/Sustainability
 - a. Cash Investment revenue increases reserves for future sustainability
 - b. Ensure Financial Compliance of development agreements
2. Manage Corporate Assets
 - a. Cash & Investments
 - b. Letters of Credit and Cash security deposits
3. Ensure High Performance Organization
 - a. Provides customer service
 - b. Assists department with drafting development agreements

2012-14 Business Plan

Future Pressures and Opportunities:

- Worldwide financial and economic instability has created a low interest rate environment impacting interest income revenue. It is unknown when the economy will recover and when interest rates will rise.
- Explore investment opportunities to improve investment returns.

Business Plan Objectives

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Investigate Financial Opportunities to Improve Investment Income	2010	Ongoing	Increased investment income

2012-14 Business Plan Objectives:

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2012 (Top 3 Objectives)			
1. Financial Securities – Automation of Administration of Financial Securities (letters of credit and cash deposits) – Design	Q4	Financial Securities Module within AMANDA	Reserves, Building Standards & ITM
2. Development Charges – Automation - Design	Q4	Development Charges module within AMANDA	Reserves, Building Standards & ITM
3. Investment Software - implementation	Q4	Replacing manual reports	Reserve & ITM
4. Develop a Long-term cash flow	Q4	Cash-flow forecast utilized for long-term investments	Reserves & Budgeting
2013 (Top 3 Objectives)			
1. Financial Securities – Tracking System - Automation of Administration of Financial Securities (letters of credit and cash deposits) – Testing & Implementation	Q2	Utilization of AMANDA software – Tool Improving Customer service	Reserves, Building Standards & ITM

2012-14 Business Plan

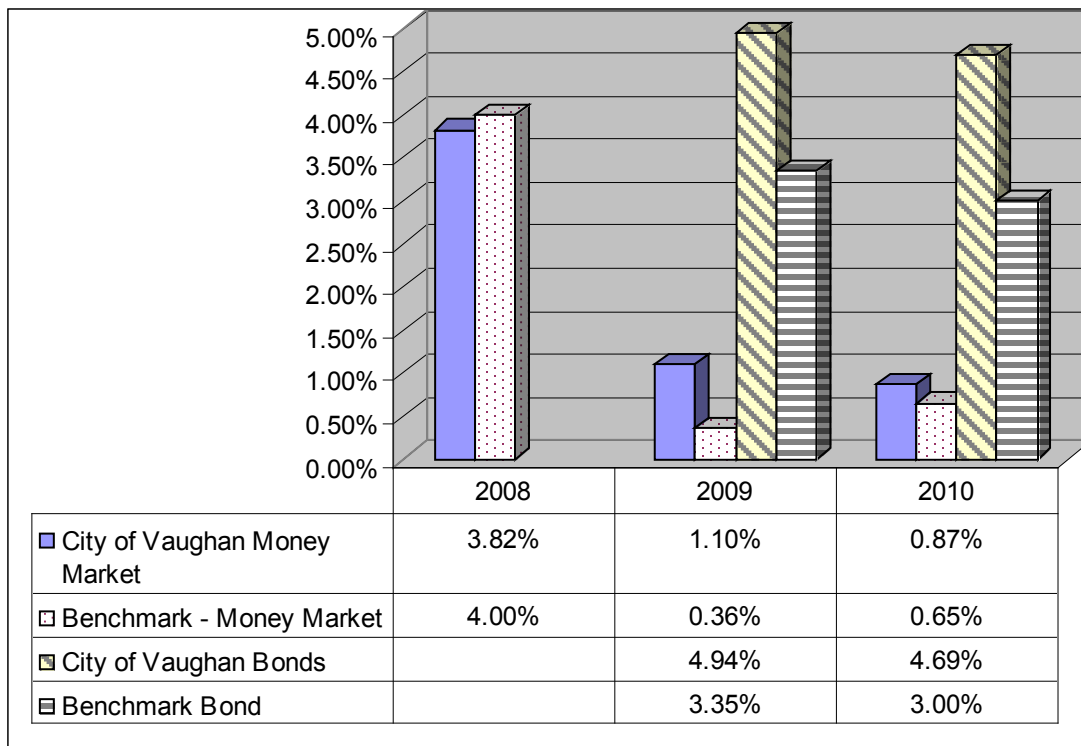
2. Development Charges – Tracking System - Automation - Implementation –Testing & Implementation	Q2	Utilization of AMANDA software Tool – Improving Customer service	Reserves, Building Standards & ITM
2014 (Top 3 Objectives)			
1. Review of current letters of credit and cash security deposit holdings.	Q2	Identify areas to improve the time	Reserves, Building Standards, Engineering, Planning

Key Performance Indicators:

Average Interest Rate of Return versus the Benchmark Average Interest Rate of Return (One Fund).

BUSINESS OVERVIEW:

Notes about the Measure: Average Rate of Return versus the Benchmark Average Interest Rate of Return.



2012-14 Business Plan

Key Conclusion:

The City of Vaughan attempts to optimize investment returns within its statutory limitations while preserving capital and maintaining liquidity to meet ongoing financial demands.

2008 included all funds. With the exception of 2008, the City of Vaughan has been able to obtain better average rate of returns than its comparative benchmark. The 2011 comparable is not available. With the instability of financial markets, staff is not able to provide forecasts for 2012 to 2014.

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

Commissioner Sign-off

Date (mm/dd/yy)

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

ADDITIONAL RESOURCE REQUEST

Request Title Investment Software

Business Unit # 070118 Reserves and Investments

070 - Finance

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	-	-	-	-	-	-
Net FTE's	-	-	-	-	-	-
Operating Revenue	25,000	-	-	25,000	-	25,000
Operating Costs						
Staffing & Benefits	-	-	-	-	-	-
Other continuous costs	25,000	-	-	25,000	-	25,000
One-time expenses	-	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-
Net Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Associated Capital Costs	\$ 30,000	\$ -	\$ -	\$ 30,000	\$ -	\$ 30,000

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

Please check one: ☐ Departmental ☒ Corporate

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

Milestones or Deliverables	Timelines	Comments

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

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

Other comments:

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Investment Software																						
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives																							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.																							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)																
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:																							
Investment held by the city are considered corporate assets. Revenue from investments can be increased with use of the software for analysis and forecasting.																							
3) Related Performance Indicators & Business Plan Link																							
Please provide information on top 3 performance measures:																							
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 40%;">Name/description of service level target:</td> <td style="width: 15%;">Target Level</td> <td style="width: 20%;">Current Level</td> <td style="width: 25%;">Level with ARR</td> </tr> <tr> <td>1) Average ROI of One Fund - Money Market</td> <td>0.59%</td> <td>0.87%</td> <td>1.00%</td> </tr> <tr> <td>2) Average ROI of One Fund - Bond Fund</td> <td>3.00%</td> <td>4.69%</td> <td>4.80%</td> </tr> <tr> <td>3) </td> <td> </td> <td> </td> <td> </td> </tr> </table>								Name/description of service level target:	Target Level	Current Level	Level with ARR	1) Average ROI of One Fund - Money Market	0.59%	0.87%	1.00%	2) Average ROI of One Fund - Bond Fund	3.00%	4.69%	4.80%	3)			
Name/description of service level target:	Target Level	Current Level	Level with ARR																				
1) Average ROI of One Fund - Money Market	0.59%	0.87%	1.00%																				
2) Average ROI of One Fund - Bond Fund	3.00%	4.69%	4.80%																				
3)																							
Describe how this request relates to Departmental Business Plan:																							
The software is a tool to be used by the Investment Analyst to maximize investment income.																							
4) Value Proposition																							
Please detail both qualitative and quantitative benefits of the request																							
Qualitative: Please select up to 2 actions which best describe this request																							
Primary Improve Sustainability Secondary Realize Future Benefits																							
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?																							
The use of the software will allow for more efficiency in managing City investments and therefore improving investment returns.																							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.																							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings	Incl. in offsets (Section #9)?																		
2012	Budget \$\$\$	dependant on economic	\$	Allows for revenue generation																			
5) Alternatives																							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.																							
Use of excel spreadsheet is an option but would require valuable time that can be used in more productive ways such as analyzing and forecasting.																							

Request Title	Investment Software
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input checked="" type="radio"/> None</p> <p><input type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <p>Municipal Act- Ontario Regulation 438/97</p> <p>Municipalities are only allowed to invest in financial instruments allowed by the Municipal Act.</p> <p>Contravention of the Act</p> <p>Compliant</p> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <p>◀ ▶ None Low Medium High</p> <p>Financial Impact</p> <p>◀ ▶ \$0 \$10,000 \$100,000 \$1,000,000 > \$10,000,000</p> <p>Health and Safety Risk (click on the word)</p> <p><input checked="" type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <p>◀ ▶ None Minor Major Severe</p> <p>Probability of Health & Safety Issue</p> <p>◀ ▶ None Low Medium High</p> </div> <div style="width: 50%;"> <p>Comments</p> <p>Please describe the type and nature of risk</p> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input checked="" type="radio"/> Inability to support the department's directive</p> <p><input type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p> <p>Optimizing investment returns increases interest revenue.</p>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	

Request Title		Investment Software			
7) Complement Details - Skip to Section 8 if no Staff is requested					
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.					
Complement Information	Position #1	Position #2	Position #3	Sub-total	
Budget Year					
Position title					
Estimated start date					
# of positions requested				-	
Full-time equivalents (FTEs)				-	
Position type					
Position agreement classification					
If contract, specify length (months or yrs)					
If Casual/Seasonal PT enter Hourly wage					
Business unit # (override if different than # shown)					
Grade level					
Est. starting step					
Desktop (HR) Review Performed?					
B&F Accommodations Available?					
ITM Hardware required?					
Capital Equipment Required?					
Complement Annual Cost Detail					
Annual full-time \$				-	
Annual part-time \$	-	-	-	-	
Annual shift premiums, etc				-	
Annual overtime \$				-	
* PT vacation pay (calculated field)	-	-	-	-	
* Annual benefits (calculated field)	-	-	-	-	
* FT contract benefits in lieu (calculated field)	-	-	-	-	
Subtotal	\$ -	\$ -	\$ -	\$ -	
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.			
1) Office Supplies	070118.7200				-
2) Training & Developme	070118.7115				-
3) Cellular Line Charges	070118.7122.01				-
4) Mileage	070118.7100				-
Subtotal		\$ -	\$ -	\$ -	\$ -
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.			
1) Computer Hardware	070118.7211.01				-
2) Office Equip. & Furnitu	070118.7210				-
3) Training & Developme	070118.7115				-
4)	#N/A				-
Subtotal		-	-	-	-
2012 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -	\$ -
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -	\$ -
Additional Comments:					

Request Title		Investment Software						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1	Software implementation fee	Pending	2012	RI-0069-12	\$ 30,000			\$ 30,000
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ 30,000	\$ -	\$ -	\$ 30,000
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1	Increase in Investment Revenue			25,000				
2								
3								
4								
Subtotal				25,000	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)		(From sect. 7)	-	-	-		
2	* Benefits		(From sect. 7)	-	-	-		
3	* Complement sch. Expenses (calculated field)		(From sect. 7)	-	-	-		
4	Annual software subscription fee		070118.7211.02	25,000	-	-		
5								
6								
7								
Subtotal				25,000	-	-	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)		(From sect. 7)	-	-	-	-	
2							-	
3							-	
Subtotal				-	-	-	-	
OFFSETS - cost savings, reductions, etc								
1								
2								
3								
Subtotal				-	-	-	-	
TOTAL OPERATING BUDGET CHANGE					-	-	-	-
COMPLEMENTS & FTE's					2012	2013	2014	Total
# of positions requested			(From sect. 7)	-	-	-	-	
FTE's			(From sect. 7)	-	-	-	-	
FTE reductions/offsets			(Manual Field)				-	
Net FTE's			(From sect. 7)	-	-	-	-	

Purchasing Services

- 1. Financial Summary**

- 2. Business Plans**

- 3. ARR's**

2012

◆ Senior Technical Clerk

Revenue and Expenditure Summary

2012-14 Operating Budget

Business Unit	Exp Category	Account	2010 Actuals	Actual Forecast	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
Purchasing Services														
	Revenue													
		3580 Sale of Fixed Assets	(93,049)	(79,904)	(50,000)	20,000	0	(30,000)	20,000	(40.0)%	(30,000)	0	(30,000)	0
		3618 Dept. Misc. Revenues	(28,167)	(39,007)	(30,700)	0	0	(30,700)	0	0.0%	(30,700)	0	(30,700)	0
		Total Revenue	(121,216)	(118,911)	(80,700)	20,000	0	(60,700)	20,000	(24.8)%	(60,700)	0	(60,700)	0
	Labour Costs													
		7010 Full Time	838,588	873,123	962,745	40,821	0	1,003,566	40,821	4.2%	1,011,054	7,488	1,011,054	0
		7012 Overtime	10,877	449	2,835	265	0	3,100	265	9.3%	3,100	0	3,100	0
		7015 Part Time	38,050	12,237	9,895	0	0	9,895	0	0.0%	9,895	0	9,895	0
		7017 Benefits	220,153	224,328	247,185	15,524	0	262,709	15,524	6.3%	271,755	9,046	278,856	7,101
		Total Labour Costs	1,107,669	1,110,138	1,222,660	56,610	0	1,279,270	56,610	4.6%	1,295,804	16,534	1,302,905	7,101
	Other Expenses													
		7100 Mileage	315	547	712	0	0	712	0	0.0%	712	0	712	0
		7103 407-ETR Toll Charges	137	107	102	0	0	102	0	0.0%	102	0	102	0
		7105 Membership/Dues/Fees	4,701	3,488	5,660	0	0	5,660	0	0.0%	5,660	0	5,660	0
		7110 Meals and Meal Allowances	124	390	702	0	(202)	500	(202)	(28.8)%	500	0	500	0
		7115 Training & Development	2,723	6,076	5,976	0	0	5,976	0	0.0%	5,976	0	5,976	0
		7120 Telephone Charges	178	234	942	0	(942)	0	(942)	(100.0)%	0	0	0	0
		7122 Cellular Telephones	3,146	2,280	1,839	0	942	2,781	942	51.2%	2,781	0	2,781	0
		7125 Subscriptions/Publications	2,612	2,402	1,323	0	2,104	3,427	2,104	159.0%	3,427	0	3,427	0
		7130 Seminars & Workshops	0	313	1,252	0	0	1,252	0	0.0%	1,252	0	1,252	0
		7135 Advertising	0	0	325	0	0	325	0	0.0%	325	0	325	0
		7200 Office Supplies	(139)	2,873	15,678	0	0	15,678	0	0.0%	15,678	0	15,678	0
		7205 Computer Supplies	377	1,433	924	0	0	924	0	0.0%	924	0	924	0
		7210 Office Equip. & Furniture	0	0	4,245	(4,000)	0	245	(4,000)	(94.2)%	245	0	245	0
		7211 Computer Hardware/Software	4,799	1,800	2,915	(2,500)	500	915	(2,000)	(68.6)%	915	0	915	0
		7215 Mtce. & Repairs - Equip	280	367	367	0	0	367	0	0.0%	367	0	367	0
		7220 Copiers, Faxes and Supplies	18,740	19,309	27,210	0	(1,902)	25,308	(1,902)	(7.0)%	25,308	0	25,308	0
		7222 Printing	3,095	3,825	3,687	0	0	3,687	0	0.0%	3,687	0	3,687	0
		7226 Courier Services	0	511	0	0	0	0	0	0.0%	0	0	0	0
		7315 Vehicle Maintenance &	634	1,131	1,761	(1,761)	0	0	(1,761)	(100.0)%	0	0	0	0
		7400 Bank Charges	0	707	0	0	0	0	0	0.0%	0	0	0	0
		7410 Rental, Leases - Equipment	0	90	363	0	0	363	0	0.0%	363	0	363	0
		7415 Rental, Leases - Vehicles	5,840	5,756	5,988	302	0	6,290	302	5.0%	6,290	0	6,290	0
		7560 Gas/Diesel - Vehicles	0	0	0	1,180	0	1,180	1,180	0.0%	1,298	118	1,363	65
		7630 Wireless/Internet Commun.	775	1,850	3,460	(2)	(500)	2,958	(502)	(14.5)%	2,958	0	2,958	0
		7699 Sundry Expenses	2,506	1,815	4,130	(1,000)	0	3,130	(1,000)	(24.2)%	3,130	0	3,130	0
		7700 Chgs. from Othe Depts.	0	26	0	0	0	0	0	0.0%	0	0	0	0

Business Unit	Exp Category	Account	2010 Actuals	Actual Forecast	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
		7712 Joint Serv. Recovery - Library	(3,000)	(1,908)	(3,053)	0	0	(3,053)	0	0.0%	(3,053)	0	(3,053)	0
		7780 Trf to Reserve Insurance	2,970	3,535	3,535	(3,535)	0	0	(3,535)	(100.0)%	0	0	0	0
		Total Other Expenses	50,814	58,955	90,043	(11,316)	0	78,727	(11,316)	(12.6)%	78,845	118	78,910	65
Total Purchasing Services			1,037,267	1,050,181	1,232,003	65,294	0	1,297,297	65,294	5.3%	1,313,949	16,652	1,321,115	7,166

* Note: Actual Forecast 2011 is for reference purposes only and is based on year to date actuals as of September 2011 plus the remainder of the calendarized budget.

2012 Budget Variance Comments

3580 Sale of Fixed Assets	Decrease due to lower projected sales
7010 Full Time	Increase due to economic adjustment and pro-rated progression
7012 Overtime	Increase due to economic adjustment
7017 Benefits	Increase in relation to salaries increase and increase as per Guidelines
7110 Meals and Meal Allowances	Reallocated to Subscriptions/Publications
7120 Telephone Charges	Reallocate to Cellular Line Charges
7122 Cellular Telephones	Reallocate from General Line Charges
7125 Subscriptions/Publications	Reallocate from General Dept. Meals, Copier/Fax Lease Charges
7210 Office Equip. & Furniture	Decrease due to one-time 2011 ARR funding removed
7211 Computer Hardware/Software	Decrease due to one-time 2011 ARR funding removed and offset by reallocation from Wireless/Internet Commun.
7220 Copiers, Faxes and Supplies	Reallocated to Subscriptions/Publications
7415 Rental, Leases Vehicles	Increase due to price increase
7630 Wireless/Internet Commun.	Reallocate to Computer Hardware
7699 Sundry Expenses	Decrease due to one-time 2011 ARR funding removed
7315 Vehicle Maintenance	Budget realigned due to changes in allocation of fleet repairs & maintenance and fuel
7560 Gas/diesel- Vehicles	Budget realigned due to changes in allocation of fleet repairs & maintenance and fuel and increase as per guidelines
7780 Trsf. to Reserves-Insurance	Budget realigned due to process changes in allocation of insurance

2013 Budget Variance Comments

7010 Full Time	Increase due to pro-rated progression
7017 Benefits	Increase in relation to salaries increase and as per Guidelines
7560 Gas/diesel- Vehicles	Increase as per Guidelines

2014 Budget Variance Comments

7017 Benefits	Increase as per Guidelines
7560 Gas/diesel- Vehicles	Increase as per Guidelines

2012-14 Business Plan

BUSINESS OVERVIEW

Service Statement:

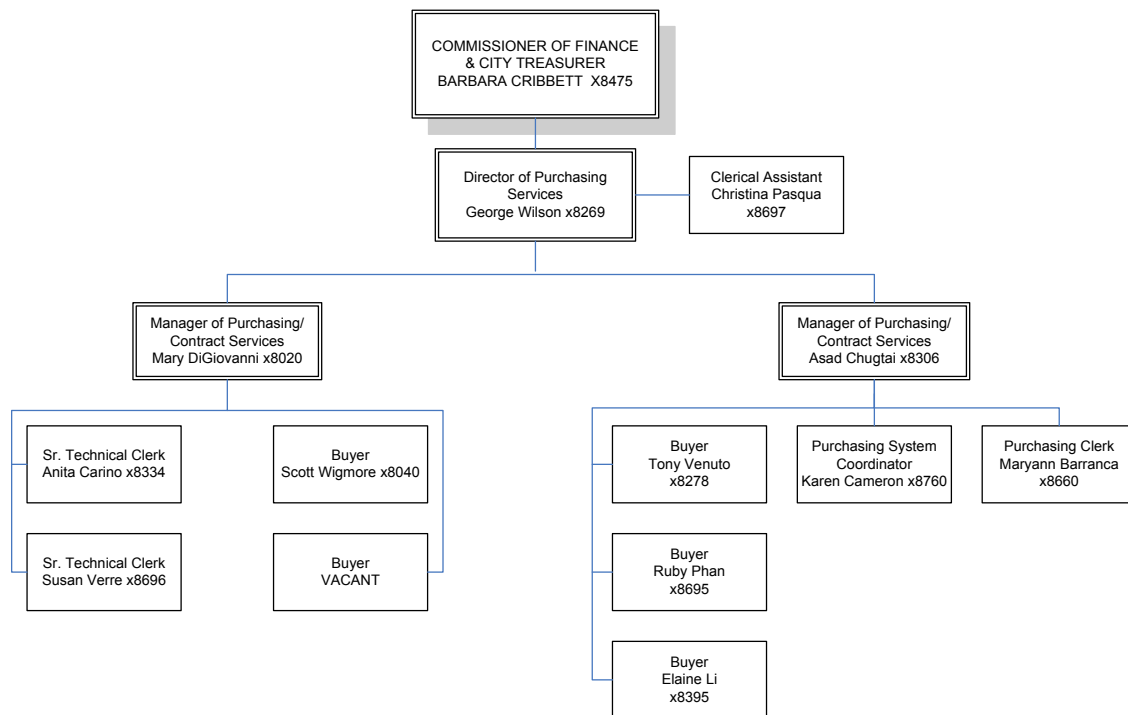
The Purchasing Services Department is committed to the procurement of goods, services and construction in a timely and cost effective manner through contracts and other pre-determined methods.

Purchasing Services consists of, Construction Services and Supplies & Services who are responsible for the procurement of capital and operating requirements necessary for the operation of the municipality.

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



PURCHASING SERVICES DEPARTMENT ORGANIZATIONAL CHART



Approved Full-time Complement: 13

CITY OF VAUGHAN
August 2011

Page 1

Full Time, Part Time and Overtime – Budgeted Amounts

	2010	2011	2012 Base	Additional Resource Requests		
				2012	2013	2014
Full Time	12	12	13	1		
Part Time	1	1	1			
Overtime	\$2824	\$2824	\$3324	\$1000		

2012-14 Business Plan

Key Stakeholders: (list major internal and external stakeholders and briefly describe why they are key stakeholders)

- Internal Departments
- Council
- External Vendors / Businesses

Work Plan:

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

Pursue Excellence in Service Delivery
Integrity, transparency and accountability

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

Challenges

- Increased demand on staff time, due to increased number of bids, proposal evaluation, training and relocation to new City Hall
- Increasing legal complexity and changes due to recent court decisions
- Staff , buyers group's training to keep themselves current with changes due to legal decisions , public procurement trends
-

Opportunities

- Asking internal customers to rate their degree of satisfaction with Procurement's performance or to indicate whether or not they are satisfied and benchmarking satisfaction levels is possible.
- Internal training programs for City Staff on Purchasing processes
- Participate in vendor awareness program launched by York Buyers Cooperative on " how to do business with the City and Basics of the bid process"
- Consider sale and distribution of bid documents to the Bidders through Bidingo.com
- Review purchasing processes to improve efficiencies with specific emphasis on measure of average procurement cycle time.
- Provide additional Services to user departments as relocated to civic centre

Business Plan Objectives (list the status of 2010 outstanding and 2011 business plan objectives and the method of measuring successful implementation. As well, list 2012-14 business plan objectives in the appropriate section)

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Review and update policies and procedures i.e. incorporate all legal / governmental amendments.	2011	Departmental review completed	Updated policies and procedures
Streamline the procurement process: continuously review the procurement processes in order to improve efficiency and results i.e. enhance payment options, methods for bid payments.	2011	Project Charter approved 2ndQtr 2011 Ongoing	Turnaround time for the bids and process improvements

2012-14 Business Plan

Use of external professional development and in house corporate training courses in order to enhance staff professional skills and professional knowledge i.e. through PMAC, NIGP, OPBA , ISM and OSGOOD	2011	Staff being assigned to attend PMAC Seminars Ongoing	Professionally trained staff
Identify and assess opportunities to implement Green purchasing Policy	2011 4 th Qtr	Ongoing	# of implemented green guidelines
Coordination with user departments to improve vendor performance	2011	Ongoing	Improved collaboration and clear performance documentation

2012-14 Business Plan Objectives: (You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.)

Business Plan Objectives:	Timeline	Outcome	Resources
2012 (Top 3 Objectives)			
1. Review all bid document and contract templates through Legal department's assistance	2nd Qtr 2012	Further refine and perfect bid documents	Purchasing and Legal Staff
2. Arrange internal customers Survey to rate their degree of satisfaction with Procurement's performance or to indicate whether or not they are satisfied and benchmark satisfaction levels for further improvements.	3rd Qtr 2012	Benchmark Customers Satisfaction to monitor Procurement Performance and enhance service levels	Purchasing Staff , ITM and user departments staff
3. Develop in house professional training programs for buyers and purchasing staff	2nd Qtr 2013	Professional staff Consistent application of Purchasing Policies & Procedures	Purchasing Staff and Professional Associations
4. Plan and develop Internal training programs for City Staff on Purchasing Policies and processes	3rd Qtr 2012	City Staff well aware of Purchasing Policies. Improved collaboration on procurement projects	Purchasing Staff and Procurement related available City Staff
2013 (Top 3 Objectives)			
1. Participate in Capital and operating budget process with the department to recognize the department's requirement and plan the annual Procurement workload to meet the timelines.	1 st Qtr 2013	Advance operational planning. Improve efficiency and procurement turn around time	Purchasing and Finance Staff

2012-14 Business Plan

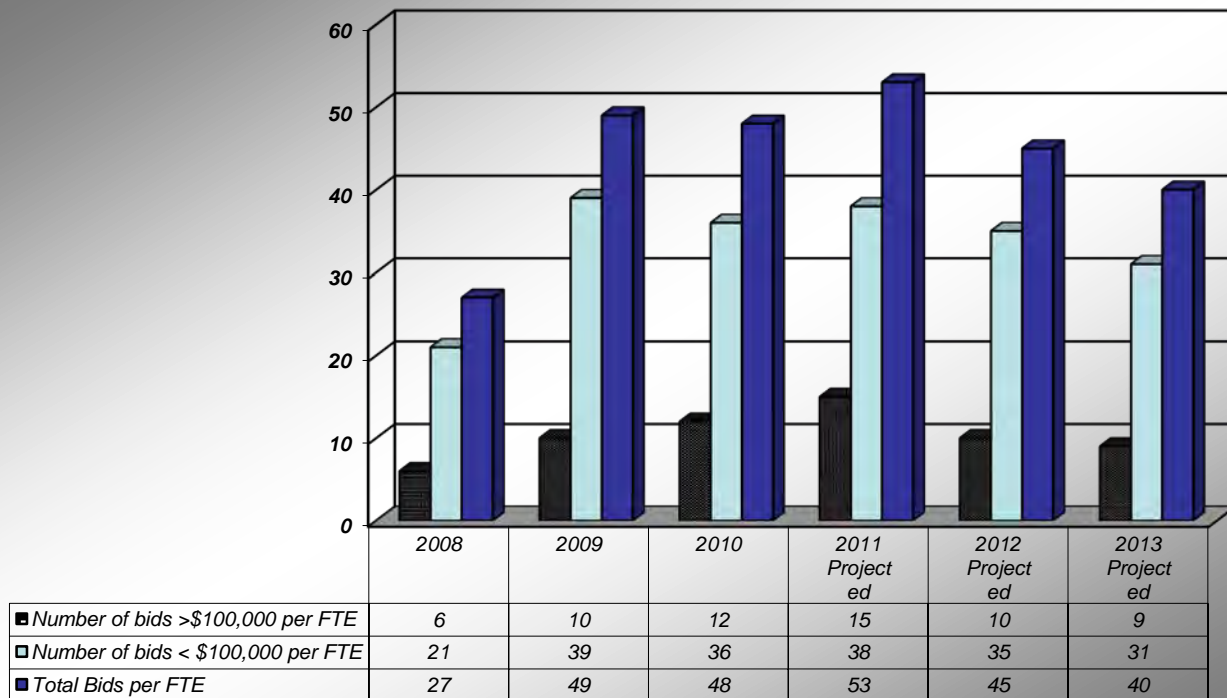
2. Enhance contract tracking System to update contractor's Insurances and WSIB clearance certificates	3 rd Qtr 2013	Enhanced system efficiency and reduce City's risk and liability	Purchasing and user departments staff
3. Study to implement on- line bidding system	4th Qtr 2013	Save Bid process time	Purchasing and ITM Source current software in market.

2014 (Top 3 Objectives)

1. Review, develop and implement City wide P-Card Program	2014	Enhanced efficiency and reduced costs through rebates, less paperwork and save staff time	Finance and Purchasing staff
2. Arrange external customers Survey to rate their degree of satisfaction with Procurement's performance and benchmark satisfaction levels for further improvements.	3rd Qtr 2014	Benchmark Customers Satisfaction to monitor Procurement Performance and enhance service levels	Purchasing Staff , ITM and user departments staff
3. Develop weekly, monthly and annual reports to analyse ongoing procurement data to monitor department's function for ongoing improvements	4th Qtr 2014	Enhanced efficiency	Purchasing Staff

2012-14 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2008 to 2013)



BUSINESS OVERVIEW:

Number of Bids per FTE

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

On average, Purchasing Department is consistently handling the average bid workload at 25 bids per FTE prior to 2009. The number of bids for 2009 has exceeded the average due to ISF and RINC projects. Purchasing is also working towards establishing Vendor of Records agreements for Supplies and Services. This has resulted in an increase in total bids for 2010 onwards by over 90 %. However volumes will gradually stabilize in 2012 and 2013 to a 50% to 55% increase, which will be managed by the new FTE.

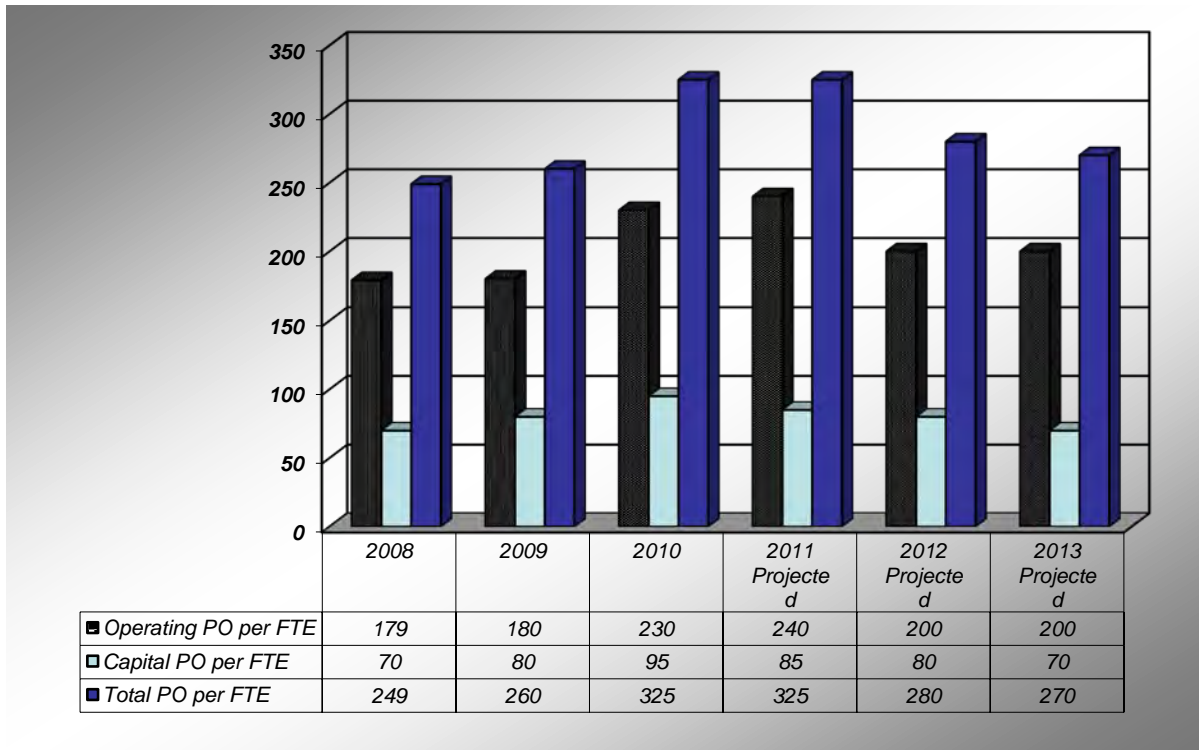
Notes about the Measure: (What are some assumptions about the performance measure which should be stated)

To provide a cost effective supply system to receive the greatest value possible for the corporation a combination of quality, price, product service and delivery, and environmental considerations are managed by the department through the bid process. At the same time ensuring our supplier recourses are maximized and supplier interests are respectively represented.

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

2012-14 Business Plan

Number of Purchase Orders per FTE



Key Conclusion:

On average, Purchasing Department is consistently handling workload. The total Purchase Orders handled by the department from 2005- 2007 has been on average 158. The figures for 2009 onwards have exceeded the average by over 90% due to Infrastructure Stimulus funded projects and due to departments' compliance of \$3000 limit for field purchase orders. However the increased volumes are expected to stabilize in 2012-2013 which will be managed by new FTEs.

Notes about the Measure:

Purchase orders are one component of the bid process.

Commissioner Sign-off

Date (mm/dd/yy)

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

ADDITIONAL RESOURCE REQUEST

Request Title Senior Technical Clerk

Business Unit # 070110 Purchasing Services

070 - Finance

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	1.00	-	-	1.00	-	1.00
Net FTE's	1.00	-	-	1.00	-	1.00
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	69,213	-	-	69,213	-	69,213
Other continuous costs	300	-	-	300	-	300
One-time expenses	3,500	(3,500)	-	-	-	-
Offsets/reductions	-	-	-	-	-	-
Net Operating Budget	\$ 73,013	\$ (3,500)	\$ -	\$ 69,513	\$ -	\$ 69,513
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☒ Departmental ☐ Corporate

Purchasing Services is in need of additional staffing, one Senior Technical Clerk to support buyers with increased bidding workload. This position is integral part of bid preparation process which enables buyers to secure requesting department's requirement through competitive bid cycle. Buyers focus more on professional procurement aspects of bid process to ensure adherence with the related regulations where as this position handles administrative aspect of the bid process by timely releasing the bid documents, addendums, advertisements, upload bids on websites and also receives fees and submissions from vendors.

Purchasing Services is committed to the procurement of supplies and services and construction in a timely and cost effective manner through fair and competitive process. This includes the acquisition of goods, services and capital construction projects for all departments of the City of Vaughan and VPI.

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

Milestones or Deliverables	Timelines	Comments
Bidding Process to award the Contract	Specific to each	All departments put in their procurement requests for goods, services or construction
	Project	and have specific milestones of start and end date in order to ensure department's
		operations and service standards. Purchasing is required to work to meet departments
		timelines.

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

Department Impacted	Describe Impact (Cost/time/benefit)	Were they Consulted?
All departments	To meet the departmental timeline for procurement of goods, services and constructions,. Purchasing	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
	department is required to process the bids soon upon budget approval and receipt of specifications from	<input type="checkbox"/> Yes <input type="checkbox"/> No
	departments. With the approval of this ARR the process bottleneck will clear and improve bid process time	<input type="checkbox"/> Yes <input type="checkbox"/> No

Other comments:

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Senior Technical Clerk																										
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives																											
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.																											
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)																				
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:																											
Pursue Excellence in Service Delivery. Approval of this position will help maintain the purchasing service delivery standards to its internal and external customers by improving the turn around time of procurement / bidding cycle.																											
3) Related Performance Indicators & Business Plan Link																											
Please provide information on top 3 performance measures:																											
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th>Name/description of service level target:</th> <th>Target Level</th> <th>Current Level</th> <th>Level with ARR</th> </tr> </thead> <tbody> <tr> <td>1)</td> <td>Maintain Procurement Cycle</td> <td>A</td> <td>B+</td> <td>A</td> </tr> <tr> <td>2)</td> <td>Continue Fair and transparent Bidding process</td> <td>A</td> <td>A</td> <td>Maintain A</td> </tr> <tr> <td>3)</td> <td>Maintain Litigation Free Operations</td> <td>A</td> <td>A</td> <td>Maintain A</td> </tr> </tbody> </table>									Name/description of service level target:	Target Level	Current Level	Level with ARR	1)	Maintain Procurement Cycle	A	B+	A	2)	Continue Fair and transparent Bidding process	A	A	Maintain A	3)	Maintain Litigation Free Operations	A	A	Maintain A
	Name/description of service level target:	Target Level	Current Level	Level with ARR																							
1)	Maintain Procurement Cycle	A	B+	A																							
2)	Continue Fair and transparent Bidding process	A	A	Maintain A																							
3)	Maintain Litigation Free Operations	A	A	Maintain A																							
Describe how this request relates to Departmental Business Plan:																											
The number of Bids and Purchase Order have increased during last 3 years as all of the purchasing tasks are now centrally performed by Purchasing Services to ensure consistency in accordance with policies. As result of this increased work load the bidding process is either delayed or staff is working extra time to meet the timelines.																											
4) Value Proposition																											
Please detail both qualitative and quantitative benefits of the request																											
Qualitative: Please select up to 2 actions which best describe this request																											
Primary <input type="text" value="Improve User Satisfaction"/> Secondary <input type="text" value="Improve Corp. Image"/>																											
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?																											
Timely meeting the user department's operational requirement will help them maintaining the service delivery standard / levels which in turn improve user satisfaction and also improve corporate image.																											
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.																											
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings	Incl. in offsets (Section #9)?																						
5) Alternatives																											
Are there alternatives or options? Please explain what they are and why they are not the primary approach.																											
Staff is working extra hours to meet the timelines for additional requirement. However this option is not a sustainable approach as continuation of this practice will have negative impact on related staff work life balance. Moreover working beyond regular hours may impact on quality of work and increase chances of errors.																											

Request Title	Senior Technical Clerk
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input type="radio"/> None</p> <p><input checked="" type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Purchasing policies and many national and international trade agreements such as Inter-provincial trade agreement, North American</div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Purchasing Services to comply with all related legislation</div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Litigation</div> <div style="border: 1px solid black; padding: 2px;">Complied</div> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 15px; background: linear-gradient(to right, #ccc 40%, #aaa 40% 60%, #aaa 60% 80%, #ccc 80%);"></div> <div style="margin-left: 10px;">▶</div> </div> <div style="display: flex; justify-content: space-between; font-size: small;"> NoneLowMediumHigh </div> <p>Financial Impact</p> <div style="display: flex; align-items: center;"> <div style="width: 150px; height: 15px; background: linear-gradient(to right, #ccc 30%, #aaa 30% 70%, #aaa 70% 90%, #ccc 90%);"></div> <div style="margin-left: 10px;">▶</div> </div> <div style="display: flex; justify-content: space-between; font-size: small;"> \$0\$10,000\$100,000\$1,000,000> \$10,000,000 </div> <p>Health and Safety Risk (click on the word)</p> <p><input type="radio"/> None <input checked="" type="radio"/> Internal <input type="radio"/> External <input type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <div style="display: flex; align-items: center;"> <div style="width: 150px; height: 15px; background: linear-gradient(to right, #ccc 40%, #aaa 40% 60%, #aaa 60% 80%, #ccc 80%);"></div> <div style="margin-left: 10px;">▶</div> </div> <div style="display: flex; justify-content: space-between; font-size: small;"> NoneMinorMajorSevere </div> <p>Probability of Health & Safety Issue</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 15px; background: linear-gradient(to right, #ccc 40%, #aaa 40% 60%, #aaa 60% 80%, #ccc 80%);"></div> <div style="margin-left: 10px;">▶</div> </div> <div style="display: flex; justify-content: space-between; font-size: small;"> NoneLowMediumHigh </div> </div> <div style="width: 50%;"> <p>Comments</p> <div style="border: 1px solid black; padding: 5px;"> <p><i>Please describe the type and nature of risk</i></p> <p>The probability of litigation will increase with non compliance of any related legislation. With continuous additional work load under tight timelines, there is an increased chance of an error / mistake by staff member and the risk of health and safety issues can also turn high.</p> </div> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input type="radio"/> Inability to support the department's directive</p> <p><input checked="" type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p> <div style="border: 1px solid black; padding: 5px; min-height: 50px;"> Delay in procurement cycle can have negative impact directly on the operations of multiple departments. </div>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	
Services provided to the staff, residence and community may directly be effected in case procurement service to the departments are delayed.	

Request Title	Senior Technical Clerk			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2012			
Position title	Senior Technical clerk			
Estimated start date	June 1, 2012			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Cupe Cler. & Tech			
If contract, specify length (months or yrs)	N/A			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	070110			
Grade level	F			
Est. starting step	Start			
Desktop (HR) Review Performed?	No			
B&F Accommodations Available?	Yes			
ITM Hardware required?	No			
Capital Equipment Required?	No			
Complement Annual Cost Detail				
Annual full-time \$	53,931			53,931
Annual part-time \$	-	-	-	-
Annual shift premiums, etc	-			-
Annual overtime \$	1,000			1,000
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	14,282	-	-	14,282
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 69,213	\$ -	\$ -	\$ 69,213
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	070110.7200	300		300
2) Training & Developme	070110.7115	-		-
3) Cellular Line Charges	070110.7122.01	-		-
4) Mileage	070110.7100	-		-
Subtotal	\$ 300	\$ -	\$ -	\$ 300
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	070110.7211.01	2,500		2,500
2) Office Equip. & Furnitu	070110.7210	-		-
3) Training & Developme	070110.7115	-		-
4) Dept. Sundry Expense	070110.7699.01	1,000		1,000
Subtotal	3,500	-	-	3,500
2012 Total Complement Annual Costs	\$ 73,013	\$ -	\$ -	\$ 73,013
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments:				

Request Title		Senior Technical Clerk						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1								\$ -
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)	54,931	-	-			
2	* Benefits	(From sect. 7)	14,282	-	-			
3	* Complement sch. Expenses (calculated field)	(From sect. 7)	300	-	-			
4								
5								
6								
7								
Subtotal				69,513	-	-	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)	3,500	-	-		-	
2							-	
3							-	
Subtotal				3,500	-	-	-	
OFFSETS - cost savings, reductions, etc								
1								
2								
3								
Subtotal				-	-	-	-	
TOTAL OPERATING BUDGET CHANGE				73,013	-	-	-	
COMPLEMENTS & FTE's								
# of positions requested			(From sect. 7)	1.00	-	-	1.00	
FTE's			(From sect. 7)	1.00	-	-	1.00	
FTE reductions/offsets			(Manual Field)	-			-	
Net FTE's			(From sect. 7)	1.00	-	-	1.00	

COMMISSIONER OF LEGAL & ADMINISTRATIVE SERVICES

Revenue and Expenditure Summary

2012-14 Operating Budget

Department	Exp Category	Account	2010 Actuals	Actual Forecast	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
Comm. of Legal & Admin. Serv.														
	Labour Costs													
		7010 Full Time	254,786	254,512	260,502	10,472	0	270,974	10,472	4.0%	270,974	0	270,974	0
		7017 Benefits	64,971	64,900	66,428	4,026	0	70,454	4,026	6.1%	72,352	1,898	74,246	1,894
		Total Labour Costs	319,757	319,413	326,930	14,498	0	341,428	14,498	4.4%	343,326	1,898	345,220	1,894
	Other Expenses													
		7100 Mileage	8	0	0	0	0	0	0	0.0%	0	0	0	0
		7103 407-ETR Toll Charges	1,954	2,459	1,265	0	0	1,265	0	0.0%	1,265	0	1,265	0
		7105 Membership/Dues/Fees	3,183	3,318	3,525	103	0	3,628	103	2.9%	3,735	107	3,844	109
		7110 Meals and Meal Allowances	202	223	1,315	0	0	1,315	0	0.0%	1,315	0	1,315	0
		7115 Training & Development	0	96	390	0	0	390	0	0.0%	390	0	390	0
		7125 Subscriptions/Publications	144	250	240	0	0	240	0	0.0%	240	0	240	0
		7130 Seminars & Workshops	358	2,690	4,500	0	0	4,500	0	0.0%	4,500	0	4,500	0
		7200 Office Supplies	262	323	385	0	0	385	0	0.0%	385	0	385	0
		7205 Computer Supplies	0	64	250	0	0	250	0	0.0%	250	0	250	0
		7210 Office Equip. & Furniture	0	1,400	1,400	0	0	1,400	0	0.0%	1,400	0	1,400	0
		7220 Copiers, Faxes and Supplies	2,617	2,847	5,005	(3,300)	0	1,705	(3,300)	(65.9)%	1,705	0	1,705	0
		7226 Courier Services	27	92	0	0	0	0	0	0.0%	0	0	0	0
		7315 Vehicle Maintenance & Repairs	1,019	74	75	(75)	0	0	(75)	(100.0)%	0	0	0	0
		7415 Rental, Leases - Vehicles	9,488	9,338	9,730	1,070	0	10,800	1,070	11.0%	10,800	0	10,800	0
		7520 Professional Fees	9,951	13,797	19,580	0	0	19,580	0	0.0%	19,580	0	19,580	0
		7560 Gas/Diesel - Vehicles	5,938	7,180	6,360	(460)	0	5,900	(460)	(7.2)%	6,490	590	6,815	325
		7630 Wireless/Internet Commun.	841	1,744	1,000	0	0	1,000	0	0.0%	1,000	0	1,000	0
		7699 Sundry Expenses	63	138	265	0	0	265	0	0.0%	265	0	265	0
		7780 Trf to Reserve Insurance	2,910	3,465	3,465	(3,465)	0	0	(3,465)	(100.0)%	0	0	0	0
		Total Other Expenses	38,964	49,499	58,750	(6,127)	0	52,623	(6,127)	(10.4)%	53,320	697	53,754	434
Total Comm. of Legal & Admin.			358,722	368,912	385,680	8,371	0	394,051	8,371	2.2%	396,646	2,595	398,974	2,328

* Note: Actual Forecast 2011 is for reference purposes only and is based on year to date actuals as of September 2011 plus the remainder of the calendarized budget.

2012 Budget Variance Comments

7010 Full Time	Increases related to economic adjustment
7017 Benefits	Increases in relation to salary change
7105 Memberships	Increase due to price change
7220 Copiers, Faxes and Supplies	Reallocated to Legal Services to cover new Blackberry expense
7315 Vehicle Maintenance & Repairs	Budget realigned due to changes in allocation of fleet repairs & maintenance and fuel
7415 Rental, Leases Vehicles	Increase due to price change

7560 Vehicle gas	Budget realigned due to changes in allocation of fleet repairs & maintenance and fuel and as per guidelines
7780 Trsf. to ReservesInsurance	Budget realigned due to process changes in allocation of insurance

2013 Budget Variance Comments

7017 Benefits	Increase as per guidelines
7105 Memberships	Increase due to price change
7560 Vehicle gas	Increase as per guidelines

2014 Budget Variance Comments

7017 Benefits	Increase as per guidelines
7105 Memberships	Increase due to price change
7560 Vehicle gas	Increase as per guidelines

City Clerk

- 1. Financial Summary**

- 2. Business Plans**

- 3. ARR's**

2013

- ◆ EDMS Business Analyst
- ◆ EDMS Technical SME
- ◆ Claims Analyst

Revenue and Expenditure Summary

2012-14 Operating Budget

Department	Exp Category	Account	2010 Actuals	Actual Forecast	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
City Clerk														
Revenue														
			0	(330)	0	0	0	0	0	0.0%	0	0	0	0
		3511 Service Charges	(445,129)	(427,072)	(402,207)	(8,000)	0	(410,207)	(8,000)	2.0%	(410,207)	0	(410,207)	0
		3520 Corp. Misc. Revenues	(1,300)	0	0	0	0	0	0	0.0%	0	0	0	0
		3526 Election Revenues	(75)	0	0	0	0	0	0	0.0%	0	0	0	0
		3568 Licenses and Permits	(1,029,081)	(994,265)	(966,529)	(103,093)	0	(1,069,622)	(103,093)	10.7%	(1,111,377)	(41,755)	(1,156,472)	(45,095)
		3576 Taxable Sales-Postage Fees	(1,252)	(1,253)	(1,972)	(38)	0	(2,010)	(38)	1.9%	(2,010)	0	(2,010)	0
		3605 Infill Lot Grading	(250)	0	0	0	0	0	0	0.0%	0	0	0	0
		3614 General Revenue	(6,465)	(5,399)	(4,530)	(120)	0	(4,650)	(120)	2.6%	(4,650)	0	(4,650)	0
		3618 Dept. Misc. Revenues	(27,358)	(30,886)	(25,381)	(1,112)	0	(26,493)	(1,112)	4.4%	(26,493)	0	(26,493)	0
		3621 Insurance Claims Revenue	(21,447)	(35,907)	0	0	0	0	0	0.0%	0	0	0	0
		Total Revenue	(1,532,357)	(1,495,112)	(1,400,619)	(112,363)	0	(1,512,982)	(112,363)	8.0%	(1,554,737)	(41,755)	(1,599,832)	(45,095)
Labour Costs														
		7010 Full Time	3,046,126	3,103,769	3,092,290	365,055	0	3,457,345	365,055	11.8%	3,487,731	30,386	3,502,490	14,759
		7012 Overtime	23,393	18,544	23,345	1,143	0	24,488	1,143	4.9%	24,488	0	24,488	0
		7015 Part Time	189,954	164,858	271,269	(118,302)	0	152,967	(118,302)	(43.6)%	155,072	2,105	156,040	968
		7017 Benefits	800,395	812,301	820,133	99,646	0	919,779	99,646	12.1%	952,536	32,757	981,188	28,652
		Total Labour Costs	4,059,868	4,099,473	4,207,037	347,542	0	4,554,579	347,542	8.3%	4,619,827	65,248	4,664,206	44,379
Other Expenses														
		7040 Honorariums	21,358	20,294	26,320	0	0	26,320	0	0.0%	26,320	0	26,320	0
		7100 Mileage	1,091	1,219	3,044	0	0	3,044	0	0.0%	3,044	0	3,044	0
		7103 407-ETR Toll Charges	77	0	0	0	0	0	0	0.0%	0	0	0	0
		7105 Membership/Dues/Fees	4,532	6,530	7,044	306	0	7,350	306	4.3%	7,469	119	7,591	122
		7110 Meals and Meal Allowances	17,936	35,176	39,479	0	0	39,479	0	0.0%	39,479	0	39,479	0
		7115 Training & Development	(300)	5,015	16,257	0	0	16,257	0	0.0%	16,257	0	16,257	0
		7120 Telephone Charges	38	387	1,112	0	200	1,312	200	18.0%	1,312	0	1,312	0
		7122 Cellular Telephones	4,299	8,831	5,653	0	4,800	10,453	4,800	84.9%	10,453	0	10,453	0
		7125 Subscriptions/Publications	1,548	2,302	4,232	0	(150)	4,082	(150)	(3.5)%	4,082	0	4,082	0
		7126 Newsletters & Mailings	1,099	0	1,018	0	200	1,218	200	19.6%	1,218	0	1,218	0
		7130 Seminars & Workshops	1,373	4,452	2,935	0	0	2,935	0	0.0%	2,935	0	2,935	0
		7135 Advertising	19,627	16,233	21,219	0	4,613	25,832	4,613	21.7%	25,832	0	25,832	0
		7200 Office Supplies	22,205	21,163	19,890	1,500	0	21,390	1,500	7.5%	21,390	0	21,390	0
		7202 Records Mgmt Supplies	99,616	113,046	59,435	0	0	59,435	0	0.0%	59,435	0	59,435	0
		7204 Council - Office Decorations	0	1,898	0	0	1,000	1,000	1,000	0.0%	1,000	0	1,000	0
		7205 Computer Supplies	7,589	6,401	8,037	0	0	8,037	0	0.0%	8,037	0	8,037	0
		7210 Office Equip. & Furniture	1,078	1,127	7,735	0	(4,000)	3,735	(4,000)	(51.7)%	3,735	0	3,735	0
		7211 Computer Hardware/Software	2,065	2,636	556	0	0	556	0	0.0%	556	0	556	0

Department	Exp Category	Account	Actual		2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$		2013 Forecast	Variance	2014	
			2010 Actuals	Forecast					Variance	% Variance			Forecast	Variance
Total City Clerk		7215 Mtce. & Repairs - Equip	3,506	3,817	2,496	0	0	2,496	0	0.0%	2,496	0	2,496	0
		7220 Copiers, Faxes and Supplies	39,897	36,391	49,951	0	1,683	51,634	1,683	3.4%	51,634	0	51,634	0
		7221 Corporate Promotions	0	0	16,018	(16,018)	0	0	(16,018)	(100.0)%	0	0	0	0
		7222 Printing	21,261	22,314	52,707	0	140	52,847	140	0.3%	52,847	0	52,847	0
		7225 Postal Services	421,547	442,750	373,616	0	0	373,616	0	0.0%	373,616	0	373,616	0
		7226 Courier Services	2,317	2,502	1,941	0	0	1,941	0	0.0%	1,941	0	1,941	0
		7235 Archival Services	8,362	12,845	8,753	0	0	8,753	0	0.0%	8,753	0	8,753	0
		7300 Protective Clothing/Uniforms	253	611	743	0	0	743	0	0.0%	743	0	743	0
		7315 Vehicle Maintenance &	12,517	15,644	12,553	(12,553)	0	0	(12,553)	(100.0)%	0	0	0	0
		7330 Materials & Supplies	33,469	36,679	29,859	0	0	29,859	0	0.0%	29,859	0	29,859	0
		7340 Machine Time	5,390	1,348	5,390	(5,390)	0	0	(5,390)	(100.0)%	0	0	0	0
		7380 Microfilming Imaging Serv.	2,583	2,544	2,544	0	0	2,544	0	0.0%	2,544	0	2,544	0
		7410 Rental, Leases - Equipment	96,700	83,558	122,538	(2)	0	122,536	(2)	(0.0)%	122,536	0	122,536	0
		7445 Awards	800	900	1,036	0	64	1,100	64	6.2%	1,100	0	1,100	0
		7447 Sponsorships	30,000	0	0	0	0	0	0	0.0%	0	0	0	0
		7470 Insurance Expense	3,338,515	4,367,876	3,147,000	1,560,000	(45,000)	4,662,000	1,515,000	48.1%	5,133,000	471,000	5,610,600	477,600
		7520 Professional Fees	6,533	2,030	20,000	0	45,000	65,000	45,000	225.0%	65,000	0	65,000	0
		7531 Service Contracts	0	178	0	0	0	0	0	0.0%	0	0	0	0
		7560 Gas/Diesel - Vehicles	0	0	0	8,260	0	8,260	8,260	0.0%	9,086	826	9,541	455
		7630 Wireless/Internet Commun.	8,420	2,939	14,833	0	(6,850)	7,983	(6,850)	(46.2)%	7,983	0	7,983	0
		7640 Cable Tv/Satellite	0	0	320	0	0	320	0	0.0%	320	0	320	0
		7698 Grouped Expenses	0	455	2,500	0	(2,500)	0	(2,500)	(100.0)%	0	0	0	0
		7699 Sundry Expenses	18,221	17,350	18,790	0	800	19,590	800	4.3%	19,590	0	19,590	0
		7700 Chgs. from Othe Depts.	0	0	100	0	0	100	0	0.0%	100	0	100	0
		7712 Joint Serv. Recovery - Library	(17,918)	(9,341)	(13,809)	0	0	(13,809)	0	0.0%	(13,809)	0	(13,809)	0
		7780 Trf to Reserve Insurance	3,590	4,275	4,275	(4,275)	0	0	(4,275)	(100.0)%	0	0	0	0
		Total Other Expenses	4,241,190	5,294,375	4,098,120	1,531,828	0	5,629,948	1,531,828	37.4%	6,101,893	471,945	6,580,070	478,177
Total City Clerk			6,768,700	7,898,736	6,904,538	1,767,007	0	8,671,545	1,767,007	25.6%	9,166,983	495,438	9,644,444	477,461

* Note: Actual Forecast 2011 is for reference purposes only and is based on year to date actuals as of September 2011 plus the remainder of the calendarized budget.

2012 Budget Variance Comments

3511 Service Charges	Increase due to 2% higher fees for COA applications
3568 Licenses, Permits & Fines	Increase due to higher projected volumes and prices for various business licenses
3576 Taxable Sales	Increase due to higher projected volumes
3614 General Revenue	Increase due to higher projected volumes
3618 Dept. Misc. Revenues	Increase due to higher projected volumes and adjustment to 2011 error
7010 Full Time	Increase due to economic adjustment; E.A.s reallocation from PT; 2 staff transferred from Building Standards; pro-rated progression and offset by new staff at a lower rate
7012 Overtime	Increase due to union agreement rate changes
7015 Part Time	Decrease due to reallocaton of E.A.s to FT offset by economic adjustment
7017 Benefits	Increase in relation to salaries increase and increase as per Guidelines
7105 Memberships/Dues/Fees	Increase due to price change

7120 Telephone Charges	Reallocated from Office Equip & Furniture and Wireless
7122 Cellular Telephones	Reallocated from Office Equip & Furniture and Wireless
7125 Subscriptions/Publications	Reallocated to Wireless
7126 Newsletters & Mailings	Reallocated from Office Equip & Furniture and Wireless
7135 Advertising	Reallocated from Office Equip & Furniture and Wireless
7200 Office Supplies	Increase due to transfer of staff related supplies from Building Standard
7204 Council Office Decorations	Reallocated from Office Equip & Furniture and Wireless
7210 Office Equip. & Furniture	Reallocated to multiple expenses
7220 Copiers, Faxes and Supplies	Reallocated from Printing, Grouped Expense, Office Equip & Furniture and Wireless
7221 Corporate Promotions	Decrease due to budget transfer to Parks for the Beautify Your Neighbourhood Program
7222 Printing	Reallocated from Grouped Expenses offset by reallocation from Copier/Fax Lease Charges
7315 Vehicle Maintenance	Budget realigned due to changes in allocation of fleet repairs & maintenance and fuel
7340 Machine Time	Budget realigned due to changes in allocation of fleet repairs & maintenance and fuel
7445 Awards	Reallocated from Office Equip & Furniture and Wireless
7470 Insurance Expense	Increase due to 10% forecasted price increase and reallocation to Professional Fees
7520 Professional Fees	Reallocated from Internal City Claims
7560 Gas/Diesel Vehicles	Increase as per guidelines and budget realigned due to changes in allocation of fleet repairs & maintenance and fuel
7630 Wireless/Internet Commun.	Reallocated to multiple expenses offset by reallocation from Subscriptions/Publications
7698 Grouped Expenses	Reallocated to Sundry, Copier, Printing
7699 Sundry Expenses	Reallocated from Grouped Expenses
7780 Trsf. to ReservesInsurance	Budget realigned due to process changes in allocation of insurance

2013 Budget Variance Comments

3568 Licenses, Permits & Fines	Increase due to higher projected volumes
7010 Full Time	Increase due to pro-rated progression
7015 Part Time	Increase due to pro-rated progression
7017 Benefits	Increase in relation to salaries increase and increase as per Guidelines
7105 Memberships/Dues/Fees	Increase due to price change
7470 Insurance Expense	Increase due to 10% forecasted price and claim increase
7560 Gas/Diesel Vehicles	Increase as per guidelines

2014 Budget Variance Comments

3568 Licenses, Permits & Fines	Increase due to higher projected volumes
7010 Full Time	Increase due to pro-rated progression
7015 Part Time	Increase due to pro-rated progression
7017 Benefits	Increase in relation to salaries increase and increase as per Guidelines
7105 Memberships/Dues/Fees	Increase due to price change
7470 Insurance Expense	Increase due to 10% forecasted price and claim increase
7560 Gas/Diesel Vehicles	Increase as per guidelines

2012-14 Business Plan

BUSINESS OVERVIEW

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

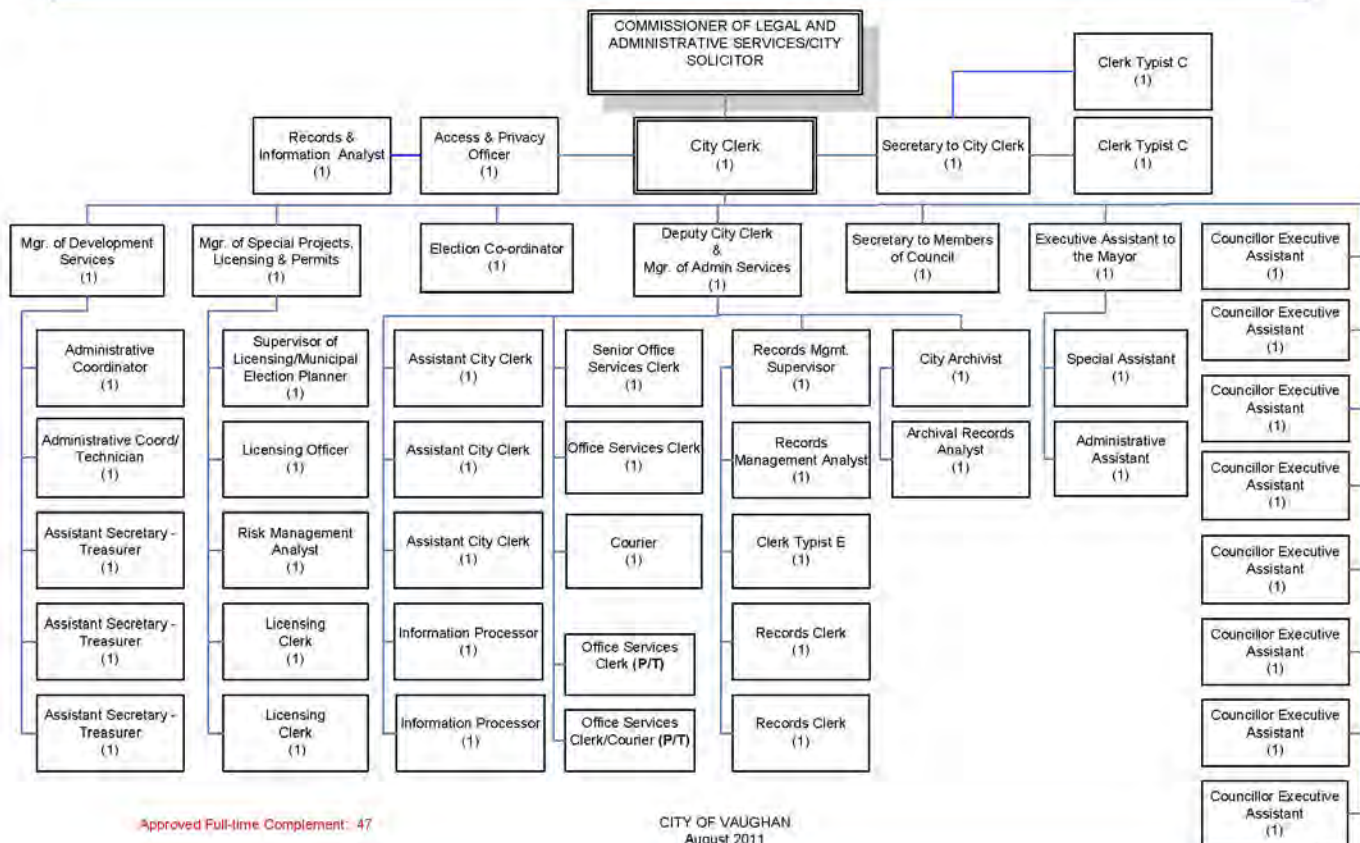
The City Clerk's Office (CCO) is one of the primary points of contact for Vaughan's citizens and businesses, and is also an information and service focal point for Members of Council and City Staff. The CCO provides corporate secretariat services to Council and its committees (including advisory committees). The Archives and Records Management Services Division (ARMS) is responsible for maintaining corporate records which includes records retention, management, retrieval and disposal. The Access & Privacy Office responds to Freedom of Information requests from the public, and oversees the City's responsibility for the protection of personal information.

Staff also issue a full range of licenses and permits including marriage, business and lottery licenses. The Committee of Adjustment processes minor variances and consents under the Planning Act. CCO staff are also responsible for conducting municipal elections and providing a full mail/printing/internal courier service for the Corporation. In addition, staff manage the Corporation's Insurance and Risk Management programs.

Service Profile:



OFFICE OF THE CITY CLERK ORGANIZATIONAL CHART



Approved Full-time Complement: 47

CITY OF VAUGHAN
August 2011

Page 1

2012-14 Business Plan

*City Clerk's Office only

Full Time, Part Time and Overtime – Budgeted Amounts

	2010	2011	2012 Base	Additional Resource Requests		
				2012	2013	2014
Full Time	44	47	50	3		
Part Time	2	2	2			
Overtime	\$22,665	\$23,345	\$24,488			

Key Stakeholders: (list major internal and external stakeholders and briefly describe why they are key stakeholders)

- Council
- Boards
- Statutory and Non-statutory Committees
- City of Vaughan Internal Departments
- Other levels of government and external agencies
- Residents and Businesses
- Media

2012-14 Business Plan

Work Plan:

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

Demonstrate Excellence in Service Delivery
Demonstrate Effective Leadership

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

- New building technologies require staff commitment to development, implementation and training;
- Significant activities associated with the acquisition and implementation of EDMS;
- Lack of detailed population data for budget and election purposes;
- The implementation of Vaughan On-line will give the Clerk's Office greater control over its web postings; but with a commensurate burden on staff resources;
- Expensive off-site storage at Iron Mountain is increasing, but cost containment will be attempted through contract reconfiguration, JOC shelving expansion (2012 capital request), and efficiencies derived from EDMS project (2012 capital request); and
- Restructuring of municipal election polls and possible ward boundary review.

2012 will also see a marked expansion in the City's privacy protection program, and greater involvement in enterprise records management through EDMS. 2012 will also see the development of an electronic interface for Members for use during Council and Committee meetings. These activities will have prominence for several years beyond 2012.

Business Plan Objectives (list the status of 2010 outstanding and 2011 business plan objectives and the method of measuring successful implementation. As well, list 2012-14 business plan objectives in the appropriate section)

Prior Year Business Plan Objectives / Accomplishments:	Year	Status	Outcome/Results
Continue to provide a high level of Secretariat services	2010	Ongoing	Accurate recording of Council decisions and timely dissemination of such information to internal & external stakeholders
Completed a review of ward boundary redistribution and regional wards	Q4/09	Completed	Implemented change in ward boundaries
Explore enhanced use of technology in the Secretariat divisions' practices and procedures, including implementation of electronic/digital equipment in Council chambers	2010	Ongoing	New technology implemented in new City Hall
Completed business case and functional specifications of corporate electronic document management system (EDMS)	2010	Completed	Business Case and functional specifications completed
Complete a review of the committee structure and procedural by-law	2010	completed	New committee structure and procedural by-law adopted by Council

2012-14 Business Plan

Formalize a City wide risk management plan- Q4/09	2010	Ongoing	Awaiting finalization
Establish corporate privacy program implementation 2010 and beyond	2010	Ongoing	Corporate privacy program
Organized and administered 2010 municipal election	Q4/10	Completed	Election held in October 2010
Established new Council (inauguration) and oriented Members and staff	2011	Completed	Successful
Implemented New Committee Structure	2011	Completed	To be reviewed after one full year
Moved into new City Hall and supported records component of city staff moves	2011	Completed	Successful. Records centre is at capacity
Established new Secretariat practices and procedures for New City Hall	2011	Completed	Continual improvement review in place
Managed first election contribution rebate program	2011	Ongoing	Tracking system implemented. Issuance of payments reliant on J.D. Edwards modifications;
Established Compliance Audit Committee and managed process	2011	Ongoing	Dec. 2011 last deadline for filing requests
Expanded Risk Management activities	2011	Ongoing	Meetings, seminars with internal stakeholders
MFIPPA Request – 30 Day Compliance	2010	Completed	100% Compliance with 30-day statutory time frame
Implemented Council Chamber and Committee Room control systems	2011	Completed/Ongoing	'Control' system (voting, speaking etc) completed August 2011. 'Content' system in development

2012-14 Business Plan

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

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2012 (Top 3 Objectives)			
Implementation of EDMS and new records management processes, including new records retention by-law	2012-2015	Effective records management	TBD; Retention by-law – own forces
Implement Council Chamber content system	2012	Ability for Members to research, communicate	Tablet technology to be determined
Implement Claims Management System and improve subrogation recovery	2012	Improved effectiveness of insurance management process	2012 ARR
2013 (Top 3 Objectives)			
Continued roll-out of EDMS	2012-2015	Effective records management	TBD
Implementation of restructured electoral districts following completion of Ward Boundary Review	2013	Configuration of polling districts and integration into election systems	Own forces
2014 Election Preparations	2013-2014	Training Plan, manuals, sites, processes, documents	Own Forces
2014 (Top 3 Objectives)			
1.Continued roll-out of EDMS	2012-2015	Effective records management	TBD
2. 2014 Election Preparations and conduct election, preparation for inauguration	2014-2015	Training Plan, recruitment, manuals, sites, processes, documents, ballots, nominations, candidates administration, vote counting, certifications, financial statements, compliance audit process	City staff, external recruitment, external contractors
3. Preparation for new process for recruitments to advisory and statutory committees	2014-2015	Revised process, appointments by Council	Own forces
Other Civil Marriages likely to commence in 2012	2012	Fee for service civil marriage ceremonies at City Hall	Own Forces, Contracted Service

2012-14 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2008 to 2013)

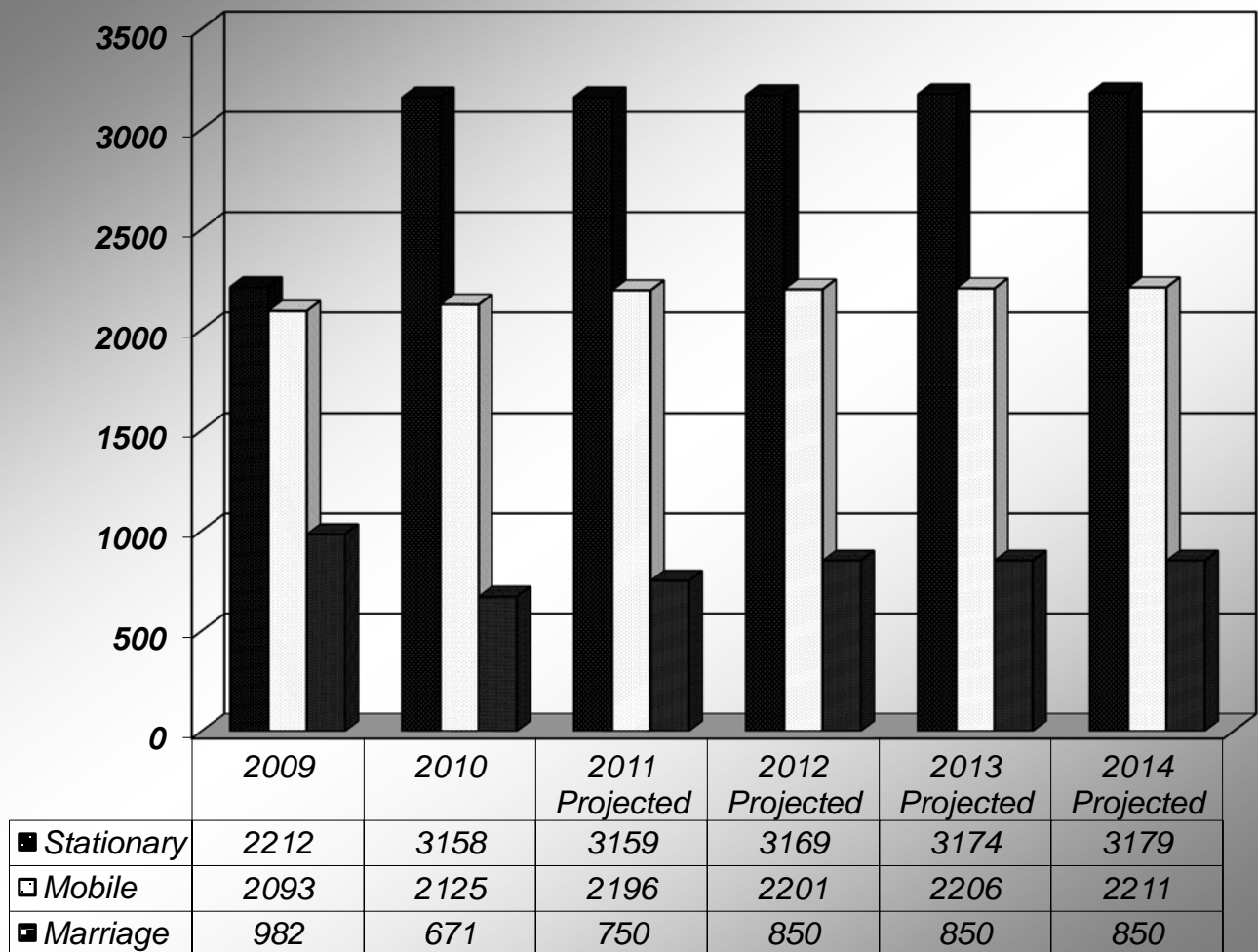
1. Number of Business Licenses Issued per Fiscal Year
2. Cost per Processed License
3. Average Turnaround Time per Business License Application (Business Weeks)
4. Number of Access Requests and Appeals and Privacy Complaints
5. Access and Privacy Compliance within 30-day Statutory Timeline
6. Number of JOC Records Centre Record Requests per annum
7. Number of Boxes Stored Off-site at Iron Mountain per annum
8. Archival Services Information/Research Requests per annum
9. Quantity of Archival Records Processed per Annum
10. Number of Registrations/FTE
11. Number of Committee of Adjustment Applications

2012-14 Business Plan

BUSINESS OVERVIEW

Key Performance Indicators: Number of Business Licenses Issued per Fiscal Year

Definition: The number of business licenses issued by the City includes stationary businesses, mobile businesses and marriage licenses.



Key Conclusion:

The number of total licenses processed across the 3 key categories has increased overall from 2009 to 2011. Policy and process adjustments increased the availability of processing service hours to accommodate the increased demand.

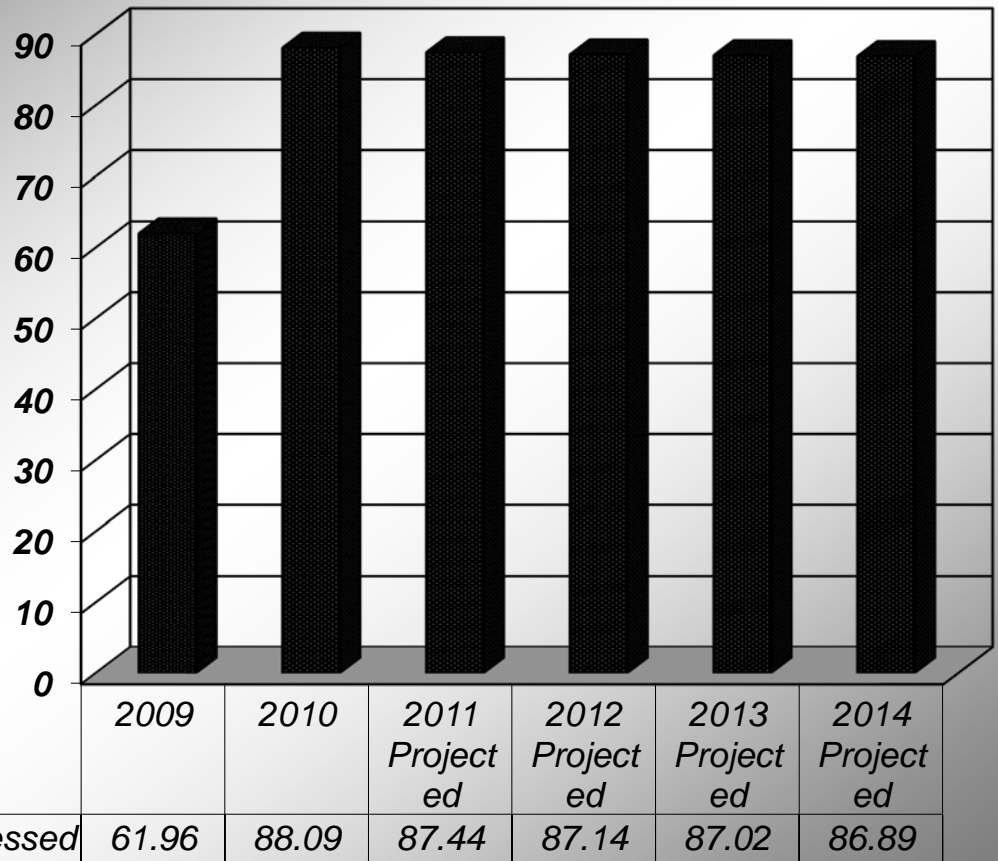
Notes about the Measure:

The marriage license decrease from 2009 – 2011 is as a result of the City of Toronto strike in the summer of 2009. Projected increases are in anticipation of the added service of marriage ceremonies and Chapel bookings.

2012-14 Business Plan

Key Performance Indicators: Cost per Processed License

Definition: Gross operating cost of staff involved in processing stationary and mobile licenses per processed license or per budgeted processing service hour



■ Cost per License Processed

Key Conclusion:

Unit costs have increased as a result of increased participation of management in processing time to cover for staff absences (vacation/Sick time). Lower projected costs are a result of rising license issuance.

Notes about the Measure:

Costs include only Licensing staff. An allocated percentage of Managerial wages was removed from the cost of each processed license in order to more accurately reflect the performance of the Department.

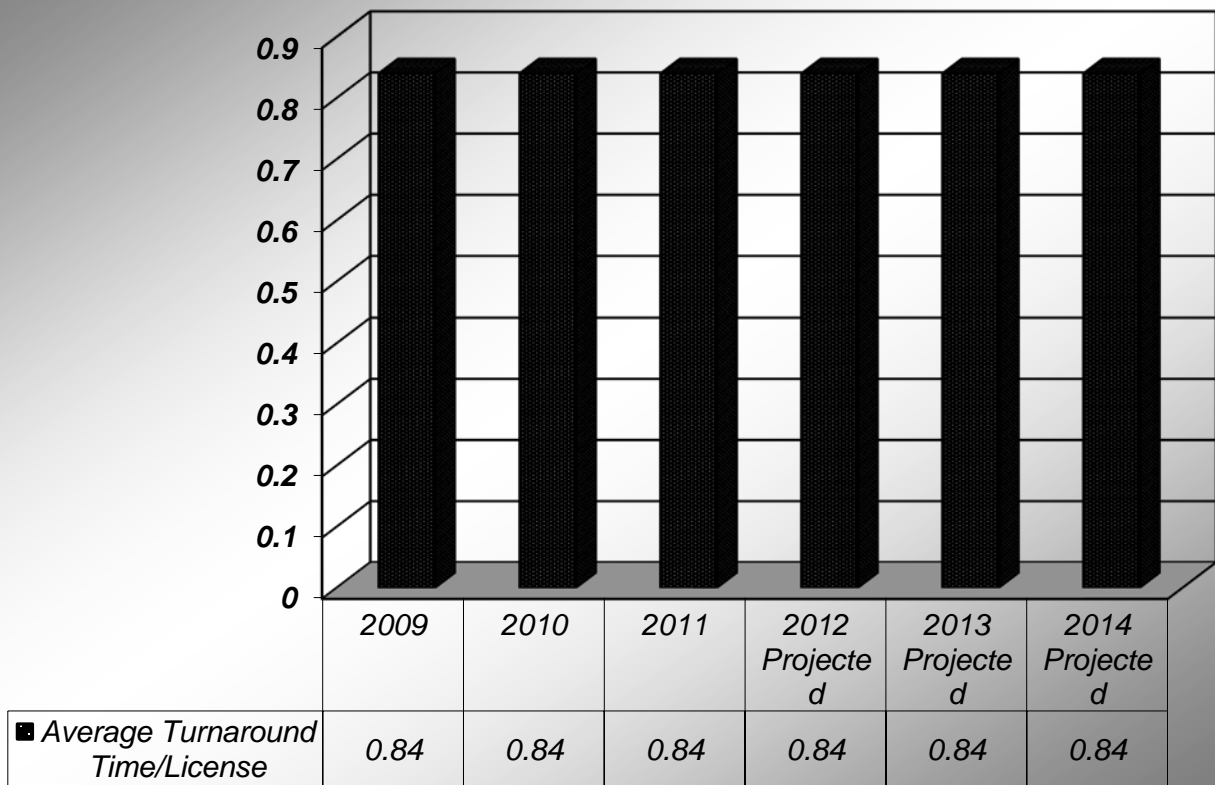
The above is inclusive of time on non license issued matters. Average customers served each day is 45, with an annual total estimated at 11,250

2012-14 Business Plan

Key Performance Indicators:

Average Turnaround Time per License Application (Business Weeks)

Definition: Average number of business weeks required to process a business license from the date of application (including Building & Fire Inspections and remedial actions required of the applicant).



Key Conclusion:

License application turnaround time has decreased 96% over the 2005 to 2009 time period. The steep decline in the turnaround time of the licensing process has occurred mainly as a result of the flip-side of productivity growth in the number of licenses being processed and the streamlining of processes that include mail in renewals, batchwork of normally fragmented duties and a process change that now only requires the upfront qualification of Zoning compliance for license issuance. Compliance on outstanding Building and Occupancy permits, Fire and Health Issues are no longer a prerequisite of license issuance, and are now brought into compliance accordingly by the agency having jurisdiction.

Notes about the Measure:

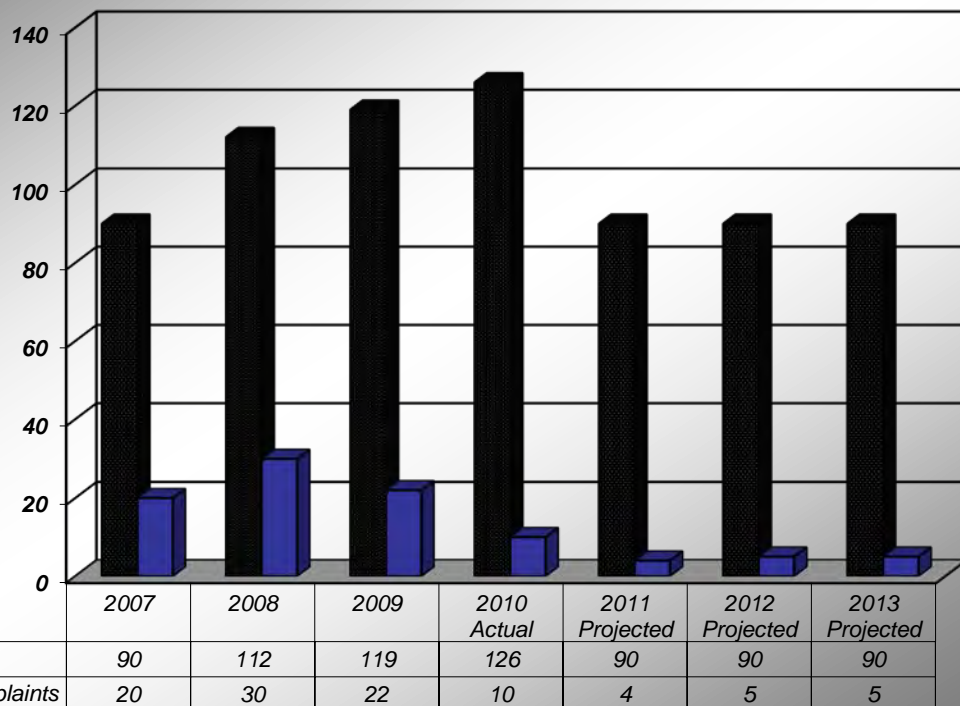
Future turnaround time measurement by staff can only be improved by excluding the external turnaround time associated with zoning clearance from the Building Department.

2012-14 Business Plan

BUSINESS OVERVIEW

Measure: Number of Access Requests and Appeals and Privacy Complaints

Definition: The total number of requests, appeals and privacy complaints pursuant to the Municipal Freedom of Information and Protection of Privacy Act



Key Conclusion:

The relocation of staff to City Hall has contributed to an increase in the ability to coordinate the provision of information being requested. Consistent internal file processing methods were also implemented. Both developments have contributed to a decrease in formal requests and appeals in 2011. As of mid-Q3, no privacy complaints have been filed against the City. It is anticipated that the current levels will be maintained through 2012 and 2013.

Notes about the Measure:

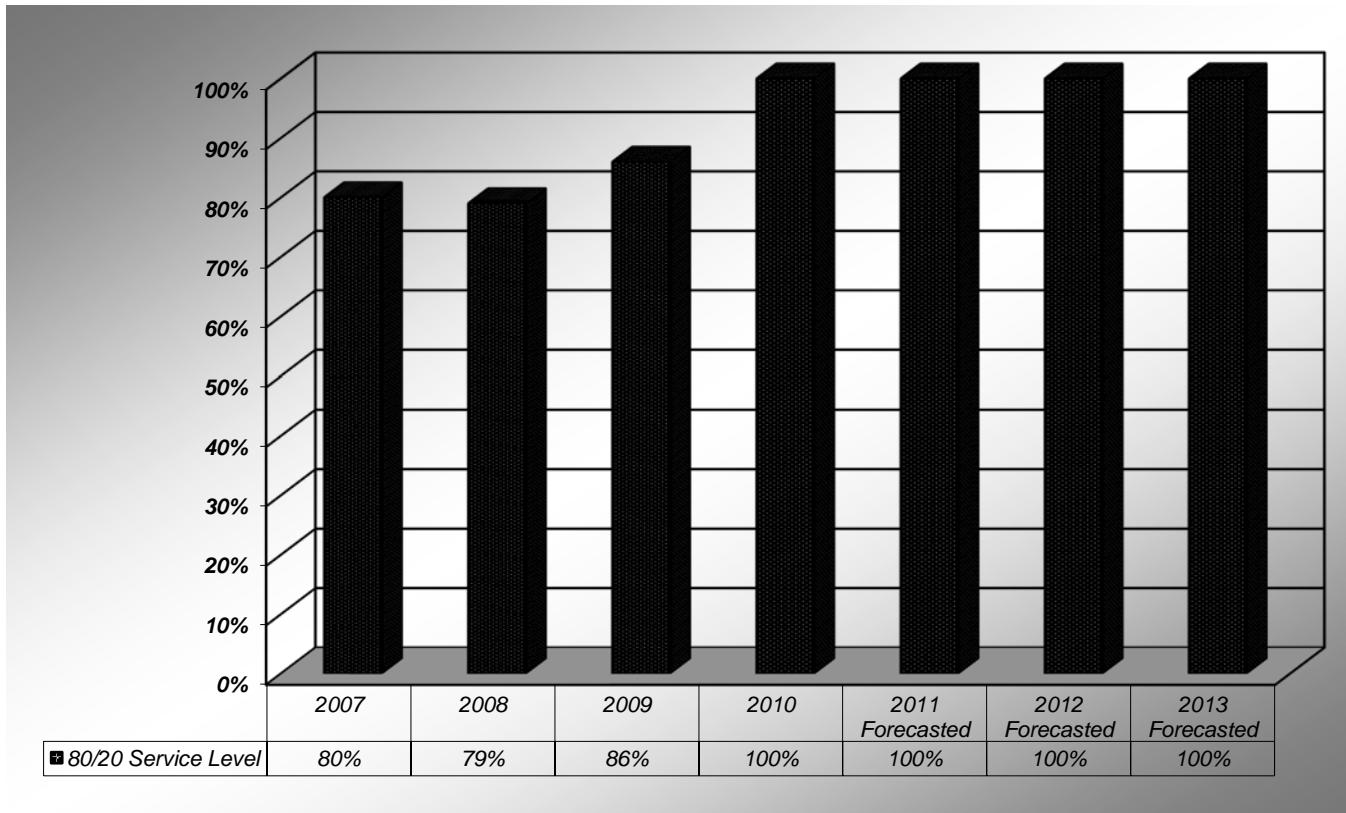
Information was requested on a number of topics including financial, accounts payable and enforcement related matters. The City saw a marked increase in requests for environmental related records which require the coordination of searches through a number of City departments.

2012-14 Business Plan

BUSINESS OVERVIEW

Measure: Access and Privacy Compliance within 30 day Statutory Timeline

Definition: The percentage of statutory 30 day compliance for access and privacy requests



Key Conclusion:

Between 2010 and 2011 the 30 day statutory compliance measure has been maintained at 100%. It is anticipated to continue into 2012 and 2013.

Notes about the Measure:

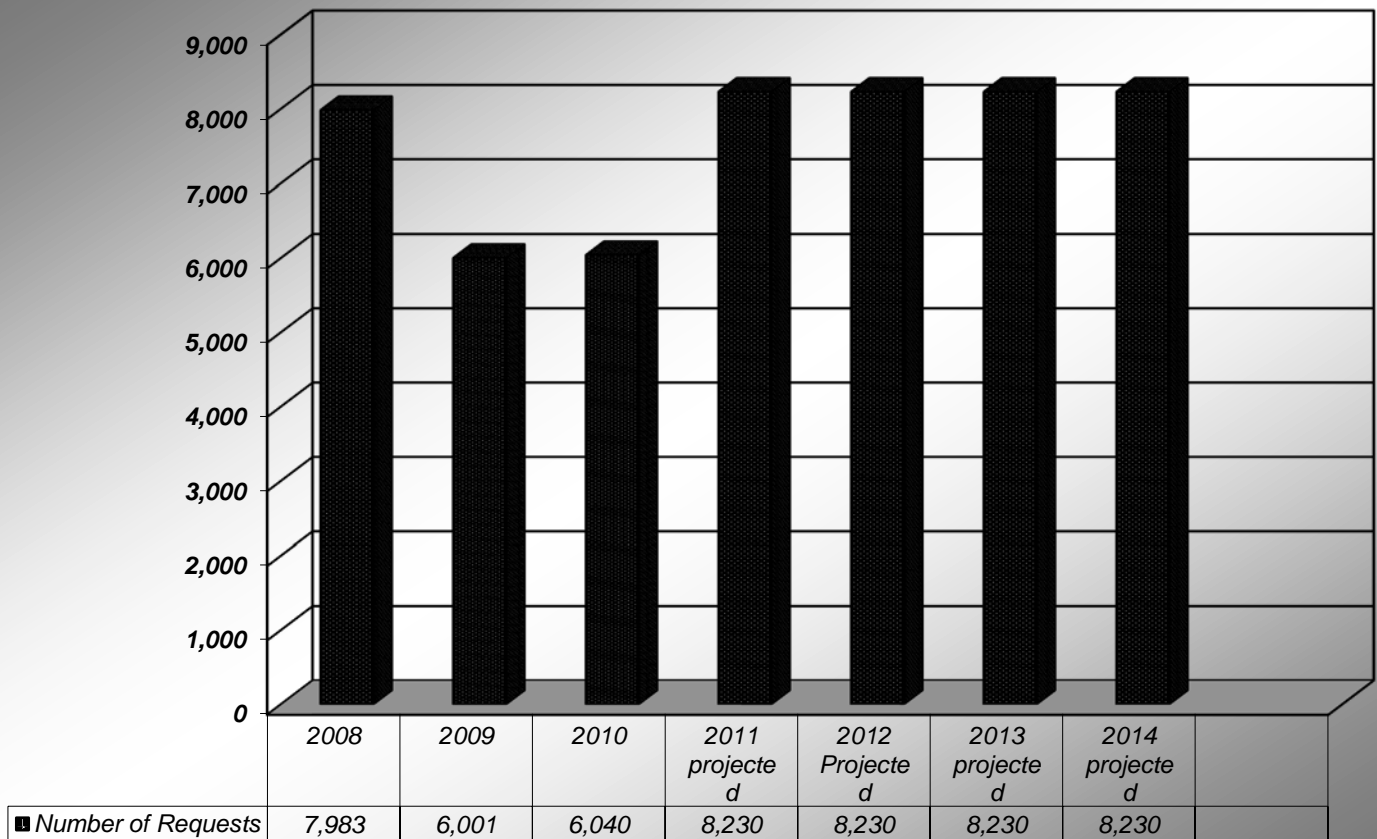
The departments standard is for 100% compliance on access and privacy requests within the 30 day statutory timeline.

2012-14 Business Plan

BUSINESS OVERVIEW

Measure: Number of JOC Records Centre Record Requests per Annum

Definition: The total number of Joint Operation Centre (JOC) Records Centre record requests for inactive business records per annum.



Key Conclusion:

In 2011, the number of record requests increased by about 25 percent. It is projected that the number of record requests will remain constant between 2011 and 2014. In 2011, the number of documents to be interfiled into existing file folders has increased. It is projected that the number of documents to be interfiled will remain constant between 2011 and 2014. The need to utilize the services of Iron Mountain, our external records service provider, has increased. Between 2008 and 2011, the volume of records sent to Iron Mountain for storage increased by 83 percent.

Notes about the Measure:

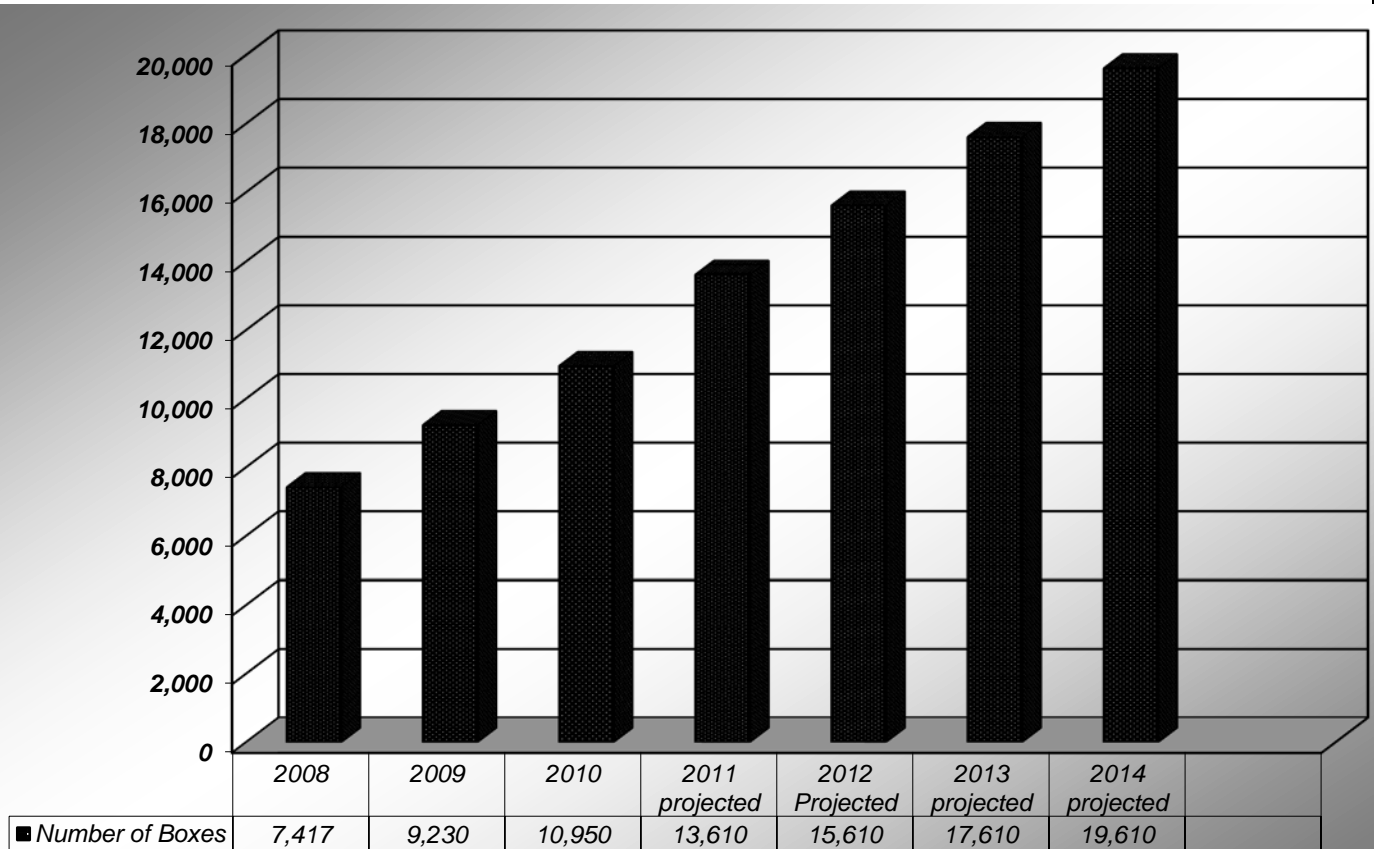
Information was requested on a variety of topics including building permit architectural drawings, by-law enforcement investigations, purchasing documents, account payable records, various City prosecutions, etc.

BUSINESS OVERVIEW

2012-14 Business Plan

Measure: Number of Boxes Stored Off-site at Iron Mountain per Annum

Definition: The total number of inactive business record storage boxes stored off-site at Iron Mountain, our external service provider, per annum.



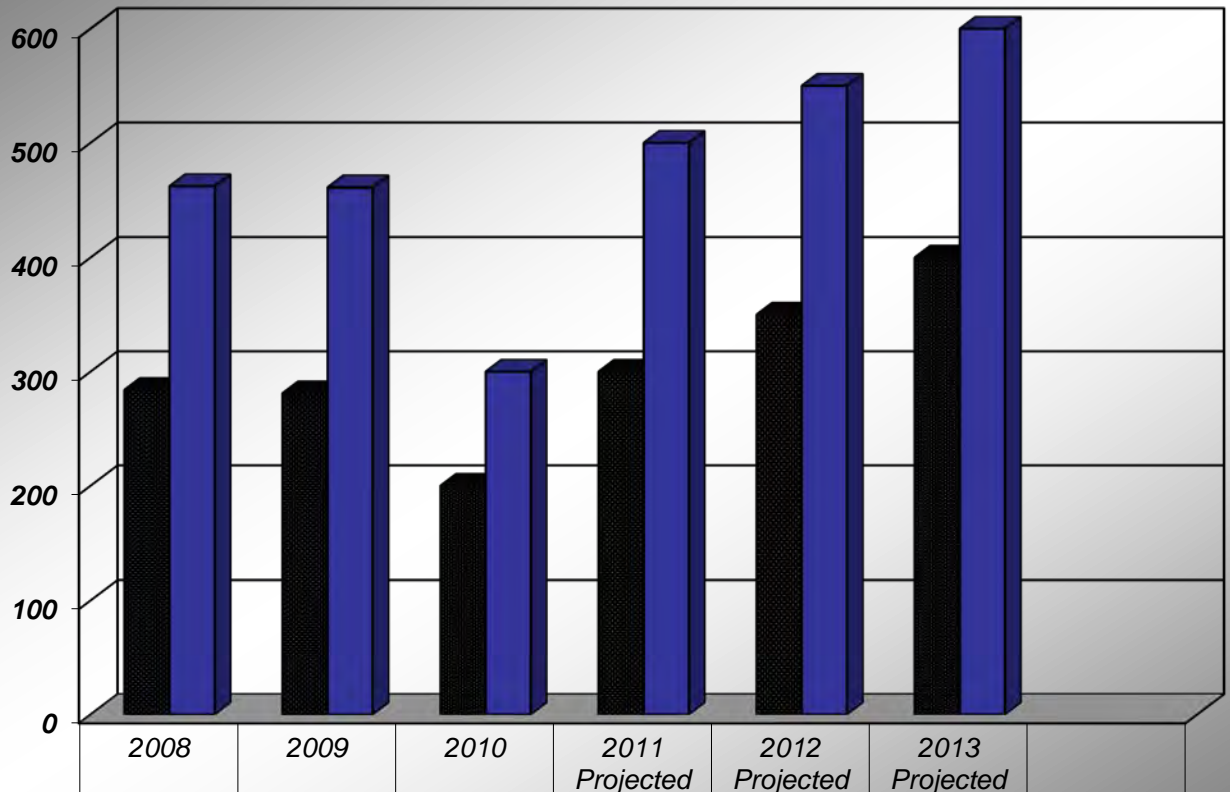
Key Conclusion:

Between 2008 and 2011, the volume of business records sent to Iron Mountain for storage increased by 83 percent. The volume of records being managed by Iron Mountain is expected to increase by about 2,000 boxes per year. Some records stored at Iron Mountain will be destroyed as part of our annual destruction process.

Measure: Archival Services Information/Research Requests per Annum

2012-14 Business Plan

Definition: The total number and total hours of information research requests per annum



■ Number of Requests	284	281	200	300	350	400	
■ Total Hours	462	461	300	500	550	600	

Key Conclusion:

The total number of archival information research requests has varied over the years. However, the total hours has increased each year, with the exception of 2010. The 2010 decrease was attributable to the redeployment of Archival staff to municipal election duties.

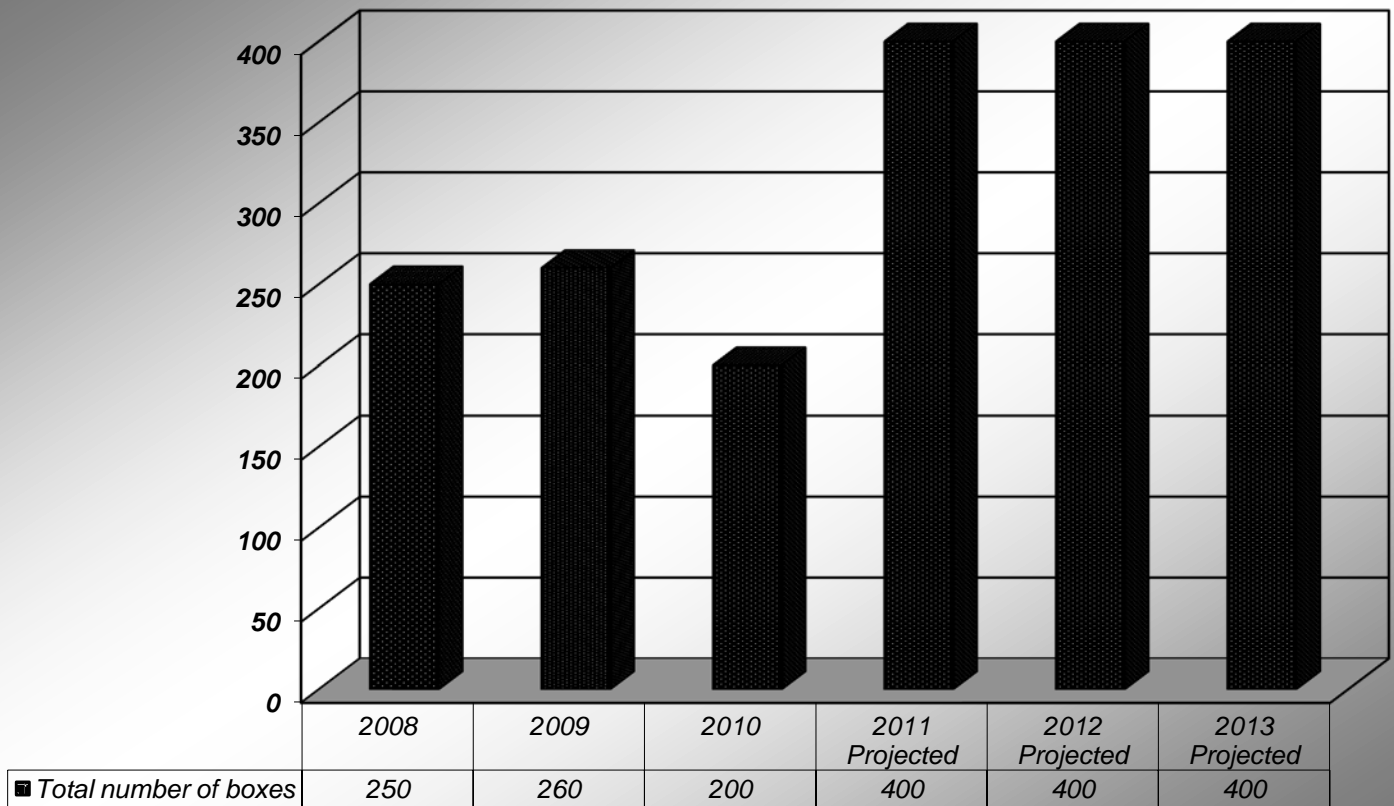
Notes about the Measure:

Measure relates to requests for information from City staff, other levels of government, residents, etc. requiring Archival Services staff to either conduct research on behalf of the requester, or undertake a detailed search for records. Each request generally takes .5 to 3 hours.

Measure: Quantity of Archival Records Processed per Annum

Definition: The total number of archival records processed per annum

2012-14 Business Plan



Key Conclusion:

The total number of archival records processed per annum has increased 38% from 2005-2009. The decrease in 2010 was attributable to the redeployment of Archival staff to municipal election duties.

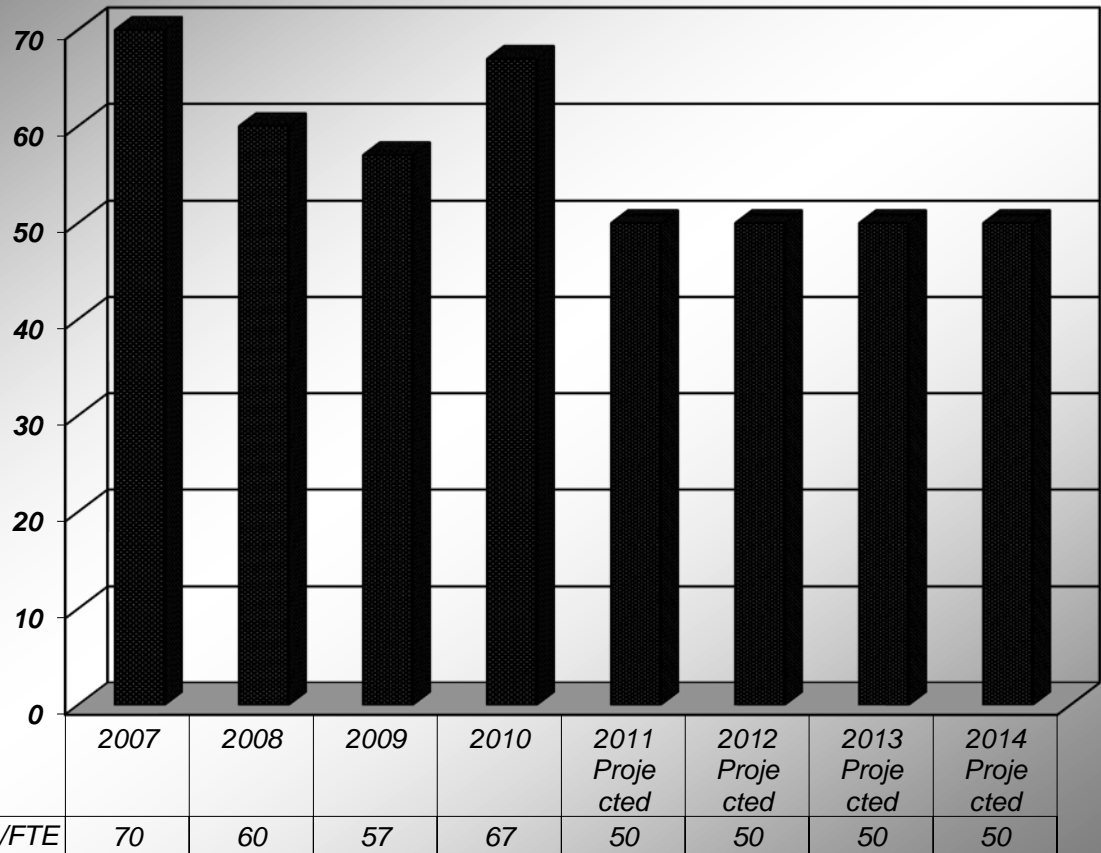
Notes about the Measure:

Refers to the professional activities undertaken to make records accessible: appraisal (determining what has sufficient importance to retain for the long term); content/functional analysis, arrangement, and description/indexing in accordance with national archival standards. "Processing" of records is labour intensive.

2012-14 Business Plan

Measure: Number of Registrations/FTE

Definition: Number of registrations processed per FTE.



Key Conclusion:

Number of registrations have fluctuated greatly over the past few years, but have since

Notes about the Measure:

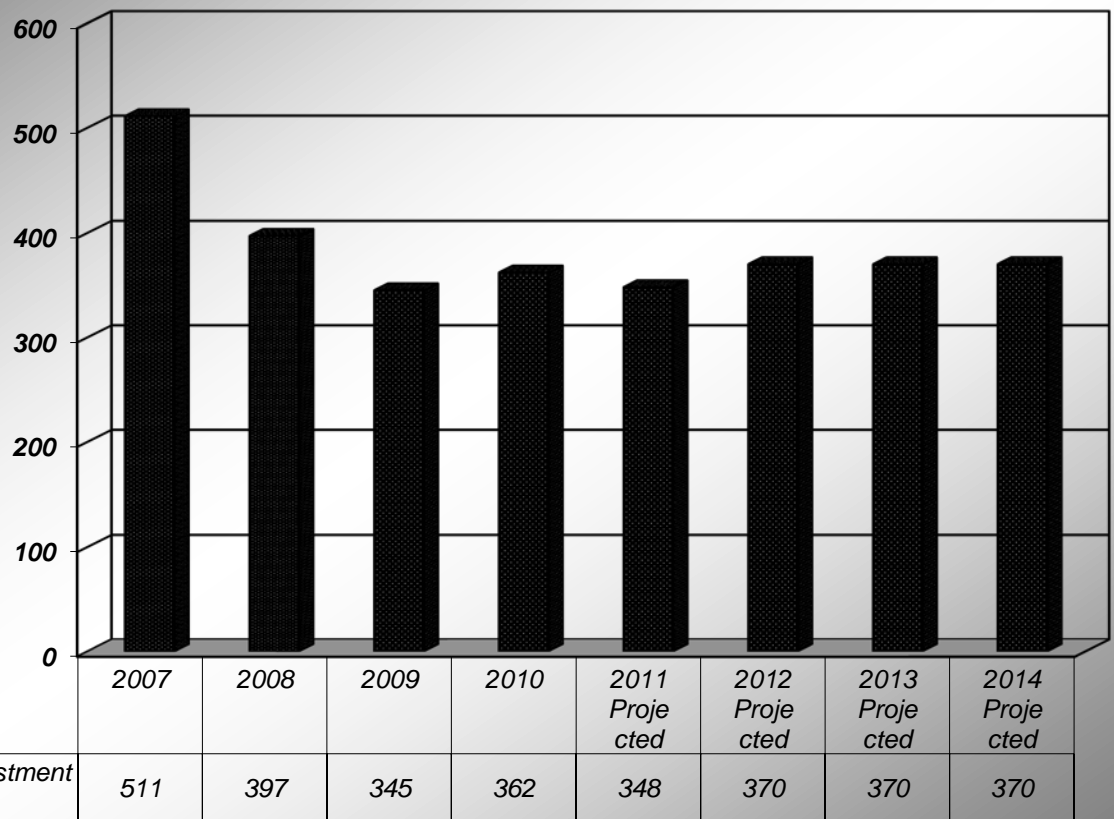
Total number of registrations include subdivisions and site plans. Measure does not include condominium agreements (averaging 5-7 per year) or development agreements (averaging 6-8 registrations per year). Number of applications have plateaued as a result of fewer development applications in the City.

2012-14 Business Plan

BUSINESS OVERVIEW

Measure: Number of Committee of Adjustment Applications

Definition: Number of Committee of Adjustment Applications.



Key Conclusion:

The downturn in the economy was reflected in fewer Committee of Adjustment applications for 2008 and 2009. It is expected that there will be a slight increase in the number of applications over the next couple of years.

Notes about the Measure:

The total number of applications include both minor Variance and Consent applications. Number of staff has remained constant from 2002 to 2011.

2012-14 Business Plan

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

In addition to the statutory functions most readily associated with the City Clerk's Office (CCO) such as supporting the City's Council and Committee processes and election administration, the CCO also provides front line services (such as business licensing, document commissioning...) and key internal support services (such as mail/print/courier, corporate secretariat services, and records management). In addition, the department supports council offices through the council corporate budget, and council executive assistant human resources responsibility.

The CCO is positioned to move forward with the mandate of greater transparency and accountability while delivering service excellence. For example the department supported transformative changes in the City's governance structure following the 2010 municipal election, and will continue to improve and be seen as a leader in the municipal government field. To do so the CCO will require the collaboration of key departments such as Information Technology Management and other organizational support to implement technology such as an Electronic Document Management System (EDMS), and leading collaborative technology for use by members of City Council in the City's new council chamber. The CCO has placed particular emphasis on the future deployment of an Electronic Document Management System to support all City knowledge workers and act as a foundation to derive benefit from the City's growing electronic information holdings.

The department values striving for continuous improvement and in future years will be reviewing its business processes to ensure it continues to add value to the Corporation.

Lessons learned from the administration of the 2010 General Municipal Election point to two critical concerns:

- 1) poll redistribution is required; and
- 2) proper staff management requires a new approach to training and recruitment.

Work is underway on both of these fronts and will result in escalating staff effort as the 2014 election approaches.

Commissioner Sign-off

Date (mm/dd/yy)

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

ADDITIONAL RESOURCE REQUEST

Request Title EDMS Business Analyst

Business Unit # 060050 Records Management

060 - City Clerk

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	-	1.00	-	1.00	-	1.00
Net FTE's	-	1.00	-	1.00	-	1.00
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	-	111,391	-	111,391	-	111,391
Other continuous costs	-	1,900	-	1,900	-	1,900
One-time expenses	-	5,500	(5,500)	-	-	-
Offsets/reductions	-	-	-	-	-	-
Net Operating Budget	\$ -	\$ 118,791	\$ (5,500)	\$ 113,291	\$ -	\$ 113,291
Associated Capital Costs	\$ 1,894,000	\$ 68,000	\$ 140,000	\$ 2,102,000	\$ -	\$ 2,102,000

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

Please check one: ☐ Departmental ☒ Corporate

Business Support Staff for the implementation and support of an Electronic Document Management System to be used by all departments to create, manage, and retrieve electronic records, including email, and to improve the efficiency of records and information-based business processes. The position's primary responsibility is to ensure that the solution meets business requirements and is compliant with City policies and procedures. The BA will lead training and culture change initiatives prior to and during the implementation process.

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

Milestones or Deliverables	Timelines	Comments
Deployment of EDMS	2012-2015	Business component of deployment
EDMS Staff Training and Support	Ongoing	Provides business support and assists with cultural change during implementation

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

Department Impacted	Describe Impact (Cost/time/benefit)	Were they Consulted?
EDMS impacts all depts	Impacts departments' ability to control and retrieve electronic information and streamline information-based business processes.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
ITM Dept.	The project owner is the City Clerk's Office. ITM will also be heavily involved, providing the necessary technical support to the EDMS.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
CCO, Legal, CMO	City Clerk's Office, Legal Services and City Manager's Office likely first departments to be deployed.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Other comments:

The position is the primary liaison between the City Clerk's Office and users within City Departments. The position will provide staff training and work with ITM staff and the EDMS vendor during the planning and implementation phases of deployment. The BA will provide ongoing business and management support for the project to ensure compliance with statutory requirements and industry best practices.

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title		EDMS Business Analyst					
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
Organizational	Ensure a High Performing Organization PRIORITY GOAL	Review and redesign as appropriate, the internal communications strategy to ensure its effectiveness throughout the organization	19		Q2/11, Revised Q4/11	Medium	Mandatory
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:							
EDMS was converted to operational from strategic status in 2010. EDMS will contribute to developing a high performing organization through Corporate-wide business efficiency, accountability, government transparency, and legislative/regulatory compliance through the management and provision of access to the City's electronic information. Therefore, the EDMS Technical SME links to the following VV 2020 strategic objectives: Enhance Productivity, Cost Effectiveness & Innovation (effective management and retrieval of electronic information improves business processes and service delivery across all departments); Demonstrate Leadership & Promote Effective Governance (the integrity, accessibility, and security of the City's information is a cornerstone of accessibility and transparency); Pursue Excellence in Service Delivery (enhanced information management and access facilitated by EDMS improves service delivery capacity of all City BUs).							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
	Name/description of service level target:		Target Level	Current Level	Level with ARR		
1)	Information Search & Retrieval Time		minutes	can be days or more	minutes		
2)	Percentage of Records Systematically Controlled		100%	0%	50-75%		
3)	Percentage of High-Value Records Preserved		100%	minimal	50-75%		
Describe how this request relates to Departmental Business Plan:							
The request corresponds to one of the core business functions of the City Clerk's Office: managing Corporate records and information, including records retention and disposal, and managing Corporate records and information-related statutory/regulatory compliance, such as responding to Freedom of Information requests from the public. Request also links to the development of a Corporate Records and Information Management System including EDMS deployment, and the development of a Corporate Electronic Records Preservation Strategy. EDMS is central to the CCO's strategy for managing Corporate records and information.							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary	Improve Sustainability			Secondary	Realize Future Benefits		
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?							
ARR will improve Corporate sustainability by facilitating EDMS deployment and maintenance, resulting in the efficient control and security of the City's electronic records, including e-mail, which are currently not managed in a systematic fashion. EDMS also has the capacity to enhance workflow and collaboration organization-wide, and therefore improve business processes. Overall results include faster information retrieval, improved customer service capacity, improved staff task completion rates, etc. Some benefits will be realized in the longer term.							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings		Incl. in offsets (Section #9)?	
2012-	Time/Capacity	within minutes	Hrs.	Reduction in information retrieval times; more info control		No	
2013-	Output/Service Quantity	N/A	Units	Faster information-based customer service delivery in all depts.		No	
2014-	Budget \$\$\$	soft savings	\$	Efficiency-related cost savings in long-term; reduced paper records storage costs		No	
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							
The alternative is the status quo, with its inherent limitations in the management of the City's electronic information and records. Employing existing City technologies such as SharePoint is not recommended. Consultants contracted by the City in 2010 corroborated staff's finding that SharePoint 2007 and 2010 are not robust and mature EDMS products. Status quo provides inadequate management of electronic records (including e-mail, charts, images and social media).							

Request Title	EDMS Business Analyst
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input checked="" type="radio"/> None</p> <p><input type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Ontario Municipal Act; Municipal Freedom of Information and Protection of Privacy Act</div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Ontario Municipal Act requires e-records to be secure, preserved and accessible. MFIPPA provides the public with the right to access City records and information in all media.</div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Breach of legislation provides potential basis for litigation (no penalties per se in Act).</div> <div style="border: 1px solid black; padding: 2px;">City's e-records are not fully accessible and no formal preservation system exists.</div> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 10px; background: linear-gradient(to right, #ccc, #ccc); position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="display: flex; justify-content: space-between; width: 100px; margin-top: 2px;"> NoneLowMediumHigh </div> </div> <p>Financial Impact</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 10px; background: linear-gradient(to right, #ccc, #ccc); position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="display: flex; justify-content: space-between; width: 100px; margin-top: 2px;"> \$0\$10,000\$100,000\$1,000,000> \$10,000,000 </div> </div> <p>Health and Safety Risk (click on the word)</p> <p><input checked="" type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 10px; background: linear-gradient(to right, #ccc, #ccc); position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="display: flex; justify-content: space-between; width: 100px; margin-top: 2px;"> NoneMinorMajorSevere </div> </div> <p>Probability of Health & Safety Issue</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 10px; background: linear-gradient(to right, #ccc, #ccc); position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="display: flex; justify-content: space-between; width: 100px; margin-top: 2px;"> NoneLowMediumHigh </div> </div> </div> <div style="width: 55%;"> <p>Comments</p> <div style="border: 1px solid black; padding: 5px;"> <p><i>Please describe the type and nature of risk</i></p> <p>The EDMS Technical SME is critical to EDMS deployment and maintenance. An EDMS would provide structured control of the City's electronic records and information, including the ability to retrieve significant information assets. It would also enable the assignment of retention and disposal periods to e-records, thus permitting the legal disposal of e-records upon elapse of their respective authorized retention periods (currently the City retains 100% of its e-records). Both the capacity to retrieve relevant information and dispose of records that are potential liabilities are critical to minimizing the City's litigation risk as a consequence of e-discovery.</p> </div> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input type="radio"/> Inability to support the department's directive</p> <p><input type="radio"/> Direct affect on multiple departments</p> <p><input checked="" type="radio"/> Citywide implications</p> <p>Comments</p> <div style="border: 1px solid black; padding: 5px;"> <p>The City of Vaughan can attain considerable and widespread benefits from the deployment of an EDMS solution. These benefits would be both tactical, impacting the efficiency and quality of general document processing, and strategic, providing a mechanism to improve business efficiency, accountability, transparency and compliance. Significant benefits could be attained in the early phases of a deployment which should ultimately encompass all departments within the City.</p> </div>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	
<p>Without a dedicated EDMS Business Analyst, EDMS deployment and maintenance cannot occur. Without an EDMS solution, the City will not have a comprehensive system to manage its electronic records, including e-mail. The Business Analyst is a core position critical to the development and maintenance of the EDMS. Consequently, the City will not benefit from the numerous strategic advantages offered by an EDMS: possible reduced operating costs, increased business efficiency, cost effectiveness, risk avoidance, compliance with Provincial and Federal statutes, and use of industry best practices, better customer service, and public accountability. Tactical opportunities provided by an EDMS at the Business Unit and staff levels will also not be available. These include a central repository for electronic documents, document sharing capabilities, faster search and retrieval results to meet business needs, easy file classification and retention, version control, audit trails, and public folders.</p>	

Request Title	EDMS Business Analyst			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2013			
Position title	EDMS Business SME			
Estimated start date	April 1, 2012			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Mgmt/Non-union			
If contract, specify length (months or yrs)	N/A			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	060050			
Grade level	7			
Est. starting step	3			
Desktop (HR) Review Performed?	Yes			
B&F Accommodations Available?	N/A			
ITM Hardware required?	Yes			
Capital Equipment Required?	No			
Complement Annual Cost Detail				
Annual full-time \$	87,917			87,917
Annual part-time \$	-	-	-	-
Annual shift premiums, etc	-			-
Annual overtime \$	-			-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	23,474	-	-	23,474
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 111,391	\$ -	\$ -	\$ 111,391
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	060050.7200	200		200
2) Training & Developme	060050.7115	1,000		1,000
3) Cellular Line Charges	060050.7122.01	700		700
4) Mileage	060050.7100	-		-
Subtotal		\$ 1,900	\$ -	\$ 1,900
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	060050.7211.01	2,500		2,500
2) Office Equip. & Furnitu	060050.7210	2,500		2,500
3) Training & Developme	060050.7115	500		500
4)	#N/A	-		-
Subtotal		5,500	-	5,500
2012 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2013 Total Complement Annual Costs	\$ 118,791	\$ -	\$ -	\$ 118,791
2014 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments:				

Request Title		EDMS Business Analyst						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1	EDMS Project implementation	Pending	2012		\$ 1,894,000			\$ 1,894,000
2	Oracle License each year		2013			\$ 15,000	\$ 15,000	\$ 30,000
3	EDMS Solution Lic each year		2013			\$ 53,000	\$ 125,000	\$ 178,000
TOTAL ASSOCIATED CAPITAL FUNDING					\$ 1,894,000	\$ 68,000	\$ 140,000	\$ 2,102,000
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1	N/A							
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1	N/A						-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)	-	87,917	-			
2	* Benefits	(From sect. 7)	-	23,474	-			
3	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	1,900	-			
4								
5								
6								
7								
Subtotal				-	113,291	-	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	5,500	-	-		
2							-	
3							-	
Subtotal				-	5,500	-	-	
OFFSETS - cost savings, reductions, etc								
1								
2								
3								
Subtotal				-	-	-	-	
TOTAL OPERATING BUDGET CHANGE					-	118,791	-	
COMPLEMENTS & FTE's								
2012			2013			2014		Total
# of positions requested			(From sect. 7)	-	1.00	-	1.00	
FTE's			(From sect. 7)	-	1.00	-	1.00	
FTE reductions/offsets			(Manual Field)	-			-	
Net FTE's			(From sect. 7)	-	1.00	-	1.00	

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

ADDITIONAL RESOURCE REQUEST

Request Title EDMS Technical SME

Business Unit # 060050 Records Management

060 - City Clerk

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	-	1.00	-	1.00	-	1.00
Net FTE's	-	1.00	-	1.00	-	1.00
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	-	111,391	-	111,391	-	111,391
Other continuous costs	-	1,900	-	1,900	-	1,900
One-time expenses	-	5,500	(5,500)	-	-	-
Offsets/reductions	-	-	-	-	-	-
Net Operating Budget	\$ -	\$ 118,791	\$ (5,500)	\$ 113,291	\$ -	\$ 113,291
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☐ Departmental ☒ Corporate

Technical Support Staff for the implementation and support of an Electronic Document Management System. The City's electronic information and records are not organized and easily accessible. An EDMS solution would be used by all departments to create, manage, and retrieve electronic records, including e-mail, and to improve the efficiency of records and information-based business processes. This Technical/IT Resource will be the prime contact for solution architecture, software, configuration/customization, and oversight of all technologies. This role is key to structuring the hand-off to technical support and to ensuring application performance and reliability. The position will be a key liaison to technical resources within the vendor/partner organization.

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

Milestones or Deliverables	Timelines	Comments
Deployment of EDMS	2012-2015	Assists with technical component of deployment
EDMS Maintenance	Ongoing	Assists with technical component of maintenance

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

Department Impacted	Describe Impact (Cost/time/benefit)	Were they Consulted?
EDMS impacts all depts	Impacts departments' ability to control and retrieve electronic information and streamline information-based business processes.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
ITM Dept.	The project owner is the City Clerk's Office. ITM will also be heavily involved, providing the necessary technical support to the EDMS.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No

Other comments:

The position is the primary liaison between the Clerk's Dept. and ITM Dept. in technical matters relating to the EDMS solution; is also primary liaison to vendor. Dedicated ITM staff to manage and support the EDMS technical SME may be required.

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title		EDMS Technical SME					
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
Organizational	Ensure a High Performing Organization PRIORITY GOAL	Review and redesign as appropriate, the internal communications strategy to ensure its effectiveness throughout the organization	19		Q2/11, Revised Q4/11	Medium	General Correlation
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:							
EDMS was converted to operational from strategic status in 2010. EDMS will contribute to developing a high performing organization through Corporate-wide business efficiency, accountability, government transparency, and legislative/regulatory compliance through the management and provision of access to the City's electronic information. Therefore, the EDMS Technical SME links to the following VV 2020 strategic objectives: Enhance Productivity, Cost Effectiveness & Innovation (effective management and retrieval of electronic information improves business processes and service delivery across all departments); Demonstrate Leadership & Promote Effective Governance (the integrity, accessibility, and security of the City's information is a cornerstone of accessibility and transparency); Pursue Excellence in Service Delivery (enhanced information management and access facilitated by EDMS improves service delivery capacity of all City BUs).							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
	Name/description of service level target:		Target Level	Current Level	Level with ARR		
1)	Information Search & Retrieval Time		minutes	can be days or more	mins to hours		
2)	Percentage of Records Systematically Controlled		100%	0%	50-75%		
3)	Percentage of High-Value Records Preserved		100%	0%	50-75%		
Describe how this request relates to Departmental Business Plan:							
The request corresponds to one of the core business functions of the City Clerk's Office: managing Corporate records and information, including records retention and disposal, and managing Corporate records and information-related statutory/regulatory compliance, such as responding to Freedom of Information requests from the public. Request also links to the development of a Corporate Records and Information Management System including EDMS deployment, and the development of a Corporate Electronic Records Preservation Strategy. EDMS is central to the CCO's strategy for managing Corporate records and information.							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary	Improve Sustainability			Secondary	Realize Future Benefits		
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?							
ARR will improve Corporate sustainability by facilitating EDMS deployment and maintenance, resulting in the efficient control and security of the City's electronic records, including e-mail, which are currently not managed in a systematic fashion. EDMS also has the capacity to enhance workflow and collaboration organization-wide, and therefore improve business processes. Overall results include faster information retrieval, improved customer service capacity, improved staff task completion rates, etc. Some benefits will be realized in the longer term.							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings		Incl. in offsets (Section #9)?	
2012-	Time/Capacity	within minutes	Hrs.	Reduction in information retrieval times; more info control		No	
2013-	Output/Service Quantity	N/A	Units	Faster information-based customer service delivery in all depts.		No	
2014-	Budget \$\$\$	soft savings	\$	Efficiency-related cost savings in long-term; reduced paper records storage costs		No	
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							
The alternative is the status quo, with its inherent limitations in the management of the City's electronic information and records. Employing existing City technologies such as SharePoint is not recommended. Consultants contracted by the City in 2010 corroborated staff's finding that SharePoint 2007 and 2010 are not robust and mature EDMS products. Status quo provides inadequate management of electronic records (including e-mail, charts, images and social media). Technical SME is a fundamental requirement for implementation. could be structured as a contract position but that would limit recruitment of internal candidates familiar with city operation.							

Request Title	EDMS Technical SME
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input checked="" type="radio"/> None</p> <p><input type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Ontario Municipal Act; Municipal Freedom of Information & Protection of Privacy Act</div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Ontario Municipal Act requires records in all media, including e-records to be secure, preserved and accessible. MFIPPA provides the public with the right to access City records and Information in all media.</div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Breach of legislation provides potential basis for litigation (no penalties per se in Act).</div> <div style="border: 1px solid black; padding: 2px;">City's e-records are not fully accessible and no formal preservation system exists.</div> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 15px; background: linear-gradient(to right, #ccc, #ccc); border: 1px solid #ccc; position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="display: flex; justify-content: space-between; width: 100px; margin-top: 2px;"> NoneLowMediumHigh </div> </div> <p>Financial Impact</p> <div style="display: flex; align-items: center;"> <div style="width: 150px; height: 15px; background: linear-gradient(to right, #ccc, #ccc); border: 1px solid #ccc; position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="display: flex; justify-content: space-between; width: 150px; margin-top: 2px;"> \$0\$10,000\$100,000\$1,000,000> \$10,000,000 </div> </div> <p>Health and Safety Risk (click on the word)</p> <p><input checked="" type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <div style="display: flex; align-items: center;"> <div style="width: 150px; height: 15px; background: linear-gradient(to right, #ccc, #ccc); border: 1px solid #ccc; position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="display: flex; justify-content: space-between; width: 150px; margin-top: 2px;"> NoneMinorMajorSevere </div> </div> <p>Probability of Health & Safety Issue</p> <div style="display: flex; align-items: center;"> <div style="width: 150px; height: 15px; background: linear-gradient(to right, #ccc, #ccc); border: 1px solid #ccc; position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="display: flex; justify-content: space-between; width: 150px; margin-top: 2px;"> NoneLowMediumHigh </div> </div> </div> <div style="width: 55%;"> <p>Comments</p> <div style="border: 1px solid black; padding: 5px;"> <p><i>Please describe the type and nature of risk</i></p> <p>The EDMS Technical SME is critical to EDMS deployment and maintenance. An EDMS would provide structured control of the City's electronic records and information, including the ability to retrieve significant information assets. It would also enable the assignment of retention and disposal periods to e-records, thus permitting the legal disposal of e-records upon elapse of their authorized respective retention periods (currently the City retains 100% of its e-records). Both the capacity to retrieve relevant information and dispose of records that are potential liabilities are critical to minimizing the City's litigation risk as a consequence of e-discovery.</p> </div> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input type="radio"/> Inability to support the department's directive</p> <p><input type="radio"/> Direct affect on multiple departments</p> <p><input checked="" type="radio"/> Citywide implications</p> <p>Comments</p> <div style="border: 1px solid black; padding: 5px;"> <p>The City of Vaughan can attain considerable and widespread benefits from the deployment of an EDMS solution. These benefits would be both tactical, impacting the efficiency and quality of general document processing, and strategic, providing a mechanism to improve business efficiency, accountability, transparency and compliance. Significant benefits could be attained in the early phases of a deployment which should ultimately encompass all departments within the City.</p> </div>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	
<p>Without a dedicated Technical SME, EDMS deployment and maintenance cannot occur. Without an EDMS solution, the City will not have a comprehensive system to manage its electronic records, including e-mail. The Technical SME is a core position critical to the development and maintenance of the EDMS. Consequently, the City will not benefit from the numerous strategic advantages offered by an EDMS: possible reduced operating costs, increased business efficiency, cost effectiveness, risk avoidance, compliance with Provincial and Federal statutes, and use of industry best practices, better customer service, and public accountability. Tactical opportunities provided by an EDMS at the Business Unit and staff levels will also not be available. These include a central repository for electronic documents, document sharing capabilities, faster search and retrieval results to meet business needs, easy file classification and retention, version control, audit trails, and public folders.</p>	

Request Title	EDMS Technical SME			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2013			
Position title	EDMS Technical SME			
Estimated start date	April 1, 2012			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Mgmt/Non-union			
If contract, specify length (months or yrs)	N/A			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	60050			
Grade level	7			
Est. starting step	3			
Desktop (HR) Review Performed?	Yes			
B&F Accommodations Available?	N/A			
ITM Hardware required?	Yes			
Capital Equipment Required?	No			
Complement Annual Cost Detail				
Annual full-time \$	87,917			87,917
Annual part-time \$	-	-	-	-
Annual shift premiums, etc	-			-
Annual overtime \$	-			-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	23,474	-	-	23,474
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 111,391	\$ -	\$ -	\$ 111,391
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	060050.7200	200		200
2) Training & Developme	060050.7115	1,000		1,000
3) Cellular Line Charges	060050.7122.01	700		700
4) Mileage	060050.7100	-		-
Subtotal		\$ 1,900	\$ -	\$ 1,900
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	060050.7211.01	2,500		2,500
2) Office Equip. & Furnitu	060050.7210	2,500		2,500
3) Training & Developme	060050.7115	500		500
4)	#N/A	-		-
Subtotal		5,500	-	5,500
2012 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2013 Total Complement Annual Costs	\$ 118,791	\$ -	\$ -	\$ 118,791
2014 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments:				

Request Title		EDMS Technical SME						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1	Accounted for in EDMS Business Analyst SME							\$ -
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1	N/A							
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1	N/A						-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)	-	87,917	-			
2	* Benefits	(From sect. 7)	-	23,474	-			
3	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	1,900	-			
4								
5								
6								
7								
Subtotal				-	113,291	-	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	5,500	-	-		
2							-	
3							-	
Subtotal				-	5,500	-	-	
OFFSETS - cost savings, reductions, etc								
1								
2								
3								
Subtotal				-	-	-	-	
TOTAL OPERATING BUDGET CHANGE				-	118,791	-	-	
COMPLEMENTS & FTE's								
# of positions requested			(From sect. 7)	-	1.00	-	1.00	
FTE's			(From sect. 7)	-	1.00	-	1.00	
FTE reductions/offsets			(Manual Field)	-			-	
Net FTE's			(From sect. 7)	-	1.00	-	1.00	

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

ADDITIONAL RESOURCE REQUEST

Request Title Claims Analyst

Business Unit # 060082 Licensing - Administration

060 - City Clerk

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	-	1.00	-	1.00	-	1.00
Net FTE's	-	1.00	-	1.00	-	1.00
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	-	77,319	-	77,319	-	77,319
Other continuous costs	-	-	-	-	-	-
One-time expenses	-	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-
Net Operating Budget	\$ -	\$ 77,319	\$ -	\$ 77,319	\$ -	\$ 77,319
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☒ Departmental ☐ Corporate

Claims Analyst staff member is to provide execute the daily claims management and administration, once claims have been opened. Draft and send out letters to claimants. Obtain staff reports concerning claims and conduct further investigation with respective departments. Act as primary point of contact concerning claims inquiries from claimants and other third parties. Enter notations and amounts into claims management system. Complete cheque requisitions, track the opening and closing of claims on a monthly basis. Complete settlement reports on claims to be settled internally. Support the implementation of a Claims Management System and work towards the development and implementation, and overall management of a Recovery Management system.

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

Milestones or Deliverables	Timelines	Comments
Implementation and development of a Recovery Management	12 month (2013)	

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

Department Impacted	Describe Impact (Cost/time/benefit)	Were they Consulted?
Clerk's office and all departments affected by	Increased response time on the following: claimant inquiries; and staff report following up. Increase in response time will correlate to increased service level to both internal and external clients	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No

Other comments:

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Claims Analyst						
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
Organizational	Manage Corporate Assets PRIORITY GOAL	Formalize a City wide risk management plan	4		Q4/10 , Revised Q4/11	High	General Correlation
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:							
The Claims Analyst affects the three main pillars of the Vaughan Vision; Service Excellence, Management Excellence, Staff Excellence. Service Excellence will be achieved through the improvement of providing a timely concluding response to claimants, by focusing solely on the investigation of staff actions, policies, procedures and historical data. Management Excellence will be developed through the streamlining improved administrative function and the development of reporting procedures. The inclusion of this position will provide the necessary concentration of efforts to several of the main functions of the department. Staff Excellence, will be attainable through the implementation of this position through attracting skilled staff, and providing the existing resources with a complement to the Risk Management section for which to collaboratively develop policies & procedures, share knowledge concerning claims adjusting practice and changes in legislation.							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
	Name/description of service level target:		Target Level	Current Level	Level with ARR		
1)	N/A - New Initiative						
2)							
3)							
Describe how this request relates to Departmental Business Plan:							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary	Realize Future Benefits			Secondary	Improve Sustainability		
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?							
Realizing future benefits with the adoption of this position will develop the infrastructure of the Insurance & Risk Management department for which will enable the department to function more effectively, and efficiently. This position will allow other resources to focus on the development of the section's functions, specifically; claims management computer systems; address inquiries from SMT, council and addressing sensitive issues, reports, claims analysis and risk mitigation recommendations, review of policies including the City's insurance policy and coverages; preparation and execution of the							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings		Incl. in offsets (Section #9)?	
				N/A - New Initiative			
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							
An alternative to this option is to outsource all insurance adjusting services, which at this time may increase the overall cost to the corporation as industry rates are high and can fluctuate due to changes in the insurance market. While this option may be viable at some point after further development of this Section, under the current format this option is not a recommended allocation of funds and resources, given the infancy stage of the Section's development. Outsourcing the claims adjusting service addresses a portion of the current need. It does not address the resources required for the Recovery Management system. An alternative option to address the Recovery Management function would be to use an external collection agency. This can be costly as there are generally percentage fees that are associated with the collection of funds. In addition the customer service level i.e. communication and perception would be out of the control of the corporation when using a collection agency which may not be ideal, given public interpretation.							

Request Title	Claims Analyst
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input checked="" type="radio"/> None</p> <p><input type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <p></p> <p></p> <p></p> <p></p> <p></p> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <p>◀ [Slider: None to High] ▶</p> <p>None Low Medium High</p> <p>Financial Impact</p> <p>◀ [Slider: \$0 to > \$10,000,000] ▶</p> <p>\$0 \$10,000 \$100,000 \$1,000,000 > \$10,000,000</p> <p>Health and Safety Risk (click on the word)</p> <p><input checked="" type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <p>◀ [Slider: None to Severe] ▶</p> <p>None Minor Major Severe</p> <p>Probability of Health & Safety Issue</p> <p>◀ [Slider: None to High] ▶</p> <p>None Low Medium High</p> </div> <div style="width: 50%;"> <p>Comments</p> <p><i>Please describe the type and nature of risk</i></p> <p></p> <p></p> <p></p> <p></p> <p></p> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input checked="" type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input type="radio"/> Inability to support the department's directive</p> <p><input type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p> <p></p> <p></p> <p></p> <p></p>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	
<p>Claimants (Residents) will be impacted should this request not be approved, in that there will be longer times to respond to their claims of property damage or personal injury. There will be a further gap in customer service to those affected by a claim both internally and externally. The Corporation operational processes will be hindered as it pertains to assessing insurance and risk management data as resources will not be able to simultaneously; adjust claims, service both internal clients and external claimants, and provide reports necessary for budgeting. Staff resources will not be able to successfully achieve corporate directives i.e.; regular reporting, and development. The Section and existing Staff resources become stagnate, and continue reactionary processes, and due to lack of time, and priority.</p>	

Request Title	Claims Analyst			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2013			
Position title	Claims Analyst			
Estimated start date	January 1, 2012			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Cupe Cler. & Tech			
If contract, specify length (months or yrs)	N/A			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	060082			
Grade level	H			
Est. starting step	Start			
Desktop (HR) Review Performed?	Yes			
B&F Accommodations Available?	N/A			
ITM Hardware required?	No			
Capital Equipment Required?	N/A			
Complement Annual Cost Detail				
Annual full-time \$	61,026			61,026
Annual part-time \$	-	-	-	-
Annual shift premiums, etc	-			-
Annual overtime \$	-			-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	16,294	-	-	16,294
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 77,319	\$ -	\$ -	\$ 77,319
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	060082.7200	-		-
2) Training & Developme	060082.7115	-		-
3) Cellular Line Charges	060082.7122.01	-		-
4) Mileage	060082.7100	-		-
Subtotal		\$ -	\$ -	\$ -
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	060082.7211.01	-		-
2) Office Equip. & Furnitu	060082.7210	-		-
3) Training & Developme	060082.7115	-		-
4)	#N/A	-		-
Subtotal		-	-	-
2012 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2013 Total Complement Annual Costs	\$ 77,319	\$ -	\$ -	\$ 77,319
2014 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments:				

Request Title		Claims Analyst						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1								\$ -
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)	-	61,026	-			
2	* Benefits	(From sect. 7)	-	16,294	-			
3	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-	-			
4								
5								
6								
7								
Subtotal				-	77,319	-	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-	-	-	-	
2							-	
3							-	
Subtotal				-	-	-	-	
OFFSETS - cost savings, reductions, etc								
1								
2								
3								
Subtotal				-	-	-	-	
TOTAL OPERATING BUDGET CHANGE					-	77,319	-	-
COMPLEMENTS & FTE's								
# of positions requested			(From sect. 7)	-	1.00	-	1.00	
FTE's			(From sect. 7)	-	1.00	-	1.00	
FTE reductions/offsets			(Manual Field)	-			-	
Net FTE's			(From sect. 7)	-	1.00	-	1.00	

Legal Services

1. Financial Summary

2. Business Plans

Revenue and Expenditure Summary

2012-14 Operating Budget

Department	Exp Category	Account	2010 Actuals	Actual Forecast	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
Legal Services														
	Revenue													
		3618 Dept. Misc. Revenues	(68,632)	(60,979)	(83,990)	0	0	(83,990)	0	0.0%	(83,990)	0	(83,990)	0
		Total Revenue	(68,632)	(60,979)	(83,990)	0	0	(83,990)	0	0.0%	(83,990)	0	(83,990)	0
	Labour Costs													
		7010 Full Time	1,126,378	1,179,768	1,346,368	59,050	0	1,405,418	59,050	4.4%	1,418,039	12,621	1,426,674	8,635
		7015 Part Time	45,230	45,711	46,130	8,364	0	54,494	8,364	18.1%	54,494	0	54,494	0
		7017 Benefits	291,433	300,286	326,254	44,432	0	370,686	44,432	13.6%	383,919	13,233	396,201	12,282
		Total Labour Costs	1,463,042	1,525,764	1,718,752	111,846	0	1,830,598	111,846	6.5%	1,856,452	25,854	1,877,369	20,917
	Other Expenses													
		7100 Mileage	3,400	4,626	5,475	0	0	5,475	0	0.0%	5,475	0	5,475	0
		7103 407-ETR Toll Charges	113	15	0	0	0	0	0	0.0%	0	0	0	0
		7105 Membership/Dues/Fees	9,303	9,718	9,866	300	0	10,166	300	3.0%	10,475	309	10,794	319
		7110 Meals and Meal Allowances	50	298	396	0	0	396	0	0.0%	396	0	396	0
		7115 Training & Development	691	783	1,842	0	0	1,842	0	0.0%	1,842	0	1,842	0
		7120 Telephone Charges	0	282	226	0	0	226	0	0.0%	226	0	226	0
		7125 Subscriptions/Publications	21,019	19,958	15,228	0	0	15,228	0	0.0%	15,228	0	15,228	0
		7130 Seminars & Workshops	4,943	8,805	12,679	0	0	12,679	0	0.0%	12,679	0	12,679	0
		7200 Office Supplies	2,252	2,133	2,304	0	0	2,304	0	0.0%	2,304	0	2,304	0
		7205 Computer Supplies	0	434	0	0	0	0	0	0.0%	0	0	0	0
		7210 Office Equip. & Furniture	364	1,393	4,574	(1,700)	0	2,874	(1,700)	(37.2)%	2,874	0	2,874	0
		7211 Computer Hardware/Software	3,303	4,186	6,912	(3,078)	0	3,834	(3,078)	(44.5)%	3,834	0	3,834	0
		7215 Mtce. & Repairs - Equip	221	306	306	0	0	306	0	0.0%	306	0	306	0
		7219 Registration Fees	43,543	29,550	0	0	20,000	20,000	20,000	0.0%	20,000	0	20,000	0
		7220 Copiers, Faxes and Supplies	11,943	10,732	12,221	0	0	12,221	0	0.0%	12,221	0	12,221	0
		7226 Courier Services	1,255	1,365	0	0	0	0	0	0.0%	0	0	0	0
		7333 Contract Services	4,341	18,029	25,440	0	(20,000)	5,440	(20,000)	(78.6)%	5,440	0	5,440	0
		7520 Professional Fees	493,998	210,681	114,979	0	0	114,979	0	0.0%	114,979	0	114,979	0
		7630 Wireless/Internet Commun.	488	872	1,413	3,300	0	4,713	3,300	233.5%	4,713	0	4,713	0
		7698 Grouped Expenses	43	0	0	0	0	0	0	0.0%	0	0	0	0
		7699 Sundry Expenses	880	1,102	2,030	0	0	2,030	0	0.0%	2,030	0	2,030	0
		7712 Joint Serv. Recovery - Library	(2,000)	(1,200)	(2,000)	(35)	0	(2,035)	(35)	1.8%	(2,035)	0	(2,035)	0
		Total Other Expenses	600,151	324,067	213,891	(1,213)	0	212,678	(1,213)	(0.6)%	212,987	309	213,306	319
Total Legal Services			1,994,560	1,788,852	1,848,653	110,633	0	1,959,286	110,633	6.0%	1,985,449	26,163	2,006,685	21,236

* Note: Actual Forecast 2011 is for reference purposes only and is based on year to date actuals as of September 2011 plus the remainder of the calendarized budget.

2012 Budget Variance Comments

7010 Full Time	Increase due to economic adjustment and pro-rated progression
7015 Part Time	Increase due to pro-rated progression and economic adjustment
7017 Benefits	Increase in relation to salaries increase and increase as per Guidelines
7105 Memberships	Increase due to price change
7210 Office Equip & Furniture	Decrease due to one-time 2011 ARR funding removed
7211 Computer Hardware/Software	Decrease due to one-time 2011 ARR funding removed
7219 Reg'n Fees	Rellocated from Contract Services
7333 Contract Services	Rellocated to Reg'n Fees
7630 Wireless/Internet Commun.	Rellocated from Comm of Legal Copier expense to cover new Blackberry expense
7712 Joint Serv Recovery Library	Decrease due to matching of Library Joint Srvs account

2013 Budget Variance Comments

7010 Full Time	Increase due to pro-rated progression
7017 Benefits	Increase in relation to salaries increase and increase as per Guidelines
7105 Memberships	Increase due to price change

2014 Budget Variance Comments

7010 Full Time	Increase due to pro-rated progression
7017 Benefits	Increase in relation to salaries increase and increase as per Guidelines
7105 Memberships	Increase due to price change

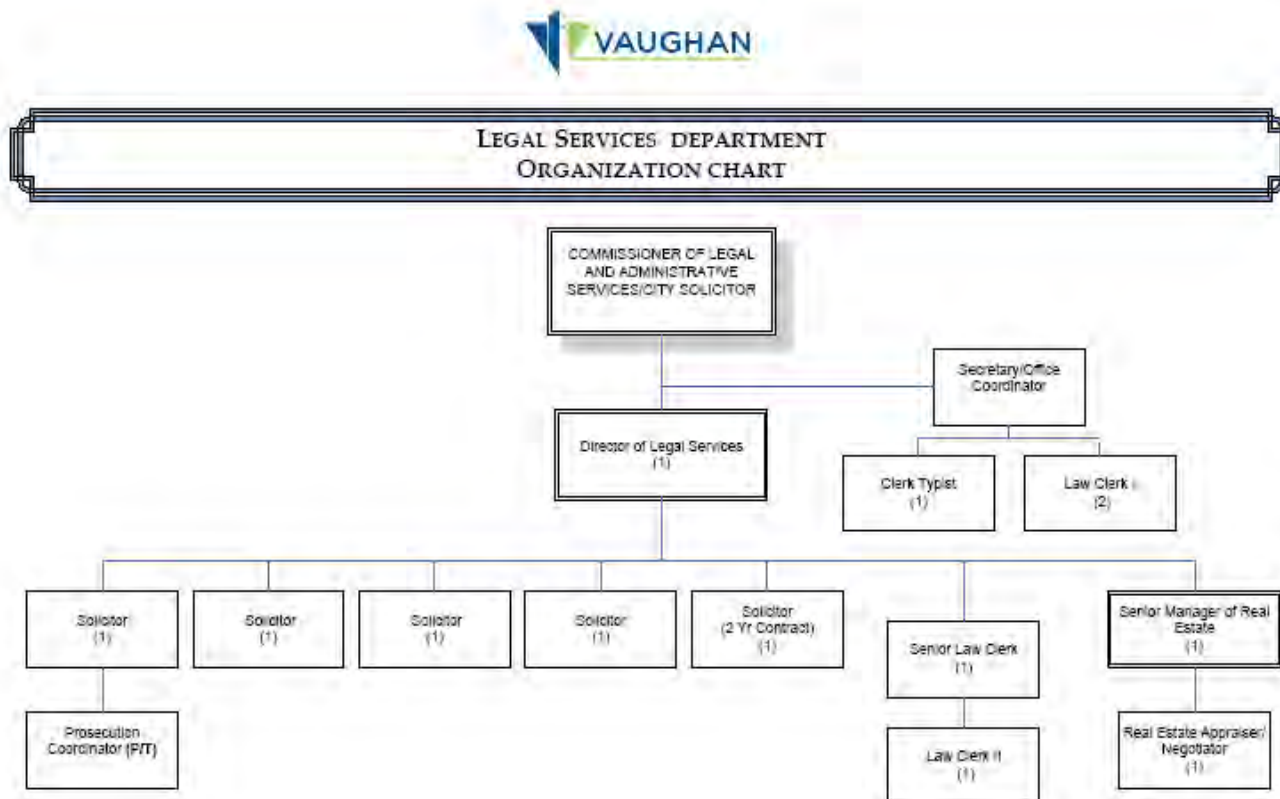
2012-14 Business Plan

BUSINESS OVERVIEW

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

The Legal Services Department supports, promotes and reinforces the City's corporate objectives and the Vaughan Vision through the provision of timely, accurate, relevant and strategic legal advice and real estate services.

Service Profile:



CITY OF VAUGHAN
August 2011

Approved Full-time Complement: 31

PAGE 1

Full Time, Part Time and Overtime – Budgeted Amounts

	2010	2011	2012 Base	Additional Resource Requests		
				2012	2013	2014
Full Time	11	12	12			
Part Time	1	1	1	1		
Overtime	-	-	-			

2012-14 Business Plan

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

- Council – providing advice on major issues impacting the City and receiving instructions
- Senior Management – providing legal and strategic advice
- Internal Departments and City Staff – providing legal and strategic advice
- External lawyers - a) interact on legal matters on a professional basis; b) retain to advise City on major issues
- Vaughan Public Libraries – provide legal advice on major issues impacting the VPL

2012-14 Business Plan

Work Plan:

Link to Vaughan Vision 2020:

Lead & Promote Environmental Sustainability
 Manage Growth & Economic Well-being
 Demonstrate Excellence in Service Delivery
 Demonstrate Effective Leadership

Future Pressures and Opportunities:

Continuing growth, legislative changes and increasing complexity of OMB, real estate, general municipal matters and litigation, create a future challenge to continue to ensure service levels. Additional lawyers/law clerks will be needed.

Continued growth also creates a future challenge for land acquisition to fulfill City requirements. Additional real estate staff will be needed to ensure timely acquisition for all City requirements including capital projects.

As a service department, any future pressures/challenges identified by all City Departments impact Legal Services. Legal and Real Estate Services support and contribute to the numerous initiatives undertaken by all City Departments.

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

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Provide timely and strategic advice to Council/staff on all legal aspects of municipal law, operations and policy, and by-laws	2011	Ongoing	
Represent and defend the City at all Ontario Municipal Board Hearings and other tribunals, and in all litigation	2011	Ongoing	

2012-14 Business Plan

2012-14 Business Plan Objectives: (You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.)

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2012 (Top 3 Objectives)			
1. Defend/Resolve Appeals of OP 2010 and Secondary Plans	Ongoing		Existing complement
2. Provide continued support for the realization of a hospital in Vaughan	2012 – 2014		Existing complement
3. Provide continued support for the Toronto York Spadina Subway Expansion and expansion of public/rapid transit in Vaughan	Ongoing		Existing complement
4. Continue to maximize cash-in-lieu of parkland collection by the City, and acquisition of parkland and open space to implement the Active Together Master Plan	2012 – 2014		Additional resources required
2013 (Top 3 Objectives)			
1. Defend/Resolve Appeals of OP 2010 and Secondary Plans	Ongoing		Existing complement
2. Provide continued support for the realization of a hospital in Vaughan	2012 – 2014		Existing complement
3. Continue to maximize cash-in-lieu of parkland collection by the City, and acquisition of parkland and open space to implement the Active Together Master Plan	Ongoing		Additional resources required
4. Fulfill Acquisition Plan	2012 – 2014		Additional resources required
2014 (Top 3 Objectives)			
1. Provide continued support for the realization of a hospital in Vaughan	Ongoing		Existing complement
2. Continue to maximize cash-in-lieu of parkland collection by the City, and acquisition of parkland and open space to implement the Active Together Master Plan	2012 – 2014		Existing complement
3. Fulfill Acquisition Plan	2012 – 2014		Additional resources required

2012-14 Business Plan

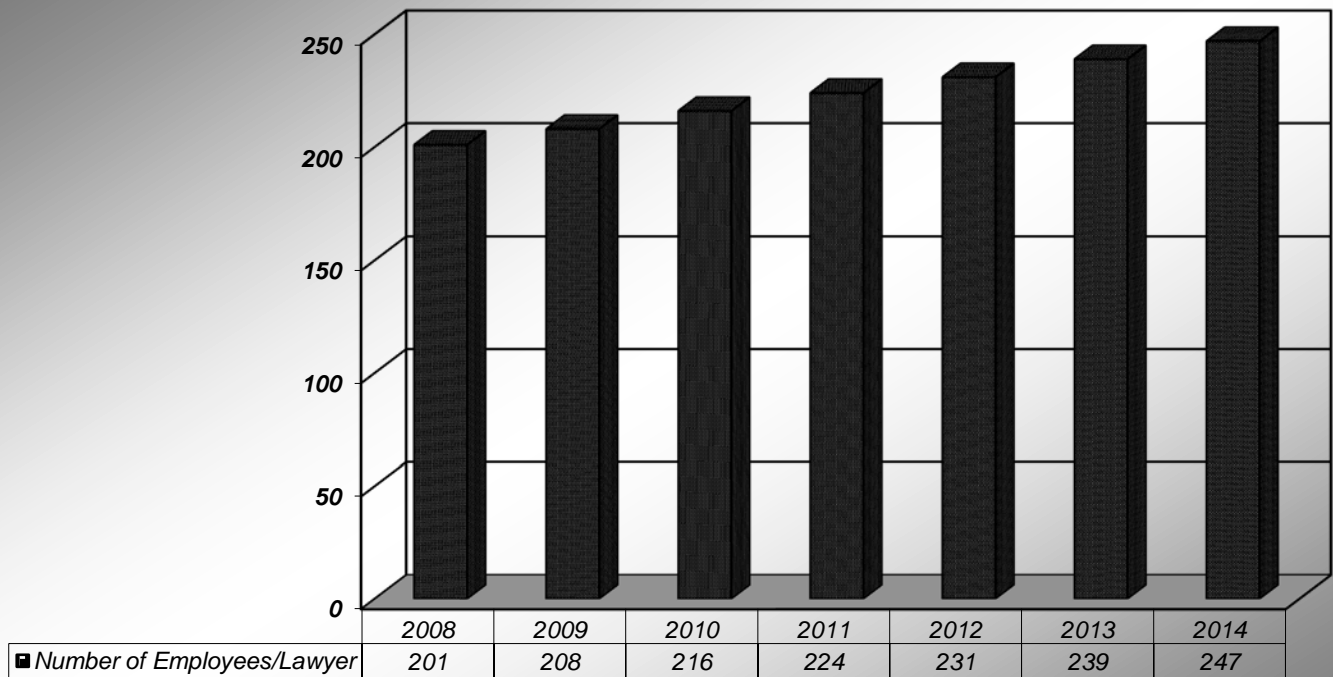
Key Performance Indicators:

1. # of Lawyers per # of Employees
2. # of Lawyers per # of Residents
3. Dollar Value of Cash-in-lieu Determinations
4. # of Days Required for OMB Hearings and Litigation
5. Dollar Value of Acquisitions and Sales; # of Acquisitions and Sales

2012-14 Business Plan

Measure: Number of Lawyers per Number of Employees

Definition: The total number of lawyers in the Legal Services Department per the number of employees in the City of Vaughan



Key Conclusion:

The number of employees/lawyer is continuing to increase.

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

Continued growth in Vaughan and in the civic administration will mean the number of employees per lawyer will continue to increase.

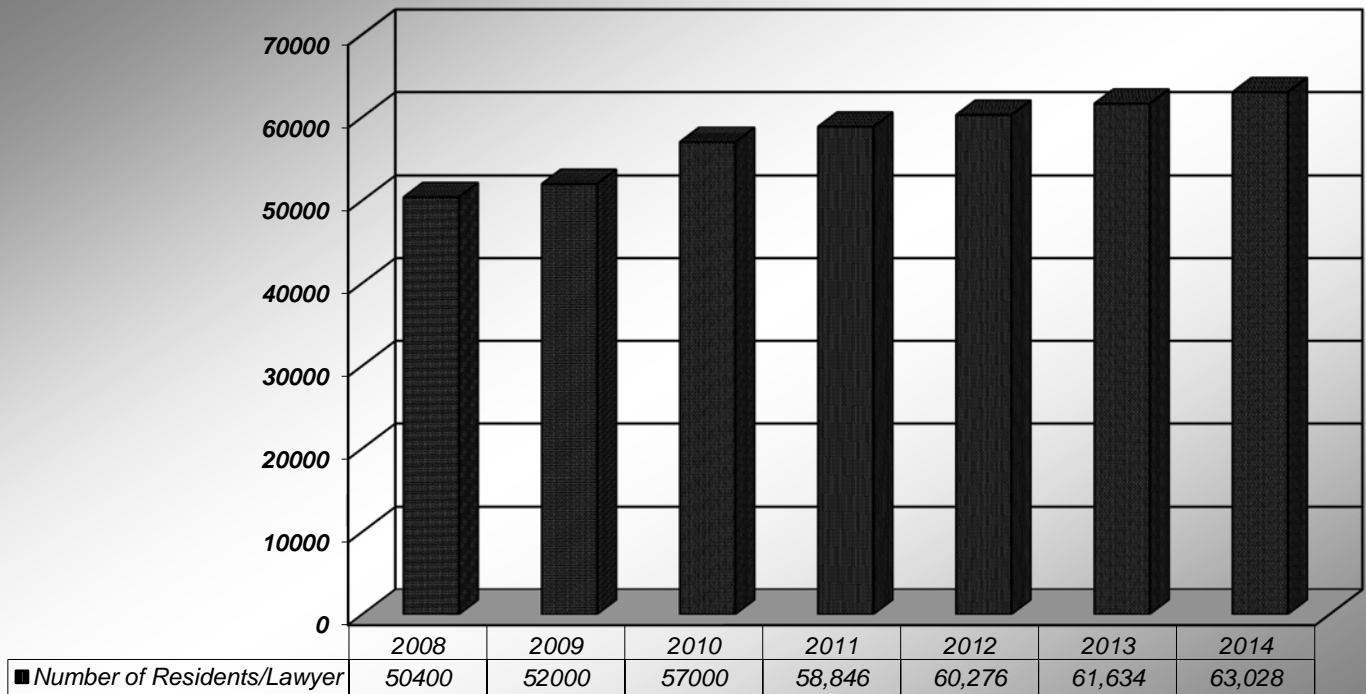
An additional contract lawyer is being added for OP 2010 matters, however, this will not impact the legal services provided to City employees.

2012-14 Business Plan

BUSINESS OVERVIEW

Measure: Number of Lawyers per Number of Residents

Definition: The total number of lawyers in the Legal Services Department per the number of City of Vaughan residents



Key Conclusion:

The number of residents per lawyer has increased 17% from 2008 – 2011.

Notes about the Measure:

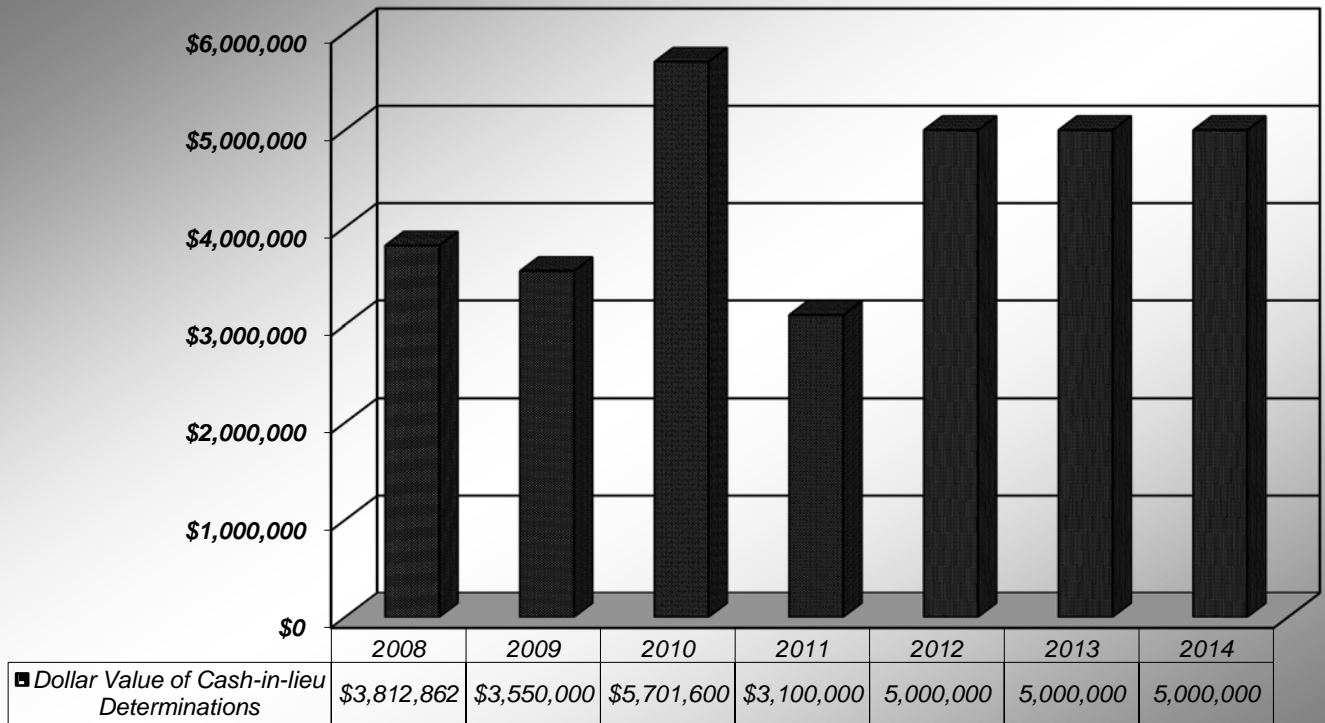
As the population continues to grow, the number of residents per lawyer will increase. A population figure of 285,000 was used for 2010, for 2011 – 294,232, for 2012 – 301,382, for 2013 – 308,172, and for 2014 – 315,142.

An additional contract lawyer is being added for OP 2010 matters, however this will not impact the legal services provided.

2012-14 Business Plan

BUSINESS OVERVIEW

Measure: Dollar Value of Cash-in-Lieu Determinations



Key Conclusion:

While the dollar value of cash-in-lieu payments may decrease, the number of appraisals generally remains constant. While development slowed marginally as a result of the economic downturn, predictions are that it will slowly increase in 2011 and 2012, with additional increases attributable to increased high density development.

Notes about the Measure:

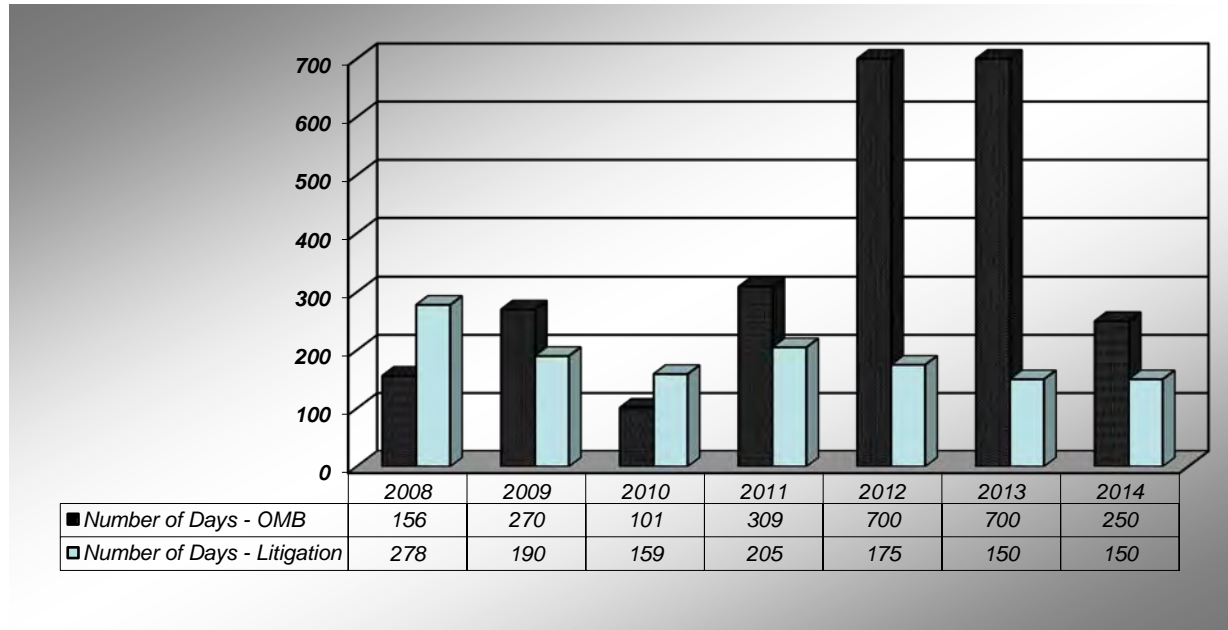
Every \$160,000 of cash-in-lieu collected represents an overall average of approximately 35 hours of labour. The approval of OP 2010 is expected to bring an increase in the number of development applications, with a resulting increase in the amount of cash-in-lieu of parkland collected.

2012-14 Business Plan

BUSINESS OVERVIEW

Measure: Number of Days Required for OMB Hearings and Litigation

Definition: The total number of days booked for OMB hearings/litigation for internal and external lawyers



Key Conclusion:

With the expected jump in OMB activity, significant time is devoted to working toward resolving issues to avoid hearings, so that even if anticipated hearings do not occur, considerable staff time is still required.

Larger, more complex acquisitions require significant time for valuation and negotiation. If agreed settlements are not reached, expropriation proceedings may result, which are time consuming and expensive, placing further demands on both Real Estate and Legal staff.

Notes about the Measure:

External and internal legal counsel are both involved in representing the City at the OMB hearings. When external counsel are used, internal lawyers assist. The shorter OMB matters include 3 days of preparation and follow-up for each hearing day held. With the adoption on September 7, 2010 of the City of Vaughan Official Plan 2010, including a number of secondary Plans, appeals were anticipated in the spring of 2011, with some prehearings, mediations and hearings projected for mid – late 2011. However, OP 2010 is not expected to be approved until late 2011, resulting in the anticipated appeals coming in 2012 and continuing in 2013. These will be longer, more complicated hearings projected for 2012 and 2013, due to significant preparation days which results in very high projected numbers.

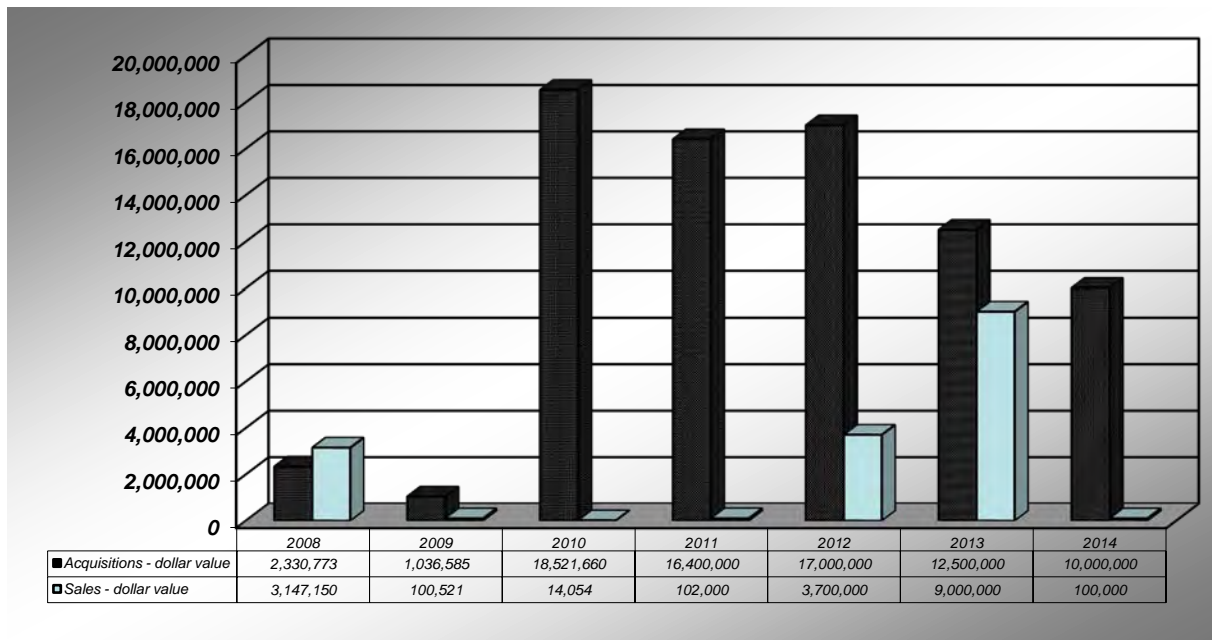
Litigation statistics include all lawsuits (including Small Claims Court), arbitrations, grievances and other hearings handled by internal lawyers. Claims against the municipality are difficult to anticipate. Decreasing numbers of grievances is reflective of the legal participation and the assistance of the Human Resources Department in training staff and working toward resolution of matters.

The increase in the monetary limit of Small Claims Court from \$10,000 per claim to \$25,000 per claim is expected to result in an increase in claims. Continued growth and the increasing complexity of prosecution matters requires increased involvement by City lawyers, along with increased numbers of hearings on other matters, such as the Licensing Committee.

2012-14 Business Plan

Measure: Dollar Value of Acquisitions and Sales Number of Acquisitions and Sales

Definition: The number of acquisitions and sales in dollar value from 2008 to 2014



	2008	2009	2010	2011	2012	2013	2014
Number of acquisitions	4	6	6	6	4	5	5
Number of sales	8	8	4	4	6	2	2

Key Conclusion:

Large park purchases are the basis of the 2011 statistics.

Significant acquisitions for fire hall sites, parks, works yards and capital projects are expected in 2012 and 2013, as Identified in the Development Charges Background Study, 2008, the Fire Master Plan, the Active Together Master Plan, and the Vaughan Official Plan 2010.

Sales are predicted of remaining City surplus land in 2012 and 2013.

Notes about the Measure:

The significant increase in 2010 was attributable to the Block 11 community centre and Library site, the former Avondale site, and the Kleinburg location for the future Discovery Centre.

The measure is not reflective of significant time expended on general real estate activity related to development, easements to utilities, and other registrations and matters which do not result in a transaction.

Real Estate acquisitions and dispositions are generally increasing in complexity and value, which requires additional time for valuation and negotiation.

2012-14 Business Plan

Overall Conclusion:

Performance measures continue to show increases in requirements for legal and real estate services. The Department has been operating at capacity for the last few years. Significant OMB activity in 2011 is expected to continue in 2012 and 2013. Increased participation in prosecutions results in increasing litigation days.

With the adoption of the Active Together Master Plan and the Fire Master Plan, and in accordance with the Development Charges Background Study, 2008, significant acquisitions are anticipated in 2012 and 2013. This means increased staff workload for both Real Estate and Legal Services. Continued economic recovery will increase the number and time required for cash-in-lieu valuations.

Commissioner Sign-off**Date (mm/dd/yy)**

Enforcement Services

1. Financial Summary

2. Business Plans

3. ARR's

2012 & 2014

◆ Property Standards Officer

Revenue and Expenditure Summary

2012-14 Operating Budget

Department	Exp Category	Account	2010 Actuals	Actual Forecast	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
Enforcement Services														
	Revenue													
			0	(983)	0	0	0	0	0	0.0%	0	0	0	0
		3568 Licenses and Permits	(2,015,098)	(1,818,083)	(1,771,000)	0	0	(1,771,000)	0	0.0%	(1,771,000)	0	(1,771,000)	0
		3574 Rev. frm Recov. Exp - Pd Duty	(8,009)	(245,314)	(319,847)	5,952	0	(313,895)	5,952	(1.9)%	(313,895)	0	(313,895)	0
		3614 General Revenue	(16,307)	(12,139)	(68,050)	18,400	0	(49,650)	18,400	(27.0)%	(49,650)	0	(53,650)	(4,000)
		3618 Dept. Misc. Revenues	(19,757)	(50,508)	(58,500)	(2,900)	0	(61,400)	(2,900)	5.0%	(61,400)	0	(61,400)	0
		Total Revenue	(2,059,171)	(2,127,027)	(2,217,397)	21,452	0	(2,195,945)	21,452	(1.0)%	(2,195,945)	0	(2,199,945)	(4,000)
	Labour Costs													
		7010 Full Time	2,141,892	2,414,946	2,875,288	154,428	0	3,029,716	154,428	5.4%	3,081,741	52,025	3,101,410	19,669
		7012 Overtime	43,474	25,327	28,985	(217)	0	28,768	(217)	(0.7)%	28,768	0	28,768	0
		7013 Union Time	0	0	0	0	0	0	0	0.0%	0	0	0	0
		7015 Part Time	218,038	390,769	436,495	(23,425)	0	413,070	(23,425)	(5.4)%	432,955	19,885	438,574	5,619
		7017 Benefits	577,555	659,798	778,351	54,671	0	833,022	54,671	7.0%	870,220	37,198	897,780	27,560
		Total Labour Costs	2,980,960	3,490,840	4,119,119	185,457	0	4,304,576	185,457	4.5%	4,413,684	109,108	4,466,532	52,848
	Other Expenses													
		7100 Mileage	190	163	509	0	0	509	0	0.0%	509	0	509	0
		7103 407-ETR Toll Charges	263	531	102	0	0	102	0	0.0%	102	0	102	0
		7105 Membership/Dues/Fees	2,698	1,947	1,791	0	0	1,791	0	0.0%	1,791	0	1,791	0
		7110 Meals and Meal Allowances	389	27	392	0	0	392	0	0.0%	392	0	392	0
		7115 Training & Development	8,103	16,966	21,048	0	0	21,048	0	0.0%	21,048	0	21,048	0
		7120 Telephone Charges	28	2,054	1,847	0	0	1,847	0	0.0%	1,847	0	1,847	0
		7122 Cellular Telephones	18,892	22,108	30,385	0	0	30,385	0	0.0%	30,385	0	30,385	0
		7125 Subscriptions/Publications	0	0	193	0	0	193	0	0.0%	193	0	193	0
		7130 Seminars & Workshops	4,500	2,923	3,490	0	0	3,490	0	0.0%	3,490	0	3,490	0
		7200 Office Supplies	5,646	8,142	9,422	0	0	9,422	0	0.0%	9,422	0	9,422	0
		7205 Computer Supplies	668	1,122	923	0	0	923	0	0.0%	923	0	923	0
		7210 Office Equip. & Furniture	113	14,694	17,376	(1,250)	0	16,126	(1,250)	(7.2)%	16,126	0	16,126	0
		7211 Computer Hardware/Software	2,736	13,311	27,665	(9,000)	0	18,665	(9,000)	(32.5)%	18,665	0	18,665	0
		7220 Copiers, Faxes and Supplies	10,505	10,471	10,610	0	0	10,610	0	0.0%	10,610	0	10,610	0
		7222 Printing	24,772	10,453	13,831	0	0	13,831	0	0.0%	13,831	0	13,831	0
		7226 Courier Services	0	219	0	0	0	0	0	0.0%	0	0	0	0
		7300 Protective Clothing/Uniforms	9,802	17,853	16,877	0	0	16,877	0	0.0%	16,877	0	16,877	0
		7315 Vehicle Maintenance &	88,041	123,111	118,787	(118,787)	0	0	(118,787)	(100.0)%	0	0	0	0
		7330 Materials & Supplies	23,206	60,992	53,507	0	(17,000)	36,507	(17,000)	(31.8)%	36,507	0	36,507	0
		7331 Contractor & Contractor Mat.	0	12,104	20,352	0	0	20,352	0	0.0%	20,352	0	20,352	0
		7340 Machine Time	20,000	5,000	20,000	(20,000)	0	0	(20,000)	(100.0)%	0	0	0	0
		7400 Bank Charges	29,769	38,912	12,211	0	17,000	29,211	17,000	139.2%	29,211	0	29,211	0

Department	Exp Category	Account	2010 Actuals	Actual Forecast	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
		7410 Rental, Leases - Equipment	706	3,159	923	0	0	923	0	0.0%	923	0	923	0
		7415 Rental, Leases - Vehicles	0	31,545	41,266	0	0	41,266	0	0.0%	41,266	0	41,266	0
		7420 Rental, Leases - Buildings	0	70,860	94,128	0	0	94,128	0	0.0%	94,128	0	94,128	0
		7520 Professional Fees	0	47,668	25,440	0	0	25,440	0	0.0%	25,440	0	25,440	0
		7531 Service Contracts	757,894	311,509	82,425	1	0	82,426	1	0.0%	82,426	0	82,426	0
		7560 Gas/Diesel - Vehicles	0	0	0	61,000	0	61,000	61,000	0.0%	61,000	0	61,000	0
		7630 Wireless/Internet Commun.	0	1,121	1,385	0	0	1,385	0	0.0%	1,385	0	1,385	0
		7698 Grouped Expenses	2,256	4,282	980	0	0	980	0	0.0%	980	0	980	0
		7699 Sundry Expenses	566	27,864	49,045	21,130	0	70,175	21,130	43.1%	70,175	0	70,175	0
		7700 Chgs. from Othe Depts.	630	5,237	2,700	0	0	2,700	0	0.0%	2,700	0	2,700	0
		7710 Internal Recoveries	0	0	(2,000)	0	0	(2,000)	0	0.0%	(2,000)	0	(2,000)	0
		7780 Trf to Reserve Insurance	29,680	35,335	35,335	(35,335)	0	0	(35,335)	(100.0)%	0	0	0	0
		Total Other Expenses	1,042,051	901,683	712,945	(102,241)	0	610,704	(102,241)	(14.3)%	610,704	0	610,704	0
Total Enforcement Services			1,963,839	2,265,497	2,614,667	104,668	0	2,719,335	104,668	4.0%	2,828,443	109,108	2,877,291	48,848

* Note: Actual Forecast 2011 is for reference purposes only and is based on year to date actuals as of September 2011 plus the remainder of the calendarized budget.

2012 Budget Variance Comments

3574 Rev. frm Recov. Exp Pd Duty	Decrease due to lower projected volumes
3614 General Revenue	Decrease due to lower projected volumes
3618 Dept. Misc. Revenues	Increase due to higher projected volumes
7010 Full Time	Increase due to economic adjustment and pro-rated progression
7012 Overtime	Increase due to pro-rated progression and economic adjustment
7015 Part Time	Decrease due to vacant positions are budgeted at a lower rate offset by economic adjustment
7017 Benefits	Increase in relation to salaries increase and increase as per Guidelines
7210 Office Equip. & Furniture	Decrease due to one-time 2011 ARR funding removed
7211 Computer Hardware/Software	Decrease due to one-time 2011 ARR funding removed
7330 Materials and Supplies	Reallocated to Bank Charges
7400 Bank Charges	Reallocated from Materials and Supplies
7699 Sundry Expenses	Increase due to reversal of one-time 2011 transfer to B&F for Maple Community Centre
7315 Vehicle Maintenance	Budget realigned due to changes in allocation of fleet repairs & maintenance and fuel
7340 Machine Time	Budget realigned due to changes in allocation of fleet repairs & maintenance and fuel
7560 Gas/Diesel Vehicles	Budget realigned due to changes in allocation of fleet repairs & maintenance and fuel
7780 Trsf. to ReservesInsurance	Budget realigned due to process changes in allocation of insurance

2013 Budget Variance Comments

7010 Full Time	Increase due to pro-rated progression
7015 Part Time	Increase due to pro-rated progression
7017 Benefits	Increase in relation to salaries increase and increase as per Guidelines

2014 Budget Variance Comments

3614 General Revenue	Increase due to higher projected volumes
7010 Full Time	Increase due to pro-rated progression
7015 Part Time	Increase due to pro-rated progression
7017 Benefits	Increase in relation to salaries increase and increase as per Guidelines

2012-14 Business Plan

BUSINESS OVERVIEW

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

Enforcement Services is responsible for encouraging compliance with 41 City of Vaughan By-Laws through a combination of reactive and proactive enforcement methodologies in both a uniformed and non-uniformed presence in the community. In 2011 the department assumed responsibility for the delivery Animal Services for the City.

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



Full Time, Part Time and Overtime – Budgeted Amounts

	2010	2011	2012 Base	Additional Resource Requests		
				2012	2013	2014
Full Time	35	46	46	3	1	1
Part Time	9	14	14	0	0	0
Overtime	17,285	18,985	18,985	1000	500	500

Key Stakeholders: (list major internal and external stakeholders and briefly describe why they are key stakeholders)

- Residents and Businesses
- Council
- Other internal departments
- External Enforcement Agencies
- Other municipalities and levels of government

2012-14 Business Plan

Work Plan:

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

Demonstrate Excellence in Service Delivery

Promote Community Safety, Health and Wellness

Lead & Promote Environmental Sustainability

Manage Growth & Economic Well-being

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

Continued growth within the community continues to outpace staffing growth causing an erosion of service delivery. This will continue for the foreseeable future.

The department assumed the direct delivery of animal services and rolled out an online animal licensing program in 2011. These two items will provide an opportunity to increase the level of compliance with animal licensing provisions while reducing the level of manual labour involved in the animal licensing program.

A department wide review of process and policies will potentially produce opportunities to improve upon the current business model. Bylaws will also be reviewed to ensure they are current and relevant.

Business Plan Objectives (list the status of 2010 outstanding and 2011 business plan objectives and the method of measuring successful implementation. As well, list 2012-14 business plan objectives in the appropriate section)

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Assumed service delivery for Animal Services	2011	complete	Ongoing program
Blackberry Initiative – increase efficiency by reducing amount of time per day by permitting records management information downloaded onto blackberry device by Officers on the road, real time	2007	Awaiting ITM implementation	Awaiting ITM - Pending
Implement new Property Standards Bylaw including standards for Heritage properties	2011	Launch Q4 2011	

2012-14 Business Plan Objectives: (You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.)

2012-14 Business Plan

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2012 (Top 3 Objectives)			
1. Evaluate full year of Animal Services delivery	Q3 2012	Ensure Best Practices	Allocated
2. Review and revise Standard Operating Procedures as required	Q2 2011	Ensure best practices	Allocated
3. Review and revise Bylaws	Complete by Q1 2013	Improve quality of Bylaw and process	Allocated
In vehicle reporting - increase efficiencies by data entry live into CTS by Officers on the road, real time	Q2 2012	Improved Efficiencies	Allocated
2013 (Top 3 Objectives)			
1. Complete Process Review			
2. Review Animal Services Contract with Bradford West Gwillumbury			
2014 (Top 3 Objectives)			
1. Review Animal Contract with King Twp			

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2008 to 2013)

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

1. Enforcement Services Complaint-Driven Requests
2. Number of online ticket payments
3. Service standard response
4. Number of Complaint Driven Service Request per Field Officer
5. Calls for Service – Animals
6. Number of animals passing through system

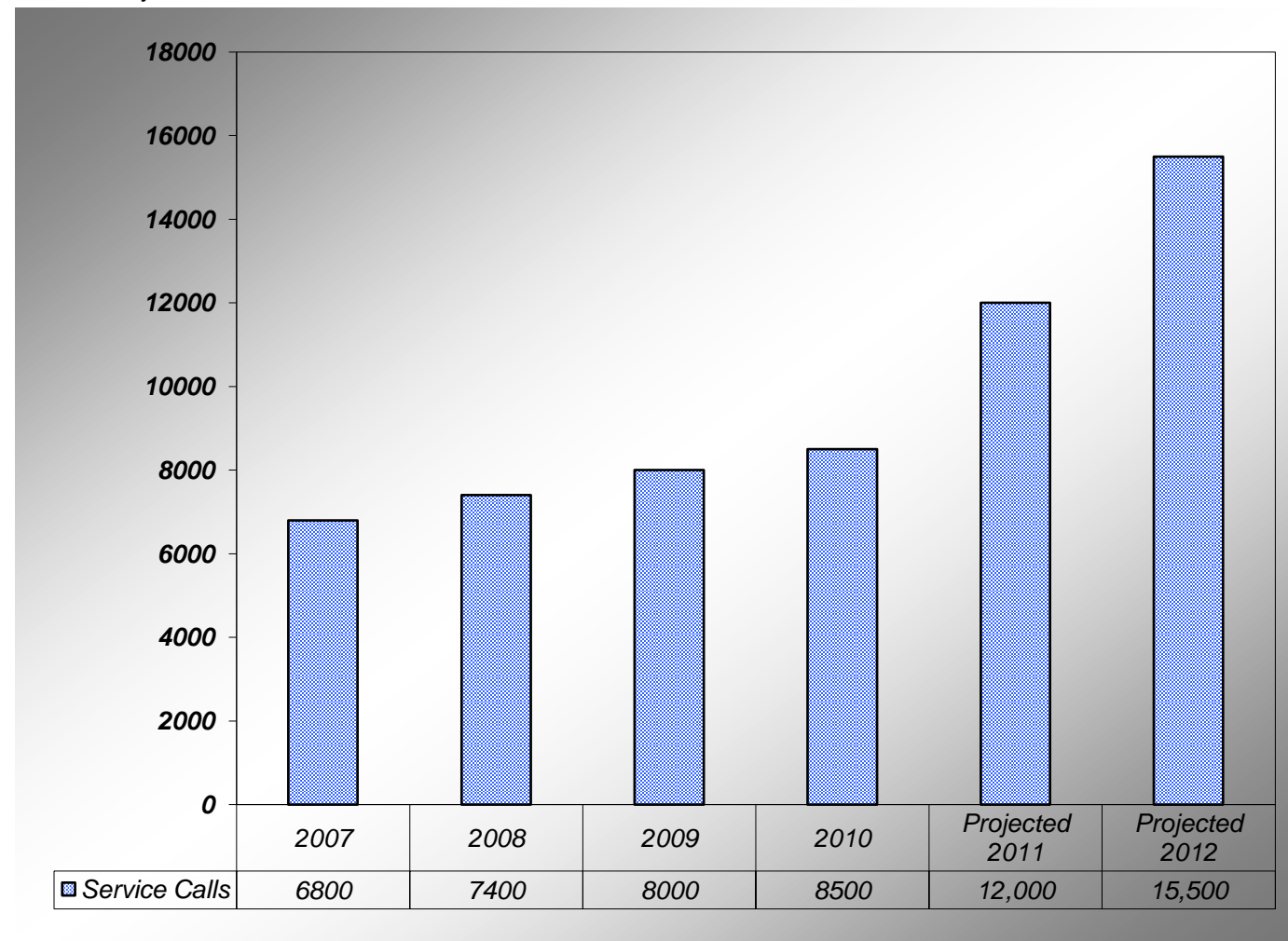
2012-14 Business Plan

7. Amount of parking revenue generated/received per annum
8. Number of service requests completed per annum

BUSINESS OVERVIEW:

Measure: Enforcement Services Complaint-Driven Requests

Definition: The number of complaint driven service requests (files) requiring investigation and/or resolution driven by Enforcement Services staff.



Key Conclusion:

The number of complaint driven service requests continue to increase at a rate of approximately 500 per year. As the population rate continues to increase, so too will the call volume. Call volume from 2007 to 2010 has increased 20%.

Notes about the Measure:

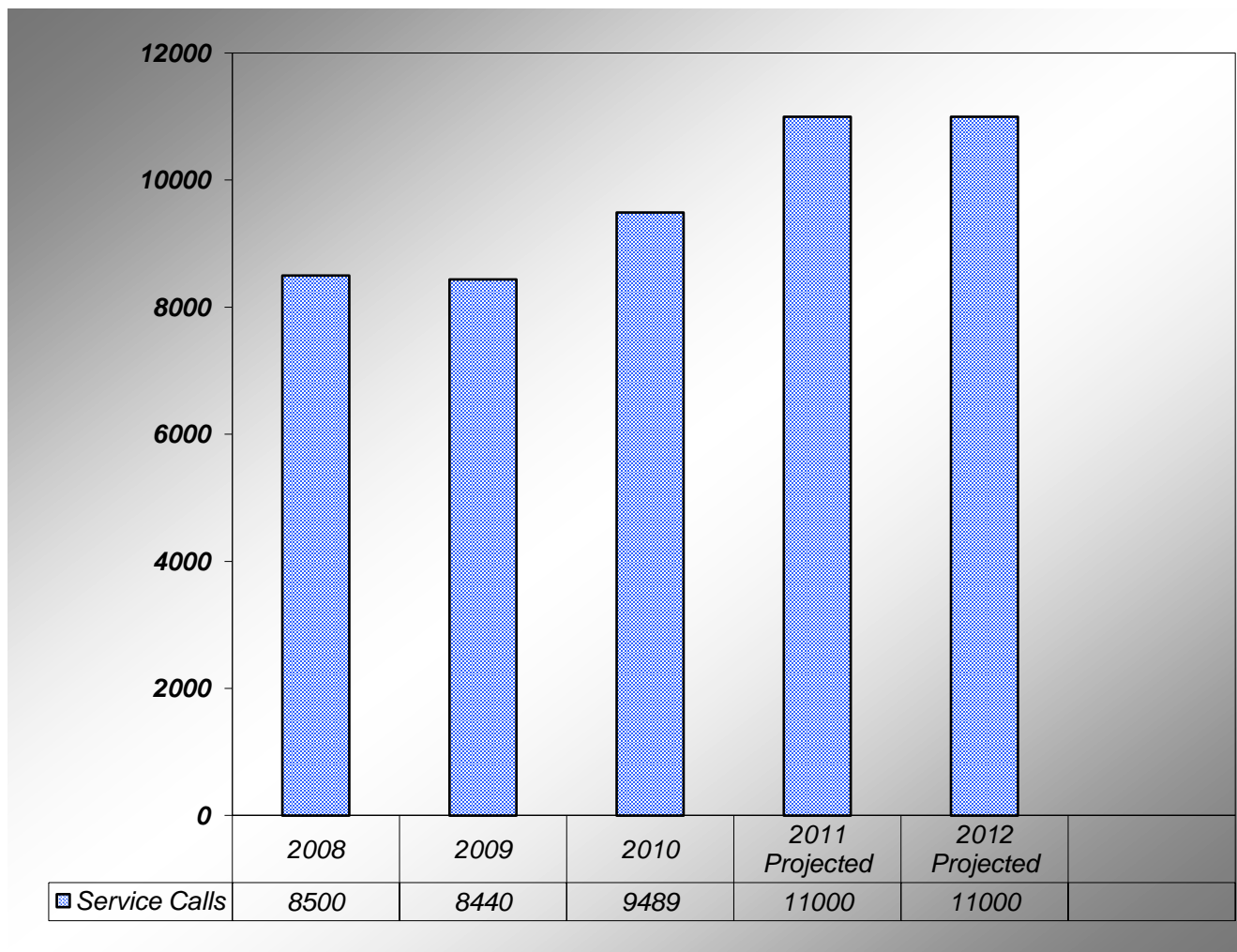
2012-14 Business Plan

The measure demonstrates the continual increase in demand for service from Enforcement Services. It provides the basis for the service delivery standards and call to officer ratios that were accepted in 2004. The anticipated spike in 2011 and 2012 represent the additional of animal complaints. The current number of enforcement service hours available to respond to escalating service request volumes is **inadequate to maintain established service standard due to the continual increase in call volume.**

BUSINESS OVERVIEW:

Measure: Number of Online Ticket Payments

Definition: The number of complaint of online ticket payments per annum



Key Conclusion:

The implementation of the Ticket Online Payment process is a valuable customer service, that is being used at a satisfactory level

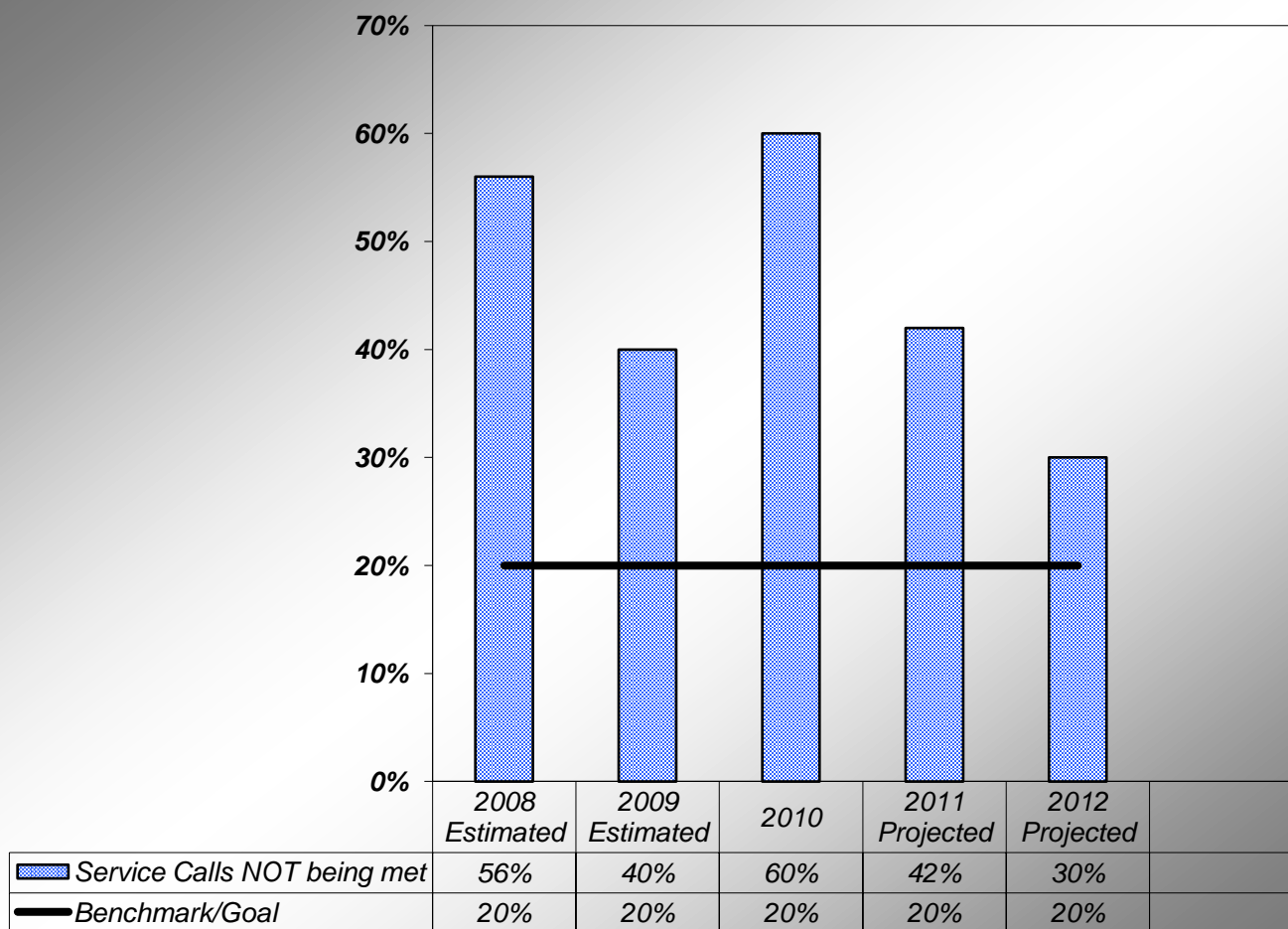
Notes about the Measure:

2012-14 Business Plan

Continued and consistent usage of the system indicates that the service is useful to residents

Measure: Service Standard Response

Definition: The percentage of complaints unable to be responded to with the accepted service standard of 5 -10 business days



Key Conclusion: The ability of staff to initially respond to a call for service is within 5 – 10 days. In conjunction with the number of calls per officer, the numbers here demonstrate the impact of the workload on the department's ability to provide timely service.

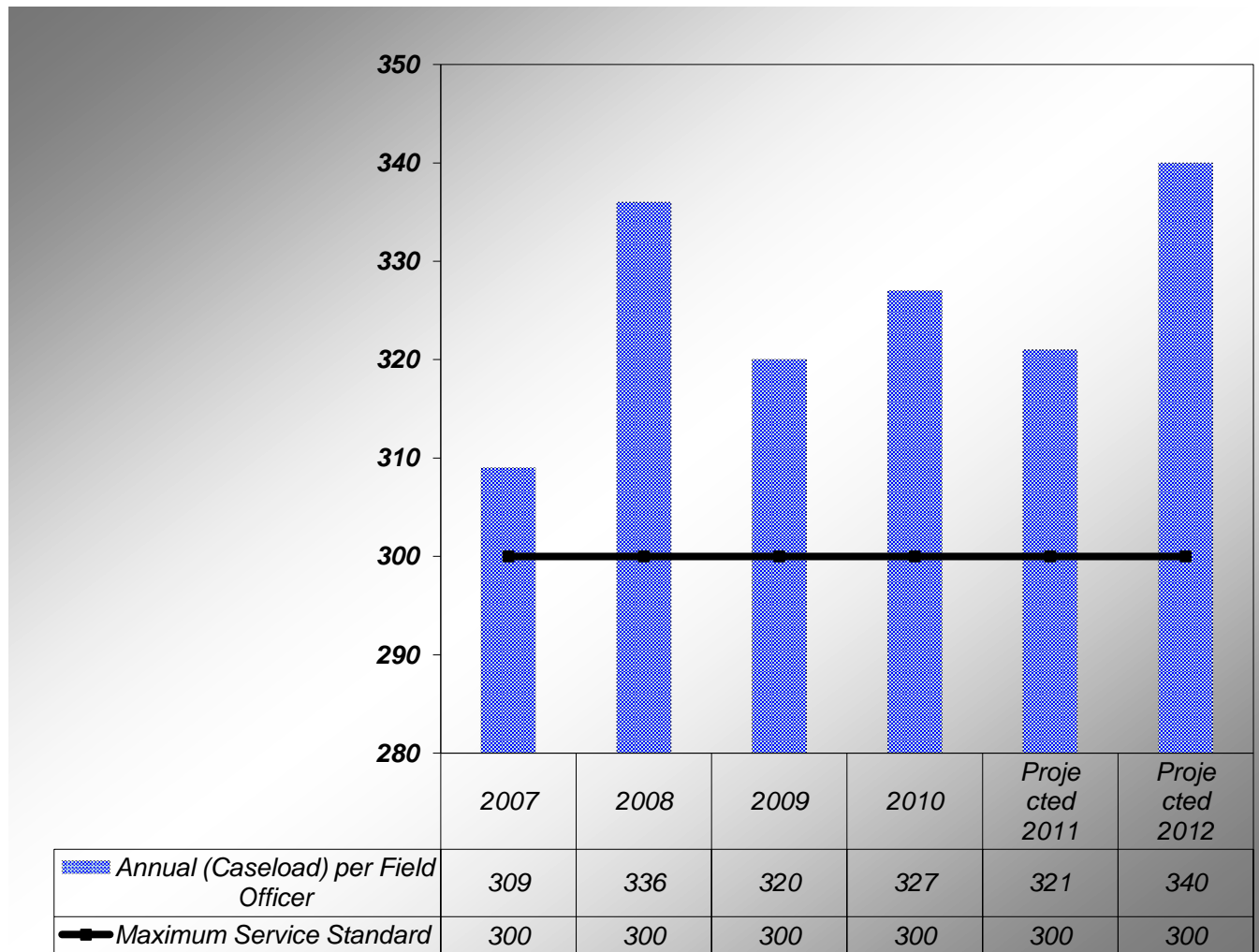
Notes about the Measure:

The goal for initial response is 5-10 days, 80% of the time

2012-14 Business Plan

Measure: Number of Complaint Driven Service Requests per Field Officer

Definition: The number of complaint-driven service requests per Field Officer who are handling such requests – excluding Animal Services



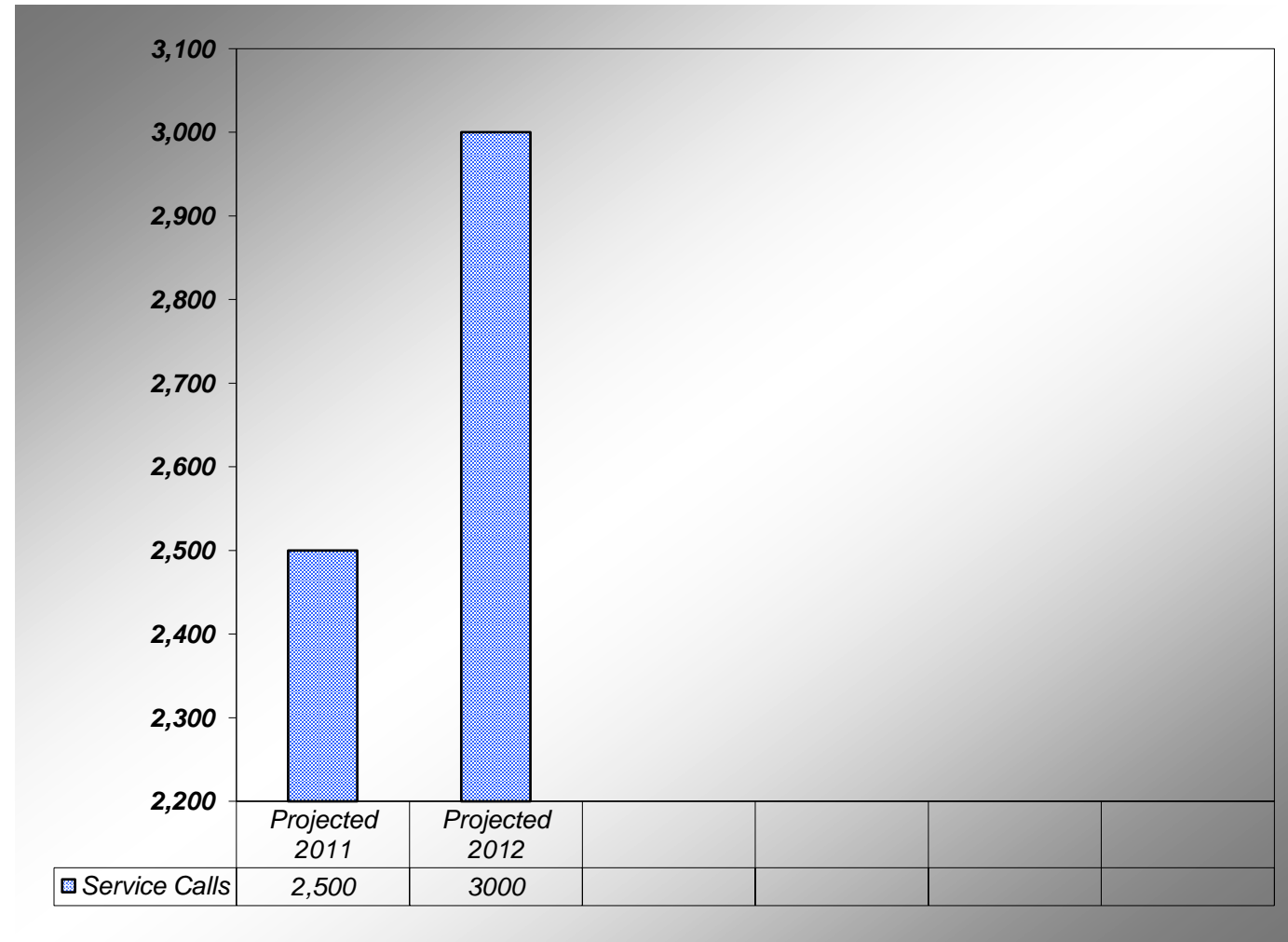
Key Conclusion:

The number of complaints that each Field Officer is required to investigate rose by 20% from 2007 to 2010 period. This trend will continue which will result in slowing service delivery. **A case load of over 300 per officer will diminish the service delivery standard of response in 5-10 days.**

2012-14 Business Plan

Measure: Animal Services - Calls for Service

Definition: The number of complaint driven service requests (files) requiring investigation and/or resolution driven by Animal Services staff.



Key Conclusion:

The number of complaint driven service requests for animal services As the population rate continues to increase, so too will the call volume.

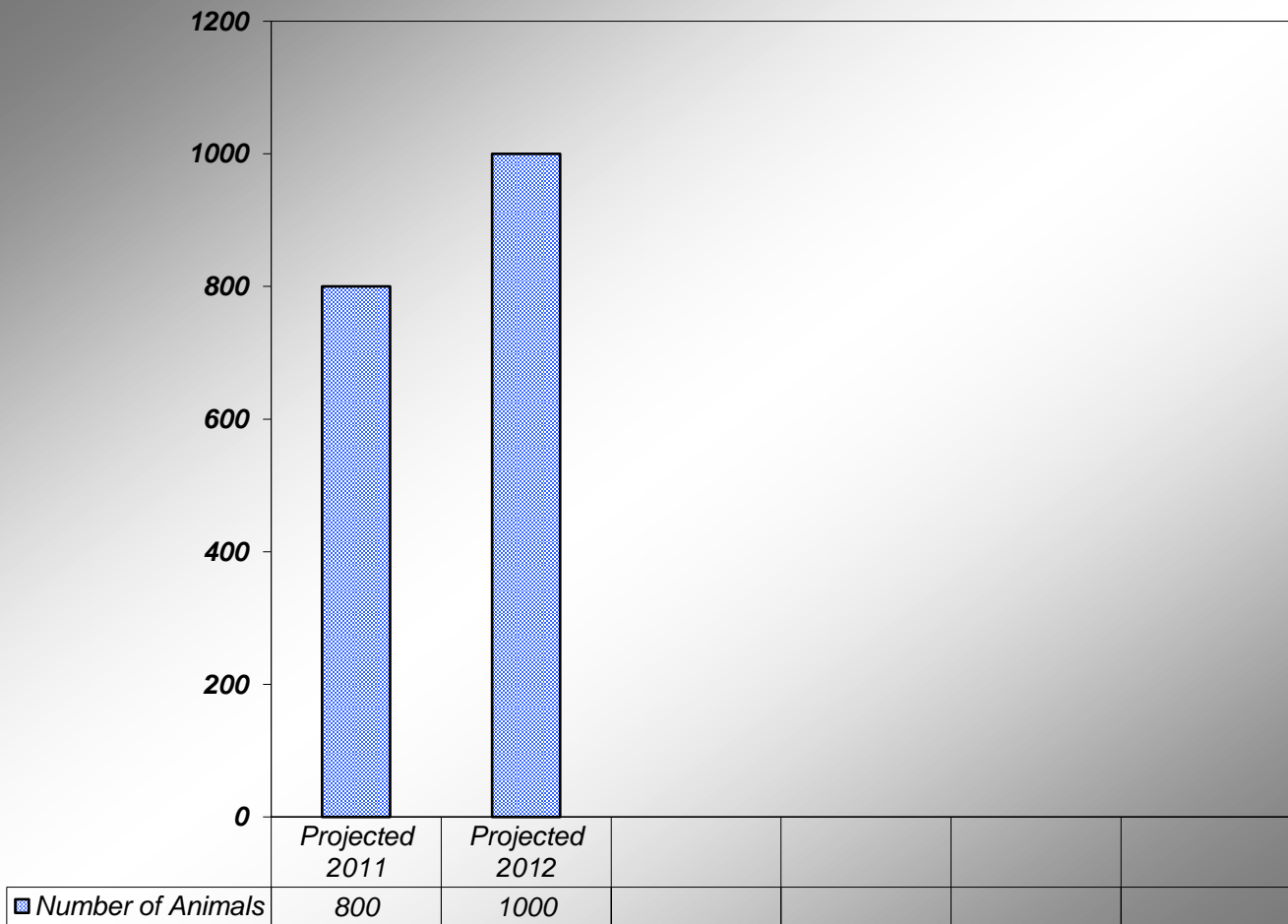
Notes about the Measure:

The measure demonstrates the increase in demand for service from Animal Services.

2012-14 Business Plan

Measure: Number of Animals in Animal Services system

Definition: The number of cats and dogs that have entered into the Animal Services system



Key Conclusion:

The number of animals passing through the shelter provides a snap shot of the amount of animals using the animal services system.

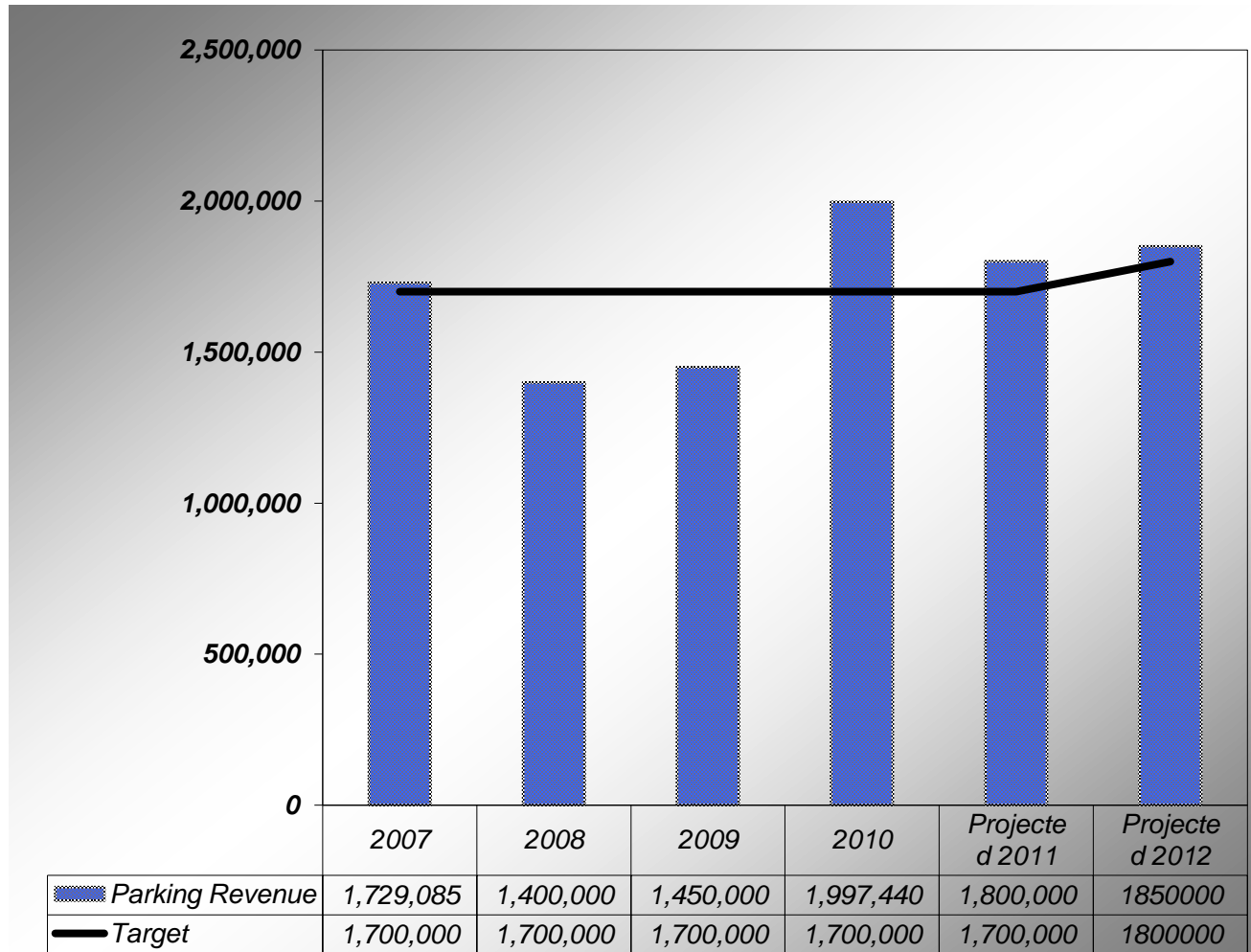
Notes about the Measure:

The measure demonstrates an increase in the use of animal control officers and the animal shelter. The shelter did not open until June 11, 2011, so the estimate is prorated for the year.

2012-14 Business Plan

Measure: Amount of Penalty Revenue Generated/Received per Annum

Definition:



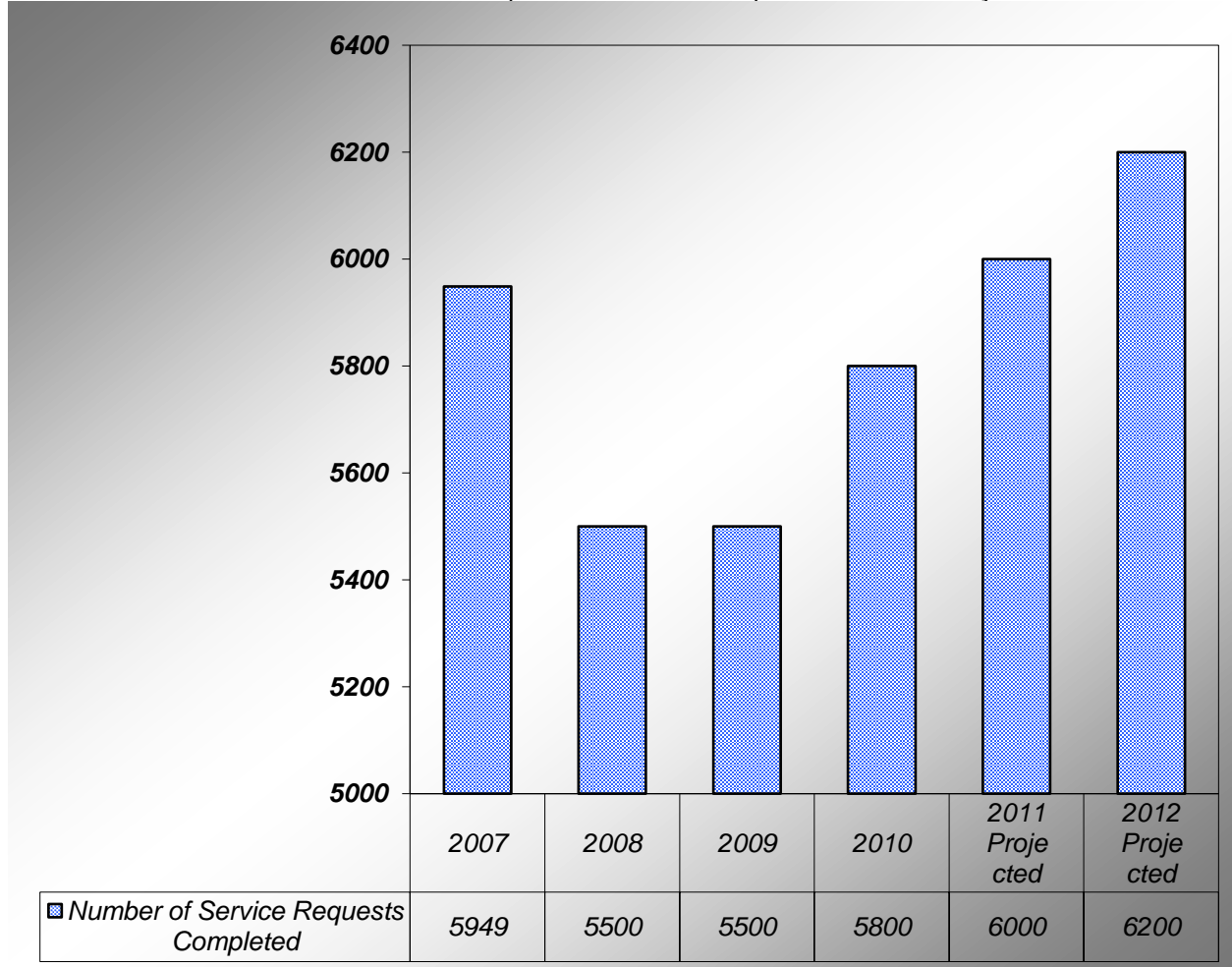
Key Conclusion: Call volume increases, and other increasing enforcement demands such as sign enforcement, and permit parking negatively impacts fine revenue. Administrative Monetary Penalties is producing the projected results

Notes about the Measure: Revenue received cannot be controlled or accurately projected by staff. Revenue generated was a measure of the productivity of staff. However, the time required to now inspect the growing number of parking permits across the city quite dramatically impacts productivity. Parking Permits also tend to reduce fine revenue.

2012-14 Business Plan

Measure: Number of Service Requests Completed per Annum

Definition: The total number of Service Requests which are completed and closed by Enforcement Services staff



Key Conclusion:

The number of service requests completed per year by Enforcement Services staff will vary from year to year based on call volume and call case load.

Notes about the Measure:

As the length of time to investigate and complete files increases which will impact the number of service requests completed per year. Operational and procedural changes implemented by the Enforcement Services staff have improved the timelines of file closing.

2012-14 Business Plan

BUSINESS OVERVIEW

Overall Conclusion:

Staff continue to use all available efficiencies to meet service demands. However, call volumes have continued to increase to a point where despite recent staffing increases, the established service delivery standards and revenue targets cannot be sustained.

Year-to-date 2011, staff have been able to respond to 65% of calls within the established service standard. This leaves 35% of calls that are not responded to within 5-10 days. All efficiencies have been implemented to increase investigational effectiveness, however, the call volume is exceeding the staff's ability to respond in a timely manner.

Direct service delivery of Animal Services began in May 2011, and is being monitored for service response times and general service delivery efficiencies.

Revenue will meet projections this year. Although a customer service related initiative, the increasing volume of parking permits have a negative impact on the productivity of parking enforcement staff and have the potential to diminish fine revenue.

Commissioner Sign-off

Date (mm/dd/yy)

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

ADDITIONAL RESOURCE REQUEST

Request Title Property Standards Officer

Business Unit # 080142 Enforcement Services

040 - Enforcement Services

Annual Budget Change Summary

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

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

Please check one: ☒ Departmental ☐ Corporate

Increase of compliment in the Bylaw Enforcement (property standards) staff to address increased call volumes and work volumes. Call volumes have risen dramatically in the past several years with the growth in population. The number of complaint driven service requests for the department have increased 20% over the 2007 to 2010 period. Call volumes increase by 500 per year. Year-to-date 2011, staff have only been able to respond to 60 % of calls within the established service standard. This leaves 40% of calls that were not responded to within 5-10 days. This is despite initiatives to increase efficiency, and adjusting work hours to increase investigational effectiveness. In 2010 1 additional staff member was added to this unit in order to lower the case load per officer to below 300 each, which would translate into a workload that would permit a call response within the established guidelines. The caseload still exceeds 300 per officer (321) and is projected to increase to 340 in 2012.

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

Milestones or Deliverables	Timelines	Comments

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

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

Other comments:

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Property Standards Officer																						
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives																							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.																							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)																
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:																							
1. Pursue Excellence in Service Delivery – To deliver a high quality of services within approved service standards to all City stakeholders e.g. staff, citizens and businesses. 2. Enhance and Ensure Community Safety, Health & Wellness – To advocate for, protect and enhance community safety, health and wellness through education, design and enforcement.																							
3) Related Performance Indicators & Business Plan Link																							
Please provide information on top 3 performance measures:																							
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 40%;">Name/description of service level target:</td> <td style="width: 15%;">Target Level</td> <td style="width: 20%;">Current Level</td> <td style="width: 25%;">Level with ARR</td> </tr> <tr> <td>1) Service Delivery (Call Response) in 5-10 days</td> <td>80% of the time</td> <td>60% of the time</td> <td>70% of the</td> </tr> <tr> <td>2) </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td>3) </td> <td> </td> <td> </td> <td> </td> </tr> </table>								Name/description of service level target:	Target Level	Current Level	Level with ARR	1) Service Delivery (Call Response) in 5-10 days	80% of the time	60% of the time	70% of the	2)				3)			
Name/description of service level target:	Target Level	Current Level	Level with ARR																				
1) Service Delivery (Call Response) in 5-10 days	80% of the time	60% of the time	70% of the																				
2)																							
3)																							
Describe how this request relates to Departmental Business Plan:																							
This unit is responsible for enforcing the provisions of 41 Bylaws, including Property Standards, Zoning, and Noise Bylaws. This is directly tied to the service delivered to a group of Key Stakeholders. Also, the Key Performance Indicators of: Number of Complaints Concluded, Response Time. As indicated above, the volume of calls for service continued to rise in 2011 and the unit's ability to address resident complaints in 5 to 10 business days is impossible to achieve. The additional resources will allow a timely response to resident complaints.																							
4) Value Proposition																							
Please detail both qualitative and quantitative benefits of the request																							
Qualitative: Please select up to 2 actions which best describe this request																							
Primary Improve User Satisfaction Secondary Improve Sustainability																							
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?																							
Staff are required to respond to call for service in a timely manner. Without sufficient staff call response is slow causing complaints and dissatisfaction. By responding timely the users will be more satisfied and will ultimately provide for the service delivery to be sustainable.																							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.																							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings			Incl. in offsets (Section #9)?																
2012	Output/Service Quantity	more timely response	Units																				
2012	Time/Capacity	increased public service	Hrs.																				
5) Alternatives																							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.																							
All options and alternative delivery models have been reviewed and implemented where possible. Efficiencies cannot create time savings sufficient to keep up with the escalating call volume.																							

Request Title	Property Standards Officer
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<p>Legislative/Regulatory Requirement</p> <p> <input type="radio"/> None <input checked="" type="radio"/> Little consequence of non compliance <input type="radio"/> Significant external repercussion/penalty </p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p>	
<p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <p>Building Code, Planning Act, Municipal Act (grow Ops)</p> <p>Properties must comply with the requirements of the Building and Planning Act. Municipalities have an obligation to investigate properties identifies as Grow Ops, or clandestine drug labs.</p> <p>Properties that are or become hazardous.</p> <p>fair</p>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <p>Probability of Litigation</p> <p>Financial Impact</p> <p>Health and Safety Risk (click on the word)</p> <p>Health and Safety Magnitude</p> <p>Probability of Health & Safety Issue</p>	
<p>Comments</p> <p>Please describe the type and nature of risk</p> <p>Pools and fences; presence of mold spores; structural issues; Pools and hazardous conditions must be dealt with if the City has knowledge of dangerous situations</p>	
<p>Internal Operational Requirements</p> <p> <input type="radio"/> None <input type="radio"/> Service provided with minor internal issues -slight inconvenience <input checked="" type="radio"/> Inability to support the department's directive <input type="radio"/> Direct affect on multiple departments <input type="radio"/> Citywide implications </p> <p>Comments</p> <p>Inability to deliver service to core clients would generate constant public/client complaints; Other departments could see impacts on their services as supporting functions could be very slow. (summons, pool inspections, sign inspections)</p>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	
<p>Response to constituent calls for service will diminish. Council and the public are negatively impacted as their expectations for prompt response to their calls for service will not be met. This creates frustration and lack of confidence in corporate services. Response to calls for service will drop to 20-25 business days as opposed to the established standard of 5-10 days.</p>	

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

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

Human Resources

1. Financial Summary

2. Business Plans

3. ARRs

2012

- ◆ Administrative Coordinator
- ◆ Professional Fees - Engagement Survey
- ◆ Learning & Development Specialist

2013

- ◆ Learning & Development Specialist

2014

- ◆ HR Specialist, Absence and Disability Management
- ◆ HR Specialist, Workplace Health and Safety
- ◆ Awards Budget Increase

Revenue and Expenditure Summary

2012-14 Operating Budget

Department	Exp Category	Account	2010 Actuals	Actual Forecast	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
Human Resources														
	Labour Costs													
		7010 Full Time	1,175,877	1,247,934	1,279,741	76,084	0	1,355,825	76,084	5.9%	1,364,466	8,641	1,366,376	1,910
		7015 Part Time	891,980	856,238	852,360	(6,731)	(25,524)	820,105	(32,255)	(3.8)%	820,105	0	820,105	0
		7017 Benefits	382,802	401,396	409,014	25,502	(2,476)	432,040	23,026	5.6%	443,872	11,832	453,944	10,072
		Total Labour Costs	2,450,658	2,505,568	2,541,115	94,855	(28,000)	2,607,970	66,855	2.6%	2,628,443	20,473	2,640,425	11,982
	Other Expenses													
		7100 Mileage	2,458	1,765	1,951	(1)	28,000	29,950	27,999	1,435.1%	29,950	0	29,950	0
		7105 Membership/Dues/Fees	5,174	6,924	8,280	0	0	8,280	0	0.0%	8,280	0	8,280	0
		7110 Meals and Meal Allowances	1,583	1,204	0	0	0	0	0	0.0%	0	0	0	0
		7115 Training & Development	1,485	4,468	8,579	1	0	8,580	1	0.0%	8,580	0	8,580	0
		7116 Corporate Training	49,582	65,176	89,792	(2)	0	89,790	(2)	(0.0)%	89,790	0	89,790	0
		7122 Cellular Telephones	3,847	4,577	6,332	(2)	0	6,330	(2)	(0.0)%	6,330	0	6,330	0
		7125 Subscriptions/Publications	5,685	5,086	2,544	1	0	2,545	1	0.0%	2,545	0	2,545	0
		7130 Seminars & Workshops	12,433	24,381	15,551	(1)	0	15,550	(1)	(0.0)%	15,550	0	15,550	0
		7135 Advertising	55,618	83,434	50,000	0	0	50,000	0	0.0%	50,000	0	50,000	0
		7200 Office Supplies	6,923	7,172	5,875	0	0	5,875	0	0.0%	5,875	0	5,875	0
		7205 Computer Supplies	1,668	604	1,470	0	0	1,470	0	0.0%	1,470	0	1,470	0
		7210 Office Equip. & Furniture	0	833	2,206	(1)	0	2,205	(1)	(0.0)%	2,205	0	2,205	0
		7211 Computer Hardware/Software	7,930	693	3,210	0	0	3,210	0	0.0%	3,210	0	3,210	0
		7215 Mtce. & Repairs - Equip	0	0	980	0	0	980	0	0.0%	980	0	980	0
		7220 Copiers, Faxes and Supplies	9,434	10,938	16,729	1	0	16,730	1	0.0%	16,730	0	16,730	0
		7222 Printing	3,713	57	3,430	0	0	3,430	0	0.0%	3,430	0	3,430	0
		7226 Courier Services	4,663	3,379	0	0	0	0	0	0.0%	0	0	0	0
		7300 Protective Clothing/Uniforms	1,540	9,573	9,850	0	0	9,850	0	0.0%	9,850	0	9,850	0
		7365 Safety Equipment	623	383	980	0	0	980	0	0.0%	980	0	980	0
		7445 Awards	55,971	41,310	35,000	0	0	35,000	0	0.0%	35,000	0	35,000	0
		7520 Professional Fees	355,959	473,721	387,988	2	0	387,990	2	0.0%	387,990	0	387,990	0
		7605 Security Services	7,934	4,537	14,680	0	0	14,680	0	0.0%	14,680	0	14,680	0
		7630 Wireless/Internet Commun.	0	0	488	2	0	490	2	0.4%	490	0	490	0
		7698 Grouped Expenses	15,085	16,567	16,573	2	0	16,575	2	0.0%	16,575	0	16,575	0
		7699 Sundry Expenses	1,548	63	176	(1)	0	175	(1)	(0.6)%	175	0	175	0
		7700 Chgs. from Othe Depts.	240	47	0	0	0	0	0	0.0%	0	0	0	0
		7712 Joint Serv. Recovery - Library	(40,000)	(25,000)	(40,000)	0	0	(40,000)	0	0.0%	(40,000)	0	(40,000)	0
		Total Other Expenses	571,094	741,891	642,664	1	28,000	670,665	28,001	4.4%	670,665	0	670,665	0
Total Human Resources			3,021,752	3,247,460	3,183,779	94,856	(0)	3,278,635	94,856	3.0%	3,299,108	20,473	3,311,090	11,982

* Note: Actual Forecast 2011 is for reference purposes only and is based on year to date actuals as of September 2011 plus the remainder of the calendarized budget.

2012 Budget Variance Comments

7010 Full Time	Increase due to economic adjustment; prorated progression and job evaluation
7015 Part Time	Decrease due to reallocation to mileage as per XGuards Agreement and net saving result in reduction in # of XGuards by 4.51 FTE offset by the hourly rate increase
7017 Benefits	Increase in relation to salaries increase and as per Guidelines offset by reduction in XGuards
7100 Mileage / Car Allowance	Reallocated from Part Time as per XGuards Agreement

2013 Budget Variance Comments

7010 Full Time	Increase due to prorated progression
7017 Benefits	Increase in relation to salaries increase and increase as per Guidelines

2014 Budget Variance Comments

7010 Full Time	Increase due to prorated progression
7017 Benefits	Increase in relation to salaries increase and increase as per Guidelines

2012-14 Business Plan

BUSINESS OVERVIEW

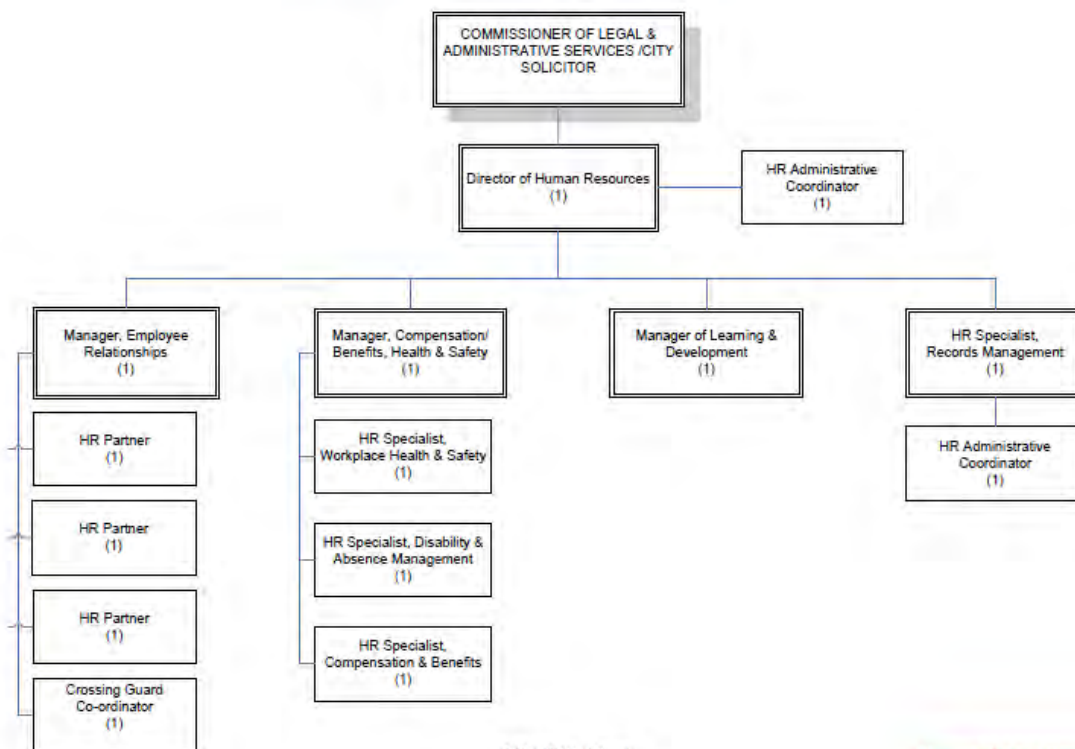
Service Statement: (Describe the core responsibilities for your department)

As a department, we strive to contribute to the achievement of corporate goals and objectives and the satisfaction and well being of the employees of the City of Vaughan. The services we provide encompass multiple professional specialties which contribute to the engagement of all employees of the City of Vaughan.

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



HUMAN RESOURCES DEPARTMENT ORGANIZATIONAL CHART



CITY OF VAUGHAN
April 2011

Approved Full-time Complement: 14

Page 2

2012-14 Business Plan

Full Time, Part Time and Overtime – Budgeted Amounts

	2010	2011	2012 Base	Additional Resource Requests		
				2012	2013	2014
Full Time	<u>13</u>	<u>14</u>	<u>14</u>	<u>4</u>	<u>1</u>	<u>2</u>
Part Time	<u>.5</u>	<u>0</u>	<u>0</u>			
Overtime	<u>0</u>	<u>0</u>	<u>0</u>			

Key Stakeholders: (list major internal and external stakeholders and briefly describe why they are key stakeholders)

- Public / Candidates
- Council
- Employees/unions and Management of the Corporation
- WSIB
- Ministry of Labour
- OMERS
- Great West Life (Benefits)
- Local Executives and Political bodies

Work Plan:

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

Value and encourage a highly motivated workforce
 Attract, retain & promote skilled staff
 Support the professional development of staff

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

The economic slowdown has put pressure on our ability to negotiate with our bargaining partners. Collective agreement renewal – possible strikes – salary compression issues
 The Implementation of the Human Resources Strategy will require additional resources to deliver the initiatives that we have committed to our senior management team and our employees. This is an opportunity for the City to improve its reputation as an employer of choice and develop its human capital to be the best in our industry. Also it is an opportunity to attract top talent both from other municipalities and from the private sector.

Business Plan Objectives (list the status of 2010 outstanding and 2011 business plan objectives and the method of measuring successful implementation. As well, list 2012-14 business plan objectives in the appropriate section)

2012-14 Business Plan

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Identify and Develop a management succession program (Fall 2011 - Working with a consultant to identify core competencies)	2010	Ongoing	Part of HR strategy
Develop a strategy to encourage and support life long learning and participation in a wide variety of staff events	2011	Complete	Part of Vaughan Vision 2020
Develop a strategy to continue to ensure a quality work environment and a wide array of staff benefits.	2011	Complete	Part of HR strategy
Develop a focused corporate learning approach to staff education	2011	Complete	Part of HR strategy

2012-14 Business Plan

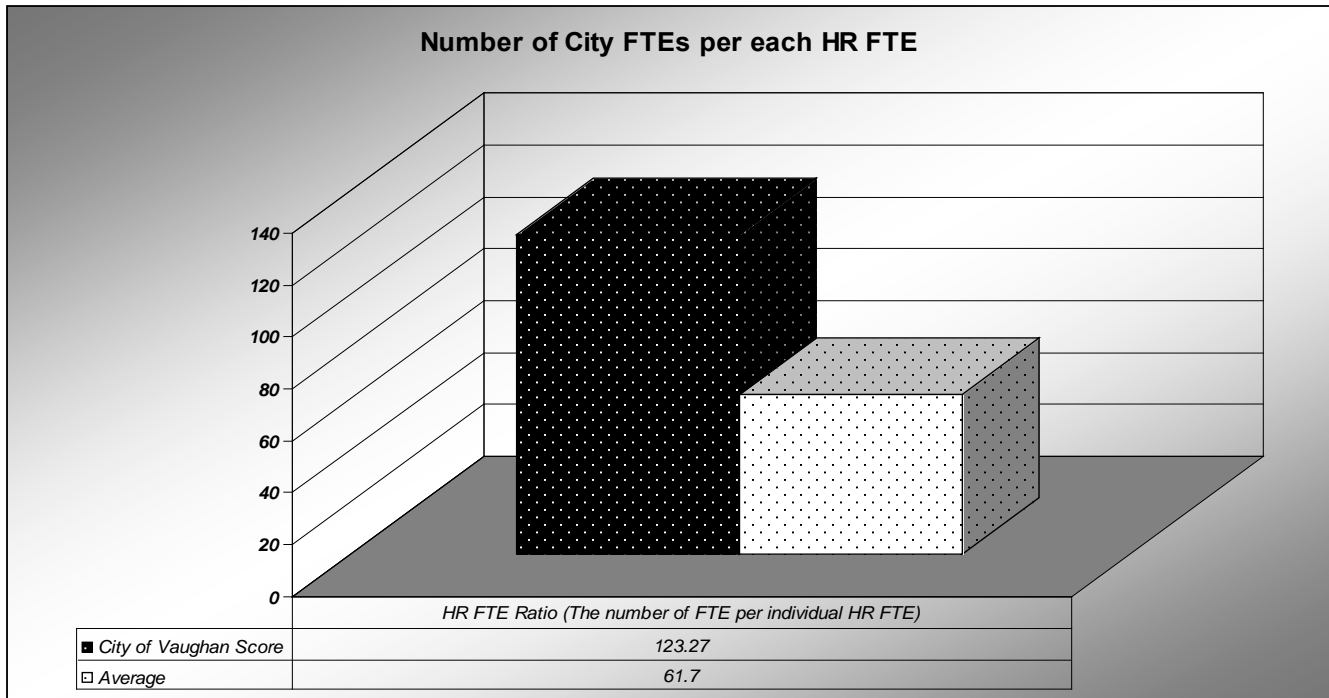
2012-14 Business Plan Objectives: (You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.)

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2012 (Top 3 Objectives)			
1.Implement Learning and Development Strategy	4 th quarter	Movement towards achieving Vaughan Vision 2020 objectives	Existing resources (see 2011/2012 resource requirements 3 FTEs)
2.Develop programs to support management consistency across the organization	4 th quarter	HR Strategy	1 additional HR Partner
3.Phase III development of HRIS	4 th quarter	HR Strategy	Existing resources
4. Engagement Survey	4 th quarter	HR Strategy	(additional funding)
2013 (Top 3 Objectives)			
1.Implementation of Attendance Tracking for the entire organization (including VFRS)	4 th quarter	HR Strategy	1 FTE
2.Attendance management for fire	4 th quarter	HR Strategy	(same as above)
3. Implementation of Engagement survey findings	2 nd quarter	HR Strategy	Existing Resources
2014 (Top 3 Objectives)			
1. Continued development of HRIS	4 th quarter	HR Strategy	Existing resources
2. Enhance the City's Occupational Health and Safety Program (additional training / supporting departments / auditing)	3 rd quarter	Part of Vision 2020	1 FTE
3. Improve recruitment initiatives	2 nd quarter	Part of Vision 2020	1 FTE

2012-14 Business Plan

Key Performance Indicators:

MEASURE#1 2010 HUMAN RESOURCES EFFICIENCY REPORT



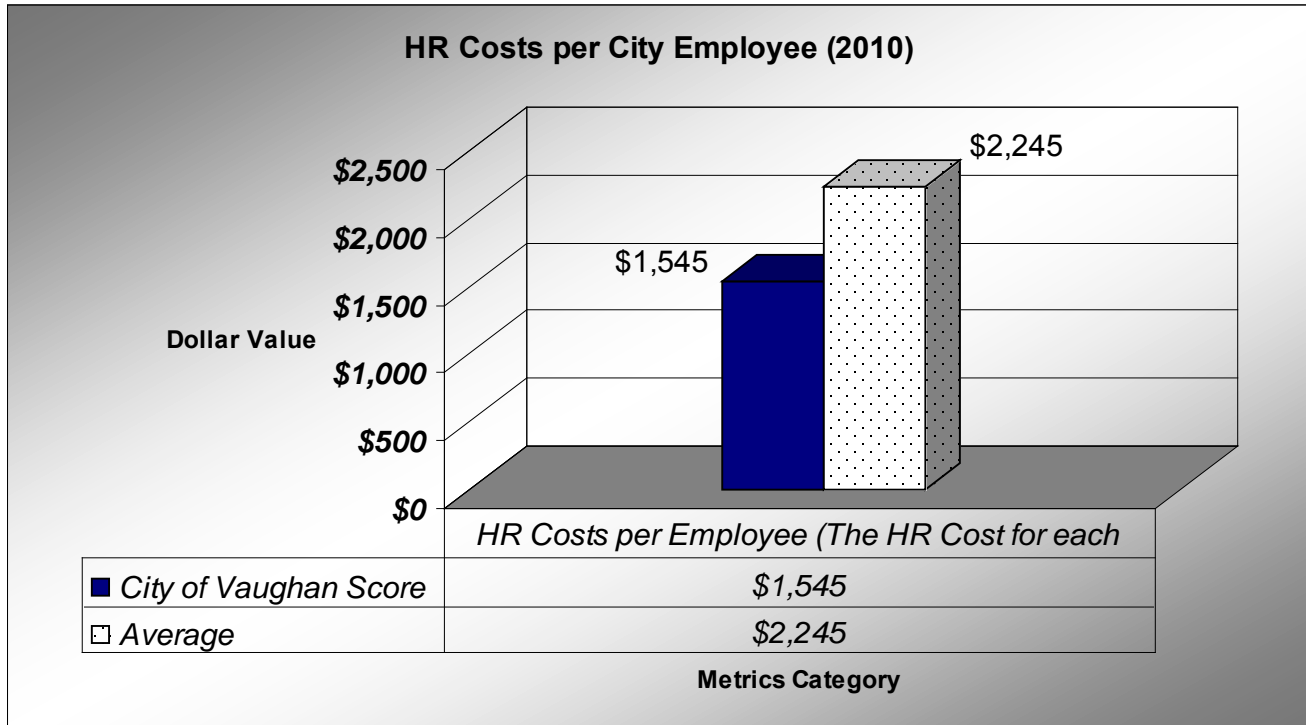
Key Conclusion: The City has subscribed to an HR metrics service that will help us compare our data against other public sector organizations. <http://www.hrmetricsservice.org> The report clearly shows that the City's HR efficiency is better than the average of public sector organizations that participated in this survey. For example the City's HR staff supports double the number of employees as compared to other public sector organizations.

Notes about the Measure:

The ratio **of HR staff to each Full-Time Equivalent (FTE)** - Shows the ratio of HR staff supporting the organization's employee base.

2012-14 Business Plan

MEASURE#2 2010 HUMAN RESOURCES EFFICIENCY REPORT



Key Conclusion: The City has subscribed to an HR metrics service that will help us compare our data against other public sector organizations. <http://www.hrmetricsservice.org> The report clearly shows that the City's HR efficiency is better than the average of public sector organizations that participated in this survey. For example **the cost of HR programs per employee is 31% lower than the average** as compared against public sector employers that participated in the survey.

Notes about the Measure:

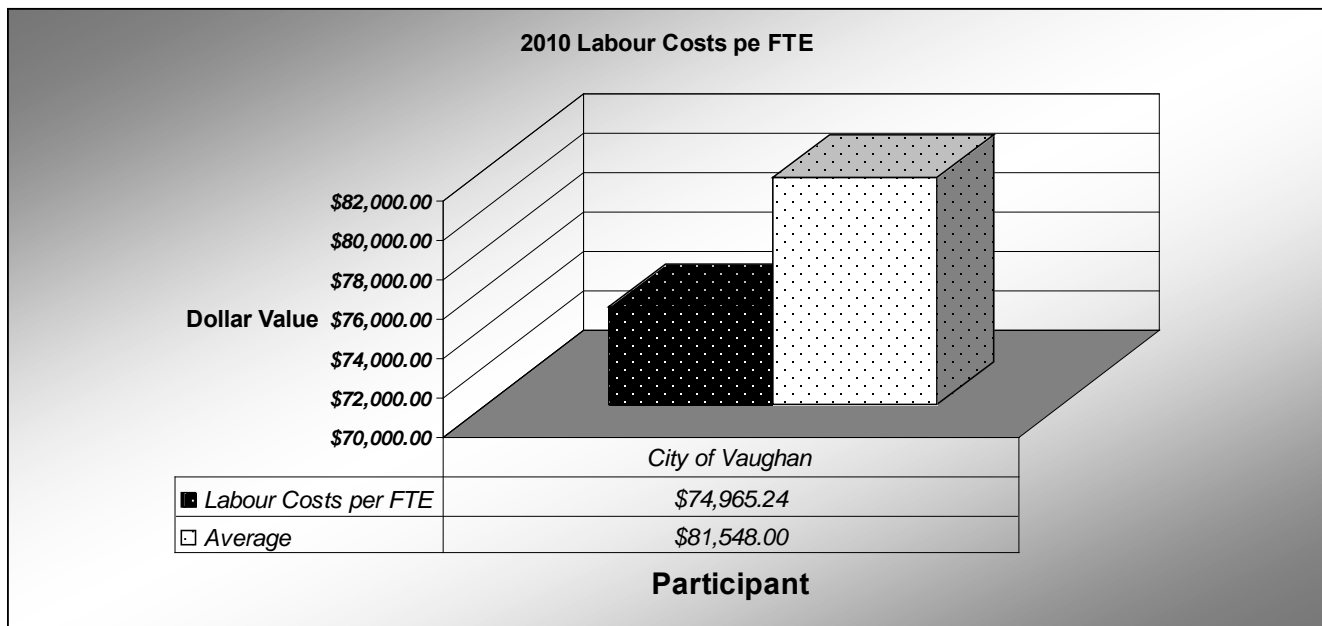
The ratio of **HR Costs per Employee** shows the cost of creating, implementing and administering HR programs for each employee including benefits, compensation, employee relations, HRIS, employee data and personnel records, organization development, recruitment and retention.

How much money the City spends for each employee during the various stages of the employment lifecycle (attract > hire > retain > terminate)

2012-14 Business Plan

BUSINESS OVERVIEW:

MEASURE #3 METRIC CATEGORY "COMPENSATION"



Key Conclusion: The report clearly shows that the City's labour costs per FTE are well below the average of public sector organizations that participated in this survey.

Notes about the Measure:

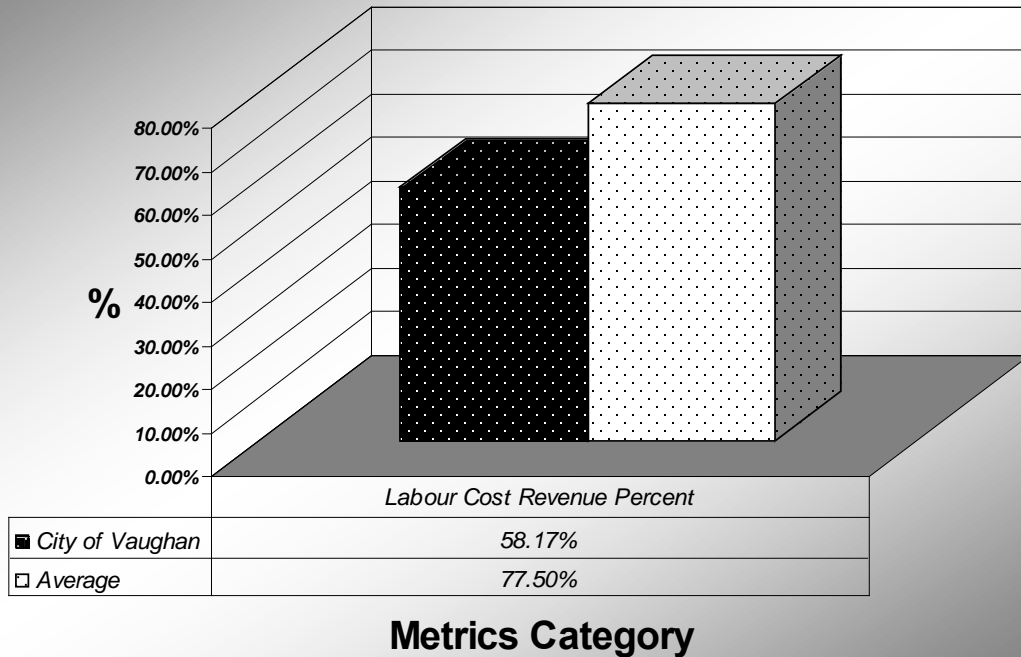
What this metric means: The average labour cost to the organization for each Full-Time Equivalent (FTE). This metric can be used to better understand the impact that labour costs have on total expenditures, and to monitor how these costs change overtime.
To better monitor increases in overall labour costs – not just salary – through combining, payroll, benefit and other taxable compensation-related expenses.

2012-14 Business Plan

BUSINESS OVERVIEW:

MEASURE #4 METRIC CATEGORY "COMPENSATION"

Total Labour Costs as a % of Total Revenue



Key Conclusion: The report clearly shows that the City's ratio of labour as a percentage of revenue is below the average of public sector organizations that participated in this survey.

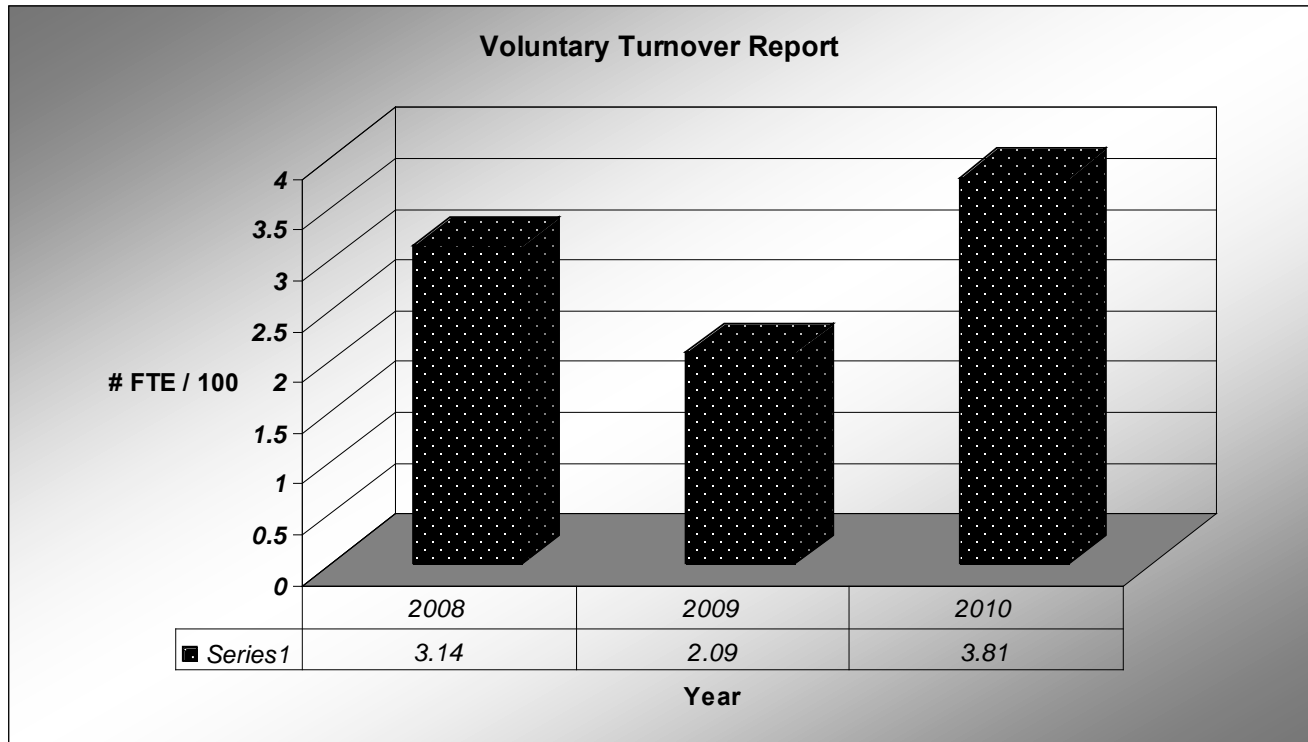
Notes about the Measure:

The total labour costs as a percentage of organizational revenue, or, how much you spend on salary and benefits as a percentage of the revenue generated. The metric result can be translated as the amount of investment in your employees required to generate each dollar of revenue.

Labour cost can be a significant operating expense, in particular in an organization that relies on human capital to generate value.

2012-14 Business Plan

MEASURE#5 TURNOVER RATIO



Key Conclusion:

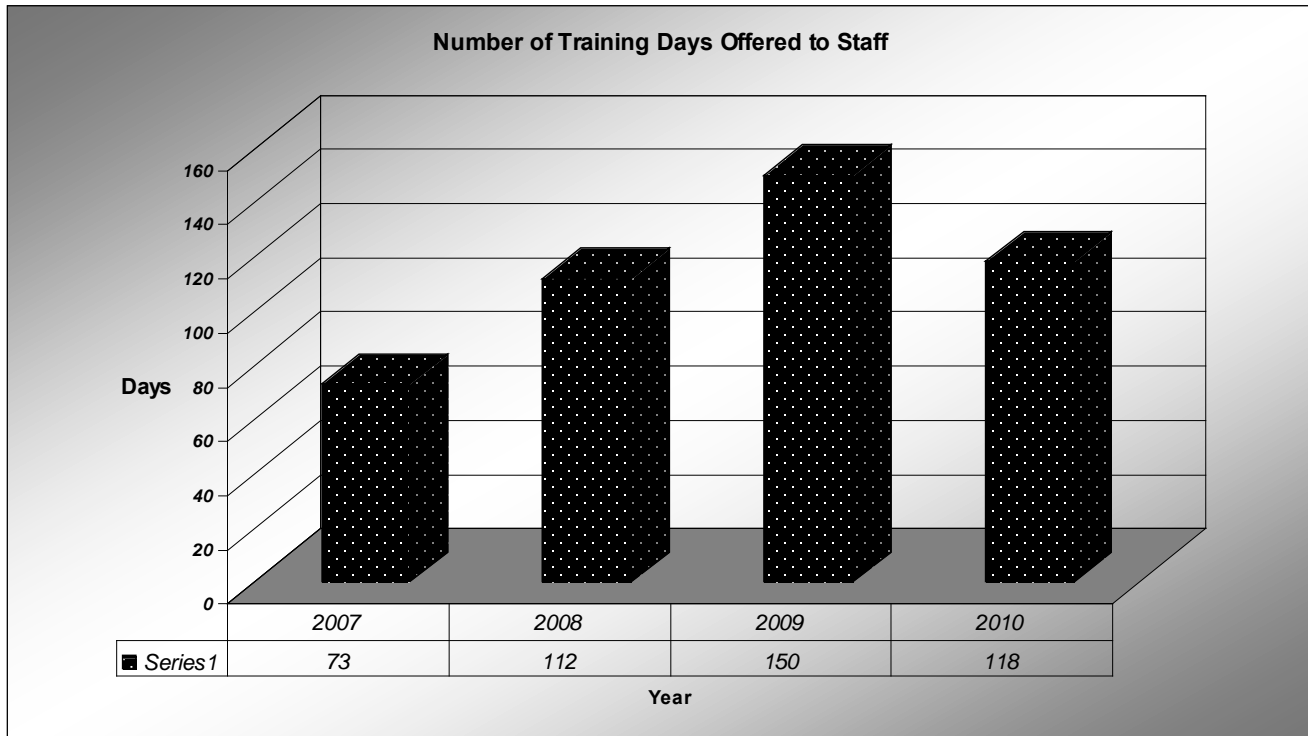
Our gross turnover ratio in 2010 has increased in comparison to the previous years in large part due to an increase in retirements and also in resignations. The municipal average is 4.1% as collected by OMBI survey and we are below the average. In 2010 following the implementation of the Fire Arbitration award we experienced an increase in retirement request from VFRS staff.

Notes about the Measure:

The Human Resources Department tracks all departing employees and compares it to the total employees for the particular year.

2012-14 Business Plan

MEASURE#6 NUMBER OF TRAINING DAYS OFFERED



Key Conclusion:

The number of training days has steadily increased over the past few years. In 2009 we scheduled and completed a total of 150 training days which included training on corporate policies, management and leadership training as well as accessibility training required by the new regulations. We continue to develop and provide training opportunities.

Notes about the Measure:

This measure tracks the number of training days offered to City staff. This includes workshops, seminars, courses on a wide variety of topics including, health and safety, wellness, communications, management and leadership skills.

We are also capturing training days by each employee.

2012-14 Business Plan

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

Human Resources staff continues to work towards enhancing the services we provide to customers including employees and departments. We are working on implementing several initiatives that are part of our HR Strategy to assist the organization in achieving employee excellence, management excellence and service excellence.

Our focus is to provide a comprehensive service to our clients in the most cost effective manner while at the same time minimizing the risk to the organization.

Commissioner Sign-off

Date (mm/dd/yy)

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

ADDITIONAL RESOURCE REQUEST

Request Title Learning and Development Specialists and Admin Coordinator

Business Unit # 090150 Learning & Development

090 - Human Resources

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	1.00	1.00	-	2.00	-	2.00
Net FTE's	1.00	1.00	-	2.00	-	2.00
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	75,992	92,462	-	168,454	-	168,454
Other continuous costs	500	2,500	-	3,000	-	3,000
One-time expenses	5,500	-	(5,500)	-	-	-
Offsets/reductions	-	-	-	-	-	-
Net Operating Budget	\$ 81,992	\$ 94,962	\$ (5,500)	\$ 171,454	\$ -	\$ 171,454
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☒ Departmental ☐ Corporate

The Learning and Development Specialists will allow us to implement the learning and development strategy and meet the Vaughan Vision 2020 initiatives: - Standardize a focused Corporate Learning approach; Encourage and support lifelong learning, promote temporary secondments; Introduce mentorship programs. These position will assist the City in pursuit of its vision and mission by: providing meaningful learning opportunities; providing accessible and high quality learning which meets the employee's lifelong learning needs; provide a trusting, caring and respectful, fair and inclusive environment which support learning and development; Create programs that attract, develop and promote the best talent. Staff, leadership and management development programs will have an impact on both leader and staff engagement. The L&D programs will create a corporate learning curriculum supporting lifelong learning and the creation of a learning culture at Vaughan. This request was submitted in the 2011 budget and Council directed that it be brought forward with the 2012 operating budget.

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

Milestones or Deliverables	Timelines	Comments
Executive coach to provide ad hoc coaching to SMT	Q1-4 2012	
Run one offering of the Leadership and Management Dev.	Q2	Max attendance capped at 20 participants
Run one offering of Certificate in Management Excellence	Q3	Max attendance capped at 80 participants
Run one offering of Developing Future Leaders	Q4	Max attendance capped at 20 participants

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

Department Impacted	Describe Impact (Cost/time/benefit)	Were they Consulted?
ITM	We will partner with ITM to deliver IT related programs and ensure staff is always trained with the most current programs which will assist them with service delivery. Employees from all areas will be able to participate.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No

Other comments:

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

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title		Learning and Development Specialists and Admin Coordinator					
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
Staff	Attract, Retain & Promote Skilled Staff	Review the corporate learning approach to staff education in order to encourage and support life long learning and participation.	20		Q2/11, Revised Q4/11	Medium	Mandatory
Staff	Support the Professional Development of Staff	Identify and develop a leadership development program (internal succession planning)	10		Q4/10, Revised Q3/11	Low	Mandatory
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:							
This request directly links to Vaughan Vision 2020 goal of "Ensure a High Performing Organization". In order to attract, retain and promote skilled staff we require the appropriate resources to deliver training programs and to implement the Learning and Development Strategy. It will also help us in supporting the professional development of staff and value and encourage and highly motivated workforce.							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
	Name/description of service level target:		Target Level	Current Level	Level with ARR		
1)	Improve skill level		180 training days	112 lear days	180 training		
2)	Enhance leadership skills		3 programs per	1 program . / yr	3 programs per		
3)	Improve productivity and engagement levels		25%	as last surveyed	10%		
Describe how this request relates to Departmental Business Plan:							
The Human Resources Strategy was developed in 2009. The learning and Development Strategy was completed in 2010 to represent the next level of Strategy below the HR Strategy and was approved in March 2010. These resources are required in order to implement the L&D Strategy and were previously requested in 2010.							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary	Improve Staff Moral			Secondary	Improve Corp. Image		
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?							
Employees that have more learning opportunities are more productive and more qualified to serve our citizens. Learning opportunities also improve the level of employee engagement and attract new candidates to the City.							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings			Incl. in offsets (Section #9)?
2012	Output/Service Quantity		Units	Centralizing the L&D through HR will ensure a more efficient and consistent approach in the workplace			
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							
We can continue to offer programs in a unstructured manner from various training providers which would not allow us to meet initiative #21 - standardize a focused corporate learning approach and likely not be able to achieve and improve level of employee engagement. Also, it will not encourage lifelong learning and will not promote temporary secondments; it will also delay the implementation of the mentorship program. The program will lack consistency in application and development as the same individuals will not be involved in all stages throughout all programs.							

Request Title	Learning and Development Specialists and Admin Coordinator
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input checked="" type="radio"/> None</p> <p><input type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">Employment Standards Act, Human Rights Code. Accessibility for Ontarian with Disabilities Act., OHS</div> <div style="border: 1px solid black; padding: 2px; margin-top: 10px;">Poor performing employees may impact the organization financially on day to day basis but also may cost the organization in terms of severing the employment relationship. The City has obligations under common law to provide appropriate compensation.</div> <div style="border: 1px solid black; padding: 2px; margin-top: 10px;">Higher amounts of severance for cases that are not dealt on time or appropriately.</div> <div style="border: 1px solid black; height: 15px; margin-top: 10px;"></div> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 15px; background: linear-gradient(to right, #ccc 40%, #aaa 40% 60%, #aaa 60% 80%, #ccc 80%);"></div> <div style="margin-left: 10px;">▶</div> </div> <div style="display: flex; justify-content: space-between; width: 100px; font-size: small;"> NoneLowMediumHigh </div> <p>Financial Impact</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 15px; background: linear-gradient(to right, #ccc 20%, #aaa 20% 40%, #aaa 40% 60%, #aaa 60% 80%, #ccc 80%);"></div> <div style="margin-left: 10px;">▶</div> </div> <div style="display: flex; justify-content: space-between; width: 100px; font-size: small;"> \$0\$10,000\$100,000\$1,000,000> \$10,000,000 </div> <p>Health and Safety Risk (click on the word)</p> <p><input checked="" type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 15px; background: linear-gradient(to right, #ccc 10%, #aaa 10% 20%, #aaa 20% 40%, #aaa 40% 60%, #ccc 60% 80%);"></div> <div style="margin-left: 10px;">▶</div> </div> <div style="display: flex; justify-content: space-between; width: 100px; font-size: small;"> NoneMinorMajorSevere </div> <p>Probability of Health & Safety Issue</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 15px; background: linear-gradient(to right, #ccc 10%, #aaa 10% 20%, #aaa 20% 40%, #aaa 40% 60%, #ccc 60% 80%);"></div> <div style="margin-left: 10px;">▶</div> </div> <div style="display: flex; justify-content: space-between; width: 100px; font-size: small;"> NoneLowMediumHigh </div> </div> <div style="width: 50%;"> <p>Comments</p> <div style="border: 1px solid black; padding: 5px;"> <p><i>Please describe the type and nature of risk</i></p> <p>Poor performing employees that lack the coaching and mentoring assistance from their managers and supervisors are more likely to end up in an adversarial position with the City.</p> </div> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input type="radio"/> Inability to support the department's directive</p> <p><input checked="" type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p> <div style="border: 1px solid black; padding: 5px; min-height: 40px;"> Assisting the department meet their business goals requires appropriate HR resourcing in order to support their leaders </div>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	
<p>If we are not able to have the additional ARRs we will have difficulty in attracting and retaining skilled staff and valuing and encouraging a highly motivated workforce. Staff development will not be enhanced as to ensure that the City has employee who are trained and can provide service excellence to the Citizens of Vaughan. It will also impact the organizations ability to increase engagement and enhance existing capacity.</p>	

Request Title		Learning and Development Specialists and Admin Coordinator			
7) Complement Details - Skip to Section 8 if no Staff is requested					
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.					
Complement Information	Position #1	Position #2	Position #3	Sub-total	
Budget Year	2012	2013			
Position title	HR Administrative Coordinator	L&D Specialist			
Estimated start date	January 1, 2012	January 1, 2013			
# of positions requested	1.00	1.00		2.00	
Full-time equivalents (FTEs)	1.00	1.00		2.00	
Position type	Full-time	Full-time			
Position agreement classification	Mgmt/Non-union	Mgmt/Non-union			
If contract, specify length (months or yrs)	N/A	N/A			
If Casual/Seasonal PT enter Hourly wage					
Business unit # (override if different than # shown)	090150	090150			
Grade level	4	6			
Est. starting step	1	1			
Desktop (HR) Review Performed?	No	No			
B&F Accommodations Available?	No	No			
ITM Hardware required?	Yes	Yes			
Capital Equipment Required?	No	No			
Complement Annual Cost Detail					
Annual full-time \$	60,311	72,977		133,288	
Annual part-time \$	-	-		-	
Annual shift premiums, etc	-	-		-	
Annual overtime \$	-	-		-	
* PT vacation pay (calculated field)	-	-		-	
* Annual benefits (calculated field)	15,681	19,485		35,166	
* FT contract benefits in lieu (calculated field)	-	-		-	
Subtotal	\$ 75,992	\$ 92,462	\$ -	\$ 168,454	
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.			
1) Office Supplies	090150.7200	-	-	-	-
2) Training & Developme	090150.7115	500	1,500		2,000
3) Cellular Line Charges	090150.7122.01	-	600	-	600
4) Mileage	090150.7100	-	400	-	400
Subtotal		\$ 500	\$ 2,500	\$ -	\$ 3,000
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.			
1) Computer Hardware	090150.7211.01	5,000	5,000		10,000
2) Office Equip. & Furnitu	090150.7210	500	500		1,000
3) Training & Developme	090150.7115	-	-	-	-
4)	#N/A	-	-	-	-
Subtotal		5,500	5,500	-	11,000
2012 Total Complement Annual Costs	\$ 81,992	\$ -	\$ -	\$ 81,992	
2013 Total Complement Annual Costs	\$ -	\$ 100,462	\$ -	\$ 100,462	
2014 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -	
Additional Comments:					

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

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

ADDITIONAL RESOURCE REQUEST

Request Title Professional Fees - Engagement Survey

Business Unit # 090150 Learning & Development

090 - Human Resources

Annual Budget Change Summary

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

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

Please check one: ☒ Departmental ☐ Corporate

In the 2011 operating budget we submitted this ARR request for additional funding to help support activities associated with the Employee Engagement Survey. The request was considered by the Finance and Audit Committee and the direction received was to bring this request forwards as part of the 2012 operating budget. The request details are as follows: We are requesting an additional \$50,000 in our professional fees budget in order to conduct an Employee Engagement Survey. The survey is an important tool for the City to be able to measure how we are being perceived by our employees, where we have improved and where we need to focus our attention for further improvement.

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

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

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

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

Other comments:

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

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Professional Fees - Engagement Survey						
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
Staff	Attract, Retain & Promote Skilled Staff	Monitor and update the Human Resources program to ensure a quality work environment and a wide array of staff benefits	13		Q2/11, Revised Q4/11	High	Mandatory
Staff	Value & Encourage a Highly Motivated and Engaged Workforce	Established a human resources strategy and began it's implementation phase COMPLETED	17	Completed	Q2/08	High	General Correlation
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:							
This request directly links to Vaughan Vision 2020 goal of "Ensure a High Performing Organization". In order to attract, retain and promote skilled staff we require the appropriate human resources funding to be able to conduct these types of surveys and measure our progress to date.							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
	Name/description of service level target:		Target Level	Current Level	Level with ARR		
1)	Improve skill level		Exceeds	Meets or is below			
2)	Enhance leadership skills		Exceeds	Meets or is below			
3)	Improve productivity and engagement levels		Exceeds	Meets or is below			
Describe how this request relates to Departmental Business Plan:							
The Human Resources Strategy was to aimed to improve the overall level of Employee Engagement. Since the Strategy was approved a number of initiatives have been implemented and on a bi-annual basis we need to measure where we stand and where we need to improve. The survey is an important tool that enables us to assess our progress as an organization.							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary	Realize Future Benefits			Secondary	Improve User Satisfaction		
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?							
Employee engagement is for the most part a qualitative measurement. The agency the City contracts to conduct the employee engagement is a leading provider of HR services and they are experts in conducting this type of survey and providing a benchmark from public sector organizations so that we can measure our progress to date.							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings		Incl. in offsets (Section #9)?	
2012	Output/Service Quantity		Units	Reduces the amount of time required to gather data and improves accuracy of information provided.			
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							
Without the additional funding we will not be able to measure employee engagement and without the feedback we will not know if our efforts are concentrated on the right things and whether we are improving employee engagement.							

Request Title	Professional Fees - Engagement Survey
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input checked="" type="radio"/> None</p> <p><input type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <p></p> <p></p> <p>Higher amounts of severance for cases that are not dealt on time or appropriately.</p> <p></p> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <p>◀ [Slider: None to High] ▶</p> <p>None Low Medium High</p> <p>Financial Impact</p> <p>◀ [Slider: \$0 to > \$10,000,000] ▶</p> <p>\$0 \$10,000 \$100,000 \$1,000,000 > \$10,000,000</p> <p>Health and Safety Risk (click on the word)</p> <p><input checked="" type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <p>◀ [Slider: None to Severe] ▶</p> <p>None Minor Major Severe</p> <p>Probability of Health & Safety Issue</p> <p>◀ [Slider: None to High] ▶</p> <p>None Low Medium High</p> </div> <div style="width: 50%;"> <p>Comments</p> <p><i>Please describe the type and nature of risk</i></p> <p></p> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input type="radio"/> Inability to support the department's directive</p> <p><input checked="" type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p> <p></p>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	
<p>If we are not able to have the additional ARR funding we will have difficulty in attracting and retaining skilled staff valuing and encouraging a highly motivated workforce, increasing employee engagement and enhancing productivity.</p>	

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

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

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

ADDITIONAL RESOURCE REQUEST

Request Title Learning and Development Specialist

Business Unit # 090150 Learning & Development

090 - Human Resources

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	1.00	-	-	1.00	-	1.00
Net FTE's	1.00	-	-	1.00	-	1.00
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	91,951	-	-	91,951	-	91,951
Other continuous costs	-	-	-	-	-	-
One-time expenses	-	-	-	-	-	-
Offsets/reductions	(91,951)	-	-	(91,951)	-	(91,951)
Net Operating Budget	\$ 0	\$ -	\$ -	\$ 0	\$ -	\$ 0
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☒ Departmental ☐ Corporate

The Learning and Development Specialists will allow us to implement the learning and development strategy and meet the Vaughan Vision 2020 initiatives: - Standardize a focused Corporate Learning approach; Encourage and support lifelong learning, promote temporary secondments; Introduce mentorship programs. These position will assist the City in pursuit of its vision and mission by: providing meaningful learning opportunities; providing accessible and high quality learning which meets the employee's lifelong learning needs; provide a trusting, caring and respectful, fair and inclusive environment which support learning and development; Create programs that attract, develop and promote the best talent. Staff, leadership and management development programs will have an impact on both leader and staff engagement. The L&D programs will create a corporate learning curriculum supporting lifelong learning and the creation of a learning culture at Vaughan. This request was submitted in the 2011 budget and Council directed that it be brought forward with the 2012 operating budget.

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

Milestones or Deliverables	Timelines	Comments
Executive coach to provide ad hoc coaching to SMT	Q1-4 2012	
Run one offering of the Leadership and Management Dev.	Q2	Max attendance capped at 20 participants
Run one offering of Certificate in Management Excellence	Q3	Max attendance capped at 80 participants
Run one offering of Developing Future Leaders	Q4	Max attendance capped at 20 participants

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

Department Impacted	Describe Impact (Cost/time/benefit)	Were they Consulted?
ITM	We will partner with ITM to deliver IT related programs and ensure staff is always trained with the most current programs which will assist them with service delivery. Employees from all areas will be able to participate.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No

Other comments:

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

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title		Learning and Development Specialist					
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
Staff	Attract, Retain & Promote Skilled Staff	Review the corporate learning approach to staff education in order to encourage and support life long learning and participation.	20		Q2/11, Revised Q4/11	Medium	Mandatory
Staff	Support the Professional Development of Staff	Identify and develop a leadership development program (internal succession planning)	10		Q4/10, Revised Q3/11	Low	General Correlation
Staff	Value & Encourage a Highly Motivated and Engaged Workforce	Established a human resources strategy and began it's implementation phase COMPLETED	17	Completed	Q2/08	High	Mandatory
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:							
This request directly links to Vaughan Vision 2020 goal of "Ensure a High Performing Organization". In order to attract, retain and promote skilled staff we require the appropriate resources to deliver training programs and to implement the Learning and Development Strategy. It will also help us in supporting the professional development of staff and value and encourage and highly motivated workforce.							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
	Name/description of service level target:		Target Level	Current Level	Level with ARR		
1)	Improve skill level		180 training days	112 lear days	180 training		
2)	Enhance leadership skills		3 programs per	1 program . / yr	3 programs per		
3)	Improve productivity and engagement levels		25%	as last surveyed	10%		
Describe how this request relates to Departmental Business Plan:							
The Human Resources Strategy was developed in 2009. The learning and Development Strategy was completed in 2010 to represent the next level of Strategy below the HR Strategy and was approved in March 2010. These resources are required in order to implement the L&D Strategy and were previously requested in 2010.							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary		Improve Staff Moral		Secondary		Improve Corp. Image	
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?							
Employees that have more learning opportunities are more productive and more qualified to serve our citizens. Learning opportunities also improve the level of employee engagement and attract new candidates to the City.							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings			Incl. in offsets (Section #9)?
2012	Output/Service Quantity		Units	Centralizing the L&D through HR will ensure a more efficient and consistent approach in the workplace			
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							
We can continue to offer programs in a unstructured manner from various training providers which would not allow us to meet initiative #21 - standardize a focused corporate learning approach and likely not be able to achieve and improve level of employee engagement. Also, it will not encourage lifelong learning and will not promote temporary secondments; it will also delay the implementation of the mentorship program. The program will lack consistency in application and development as the same individuals will not be involved in all stages throughout all programs.							

Request Title	Learning and Development Specialist
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input checked="" type="radio"/> None</p> <p><input type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">Employment Standards Act, Human Rights Code. Accessibility for Ontarian with Disabilities Act., OHS</div> <div style="border: 1px solid black; padding: 2px; margin-top: 10px;">Poor performing employees may impact the organization financially on day to day basis but also may cost the organization in terms of severing the employment relationship. The City has obligations under common law to provide appropriate compensation.</div> <div style="border: 1px solid black; padding: 2px; margin-top: 10px;">Higher amounts of severance for cases that are not dealt on time or appropriately.</div> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 15px; background: linear-gradient(to right, #ccc 40%, #aaa 40% 60%, #aaa 60% 80%, #ccc 80%); border: 1px solid #ccc; position: relative;"> <div style="position: absolute; left: -5px; top: -5px;">◀</div> <div style="position: absolute; right: -5px; top: -5px;">▶</div> </div> <div style="margin-left: 5px; text-align: center;"> <div style="display: flex; justify-content: space-between; width: 100px;"> NoneLowMediumHigh </div> </div> </div> <p>Financial Impact</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 15px; background: linear-gradient(to right, #ccc 25%, #aaa 25% 75%, #aaa 75% 90%, #ccc 90%); border: 1px solid #ccc; position: relative;"> <div style="position: absolute; left: -5px; top: -5px;">◀</div> <div style="position: absolute; right: -5px; top: -5px;">▶</div> </div> <div style="margin-left: 5px; text-align: center;"> <div style="display: flex; justify-content: space-between; width: 100px;"> \$0\$10,000\$100,000\$1,000,000> \$10,000,000 </div> </div> </div> <p>Health and Safety Risk (click on the word)</p> <p><input checked="" type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 15px; background: linear-gradient(to right, #ccc 10%, #aaa 10% 40%, #aaa 40% 60%, #ccc 60% 90%); border: 1px solid #ccc; position: relative;"> <div style="position: absolute; left: -5px; top: -5px;">◀</div> <div style="position: absolute; right: -5px; top: -5px;">▶</div> </div> <div style="margin-left: 5px; text-align: center;"> <div style="display: flex; justify-content: space-between; width: 100px;"> NoneMinorMajorSevere </div> </div> </div> <p>Probability of Health & Safety Issue</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 15px; background: linear-gradient(to right, #ccc 10%, #aaa 10% 40%, #aaa 40% 60%, #ccc 60% 90%); border: 1px solid #ccc; position: relative;"> <div style="position: absolute; left: -5px; top: -5px;">◀</div> <div style="position: absolute; right: -5px; top: -5px;">▶</div> </div> <div style="margin-left: 5px; text-align: center;"> <div style="display: flex; justify-content: space-between; width: 100px;"> NoneLowMediumHigh </div> </div> </div> </div> <div style="width: 55%;"> <p>Comments</p> <div style="border: 1px solid black; padding: 5px;"> <p><i>Please describe the type and nature of risk</i></p> <p>Poor performing employees that lack the coaching and mentoring assistance from their managers and supervisors are more likely to end up in an adversarial position with the City.</p> </div> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input type="radio"/> Inability to support the department's directive</p> <p><input checked="" type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p> <div style="border: 1px solid black; padding: 5px; min-height: 40px;"> Assisting the department meet their business goals requires appropriate HR resourcing in order to support their leaders </div>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	
<p>If we are not able to have the additional ARRs we will have difficulty in attracting and retaining skilled staff and valuing and encouraging a highly motivated workforce. Staff development will not be enhanced as to ensure that the City has employee who are trained and can provide service excellence to the Citizens of Vaughan. It will also impact the organizations ability to increase engagement and enhance existing capacity.</p>	

Request Title	Learning and Development Specialist			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2012			
Position title	L&D Specialist			
Estimated start date	January 1, 2012			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Mgmt/Non-union			
If contract, specify length (months or yrs)	N/A			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	090150			
Grade level	6			
Est. starting step	1			
Desktop (HR) Review Performed?	No			
B&F Accommodations Available?	No			
ITM Hardware required?	Yes			
Capital Equipment Required?	No			
Complement Annual Cost Detail				
Annual full-time \$	72,977			72,977
Annual part-time \$	-	-	-	-
Annual shift premiums, etc	-	-	-	-
Annual overtime \$	-	-	-	-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	18,974	-	-	18,974
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 91,951	\$ -	\$ -	\$ 91,951
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	090150.7200	-	-	-
2) Training & Developme	090150.7115			-
3) Cellular Line Charges	090150.7122.01			-
4) Mileage	090150.7100			-
Subtotal		\$ -	\$ -	\$ -
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	090150.7211.01			-
2) Office Equip. & Furnitu	090150.7210			-
3) Training & Developme	090150.7115	-	-	-
4)	#N/A	-	-	-
Subtotal		-	-	-
2012 Total Complement Annual Costs	\$ 91,951	\$ -	\$ -	\$ 91,951
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments:				

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

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

ADDITIONAL RESOURCE REQUEST

Request Title HR Specialist, Absence and Disability Management

Business Unit # 090165 Benefits & Health and Safety

090 - Human Resources

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	-	-	1.00	1.00	-	1.00
Net FTE's	-	-	1.00	1.00	-	1.00
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	-	-	84,520	84,520	-	84,520
Other continuous costs	-	-	2,300	2,300	-	2,300
One-time expenses	-	-	5,600	5,600	(5,600)	-
Offsets/reductions	-	-	-	-	-	-
Net Operating Budget	\$ -	\$ -	\$ 92,420	\$ 92,420	\$ (5,600)	\$ 86,820
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☒ Departmental ☐ Corporate

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

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

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

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

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

Other comments:

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

COMMISSIONER APPROVAL: _____ **Date:** _____

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

Request Title	HR Specialist, Absence and Disability Management
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input checked="" type="radio"/> None</p> <p><input type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">Employment Standards Act, Human Rights Code. Accessibility for Ontarian with Disabilities Act., OHS</div> <div style="border: 1px solid black; padding: 2px; margin-top: 10px;">Poor performing employees may impact the organization financially on day to day basis but also may cost the organization in terms of severing the employment relationship. The City has obligations under common law to provide appropriate compensation.</div> <div style="border: 1px solid black; padding: 2px; margin-top: 10px;">Higher amounts of severance for cases that are not dealt on time or appropriately.</div> <div style="border: 1px solid black; height: 20px; margin-top: 10px;"></div> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 15px; background: linear-gradient(to right, #ccc, #ccc); position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="margin-left: 10px;">None Low Medium High</div> </div> <p>Financial Impact</p> <div style="display: flex; align-items: center;"> <div style="width: 200px; height: 15px; background: linear-gradient(to right, #ccc, #ccc); position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="margin-left: 10px;">\$0 \$10,000 \$100,000 \$1,000,000 > \$10,000,000</div> </div> <p>Health and Safety Risk (click on the word)</p> <p><input checked="" type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <div style="display: flex; align-items: center;"> <div style="width: 150px; height: 15px; background: linear-gradient(to right, #ccc, #ccc); position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="margin-left: 10px;">None Minor Major Severe</div> </div> <p>Probability of Health & Safety Issue</p> <div style="display: flex; align-items: center;"> <div style="width: 150px; height: 15px; background: linear-gradient(to right, #ccc, #ccc); position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="margin-left: 10px;">None Low Medium High</div> </div> </div> <div style="width: 55%;"> <p>Comments</p> <div style="border: 1px solid black; padding: 5px;"> <p><i>Please describe the type and nature of risk</i></p> <p>As an organization we need to continue to accommodate employees with disabilities and document our efforts in order to minimize the risk of litigation through OHR tribunal or courts.</p> </div> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input type="radio"/> Inability to support the department's directive</p> <p><input checked="" type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p> <div style="border: 1px solid black; padding: 5px; min-height: 50px;"> Assisting the department meet their business goals requires appropriate HR resources. Currently VFRS is handling a large volume of administrative work. </div>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	
Without the additional ARR HR does not have the capacity to serve VFRS. Therefore, if we continue as is, VFRS managers will not be able to download administrative (HR) related work to the HR Department. The VFRS workforce has been consistently growing as our community is growing and the capacity of the 3 non union VFRS managers to manage their day to day work is decreasing.	

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

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

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

ADDITIONAL RESOURCE REQUEST

Request Title HR Specialist, Workplace Health and Safety

Business Unit # 090165 Benefits & Health and Safety

090 - Human Resources

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	-	-	1.00	1.00	-	1.00
Net FTE's	-	-	1.00	1.00	-	1.00
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	-	-	112,497	112,497	-	112,497
Other continuous costs	-	-	3,000	3,000	-	3,000
One-time expenses	-	-	5,500	5,500	(5,500)	-
Offsets/reductions	-	-	-	-	-	-
Net Operating Budget	\$ -	\$ -	\$ 120,997	\$ 120,997	\$ (5,500)	\$ 115,497
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☒ Departmental ☐ Corporate

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

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

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

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

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

Other comments:

COMMISSIONER APPROVAL: _____ **Date:** _____

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

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

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

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

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

ADDITIONAL RESOURCE REQUEST

Request Title Awards

Business Unit # 090150 Learning & Development

090 - Human Resources

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	-	-	-	-	-	-
Net FTE's	-	-	-	-	-	-
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	-	-	-	-	-	-
Other continuous costs	-	-	15,000	15,000	-	15,000
One-time expenses	-	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-
Net Operating Budget	\$ -	\$ -	\$ 15,000	\$ 15,000	\$ -	\$ 15,000
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☒ Departmental ☐ Corporate

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

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

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

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

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

Other comments:

All City departments participate in the service award event. Also all departments participate in the selection of the service excellence nominees. The additional funds will be used to recognize all City, VPL staff that reach a service milestone and or achieve a service excellence award.

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title		Awards					
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
Organizational	Ensure a High Performing Organization PRIORITY GOAL	Established a human resources strategy and began it's implementation phase COMPLETED	17	Completed	Q2/08	High	General Correlation
Organizational	Attract, Retain & Promote Skilled Staff	Monitor and update the Human Resources program to ensure a quality work environment and a wide array of staff benefits	13		Q2/11, Revised Q4/11	High	General Correlation
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:							
The City has held the employee recognition event for a number of years. Each year more staff are recognized at particular service intervals. In addition we have expanded the scope of the program to include groups of staff that were previously not included i.e. part time CUPE, non union part-time etc. The funding is required to maintain the current service and links directly to "Vaughan Vision 2020".							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
	Name/description of service level target:		Target Level	Current Level	Level with ARR		
1)	Level of engagement		increase 25%				
2)	Retain staff		10% reduction				
3)							
Describe how this request relates to Departmental Business Plan:							
The HR department's strategy includes an improvement in the staff's level of engagement by 25% - Our annual business plan identifies several goals and objectives to help us achieve our HR strategic goal of improving staff's level of engagement. The funding requested in this ARR directly link to our business plan and our HR strategy as well as the Vaughan Vision 2020.							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary		Improve Staff Moral		Secondary		Improve Corp. Image	
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?							
Until 2010 there were a number of part time staff that had worked for the City for over 20 years without any formal recognition. This funding is very important in our efforts to recognize staff effectively and also in terms of being fair and consistent in recognizing all levels of staff regardless of their work status (full-time, part-time etc.)							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings			Incl. in offsets (Section #9)?
2012	Output/Service Quantity		Units				
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							
Without the extra funding we will not be able to maintain the current level of service and the service awards and employee recognition program will not succeed. Should funding not be granted we will look at reducing the value of gifts, and adjusting the format to eliminate refreshments.							

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

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

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



2012-2014 DRAFT OPERATING BUDGET

**COMMISSIONER OF
COMMUNITY SERVICES**

Revenue and Expenditure Summary

2012 - 14 Operating Budget

Business Unit	Exp Category	Account	2010 Actuals	Actual Forecast	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
Comm. of Commt. Services														
	Labour Costs													
		7010 Full Time	268,964	268,674	274,998	11,054	0	286,052	11,054	4.0%	286,052	0	286,052	0
		7012 Overtime	0	1,125	4,635	(135)	0	4,500	(135)	(2.9)%	4,500	0	4,500	0
		7015 Part Time	29,872	30,963	29,077	533	0	29,610	533	1.8%	29,610	0	29,610	0
		7017 Benefits	71,364	71,738	73,945	4,308	0	78,253	4,308	5.8%	80,255	2,002	82,253	1,998
		Total Labour Costs	370,200	372,500	382,655	15,760	0	398,415	15,760	4.1%	400,417	2,002	402,415	1,998
	Other Expenses													
		7100 Mileage	248	109	150	0	0	150	0	0.0%	150	0	150	0
		7103 407-ETR Toll Charges	338	754	980	0	0	980	0	0.0%	980	0	980	0
		7105 Membership/Dues/Fees	956	779	1,300	0	0	1,300	0	0.0%	1,300	0	1,300	0
		7110 Meals and Meal Allowances	333	972	630	0	0	630	0	0.0%	630	0	630	0
		7115 Training & Development	0	27	785	0	0	785	0	0.0%	785	0	785	0
		7122 Cellular Telephones	1,605	2,414	2,500	0	0	2,500	0	0.0%	2,500	0	2,500	0
		7125 Subscriptions/Publications	141	214	400	0	0	400	0	0.0%	400	0	400	0
		7130 Seminars & Workshops	244	1,191	1,470	0	0	1,470	0	0.0%	1,470	0	1,470	0
		7200 Office Supplies	497	924	980	0	0	980	0	0.0%	980	0	980	0
		7205 Computer Supplies	321	353	830	0	0	830	0	0.0%	830	0	830	0
		7211 Computer Hardware/Software	0	185	490	0	0	490	0	0.0%	490	0	490	0
		7220 Copiers, Faxes and Supplies	4,460	4,167	5,590	0	0	5,590	0	0.0%	5,590	0	5,590	0
		7315 Vehicle Maintenance &	1,337	5,106	600	(600)	0	0	(600)	(100.0)%	0	0	0	0
		7410 Rental, Leases - Equipment	0	0	0	0	0	0	0	0.0%	0	0	0	0
		7415 Rental, Leases - Vehicles	8,626	8,922	8,370	0	0	8,370	0	0.0%	8,370	0	8,370	0
		7520 Professional Fees	15,371	42,874	25,000	0	0	25,000	0	0.0%	25,000	0	25,000	0
		7560 Gas/Diesel - Vehicles	2,210	2,644	3,500	(314)	0	3,186	(314)	(9.0)%	3,505	319	3,680	175
		7630 Wireless/Internet Commun.	0	272	1,100	0	0	1,100	0	0.0%	1,100	0	1,100	0
		7699 Sundry Expenses	774	913	880	0	0	880	0	0.0%	880	0	880	0
		7780 Trf to Reserve Insurance	2,645	3,150	3,150	(3,150)	0	0	(3,150)	(100.0)%	0	0	0	0
		Total Other Expenses	40,106	75,971	58,705	(4,064)	0	54,641	(4,064)	(6.9)%	54,960	319	55,135	175
Total Comm. of Commt. Services			410,306	448,470	441,360	11,696	0	453,056	11,696	2.6%	455,377	2,321	457,550	2,173

* Note: Actual Forecast 2011 is for reference purposes only and is based on year to date actuals as of September 2011 plus the remainder of the calendarized budget.

2012 Budget Variance Comments

7010 - Full Time	Increase due to economic adjustments.
7012 - Overtime	Slight budget adjustment
7015 - Part Time	Increase due to economic adjustments.
7017 - Benefits	Increase due to eco adj and guideline increases.
7315 - Vehicle Maintenance & Repairs	Budget realigned due to changes in allocation of fleet repairs & mtce and fuel.
7560 - Gas/Diesel	Budget realigned due to changes in allocation of fleet repairs & mtce and fuel. Also includes increase as per guidelines.
7780 - Tfr. To Res - Insurance	Budget realigned due to process changes in allocation of insurance.

2013 Budget Variance Comments

7017 - Benefits	As per guideline increases.
7560 - Gas/Diesel	As per guideline increases.

2014 Budget Variance Comments

7017 - Benefits	As per guideline increases.
7560 - Gas/Diesel	As per guideline increases.



Revenue and Expenditure Summary

2012 - 14 Operating Budget

Business Unit	Exp Category	Account	2010 Actuals	Actual Forecast	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
Communities in Bloom														
	Revenue													
		3620 Outside Contributions	(41,868)	(7,500)	(15,000)	5,000	0	(10,000)	5,000	(33.3)%	(10,000)	0	(10,000)	0
		Total Revenue	(41,868)	(7,500)	(15,000)	5,000	0	(10,000)	5,000	(33.3)%	(10,000)	0	(10,000)	0
	Labour Costs													
		7015 Part Time	9,547	5,139	19,095	0	(19,095)	0	(19,095)	(100.0)%	0	0	0	0
		7017 Benefits	888	430	1,850	0	(1,850)	0	(1,850)	(100.0)%	0	0	0	0
		Total Labour Costs	10,435	5,569	20,945	0	(20,945)	0	(20,945)	(100.0)%	0	0	0	0
	Other Expenses													
		7100 Mileage	650	375	750	0	0	750	0	0.0%	750	0	750	0
		7110 Meals and Meal Allowances	1,476	0	0	0	0	0	0	0.0%	0	0	0	0
		7200 Office Supplies	81	0	0	0	0	0	0	0.0%	0	0	0	0
		7330 Materials & Supplies	0	0	0	0	40,200	40,200	40,200	0.0%	40,200	0	40,200	0
		7331 Contractor & Contractor Mat.	0	0	0	0	39,190	39,190	39,190	0.0%	39,190	0	39,190	0
		7699 Sundry Expenses	129,150	8,445	58,445	0	(58,445)	0	(58,445)	(100.0)%	0	0	0	0
		7790 Trsf. to Expend Res	(3,000)	0	0	0	0	0	0	0.0%	0	0	0	0
		Total Other Expenses	128,357	8,820	59,195	0	20,945	80,140	20,945	35.4%	80,140	0	80,140	0
Total Communities in Bloom			96,924	6,889	65,140	5,000	0	70,140	5,000	7.7%	70,140	0	70,140	0

* Note: Actual Forecast 2011 is for reference purposes only and is based on year to date actuals as of September 2011 plus the remainder of the calendarized budget.

2012 Budget Variance Comments

7015 - Part Time	Funds reallocated to other accounts as contract position no longer required (work to be performed in house).
7017 - Benefits	Reallocated to various accounts
7330 - Materials and Supplies	Reallocated from Sundry and Part time/Benefits to more accurately reflect spending.
7331 - Contractor & Contr Materials	Reallocated from Sundry and Part time/Benefits to more accurately reflect spending.
7699 - Dept Sundry Expenses	Reallocated to Materials & Supplies and Contractor & Contr Materials

Revenue and Expenditure Summary

2012 - 14 Operating Budget

Department	Exp Category	Account	2010 Actuals	Actual Forecast	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
Commtty. Grants & Advisory Comm														
	Revenue													
		3574 Rev. frm Recov. Exp - Pd Duty	(8,962)	(9,924)	(9,000)	9,000	0	0	9,000	(100.0)%	0	0	0	0
		3618 Dept. Misc. Revenues	(4,380)	(18,390)	0	0	0	0	0	0.0%	0	0	0	0
		Total Revenue	(13,342)	(28,314)	(9,000)	9,000	0	0	9,000	(100.0)%	0	0	0	0
	Other Expenses													
		7100 Mileage	14	0	0	0	0	0	0	0.0%	0	0	0	0
		7105 Membership/Dues/Fees	0	140	380	0	0	380	0	0.0%	380	0	380	0
		7110 Meals and Meal Allowances	55	822	2,000	0	0	2,000	0	0.0%	2,000	0	2,000	0
		7125 Subscriptions/Publications	0	40	100	0	0	100	0	0.0%	100	0	100	0
		7135 Advertising	6,075	1,294	3,434	0	0	3,434	0	0.0%	3,434	0	3,434	0
		7140 Promotion & Education	0	324	490	0	0	490	0	0.0%	490	0	490	0
		7200 Office Supplies	166	198	500	0	0	500	0	0.0%	500	0	500	0
		7211 Computer Hardware/Software	32	0	0	0	0	0	0	0.0%	0	0	0	0
		7222 Printing	5,665	5,864	15,644	0	0	15,644	0	0.0%	15,644	0	15,644	0
		7330 Materials & Supplies	1,058	2,236	4,934	0	0	4,934	0	0.0%	4,934	0	4,934	0
		7445 Awards	6,599	0	0	0	0	0	0	0.0%	0	0	0	0
		7450 Municipal Grants	10,200	10,200	10,200	0	0	10,200	0	0.0%	10,200	0	10,200	0
		7520 Professional Fees	0	25,415	35,368	1,000	0	36,368	1,000	2.8%	36,368	0	36,368	0
		7698 Grouped Expenses	2,263	10,225	14,240	0	0	14,240	0	0.0%	14,240	0	14,240	0
		7699 Sundry Expenses	10,341	16,416	9,650	(245)	0	9,405	(245)	(2.5)%	9,405	0	9,405	0
		7700 Chgs. from Othe Depts.	8,732	8,796	8,730	(8,730)	0	0	(8,730)	(100.0)%	0	0	0	0
		Total Other Expenses	51,200	81,970	105,670	(7,975)	0	97,695	(7,975)	(7.5)%	97,695	0	97,695	0
Total Commtty. Grants & Advisory			37,858	53,656	96,670	1,025	0	97,695	1,025	1.1%	97,695	0	97,695	0

* Note: Actual Forecast 2011 is for reference purposes only and is based on year to date actuals as of September 2011 plus the remainder of the calendarized budget.

2012 Budget Variance Comments

3574 - Rev from Recoverable Exp	Removal of Budget for Not Profit Housing - to be assumed by the Region.
7520 - Professional Fees	Increase related to Part Time position at Gallanough Library
7699 - Dept Sundry Exp	Removal of Budget for Not Profit Housing - to be assumed by the Region.
7700 - Chgs from Other Depts	Removal of Budget for Not Profit Housing - to be assumed by the Region.

Recreation

- 1. Financial Summary**

- 2. Business Plans**

- 3. ARRs**

2012

◆ Client Serv. Supervisor R&C - CSD

Department	Exp Category	Account	Actual Forecast			Allowable Inc/Decr	Account		\$	% Variance	2013		2014	
			2010 Actuals	2011	2011 Budget		Reallocations	2012 Budget			Variance	Forecast	Variance	Forecast
Recreation														
	Revenue													
		3564 Vending Commissions	(127,855)	(62,042)	(127,720)	64,470	0	(63,250)	64,470	(50.5)%	(64,835)	(1,585)	(66,460)	(1,625)
		3576 Taxable Sales-Postage Fees	(1,879)	(1,117)	0	0	0	0	0	0.0%	0	0	0	0
		3586 Rents and Concessions	(4,072,877)	(4,239,693)	(4,084,610)	(126,065)	0	(4,210,675)	(126,065)	3.1%	(4,315,995)	(105,320)	(4,748,755)	(432,760)
		3588 Transit Fares	(1,542,352)	(1,519,613)	(1,050,000)	(450,000)	0	(1,500,000)	(450,000)	42.9%	(1,537,500)	(37,500)	(1,575,940)	(38,440)
		3590 Advertising Revenue	(143,524)	(175,947)	(127,435)	(27,815)	0	(155,250)	(27,815)	21.8%	(159,135)	(3,885)	(163,115)	(3,980)
		3618 Dept. Misc. Revenues	(10,704,372)	(11,761,990)	(11,593,395)	(205,105)	0	(11,798,500)	(205,105)	1.8%	(12,214,665)	(416,165)	(13,020,090)	(805,425)
		3780 Tourism/Rec'n Grant	(48,110)	0	0	0	0	0	0	0.0%	0	0	0	0
		3784 Revenues for Specific Funct.	(24,042)	0	0	0	0	0	0	0.0%	0	0	0	0
		Total Revenue	(16,665,011)	(17,760,401)	(16,983,160)	(744,515)	0	(17,727,675)	(744,515)	4.4%	(18,292,130)	(564,455)	(19,574,360)	(1,282,230)
	Labour Costs													
		7010 Full Time	5,273,580	5,494,389	6,012,031	465,923	0	6,477,954	465,923	7.7%	6,557,046	79,092	6,570,538	13,492
		7012 Overtime	8,373	10,747	6,655	(465)	0	6,190	(465)	(7.0)%	6,385	195	7,045	660
		7013 Union Time	0	0	0	0	0	0	0	0.0%	0	0	0	0
		7015 Part Time	6,368,727	6,256,718	5,671,454	299,601	0	5,971,055	299,601	5.3%	6,151,455	180,400	6,549,620	398,165
		7017 Benefits	1,957,874	1,997,869	2,102,781	162,289	0	2,265,070	162,289	7.7%	2,349,131	84,061	2,437,578	88,447
		Total Labour Costs	13,608,553	13,759,723	13,792,921	927,348	0	14,720,269	927,348	6.7%	15,064,017	343,748	15,564,781	500,764
	Other Expenses													
		7100 Mileage	23,600	21,589	28,791	(3,841)	0	24,950	(3,841)	(13.3)%	25,600	650	27,775	2,175
		7105 Membership/Dues/Fees	3,333	5,484	9,791	(2,341)	0	7,450	(2,341)	(23.9)%	7,930	480	8,615	685
		7110 Meals and Meal Allowances	103	274	893	(293)	0	600	(293)	(32.8)%	620	20	640	20
		7115 Training & Development	14,586	10,847	15,189	1,771	0	16,960	1,771	11.7%	17,335	375	17,725	390
		7120 Telephone Charges	9,463	3,095	7,815	625	0	8,440	625	8.0%	8,655	215	8,875	220
		7122 Cellular Telephones	3,046	28	3,392	(292)	0	3,100	(292)	(8.6)%	3,180	80	3,265	85
		7125 Subscriptions/Publications	2,008	2,405	2,892	198	0	3,090	198	6.8%	3,375	285	3,840	465
		7130 Seminars & Workshops	140	2,369	5,521	(21)	0	5,500	(21)	(0.4)%	5,640	140	5,790	150
		7135 Advertising	0	112	454	0	0	454	0	0.0%	0	(454)	0	0
		7138 Vaugh. Hockey Assoc.	1,108,877	987,584	1,150,020	23,000	0	1,173,020	23,000	2.0%	1,202,350	29,330	1,232,410	30,060
		7200 Office Supplies	47,188	26,308	29,894	3,046	0	32,940	3,046	10.2%	33,790	850	37,850	4,060
		7205 Computer Supplies	10,540	17,339	15,054	(3,354)	0	11,700	(3,354)	(22.3)%	12,020	320	12,845	825
		7210 Office Equip. & Furniture	2,816	2,148	6,282	(432)	0	5,850	(432)	(6.9)%	6,030	180	6,710	680
		7211 Computer Hardware/Software	2,044	9,519	18,518	(3,518)	0	15,000	(3,518)	(19.0)%	15,375	375	15,760	385
		7215 Mtce. & Repairs - Equip	62,419	82,075	82,039	8,061	0	90,100	8,061	9.8%	101,205	11,105	116,870	15,665
		7220 Copiers, Faxes and Supplies	74,878	55,988	69,906	4,294	0	74,200	4,294	6.1%	76,085	1,885	84,540	8,455
		7222 Printing	202,000	291,251	187,055	17,130	0	204,185	17,130	9.2%	209,290	5,105	214,525	5,235
		7225 Postal Services	2,510	440	0	0	0	0	0	0.0%	0	0	0	0
		7300 Protective Clothing/Uniforms	35,164	24,023	33,580	2,420	0	36,000	2,420	7.2%	36,900	900	38,775	1,875
		7330 Materials & Supplies	271,632	271,704	289,708	(44,728)	0	244,980	(44,728)	(15.4)%	258,070	13,090	282,710	24,640

Department	Exp Category	Account	Actual Forecast			Allowable Inc/Decr	Account Reallocations	2012 Budget	\$		2013 Forecast	2013 Variance	2014	
			2010 Actuals	2011	2011 Budget				Variance	% Variance			Forecast	Variance
		7331 Contractor & Contractor Mat.	283,163	241,993	269,219	40,841	0	310,060	40,841	15.2%	317,830	7,770	337,275	19,445
		7335 Small Tools & Equipment	89,778	108,346	118,582	41,338	0	159,920	41,338	34.9%	174,425	14,505	190,200	15,775
		7340 Machine Time	2,840	710	2,840	(2,840)	0	0	(2,840)	(100.0)%	0	0	0	0
		7350 Armoured Courier Services	19,971	16,510	22,000	(7,745)	0	14,255	(7,745)	(35.2)%	14,615	360	14,985	370
		7400 Bank Charges	233,463	256,358	210,000	20,000	0	230,000	20,000	9.5%	235,750	5,750	241,645	5,895
		7404 Bad Debt Write-Offs Class	4,245	1,497	3,600	400	0	4,000	400	11.1%	4,100	100	4,205	105
		7410 Rental, Leases - Equipment	103,935	142,661	170,516	(121,961)	0	48,555	(121,961)	(71.5)%	49,795	1,240	55,050	5,255
		7475 Ticket/Pass Purchases	1,585,845	1,204,854	1,030,000	440,000	0	1,470,000	440,000	42.7%	1,506,750	36,750	1,544,420	37,670
		7499 Cash Over and Short	(4,663)	(566)	650	0	0	650	0	0.0%	710	60	820	110
		7520 Professional Fees	94,395	66,493	75,473	(16,473)	0	59,000	(16,473)	(21.8)%	60,480	1,480	62,020	1,540
		7531 Service Contracts	14,469	15,665	15,000	0	0	15,000	0	0.0%	15,375	375	15,760	385
		7630 Wireless/Internet Commun.	706	727	942	58	0	1,000	58	6.2%	1,025	25	1,055	30
		7640 Cable Tv/Satellite	3,112	2,770	0	4,500	0	4,500	4,500	0.0%	5,100	600	6,135	1,035
		7698 Grouped Expenses	23,539	7,644	9,000	(1,000)	0	8,000	(1,000)	(11.1)%	6,150	(1,850)	6,305	155
		7699 Sundry Expenses	84,524	37,251	66,825	16,000	0	82,825	16,000	23.9%	84,930	2,105	87,340	2,410
		7780 Trf to Reserve Insurance	159,435	189,825	189,825	(189,825)	0	0	(189,825)	(100.0)%	0	0	0	0
		7790 Trsf. to Expend Res	(28,411)	(24,183)	0	0	0	0	0	0.0%	0	0	0	0
		Total Other Expenses	4,546,696	4,083,135	4,141,266	225,018	0	4,366,284	225,018	5.4%	4,500,485	134,201	4,686,735	186,250
Total Recreation			1,490,239	82,457	951,027	407,851	0	1,358,878	407,851	42.9%	1,272,372	(86,506)	677,156	(595,216)

* Note: Actual Forecast 2011 is for reference purposes only and is based on year to date actuals as of September 2011 plus the remainder of the calendarized budget.

2012 Budget Variance Comments

3561 - Vending Commissions	Realigned with actuals and offset by rents & concessions increase.
3586 - Rents & Concessions	Increase in concessions and permit rate increases.
3588 - Transit Fares	Increase due to increased ridership and sale of fares through community centres.
3590 - Advertising Revenue	Increase due to NTCC operational for a full year.
3618 - Dept Misc Revenues	Maturing of NTCC, increase due to Vellore Fitness centre and increased partnership programs.
7010 - Full Time	Increase due to 2011 ARR gapping, economic increases and step progression
7012 - Overtime	Increase due to union economic increases.
7015 - Part Time	Increase due to increased permanent part time and casual part time hours along with contractual permanent part time rate increase.
7017 - Benefits	Benefits in relation to salary increases.
7100 - Mileage	Realigned with actuals.
7105 - Memberships	Realigned with actuals.
7110- Meals and Meal Allowances	Realigned with actuals.
7115 - Training & Development	Realigned with actuals.
7120 - Telephone Charges	Realigned with actuals.
7122 - Cellular Telephone	Realigned with actuals.
7125 - Subscriptions & Publications	Realigned with actuals.
7130 - Seminars & Workshops	Realigned with actuals.

7138 - Vaughan Hockey Assoc Subsidy	2% increase as per Agreement with Sports Village
7200 - Office Supplies	Realigned with actuals.
7205 - Computer Supplies	Realigned with actuals.
7210 - Office Equip & Furniture	Realigned with actuals.
7211 - Computer	Realigned with actuals.
7215 - Mtce & Repairs - Equip	Realigned with actuals.
7220 - Copier, Faxes and Supplies	Realigned with actuals.
7222 - Printing	Increase in print for Marketing materials, offset by transfer to Culture
7300 - Protect Clothing/Uniforms	Realigned with actuals.
7330 - Materials and Supplies	Realigned with actuals and offset by contractor and cont materials.
7331 - Contractor & Cont Materials	Increase in partnership programs at centres, offset by increase in revenues.
7335 - Small Tools & Equip.	Increase in fitness equipment repairs that now off lease, offset by rental/lease.
7350 - Armoured Courier Services	New contract resulting in savings.
7400 - Bank Charges	Increase to align with actuals.
7404 - Bad Debt Write Off	Increase to align with actuals.
7410 - Rental/Leases - Equip	Fitness equipment lease is over, equipment now City owned.
7475 - Ticket/Pass Purchases	Increase in expense due to revenue increase.
7520 - Professional Fees	Budget correction partially offset by Contractors.
7630 - Wireless/Internet Commun.	Realigned with actuals
7640 - Cable/TV satellite service	Realigned with actuals
7698 - Grouped Exp	Realigned with actuals
7699 - Sundry Expenses	Increase due Fairs and Festivals program.
7785 - Trf To Reserves	Transfer of a portion of artificial soccer field revenues to cover future replacement.
7340 - Machine Time	Budget realigned due to changes in allocation of fleet repairs & maintenance and fuel.
7780 - Trf to Reserves Insurance	Budget realigned due to process changes in allocation of insurance.

2013 Budget Variance Comments

3561 - Vending Commissions	Anticipated inflationary increase.
3586 - Rents & Concessions	Anticipated inflationary increase.
3588 - Transit Fares	Anticipated inflationary increase.
3590 - Advertising Revenue	Anticipated inflationary increase.
3618 - Dept Misc Revenues	Permit rate increases.
7010 - Full Time	Increase due to step progression and economic increase
7015 - Part Time	Step progression and economic increases
7017 - Benefits	Benefits in relation to salary progression.
7100 - Mileage	Anticipated inflationary increase.
7105 - Memberships	Anticipated inflationary increase.
7110- Meals and Meal Allowances	Anticipated inflationary increase.
7115 - Training & Development	Anticipated inflationary increase.

7120 - Telephone Charges	Anticipated inflationary increase.
7122 - Cellular Telephones	Anticipated inflationary increase.
7125 - Subscriptions & Publications	Anticipated inflationary increase.
7130 - Seminars & Workshops	Anticipated inflationary increase.
7135 - Advertising	Anticipated inflationary increase.
7138 - Vaughan Hockey Assoc Subsidy	2% increase as per Agreement with Sports Village
7200 - Office Supplies	Anticipated inflationary increase.
7205 - Computer Supplies	Anticipated inflationary increase.
7210 - Office Equip & Furniture	Anticipated inflationary increase.
7211 - Computer	Anticipated inflationary increase.
7215 - Mtce & Repairs - Equip	Anticipated inflationary increase.
7220 - Copier, Faxes and Supplies	Anticipated inflationary increase.
7222 - Printing	Increase in print for Marketing materials.
7300 - Protect Clothing/Uniforms	Anticipated inflationary increase.
7330 - Materials and Supplies	Anticipated inflationary increase.
7331 - Contractor & Cont Materials	Anticipated inflationary increase.
7335 - Small Tools & Equip.	Anticipated inflationary increase.
7350 - Armoured Courier Services	Anticipated inflationary increase.
7400 - Bank Charges	Increase to align with actuals.
7404 - Bad Debt Write Off	Increase to align with actuals.
7410 - Rental/Leases - Equip	Fitness equipment lease is over, equipment now City owned.
7475 - Ticket/Pass Purchases	Increase in expense due to revenue increase.
7499 - Cash Over & Short	Anticipated inflationary increase.
7520 - Professional Fees	Anticipated inflationary increase.
7531 - Service Contracts	Anticipated inflationary increase.
7630 - Wireless/Internet Commun.	Anticipated inflationary increase.
7640 - Cable/TV satellite service	Increase to align with actuals.
7698 - Grouped Exp	Anticipated inflationary increase.
7699 - Sundry Expenses	Increase to align with actuals.

2014 Budget Variance Comments

3561 - Vending Commissions	Anticipated inflationary increase.
3586 - Rents & Concessions	Anticipated inflationary increase.
3588 - Transit Fares	Anticipated inflationary increase.
3590 - Advertising Revenue	Anticipated inflationary increase.
3618 - Dept Misc Revenues	Permit rate increases, and maturing of fitness centres expansions along with Block 11 CC opening.
7010 - Full Time	Increase due to step progression.
7015 - Part Time	Increase due to additional part time hours required for Block 11 Community Centre.
7017 - Benefits	Benefits in relation to salary progression.

Cultural Services

1. Financial Summary

2. Business Plans

3. ARRs

2012

- ◆ PT Graphics Services Tech.

2014

- ◆ Diversity & Inclusivity Signage and Communication

Department	Exp Category	Account	Actual Forecast		2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$		2013 Forecast	Variance	2014 Forecast	Variance
			2010 Actuals	2011					Variance	% Variance				
Cultural Services														
	Revenue													
		3564 Vending Commissions	0	(1,003)	(4,000)	0	0	(4,000)	0	0.0%	(4,000)	0	(4,000)	0
		3574 Rev. frm Recov. Exp - Pd Duty	0	(37,030)	(37,030)	0	0	(37,030)	0	0.0%	(37,030)	0	(37,030)	0
		3586 Rents and Concessions	0	(248,312)	(295,000)	0	0	(295,000)	0	0.0%	(295,000)	0	(295,000)	0
		3614 General Revenue	(5,880)	(1,380)	0	0	0	0	0	0.0%	0	0	0	0
		3618 Dept. Misc. Revenues	(329)	(272,500)	(148,020)	(33,900)	0	(181,920)	(33,900)	22.9%	(181,920)	0	(181,920)	0
		Total Revenue	(6,209)	(560,225)	(484,050)	(33,900)	0	(517,950)	(33,900)	7.0%	(517,950)	0	(517,950)	0
	Labour Costs													
		7010 Full Time	234,801	523,957	651,671	78,699	0	730,370	78,699	12.1%	739,794	9,424	744,083	4,289
		7012 Overtime	741	700	2,794	(79)	0	2,715	(79)	(2.8)%	2,715	0	2,715	0
		7015 Part Time	96,580	473,643	517,690	48,245	0	565,935	48,245	9.3%	572,639	6,704	578,024	5,385
		7017 Benefits	69,046	178,464	215,699	23,570	0	239,269	23,570	10.9%	247,499	8,230	254,322	6,823
		Total Labour Costs	401,169	1,176,763	1,387,854	150,435	0	1,538,289	150,435	10.8%	1,562,647	24,358	1,579,144	16,497
	Other Expenses													
		7040 Honorariums	3,970	5,370	9,000	0	0	9,000	0	0.0%	9,000	0	9,000	0
		7100 Mileage	2,160	4,700	10,317	0	(3,123)	7,194	(3,123)	(30.3)%	7,194	0	7,194	0
		7105 Membership/Dues/Fees	1,025	1,053	1,018	0	(1,018)	0	(1,018)	(100.0)%	0	0	0	0
		7110 Meals and Meal Allowances	0	240	471	0	0	471	0	0.0%	471	0	471	0
		7112 Council Travel & Confer.	0	49	100	0	0	100	0	0.0%	100	0	100	0
		7115 Training & Development	238	4,480	5,355	0	(1,544)	3,811	(1,544)	(28.8)%	3,811	0	3,811	0
		7120 Telephone Charges	0	1,265	3,607	0	0	3,607	0	0.0%	3,607	0	3,607	0
		7122 Cellular Telephones	65	403	718	(200)	0	518	(200)	(27.9)%	518	0	518	0
		7125 Subscriptions/Publications	398	290	204	0	0	204	0	0.0%	204	0	204	0
		7135 Advertising	600	0	0	0	0	0	0	0.0%	0	0	0	0
		7140 Promotion & Education	6,264	3,318	7,047	0	(5,105)	1,942	(5,105)	(72.4)%	1,942	0	1,942	0
		7200 Office Supplies	2,061	7,736	7,180	0	0	7,180	0	0.0%	7,180	0	7,180	0
		7205 Computer Supplies	1,128	1,369	1,743	0	0	1,743	0	0.0%	1,743	0	1,743	0
		7210 Office Equip. & Furniture	0	663	6,156	(3,000)	0	3,156	(3,000)	(48.7)%	3,156	0	3,156	0
		7211 Computer Hardware/Software	423	11,897	12,548	(3,300)	0	9,248	(3,300)	(26.3)%	9,248	0	9,248	0
		7220 Copiers, Faxes and Supplies	5,070	6,759	11,133	0	(3,298)	7,835	(3,298)	(29.6)%	7,835	0	7,835	0
		7222 Printing	23,181	54,351	99,416	0	(8,508)	90,908	(8,508)	(8.6)%	90,908	0	90,908	0
		7330 Materials & Supplies	25,345	26,928	32,393	0	14,088	46,481	14,088	43.5%	46,481	0	46,481	0
		7331 Contractor & Contractor Mat.	1,100	195,130	145,192	0	8,508	153,700	8,508	5.9%	153,700	0	153,700	0
		7499 Cash Over and Short	0	(8,801)	50	0	0	50	0	0.0%	50	0	50	0
		7520 Professional Fees	0	34,970	44,652	0	0	44,652	0	0.0%	44,652	0	44,652	0

Department	Exp Category	Account	Actual Forecast			Allowable Inc/Decr	Account Reallocations	2012 Budget	\$		2013 Forecast	Variance	2014	
			2010 Actuals	2011	2011 Budget				Variance	% Variance			Forecast	Variance
		7630 Wireless/Internet Commun.	0	0	0	0	0	0	0	0.0%	0	0	0	0
		7698 Grouped Expenses	0	11,375	30,999	0	0	30,999	0	0.0%	30,999	0	30,999	0
		7699 Sundry Expenses	230	25,960	27,749	0	0	27,749	0	0.0%	27,749	0	27,749	0
		7790 Trsf. to Expend Res	4,600	0	0	0	0	0	0	0.0%	0	0	0	0
		Total Other Expenses	77,858	389,504	457,048	(6,500)	0	450,548	(6,500)	(1.4)%	450,548	0	450,548	0
Total Cultural Services			472,817	1,006,042	1,360,852	110,035	0	1,470,887	110,035	8.1%	1,495,245	24,358	1,511,742	16,497

* Note: Actual Forecast 2011 is for reference purposes only and is based on year to date actuals as of September 2011 plus the remainder of the calendarized budget.

2012 Budget Variance Comments

3618 - Misc Dept Revenues	Increase to offset PT position for coordinating special events such as Canada Day, Concerts in the Park and Winterfest.
7010 - Full Time	Increase due to 2011 ARR gapping, economic adj, step progression and Job evaluation for Special events manager
7012 - Overtime	Slight budget increase
7015 - Part Time	Increase due to error correction due for missing PPT position, eco adj and step progression
7017 - Benefits	Benefits related to salary increases, and as per guidelines.
7100 - Mileage	Reallocation to materials & supplies within Vaughan Interpretive Centre
7105 - Memberships/Dues	Reallocation to materials & supplies within Vaughan Interpretive Centre
7115 - Training & Development	Reallocation to materials & supplies within Vaughan Interpretive Centre
7122 - Cellular Telephones	Removal of 2011 ARR one time cost.
7140 - Promotion & Education	Reallocation to materials & supplies within Vaughan Interpretive Centre
7210 - Office Equip & Furniture	Removal of 2011 ARR one time cost.
7211 - Computer	Removal of 2011 ARR one time cost.
7220 - Copier, Faxes and Supplies	Reallocation to materials & supplies within Vaughan Interpretive Centre
7222 - Printing	Reallocation to Contractor and Cont Materials
7330 - Mat & Supplies	Reallocation from various accounts to Vaughan Interpretive Centre
7331 - Contractor & Mats	Reallocation from Printing External

2013 Budget Variance Comments

7010 - Full Time	Increase as per step progression increase.
7015 - Part Time	Increase as per step progression increase.
7017 - Benefits	Benefits related to salary increases, and as per guidelines.

2014 Budget Variance Comments

7010 - Full Time	Increase as per step progression increase.
7015 - Part Time	Increase as per step progression increase.
7017 - Benefits	Benefits related to salary increases, and as per guidelines.

2012-14 Business Plan

BUSINESS OVERVIEW

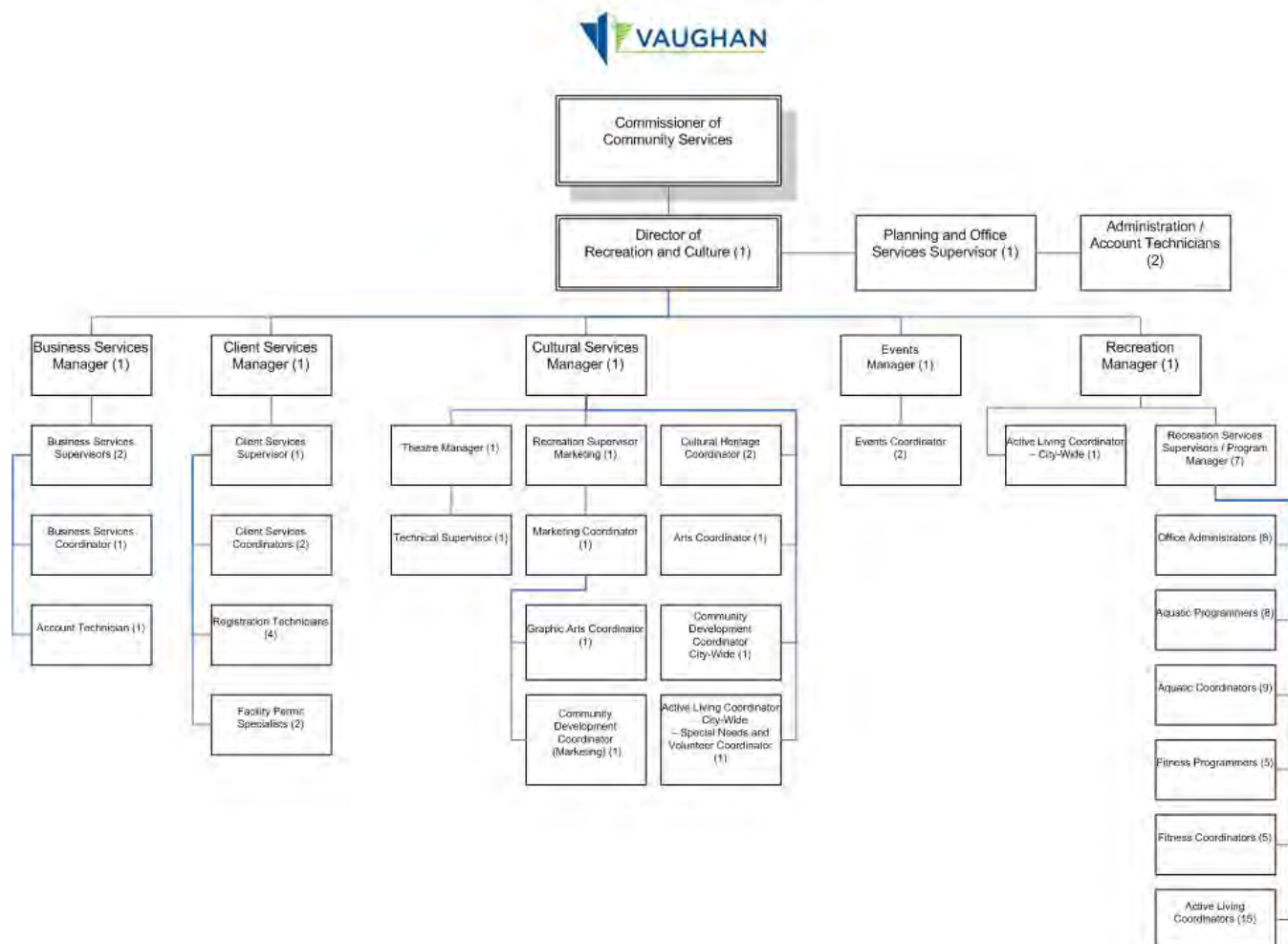
Service Statement:

The City of Vaughan, Recreation and Culture Department is committed to providing quality recreation and cultural programs and services in an accessible, equitable and efficient manner so as to ensure that all Vaughan citizens have the opportunity to enhance their leisure and quality of life.

The Recreation and Culture Department is guided by the following principles:

- The Department will strive to provide a variety of recreation and cultural programs that promote health, wellness and active living for all ages;
- The Department will ensure its recreation and cultural programs; services and facilities support the needs of diverse individuals and groups in Vaughan.

Service Profile:



2012-14 Business Plan

Full Time, Part Time and Overtime – Budgeted Amounts

Recreation:	2010	2011	2012 Base	Additional Resource Requests		
				2012	2013	2014
Full Time	89	87	87			8
Part Time	199.54	211.92	223.72			0.69
Overtime	\$6,460	\$6,655	\$6,190			

Culture:	2010	2011	2012 Base	Additional Resource Requests		
				2012	2013	2014
Full Time	4	8	8	1		
Part Time	2.06	7.77	7.77	0.69		
Overtime	\$2,715	\$2,794	\$2,500			

Events:	2010	2011	2012 Base	Additional Resource Requests		
				2012	2013	2014
Full Time	--	3	3	1		
Part Time	--	2.06	2.06	0.69		
Overtime	--	--	--			

Key Stakeholders: (list major internal and external stakeholders and briefly describe why they are key stakeholders)

A. External:

- Residents of Vaughan
- Community Service Organizations and Advisory Groups (i.e. Sports Groups, Older Adult Groups)
- Social Service Agencies (i.e. Reena Foundation)
- Region of York (i.e. Public Health)
- York Boards of Education
- Ministry of Health and Culture
- Libraries

B. Internal:

- Council / SMT
- Most internal departments within the City of Vaughan

2012-14 Business Plan

Work Plan:

Link to Vaughan Vision 2020:

Service Excellence – Providing service excellence to citizens:

- Pursue Excellence in Service Delivery
- Enhance and Ensure Community Safety, Health & Wellness
- Lead and Promote Environmental Sustainability
- Preserve our Heritage and Support Diversity, Arts & Culture

Staff Excellence – Providing an organizational environment which fosters staff excellence:

- Value and Encourage a Highly Motivated Workforce
- Attract, Retain and Promote Skilled Staff
- Support the Professional Development of Staff

Management Excellence – Providing excellence in the management of our city:

- Demonstrate Leadership and Promote Effective Governance
- Enhance Productivity, Cost Effectiveness and Innovation
- Maintain Assets and Infrastructure
- Ensure Financial Sustainability
- Plan & Manage Growth and Economic Vitality

Future Pressures and Opportunities:

Future Pressures:

- Growing private sector competition offering quality programs at competitive prices.
- New community centres coming on board threaten to cannibalize enrolment.
- Rollout of full-day kindergarten over next 3-5 years will continue to impact preschool programs.
- Identified in a benchmarking analysis of user fees, Vaughan's fees are higher than its comparators in most cases.
- HST has added to the cost of all adult programs and memberships, and rental permits.
- Demographic changes (e.g. some areas aging, new Canadian population).
- Decline in elementary school enrolment (e.g. Thornhill).

Opportunities:

- Creating new sources of funding such as advertising and sponsorship opportunities.
- Searching for ways to contain operating costs associated with the delivery of recreation and cultural programs and services (i.e. partnerships).
- Mitigating expenses through continuous improvement and performance measures.

2012-14 Business Plan

Business Plan Objectives (list the status of 2010 outstanding and 2011 business plan objectives and the method of measuring successful implementation. As well, list 2012-14 business plan objectives in the appropriate section)

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Implement Year 1 recommendations of the <i>Creative Together Plan</i>	2011	Ongoing	To guide cultural development in Vaughan and to integrate cultural planning across municipal departments.
Continuous improvement initiatives	2011	Ongoing	Contain operating costs associated with the delivery of recreation and cultural programs and services.
Implement the <i>Diversity Strategy</i>	2011	Ongoing	Protect human rights, promote equality & inclusiveness, and encourage creative cultural expression.
Implement Year 3 recommendations of the <i>Physical Activity Strategy</i>	2011	Ongoing	Increased Physical Activity

2012-14 Business Plan

2012-14 Business Plan Objectives: (You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.)

<u>Business Plan Objectives:</u>	<u>Timeline</u>	<u>Outcome</u>	<u>Resources</u>
2012 (Top 3 Objectives)			
1. Implement Year 2 recommendations of the <i>Creative Together Plan</i> , including ¹ <ul style="list-style-type: none"> Review and assess current cultural funding opportunities; explore opportunities to develop an endowment fund; etc. 	2012-2015	Develop a Vaughan investment strategy and incentives for cultural development.	
2. Continuous improvement initiatives	On-going	Contain operating costs associated with the delivery of recreation and cultural programs and services.	
3. Implement the <i>Diversity Strategy</i> , including ² : <ul style="list-style-type: none"> Focus on emerging diversity issues and concerns, proclaim days of recognition for significant holidays and events, identify service counters and language line services, etc. 	2012	To communicate and promote City's commitment to cultural differences, promote and protect human rights, and celebrate diversity.	
Other: <ul style="list-style-type: none"> Implement Year 4 of the Physical Activity Strategy Open new Fitness Centre at Vellore Village CC 	2012 2012	Increased physical activity	
2013 (Top 3 Objectives)			
1. Implement Year 3 recommendations of the <i>Creative Together Plan</i> , including ¹ <ul style="list-style-type: none"> Collaborate with community partners to increase learning opportunities, develop a communication/marketing plan to increase awareness, etc. 	2013	Facilitate networking and leadership development to strengthen capacity and organizational sustainability across Vaughan's cultural sector.	
2. Continuous improvement initiatives	On-going	Contain operating costs associated with the delivery of recreation and cultural programs and services.	
3. Implement the <i>Diversity Strategy</i> , including ² : <ul style="list-style-type: none"> Establish City protocol/procedures, integrate activities showcasing diversity, develop programs that facilitate cultural expression, etc. 	2013	Continue to foster a corporate culture that protects employee human rights, promotes inclusivity and provides opportunities.	
Other: <ul style="list-style-type: none"> Implement Year 5 (final year) of the Physical Activity Strategy 	2013	Increased physical activity	

2012-14 Business Plan

2014 (Top 3 Objectives)

1. Implement Year 4 recommendations of the <i>Creative Together Plan</i> , including ¹ <ul style="list-style-type: none"> Review potential partnerships in cultural programming initiatives, develop partnerships with community artists, etc. 	2014	Increased programming initiatives in community centres, civic spaces and with community partners.	
2. Continuous improvement initiatives	On-going	Contain operating costs associated with the delivery of recreation and cultural programs and services.	
3. Implement the <i>Diversity Strategy</i> , including ² : <ul style="list-style-type: none"> Integrate activities showcasing culture and tradition of diverse groups, develop programs that facilitate cultural expression and participation, etc. 	2014	To create opportunities for creative cultural expression and dialogue.	
Other: <ul style="list-style-type: none"> Open new community centre (Block 11) 	2014	Implementation of programs and services.	

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2008 to 2013)

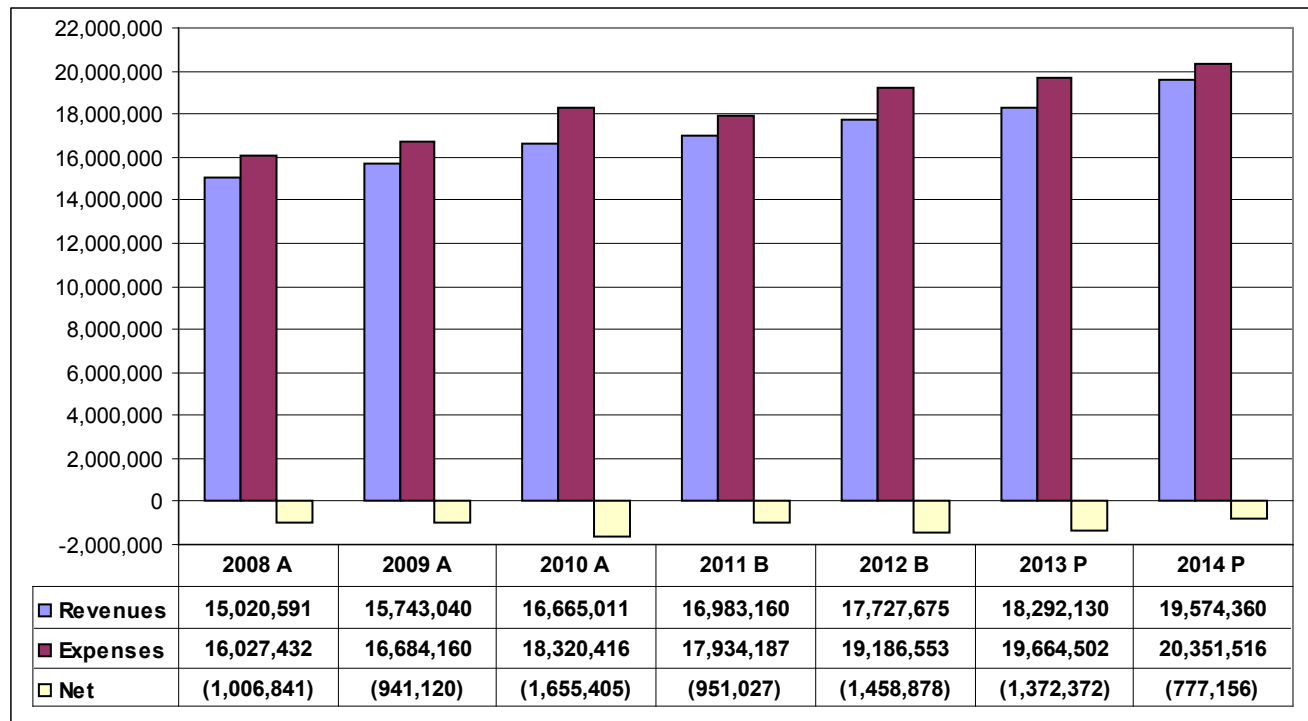
- Operating Actuals (Revenue, Expenses, Net)
- Program Fill Rate
- Facility Utilization Rate
- Community Centre Traffic Counts
- Customer Satisfaction Levels on Program Delivery
- City Playhouse Utilization Rate
- Sponsorship Revenues

2012-14 Business Plan

BUSINESS OVERVIEW:

Key Performance Indicator #1: REC Operating Actuals (Revenues, Expenses, Net)

Definition: The operating actuals for all recreational departmental programs and services and the corresponding recovery levels.



Notes: A = Actual; B = Budget; P = Projected

Key Conclusion:

The department continues to strive towards greater cost recovery through operational efficiencies and revenue generating initiatives despite challenges such as rising operating costs and inflationary pressures, demographic changes, and a growing level of competition from the private sector.

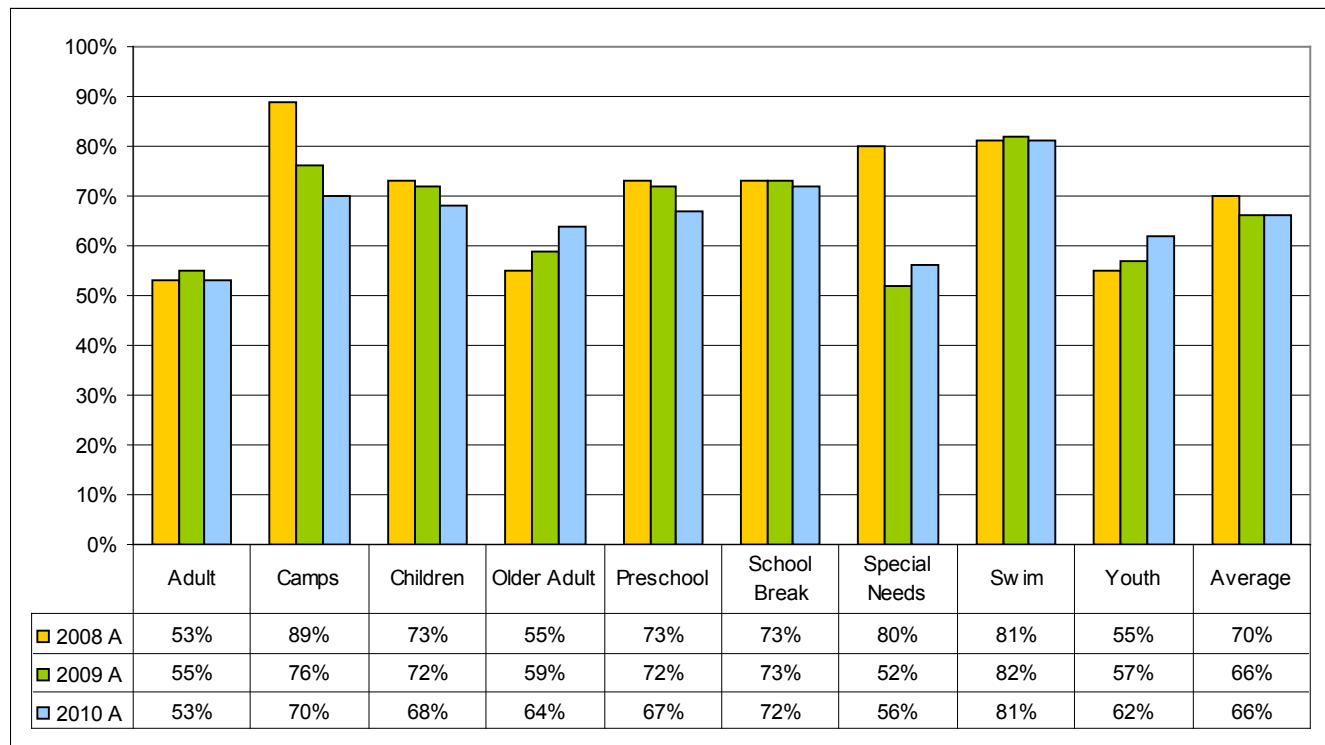
Notes about the Measure:

City Playhouse moved to Culture budget in 2011 budget and all subsequent budget/projected years.
 Two fulltime Community Development Coordinator positions and one part-time Graphics Technician position moved to Culture budget in 2011 budget and all subsequent budget/projected years.
 Consists of all direct departmental expenditures and revenues associated with program delivery.
 Excludes building utilities (i.e. hydro) and building maintenance costs.

2012-14 Business Plan

Key Performance Indicator #2: Program Fill Rate

Definition: The rate at which registered program capacities are filled.



Notes: A = Actual

Key Conclusion:

The department's average fill rate has remained fairly stable (+/- 5%) despite challenges in the last few years due to increased competition in the market place and increases to user fees.

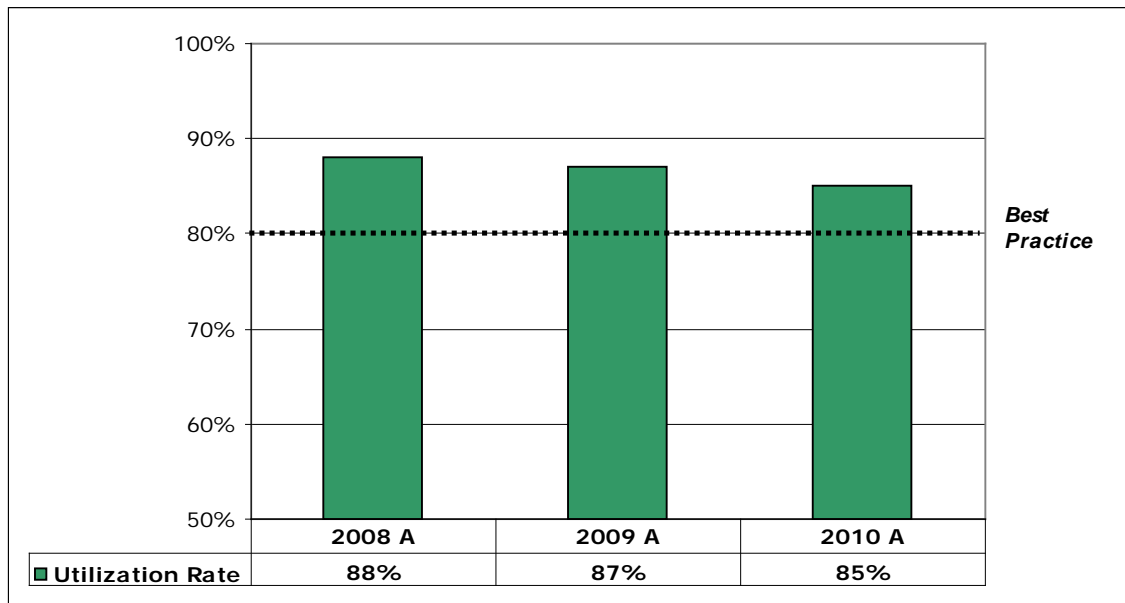
Notes about the Measure:

Consists of participation rates for registered programs city-wide.
Best practice measure set at average of 70%.

2012-14 Business Plan

Key Performance Indicator #3: Facility Utilization Rate

Definition: The rate at which facilities are utilized based on their prime-time availability, and based on a sample week.



Notes: A = Actual

Key Conclusion:

Through operational efficiencies and stable program fill rates, utilization rates have remained relatively consistent since 2008. Demand from Community Service Organizations, private residents and organizations continue to grow resulting in a positive usage rate for facilities.

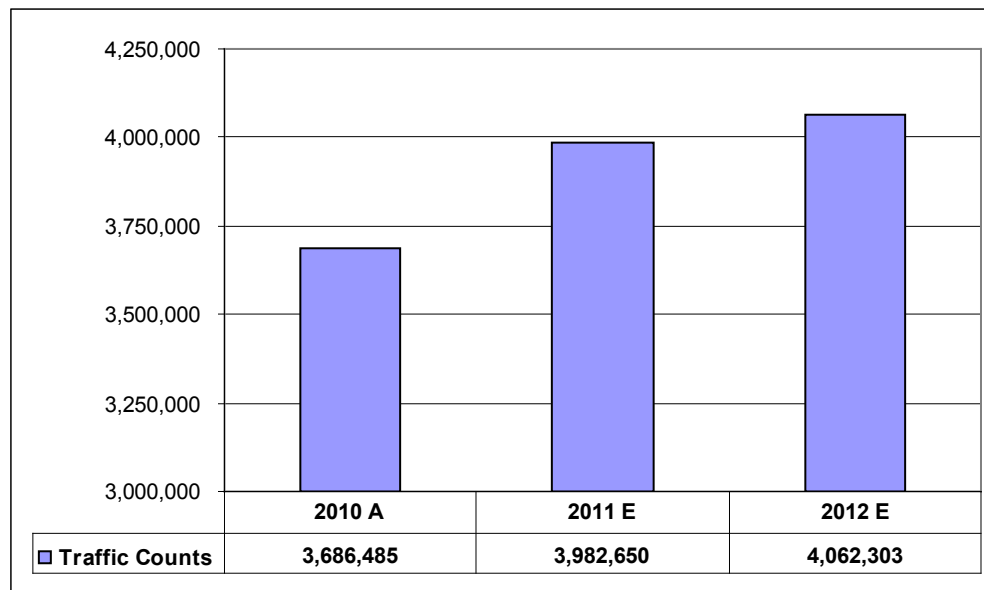
Notes about the Measure:

Consists of facility components such as arenas, sports fields, gyms and rooms City-wide in a typical week. Best practice measure set at average of 80%.

2012-14 Business Plan

Key Performance Indicator #4: Community Centre Traffic Counts

Definition: The total number of people walking into our community centres a year that have traffic counters installed at main entrances. As of mid-2011, nine community centres plus City Playhouse had traffic counters installed.



Notes: A = Actual; E = Estimated

Key Conclusion:

In 2010, there were approximately 3.6 million people walking through our community centres. Traffic counts are expected to increase to over 4 million by 2012 as fitness, aquatics, and programming opportunities increase.

Notes about the Measure:

Best practice measure not applicable.

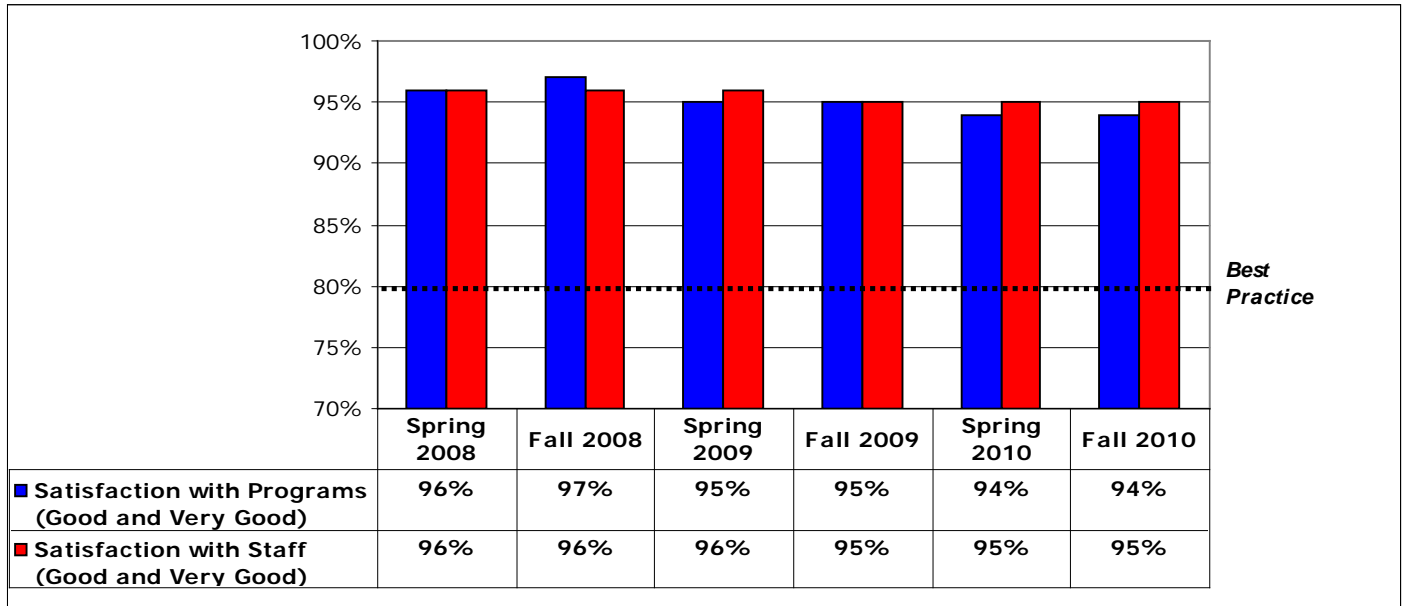
Traffic counts are installed at the following community centres:

- Maple CC
- North Thornhill CC
- Garnett A. Williams CC
- Father Ermano Bulfon CC
- Woodbridge Pool Memorial Arena
- Al Palladini CC
- Vellore Village CC
- Dufferin Clark CC
- Chancellor CC
- City Playhouse

2012-14 Business Plan

Key Performance Indicator #5: Customer Satisfaction Levels on Program Delivery

Definition: Customer feedback on their level of satisfaction with programs and staff.



Key Conclusion:

Overall, customers are extremely satisfied with both programs and staff. The results are from surveys issued in Spring and Fall for 2008 and 2009, and only Fall in 2010.

Notes about the Measure:

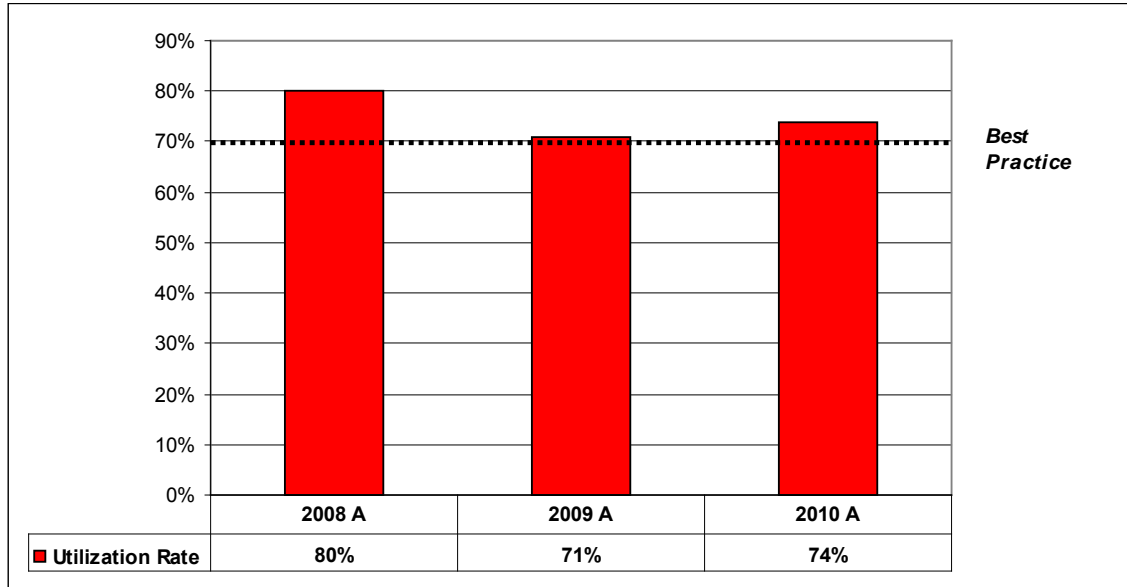
The numbers shown consist of individuals who have expressed good or very good satisfaction levels with programs and staff. The program areas included: Preschool, Children & Youth, Adult, Older Adult and Aquatics. The average number of responses is 600 from centres city wide. The margin of error is expected to be less than 5%.

Best practice measure set at 80%.

2012-14 Business Plan

Key Performance Indicator #6: City Playhouse Utilization Rate

Definition: The rate at which the City Playhouse/Westmount is utilized based on the # of days booked from available dates.



Notes: A = Actual

Key Conclusion:

City Playhouse experience a negative impact in 2009 when Richmond Hill's new 631-seat theatre opened. However, in 2010, through targeted promotion and loyalty programs, the utilization rate is rebounding and remains higher than the best practice measure.

Notes about the Measure:

Consists of the City Playhouse Auditorium/Westmount.
Best practice measure set at 70%.

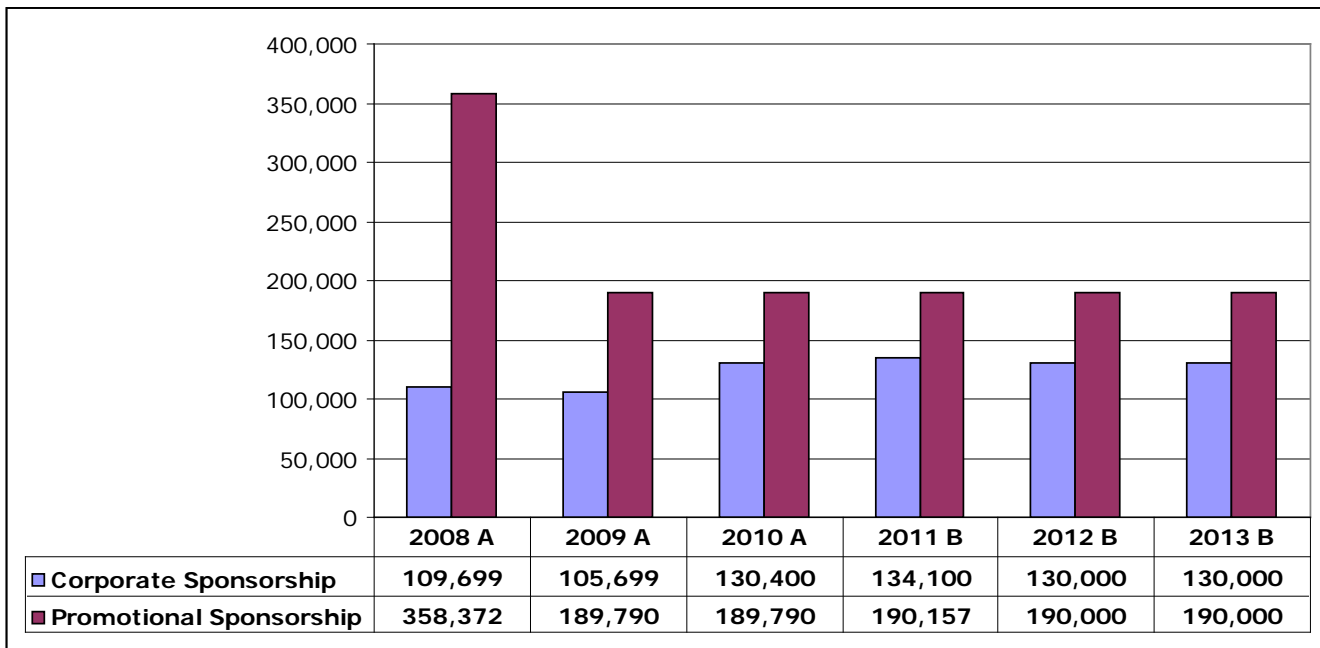
2012-14 Business Plan

Key Performance Indicator #7: Sponsorship Revenue

Definition:

Corporate Sponsorship: The Concerts in the Park program, Canada Day and Winterfest events are funded in part through corporate sponsorship secured through the “Vaughan Celebrates” sponsorship program. Corporate Sponsorship is the actual financial contribution. These sponsorship dollars enable the organizers to produce events that feature higher calibre entertainment and activities and to present them entirely free of charge to the residents.

Promotional Sponsorship: The value of the advertising and promotion provided by media or similar outlets. The value of the promotional sponsorship changes due to outlets no longer renewing their agreements; not being able to provide the same value of promotion for each event; or ceasing their operations.



Key Conclusion:

Since 2008 the Events department has been able to increase corporate sponsorships by over 20%. Promotional sponsorships has remained fairly stable over the last three years.

2012-14 Business Plan

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

The City of Vaughan, Recreation and Culture Department continues to provide quality recreation and cultural programs and services in an accessible, equitable and efficient manner. Based on the department's program fill rates and customer satisfaction surveys, citizens continue to give our programming and staff high ratings.

Despite challenges such as rising operating costs and inflationary pressures, demographic changes, and a growing level of competition from the private sector, the department continues to strive towards greater cost recovery through operational efficiencies and revenue generating initiatives. As a result, utilization rates have remained relatively consistent since 2008.

Overall, the department continues to achieve its goals in providing Service Excellence, Staff Excellence and Management Excellence.

Commissioner Sign-off

Date (mm/dd/yy)

CITY OF VAUGHAN
2012/2014 OPERATING BUDGET

ADDITIONAL RESOURCE REQUEST

Request Title Client Services Supervisor - R & C - CSD

Business Unit # 4700300 Recreation Admin & Planning

200 - Recreation

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	1.00	-	-	1.00	-	1.00
Net FTE's	-	-	-	-	-	-
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	101,141	-	-	101,141	-	101,141
Other continuous costs	100	-	-	100	-	100
One-time expenses	500	(500)	-	-	-	-
Offsets/reductions	(81,991)	-	-	(81,991)	-	(81,991)
Net Operating Budget	\$ 19,750	\$ (500)	\$ -	\$ 19,250	\$ -	\$ 19,250
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☒ Departmental ☐ Corporate

A Client Services Supervisor (CSS) position is required and will provide guidance to all levels of staff and client support for permitting, program registrations and services in kind for internal and external clients such as CSOs and not for profit agencies. Liaises with key stakeholders and elected officials regarding permitting / registration policy and procedures, coordinating facilities, sik, rates, service levels, facility usage and availability, complaints systems, etc. Reviews, approves and ensures that CSO status is maintained; annual planning dates for the dept programs, registration, facility permits, maintenance shutdowns, holiday programming, etc. Coordinates, maintains and modifies CLASS to reflect the needs of clients, administration, program / maintenance staff, internet and ivr systems. Supervises staff, oversees service methods, budgets, ARs, payroll, training, scheduling; develops standards and benchmarks for client services; facilitates regular reviews of systems and processes for continuous improvement to services. Provides brochure content, guide changes and is a liaison for related equipment problems, software enhancements and trouble-shooting. Prepares CLASS reports, statistics; summarizes finding to support business pland and changes to program operations.

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

Milestones or Deliverables	Timelines	Comments
Summer Seasonal Facility Allocations	Oct-April	
Fall, winter, spring seasonal Facility Allocations	Jan - June	
CSO application requirements	ongoing/annual	

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

Department Impacted	Describe Impact (Cost/time/benefit)	Were they Consulted?
Parks Operations	Through SIK and park/sports fields permits, this position ensures accuracy that accounts for the day to day operations of the Parks Dept and delivers customer satisfaction	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Building & Facilities	Through permits of arenas, activity rooms and gyms, this position ensures accuracy that accounts for the day to day operations of the B & F. Facility staff and delivers customer satisfaction	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
City Staff	City Staff often come through the Permitting Unit to ensure that their special events, meetings, and SIK's are done for the benefit of the public.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

Other comments:

The collaboration of many departments particularly Parks Operations, Building and Facilities and the Clerks Dept is required to meet the needs of City clients with respect to permitting of facilities, parks, sports fields, arenas, and particularly Service In Kind. With the growth of the City, there are more demands and supervision/coordination made on staff.

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Client Services Supervisor - R & C - CSD						
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020: The strategic goal of providing service excellence to citizens will be further improved by introducing a Client Services Supervisor (CSS). The CSS will oversee the permitting unit that supports service excellence through the rental of facilities, parks, sports fields, arenas, and Service In Kind. The population growth, the increase in city owned facilities and the demand on them, the revenue generated by the permitting unit and the growth of CSO's has placed additional demands on staff. The change of complement in staff will ensure that we can continue to meet Service Excellence standards.							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
	Name/description of service level target:		Target Level	Current Level	Level with ARR		
1)	Facility Utilization Rate		80%	85%	85%		
2)	Customer Satisfaction		90%	90%	90%		
3)							
Describe how this request relates to Departmental Business Plan:							
Client Services is the nucleus of the Dept. All actions impact the client. The CSS will be responsible for the provision of all client services to the public, staff and external agencies handled through Central Services. These functions including permitting of city-owned properties, liaison for CSO's and user fees administration exist to allow easy & convenient services within outlined guideline, in a fair, equitable, consistent and efficient manner as per the Vaughan Vision and mission statement. Currently the team is under-resourced to effectively manage the functions & meet deadlines. The CSS will manage staff time, supervise workloads & contribute to maintaining service levels to clients & staff.							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary	Improve User Satisfaction			Secondary	Improve Staff Moral		
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?							
The CSS ensures stakeholder management/satisfaction by playing an integral role in the planning of services, guidance to CSD & CC staff, public interaction on escalated & politically sensitive issues, technical issue resolution, CSO liaison & staff training. Customer service focus/feedback, permit issues in community centres, etc. A customer service focus & ability to turn a potentially negative situation into a positive one, ability to find solutions, work under many deadlines, multi task & point person for callers will increase customer satisfaction levels & increase staff morale.							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings		Incl. in offsets (Section #9)?	
2012	Time/Capacity		Hrs.	Resolving discrepancies within 1 business day of occurrence		No	
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							
In 2010, compared to 2009, the number of permits increased by 13%, CSO groups increased by 10%, phone calls increased by 13%. The current staffing levels can not keep up with the current standard. Without the leadership and guidance of a CSS to help map out duties, processes, streamline procedures and assist with stakeholder management, the current standard could be reduced. There is no alternative to a CSS position.							

Request Title	Client Services Supervisor - R & C - CSD
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input checked="" type="radio"/> None</p> <p><input type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <p></p> <p></p> <p></p> <p></p> <p></p> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <p>◀ [Slider: None to High] ▶</p> <p>None Low Medium High</p> <p>Financial Impact</p> <p>◀ [Slider: \$0 to > \$10,000,000] ▶</p> <p>\$0 \$10,000 \$100,000 \$1,000,000 > \$10,000,000</p> <p>Health and Safety Risk (click on the word)</p> <p><input type="radio"/> None <input type="radio"/> Internal <input checked="" type="radio"/> External <input type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <p>◀ [Slider: None to Severe] ▶</p> <p>None Minor Major Severe</p> <p>Probability of Health & Safety Issue</p> <p>◀ [Slider: None to High] ▶</p> <p>None Low Medium High</p> </div> <div style="width: 50%; border: 1px solid black; padding: 5px;"> <p>Comments</p> <p><i>Please describe the type and nature of risk</i></p> <p>CSD deals with many Fairs & Festivals and client Special Events that run rides, use City electricity and bring in thousands of people. It is necessary for staff to ensure that TSSA certificates are issued for events with rides, and that ESA certificates and inspections take place for groups using our electricity. In these specific examples if the inspections are not called in and followed up on by the proper organization and there is an issue with the ride or electricity, the general public and City infrastructure could be at risk.</p> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input checked="" type="radio"/> Inability to support the department's directive</p> <p><input type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p> <p>We are a growing City, with a growing infrastructure, population and demand on facilities. Without the added resource, the City's mission 'Citizens first through service excellence' and strategic initiative of 'Service Excellence' will not be met.</p>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	
<p>The CSD has impact to all clients, Not for Profit groups, CSO's, internal staff and the community at large.</p>	

Request Title	Client Services Supervisor - R & C - CSD			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2012			
Position title	Client Services Supervisor			
Estimated start date	January 1, 2012			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Mgmt/Non-union			
If contract, specify length (months or yrs)	N/A			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	4700300			
Grade level	7			
Est. starting step	1			
Desktop (HR) Review Performed?	No			
B&F Accommodations Available?	N/A			
ITM Hardware required?	No			
Capital Equipment Required?	No			
Complement Annual Cost Detail				
Annual full-time \$	80,271			80,271
Annual part-time \$	-	-	-	-
Annual shift premiums, etc	-			-
Annual overtime \$	-			-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	20,870	-	-	20,870
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 101,141	\$ -	\$ -	\$ 101,141
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	4700300.7200	-		-
2) Training & Developme	4700300.7115	-		-
3) Cellular Line Charges	4700300.7122.01	-		-
4) Mileage	4700300.7100	100		100
Subtotal		\$ 100	\$ -	\$ 100
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	4700300.7211.01	-		-
2) Office Equip. & Furnitu	4700300.7210	-		-
3) Training & Developme	4700300.7115	500		500
4)	#N/A	-		-
Subtotal		500	-	500
2012 Total Complement Annual Costs	\$ 101,741	\$ -	\$ -	\$ 101,741
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments:				

Request Title		Client Services Supervisor - R & C - CSD						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
	ASSOCIATED CAPITAL FUNDING	Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1								\$ -
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)	80,271	-	-			
2	* Benefits	(From sect. 7)	20,870	-	-			
3	* Complement sch. Expenses (calculated field)	(From sect. 7)	100	-	-			
4								
5								
6								
7								
Subtotal				101,241	-	-	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)	500	-	-		-	
2							-	
3							-	
Subtotal				500	-	-	-	
OFFSETS - cost savings, reductions, etc								
1	Client Services Coordinator Salary		(65,072)					
2	Client Services Coordinator Benefits		(16,919)					
3								
Subtotal				(81,991)	-	-	-	
TOTAL OPERATING BUDGET CHANGE				19,750	-	-	-	
COMPLEMENTS & FTE's								
# of positions requested			(From sect. 7)	1.00	-	-	1.00	
FTE's			(From sect. 7)	1.00	-	-	1.00	
FTE reductions/offsets			(Manual Field)	(1.00)			(1.00)	
Net FTE's			(From sect. 7)	-	-	-	-	

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

ADDITIONAL RESOURCE REQUEST

Request Title PT Graphic Services Technician

Business Unit # 210001 Cultural Services - Admin

210 - Cultural Services

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	1.00	-	-	1.00	-	1.00
Net FTE's	0.59	-	-	0.59	-	0.59
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	35,160	-	-	35,160	-	35,160
Other continuous costs	-	-	-	-	-	-
One-time expenses	-	-	-	-	-	-
Offsets/reductions	(35,160)	-	-	(35,160)	-	(35,160)
Net Operating Budget	\$ (0)	\$ -	\$ -	\$ (0)	\$ -	\$ (0)
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☒ Departmental ☐ Corporate

For the past 15 yrs or so the Recreation and Culture department has a Graphic Artist coming in for an approximate average of 24 hours a week. This person charges us a rate of \$28.75 per hour to do graphic design work in support of Recreation and Culture services. This person has been charged as through professional fees for 15 years. HR has advised that we need to move this position as an official employee to meet employment standards. This current salary or charge is \$28.75/1080 hours per year. We are requesting that it be moved within the Culture budget to a part-time position.

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

Milestones or Deliverables	Timelines	Comments

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

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

Other comments:

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	PT Graphic Services Technician						
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:							
This request promotes and retains staff excellence. More so it is required to ensure employment standards are maintained and reduce liability for the city.							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
1)	Name/description of service level target:		Target Level	Current Level	Level with ARR		
2)							
3)							
Describe how this request relates to Departmental Business Plan:							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary		Improve Staff Moral		Secondary		Realize Future Benefits	
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?							
This request will improve staff moral by legitimizing the position's status after many years of service. This improvement in staff moral will realize future benefits for the department through the increase in moral.							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings			Incl. in offsets (Section #9)?
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							

Request Title	PT Graphic Services Technician
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 60%;"> <p>Legislative/Regulatory Requirement</p> <p> <input type="radio"/> None <input checked="" type="radio"/> Little consequence of non compliance <input type="radio"/> Significant external repercussion/penalty </p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 35%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <p>Employment Standards</p> <p>Staff should not work for an extensive period of time for a corporation without a formal contract or employment agreement.</p> <p>City can be fined.</p> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <p>◀ [Slider: None to High] ▶</p> <p>None Low Medium High</p> <p>Financial Impact</p> <p>◀ [Slider: \$0 to > \$10,000,000] ▶</p> <p>\$0 \$10,000 \$100,000 \$1,000,000 > \$10,000,000</p> <p>Health and Safety Risk (click on the word)</p> <p> <input checked="" type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input type="radio"/> Both </p> <p>Health and Safety Magnitude</p> <p>◀ [Slider: None to Severe] ▶</p> <p>None Minor Major Severe</p> <p>Probability of Health & Safety Issue</p> <p>◀ [Slider: None to High] ▶</p> <p>None Low Medium High</p> </div> <div style="width: 50%; border: 1px solid black; padding: 5px;"> <p>Comments</p> <p><i>Please describe the type and nature of risk</i></p> </div> </div>	
<p>Internal Operational Requirements</p> <p> <input type="radio"/> None <input type="radio"/> Service provided with minor internal issues -slight inconvenience <input checked="" type="radio"/> Inability to support the department's directive <input type="radio"/> Direct affect on multiple departments <input type="radio"/> Citywide implications </p> <p>Comments</p>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	
<p>This is more a staffing issue than a service issue.</p>	

Request Title	PT Graphic Services Technician			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2012			
Position title	Graphic Services Technician			
Estimated start date	January 1, 2012			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	0.59			0.59
Position type	Part-time			
Position agreement classification	Part Time Salary			
If contract, specify length (months or yrs)	N/A			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	2010001			
Grade level	5			
Est. starting step	Start			
Desktop (HR) Review Performed?	No			
B&F Accommodations Available?	Yes			
ITM Hardware required?	No			
Capital Equipment Required?	No			
Complement Annual Cost Detail				
Annual full-time \$	-			-
Annual part-time \$	52,234	-	-	52,234
Annual shift premiums, etc	-			-
Annual overtime \$	-			-
* PT vacation pay (calculated field)	2,089	-	-	2,089
* Annual benefits (calculated field)	5,269	-	-	5,269
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 35,160	\$ -	\$ -	\$ 35,160
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	210001.7200	-		-
2) Training & Developme	210001.7115	-		-
3) Cellular Line Charges	210001.7122.01	-		-
4) Mileage	210001.7100	-		-
Subtotal		\$ -	\$ -	\$ -
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	210001.7211.01	-		-
2) Office Equip. & Furnitu	210001.7210	-		-
3) Training & Developme	210001.7115	-		-
4)	#N/A	-		-
Subtotal		-	-	-
2012 Total Complement Annual Costs	\$ 35,160	\$ -	\$ -	\$ 35,160
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments:				

Request Title		PT Graphic Services Technician						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1								\$ -
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)	32,051	-	-			
2	* Benefits	(From sect. 7)	3,109	-	-			
3	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-	-			
4								
5								
6								
7								
Subtotal				35,160	-	-	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-	-	-	-	
2							-	
3							-	
Subtotal				-	-	-	-	
OFFSETS - cost savings, reductions, etc								
1	Professional Fees		(35,160)					
2								
3								
Subtotal				(35,160)	-	-	-	
TOTAL OPERATING BUDGET CHANGE				(0)	-	-	-	
COMPLEMENTS & FTE's								
# of positions requested			(From sect. 7)	1.00	-	-	1.00	
FTE's			(From sect. 7)	0.59	-	-	0.59	
FTE reductions/offsets			(Manual Field)	-			-	
Net FTE's			(From sect. 7)	0.59	-	-	0.59	

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

ADDITIONAL RESOURCE REQUEST

Request Title Diversity & Inclusivity Signage and Communication Program

Business Unit # 210001 Cultural Services - Admin

210 - Cultural Services

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	-	-	-	-	-	-
Net FTE's	-	-	-	-	-	-
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	-	-	-	-	-	-
Other continuous costs	-	-	15,000	15,000	-	15,000
One-time expenses	-	-	60,000	60,000	(60,000)	-
Offsets/reductions	-	-	-	-	-	-
Net Operating Budget	\$ -	\$ -	\$ 75,000	\$ 75,000	\$ (60,000)	\$ 15,000
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☐ Departmental ☒ Corporate

The Diversity Strategy was approved by Council in June 2010. A key action item in the strategy was to "Develop a communication plan that includes flyers, posters at key customer services areas that promotes diversity and inclusivity (initiative 1.2) This is print, signage (Braille as well), translation costs and a community roundtable (initiative 1.1). A one-time cost of \$60,000 will go towards Braille signage at our 9 community centres. An annual \$15,000 cost is for the print and other materials as it relates to diversity.

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

Milestones or Deliverables	Timelines	Comments
Community Centres, Key customer service areas	2012	

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

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

Other comments:

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title		Diversity & Inclusivity Signage and Communication Program																					
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives																							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of):																							
Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.																							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)																
Service	Preserve Our Heritage & Support Diversity, Arts & Culture	COMPLETED and approved the strategy for utilization of City owned historical houses by the community and began it's implementation phase COMPLETED	22	Completed	Q4/07	Medium	General Correlation																
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:																							
Will support the approved Diversity Strategy (see above) and help implement key action items.																							
3) Related Performance Indicators & Business Plan Link																							
Please provide information on top 3 performance measures:																							
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 40%;">Name/description of service level target:</td> <td style="width: 15%;">Target Level</td> <td style="width: 25%;">Current Level</td> <td style="width: 20%;">Level with ARR</td> </tr> <tr> <td>1) Accessible signage at service areas</td> <td>provide</td> <td>No accessible signage</td> <td>provide</td> </tr> <tr> <td>2) Make service areas more diversity inclusive</td> <td>provide</td> <td>None</td> <td>provide</td> </tr> <tr> <td>3) </td> <td> </td> <td> </td> <td> </td> </tr> </table>								Name/description of service level target:	Target Level	Current Level	Level with ARR	1) Accessible signage at service areas	provide	No accessible signage	provide	2) Make service areas more diversity inclusive	provide	None	provide	3)			
Name/description of service level target:	Target Level	Current Level	Level with ARR																				
1) Accessible signage at service areas	provide	No accessible signage	provide																				
2) Make service areas more diversity inclusive	provide	None	provide																				
3)																							
Describe how this request relates to Departmental Business Plan:																							
Implementation of Diversity Strategy.																							
4) Value Proposition																							
Please detail both qualitative and quantitative benefits of the request																							
Qualitative: Please select up to 2 actions which best describe this request																							
Primary <input type="text" value="Improve User Satisfaction"/> Secondary <input type="text" value="Improve Corp. Image"/>																							
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?																							
Services levels will improve and also the City's image to our community -making residents feel more inclusive at our centres.																							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.																							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings	Incl. in offsets (Section #9)?																		
5) Alternatives																							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.																							
None																							

Request Title	Diversity & Inclusivity Signage and Communication Program
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input checked="" type="radio"/> None</p> <p><input type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <div style="border: 1px solid black; height: 20px; margin-bottom: 10px;"></div> <div style="border: 1px solid black; height: 30px; margin-bottom: 10px;"></div> <div style="border: 1px solid black; height: 30px;"></div> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 10px; background: linear-gradient(to right, #ccc, #ccc); position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="display: flex; justify-content: space-between; width: 100px; margin-top: 5px;"> NoneLowMediumHigh </div> </div> <p>Financial Impact</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 10px; background: linear-gradient(to right, #ccc, #ccc); position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="display: flex; justify-content: space-between; width: 100px; margin-top: 5px;"> \$0\$10,000\$100,000\$1,000,000> \$10,000,000 </div> </div> <p>Health and Safety Risk (click on the word)</p> <p><input checked="" type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 10px; background: linear-gradient(to right, #ccc, #ccc); position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="display: flex; justify-content: space-between; width: 100px; margin-top: 5px;"> NoneMinorMajorSevere </div> </div> <p>Probability of Health & Safety Issue</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 10px; background: linear-gradient(to right, #ccc, #ccc); position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="display: flex; justify-content: space-between; width: 100px; margin-top: 5px;"> NoneLowMediumHigh </div> </div> </div> <div style="width: 55%;"> <p>Comments</p> <p><i>Please describe the type and nature of risk</i></p> <div style="border: 1px solid black; height: 150px; margin-top: 5px;"></div> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input checked="" type="radio"/> Inability to support the department's directive</p> <p><input type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p> <div style="border: 1px solid black; height: 50px; margin-top: 5px;"></div>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	
<p>Will impact residents as noted.</p> <div style="border: 1px solid black; height: 100px; margin-top: 10px;"></div>	

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

Request Title		Diversity & Inclusivity Signage and Communication Program						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
	ASSOCIATED CAPITAL FUNDING	Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1								\$ -
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)		-	-	-		
2	* Benefits	(From sect. 7)		-	-	-		
3	* Complement sch. Expenses (calculated field)	(From sect. 7)		-	-	-		
4	Yearly Print and signage material					15,000		
5								
6								
7								
Subtotal				-	-	15,000	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)		-	-	-	-	
2	Braille Signage					60,000	(60,000)	
3							-	
Subtotal				-	-	60,000	(60,000)	
OFFSETS - cost savings, reductions, etc								
1								
2								
3								
Subtotal				-	-	-	-	
TOTAL OPERATING BUDGET CHANGE					-	-	75,000	(60,000)
COMPLEMENTS & FTE's								
# of positions requested			(From sect. 7)	2012	2013	2014	Total	
FTE's			(From sect. 7)	-	-	-	-	
FTE reductions/offsets			(Manual Field)				-	
Net FTE's			(From sect. 7)	-	-	-	-	

Building & Facilities

1. Financial Summary

2. Business Plans

3. ARRs

2012

- ◆ Facility Operator I (Vellore Village)
- ◆ Facility Operator I - New City Hall
- ◆ McMillan Farm Maintenance

2013

- ◆ Facility Operator I - Father Ermanno CC

2014

- ◆ Assistant Foreperson

Revenue and Expenditure Summary

2012 - 14 Operating Budget

Department	Exp Category	Account	2010 Actuals	Actual Forecast	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
Buildings and Facilities														
	Joint Service Revenue													
		3572 Joint Service Revenue	(288,508)	(140,572)	(123,000)	70,379	0	(52,621)	70,379	(57.2)%	(10,758)	41,863	(11,062)	(304)
		Total Joint Service Revenue	(288,508)	(140,572)	(123,000)	70,379	0	(52,621)	70,379	(57.2)%	(10,758)	41,863	(11,062)	(304)
	Revenue													
		3574 Rev. frm Recov. Exp - Pd Duty	(209,795)	(37,242)	(56,250)	0	0	(56,250)	0	0.0%	(56,250)	0	(56,250)	0
		3586 Rents and Concessions	(109,484)	(123,369)	(104,890)	(1,200)	0	(106,090)	(1,200)	1.1%	(106,090)	0	(106,090)	0
		3614 General Revenue	(20,932)	(21,822)	(25,000)	0	0	(25,000)	0	0.0%	(25,000)	0	(25,000)	0
		3618 Dept. Misc. Revenues	(12,653)	(6,272)	0	0	0	0	0	0.0%	0	0	0	0
		Total Revenue	(352,863)	(188,704)	(186,140)	(1,200)	0	(187,340)	(1,200)	0.6%	(187,340)	0	(187,340)	0
	Labour Costs													
		7010 Full Time	5,374,227	5,910,155	6,310,514	342,576	0	6,653,090	342,576	5.4%	6,806,360	153,270	6,843,968	37,608
		7012 Overtime	126,199	151,930	55,405	692	0	56,097	692	1.2%	56,097	0	56,097	0
		7015 Part Time	178,778	215,735	180,850	31,626	0	212,476	31,626	17.5%	212,476	0	212,476	0
		7017 Benefits	1,419,236	1,564,703	1,634,714	130,504	0	1,765,218	130,504	8.0%	1,850,705	85,487	1,906,759	56,054
		Total Labour Costs	7,098,440	7,842,522	8,181,483	505,398	0	8,686,881	505,398	6.2%	8,925,638	238,757	9,019,300	93,662
	Other Expenses													
		7100 Mileage	17,684	16,243	16,462	0	3,000	19,462	3,000	18.2%	19,462	0	19,462	0
		7103 407-ETR Toll Charges	130	710	1,751	0	0	1,751	0	0.0%	1,751	0	1,751	0
		7105 Membership/Dues/Fees	2,488	1,978	1,465	0	535	2,000	535	36.5%	2,000	0	2,000	0
		7110 Meals and Meal Allowances	261	454	1,564	0	0	1,564	0	0.0%	1,564	0	1,564	0
		7115 Training & Development	10,566	6,934	13,066	0	0	13,066	0	0.0%	13,066	0	13,066	0
		7120 Telephone Charges	0	1,404	2,460	0	0	2,460	0	0.0%	2,460	0	2,460	0
		7122 Cellular Telephones	33,756	37,127	50,116	0	(10,000)	40,116	(10,000)	(20.0)%	40,116	0	40,116	0
		7125 Subscriptions/Publications	315	1,496	1,496	0	0	1,496	0	0.0%	1,496	0	1,496	0
		7130 Seminars & Workshops	2,845	398	6,391	0	0	6,391	0	0.0%	6,391	0	6,391	0
		7135 Advertising	0	0	641	0	0	641	0	0.0%	641	0	641	0
		7200 Office Supplies	7,429	8,970	5,311	0	2,000	7,311	2,000	37.7%	7,311	0	7,311	0
		7203 Drafting Supplies	0	33	933	0	0	933	0	0.0%	933	0	933	0
		7205 Computer Supplies	462	773	933	0	0	933	0	0.0%	933	0	933	0
		7210 Office Equip. & Furniture	0	2,168	7,653	(250)	0	7,403	(250)	(3.3)%	7,403	0	7,403	0
		7211 Computer Hardware/Software	7,713	6,909	10,842	(2,500)	0	8,342	(2,500)	(23.1)%	8,342	0	8,342	0
		7215 Mtce. & Repairs - Equip	862	679	1,156	0	0	1,156	0	0.0%	1,156	0	1,156	0
		7220 Copiers, Faxes and Supplies	15,592	7,772	5,540	0	4,465	10,005	4,465	80.6%	10,005	0	10,005	0
		7222 Printing	218	456	980	0	0	980	0	0.0%	980	0	980	0
		7300 Protective Clothing/Uniforms	60,334	57,186	52,841	0	3,000	55,841	3,000	5.7%	55,841	0	55,841	0
		7310 Mtce. Buildings & Facil.	3,550,212	3,803,946	3,454,981	43,759	59,178	3,557,918	102,937	3.0%	3,557,918	0	3,651,469	93,551
		7312 General Repairs	472,589	593,423	459,964	4,766	37,252	501,982	42,018	9.1%	501,982	0	521,726	19,744
		7315 Vehicle Maintenance &	0	0	905	(905)	0	0	(905)	(100.0)%	0	0	0	0

Department	Exp Category	Account	Actual			Allowable Inc/Decr	Account Reallocations	2012 Budget	\$		2013 Forecast	Variance	2014	
			2010 Actuals	Forecast	2011 Budget				Variance	% Variance			Forecast	Variance
		7317 Utility Services	4,125,966	5,059,943	5,043,468	63,185	(139,930)	4,966,723	(76,745)	(1.5)%	5,208,941	242,218	5,603,003	394,062
		7321 Other Fuesl	22,938	33,228	12,623	0	0	12,623	0	0.0%	12,623	0	12,623	0
		7325 Janitorial Services	394,353	434,737	358,572	16,344	0	374,916	16,344	4.6%	374,916	0	384,908	9,992
		7330 Materials & Supplies	548,034	494,793	452,610	16,177	5,000	473,787	21,177	4.7%	473,787	0	484,349	10,562
		7331 Contractor & Contractor Mat.	25,392	2,153	0	0	0	0	0	0.0%	0	0	0	0
		7333 Contract Services	0	38,216	38,160	0	0	38,160	0	0.0%	38,160	0	38,160	0
		7335 Small Tools & Equipment	78,489	128,265	99,666	0	5,725	105,391	5,725	5.7%	105,391	0	107,683	2,292
		7340 Machine Time	122,640	35,162	124,811	(124,811)	0	0	(124,811)	(100.0)%	0	0	0	0
		7345 Radio Operations	232	232	997	0	0	997	0	0.0%	997	0	997	0
		7347 Two-way Radios	44,986	67,973	55,893	0	(10,000)	45,893	(10,000)	(17.9)%	45,893	0	45,893	0
		7355 Garbage Disposal Services	216,476	257,695	338,962	0	0	338,962	0	0.0%	338,962	0	341,224	2,262
		7365 Safety Equipment	19,796	20,271	21,166	0	10,000	31,166	10,000	47.2%	31,166	0	31,166	0
		7410 Rental, Leases - Equipment	6,759	14,509	23,418	0	8,628	32,046	8,628	36.8%	32,046	0	32,046	0
		7415 Rental, Leases - Vehicles	4,250	5,579	9,714	0	0	9,714	0	0.0%	9,714	0	9,714	0
		7420 Rental, Leases - Buildings	481,338	342,589	236,292	(12,211)	47,100	271,181	34,889	14.8%	271,181	0	271,181	0
		7510 Cleaning Services	642,668	764,800	644,463	30,261	0	674,724	30,261	4.7%	674,724	0	697,936	23,212
		7520 Professional Fees	39,454	449	0	0	0	0	0	0.0%	0	0	0	0
		7560 Gas/Diesel - Vehicles	0	0	0	34,220	0	34,220	34,220	0.0%	37,642	3,422	39,524	1,882
		7605 Security Services	240,234	287,112	255,979	0	0	255,979	0	0.0%	255,979	0	255,979	0
		7610 Camera System Surveillance	21,745	72,408	99,552	0	0	99,552	0	0.0%	99,552	0	99,552	0
		7630 Wireless/Internet Commun.	0	1,464	801	0	1,275	2,076	1,275	159.2%	2,076	0	2,076	0
		7640 Cable Tv/Satellite	8,421	11,654	11,644	0	0	11,644	0	0.0%	11,644	0	11,644	0
		7698 Grouped Expenses	29,903	11,931	21,000	0	(18,600)	2,400	(18,600)	(88.6)%	2,400	0	2,400	0
		7699 Sundry Expenses	858	132	790	0	0	790	0	0.0%	790	0	790	0
		7700 Chgs. from Othe Depts.	693	7,150	31,739	0	0	31,739	0	0.0%	31,739	0	31,739	0
		7705 Charges from Facilities	11,946	12,885	11,720	0	0	11,720	0	0.0%	11,720	0	11,720	0
		7710 Internal Recoveries	(3,681)	(7,014)	(10,600)	0	0	(10,600)	0	0.0%	(10,600)	0	(10,600)	0
		7712 Joint Serv. Recovery - Library	(301,154)	(251,488)	(230,339)	(116,708)	0	(347,047)	(116,708)	50.7%	(347,047)	0	(347,047)	0
		7715 Recoveries from Facilities	(12,190)	(13,168)	(12,500)	0	0	(12,500)	0	0.0%	(12,500)	0	(12,500)	0
		7780 Trf to Reserve Insurance	562,920	670,215	670,215	(670,215)		0	(670,215)	(100.0)%	0	0	0	0
		Total Other Expenses	11,516,926	13,052,938	12,408,267	(718,888)	8,628	11,698,007	(710,260)	(5.7)%	11,943,647	245,640	12,501,206	557,559
Total Buildings and Facilities			17,973,994	20,566,184	20,280,610	(144,311)	8,628	20,144,927	(135,683)	(0.7)%	20,671,187	526,260	21,322,104	650,917

* Note: Actual Forecast 2011 is for reference purposes only and is based on year to date actuals as of September 2011 plus the remainder of the calendarized budget.

2012 Budget Variance Comments

3572 - Joint Service Revenue	Decrease due to Powerstream revenue (JOC storage yard) ending in April 2012, partially offset by new Cashier office rent from Powerstream.
7010 - Full Time	Increase as per pro rated progression and economic adjustment
7012 - Overtime	Increase as per economic adjustment.
7015 - Part Time	Increase due to transfer of one PT position from Parks Dev
7017 - Benefits	Related to salary increases and budget guideline increases.
7100 - Mileage	Reallocated from Cell Line charges

Department	Exp Category	Account	2010 Actuals	Actual Forecast	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
7105 - Membership			Reallocated from Cell Line charges											
7122 - Cell Line Charges			Reallocated to various											
7200 - Office Supplies			Reallocated from Cell Line charges											
7210 - Office Equip & Furniture			Removal of 2011 ARR One time costs											
7211 - Computer			Removal of 2011 ARR One time costs											
7220 - Copier, Faxes and Supplies			Reallocated from Cell Line charges											
7300 - Protective Clothing			Reallocated from General Repairs											
7310 - General Mtce			Realignment exercise of Utilities and General R&M and contractual price increases plus full year impact for Station 710 and Kleinburg Church											
7312 - General Repairs			Realignment exercise of Utilities and General R&M and increases per guidelines plus full year impact for Kleinburg church. Additional amounts reallocated to Building leases, small tools, wirelss internet and materials & supplies to realign with actuals.											
7315 - Vehicle Maintenance & Repairs			Budget realigned due to changes in allocation of fleet repairs & maintenance and fuel											
7317 - Utility Services			Realignment exercise of Utilities and General R&M, and increases as per guidelines for Water											
7325 - Janitorial Supplies			Increase due to New City Hall maturing & yrly 3% contract increase .											
7330 - Materials and Supplies			Increase due to New City Hall maturing & Acapulco pool 3% contract increase .											
7335 - Small Tools			Reallocated from General Repairs											
7340 - Machine Time			Budget realigned due to changes in allocation of fleet repairs & maintenance and fuel.											
7347 - Two Way Radio			Reallocated to Safety Equipment											
7365 - Safety Equipment			Reallocated from Two Way Radio											
7410 - Rental/Lease - Equipment			Trf from Fleet - Ice Resurfacer fueling stations											
7420 - Leases - Building			Reallocated from Grouped Expenses and General Repairs, and removal of remaining Tigi Court lease.											
7510 - Cleaning Services			Contractual increase											
7560 - Gas/Diesel			Budget realigned due to changes in allocation of fleet repairs & maintenance and fuel, and increase as per guidelines.											
7630 - Wireless/Int Comm.			Reallocated from General Repairs											
7698 - Grouped Expenses			Reallocated to Leases - Building to properly account for funds.											
7712 - Joint Serv Rec - Library			Realignment and balancing with Library offset.											
7785 - Trf to Reserves - Insurance			Budget realigned due to process changes in allocation of insurance.											
2013 Budget Variance Comments														
3572 - Joint Service Revenue			Powerstream no longer using JOC storage yard, partially offset by Cashier office rent											
7010 - Full Time			Increase as per pro rated progression and economic inc as per union agreement											
7017 - Benefits			Related to salary increases and guideline increases.											
7317 - Utility Services			Increase as per guidelines											
7560 - Gas/Diesel			Increase as per guidelines											

Department	Exp Category	Account	2010 Actuals	Actual Forecast	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
2014 Budget Variance Comments														
3572 - Joint Service Revenue														
7010 - Full Time														
7017 - Benefits														
7310 - General Mtce														
7312 - General Repairs														
7317 - Utility Services														
7325 - Janitorial Supplies														
7330 - Materials and Supplies														
7355 - Garbage Disposal Services														
7510 - Cleaning Services														
7560 - Gas/Diesel														

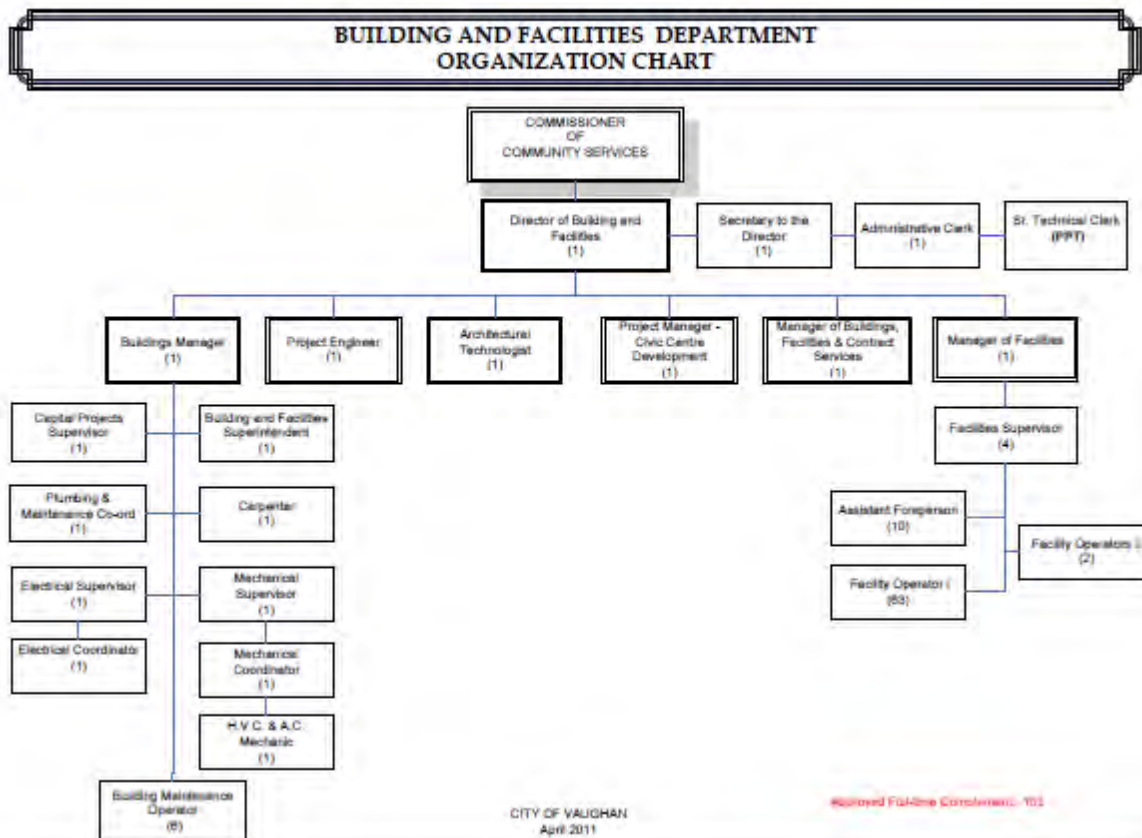
2012-14 Business Plan

BUSINESS OVERVIEW

Service Statement:

The Building and Facilities Department is responsible for providing office accommodations and security for City buildings. Additionally, the Department is responsible for providing plant services and security for employees, residents and users, in addition to overseeing the new construction and renovations to existing buildings, and maintenance of the City buildings (ie. recreation community centres, firehalls, libraries, parks, sports fields, administrative buildings and walkway lighting).

Service Profile:



2012-14 Business Plan

Full Time, Part Time and Overtime – Budgeted Amounts

	2010	2011	2012 Base	Additional Resource Requests		
				2012	2013	2014
Full Time	100.95	103	103	107	108	119
Part Time	5.0	5.0	5.0	5.0	5.0	5.6
Overtime	53,865	53,865	53,865	53,865	53,865	58,670

Key Stakeholders:

- Internal Departments within the City of Vaughan
- Libraries
- Residents/facility users
- Contractors/suppliers
- Sports Groups in Vaughan
- Business Community/Developers
- School Boards

Work Plan:

Link to Vaughan Vision 2020:

- Demonstrate excellence in service delivery
- Promote community safety, health and wellness
- Lead and promote environmental sustainability
- Manage Corporate assets

Future Pressures and Opportunities:

Sales of Green and blue bin initiative at the community centres has impacted departmental resourcing. There are growing expectations regarding service level and facility expansions that will have to be addressed in the future by this department. Opportunities exist for retrofitting of existing buildings to accommodate accessibility legislation. As well, environmental initiatives (LEED) will need to be addressed as well as planning for future recycling initiatives, energy and water savings.

Business Plan Objectives:

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Develop and adopt the Active Together Master Plan to guide the planning and implementation of new facilities	2009	Ongoing	Master Plan approved by Council implementation is proceeding
Work with Finance Department to develop key measures for Long Range Financial Plan	2009	Ongoing	Used as a tool for building analysis for maintenance audits and Capital Forecasting

2012-14 Business Plan

Create work order system electronically with ITM and implement the CTS program into Building and Facilities	2009	Implemented	Creation of benchmarking for productivity and effectiveness evaluation
Perform building audits under the Accessibility Plan	2009	Audits performed, analysis continuous and ongoing	Addition of more automatic doors, accessible counters, strobe lights added to fire alarms bells/horns, enhancement of building designs for both new and renovations, submissions put forth in base specifications for ongoing enhancements
Perform energy audits on City buildings and implement recommendations for energy and environmental efficiencies	2011	ongoing	Working with Powerstream on solar panels to be installed on roofs of City Buildings

Organize and hold a strategic visioning session for the department	2011	Q3	Engage front-line staff in seeking improvements to customer and building service levels
Enhance training programs to bring newer technologies and methods into day-to-day practices	2011	Q3	Increase effectiveness of maintenance
Implement a customer service feedback survey to internal City Departments	2011	Q4	Evaluate expectations against resources to identify gaps in service levels.

2012-14 Business Plan

2012-14 Business Plan Objectives:

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2012 (Top 3 Objectives)			
1. Continue to implement energy reduction enhancements	Q4-2012	Stability in maintaining consumption budgets	Environmental Sustainability, Powerstream
2. Implement continuous improvement initiatives	Q2-2012	Increase customer service levels, and sqft maintained per FTE	Recreation and Culture
3. Implement Electronic Work Order System into the Facilities	Q3-2012	Decrease turnaround time for resolution of sub-standard conditions/downtime	ITM
2013 (Top 3 Objectives)			
1. Continue to implement energy reduction enhancements	Q4-2013	Stability in maintaining consumption budgets	Environmental Sustainability, Powerstream
2. Perform building audits under the Accessibility Plan	Q4-2013	Increase Accessibility	Accessibility Committee
2014 (Top 3 Objectives)			
1. Continue to implement energy reduction enhancements	Q4-2014	Stability in maintaining consumption budgets	Environmental Sustainability, Powerstream
2. Perform building audits under the Accessibility Plan	Q4-2014	Increase Accessibility	Accessibility Committee

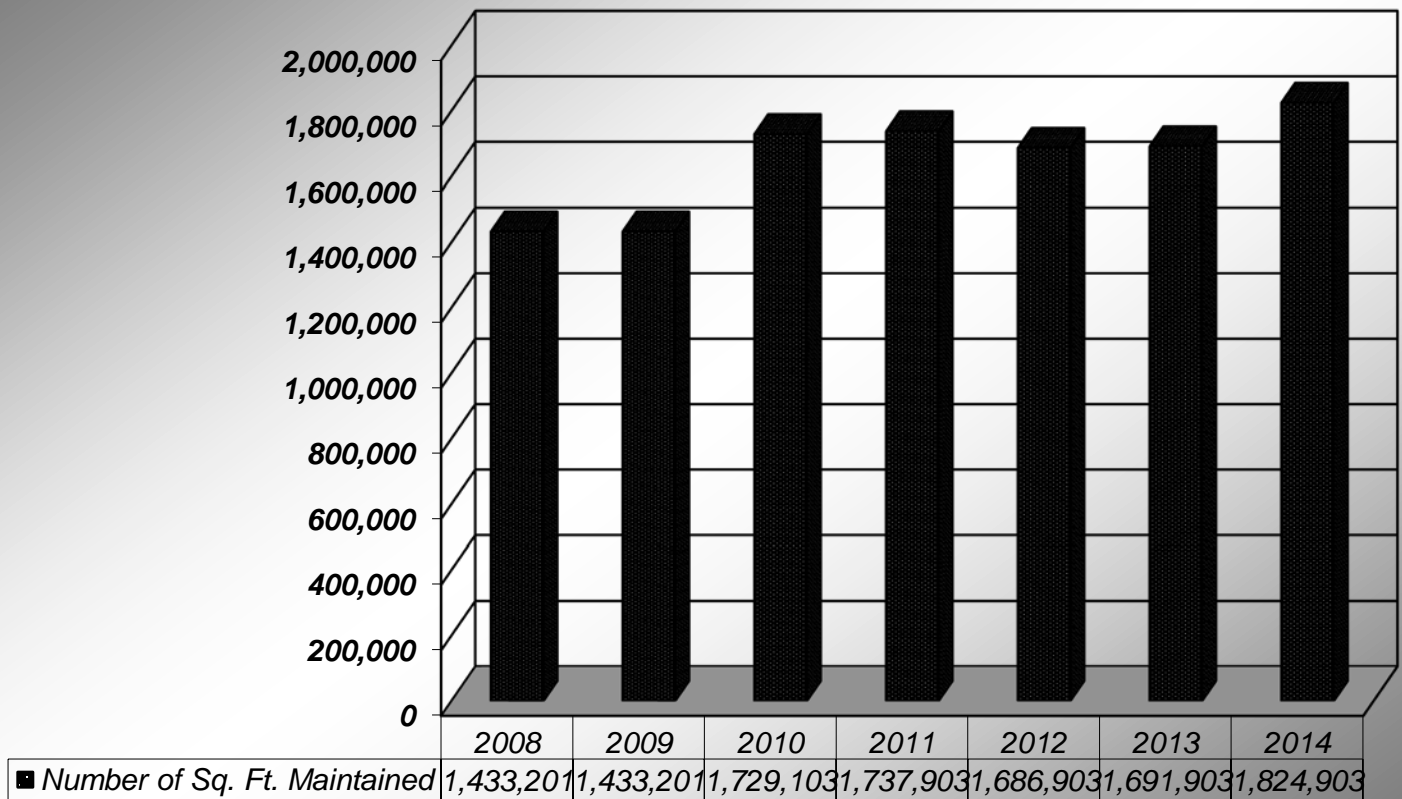
Key Performance Indicators:

1. Quantity of Building Square Feet Maintained
2. Number of Building Square Feet Maintained per Maintenance FTE
3. Cost per Building Square Feet Maintained
4. Utilities Consumption per Square Foot for all Major Buildings (to be developed)
5. Number of Work Orders per FTE, and Average turn Around Time (to be developed)
6. Number of Unscheduled Disruptions (to be developed)

2012-14 Business Plan

Measure: Quantity of Building Square Feet Maintained

Definition: The total number of building square feet maintained



Key Conclusion:

The number of building square feet maintained will be increased by 27% over the 2008-2014 period.

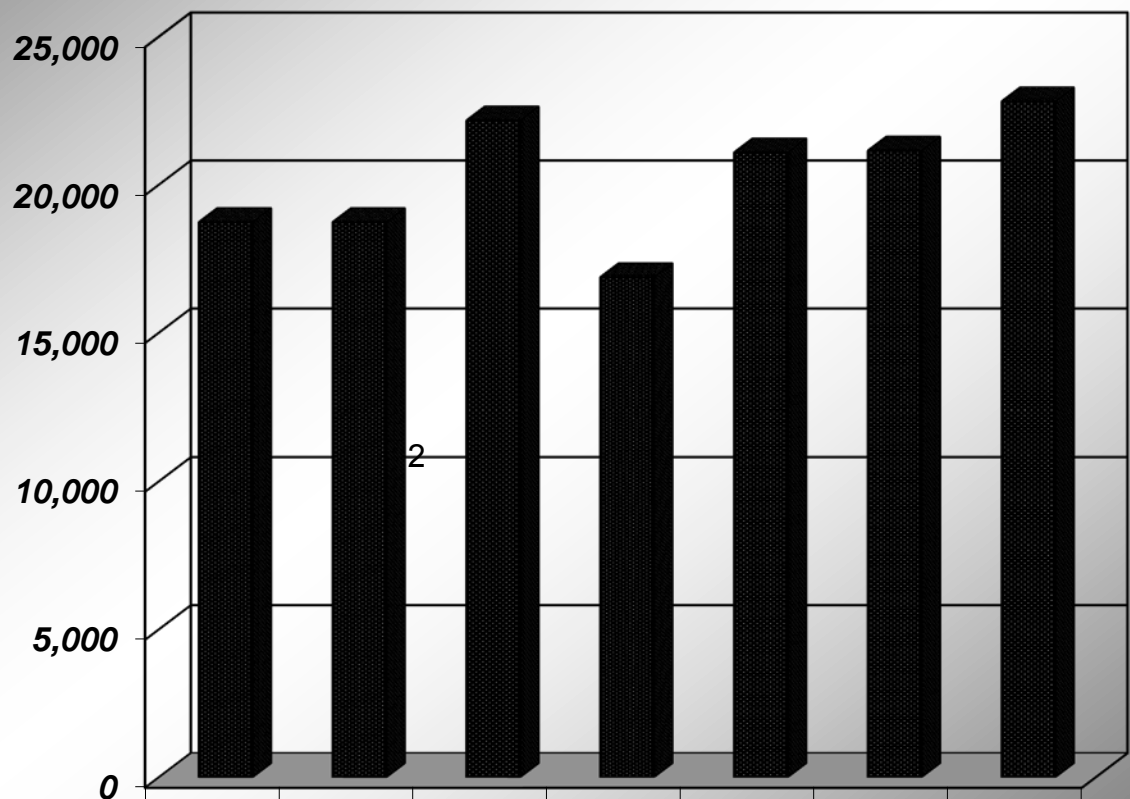
Notes about the Measure:

These figures include; Community Centres, Libraries, Administration Buildings, Fire Stations, Heritage Buildings, Senior's Centres and Park's Buildings/Field Houses. Buildings added include new City Hall, North Thornhill Community Centre, Fire Station 7-10, expansions to existing facilities, Kleinburg United Church and proposed Community Centre for Block 11.

2012-14 Business Plan

Measure: Number of Building Square Feet Maintained per Maintenance FTE

Definition: The number of building square feet maintained per actual FTE across the City



■ Sq. ft. maintained per FTE	2008	2009	2010	2011	2012	2013	2014
	18,734	18,734	22,168	16,872	21,086	21,148	22,811

Key Conclusion:

The total number of building square feet maintained per Maintenance FTE will be increased by 22% (over 4000 sq. ft.) over the 2008 to 2014 period.

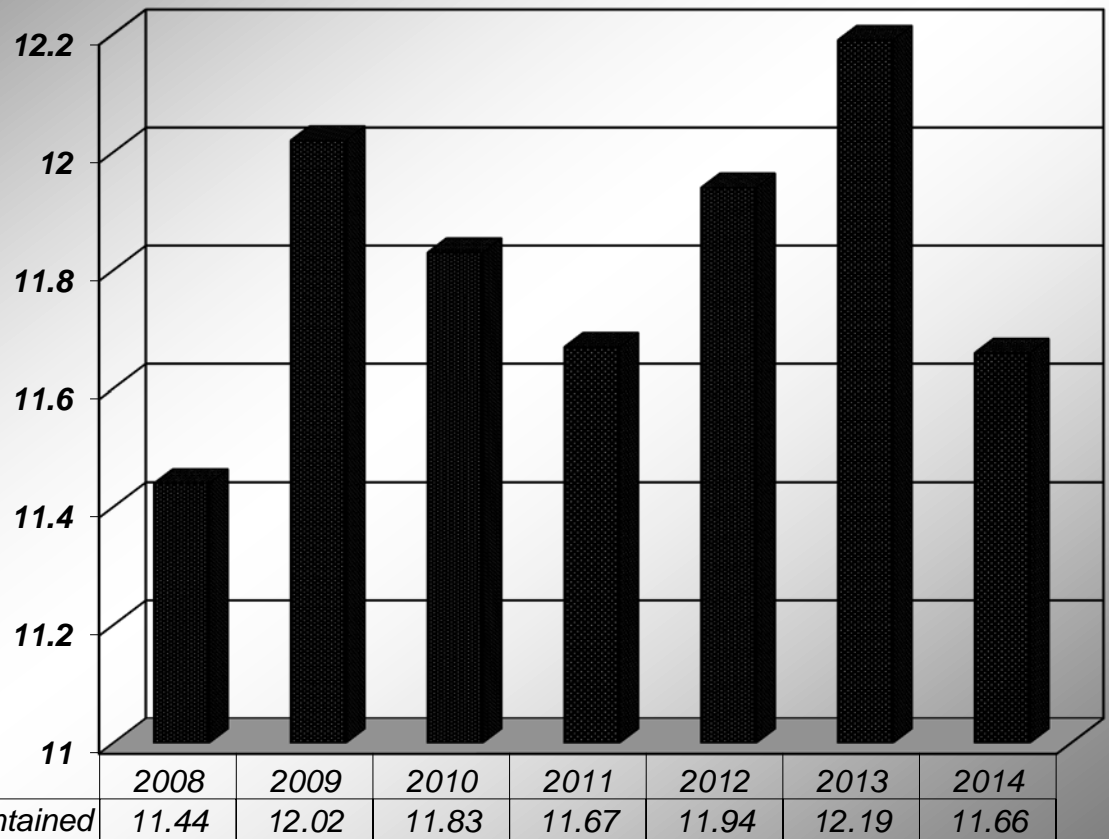
Notes about the Measure:

These figures include; Community Centres, Libraries, Administration Buildings, Fire Stations, Heritage Buildings, Senior's Centres and Park's Buildings/Field Houses.

Measure: Cost per Building Sq. Ft. Maintained

2012-14 Business Plan

Definition: The total cost of maintenance per building square foot



Key Conclusion:

Since 2008, Vaughan's operating costs have increased by 7%, while square footage increased by 27%.

Notes about the Measure:

Unit cost increases have been primarily driven by utilities and contract cost increases.

2012-14 Business Plan

Overall Conclusion:

There has been an increase in number of new buildings city wide including a Community Centre, fire hall and new City Hall which impacts on the department in resource allocation and planning. Also, dealing with multiple priorities in daily maintenance and new initiatives such as accessibility, environmental and sustainability planning require organization and long term strategic thinking.

Commissioner Sign-off

Date (mm/dd/yy)

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

ADDITIONAL RESOURCE REQUEST

Request Title Facility Operator 1

Business Unit # 160 #N/A

#N/A

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	1.00	-	-	1.00	-	1.00
Net FTE's	1.00	-	-	1.00	-	1.00
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	55,859	-	-	55,859	-	55,859
Other continuous costs	-	-	-	-	-	-
One-time expenses	-	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-
Net Operating Budget	\$ 55,859	\$ -	\$ -	\$ 55,859	\$ -	\$ 55,859
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☒ Departmental ☐ Corporate

Upon completion of the new Fitness Centre expansion at Vellore Village C.C., an additional Facility Operator 1 is required to ensure proper operation of this new addition. This new building adds an additional 10,000 square feet to the existing Facility. This position is requested to be for 3 months operation and full time ongoing. This will allow for staff to maintain appropriate service levels to the residents, users and maintain the building appropriately.

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

Milestones or Deliverables	Timelines	Comments

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

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

Other comments:

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Facility Operator 1						
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:							
Service Excellence-Pursue excellence in service delivery. Ensure and enhance community safety and wellness. Management Excellence-Maintain Assets and Infrastructure.							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
	Name/description of service level target:		Target Level	Current Level	Level with ARR		
1)							
2)							
3)							
Describe how this request relates to Departmental Business Plan:							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary	Improve User Satisfaction			Secondary	Improve Corp. Image		
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?							
This is a service-related initiative to respond to the increased square footage of the addition, and increased patron usage of the new Fitness Center. The full time placement is to assist the existing staff complement with servicing and maintaining the new Fitness Expansion.							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings			Incl. in offsets (Section #9)?
2012	Output/Service Quantity		Units				
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							
No, as more buildings are brought into ownership of the city, the existing staff complement cannot dedicate any more work time without serious service loss to existing buildings.							

Request Title	Facility Operator 1
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input type="radio"/> None</p> <p><input checked="" type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <p></p> <p></p> <p></p> <p></p> <p></p> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <p>◀ [Slider: None to High] ▶</p> <p>None Low Medium High</p> <p>Financial Impact</p> <p>◀ [Slider: \$0 to > \$10,000,000] ▶</p> <p>\$0 \$10,000 \$100,000 \$1,000,000 > \$10,000,000</p> <p>Health and Safety Risk (click on the word)</p> <p><input checked="" type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <p>◀ [Slider: None to Severe] ▶</p> <p>None Minor Major Severe</p> <p>Probability of Health & Safety Issue</p> <p>◀ [Slider: None to High] ▶</p> <p>None Low Medium High</p> </div> <div style="width: 50%; border: 1px solid black; padding: 5px;"> <p>Comments</p> <p><i>Please describe the type and nature of risk</i></p> <p>Health and Safety issues such as building safety due to understaffing will cause staff to rush and overlook major concerns such as trip hazards. Pool and Rink safety will also be effected when your staff quantities are low.</p> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input checked="" type="radio"/> Inability to support the department's directive</p> <p><input type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p> <p></p>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	
<p>Residents in the community will be affected due to reduced service levels and permit concern/complaints not being dealt with on a priority level. Staff moral will also be affected as the size of the building increases, along with building usage and workload increases.</p>	

Request Title	Facility Operator 1			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2012			
Position title	Facility Operator 1			
Estimated start date	October 1, 2012			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Cupe Hourly			
If contract, specify length (months or yrs)	N/A			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	160			
Grade level	E			
Est. starting step	Start			
Desktop (HR) Review Performed?				
B&F Accommodations Available?	Yes			
ITM Hardware required?				
Capital Equipment Required?				
Complement Annual Cost Detail				
Annual full-time \$	44,332			44,332
Annual part-time \$	-	-	-	-
Annual shift premiums, etc	-			-
Annual overtime \$	-			-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	11,526	-	-	11,526
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 55,859	\$ -	\$ -	\$ 55,859
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	160.7200	-		-
2) Training & Developme	160.7115	-		-
3) Cellular Line Charges	160.7122.01	-		-
4) Mileage	160.7100	-		-
Subtotal		\$ -	\$ -	\$ -
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	160.7211.01	-		-
2) Office Equip. & Furnitu	160.7210	-		-
3) Training & Developme	160.7115	-		-
4)	#N/A	-		-
Subtotal		-	-	-
2012 Total Complement Annual Costs	\$ 55,859	\$ -	\$ -	\$ 55,859
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments:				

Request Title		Facility Operator 1						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1								\$ -
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)	44,332	-	-			
2	* Benefits	(From sect. 7)	11,526	-	-			
3	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-	-			
4								
5								
6								
7								
Subtotal				55,859	-	-	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-	-	-	-	
2							-	
3							-	
Subtotal				-	-	-	-	
OFFSETS - cost savings, reductions, etc								
1								
2								
3								
Subtotal				-	-	-	-	
TOTAL OPERATING BUDGET CHANGE				55,859	-	-	-	
COMPLEMENTS & FTE's								
# of positions requested			(From sect. 7)	1.00	-	-	1.00	
FTE's			(From sect. 7)	1.00	-	-	1.00	
FTE reductions/offsets			(Manual Field)	-			-	
Net FTE's			(From sect. 7)	1.00	-	-	1.00	

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

ADDITIONAL RESOURCE REQUEST

Request Title Facility Operator 1

Business Unit # 160261 New City Hall

160 - Buildings and Facilities

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	1.00	-	-	1.00	-	1.00
Net FTE's	1.00	-	-	1.00	-	1.00
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	55,859	-	-	55,859	-	55,859
Other continuous costs	-	-	-	-	-	-
One-time expenses	-	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-
Net Operating Budget	\$ 55,859	\$ -	\$ -	\$ 55,859	\$ -	\$ 55,859
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☒ Departmental ☐ Corporate

Upon completion of the New City Hall Municipal Building, an additional Facility Operator 1 is required to ensure proper operation of this Facility. This Facility is approximately 300,000 square feet (triple the size of the old Civic Centre). This position is required to be full time and on going starting January 1/12. This will allow for staff to maintain appropriate service levels to the residents, users, staff and maintain the building safely and appropriately.

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

Milestones or Deliverables	Timelines	Comments

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

Department Impacted	Describe Impact (Cost/time/benefit)	Were they Consulted?
All	The functions, duties and responsibilities of building maintenance impacts all users of the respective building(s) that the staff are directly assigned to those structures.	<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No

Other comments:

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Facility Operator 1						
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:							
Service Excellence-Pursue excellence in service delivery. Ensure and enhance community safety and wellness. Management Excellence - Maintain Assets and Infrastructure.							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
Name/description of service level target:		Target Level	Current Level	Level with ARR			
1)	Number of sq.ft. maintained per FTE	50000	150000	100000			
2)							
3)							
Describe how this request relates to Departmental Business Plan:							
Service to key stakeholders will be negatively impacted with delayed response or complete inability to respond to service requests - all Departments within City Hall, visitors, guests, contractors and suppliers. Maintenance to the physical building components will not meet scheduled requirements.							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary		Improve User Satisfaction		Secondary		Improve Corp. Image	
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?							
This is a service-related initiative to take care of the increased square footage, the addition of the new fitness area, increase staffing and patrons under one roof which requires constant monitoring and cleaning throughout the day. This requires a full time Facility Operator to assist the existing trades staff with maintaining and providing a high quality and safe environment.							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings			Incl. in offsets (Section #9)?
2012	Output/Service Quantity		Units	overtime savings			
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							
No, as more buildings are brought into ownership of the city. The existing staff complement cannot dedicate any more time without serious service loss to existing buildings. In the Budget preparation for 2011, a part-time Operations staff member was requested in order to assist in the development of the maintenance program and service to the building and its' occupants, with a vision of that position becoming permanent in 2012. That position was delayed, and therefore this position should have become part of the base budget and not require this ARR.							

Request Title	Facility Operator 1
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input type="radio"/> None</p> <p><input checked="" type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> </div> </div>	
<div style="display: flex;"> <div style="width: 45%;"> <p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <p>Probability of Litigation</p> <p>Financial Impact</p> <p>Health and Safety Risk (click on the word)</p> <p>Health and Safety Magnitude</p> <p>Probability of Health & Safety Issue</p> </div> <div style="width: 55%;"> <p>Comments</p> <p><i>Please describe the type and nature of risk</i></p> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input checked="" type="radio"/> Inability to support the department's directive</p> <p><input type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	
<p>Staff and residents will be affected by lower service levels especially as the winter season approaches. Slippery floors are a major risk management issue and should be monitored consistently throughout the day.</p>	

Request Title	Facility Operator 1			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2012			
Position title	Facility Operator 1			
Estimated start date	January 1, 2012			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Cupe Hourly			
If contract, specify length (months or yrs)	N/A			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	160261			
Grade level	E			
Est. starting step	Start			
Desktop (HR) Review Performed?				
B&F Accommodations Available?	Yes			
ITM Hardware required?				
Capital Equipment Required?				
Complement Annual Cost Detail				
Annual full-time \$	44,332			44,332
Annual part-time \$	-	-	-	-
Annual shift premiums, etc	-			-
Annual overtime \$	-			-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	11,526	-	-	11,526
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 55,859	\$ -	\$ -	\$ 55,859
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	160261.7200	-		-
2) Training & Developme	160261.7115	-		-
3) Cellular Line Charges	160261.7122.01	-		-
4) Mileage	160261.7100	-		-
Subtotal		\$ -	\$ -	\$ -
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	160261.7211.01	-		-
2) Office Equip. & Furnitu	160261.7210	-		-
3) Training & Developme	160261.7115	-		-
4)	#N/A	-		-
Subtotal		-	-	-
2012 Total Complement Annual Costs	\$ 55,859	\$ -	\$ -	\$ 55,859
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments:				

Request Title		Facility Operator 1						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1								\$ -
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)	44,332	-	-			
2	* Benefits	(From sect. 7)	11,526	-	-			
3	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-	-			
4								
5								
6								
7								
Subtotal				55,859	-	-	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-	-	-	-	
2							-	
3							-	
Subtotal				-	-	-	-	
OFFSETS - cost savings, reductions, etc								
1								
2								
3								
Subtotal				-	-	-	-	
TOTAL OPERATING BUDGET CHANGE				55,859	-	-	-	
COMPLEMENTS & FTE's								
# of positions requested			(From sect. 7)	1.00	-	-	1.00	
FTE's			(From sect. 7)	1.00	-	-	1.00	
FTE reductions/offsets			(Manual Field)	-			-	
Net FTE's			(From sect. 7)	1.00	-	-	1.00	

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

ADDITIONAL RESOURCE REQUEST

Request Title McMillan Farm Land Maintenance

Business Unit # 160302 Parks Buildings/Change Rooms

160 - Buildings and Facilities

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	-	-	-	-	-	-
Net FTE's	-	-	-	-	-	-
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	-	-	-	-	-	-
Other continuous costs	35,000	-	-	35,000	-	35,000
One-time expenses	-	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-
Net Operating Budget	\$ 35,000	\$ -	\$ -	\$ 35,000	\$ -	\$ 35,000
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☒ Departmental ☐ Corporate

Buildings & Facilities requires additional funding to support the building maintenance, on the McMillan Farm property.

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

Milestones or Deliverables	Timelines	Comments
Maintain the building on the property.	Q1-2012	

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

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

Other comments:

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	McMillan Farm Land Maintenance						
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:							
This relates to the department business plan objectives by increasing community involvement ensuring the City of Vaughan utilizes the vision for the McMillan Farm as a community hub and destination point for urban agriculture, passive recreation, cultural heritage preservation, education and tourism.							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
Name/description of service level target:		Target Level	Current Level	Level with ARR			
1)							
2)							
3)							
Describe how this request relates to Departmental Business Plan:							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary		Improve User Satisfaction		Secondary		Improve Corp. Image	
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?							
Completing and maintaining services at defined levels ensures the general public remains safe and the City maintains industry standards in relation to Technical Safety and Standards Association and building code requirements.							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings	Incl. in offsets (Section #9)?		
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							

Request Title	McMillan Farm Land Maintenance
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<p>Legislative/Regulatory Requirement</p> <p> <input type="radio"/> None <input checked="" type="radio"/> Little consequence of non compliance <input type="radio"/> Significant external repercussion/penalty </p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p>	
<div style="display: flex; justify-content: space-between;"> <div> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <p>Building Code requirements</p> <p>Litigation</p> <p>TBD</p> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <p>Probability of Litigation</p> <p>None Low Medium High</p> <p>Financial Impact</p> <p>\$0 \$10,000 \$100,000 \$1,000,000 > \$10,000,000</p> <p>Health and Safety Risk (click on the word)</p> <p> <input type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input checked="" type="radio"/> Both </p> <p>Health and Safety Magnitude</p> <p>None Minor Major Severe</p> <p>Probability of Health & Safety Issue</p> <p>None Low Medium High</p>	
<p>Comments</p> <p><i>Please describe the type and nature of risk</i></p> <p>If building is not maintained to building code, there will be health & safety issues and possible injury risks. Resulting in possible law suits.</p>	
<p>Internal Operational Requirements</p> <p> <input type="radio"/> None <input type="radio"/> Service provided with minor internal issues -slight inconvenience <input checked="" type="radio"/> Inability to support the department's directive <input type="radio"/> Direct affect on multiple departments <input type="radio"/> Citywide implications </p> <p>Comments</p> <p>City of Vaughan staff, residents and visitors would not be able to safely use and access the McMillan Farm facility if regular maintenance of the building is not performed on a regular schedule.</p>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	

Request Title	McMillan Farm Land Maintenance			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year				
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify length (months or yrs)				
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)				
Grade level				
Est. starting step				
Desktop (HR) Review Performed?				
B&F Accommodations Available?				
ITM Hardware required?				
Capital Equipment Required?				
Complement Annual Cost Detail				
Annual full-time \$				-
Annual part-time \$	-	-	-	-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	-	-	-	-
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ -	\$ -	\$ -	\$ -
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	160302.7200			-
2) Training & Developme	160302.7115			-
3) Cellular Line Charges	160302.7122.01			-
4) Mileage	160302.7100			-
Subtotal		\$ -	\$ -	\$ -
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	160302.7211.01			-
2) Office Equip. & Furnitu	160302.7210			-
3) Training & Developme	160302.7115			-
4)	#N/A			-
Subtotal		-	-	-
2012 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments:				

Request Title		McMillan Farm Land Maintenance						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1								\$ -
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)		-	-	-		
2	* Benefits	(From sect. 7)		-	-	-		
3	* Complement sch. Expenses (calculated field)	(From sect. 7)		-	-	-		
4	Building Maintenance			35,000				
5								
6								
7								
Subtotal				35,000	-	-	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)		-	-	-	-	
2							-	
3							-	
Subtotal				-	-	-	-	
OFFSETS - cost savings, reductions, etc								
1								
2								
3								
Subtotal				-	-	-	-	
TOTAL OPERATING BUDGET CHANGE				35,000	-	-	-	
COMPLEMENTS & FTE's								
# of positions requested			(From sect. 7)	-	-	-	-	
FTE's			(From sect. 7)	-	-	-	-	
FTE reductions/offsets			(Manual Field)				-	
Net FTE's			(From sect. 7)	-	-	-	-	

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

ADDITIONAL RESOURCE REQUEST

Request Title Facility Operator 1

Business Unit # 160266 Father Ermanno Bulfon C.C.

160 - Buildings and Facilities

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	-	1.00	-	1.00	-	1.00
Net FTE's	-	1.00	-	1.00	-	1.00
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	-	56,581	-	56,581	-	56,581
Other continuous costs	-	-	-	-	-	-
One-time expenses	-	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-
Net Operating Budget	\$ -	\$ 56,581	\$ -	\$ 56,581	\$ -	\$ 56,581
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☒ Departmental ☐ Corporate

Upon completion of the new Fitness Centre expansion at Father Ermano C.C., an additional Facility Operator 1 is required to ensure proper operation of this new addition. This new building adds an additional 5,000 square feet to the existing Facility. This position is requested to be for 3 months operation and full time ongoing. This will allow for staff to maintain appropriate service levels to the residents, users and maintain the building appropriately.

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

Milestones or Deliverables	Timelines	Comments

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

Department Impacted	Describe Impact (Cost/time/benefit)	Were they Consulted?
Recreation and Culture	Should service levels of cleanliness and building maintenance and repair not be realized, membership levels will drop resulting in loss of revenue.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No

Other comments:

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Facility Operator 1						
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:							
Service Excellence-Pursue excellence in service delivery. Ensure and enhance community safety and wellness. Management Excellence-Maintain Assets and Infrastructure.							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
Name/description of service level target:		Target Level	Current Level	Level with ARR			
1)	Number of sq.ft. maintained per FTE	20,000	27,500	20,000			
2)							
3)							
Describe how this request relates to Departmental Business Plan:							
Service to key stakeholders will be negatively impacted - Recreation and Culture, residents/facility users, sports groups in Vaughan.							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary		Improve User Satisfaction		Secondary		Improve Corp. Image	
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?							
This is a service-related initiative to respond to the increased square footage of the addition, and increased patron usage of the new Fitness Center. The full time placement is to assist the existing staff complement with servicing and maintaining the new Fitness Expansion.							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings			Incl. in offsets (Section #9)?
2012	Output/Service Quantity		Units				
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							
No, as more buildings are brought into ownership of the city, the existing staff complement cannot dedicate any more work time without serious service loss to existing buildings.							

Request Title	Facility Operator 1
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input type="radio"/> None</p> <p><input checked="" type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 10px;">Ontario Public Health Act, TSSA Refrigeration B52 Code</div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 10px;">Maintaining public buildings in a safe and sanitary state. Maintaining swimming pool water quality within required parameters. Maintaining refrigeration plant according to required standards.</div> <div style="border: 1px solid black; padding: 2px;">Closing of the affected areas, closure of the swimming pool, closing of the ice rink.</div> <div style="border: 1px solid black; padding: 2px;">Compliant</div> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 15px; background: linear-gradient(to right, #ccc 49%, #ccc 49% 51%, #ccc 51% 53%, #ccc 53% 55%, #ccc 55% 57%, #ccc 57% 59%, #ccc 59% 61%, #ccc 61% 63%, #ccc 63% 65%, #ccc 65% 67%, #ccc 67% 69%, #ccc 69% 71%, #ccc 71% 73%, #ccc 73% 75%, #ccc 75% 77%, #ccc 77% 79%, #ccc 79% 81%, #ccc 81% 83%, #ccc 83% 85%, #ccc 85% 87%, #ccc 87% 89%, #ccc 89% 91%, #ccc 91% 93%, #ccc 93% 95%, #ccc 95% 97%, #ccc 97% 99%, #ccc 99% 100%); border: 1px solid #ccc; position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="margin-left: 10px; font-size: 0.8em;">None Low Medium High</div> </div> <p>Financial Impact</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 15px; background: linear-gradient(to right, #ccc 30%, #ccc 30% 32%, #ccc 32% 34%, #ccc 34% 36%, #ccc 36% 38%, #ccc 38% 40%, #ccc 40% 42%, #ccc 42% 44%, #ccc 44% 46%, #ccc 46% 48%, #ccc 48% 50%, #ccc 50% 52%, #ccc 52% 54%, #ccc 54% 56%, #ccc 56% 58%, #ccc 58% 60%, #ccc 60% 62%, #ccc 62% 64%, #ccc 64% 66%, #ccc 66% 68%, #ccc 68% 70%, #ccc 70% 72%, #ccc 72% 74%, #ccc 74% 76%, #ccc 76% 78%, #ccc 78% 80%, #ccc 80% 82%, #ccc 82% 84%, #ccc 84% 86%, #ccc 86% 88%, #ccc 88% 90%, #ccc 90% 92%, #ccc 92% 94%, #ccc 94% 96%, #ccc 96% 98%, #ccc 98% 100%); border: 1px solid #ccc; position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="margin-left: 10px; font-size: 0.8em;">\$0 \$10,000 \$100,000 \$1,000,000 > \$10,000,000</div> </div> <p>Health and Safety Risk (click on the word)</p> <p><input checked="" type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 15px; background: linear-gradient(to right, #ccc 50%, #ccc 50% 52%, #ccc 52% 54%, #ccc 54% 56%, #ccc 56% 58%, #ccc 58% 60%, #ccc 60% 62%, #ccc 62% 64%, #ccc 64% 66%, #ccc 66% 68%, #ccc 68% 70%, #ccc 70% 72%, #ccc 72% 74%, #ccc 74% 76%, #ccc 76% 78%, #ccc 78% 80%, #ccc 80% 82%, #ccc 82% 84%, #ccc 84% 86%, #ccc 86% 88%, #ccc 88% 90%, #ccc 90% 92%, #ccc 92% 94%, #ccc 94% 96%, #ccc 96% 98%, #ccc 98% 100%); border: 1px solid #ccc; position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="margin-left: 10px; font-size: 0.8em;">None Minor Major Severe</div> </div> <p>Probability of Health & Safety Issue</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 15px; background: linear-gradient(to right, #ccc 50%, #ccc 50% 52%, #ccc 52% 54%, #ccc 54% 56%, #ccc 56% 58%, #ccc 58% 60%, #ccc 60% 62%, #ccc 62% 64%, #ccc 64% 66%, #ccc 66% 68%, #ccc 68% 70%, #ccc 70% 72%, #ccc 72% 74%, #ccc 74% 76%, #ccc 76% 78%, #ccc 78% 80%, #ccc 80% 82%, #ccc 82% 84%, #ccc 84% 86%, #ccc 86% 88%, #ccc 88% 90%, #ccc 90% 92%, #ccc 92% 94%, #ccc 94% 96%, #ccc 96% 98%, #ccc 98% 100%); border: 1px solid #ccc; position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="margin-left: 10px; font-size: 0.8em;">None Low Medium High</div> </div> </div> <div style="width: 55%;"> <p>Comments</p> <div style="border: 1px solid black; padding: 5px; min-height: 150px;"> <p><i>Please describe the type and nature of risk</i></p> <p>Health and Safety issues such as building safety due to understaffing will cause staff to rush and overlook major concerns such as trip hazards. Pool and Rink safety will also be effected when your staff quantities are low.</p> </div> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input checked="" type="radio"/> Inability to support the department's directive</p> <p><input type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p> <div style="border: 1px solid black; padding: 5px; min-height: 50px;"> <p>Inability to support the Commission's mandate as Recreation and Culture would be negatively affected.</p> </div>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	
<p>Residents in the community will be affected due to reduced service levels and permit concern/complaints not being dealt with on a priority level. Staff moral will also be affected as the size of the building increases, along with building usage and workload increases.</p>	

Request Title	Facility Operator 1			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2013			
Position title	Facility Operator 1			
Estimated start date	October 1, 2013			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Cupe Hourly			
If contract, specify length (months or yrs)	N/A			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	160266			
Grade level	E			
Est. starting step	Start			
Desktop (HR) Review Performed?				
B&F Accommodations Available?	Yes			
ITM Hardware required?				
Capital Equipment Required?				
Complement Annual Cost Detail				
Annual full-time \$	44,657			44,657
Annual part-time \$	-	-	-	-
Annual shift premiums, etc	-			-
Annual overtime \$	-			-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	11,924	-	-	11,924
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 56,581	\$ -	\$ -	\$ 56,581
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	160266.7200	-		-
2) Training & Developme	160266.7115	-		-
3) Cellular Line Charges	160266.7122.01	-		-
4) Mileage	160266.7100	-		-
Subtotal	\$ -	\$ -	\$ -	\$ -
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	160266.7211.01	-		-
2) Office Equip. & Furnitu	160266.7210	-		-
3) Training & Developme	160266.7115	-		-
4)	#N/A	-		-
Subtotal	-	-	-	-
2012 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2013 Total Complement Annual Costs	\$ 56,581	\$ -	\$ -	\$ 56,581
2014 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments:				

Request Title		Facility Operator 1						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1								\$ -
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)	-	44,657	-			
2	* Benefits	(From sect. 7)	-	11,924	-			
3	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-	-			
4								
5								
6								
7								
Subtotal				-	56,581	-	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-	-	-	-	
2							-	
3							-	
Subtotal				-	-	-	-	
OFFSETS - cost savings, reductions, etc								
1								
2								
3								
Subtotal				-	-	-	-	
TOTAL OPERATING BUDGET CHANGE				-	56,581	-	-	
COMPLEMENTS & FTE's								
# of positions requested			(From sect. 7)	-	1.00	-	1.00	
FTE's			(From sect. 7)	-	1.00	-	1.00	
FTE reductions/offsets			(Manual Field)		-		-	
Net FTE's			(From sect. 7)	-	1.00	-	1.00	

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

ADDITIONAL RESOURCE REQUEST

Request Title Assistant Foreperson

Business Unit # 160 #N/A

#N/A

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	-	-	1.00	1.00	-	1.00
Net FTE's	-	-	1.00	1.00	-	1.00
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	-	-	62,687	62,687	-	62,687
Other continuous costs	-	-	-	-	-	-
One-time expenses	-	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-
Net Operating Budget	\$ -	\$ -	\$ 62,687	\$ 62,687	\$ -	\$ 62,687
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☒ Departmental ☐ Corporate

Upon completion of the new Multi Purpose/Double Rink Facility Block 11, an additional Assistant Foreperson is required to ensure proper operation of this new addition. This new building is an additional 150,000 square feet matching the Al Palladini C.C. This position is required to formulate the Daily Duties, Preventative Maintenance Programs, Risk Management Program, Pool Training, Olympia and Compressor Training etc. This position is requested to be full time and on going. This will allow for staff to maintain appropriate service levels to the residents, users and maintain the building appropriately.

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

Milestones or Deliverables	Timelines	Comments

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

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

Other comments:

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Assistant Foreperson						
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:							
Service Excellence-Pursue excellence in service delivery. Ensure and enhance community safety and wellness. Management Excellence-Maintain Assets and Infrastructure.							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
Name/description of service level target:		Target Level	Current Level	Level with ARR			
1)							
2)							
3)							
Describe how this request relates to Departmental Business Plan:							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary		Improve Corp. Image		Secondary		Improve Sustainability	
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?							
This is a service-related initiative to respond to the increased square footage of the addition, and increased patron usage of the new Facility. The full time addition is to provide service excellence and to oversee the daily operation of the new Facility.							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings			Incl. in offsets (Section #9)?
2014	Output/Service Quantity		Units	preventative maintenance program and daily duties will assist for a safe operation			
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							
No, as more buildings are brought into ownership of the city, the existing staff complement cannot dedicate any more time without serious service loss to existing buildings.							

Request Title	Assistant Foreperson
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input type="radio"/> None</p> <p><input checked="" type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> </div> </div>	
<div style="display: flex;"> <div style="width: 45%;"> <p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <p>Probability of Litigation</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 10px; background: linear-gradient(to right, #ccc, #ccc); position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="margin-left: 5px;">None Low Medium High</div> </div> <p>Financial Impact</p> <div style="display: flex; align-items: center;"> <div style="width: 200px; height: 10px; background: linear-gradient(to right, #ccc, #ccc); position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="margin-left: 5px;">\$0 \$10,000 \$100,000 \$1,000,000 > \$10,000,000</div> </div> <p>Health and Safety Risk (click on the word)</p> <p><input checked="" type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <div style="display: flex; align-items: center;"> <div style="width: 150px; height: 10px; background: linear-gradient(to right, #ccc, #ccc); position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="margin-left: 5px;">None Minor Major Severe</div> </div> <p>Probability of Health & Safety Issue</p> <div style="display: flex; align-items: center;"> <div style="width: 150px; height: 10px; background: linear-gradient(to right, #ccc, #ccc); position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="margin-left: 5px;">None Low Medium High</div> </div> </div> <div style="width: 55%;"> <p>Comments</p> <p><i>Please describe the type and nature of risk</i></p> <p>The impact of no Assistant Foreperson could lead to major litigation issues and cause financial and legal headaches.</p> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input checked="" type="radio"/> Inability to support the department's directive</p> <p><input type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	
<p>Residents in the community will be affected due to reduced service levels and permit concern/complaints not being dealt with on a priority level. Staff moral will also be affected due to the size of the building, along with building usage and increase workloads.</p>	

Request Title	Assistant Foreperson			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2014			
Position title	Assistant Foreperson			
Estimated start date	January 1, 2014			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Cupe Hourly			
If contract, specify length (months or yrs)	N/A			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	160			
Grade level	G			
Est. starting step	Start			
Desktop (HR) Review Performed?				
B&F Accommodations Available?				
ITM Hardware required?				
Capital Equipment Required?				
Complement Annual Cost Detail				
Annual full-time \$	49,205			49,205
Annual part-time \$	-	-	-	-
Annual shift premiums, etc	-			-
Annual overtime \$	-			-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	13,482	-	-	13,482
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 62,687	\$ -	\$ -	\$ 62,687
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	160.7200	-		-
2) Training & Developme	160.7115	-		-
3) Cellular Line Charges	160.7122.01	-		-
4) Mileage	160.7100	-		-
Subtotal		\$ -	\$ -	\$ -
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	160.7211.01	-		-
2) Office Equip. & Furnitu	160.7210	-		-
3) Training & Developme	160.7115	-		-
4)	#N/A	-		-
Subtotal		-	-	-
2012 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ 62,687	\$ -	\$ -	\$ 62,687
Additional Comments:				

Request Title		Assistant Foreperson						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1								\$ -
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)	-	-	49,205			
2	* Benefits	(From sect. 7)	-	-	13,482			
3	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-	-			
4								
5								
6								
7								
Subtotal				-	-	62,687	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-	-	-	-	
2							-	
3							-	
Subtotal				-	-	-	-	
OFFSETS - cost savings, reductions, etc								
1								
2								
3								
Subtotal				-	-	-	-	
TOTAL OPERATING BUDGET CHANGE				-	-	62,687	-	
COMPLEMENTS & FTE's								
# of positions requested			(From sect. 7)	-	-	1.00	1.00	
FTE's			(From sect. 7)	-	-	1.00	1.00	
FTE reductions/offsets			(Manual Field)			-	-	
Net FTE's			(From sect. 7)	-	-	1.00	1.00	

Fleet

- 1. Financial Summary**

- 2. Business Plans**

- 3. ARR's**

2012

♦ Mechanic II

Revenue and Expenditure Summary

2012 - 14 Operating Budget

Department	Exp Category	Account	2010 Actuals	Actual Forecast	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
Fleet Management														
	Joint Service Revenue													
		3572 Joint Service Revenue	(3,107)	(2,198)	(12,000)	(500)	0	(12,500)	(500)	4.2%	(12,500)	0	(12,500)	0
		Total Joint Service Revenue	(3,107)	(2,198)	(12,000)	(500)	0	(12,500)	(500)	4.2%	(12,500)	0	(12,500)	0
	Labour Costs													
		7010 Full Time	521,149	565,684	625,356	26,946	0	652,302	26,946	4.3%	659,308	7,006	660,106	798
		7012 Overtime	13,522	26,014	28,075	1,695	0	29,770	1,695	6.0%	29,770	0	29,770	0
		7015 Part Time	30,608	20,710	(344)	344	0	0	344	(100.0)%	0	0	0	0
		7017 Benefits	139,187	152,102	167,875	9,485	0	177,360	9,485	5.7%	183,981	6,621	189,041	5,060
		Total Labour Costs	704,467	764,511	820,962	38,470	0	859,432	38,470	4.7%	873,059	13,627	878,917	5,858
	Other Expenses													
		7100 Mileage	73	143	153	0	0	153	0	0.0%	153	0	153	0
		7103 407-ETR Toll Charges	184	83	204	0	0	204	0	0.0%	204	0	204	0
		7105 Membership/Dues/Fees	844	522	661	0	0	661	0	0.0%	661	0	661	0
		7110 Meals and Meal Allowances	0	308	874	0	0	874	0	0.0%	874	0	874	0
		7115 Training & Development	115	1,097	3,791	0	0	3,791	0	0.0%	3,791	0	3,791	0
		7125 Subscriptions/Publications	39	0	305	0	0	305	0	0.0%	305	0	305	0
		7130 Seminars & Workshops	0	290	814	0	0	814	0	0.0%	814	0	814	0
		7200 Office Supplies	4,614	3,899	4,711	0	0	4,711	0	0.0%	4,711	0	4,711	0
		7205 Computer Supplies	0	706	2,827	0	(2,327)	500	(2,327)	(82.3)%	500	0	500	0
		7210 Office Equip. & Furniture	3,818	1,387	3,392	0	0	3,392	0	0.0%	3,392	0	3,392	0
		7211 Computer Hardware/Software	580	1,442	3,769	0	(3,069)	700	(3,069)	(81.4)%	700	0	700	0
		7220 Copiers, Faxes and Supplies	5,121	5,659	4,711	0	1,500	6,211	1,500	31.8%	6,211	0	6,211	0
		7222 Printing	6,855	7,818	7,700	0	0	7,700	0	0.0%	7,700	0	7,700	0
		7300 Protective Clothing/Uniforms	4,136	6,159	6,501	0	0	6,501	0	0.0%	6,501	0	6,501	0
		7315 Vehicle Maintenance &	22,174	36,729	31,338	1,448,962	(8,628)	1,471,672	1,440,334	4,596.1%	1,471,672	0	1,471,672	0
		7330 Materials & Supplies	35,009	30,362	28,134	0	6,966	35,100	6,966	24.8%	35,100	0	35,100	0
		7335 Small Tools & Equipment	3,345	6,438	7,538	0	0	7,538	0	0.0%	7,538	0	7,538	0
		7345 Radio Operations	659	636	2,544	0	0	2,544	0	0.0%	2,544	0	2,544	0
		7346 Fuel Operating System	8,646	3,685	8,141	0	0	8,141	0	0.0%	8,141	0	8,141	0
		7520 Professional Fees	0	1,016	4,070	0	(3,070)	1,000	(3,070)	(75.4)%	1,000	0	1,000	0
		7560 Gas/Diesel - Vehicles	0	0	0	128,320	0	128,320	128,320	0.0%	131,152	2,832	132,710	1,558
		7699 Sundry Expenses	267	1,009	1,680	0	0	1,680	0	0.0%	1,680	0	1,680	0
		7700 Chgs. from Othe Depts.	1,600	30,457	33,000	0	0	33,000	0	0.0%	33,000	0	33,000	0
		7710 Internal Recoveries	0	(400)	(1,600)	0	0	(1,600)	0	0.0%	(1,600)	0	(1,600)	0
		Total Other Expenses	98,078	139,446	155,258	1,577,282	(8,628)	1,723,912	1,568,654	1,010.4%	1,726,744	2,832	1,728,302	1,558
Total Fleet Management			799,438	901,759	964,220	1,615,252	(8,628)	2,570,844	1,606,624	166.6%	2,587,303	16,459	2,594,719	7,416

* Note: Actual Forecast 2011 is for reference purposes only and is based on year to date actuals as of September 2011 plus the remainder of the calendarized budget.



Revenue and Expenditure Summary

2012 - 14 Operating Budget

2012 Budget Variance Comments

7010 - Full Time	Increase as per pro rated progression and economic adjustment
7012 - Overtime	Rate adjustment due to CUPE agreement
7015 - Part Time	Correction of 2011 budget
7017 - Benefits	Related to salary increases and budget guideline increases.
7205 - Computer Supplies	Reallocated to Copier/fax supplies and materials & supplies.
7211 - Computer	Reallocated to Copier/fax supplies and materials & supplies.
7220 - Copier, Faxes and Supplies	Reallocated from Computer supplies, hardware and professional fees.
7315 - Vehicle Maintenance & Repairs	Budget realignment due to changes in allocation of fleet repairs & maintenance and fuel.
7330 - Materials & Supplies	Reallocated from Computer supplies, hardware and professional fees.
7520 - Prof fees	Reallocated to Copier/fax supplies and materials & supplies.
7560 - Gas/Diesel - Vehicles	Budget realignment due to changes in allocation of fleet repairs & maintenance and fuel and increases as per guidleines.

2013 Budget Variance Comments

7010 - Full Time	Adj for progression and economic increase.
7017 - Benefits	Increase as per guidelines.
7560 - Gas/Diesel - Vehicles	Increase as per guidelines.

2014 Budget Variance Comments

7010 - Full Time	Adj for economic increases.
7017 - Benefits	Increase as per guidelines.
7560 - Gas/Diesel - Vehicles	Increase as per guidelines.

2012-14 Business Plan

BUSINESS OVERVIEW

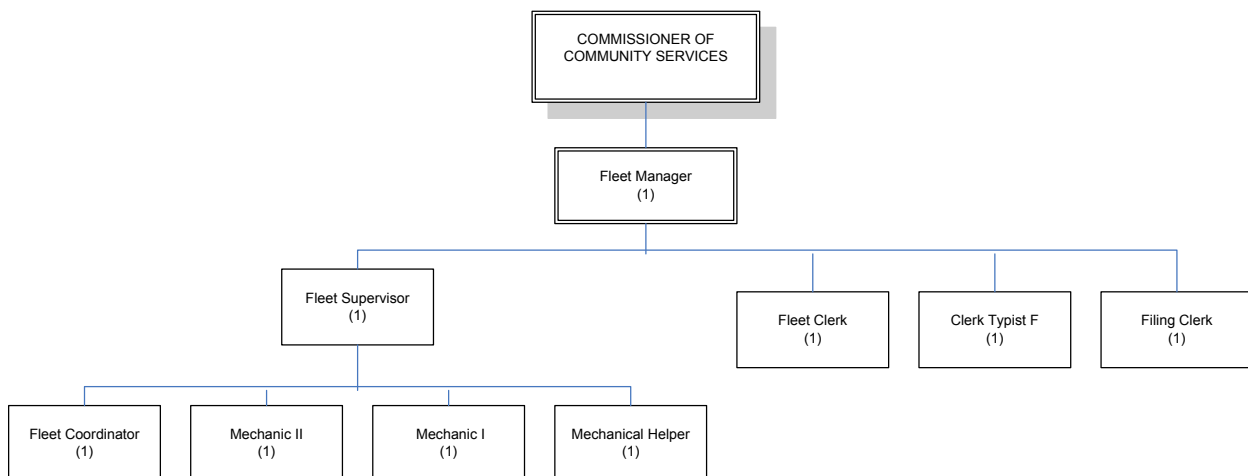
Service Statement:

Fleet Services is responsible for administering a pro-active and cost efficient maintenance program to ensure that vehicles and equipment are operating in a safe and reliable manner, and ensuring that the guidelines of all government legislation and that of government agencies are met.

Service Profile:



FLEET DEPARTMENT ORGANIZATIONAL CHART



Approved Full-time Complement: 9

CITY OF VAUGHAN
August 2011

Page 1

2012-14 Business Plan

Full Time, Part Time and Overtime – Budgeted Amounts

	2010	2011	2012 Base	Additional Resource Requests		
				2012	2013	2014
Full Time	8	8	9		1	
Part Time	1	1	0			
Overtime	\$27,256	\$27,255	\$27,255			

Key Stakeholders:

- City Departments
- Mayor and Council
- York Regional Police (fuel)
- Outside Suppliers/Contractors
- Contract Repair Shops
- Specialized Repair Shops
- Government Agencies/Ministry of Transportation

Work Plan:

Link to Vaughan Vision 2020:

Demonstrate Excellence in Service Delivery

Future Pressures and Opportunities:

To promote good driving habits by following the pertinent laws, acts and legislations to ensure that City vehicles and equipment are operated in a safe manner.

To improve the repairs/maintenance efficiency by hiring more staff to keep up with the demands of City growth.

Business Plan Objectives

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Develop and implemented a driver training procedure for temporary employees who will be assigned to drive vehicles by March 31, 2011.	2010	Driver trainer is now hired on contract	The procedures are in the development stage
Develop training for temporary employees operating a truck and trailer combination, loaded with equipment.	2010	Driver trainer is now hired on contract	The training program is being developed
Develop an ongoing program that will teach city drivers how to improve their driving skills and habits to save fuel, reduce accidents and cost.	2010	Driver trainer is now hired on contract	The program has started
Establish a procedure in consultation with Human Resources requirements for hiring staff that will be driving City vehicle/equipment in accordance with the Highway Traffic Act and the City Fleet Policy.	2010	A revised draft of the Fleet Policy has been	

2012-14 Business Plan

		completed and waiting approval	
Review present machining time formula with the Budgeting and Financial Planning Department to establish a system for all departments.	2010	Finance dept. has revised machine time	New plan will be implemented in January 2012
Hire a driver trainer.	2011	Driver trainer is now hired on contract	
Streamline vehicle and equipment inventory to comply with replacement schedule.	2011	Pending approval of policy	
To bring all mechanics to the same level as Job Description H26 .	2011	ARR completed for 2012 budget approval	
To bring part time clerk to full time position.	2011	Approved in 2011 Budget	Awaiting final approval by City Manager and then will be posted.

2012-14 Business Plan Objectives:

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2012 (Top 3 Objectives)			
1. To hire a permanent driver trainer.	2012		
2. Streamline shop parts inventory procurement	2012		
3. Create a tracking system for the pre-trip inspections.	2012		
4. Finalize Fleet Policy draft for approval.	2012		
2013 (Top 3 Objectives)			
1. Plan to hire an additional mechanic.	2013		
2. To meet the demands of repairs and maintenance due to City growth.	2013		
3. To ensure that the departments with vehicles and equipment sustain the excellent quality of service to the City residents.	2013		

2012-14 Business Plan

2014 (Top 3 Objectives)

Key Performance Indicators:

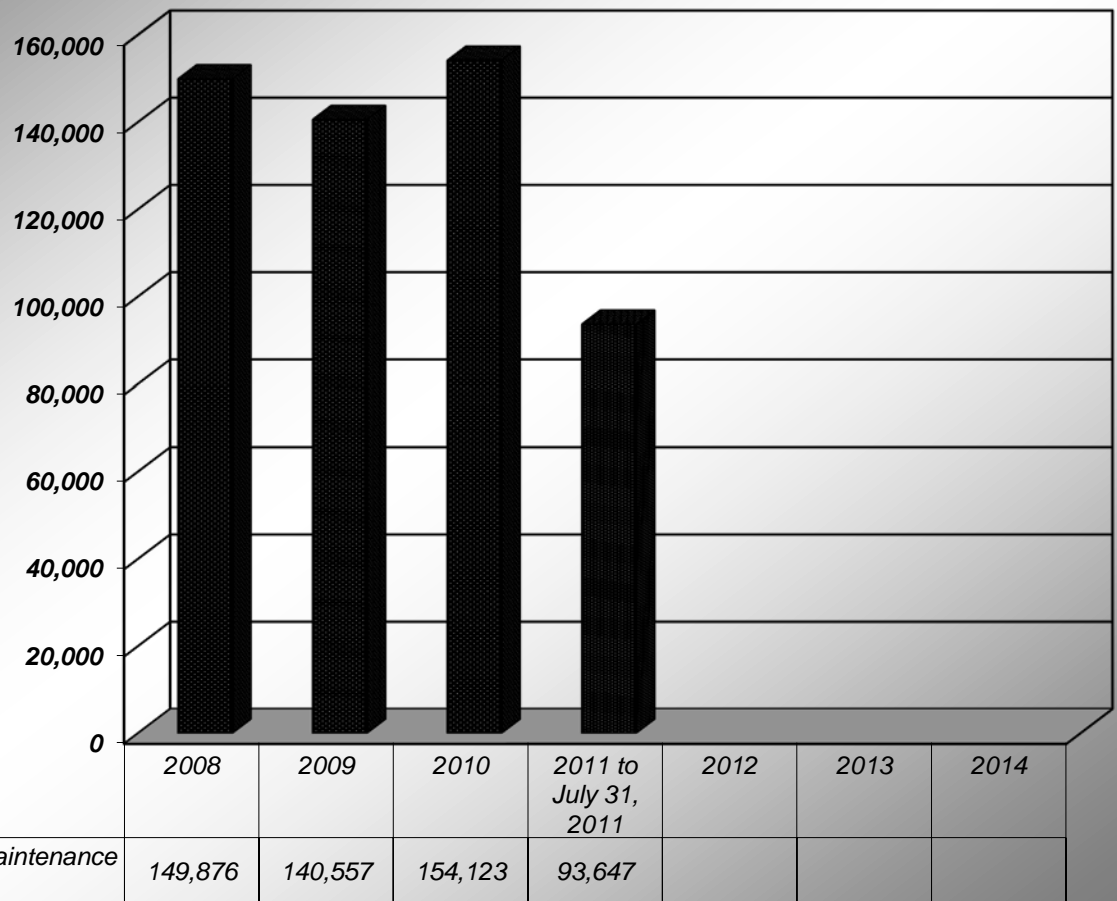
1. To do more equipment inhouse.
2. To improve the efficiency of the department needs by hiring additional staff.
3. Because of City growth the department, more vehicles and equipment are required to service this growth.

BUSINESS OVERVIEW:

Notes about the Measure:

Measure: Cost per Preventative Maintenance Service

Total costs for Preventative Maintenance Services A, B & C



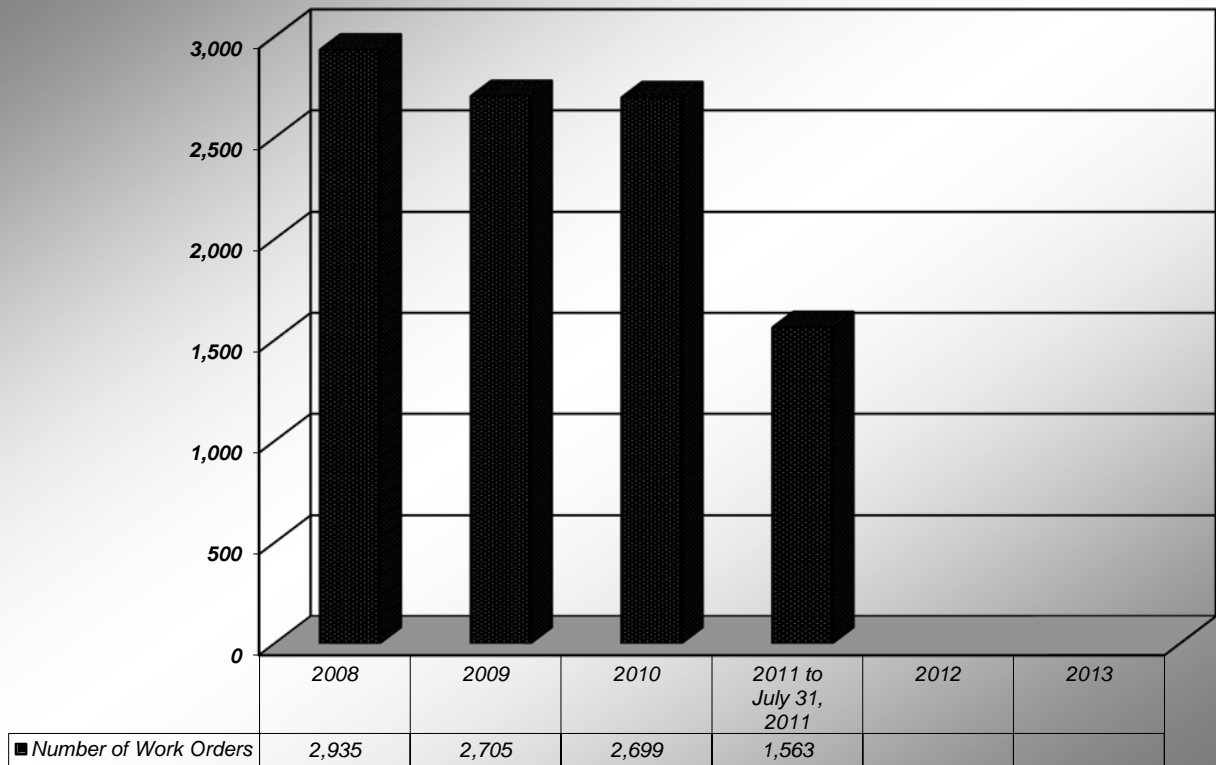
2012-14 Business Plan

Key Conclusion:

2010 preventative maintenance slightly exceeds that of 2009 because in 2010 vehicles/equipment that were due for replacement were not approved. As such, the maintenance costs were increased because they were kept in service.

BUSINESS OVERVIEW

Measure: Number of Work Orders per Clerical FTE



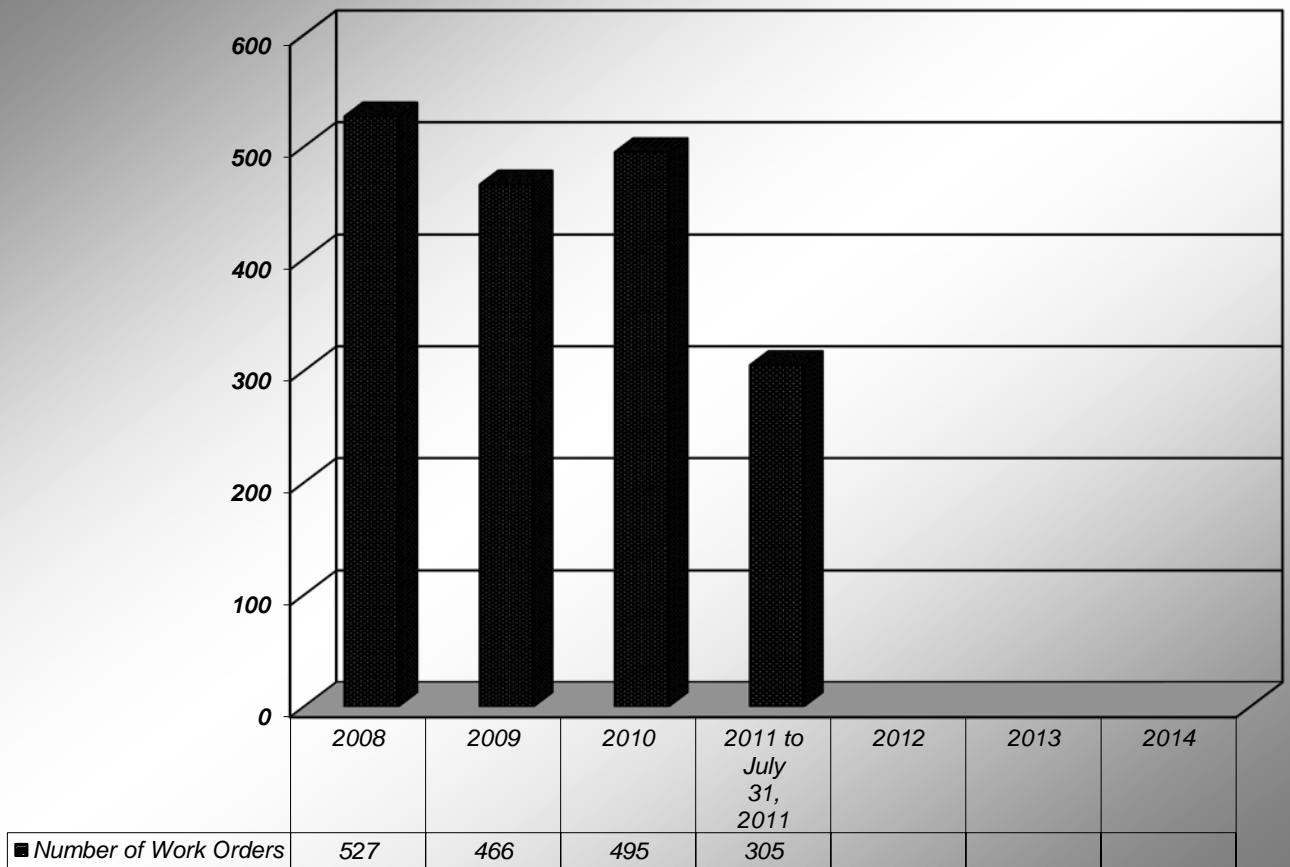
Key Conclusion:

We continue to streamline the work orders and separate the preventative from the general repairs. This is shown in the 2009 and 2010 bars.

2012-14 Business Plan

BUSINESS OVERVIEW

Measure: Number of Work Orders per Mechanical FTE



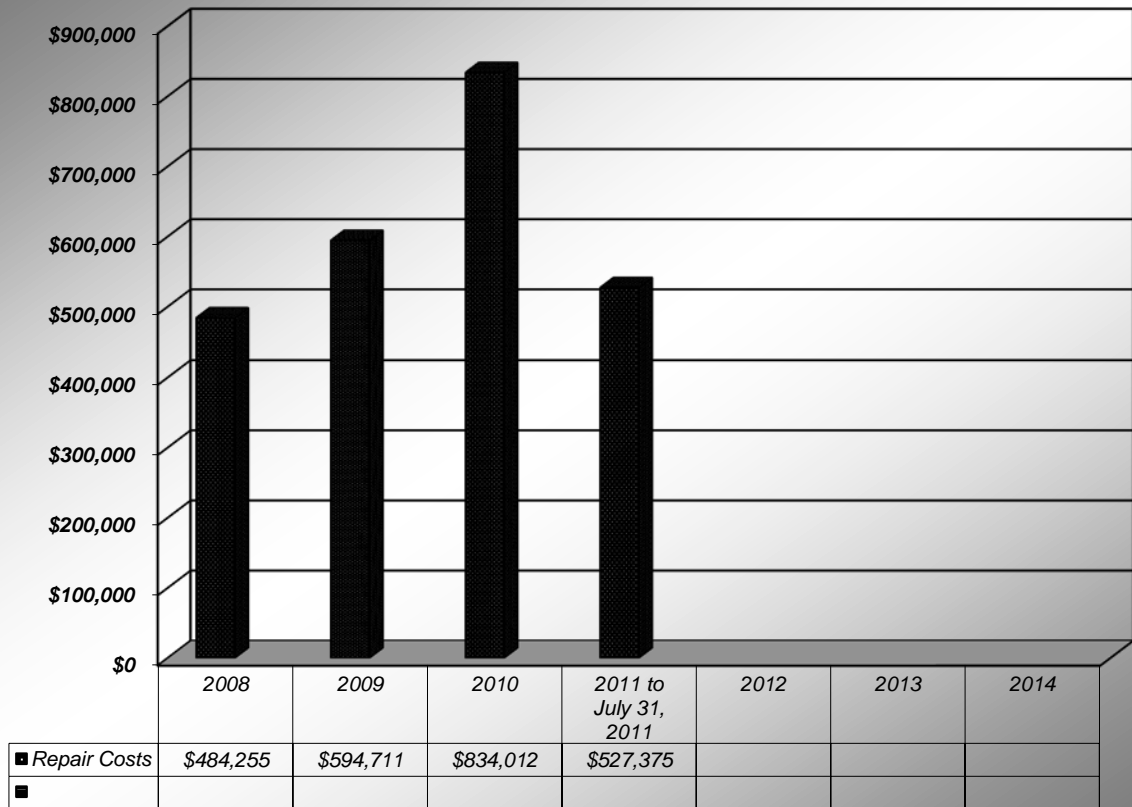
Key Conclusion:

The chart for 2010 shows an increase over 2009 because more repairs were performed on the vehicles/equipment due to no replacement of those that reached/exceeded the life cycle, and we had to keep them in service.

2012-14 Business Plan

BUSINESS OVERVIEW

Measure: Amount of General Repair Costs per year



Key Conclusion:

The general repair costs increased by approximately 40% in 2010 over 2009 because we had to keep the old vehicles/equipment in service, due to no replacements.

2012-14 Business Plan

Key Conclusion:

There should be an overall decrease in vehicle/equipment repair costs once the older units are replaced.

Overall Conclusion:

There was an increase in repair costs because the older vehicles/equipment were not replaced in 2010. However, with the replacements taking place in 2011-2012 there would be a decrease in repair costs as the older vehicles/equipment are replaced with newer units.

Commissioner Sign-off**Date (mm/dd/yy)**

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

ADDITIONAL RESOURCE REQUEST

Request Title Mechanic II

Business Unit # 6852000 Fleet Management Services

165 - Fleet Management

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	1.00	-	-	1.00	-	1.00
Net FTE's	-	-	-	-	-	-
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	84,755	-	-	84,755	-	84,755
Other continuous costs	-	-	-	-	-	-
One-time expenses	-	-	-	-	-	-
Offsets/reductions	(84,755)	-	-	(84,755)	-	(84,755)
Net Operating Budget	\$ (0)	\$ -	\$ -	\$ (0)	\$ -	\$ (0)
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☒ Departmental ☐ Corporate

This position currently exists as a Mechanic I and we are requesting that it be upgraded to a Mechanic II. There will be no cost impact as the difference in salary and benefits will be offset from the Fleet Operating Budget in the amount of \$7,900.00. The Mechanic II position is required to enhance the repairs and maintenance operation by getting more work done on large equipment, thus increasing productivity and reducing overtime. The Mechanic I position does not include large equipment only small engine equipment.

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

Milestones or Deliverables	Timelines	Comments

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

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

Other comments:

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Mechanic II						
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
Service	Demonstrate Excellence in Service Delivery						General Correlation
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:							
<p>The larger vehicles and equipment will be repaired and maintained in a more timely manner to provide service to the residents of Vaughan. Any vehicle and equipment larger than a small engine equipment will be repaired by this position once upgraded, will ensure that the service provided to various City departments and the community are maintained to City standards eg. large equipment other than small engine equipment including snow plows, large grass cutting equipment such as riding mowers and mowers with enclosed cabs and maintenance on medium and heavy vehicles.</p>							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
	Name/description of service level target:		Target Level	Current Level	Level with ARR		
1)							
2)							
3)							
Describe how this request relates to Departmental Business Plan:							
Because of the increase in larger vehicles and equipment due to growth, more repairs and maintenance are required in these categories of vehicles and equipment.							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary		Secondary					
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?							
By upgrading the Mechanic I position to Mechanic II, it will increase the efficiency of repairs and maintenance in the Fleet Department by eliminating limitations for the Fleet Supervisor when distributing work to mechanical staff. This will increase repairs on regular hours, thus decreasing overtime on the number of large equipment going to contract shops for emergency breakdown repairs, will decrease down time and repair costs on large equipment.							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings		Incl. in offsets (Section #9)?	
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							

Request Title	Mechanic II
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input type="radio"/> None</p> <p><input checked="" type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <p>Highway Traffic Act (HTA)</p> <p></p> <p>Repairs delayed, services delayed and community not serviced in a timely manner, poses health and safety risks to staff using the vehicles and equipment and to City residents.</p> <p></p> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <p>◀ [Slider: None to High] ▶</p> <p>None Low Medium High</p> <p>Financial Impact</p> <p>◀ [Slider: \$0 to > \$10,000,000] ▶</p> <p>\$0 \$10,000 \$100,000 \$1,000,000 > \$10,000,000</p> <p>Health and Safety Risk (click on the word)</p> <p><input type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input checked="" type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <p>◀ [Slider: None to Severe] ▶</p> <p>None Minor Major Severe</p> <p>Probability of Health & Safety Issue</p> <p>◀ [Slider: None to High] ▶</p> <p>None Low Medium High</p> </div> <div style="width: 50%; border: 1px solid black; padding: 5px;"> <p>Comments</p> <p><i>Please describe the type and nature of risk</i></p> <p>The City is required to ensure that equipment and vehicles are serviced and maintained in a timely manner as required by the Highway Traffic Act regulations and as such this position is required to help the City meet these demands.</p> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input checked="" type="radio"/> Inability to support the department's directive</p> <p><input type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p> <div style="border: 1px solid black; height: 50px; width: 100%;"></div>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	

Request Title	Mechanic II			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2012			
Position title	Mechanic II			
Estimated start date	January 1, 2012			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Cupe Hourly			
If contract, specify length (months or yrs)	N/A			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	6852000			
Grade level	I			
Est. starting step	1 year			
Desktop (HR) Review Performed?	N/A			
B&F Accommodations Available?	N/A			
ITM Hardware required?	N/A			
Capital Equipment Required?	N/A			
Complement Annual Cost Detail				
Annual full-time \$	67,266			67,266
Annual part-time \$	-	-	-	-
Annual shift premiums, etc	-			-
Annual overtime \$	-			-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	17,489	-	-	17,489
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 84,755	\$ -	\$ -	\$ 84,755
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	6852000.7200	-		-
2) Training & Developme	6852000.7115	-		-
3) Cellular Line Charges	6852000.7122.01	-		-
4) Mileage	6852000.7100	-		-
Subtotal		\$ -	\$ -	\$ -
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	6852000.7211.01	-		-
2) Office Equip. & Furnitu	6852000.7210	-		-
3) Training & Developme	6852000.7115	-		-
4)	#N/A	-		-
Subtotal		-	-	-
2012 Total Complement Annual Costs	\$ 84,755	\$ -	\$ -	\$ 84,755
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments:				

Request Title		Mechanic II						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1								\$ -
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)	67,266	-	-			
2	* Benefits	(From sect. 7)	17,489	-	-			
3	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-	-			
4								
5								
6								
7								
Subtotal				84,755	-	-	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-	-	-	-	
2							-	
3							-	
Subtotal				-	-	-	-	
OFFSETS - cost savings, reductions, etc								
1	Trf from Mechanic I Position inc benefits at 26%		(76,962)					
2	6850001.7335 (\$3,896.00)		(3,896)					
3	6850001.7520 (\$3897.00)		(3,897)					
Subtotal				(84,755)	-	-	-	
TOTAL OPERATING BUDGET CHANGE				(0)	-	-	-	
COMPLEMENTS & FTE's								
# of positions requested			(From sect. 7)	1.00	-	-	1.00	
FTE's			(From sect. 7)	1.00	-	-	1.00	
FTE reductions/offsets			(Manual Field)	(1.00)			(1.00)	
Net FTE's			(From sect. 7)	-	-	-	-	

Parks & Forestry Operations

1. Financial Summary

2. Business Plans

3. ARRs

2012

- ◆ Temporary Seasonal Employees (2012 and 2014)
- ◆ 10 Month Forestry Temps (Emerald Ash Borer)
- ◆ McMillan Farm Land Maintenance
- ◆ Parks Tree Pruning

2014

- ◆ Parks Tree Stump Removals
- ◆ Additional GPS Units
- ◆ Parks Tree Removals
- ◆ Community Services Asset Management Coordinator
- ◆ Forestry Arborist

Revenue and Expenditure Summary

2012 - 14 Operating Budget

Department	Exp Category	Account	2010 Actuals	Actual Forecast	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
Parks & Forestry Operations														
Revenue														
		3511 Service Charges	(68,874)	(109,519)	(91,503)	(602)	0	(92,105)	(602)	0.7%	(92,105)	0	(92,105)	0
		3513 Investment Income	(5,164)	(9,621)	(11,000)	0	0	(11,000)	0	0.0%	(11,000)	0	(11,000)	0
		3550 Departmental Revenues	(15,040)	(13,349)	(13,250)	(3,430)	0	(16,680)	(3,430)	25.9%	(16,680)	0	(16,680)	0
		3568 Licenses and Permits	(444)	(372)	(12)	(14)	0	(26)	(14)	116.7%	(26)	0	(26)	0
		3574 Rev. frm Recov. Exp - Pd Duty	(93,924)	(36,933)	(23,995)	0	0	(23,995)	0	0.0%	(23,995)	0	(23,995)	0
		3618 Dept. Misc. Revenues	(7,437)	(2,776)	(9,395)	0	0	(9,395)	0	0.0%	(9,395)	0	(9,395)	0
		Total Revenue	(190,884)	(172,570)	(149,155)	(4,046)	0	(153,201)	(4,046)	2.7%	(153,201)	0	(153,201)	0
Labour Costs														
		7010 Full Time	3,632,943	3,804,185	4,368,736	167,544	1	4,536,281	167,545	3.8%	4,618,923	82,642	4,643,842	24,919
		7012 Overtime	203,773	340,332	152,923	1	0	152,924	1	0.0%	152,924	0	152,924	0
		7015 Part Time	1,724,940	1,968,383	1,665,804	89,436	0	1,755,240	89,436	5.4%	1,755,240	0	1,755,240	0
		7017 Benefits	1,138,784	1,243,259	1,314,534	63,332	(1)	1,377,865	63,331	4.8%	1,432,790	54,925	1,473,157	40,367
		7019 Burden	0	0	20	(20)	0	0	(20)	(100.0)%	0	0	0	0
		Total Labour Costs	6,700,440	7,356,160	7,502,017	320,293	0	7,822,310	320,293	4.3%	7,959,877	137,567	8,025,163	65,286
Other Expenses														
		7100 Mileage	4,129	5,804	5,037	0	0	5,037	0	0.0%	5,037	0	5,037	0
		7103 407-ETR Toll Charges	367	204	265	0	0	265	0	0.0%	265	0	265	0
		7105 Membership/Dues/Fees	1,784	1,947	2,506	0	0	2,506	0	0.0%	2,506	0	2,506	0
		7110 Meals and Meal Allowances	4,492	4,415	1,794	0	0	1,794	0	0.0%	1,794	0	1,794	0
		7115 Training & Development	1,112	19,732	21,410	0	0	21,410	0	0.0%	21,410	0	21,410	0
		7120 Telephone Charges	161	0	1,583	0	0	1,583	0	0.0%	1,583	0	1,583	0
		7122 Cellular Telephones	443	518	1,922	0	0	1,922	0	0.0%	1,922	0	1,922	0
		7125 Subscriptions/Publications	0	54	244	0	0	244	0	0.0%	244	0	244	0
		7130 Seminars & Workshops	2,049	3,078	3,501	0	0	3,501	0	0.0%	3,501	0	3,501	0
		7135 Advertising	3,413	453	1,432	0	0	1,432	0	0.0%	1,432	0	1,432	0
		7140 Promotion & Education	15,127	3,682	12,249	0	0	12,249	0	0.0%	12,249	0	12,249	0
		7200 Office Supplies	6,509	8,469	10,930	0	0	10,930	0	0.0%	10,930	0	10,930	0
		7205 Computer Supplies	2,064	511	3,731	0	0	3,731	0	0.0%	3,731	0	3,731	0
		7210 Office Equip. & Furniture	5,689	6,417	7,437	(2,500)	0	4,937	(2,500)	(33.6)%	4,937	0	4,937	0
		7211 Computer Hardware/Software	3,451	31,825	37,060	(2,500)	0	34,560	(2,500)	(6.7)%	34,560	0	34,560	0
		7220 Copiers, Faxes and Supplies	5,445	4,128	5,238	0	0	5,238	0	0.0%	5,238	0	5,238	0
		7222 Printing	2,741	1,915	0	0	0	0	0	0.0%	0	0	0	0
		7300 Protective Clothing/Uniforms	39,726	38,873	36,317	(400)	0	35,917	(400)	(1.1)%	35,917	0	35,917	0
		7315 Vehicle Maintenance &	0	372	791	(791)	0	0	(791)	(100.0)%	0	0	0	0
		7317 Utility Services	617,937	617,989	681,686	0	0	681,686	0	0.0%	731,942	50,256	785,919	53,977
		7325 Janitorial Services	184	294	791	0	0	791	0	0.0%	791	0	791	0
		7330 Materials & Supplies	646,021	607,978	524,228	18,456	40,000	582,684	58,456	11.2%	583,105	421	583,241	136

Department	Exp Category	Account	Actual			Allowable Inc/Decr	Account Reallocations	2012 Budget	\$		2013 Forecast	2013 Variance	2014	
			2010 Actuals	Forecast	2011 Budget				Variance	% Variance			Forecast	Variance
		7331 Contractor & Contractor Mat.	2,101,512	1,727,687	2,246,255	31,980	(30,055)	2,248,180	1,925	0.1%	2,249,573	1,393	2,249,573	0
		7335 Small Tools & Equipment	1,762	6,813	19,183	0	0	19,183	0	0.0%	19,183	0	19,183	0
		7340 Machine Time	991,265	1,470,376	930,784	(930,784)	0	0	(930,784)	(100.0)%	0	0	0	0
		7345 Radio Operations	3,307	2,978	4,070	0	0	4,070	0	0.0%	4,070	0	4,070	0
		7360 Safety Promotion	0	0	1,083	0	0	1,083	0	0.0%	1,083	0	1,083	0
		7365 Safety Equipment	9,082	9,284	9,309	0	0	9,309	0	0.0%	9,309	0	9,309	0
		7410 Rental, Leases - Equipment	11,567	15,189	622	0	250,055	250,677	250,055	40,201.8%	250,677	0	250,677	0
		7415 Rental, Leases - Vehicles	2,035	2,599	10,402	0	0	10,402	0	0.0%	10,402	0	10,402	0
		7520 Professional Fees	450	828	814	0	0	814	0	0.0%	814	0	814	0
		7560 Gas/Diesel - Vehicles	106	0	0	260,190	0	260,190	260,190	0.0%	286,209	26,019	300,519	14,310
		7698 Grouped Expenses	341	3,033	3,590	0	0	3,590	0	0.0%	3,590	0	3,590	0
		7699 Sundry Expenses	1,032	4,399	7,720	0	0	7,720	0	0.0%	7,720	0	7,720	0
		7700 Chgs. from Othe Depts.	132,231	157,438	260,595	0	(47,830)	212,765	(47,830)	(18.4)%	212,765	0	212,765	0
		7710 Internal Recoveries	(124,454)	(122,329)	(189,300)	0	0	(189,300)	0	0.0%	(189,300)	0	(189,300)	0
		7712 Joint Serv. Recovery - Library	(5,564)	(8,169)	(17,330)	0	0	(17,330)	0	0.0%	(17,330)	0	(17,330)	0
		7780 Trf to Reserve Insurance	3,300	3,940	3,940	(3,940)	0	0	(3,940)	(100.0)%	0	0	0	0
		7790 Trsf. to Expend Res	157,000	0	0	0	0	0	0	0.0%	0	0	0	0
		Total Other Expenses	4,647,816	4,632,725	4,651,889	(630,289)	212,170	4,233,770	(418,119)	(9.0)%	4,311,859	78,089	4,380,282	68,423
Total Parks & Forestry Operations			11,157,372	11,816,315	12,004,751	(314,042)	212,170	11,902,879	(101,872)	(0.8)%	12,118,535	215,656	12,252,244	133,709

* Note: Actual Forecast 2011 is for reference purposes only and is based on year to date actuals as of September 2011 plus the remainder of the calendarized budget.

2012 Budget Variance Comments

3511 - Service Charges	User fee price increase approved during 2011 budget.
3550.03 - Dept Rev - Tree Permitting	User fee price increase approved during 2011 budget.
3568 - Licenses, Permits, Fines	User fee price increase approved during 2011 budget.
7010 - Full Time	Increase due to pro rated step progression and economic increases
7015 - Part Time	Increase due to 2011 ARR gapping, economic adj and shifting of PT hours
7017 - Benefits	Increase due to salary increases, and as per guidelines.
7019 - Burden	Account no longer used, remaining budget removed.
7210 - Office Equip & Furniture	Removal of 2011 ARR one time cost.
7211 - Computer	Removal of 2011 ARR one time cost.
7300 - Protect Clothing/Uniforms	Removal of 2011 ARR one time cost.
7315 - Vehicle Repairs	Budget realigned due to changes in allocation of fleet repairs & maintenance and fuel.
7330 - Material & Supplies	Reallocated from Contractor and Contr. Materials
7330 - Materials & Supplies	Price and volume increases due to new parks/added growth.
7331 - Contractor & Mat.	Budget change is a combination of reallocation to Rental, leases - equip and PW trf for parking lot salting
7340 - Machine Time	Budget realigned due to changes in allocation of fleet repairs & maintenance and fuel.
7410 - Rental, Leases - Equip.	Reallocated from Contractor and Contr. Materials
7560 - Gas/Diesel - Vehicles	Budget realigned due to changes in allocation of fleet repairs & maintenance and fuel.
7700 Chgs. from Othe Depts.	Budget removed for charges from PW for salt

7780 - Trf to Reserves - Insurance	Budget realigned due to process change sin allocation of insurance.
2013 Budget Variance Comments	
7010 - Full Time	Increase due to pro rated step progression of \$49k and economic adj increase of \$34k.
7017 - Benefits	Increase as per guidelines
7317 - Utility Services	Increase as per guidelines
7330 - Materials & Supplies	Minor price increase.
7331 - Contractor & Mat.	Minor price increase.
7560 - Gas/Diesel - Vehicles	Increase as per guidelines

2014 Budget Variance Comments	
7010 - Full Time	Increase due to pro rated step progression.
7017 - Benefits	Increase as per guidelines
7317 - Utility Services	Increase as per guidelines
7330 - Materials & Supplies	Minor price increase.
7560 - Gas/Diesel - Vehicles	Increase as per guidelines

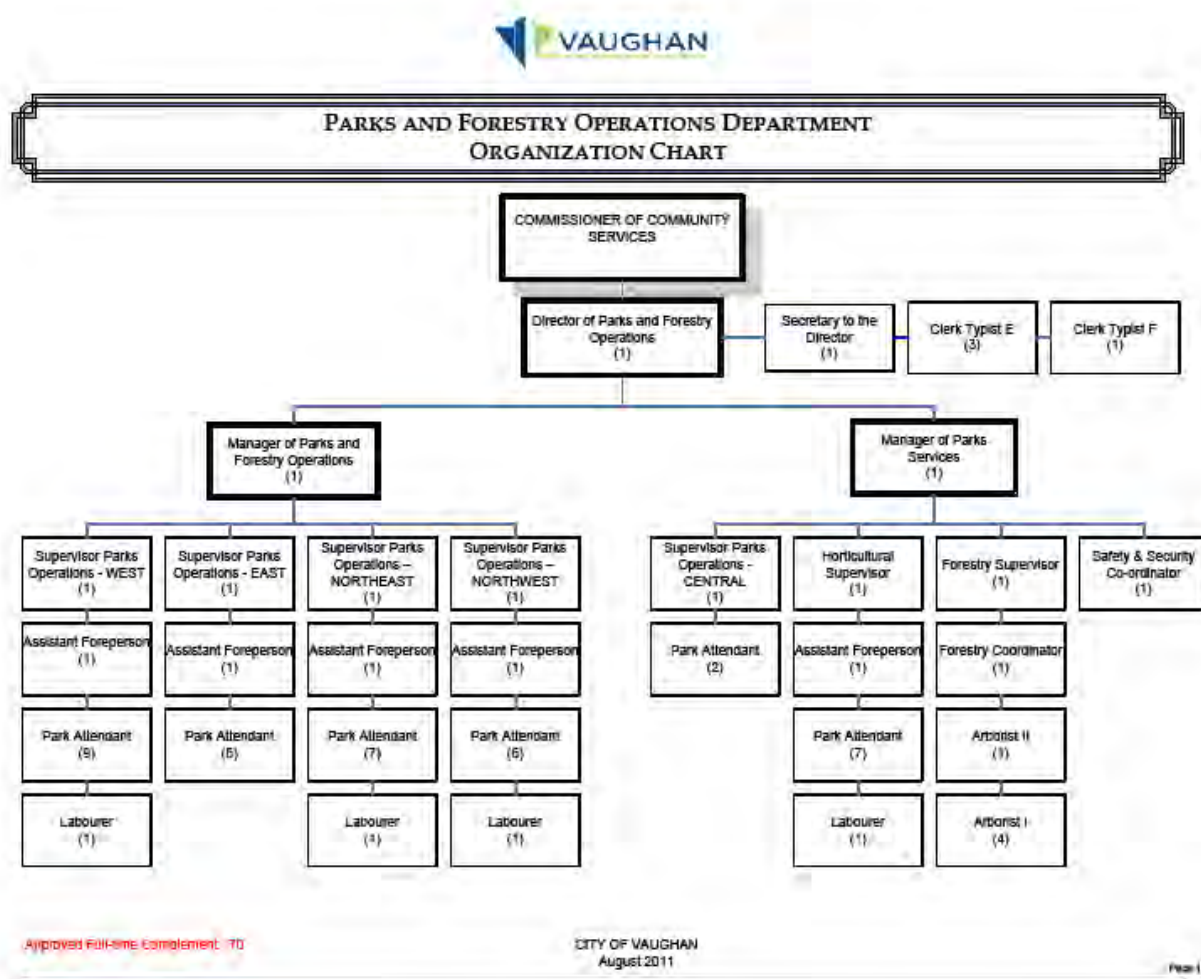
2012-14 Business Plan

BUSINESS OVERVIEW

Service Statement:

To maintain parks and trees to achieve an aesthetically beautiful and consistent service delivery for our residents. In so doing, we strive to use resources in an environmentally responsible and sustainable manner

Service Profile:



Full Time, Part Time and Overtime – Budgeted Amounts

	2010	2011	2012 Base	Additional Resource Requests		
				2012	2013	2014
Full Time	64					
Part Time	43.44					
Overtime	\$140,910					

2012-14 Business Plan

Key Stakeholders:

Residents and Rate Payers Associations

- Boulevard Trees, Private tree permits, Park issues, vandalism. Community partnerships

Soccer/Baseball Associations

- Sports fields, permits, SIK'

Region of York

EAB, Boulevards, trees

Contractors/Suppliers

Mayor and Members of Council

CFIA (Canadian Food Inspection Agency)

Toronto Regional Conservation Authority (TRCA)

Funeral Homes

School Boards

Internal Departments as related to Customer Service: Recreation and, Culture, Parks Development, By-law, Engineering, PW, Corp Com

Work Plan:

Link to Vaughan Vision 2020

Parks and Forestry Operations is directly related to :

SERVICE EXCELLENCE by:

- Demonstrate Excellence in Service Delivery
- Promote Community Safety, Health and Wellness
- Lead and Promote Environmental Sustainability

MANAGEMENT EXCELLENCE by:

- Manage Corporate Assets

Future Pressures and Opportunities:

1. As ash trees decline in the COV due to EAB and demands for more tree removals and replacements are recognized, funds are necessary to maintain the tree canopy
2. As recognized in the Environmental Master plan and supported through UFORE, additional trees are required.
3. With the absence of Pesticides, more funds allocated to turf maintenance at sports fields is necessary
4. Assets need to be inventoried and managed with an Asset Management system

Business Plan Objectives

2012-14 Business Plan

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Improve the shrub bed pruning on all boulevards in the COV with staff who demonstrate service excellence with revised quality standards.	2011	Ongoing	Timely and improved quality outcome.
Reduction and Conversion of annual flower beds to perennials	2011	Completed	Less stops required for staff to water annuals
Implement GPS system to all COV vehicles to provide timely response to snow clearing and turf cutting issues.	2012	Ongoing as not all funds were approved for second phase	Provide better customer service to our residents
Implemented final phase 3/3 of the Greening Vaughan recycling initiative to include refreshment container recycling at all Parks in COV.	2011	Completed	All Parks and Sports fields have recycling options

2012-14 Business Plan Objectives:

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2012 (Top 3 Objectives)			
1. In Conjunction with the five year plan to increase trees and the anticipated 16,000 trees removed as a result of the invasive insect destroying our Ash trees, the Emerald Ash Boer (EAB), continue to manage the Urban Forest	2012-2021	Maintain the current number of trees while addressing the short-fall.	ARR's submitted for temporary and full-time staff. Additional funds for the removals and replacements request as well.
2. Hire and Develop staff to meet the demands of all Park Operations functions.	2012-2013	Maintain service levels at new and existing Parks with skilled staff.	ARR's submitted for temporary staff as well as volume increase for training requirements.
3. Repair and replace sod in unsafe sports fields and strengthen aging weed infested turf with cultural practices.	2012-ongoing	fields are safe and remain permitable	ARR's submitted for temporary staff as well as volume increase for materials associated with soccer fields.
2013 (Top 3 Objectives)			

2012-14 Business Plan

1. In Conjunction with the five year plan to increase trees and the anticipated 16,000 trees removed as a result of the invasive insect destroying our Ash trees, the Emerald Ash Boer (EAB), continue to manage the Urban Forest	2012-2021	Maintain the current number of trees while addressing the short-fall.	ARR's submitted for temporary and full-time staff. Additional funds for the removals and replacements request as well.
2. System to track infrastructure and manage our assets	2013	Track and manage assets	ARR in 2012 submitted for this
3. All vehicles equipped with GPS for tracking materials and service levels	2013		

2014 (Top 3 Objectives)

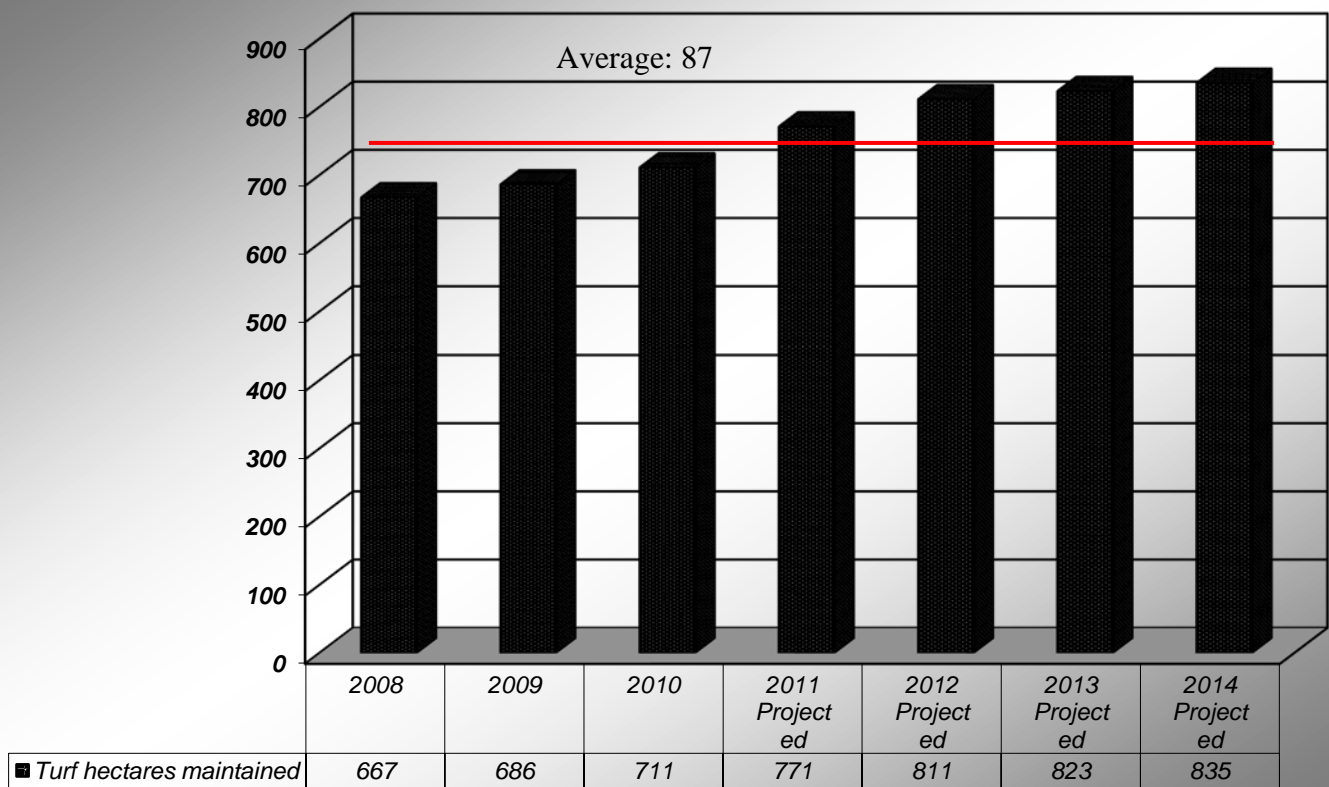
1. In Conjunction with the five year plan to increase trees and the anticipated 16,000 trees removed as a result of the invasive insect destroying our Ash trees, the Emerald Ash Boer (EAB), continue to manage the Urban Forest	2012-2021	Maintain the current number of trees while addressing the short-fall.	ARR's submitted for temporary and full-time staff. Additional funds for the removals and replacements request as well.
2. System to track infrastructure and manage our assets	2014	Track and manage assets	Maintain and enhance tracking system
3. Enhance indicators for all services to demonstrate efficiencies.	2015	All activities have measures to abide by and tracked electronically	Software and GPS tracking for all functions.

2012-14 Business Plan

BUSINESS OVERVIEW:

Measure: Number of Park Turf Hectares Maintained

Definition: The number of park hectares receiving regularly scheduled turf maintenance services as per the Council approved standards



Key Conclusion:

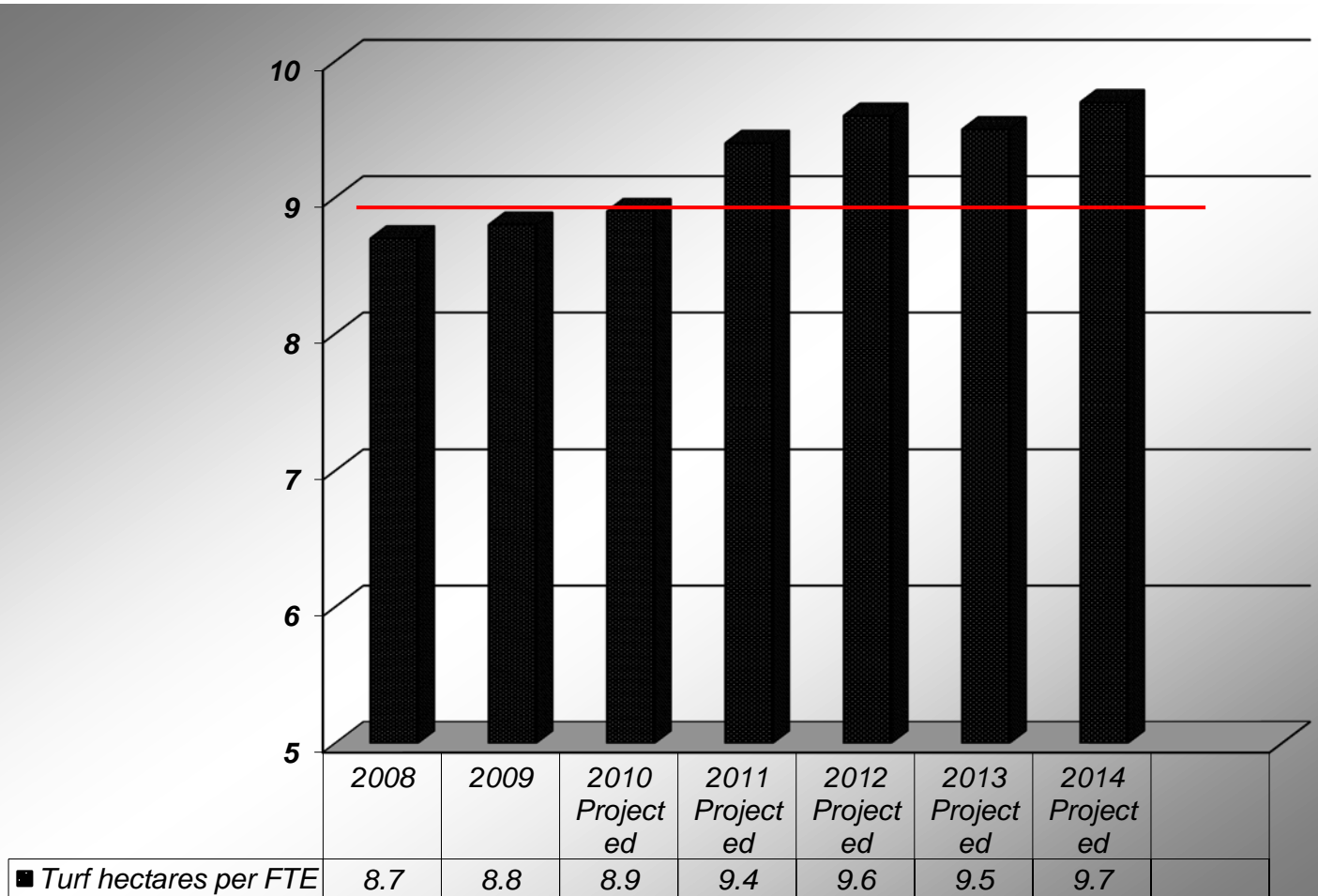
The number of park turf hectares maintained is projected to increase by 21% for sports fields, parks, and open space from 2008 to 2014 projected. Additional crews are required to meet the current level of service.

2012-14 Business Plan

BUSINESS OVERVIEW:

Measure: Park Turf Hectares Maintained per FTE

Definition: The number of park turf hectares maintained per standardized FTE



Key Conclusion:

Turf crews have not increased while park hectares has increased. Through better equipment staff has been able to cut more efficiently while hectares have increased. A turf crew can meet the standards at 50 hectares per crew. However there is no more room within the current complement to meet additional hectares.

Notes about the Measure

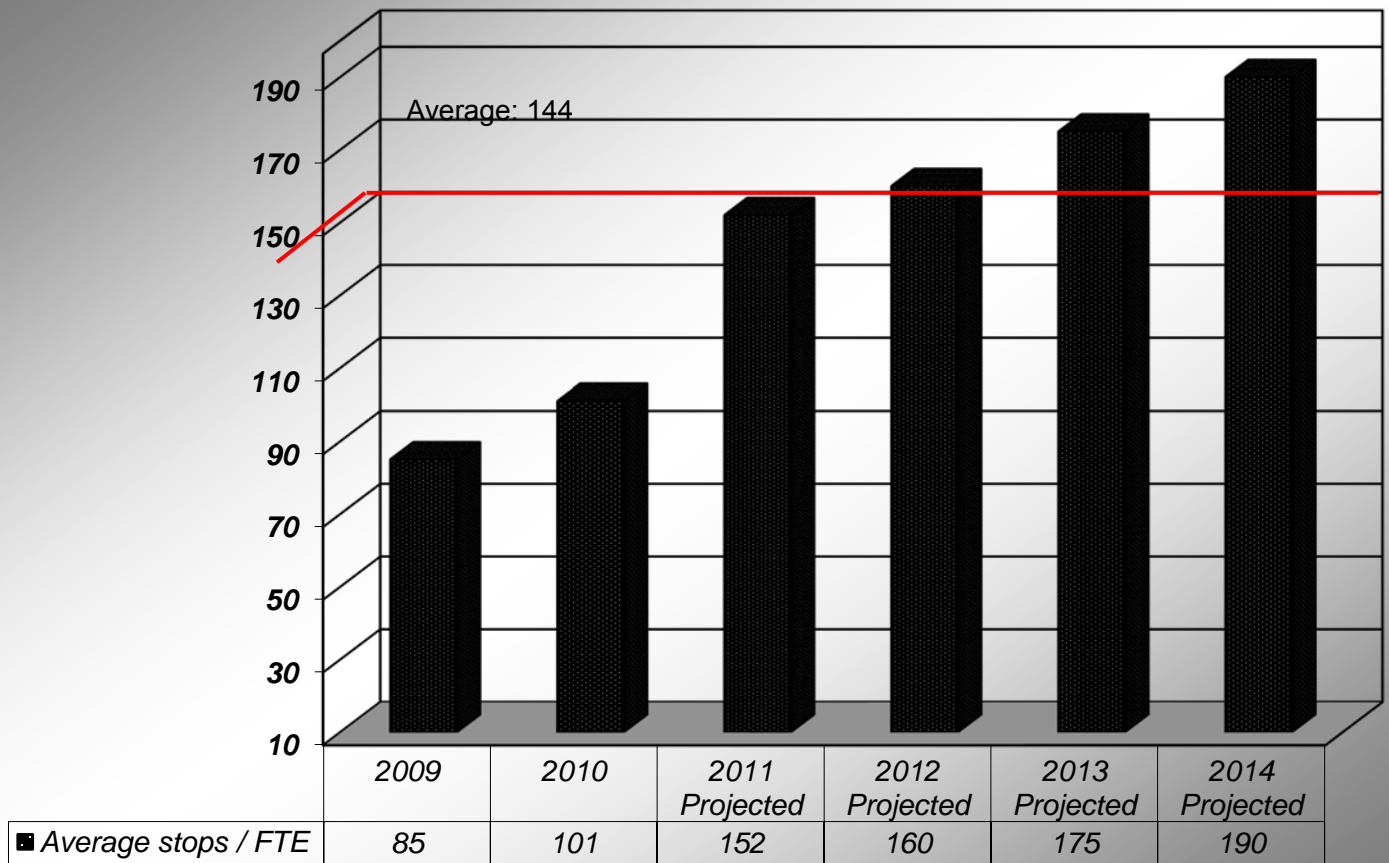
Chart based on FTE's assigned to grass maintenance

2012-14 Business Plan

BUSINESS OVERVIEW:

Measure: Flower/Shrub Bed Stops Per FTE

Definition: The total number of Flower bed “stops” maintained per standardized crew.



Key Conclusion:

In 2011 Horticulture assumed the maintenance of the boulevard shrub beds which resulted in an increase in the number of Flower/Shrub Bed Stops. Based on this increase and the projected further increased number of stop, additional staffing is required.

Notes about the measure

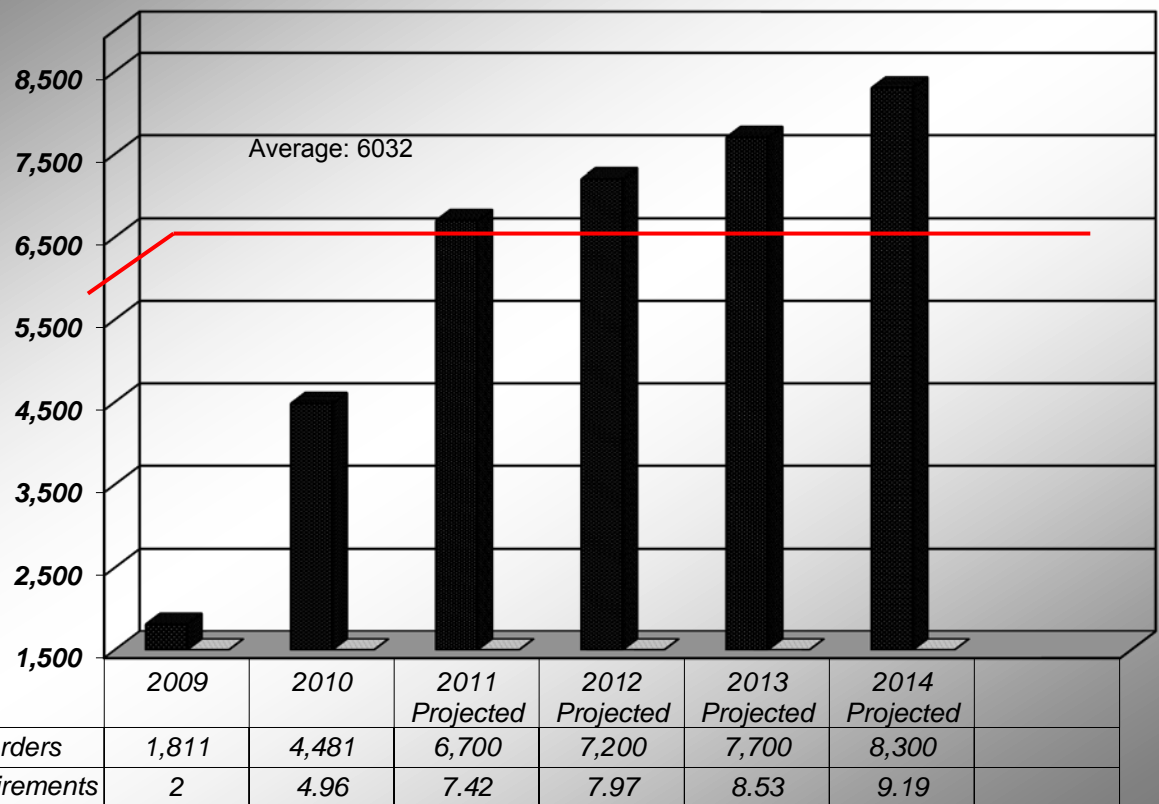
Staff are expected to maintain the standard length of time to complete a watering rotation based on the standards specific to each site.

2012-14 Business Plan

BUSINESS OVERVIEW:

Measure: Total Work Orders received related to Forestry

Definition: The number of work orders completed by Forestry staff



Key Conclusion:

Forestry is forecasting a continued growth in the demand for services due to the increased inventory from sub-division development. The time required for managing a tree increases as the tree increases in size. While the boulevard trees being planted today require little work, pruning and removal will require more time and larger equipment once the tree matures.

Notes About the Measure:

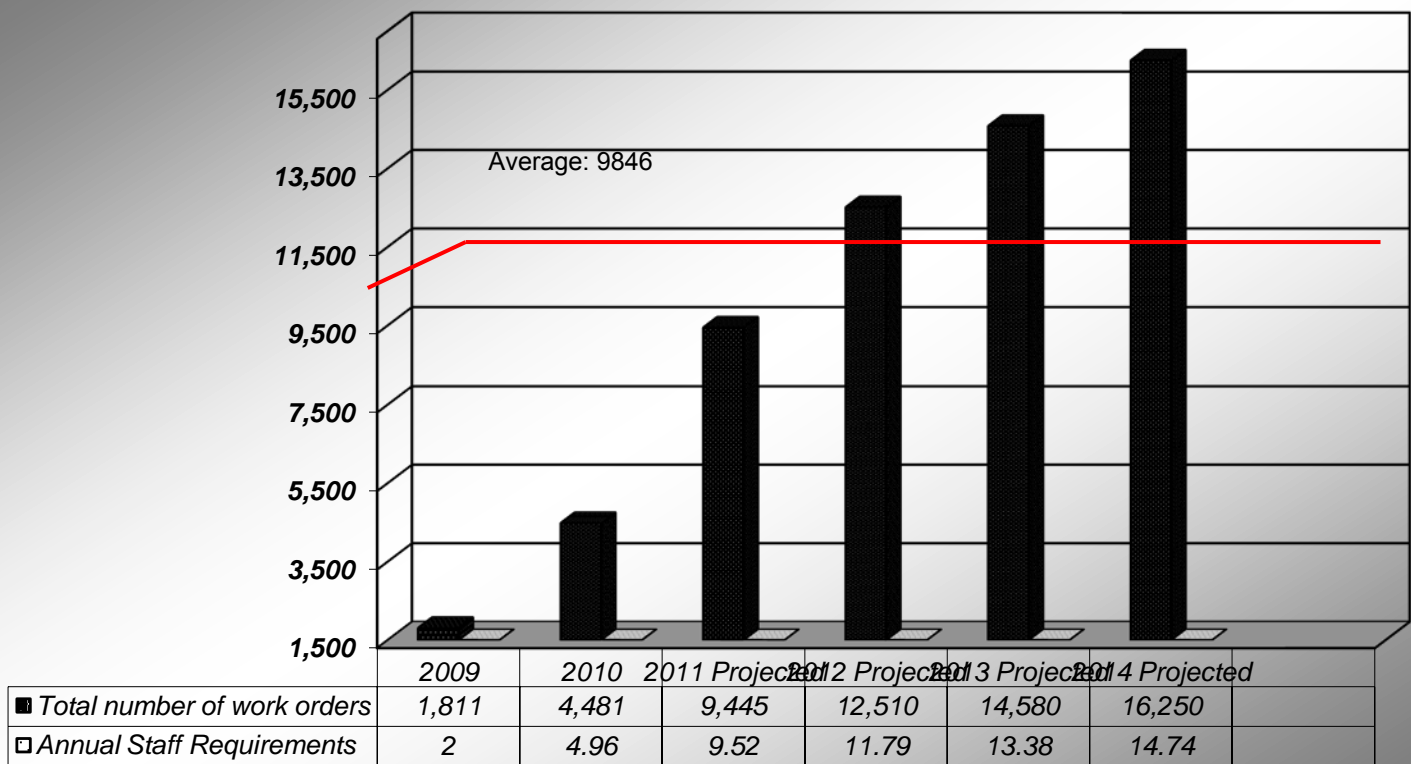
The forestry operations involve all aspects of tree maintenance such as planting, pruning, fertilization, mulching, staking, watering and removal. All work is inspected by competent arborists to determine best practices and customer services. The annual productivity is forecasted at 3.71 per person per day.

2012-14 Business Plan

BUSINESS OVERVIEW:

Measure: Total Number of Work Orders Completed by Forestry staff

Definition: The total number of work orders completed by Forestry staff (includes; regular tree operations, EAB & Contracted Work)



Key Conclusion:

Forestry is forecasting a continuous increase of work represented by the increase of work orders per year. The growing demand is partially based on the annual increase of tree inventory through Sub-Division development. As the trees grow they require more time for pruning and removal. Infestations such as the Asian long Horn Beetle or the Emerald Ash Borer require large resources for the City to maintain its canopy and landscape objectives.

Notes About the Measure:

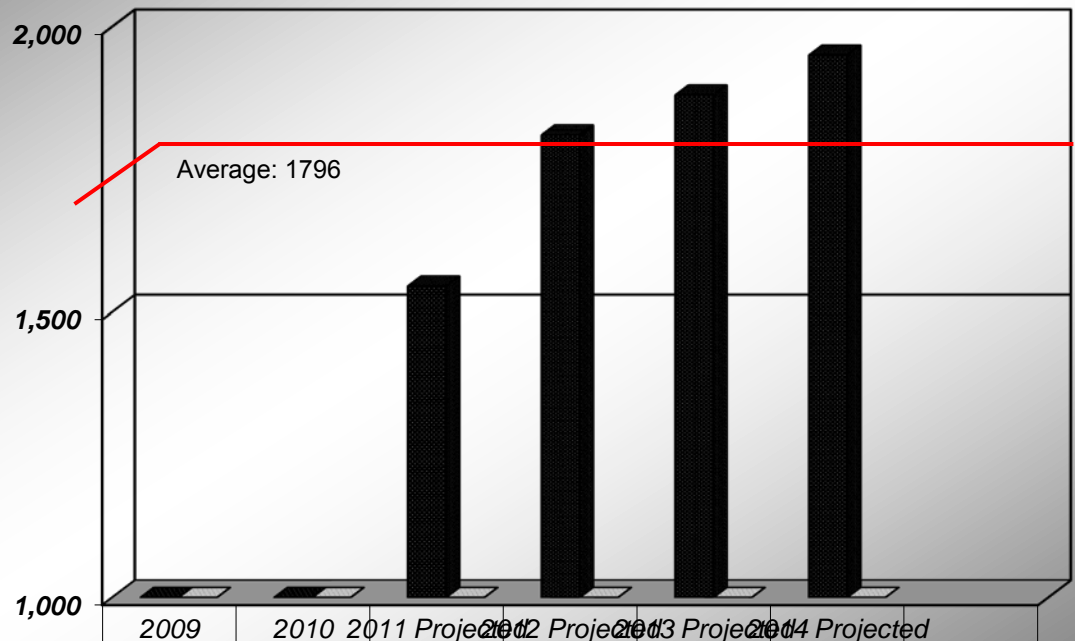
The graph forecasts the total resources required for forestry and incorporates City staff, Contract Work and the Implementation of the Emerald Ash Borer Strategy.

2012-14 Business Plan

BUSINESS OVERVIEW:

Measure: Number of Contractor Work Orders overseen by Forestry Staff

Definition: The total number of work orders inspections completed for quality verification of contracted work



	2009	2010	2011	2012	2013	2014
■ Number of inspection work orders	0	0	1,545	1,810	1,880	1,950
□ Annual Staff Requirements	0	0	1.33	1.56	1.62	1.68

Key Conclusion:

Forestry Operations have increased the use of contracted work to meet increased service requirements in the past years. Staff assignments for work inspections has steadily increased and the trend is forecasted to continue with the growing demand for contracted services.

Notes About the Measure:

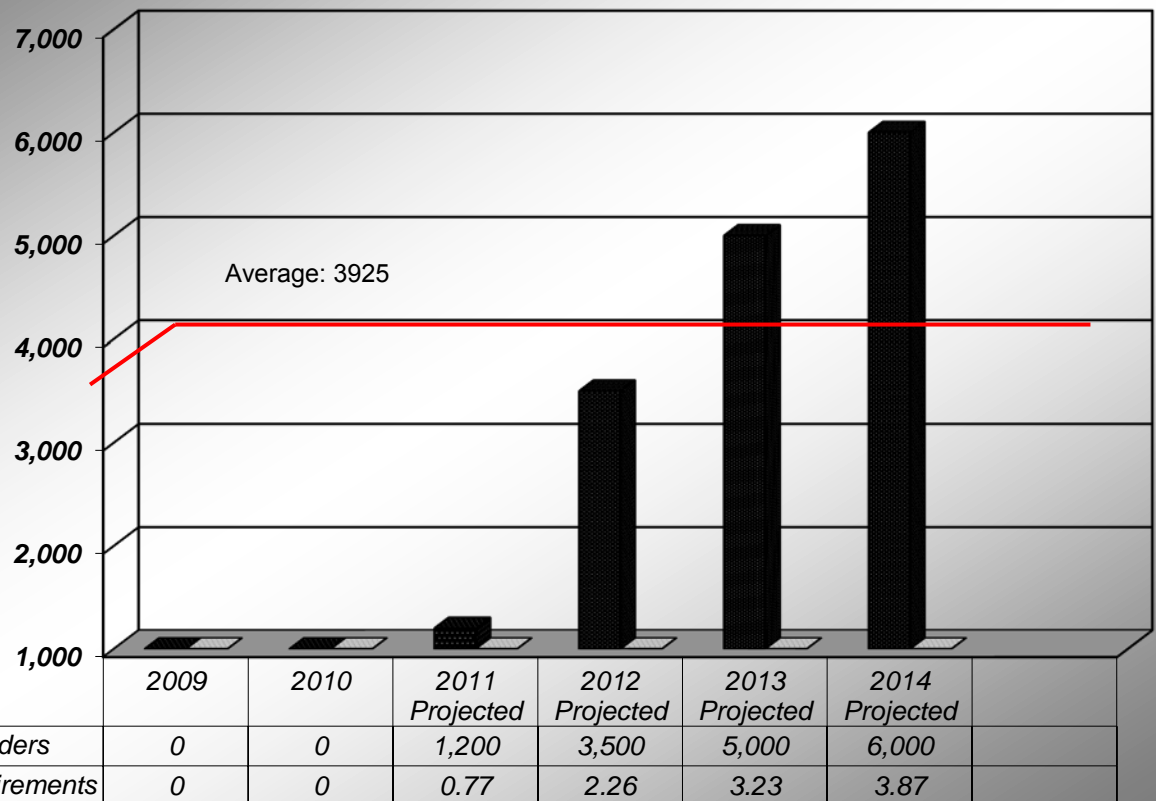
To ensure that the standards of contracted work are being met for the establishment and maintenance of trees with the City of Vaughan. This includes parks and subdivision developments, boulevard tree planting, tree maintenance, stump removal and emergency response. The productivity of 4.77 Work Orders per day per person involves multiple trees and locations per Work Order.

2012-14 Business Plan

BUSINESS OVERVIEW:

Measure: Number of EAB Work Orders Completed by Forestry

Definition: The total number of EAB work orders completed by Forestry staff



Key Conclusion:

Forestry is forecasting an accelerated mortality rate of Ash trees due to the infestation of the Emerald Ash Borer. A Five Year Management strategy has been proposed that will replace dead trees on boulevards and manage hazard trees throughout the City. The infestation is estimated to last ten years and will kill nearly all Ash trees within the City.

Notes About the Measure:

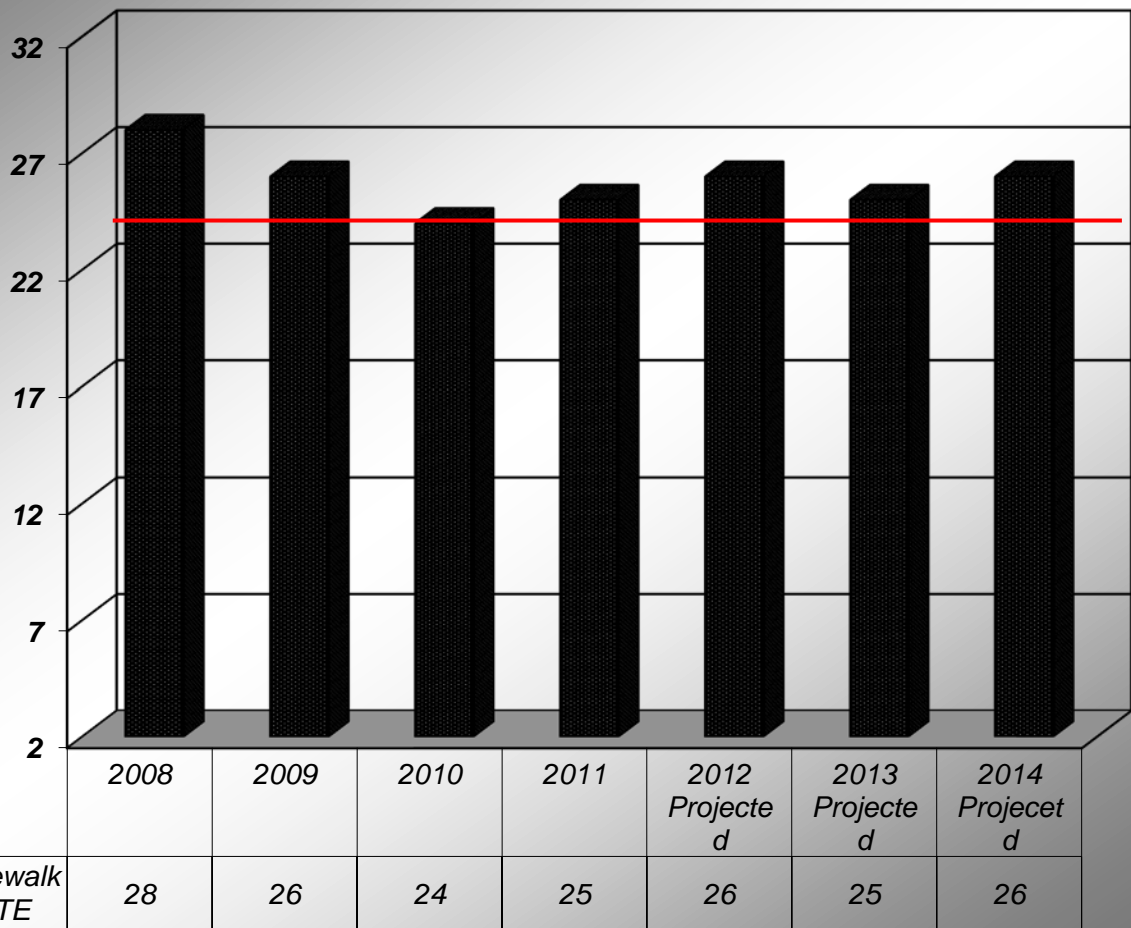
The strategy forecasts that 70% of the operations will be contracted and 30% will be performed in house to maintain optimum customer service. The productivity of 6.38 Work Orders per day per person includes quality control of the contracted work.

2012-14 Business Plan

BUSINESS OVERVIEW:

Measure: Number of sidewalk snow clearing kilometers per FTE

Definition: The total number of sidewalk snow clearing kilometers per FTE



Key Conclusion:

To maintain current levels of sidewalk snow clearing standards, the average should be 24km/route.

Notes about the Measure:

There are projected to be 40 FTE's with 40 routes involved in the sidewalk snow clearing operation in 2012. In 2012 there will be 965 kilometres of sidewalk. It is projected in 2013 1005km with 42 routes(FTE's) and in 2014 1045km with 44 routes

2012-14 Business Plan**Overall Conclusion:**

There is annual growth in parks, floral landscapes trees and sidewalks that require maintenance at the approved levels of service. In addition, new services are being offered to the community that require preparation and inventory such as: trees, flowers, green bins, community outreach, bleacher and show mobile delivery for out of town events.

The business plan highlights these keys activities, as well as providing ongoing repairs to the City's infrastructure. Staff continues to review and revise procedures and processes to increase efficiency. This includes equipment and technology.

Commissioner Sign-off**Date (mm/dd/yy)**

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

ADDITIONAL RESOURCE REQUEST

Request Title 2 (2012) + 2 (2014) Temporary Seasonal Employees

Business Unit # 6810001 Parks - Administration

205 - Parks Design, Construct. & Mtc

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	2.00	-	2.00	4.00	-	4.00
Net FTE's	1.38	-	1.38	2.76	-	2.76
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	61,019	-	61,467	122,486	-	122,486
Other continuous costs	1,000	-	1,000	2,000	-	2,000
One-time expenses	1,000	(1,000)	1,000	1,000	(1,000)	-
Offsets/reductions	-	-	-	-	-	-
Net Operating Budget	\$ 63,019	\$ (1,000)	\$ 63,467	\$ 125,486	\$ (1,000)	\$ 124,486
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☒ Departmental ☐ Corporate

Two seasonal employees in 2012 are required to support the growth of 40 hectares of new park land and 40km of new sidewalks. In 2013 an additional two seasonal employees are required to support the growth of 50 hectares of new park land and an additional 40km of new sidewalks.

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

Milestones or Deliverables	Timelines	Comments

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

Department Impacted	Describe Impact (Cost/time/benefit)	Were they Consulted?
Human Resources	Recruitment Process	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Fleet Department	Additional Equipment	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No

Other comments:

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	2 (2012) + 2 (2014) Temporary Seasonal Employees					
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives						
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.						
Theme	Goal	Initiative	Ref #	Status	Date	Request/Initiative Relationship (choose 1)
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020: The addition of two seasonal laborers in 2012 and two in 2013 allows the parks department to continue to pursue excellence in service delivery and ensures the department continues to plan and manage growth.						
3) Related Performance Indicators & Business Plan Link						
Please provide information on top 3 performance measures:						
	Name/description of service level target:		Target Level	Current Level	Level with ARR	
1)						
2)						
3)						
Describe how this request relates to Departmental Business Plan:						
Sidewalk snow clearing demands are increasing to maintain current service levels as shown on business plan. Hectares per FTE to maintain are steadily increasing as new parks are completed and opened for use.						
4) Value Proposition						
Please detail both qualitative and quantitative benefits of the request						
Qualitative: Please select up to 2 actions which best describe this request						
Primary	Improve User Satisfaction			Secondary	Improve Corp. Image	
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?						
Completing services at defined levels ensures the general public remains safe during snow clearing events as well as maintaining parks on regular rotation. The corporation will benefit from less complaints about services not being completed quickly and on schedule						
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.						
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings		Incl. in offsets (Section #9)?
2012	Output/Service Quantity		Units	Maintaining schedules during regular hours / reducing overtime		
2013	Output/Service Quantity		Units	Maintaining schedules during regular hours / reducing overtime		
5) Alternatives						
Are there alternatives or options? Please explain what they are and why they are not the primary approach.						
The only alternative to increasing FTE's is to work overtime to complete maintenance schedules. Overtime expenses continue to climb annually and need to be offset with additional staff. Existing staff become worn out and are not as productive when they are required to work additional hours.						

Request Title	2 (2012) + 2 (2014) Temporary Seasonal Employees
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input type="radio"/> None</p> <p><input checked="" type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <p></p> <p></p> <p></p> <p></p> <p></p> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <p>◀ [Slider: None to High] ▶</p> <p>None Low Medium High</p> <p>Financial Impact</p> <p>◀ [Slider: \$0 to > \$10,000,000] ▶</p> <p>\$0 \$10,000 \$100,000 \$1,000,000 > \$10,000,000</p> <p>Health and Safety Risk (click on the word)</p> <p><input type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input checked="" type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <p>◀ [Slider: None to Severe] ▶</p> <p>None Minor Major Severe</p> <p>Probability of Health & Safety Issue</p> <p>◀ [Slider: None to High] ▶</p> <p>None Low Medium High</p> </div> <div style="width: 50%; border: 1px solid black; padding: 5px;"> <p>Comments</p> <p><i>Please describe the type and nature of risk</i></p> <p>The City of Vaughan is responsible for protecting the health and well-being of all residents and visitors utilizing city properties. The risk of personal injury or death resulting from falling on city owned sidewalks would be minimized by the provision of temporary staff to maintain the sidewalks. In addition, if a resident or visitor to the City of Vaughan is injured or loss of life occurs because of a slip & falls on icy or snow covered sidewalks, the probability of litigation would be great and the city's insurance premiums would be impacted.</p> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input checked="" type="radio"/> Inability to support the department's directive</p> <p><input type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p> <p>Parks will not receive regular maintenance and sidewalks will not be cleared of ice and snow</p>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	
<p>If this request is not approved the residents and community will be affected because sidewalks will not be safe to walk on in the winter months and grass and weeds will be unsightly if not cut on rotation. Staff that constantly works overtime is tired and less alert when plowing additional kilometers due to increase in route size and also to plow routes for co-workers that do not come to work. The department will fail to execute approved service standards.</p>	

Request Title	2 (2012) + 2 (2014) Temporary Seasonal Employees			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2012	2014		
Position title	Seasonal Labour	Seasonal Labour		
Estimated start date	January 1, 2012	January 1, 2013		
# of positions requested	2.00	2.00		4.00
Full-time equivalents (FTEs)	1.38	1.38		2.76
Position type	Part-time	Part-time		
Position agreement classification	Cupe Hourly	Cupe Hourly		
If contract, specify length (months or yrs)	10 months	10 months		
If Casual/Seasonal PT enter Hourly wage	\$ 19.66	\$ 19.66		
Business unit # (override if different than # shown)	6810001	6810001		
Grade level	A	A		
Est. starting step	Start	Start		
Desktop (HR) Review Performed?	Yes	Yes		
B&F Accommodations Available?	N/A	N/A		
ITM Hardware required?	N/A	N/A		
Capital Equipment Required?	No	No		
Complement Annual Cost Detail				
Annual full-time \$	-	-		-
Annual part-time \$	38,757	39,041	-	77,798
Annual shift premiums, etc	-	-		-
Annual overtime \$	-	-		-
* PT vacation pay (calculated field)	1,550	1,562	-	3,112
* Annual benefits (calculated field)	3,910	3,938	-	7,848
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 61,019	\$ 61,467	\$ -	\$ 122,486
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	6810001.7200	-	-	-
2) Training & Developme	6810001.7115	500	500	1,000
3) Cellular Line Charges	6810001.7122.01	-	-	-
4) Mileage	6810001.7100	-	-	-
Subtotal		\$ 1,000	\$ 1,000	\$ -
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	6810001.7211.01	-	-	-
2) Office Equip. & Furnitu	6810001.7210	-	-	-
3) Training & Developme	6810001.7115	500	500	1,000
4)	#N/A	-	-	-
Subtotal		1,000	1,000	-
2012 Total Complement Annual Costs	\$ 63,019	\$ -	\$ -	\$ 63,019
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ -	\$ 63,467	\$ -	\$ 63,467
Additional Comments:				

Request Title		2 (2012) + 2 (2014) Temporary Seasonal Employees						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1								\$ -
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)	55,624	-	56,032			
2	* Benefits	(From sect. 7)	5,396	-	5,435			
3	* Complement sch. Expenses (calculated field)	(From sect. 7)	1,000	-	1,000			
4								
5								
6								
7								
Subtotal				62,019	-	62,467	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)	1,000	-	1,000	(1,000)		
2						-		
3						-		
Subtotal				1,000	-	1,000	(1,000)	
OFFSETS - cost savings, reductions, etc								
1								
2								
3								
Subtotal				-	-	-	-	
TOTAL OPERATING BUDGET CHANGE				63,019	-	63,467	(1,000)	
COMPLEMENTS & FTE's								
# of positions requested			(From sect. 7)	2.00	-	2.00	4.00	
FTE's			(From sect. 7)	1.38	-	1.38	2.76	
FTE reductions/offsets			(Manual Field)	-	-		-	
Net FTE's			(From sect. 7)	1.38	-	1.38	2.76	

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

ADDITIONAL RESOURCE REQUEST

Request Title 2, 10-month Forestry Temps (Emerald Ash Borer)

Business Unit # 6830001 Forestry - Administration

205 - Parks Design, Construct. & Mtc

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	2.00	-	-	2.00	-	2.00
Net FTE's	1.38	-	-	1.38	-	1.38
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	47,644	-	-	47,644	-	47,644
Other continuous costs	1,200	-	-	1,200	-	1,200
One-time expenses	400	(400)	-	-	-	-
Offsets/reductions	-	-	-	-	-	-
Net Operating Budget	\$ 49,244	\$ (400)	\$ -	\$ 48,844	\$ -	\$ 48,844
Associated Capital Costs	\$ 30,000	\$ -	\$ -	\$ 30,000	\$ -	\$ 30,000

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

Please check one: ☒ Departmental ☐ Corporate

2 - 10-month Forestry Temps to perform inventory and management activities related to the Emerald Ash Borer (EAB) infestation. Both positions will report to the Forestry Supervisor.

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

Milestones or Deliverables	Timelines	Comments

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

Department Impacted	Describe Impact (Cost/time/benefit)	Were they Consulted?
HR	Process of Hiring & Documentation	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No

Other comments:

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	2, 10-month Forestry Temps (Emerald Ash Borer)						
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020: SERVICE EXCELLENCE: "Enhance and Ensure Community Safety, Health & Wellness" -- As Ash trees decline and die, they will need to be monitored and scheduled for removal and replacement to minimize the threat of standing, dead trees. "Lead & promote Environmental Sustainability" -- Ash represent approximately 8% of Vaughan's Urban Forest. As such, the impact of removing this species is great, but also provides an opportunity to further diversify and create an Urban Forest which is more resistant and adaptable to environmental impacts, insect threats and disease. MANAGEMENT EXCELLENCE: "Maintain Assets & Infrastructure" -- By closely monitoring and responding to dead/dying trees, the City of Vaughan will ensure the impact of EAB on its residents and its Urban Forest is minimized and mitigated immediately.							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
Name/description of service level target:		Target Level	Current Level	Level with ARR			
1)	respond to increase # of work orders						
2)	respond to increase # of EAB infested City trees						
3)							
Describe how this request relates to Departmental Business Plan:							
EAB was identified within the Departmental Business Plan in 2011. Approximately 500 EAB trees have been identified for removal & replacement in 2011. Based on the anticipated spread of the insect: 1200 trees will be removed in 2012, 2580 trees will be removed in 2013, and 3600 trees will be removed in 2014. The resulting net increase in the number of annual work orders will require additional staff to maintain the department's maintenance thresholds.							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary	Improve Sustainability			Secondary	Improve Corp. Image		
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?							
"IMPROVE SUSTAINABILITY" - By re-planting with a variety of non-Ash species, the City's Urban Forest will become more diverse and be able to withstand future environmental threats such as EAB. "IMPROVE CORP. IMAGE" - By proactively monitoring and responding to the EAB spread across the City, the department will ensure Vaughan is seen as a responsible leader in the response to the EAB infestation. Both benefits are measurable in the number of trees & species re-planted as well as through follow up customer service surveys.							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings	Incl. in offsets (Section #9)?		
2012	Output/Service Quantity	more wo's	Units	completing more work orders as a result of EAB infestation	No		
2012	Time/Capacity	\$	Hrs.	Less overtime	No		
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							
There is currently one approved treatment method for EAB known as TreeAzin. This compound is made from Neem tree oil and can slow the progress of EAB in Ash trees. It is a trademarked product and is only available through certified tree service companies. The treatment will only work on trees which show 30% or less EAB infestation and must be repeated every 2 years. The product is not a cure, and if stopped the trees will die. The average cost per tree is approximately \$200.00/yr (small tree) and increases with the size of the tree. It is not a recommended solution and although it can keep some trees alive, they would need to be treated continuously. Over-time can be continued to be offered, however it is unlikely that all EAB work orders will be addressed through additional over-time only. Outsourcing of the inventory and tree removals may also be explored, however, this will not reduce the number of inspections work orders that City staff must respond to to identify the infested tree and schedule the follow up work.							

Request Title	2, 10-month Forestry Temps (Emerald Ash Borer)
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input type="radio"/> None</p> <p><input checked="" type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <p>Municipal Standards Act, MTO</p> <p>Maintain public lands and roadways free of obstructions and tree hazards</p> <p>Litigation could be significant</p> <p>compliant</p> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <p>◀ [Slider: None to High] ▶</p> <p>Financial Impact</p> <p>◀ [Slider: \$0 to > \$10,000,000] ▶</p> <p>Health and Safety Risk (click on the word)</p> <p><input type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input checked="" type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <p>◀ [Slider: None to Severe] ▶</p> <p>Probability of Health & Safety Issue</p> <p>◀ [Slider: None to High] ▶</p> </div> <div style="width: 50%; border: 1px solid black; padding: 5px;"> <p>Comments</p> <p><i>Please describe the type and nature of risk</i></p> <p>EAB infested Ash trees decline rapidly leaving large areas of standing dead trees. Once the trees are dead, their branches quickly become brittle and other insects/disease further undermine the structural stability resulting in a large number of hazard trees throughout the City of Vaughan's boulevards, parks and open space. If hazard trees are left standing, they will fall and have a direct impact on City streets, public and private property. The financial impacts will include the high probability of legislation as residents, businesses and visitors could be directly impacted.</p> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input checked="" type="radio"/> Inability to support the department's directive</p> <p><input type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p> <p>The rapid loss of 8% of the City's Urban Forest will have an impact on many departments such as Legal and Public Works, as well as Vaughan's residents, business owners and visitors.</p>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	
<p>If the request is not approved, EAB infested trees will not be inventoried and the potential for cost recovery from the CFIA or other governmental bodies will be lost. Dead trees will be left standing for longer periods of time which will directly effect resident (aesthetic & safety concerns) as well as staff and equipment and dead trees become harder and more difficult to remove for the in field staff as well as more difficult for the cutting and chipping equipment to process.</p>	

Request Title	2, 10-month Forestry Temps (Emerald Ash Borer)			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2012			
Position title	Forestry Temp			
Estimated start date	March 1, 2012			
# of positions requested	2.00			2.00
Full-time equivalents (FTEs)	1.38			1.38
Position type	Part-time			
Position agreement classification	Casual/Seasonal PT			
If contract, specify length (months or yrs)	10 months			
If Casual/Seasonal PT enter Hourly wage	\$ 18.24			
Business unit # (override if different than # shown)	6830001			
Grade level				
Est. starting step	Start			
Desktop (HR) Review Performed?	N/A			
B&F Accommodations Available?	N/A			
ITM Hardware required?	N/A			
Capital Equipment Required?	Yes			
Complement Annual Cost Detail				
Annual full-time \$	-			-
Annual part-time \$	33,197	-	-	33,197
Annual shift premiums, etc	-			-
Annual overtime \$	-			-
* PT vacation pay (calculated field)	1,328	-	-	1,328
* Annual benefits (calculated field)	-	-	-	-
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 47,644	\$ -	\$ -	\$ 47,644
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	6830001.7200	-		-
2) Training & Developme	6830001.7115	-		-
3) Cellular Line Charges	6830001.7122.01	600		600
4) Mileage	6830001.7100	-		-
Subtotal		\$ 1,200	\$ -	\$ 1,200
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	6830001.7211.01	-		-
2) Office Equip. & Furnitu	6830001.7210	-		-
3) Training & Developme	6830001.7115	200		200
4)	#N/A	-		-
Subtotal		400	-	400
2012 Total Complement Annual Costs	\$ 49,244	\$ -	\$ -	\$ 49,244
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments:				

Request Title		2, 10-month Forestry Temps (Emerald Ash Borer)						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1	Inspection Vehicle	Pending	2012		\$ 30,000			\$ 30,000
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ 30,000	\$ -	\$ -	\$ 30,000
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)	47,644	-	-			
2	* Benefits	(From sect. 7)	-	-	-			
3	* Complement sch. Expenses (calculated field)	(From sect. 7)	1,200	-	-			
4								
5								
6								
7								
Subtotal				48,844	-	-	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)	400	-	-	-		
2							-	
3							-	
Subtotal				400	-	-	-	
OFFSETS - cost savings, reductions, etc								
1								
2								
3								
Subtotal				-	-	-	-	
TOTAL OPERATING BUDGET CHANGE				49,244	-	-	-	
COMPLEMENTS & FTE's								
# of positions requested			(From sect. 7)	2.00	-	-	2.00	
FTE's			(From sect. 7)	1.38	-	-	1.38	
FTE reductions/offsets			(Manual Field)	-			-	
Net FTE's			(From sect. 7)	1.38	-	-	1.38	

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

ADDITIONAL RESOURCE REQUEST

Request Title McMillan Farm Land Maintenance

Business Unit # 6810331 Park/Blvd. Cutting & Trimming

205 - Parks Design, Construct. & Mtc

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	-	-	-	-	-	-
Net FTE's	-	-	-	-	-	-
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	-	-	-	-	-	-
Other continuous costs	25,000	-	-	25,000	-	25,000
One-time expenses	-	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-
Net Operating Budget	\$ 25,000	\$ -	\$ -	\$ 25,000	\$ -	\$ 25,000
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☒ Departmental ☐ Corporate

Parks Operations requires additional funding to support the maintenance of the McMillan Farm property.

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

Milestones or Deliverables	Timelines	Comments
Commence property maintenance	Q1-2012	

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

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

Other comments:

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	McMillan Farm Land Maintenance						
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:							
Additional funding will enable the Parks & Forestry Operations Department to provide essential maintenance activities on the property therefore allowing the City of Vaughan to Lead and Promote Environmental Sustainability, and Preserve our Heritage and Support Diversity, Arts and Culture							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
1)	Name/description of service level target:		Target Level	Current Level	Level with ARR		
2)							
3)							
Describe how this request relates to Departmental Business Plan:							
This relates to the departmental business plan objectives by increasing community involvement ensuring the City of Vaughan utilizes the vision for the MacMillan Farm as a community hub and destination point for urban agriculture, passive recreation, cultural heritage preservation, education and tourism							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary	Improve User Satisfaction			Secondary	Improve Corp. Image		
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?							
Completing services at defined levels ensures the general public remains safe during snow clearing events as well as maintaining parks on regular rotation. The corporation will benefit from less complaints about services not being completed quickly and on schedule							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings			Incl. in offsets (Section #9)?
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							

Request Title	McMillan Farm Land Maintenance
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input checked="" type="radio"/> None</p> <p><input type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> </div> </div>	
<div style="display: flex;"> <div style="width: 45%;"> <p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <p>Probability of Litigation</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 10px; background: linear-gradient(to right, #ccc, #ccc); position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="margin-left: 5px;"> <div style="width: 100%; height: 2px; background: linear-gradient(to right, #ccc, #ccc);"></div> <div style="display: flex; justify-content: space-between; font-size: 0.8em;"> NoneLowMediumHigh </div> </div> </div> <p>Financial Impact</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 10px; background: linear-gradient(to right, #ccc, #ccc); position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="margin-left: 5px;"> <div style="width: 100%; height: 2px; background: linear-gradient(to right, #ccc, #ccc);"></div> <div style="display: flex; justify-content: space-between; font-size: 0.8em;"> \$0\$10,000\$100,000\$1,000,000> \$10,000,000 </div> </div> </div> <p>Health and Safety Risk (click on the word)</p> <p><input type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input checked="" type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 10px; background: linear-gradient(to right, #ccc, #ccc); position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="margin-left: 5px;"> <div style="width: 100%; height: 2px; background: linear-gradient(to right, #ccc, #ccc);"></div> <div style="display: flex; justify-content: space-between; font-size: 0.8em;"> NoneMinorMajorSevere </div> </div> <p>Probability of Health & Safety Issue</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 10px; background: linear-gradient(to right, #ccc, #ccc); position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="margin-left: 5px;"> <div style="width: 100%; height: 2px; background: linear-gradient(to right, #ccc, #ccc);"></div> <div style="display: flex; justify-content: space-between; font-size: 0.8em;"> NoneLowMediumHigh </div> </div> </div> <div style="width: 55%;"> <p>Comments</p> <p><i>Please describe the type and nature of risk</i></p> </div> </div> </div></div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input checked="" type="radio"/> Inability to support the department's directive</p> <p><input type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	
<p>City of Vaughan staff, residents and visitors would not be able to safely use and access the McMillan Farm site if regular maintenance is not performed.</p>	

Request Title	McMillan Farm Land Maintenance			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year				
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify length (months or yrs)				
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)				
Grade level				
Est. starting step				
Desktop (HR) Review Performed?				
B&F Accommodations Available?				
ITM Hardware required?				
Capital Equipment Required?				
Complement Annual Cost Detail				
Annual full-time \$				-
Annual part-time \$	-	-	-	-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	-	-	-	-
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ -	\$ -	\$ -	\$ -
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	6810331.7200			-
2) Training & Developme	6810331.7115			-
3) Cellular Line Charges	6810331.7122.01			-
4) Mileage	6810331.7100			-
Subtotal		\$ -	\$ -	\$ -
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	6810331.7211.01			-
2) Office Equip. & Furnitu	6810331.7210			-
3) Training & Developme	6810331.7115			-
4)	#N/A			-
Subtotal		-	-	-
2012 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments:				

Request Title		McMillan Farm Land Maintenance						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
	ASSOCIATED CAPITAL FUNDING	Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1								\$ -
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)		-	-	-		
2	* Benefits	(From sect. 7)		-	-	-		
3	* Complement sch. Expenses (calculated field)	(From sect. 7)		-	-	-		
4	Property Maintenance			25,000				
5								
6								
7								
Subtotal				25,000	-	-	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)		-	-	-	-	
2							-	
3							-	
Subtotal				-	-	-	-	
OFFSETS - cost savings, reductions, etc								
1								
2								
3								
Subtotal				-	-	-	-	
TOTAL OPERATING BUDGET CHANGE				25,000	-	-	-	
COMPLEMENTS & FTE's								
# of positions requested			(From sect. 7)	-	-	-	-	
FTE's			(From sect. 7)	-	-	-	-	
FTE reductions/offsets			(Manual Field)				-	
Net FTE's			(From sect. 7)	-	-	-	-	

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

ADDITIONAL RESOURCE REQUEST

Request Title Tree Pruning (routine street pruning)

Business Unit # 6830363 Tree Pruning

205 - Parks Design, Construct. & Mtc

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	-	-	-	-	-	-
Net FTE's	-	-	-	-	-	-
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	-	-	-	-	-	-
Other continuous costs	150,000	-	-	150,000	-	150,000
One-time expenses	-	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-
Net Operating Budget	\$ 150,000	\$ -	\$ -	\$ 150,000	\$ -	\$ 150,000
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☒ Departmental ☐ Corporate

The street (block) pruning program is based on a 5 year pruning schedule. This request is based on the addition of 195 streets to our pruning program. Average pruning cost per tree is \$750.00. New trees come on line as part of the assumption process; however age and species is also taken into consideration.

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

Milestones or Deliverables	Timelines	Comments
Meet CTS Threshold for Street Pruning	2012	CTS Threshold for street pruning is (273-364 days)

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

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

Other comments:

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Tree Pruning (routine street pruning)						
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:							
<p>SERVICE EXCELLENCE: "Enhance and Ensure Community Safety, Health & Wellness" -- As street trees grow/age, pruning is required to elevate branches above sidewalks & roadways and also to ensure the structure of the tree is maintained in a healthy hazard free condition resulting in a healthier Urban Forest. "Lead & Promote Environmental Sustainability" -- By ensuring city owned street trees are regularly pruned, the lifespan and long-term stability of the trees are maintained. MANAGEMENT EXCELLENCE: "Maintain Assets & Infrastructure" -- By ensuring City-owned trees are regularly pruned, the City is monitoring and maintain its Urban Forest.</p>							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
Name/description of service level target:		Target Level	Current Level	Level with ARR			
1)	# of Streets Pruned (contract)	270	75	270			
2)							
3)							
Describe how this request relates to Departmental Business Plan:							
As our urban forest ages and grows, additional contractor services are necessary for the department to meet and maintain its maintenance standards and thresholds.							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary		Improve User Satisfaction		Secondary		Improve Sustainability	
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?							
<p>"IMPROVE USER SATISFACTION" -- pro-actively pruned trees reduce the number of resident inspection & pruning work order requests. Adequate resources ensures that department thresholds are met and residents/property owners do not experience unnecessary delays. "IMPROVE SUSTAINABILITY" -- adequate resources ensure that trees are maintained sufficiently thereby extending the lifespan of the individual trees which make up Vaughan's Urban Forest.</p>							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings			Incl. in offsets (Section #9)?
2012	Output/Service Quantity	# wo's	Units	will reduce number of work order requests for inspections & pruning			No
2012	Time/Capacity	\$	Hrs.	Less overtime			No
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							
Over-time can be continued to be offered, however it is unlikely that all work orders will be addressed through additional over-time only.							

Request Title	Tree Pruning (routine street pruning)		
6) Implications/Consequences (if request not approved)			
A) Please check off how the request relates to the following:			
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input type="radio"/> None</p> <p><input checked="" type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <p>Municipal Standards Act &</p> <p>Maintain public lands and roadways free of obstructions and tree hazards</p> <p>Litigation could be significant</p> <p>compliant</p> </div> </div>			
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <p>◀ [None Low Medium High] ▶</p> <p>Financial Impact</p> <p>◀ [\$0 \$10,000 \$100,000 \$1,000,000 > \$10,000,000] ▶</p> <p>Health and Safety Risk (click on the word)</p> <p><input type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input checked="" type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <p>◀ [None Minor Major Severe] ▶</p> <p>Probability of Health & Safety Issue</p> <p>◀ [None Low Medium High] ▶</p> </div> <div style="width: 50%; border: 1px solid black; padding: 5px;"> <p>Comments</p> <p><i>Please describe the type and nature of risk</i></p> <p>Trees which are not maintained become a liability to the surrounding City streets, public and private properties. The financial impacts will include the high probability of legislation as residents, businesses and visitors could be directly impacted.</p> </div> </div>			
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input checked="" type="radio"/> Inability to support the department's directive</p> <p><input type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p> <p>Tree maintenance issues impact Legal, Bylaw, etc.</p>			
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)			
<p>If the additional resources requirement is not approved, the Department's standards and thresholds will be negatively affected. This will directly impact City of Vaughan residents, staff and the community. Forestry work will be delayed and the health and sustainability of our Urban Forest will decline. There will also be a direct increase in the number of work order requests for inspections & pruning.</p>			

Request Title		Tree Pruning (routine street pruning)			
7) Complement Details - Skip to Section 8 if no Staff is requested					
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.					
Complement Information	Position #1	Position #2	Position #3	Sub-total	
Budget Year					
Position title					
Estimated start date					
# of positions requested				-	
Full-time equivalents (FTEs)				-	
Position type					
Position agreement classification					
If contract, specify length (months or yrs)					
If Casual/Seasonal PT enter Hourly wage					
Business unit # (override if different than # shown)					
Grade level					
Est. starting step					
Desktop (HR) Review Performed?					
B&F Accommodations Available?					
ITM Hardware required?					
Capital Equipment Required?					
Complement Annual Cost Detail					
Annual full-time \$				-	
Annual part-time \$	-	-	-	-	
Annual shift premiums, etc				-	
Annual overtime \$				-	
* PT vacation pay (<i>calculated field</i>)	-	-	-	-	
* Annual benefits (<i>calculated field</i>)	-	-	-	-	
* FT contract benefits in lieu (<i>calculated field</i>)	-	-	-	-	
Subtotal	\$ -	\$ -	\$ -	\$ -	
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.			
1)	#N/A				-
2)	#N/A				-
3)	#N/A				-
4)	#N/A				-
Subtotal		\$ -	\$ -	\$ -	\$ -
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.			
1)	#N/A				-
2)	#N/A				-
3)	#N/A				-
4)	#N/A				-
Subtotal		-	-	-	-
2012 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -	
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -	
2014 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -	
Additional Comments:					

Request Title		Tree Pruning (routine street pruning)						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1								\$ -
2								\$ -
3								\$ -
<u>TOTAL ASSOCIATED CAPITAL FUNDING</u>					\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)	-	-	-			
2	* Benefits	(From sect. 7)	-	-	-			
3	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-	-			
4	Contract for Street Pruning (additional volume)		150,000					
5								
6								
7								
Subtotal				150,000	-	-	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-	-		-	
2							-	
3							-	
Subtotal				-	-	-	-	
OFFSETS - cost savings, reductions, etc								
1								
2								
3								
Subtotal				-	-	-	-	
<u>TOTAL OPERATING BUDGET CHANGE</u>				150,000	-	-	-	
COMPLEMENTS & FTE's								
# of positions requested			(From sect. 7)	-	-	-	-	
FTE's			(From sect. 7)	-	-	-	-	
FTE reductions/offsets			(Manual Field)				-	
Net FTE's			(From sect. 7)	-	-	-	-	

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

ADDITIONAL RESOURCE REQUEST

Request Title Emerald Ash Borer (EAB) Tree Stump Removals

Business Unit # 6830363 Tree Pruning

205 - Parks Design, Construct. & Mtc

Annual Budget Change Summary

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

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

Please check one: ☒ Departmental ☐ Corporate

In 2012, 1200 Ash trees will require removal due to infestation of the Emerald Ash Borer (EAB). Stumping is part of the tree planting program; however, not all trees removed are replaced and some tree removals may require immediate stumping due to proximity to schools or other high pedestrian traffic areas. In 2012 we anticipate the need to stump an additional 200 trees @ and average cost of \$250.00 Ea = \$50,000.00.

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

Milestones or Deliverables	Timelines	Comments
Meet CTS Threshold for stump removal	Dec-12	CTS Threshold for stump removal is (180-240 days)

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

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

Other comments:

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Emerald Ash Borer (EAB) Tree Stump Removals						
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:							
<p>SERVICE EXCELLENCE: "Enhance and Ensure Community Safety, Health & Wellness" -- As Ash trees die, they will be removed and replaced (pending budget approval). In high pedestrian traffic areas, stumping is required immediately to reduce tripping hazards. "Lead & Promote Environmental Sustainability" -- By removing stumps, we reduce the chance of the roots suckering up and providing further habitat for the EAB. This will slow the spread and density of the insects in a given area. MANAGEMENT EXCELLENCE: "Maintain Assets & Infrastructure" -- By removing stumps in higher pedestrian traffic areas we will reduce the tripping hazard and reduce the probability of litigation.</p>							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
Name/description of service level target:		Target Level	Current Level	Level with ARR			
1)	# of tree stump removed (contract)	423	223	423			
2)							
3)							
Describe how this request relates to Departmental Business Plan:							
As City-owned trees die, they are removed and replaced through the Department's regular tree replacement program. Stumping is a part of the re-planting program; however the stumps are not removed until just prior to planting (typically within 12 months of removal). In high pedestrian traffic areas or in locations where replacement trees are not being planted, there is a requirement to remove the remaining stumps.							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary		Improve User Satisfaction		Secondary		Improve Sustainability	
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?							
<p>"IMPROVE USER SATISFACTION" -- immediate removal of stumps will directly impact the number of resident calls and subsequent work orders. Adequate resources ensures that department thresholds are met and residents/property owners do not experience unnecessary delays. "IMPROVE SUSTAINABILITY" -- adequate resources ensure that stumps are not left to sucker up and provide further habitat to the EAB to feed on and continue to increase in population.</p>							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings	Incl. in offsets (Section #9)?		
2012	Output/Service Quantity	# wo's	Units	will reduce number of work order requests from residents / property owners	No		
2012	Time/Capacity	\$	Hrs.	Less overtime	No		
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							
Over-time and existing staff & equipment compliment will not be able to keep up to the increase in necessary stump removals.							

Request Title	Emerald Ash Borer (EAB) Tree Stump Removals		
6) Implications/Consequences (if request not approved)			
A) Please check off how the request relates to the following:			
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input type="radio"/> None</p> <p><input checked="" type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <p>Municipal Standards Act &</p> <p>Maintain public lands and roadways free of obstructions and tree hazards</p> <p>Litigation could be significant</p> <p>compliant</p> </div> </div>			
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <p>◀ [None Low Medium High] ▶</p> <p>Financial Impact</p> <p>◀ [\$0 \$10,000 \$100,000 \$1,000,000 > \$10,000,000] ▶</p> <p>Health and Safety Risk (click on the word)</p> <p><input type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input checked="" type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <p>◀ [None Minor Major Severe] ▶</p> <p>Probability of Health & Safety Issue</p> <p>◀ [None Low Medium High] ▶</p> </div> <div style="width: 50%; border: 1px solid black; padding: 5px;"> <p>Comments</p> <p><i>Please describe the type and nature of risk</i></p> <p>Stumps which are left in higher pedestrian traffic areas become a liability and hazard. The financial impacts will include the high probability of legislation as residents, businesses and visitors could be directly impacted by the tripping hazards.</p> </div> </div>			
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input checked="" type="radio"/> Inability to support the department's directive</p> <p><input type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p> <p>Tree maintenance issues impact Legal, Bylaw, etc.</p>			
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)			
<p>If the additional resources requirement is not approved, the Department's standards and thresholds will be negatively affected. This will directly impact City of Vaughan residents, staff and the community. Forestry work will be delayed and the health and sustainability of our Urban Forest will decline. There will also be a direct increase in the number of work order requests for inspections & stump removals.</p>			

Request Title	Emerald Ash Borer (EAB) Tree Stump Removals			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year				
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify length (months or yrs)				
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)				
Grade level				
Est. starting step				
Desktop (HR) Review Performed?				
B&F Accommodations Available?				
ITM Hardware required?				
Capital Equipment Required?				
Complement Annual Cost Detail				
Annual full-time \$				-
Annual part-time \$	-	-	-	-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (<i>calculated field</i>)	-	-	-	-
* Annual benefits (<i>calculated field</i>)	-	-	-	-
* FT contract benefits in lieu (<i>calculated field</i>)	-	-	-	-
Subtotal	\$ -	\$ -	\$ -	\$ -
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1)	#N/A			-
2)	#N/A			-
3)	#N/A			-
4)	#N/A			-
Subtotal		\$ -	\$ -	\$ -
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1)	#N/A			-
2)	#N/A			-
3)	#N/A			-
4)	#N/A			-
Subtotal		-	-	-
2012 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments:				

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

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

ADDITIONAL RESOURCE REQUEST

Request Title Additional GPS Units

Business Unit # 6810456 GPS-Sidewalk Snow Plow

205 - Parks Design, Construct. & Mtc

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	-	-	-	-	-	-
Net FTE's	-	-	-	-	-	-
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	-	-	-	-	-	-
Other continuous costs	-	-	30,000	30,000	-	30,000
One-time expenses	-	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-
Net Operating Budget	\$ -	\$ -	\$ 30,000	\$ 30,000	\$ -	\$ 30,000
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☒ Departmental ☐ Corporate

In 2010, Council approved an ARR for the installation of GPS units in sidewalk snow clearing equipment. Partial funds were approved for this initiative (16k from the requested 43K). 25 GPS units are required to complete this initiative that provides service excellence in managing the operation. In addition, this data is used to support the COV with slip and fall claims.

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

Milestones or Deliverables	Timelines	Comments
25 units required at 1200/unit annually	2012	

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

Department Impacted	Describe Impact (Cost/time/benefit)	Were they Consulted?
Clerks Department	Accurate records of snow clearing equipment being on site.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No

Other comments:

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Additional GPS Units																										
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives																											
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.																											
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)																				
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:																											
SERVICE EXCELLENCE: Providing details to residents as to when the sidewalk units will be in their area accomplishes: "Pursue Excellence in Service Delivery", "Enhance and Ensure Community Safety, Health and Wellness", "Lead and Promote Env sustainability". MANAGEMENT EXCELLENCE is achieved by "demonstrated leadership and promoting effective Governance" and "Enhance productivity and Innovation"																											
3) Related Performance Indicators & Business Plan Link																											
Please provide information on top 3 performance measures:																											
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 5%;"> </th> <th style="width: 40%;">Name/description of service level target:</th> <th style="width: 15%;">Target Level</th> <th style="width: 15%;">Current Level</th> <th style="width: 25%;">Level with ARR</th> </tr> </thead> <tbody> <tr> <td>1)</td> <td>41 units required to have sidewalk units equiped</td> <td>41</td> <td>16</td> <td>41</td> </tr> <tr> <td>2)</td> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td>3)</td> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>									Name/description of service level target:	Target Level	Current Level	Level with ARR	1)	41 units required to have sidewalk units equiped	41	16	41	2)					3)				
	Name/description of service level target:	Target Level	Current Level	Level with ARR																							
1)	41 units required to have sidewalk units equiped	41	16	41																							
2)																											
3)																											
Describe how this request relates to Departmental Business Plan:																											
Listed in prior years inniative and carried over into 2012; Implement GPS system to all COV vehicles to provide timely resopnse to snow clearing and turf cutting equipment in order to provide better customer service																											
4) Value Proposition																											
Please detail both qualitative and quantitative benefits of the request																											
Qualitative: Please select up to 2 actions which best describe this request																											
Primary <input type="text" value="Improve User Satisfaction"/> Secondary <input type="text" value="Improve Sustainability"/>																											
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?																											
Customer service is quick and timely and records are more accurate then recording the deatail manually.																											
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.																											
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings	Incl. in offsets (Section #9)?																						
2012	Output/Service Quantity	savings	Units	over 100K annually saved in claims is anticipated																							
5) Alternatives																											
Are there alternatives or options? Please explain what they are and why they are not the primary approach.																											
Presently the units without GPS have a less response time to residential inquiries. Records will continue to be kept manually only.																											

Request Title	Additional GPS Units
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<p>Legislative/Regulatory Requirement</p> <p> <input type="radio"/> None <input checked="" type="radio"/> Little consequence of non compliance <input type="radio"/> Significant external repercussion/penalty </p> <p>What are the compliance requirements?</p> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">Accurate records of plowing and salting operations are required.</div> <p>What are the consequences of non-compliance?</p> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">Law suits against the City</div> <p>Current status of compliance:</p> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">compliant with manual tracking</div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <p>Probability of Litigation</p> <div style="display: flex; align-items: center;"> <div style="flex: 1;"> <p>None Low Medium High</p> </div> <div style="flex: 1; border: 1px solid black; padding: 5px; margin-left: 10px;"> <p>Comments</p> <p><i>Please describe the type and nature of risk</i></p> <p>Claims from not tracking snow clearing operations accurately when claims are filed against the COV are costly.</p> </div> </div> <p>Financial Impact</p> <div style="display: flex; align-items: center;"> <div style="flex: 1;"> <p>\$0 \$10,000 \$100,000 \$1,000,000 > \$10,000,000</p> </div> </div> <p>Health and Safety Risk (click on the word)</p> <p> <input type="radio"/> None <input type="radio"/> Internal <input checked="" type="radio"/> External <input checked="" type="radio"/> Both </p> <p>Health and Safety Magnitude</p> <div style="display: flex; align-items: center;"> <div style="flex: 1;"> <p>None Minor Major Severe</p> </div> </div> <p>Probability of Health & Safety Issue</p> <div style="display: flex; align-items: center;"> <div style="flex: 1;"> <p>None Low Medium High</p> </div> </div>	
<p>Internal Operational Requirements</p> <p> <input type="radio"/> None <input type="radio"/> Service provided with minor internal issues -slight inconvenience <input checked="" type="radio"/> Inability to support the department's directive <input type="radio"/> Direct affect on multiple departments <input type="radio"/> Citywide implications </p> <p>Comments</p> <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> Claims would be better managed by having a full proof system for tracking snow clearing operations. </div>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	
Residents who complain can be better addressed with accuracy rather than responding the day following a complaint. Also records are more accurate for future reference.	

Request Title	Additional GPS Units			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year				
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify length (months or yrs)				
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)				
Grade level				
Est. starting step				
Desktop (HR) Review Performed?				
B&F Accommodations Available?				
ITM Hardware required?				
Capital Equipment Required?				
Complement Annual Cost Detail				
Annual full-time \$				-
Annual part-time \$	-	-	-	-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	-	-	-	-
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ -	\$ -	\$ -	\$ -
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	6810456.7200			-
2) Training & Developme	6810456.7115			-
3) Cellular Line Charges	6810456.7122.01			-
4) Mileage	6810456.7100			-
Subtotal		\$ -	\$ -	\$ -
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	6810456.7211.01			-
2) Office Equip. & Furnitu	6810456.7210			-
3) Training & Developme	6810456.7115			-
4)	#N/A			-
Subtotal		-	-	-
2012 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments:				

Request Title		Additional GPS Units						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1								\$ -
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)	-	-	-			
2	* Benefits	(From sect. 7)	-	-	-			
3	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-	-			
4	Addition to existing contract of 25 units					30,000		
5								
6								
7								
Subtotal				-	-	30,000	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-	-	-		
2							-	
3							-	
Subtotal				-	-	-	-	
OFFSETS - cost savings, reductions, etc								
1								
2								
3								
Subtotal				-	-	-	-	
TOTAL OPERATING BUDGET CHANGE				-	-	30,000	-	
COMPLEMENTS & FTE's								
# of positions requested			(From sect. 7)	-	-	-	-	
FTE's			(From sect. 7)	-	-	-	-	
FTE reductions/offsets			(Manual Field)				-	
Net FTE's			(From sect. 7)	-	-	-	-	

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

ADDITIONAL RESOURCE REQUEST

Request Title Emerald Ash Borer (EAB) Tree Removals

Business Unit # 6830363

Tree Pruning

205 - Parks Design, Construct. & Mtc

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	-	-	-	-	-	-
Net FTE's	-	-	-	-	-	-
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	-	-	-	-	-	-
Other continuous costs	-	-	460,000	460,000	-	460,000
One-time expenses	-	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-
Net Operating Budget	\$ -	\$ -	\$ 460,000	\$ 460,000	\$ -	\$ 460,000
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☒ Departmental ☐ Corporate

In 2012, 1200 Ash trees will require removal due to infestation of the Emerald Ash Borer (EAB). Once a tree is infested, the borer kills the host tree within approximately 3-5 years. The number of removals is expected to increase as the insect spreads across the City. In 2012: 1000 Boulevard Trees will be removed @ \$400.00 Ea + 200 Woodlot Trees @ \$300.00 Ea (TOTAL: \$460,000.00).

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

Milestones or Deliverables	Timelines	Comments
Meet CTS Threshold for tree removals (contract)	2012	CTS threshold for tree removals is (180-240 days)

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

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

Other comments:

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Emerald Ash Borer (EAB) Tree Removals					
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives						
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.						
Theme	Goal	Initiative	Ref #	Status	Date	Request/Initiative Relationship (choose 1)
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:						
SERVICE EXCELLENCE: "Enhance and Ensure Community Safety, Health & Wellness" -- As Ash trees die, they will pose a significant hazard to adjacent properties, pedestrians and vehicles. "Lead & Promote Environmental Sustainability" -- By removing the dead trees immediately and chipping & disposal as per CFIA regulations, we slow the movement of the insect and also maintain the health of our existing Urban Forest by not providing habitat for other insects & disease which thrive on dead wood. MANAGEMENT EXCELLENCE: "Maintain Assets & Infrastructure" -- By ensuring all hazardous City-owned trees are removed immediately the City is monitoring and maintaining its Urban Forest and reducing the liability concerns from standing dead trees.						
3) Related Performance Indicators & Business Plan Link						
Please provide information on top 3 performance measures:						
	Name/description of service level target:		Target Level	Current Level	Level with ARR	
1)	# of EAB Trees Removed (contract)		1,200	450	1,200	
2)						
3)						
Describe how this request relates to Departmental Business Plan:						
As City-owned trees die, they are removed and replaced through the Department's regular tree replacement program. Stumping is a part of the re-planting program; however the stumps are not removed until just prior to planting (typically within 12 months of removal). In high pedestrian traffic areas or in locations where replacement trees are not being planted, there is a requirement to remove the remaining stumps.						
4) Value Proposition						
Please detail both qualitative and quantitative benefits of the request						
Qualitative: Please select up to 2 actions which best describe this request						
Primary	Improve User Satisfaction			Secondary	Improve Sustainability	
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?						
"IMPROVE USER SATISFACTION" -- immediately removing dead tree will directly impact the number of resident inspection and removal work order requests. Adequate resources ensures that department thresholds are met and residents/property owners do not experience unnecessary delays. "IMPROVE SUSTAINABILITY" -- adequate resources ensure that the Urban Forest is monitored, and dead trees are removed and replaced thereby protecting & improving Vaughan's Urban Forest canopy coverage.						
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.						
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings		Incl. in offsets (Section #9)?
2012	Output/Service Quantity	# wo's	Units	will reduce number of work order for inspections & removals		No
2012	Time/Capacity	\$	Hrs.	Less overtime		No
5) Alternatives						
Are there alternatives or options? Please explain what they are and why they are not the primary approach.						
Over-time and existing staff & equipment complement will not be able to keep up to the tremendous increase in necessary tree removals.						

Request Title	Emerald Ash Borer (EAB) Tree Removals
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input type="radio"/> None</p> <p><input checked="" type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <p>Municipal Standards Act &</p> <p>Maintain public lands and roadways free of obstructions and tree hazards</p> <p>Litigation could be significant</p> <p>compliant</p> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <p>◀ [None Low Medium High] ▶</p> <p>Financial Impact</p> <p>◀ [\$0 \$10,000 \$100,000 \$1,000,000 > \$10,000,000] ▶</p> <p>Health and Safety Risk (click on the word)</p> <p><input type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input checked="" type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <p>◀ [None Minor Major Severe] ▶</p> <p>Probability of Health & Safety Issue</p> <p>◀ [None Low Medium High] ▶</p> </div> <div style="width: 50%; border: 1px solid black; padding: 5px;"> <p>Comments</p> <p><i>Please describe the type and nature of risk</i></p> <p>Dead trees which are left standing become a liability and hazard to the surrounding City streets, public and private properties. The financial impacts will include the high probability of legislation as residents, businesses and visitors could be directly impacted by falling trees.</p> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input checked="" type="radio"/> Inability to support the department's directive</p> <p><input type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p> <p>Tree maintenance issues impact Legal, Bylaw, etc.</p>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	
<p>If the additional resources requirement is not approved, the Department's standards and thresholds will be negatively affected. This will directly impact City of Vaughan residents, staff and the community. Forestry work will be delayed and the health and sustainability of our Urban Forest will decline. There will also be a direct increase in the number of work order requests for inspections & removals.</p>	

Request Title	Emerald Ash Borer (EAB) Tree Removals			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year				
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify length (months or yrs)				
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)				
Grade level				
Est. starting step				
Desktop (HR) Review Performed?				
B&F Accommodations Available?				
ITM Hardware required?				
Capital Equipment Required?				
Complement Annual Cost Detail				
Annual full-time \$				-
Annual part-time \$	-	-	-	-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (<i>calculated field</i>)	-	-	-	-
* Annual benefits (<i>calculated field</i>)	-	-	-	-
* FT contract benefits in lieu (<i>calculated field</i>)	-	-	-	-
Subtotal	\$ -	\$ -	\$ -	\$ -
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1)	#N/A			-
2)	#N/A			-
3)	#N/A			-
4)	#N/A			-
Subtotal		\$ -	\$ -	\$ -
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1)	#N/A			-
2)	#N/A			-
3)	#N/A			-
4)	#N/A			-
Subtotal		-	-	-
2012 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments:				

Request Title		Emerald Ash Borer (EAB) Tree Removals						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1								\$ -
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)	-	-	-			
2	* Benefits	(From sect. 7)	-	-	-			
3	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-	-			
4	Contract for EAB Tree Removals (additional volume)					460,000		
5								
6								
7								
Subtotal				-	-	460,000	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-	-		-	
2							-	
3							-	
Subtotal				-	-	-	-	
OFFSETS - cost savings, reductions, etc								
1								
2								
3								
Subtotal				-	-	-	-	
TOTAL OPERATING BUDGET CHANGE				-	-	460,000	-	
COMPLEMENTS & FTE's								
# of positions requested			(From sect. 7)	-	-	-	-	
FTE's			(From sect. 7)	-	-	-	-	
FTE reductions/offsets			(Manual Field)				-	
Net FTE's			(From sect. 7)	-	-	-	-	

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

ADDITIONAL RESOURCE REQUEST

Request Title Community Services Asset Management Coordinator

Business Unit # 6810001 Parks - Administration

205 - Parks Design, Construct. & Mtc

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	-	-	1.00	1.00	-	1.00
Net FTE's	-	-	1.00	1.00	-	1.00
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	-	-	102,265	102,265	-	102,265
Other continuous costs	-	-	600	600	-	600
One-time expenses	-	-	3,500	3,500	(3,500)	-
Offsets/reductions	-	-	-	-	-	-
Net Operating Budget	\$ -	\$ -	\$ 106,365	\$ 106,365	\$ (3,500)	\$ 102,865
Associated Capital Costs	\$ -	\$ -	\$ 45,000	\$ 45,000	\$ -	\$ 45,000

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

Please check one: ☒ Departmental ☐ Corporate

1 - Full- time Community Services Asset Management Coordinator to perform activities related to PSAB and department asset management. The position will report to the Manager, Parks Services.

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

Milestones or Deliverables	Timelines	Comments

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

Department Impacted	Describe Impact (Cost/time/benefit)	Were they Consulted?
HR	Process of Hiring & Documentation	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No

Other comments:

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Community Services Asset Management Coordinator						
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
Organizational	Manage Corporate Assets PRIORITY GOAL	Develop and implement a corporate wide asset management system - PRIORITY	4		TBD	Priority	Mandatory
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020: MANAGEMENT EXCELLENCE: "Enhance Productivity, Cost Effectiveness and Innovation" – A Coordinator will view assets holistically and be able to see opportunities missed with a siloed approach to asset management. "Maintain Assets & Infrastructure" - This position will be responsible for maintaining Assets and Infrastructure for the Parks section of Community Services. SERVICE EXCELLENCE: "Pursue Excellence in Service Delivery" – Coordination of assets will ensure proactive maintenance and replacement of public facing assets.							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
	Name/description of service level target:		Target Level	Current Level	Level with ARR		
1)							
2)							
3)							
Describe how this request relates to Departmental Business Plan:							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary	Improve Sustainability			Secondary	Improve Corp. Image		
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?							
"IMPROVE SUSTAINABILITY" - By ensuring department assets are effectively managed as a whole; taking advantage of combined opportunities in maintaining department's infrastructure. "IMPROVE CORP. IMAGE" - By ensuring department assets are inventoried and proactively maintained within the lifespan of the asset, the department will project a positive image to the City's residents, business owners and visitors alike.							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings			Incl. in offsets (Section #9)?
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							
no							

Request Title	Community Services Asset Management Coordinator
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input checked="" type="radio"/> None</p> <p><input type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <p></p> <p></p> <p></p> <p></p> <p></p> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <p>◀ [Slider: None to High] ▶</p> <p>None Low Medium High</p> <p>Financial Impact</p> <p>◀ [Slider: \$0 to > \$10,000,000] ▶</p> <p>\$0 \$10,000 \$100,000 \$1,000,000 > \$10,000,000</p> <p>Health and Safety Risk (click on the word)</p> <p><input type="radio"/> None <input type="radio"/> Internal <input checked="" type="radio"/> External <input checked="" type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <p>◀ [Slider: None to Severe] ▶</p> <p>None Minor Major Severe</p> <p>Probability of Health & Safety Issue</p> <p>◀ [Slider: None to High] ▶</p> <p>None Low Medium High</p> </div> <div style="width: 50%; border: 1px solid black; padding: 5px;"> <p>Comments</p> <p><i>Please describe the type and nature of risk</i></p> <p>Ensuring department assets are inventoried, monitored and maintain within their lifespan will minimize the risk of litigation.</p> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input checked="" type="radio"/> Inability to support the department's directive</p> <p><input type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p> <p>Asset management will impact all departments within Community Services as well as external departments such as Finance and Legal.</p>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	

Request Title	Community Services Asset Management Coordinator			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2014			
Position title	Asset Coordinator			
Estimated start date	January 1, 2012			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Mgmt/Non-union			
If contract, specify length (months or yrs)	N/A			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	6810001			
Grade level	7			
Est. starting step	1			
Desktop (HR) Review Performed?	No			
B&F Accommodations Available?	Yes			
ITM Hardware required?	Yes			
Capital Equipment Required?	Yes			
Complement Annual Cost Detail				
Annual full-time \$	80,271			80,271
Annual part-time \$	-	-	-	-
Annual shift premiums, etc	-			-
Annual overtime \$	-			-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	21,994	-	-	21,994
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 102,265	\$ -	\$ -	\$ 102,265
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	6810001.7200	-		-
2) Training & Developme	6810001.7115	-		-
3) Cellular Line Charges	6810001.7122.01	600		600
4) Mileage	6810001.7100	-		-
Subtotal		\$ 600	\$ -	\$ 600
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	6810001.7211.01	1,500		1,500
2) Office Equip. & Furnitu	6810001.7210	1,500		1,500
3) Training & Developme	6810001.7115	500		500
4)	#N/A	-		-
Subtotal		3,500	-	3,500
2012 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ 106,365	\$ -	\$ -	\$ 106,365
Additional Comments:				

Request Title		Community Services Asset Management Coordinator						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1	Inspection Vehicle	Pending	2012				\$ 30,000	\$ 30,000
2	GPS Handheld (trimble)	Pending	2012				\$ 15,000	\$ 15,000
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ 45,000	\$ 45,000
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)	-	-		80,271		
2	* Benefits	(From sect. 7)	-	-		21,994		
3	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-		600		
4								
5								
6								
7								
Subtotal				-	-	102,865	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-		3,500	(3,500)	
2							-	
3							-	
Subtotal				-	-	3,500	(3,500)	
OFFSETS - cost savings, reductions, etc								
1								
2								
3								
Subtotal				-	-	-	-	
TOTAL OPERATING BUDGET CHANGE					-	-	106,365	(3,500)
COMPLEMENTS & FTE's				2012	2013	2014	Total	
# of positions requested			(From sect. 7)	-	-	1.00	1.00	
FTE's			(From sect. 7)	-	-	1.00	1.00	
FTE reductions/offsets			(Manual Field)	-			-	
Net FTE's			(From sect. 7)	-	-	1.00	1.00	

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

ADDITIONAL RESOURCE REQUEST

Request Title 1 Forestry Arborist

Business Unit # 6830001 Forestry - Administration

205 - Parks Design, Construct. & Mtc

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	-	-	1.00	1.00	-	1.00
Net FTE's	-	-	1.00	1.00	-	1.00
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	-	-	69,089	69,089	-	69,089
Other continuous costs	-	-	800	800	-	800
One-time expenses	-	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-
Net Operating Budget	\$ -	\$ -	\$ 69,889	\$ 69,889	\$ -	\$ 69,889
Associated Capital Costs	\$ -	\$ -	\$ 30,000	\$ 30,000	\$ -	\$ 30,000

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

Please check one: ☒ Departmental ☐ Corporate

1 Full time Arborist to report to the Forestry Supervisor to complete inspections and other forestry related duties within the City of Vaughan.

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

Milestones or Deliverables	Timelines	Comments

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

Department Impacted	Describe Impact (Cost/time/benefit)	Were they Consulted?
HR	Hiring Process and Documentation	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No

Other comments:

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	1 Forestry Arborist						
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020: SERVICE EXCELLENCE: "Enhance and Ensure Community Safety, Health & Wellness" -- As the number of work orders continues to increase due to pressures from growth and also from the aging Urban Forest, additional staff are required to respond to the added work load. "Lead & Promote Environmental Sustainability" -- by ensuring adequate staff are employed to maintain Vaughan's publicly owned trees. MANAGEMENT EXCELLENCE: "Maintain Assets & Infrastructure" -- by ensuring the City has adequate staff to monitor and maintain its Urban Forest.							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
	Name/description of service level target:		Target Level	Current Level	Level with ARR		
1)	# work orders / FTE		9,500	11,000	10,000		
2)							
3)							
Describe how this request relates to Departmental Business Plan:							
As the number of work orders increases in direct relation to growth (assumptions) and the aging Urban Forest, additional staff are necessary for the department to meet and maintain its maintenance standards and thresholds.							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary	Improve User Satisfaction			Secondary	Improve Sustainability		
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?							
"IMPROVE USER SATISFACTION" -- directly relates to the number of work orders completed and the time taken to complete them. Adequate staffing ensures that department thresholds are met and residents/property owners do not experience unnecessary delays. "IMPROVE SUSTAINABILITY" -- adequate staff ensure that trees are maintained sufficiently between scheduled maintenance times thereby extending the lifespan of the individual trees which make up Vaughan's Urban Forest.							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings		Incl. in offsets (Section #9)?	
2013	Output/Service Quantity	# wo's	Units	handling more work orders / FTE		No	
2013	Time/Capacity	\$	Hrs.	Less overtime		No	
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							
Over-time can be continued to be offered, however it is unlikely that all work orders will be addressed through additional over-time only. Outsourcing of tree maintenance may also be explored, however, this will not reduce the number of inspections work orders received for hazard tree inspections, guaranteed maintenance/assumption inspections and private tree by-law inspections/permit processing.							

Request Title	1 Forestry Arborist
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input type="radio"/> None</p> <p><input checked="" type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <p>Municipal Standards Act &</p> <p>Maintain public lands and roadways free of obstructions and tree hazards</p> <p>Litigation could be significant</p> <p>compliant</p> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <p>◀ [Slider: None to High] ▶</p> <p>Financial Impact</p> <p>◀ [Slider: \$0 to > \$10,000,000] ▶</p> <p>Health and Safety Risk (click on the word)</p> <p><input type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input checked="" type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <p>◀ [Slider: None to Severe] ▶</p> <p>Probability of Health & Safety Issue</p> <p>◀ [Slider: None to High] ▶</p> </div> <div style="width: 50%; border: 1px solid black; padding: 5px;"> <p>Comments</p> <p><i>Please describe the type and nature of risk</i></p> <p>Trees which are not maintained become a liability to the surrounding City streets, public and private properties. The financial impacts will include the high probability of legislation as residents, businesses and visitors could be directly impacted.</p> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input checked="" type="radio"/> Inability to support the department's directive</p> <p><input type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p> <p>Tree maintenance issues impact Legal, Bylaw, etc.</p>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	
<p>If the additional staff requirement is not approved, the Department's standards and thresholds will be negatively affected. This will directly impact City of Vaughan residents, staff and the community. Forestry work will be delayed and the health and sustainability of our Urban Forest will decline.</p>	

Request Title	1 Forestry Arborist			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2014			
Position title	Forestry Arborist			
Estimated start date	January 1, 2012			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Cupe Hourly			
If contract, specify length (months or yrs)	N/A			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	6830001			
Grade level	I			
Est. starting step	Start			
Desktop (HR) Review Performed?	N/A			
B&F Accommodations Available?	N/A			
ITM Hardware required?	N/A			
Capital Equipment Required?	Yes			
Complement Annual Cost Detail				
Annual full-time \$	54,230			54,230
Annual part-time \$	-	-	-	-
Annual shift premiums, etc	-			-
Annual overtime \$	-			-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	14,859	-	-	14,859
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 69,089	\$ -	\$ -	\$ 69,089
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	6830001.7200	-		-
2) Training & Developme	6830001.7115	200		200
3) Cellular Line Charges	6830001.7122.01	600		600
4) Mileage	6830001.7100	-		-
Subtotal		\$ 800	\$ -	\$ 800
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	6830001.7211.01	-		-
2) Office Equip. & Furnitu	6830001.7210	-		-
3) Training & Developme	6830001.7115	-		-
4)	#N/A	-		-
Subtotal		-	-	-
2012 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ 69,889	\$ -	\$ -	\$ 69,889
Additional Comments:				

Request Title		1 Forestry Arborist						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1	Vehicle	Pending	2014				\$ 30,000	\$ 30,000
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ 30,000	\$ 30,000
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)	-	-		54,230		
2	* Benefits	(From sect. 7)	-	-		14,859		
3	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-		800		
4								
5								
6								
7								
Subtotal				-	-	69,889	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-	-	-	-	
2							-	
3							-	
Subtotal				-	-	-	-	
OFFSETS - cost savings, reductions, etc								
1								
2								
3								
Subtotal				-	-	-	-	
TOTAL OPERATING BUDGET CHANGE				-	-	69,889	-	
COMPLEMENTS & FTE's				2012	2013	2014	Total	
# of positions requested		(From sect. 7)	-	-	1.00	1.00		
FTE's		(From sect. 7)	-	-	1.00	1.00		
FTE reductions/offsets		(Manual Field)		-		-		
Net FTE's		(From sect. 7)	-	-	1.00	1.00		

Parks Development

- 1. Financial Summary**
- 2. Business Plans**



Revenue and Expenditure Summary

2012 - 14 Operating Budget

Department	Exp Category	Account	2010 Actuals	Actual Forecast	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
Parks Development														
Labour Costs														
		7010 Full Time	695,140	708,586	789,067	26,849	0	815,916	26,849	3.4%	832,607	16,691	838,236	5,629
		7012 Overtime	319	2,883	7,200	291	0	7,491	291	4.0%	7,491	0	7,491	0
		7015 Part Time	40,539	45,139	58,155	(28,545)	0	29,610	(28,545)	(49.1)%	29,610	0	29,610	0
		7017 Benefits	181,112	185,679	208,349	8,439	0	216,788	8,439	4.1%	226,989	10,201	234,341	7,352
		Total Labour Costs	917,110	942,288	1,062,771	7,034	0	1,069,805	7,034	0.7%	1,096,697	26,892	1,109,678	12,981
Other Expenses														
		7100 Mileage	2,086	433	730	0	0	730	0	0.0%	730	0	730	0
		7105 Membership/Dues/Fees	3,448	4,020	4,080	0	0	4,080	0	0.0%	4,080	0	4,080	0
		7110 Meals and Meal Allowances	147	109	250	0	0	250	0	0.0%	250	0	250	0
		7115 Training & Development	2,124	954	2,770	0	0	2,770	0	0.0%	2,770	0	2,770	0
		7122 Cellular Telephones	230	31	0	0	0	0	0	0.0%	0	0	0	0
		7125 Subscriptions/Publications	66	301	0	0	0	0	0	0.0%	0	0	0	0
		7126 Newsletters & Mailings	73	36	100	0	0	100	0	0.0%	100	0	100	0
		7130 Seminars & Workshops	0	347	500	0	0	500	0	0.0%	500	0	500	0
		7200 Office Supplies	2,680	4,290	3,635	0	0	3,635	0	0.0%	3,635	0	3,635	0
		7203 Drafting Supplies	2,391	1,283	3,160	0	0	3,160	0	0.0%	3,160	0	3,160	0
		7205 Computer Supplies	1,888	1,777	2,480	0	0	2,480	0	0.0%	2,480	0	2,480	0
		7211 Computer Hardware/Software	4,960	8,050	7,500	0	0	7,500	0	0.0%	7,500	0	7,500	0
		7220 Copiers, Faxes and Supplies	7,155	4,255	4,700	0	0	4,700	0	0.0%	4,700	0	4,700	0
		7300 Protective Clothing/Uniforms	0	629	300	0	0	300	0	0.0%	300	0	300	0
		7315 Vehicle Maintenance &	7,463	5,275	5,270	(5,270)	0	0	(5,270)	(100.0)%	0	0	0	0
		7340 Machine Time	10,500	2,625	10,500	(10,500)	0	0	(10,500)	(100.0)%	0	0	0	0
		7520 Professional Fees	7,000	11,694	10,100	0	0	10,100	0	0.0%	10,100	0	10,100	0
		7560 Gas/Diesel - Vehicles	0	0	0	5,310	0	5,310	5,310	0.0%	5,841	531	6,133	292
		7699 Sundry Expenses	1,749	138	385	0	0	385	0	0.0%	385	0	385	0
		7770 Transfer to Capital Fund	1,080	0	0	0	0	0	0	0.0%	0	0	0	0
		7780 Trf to Reserve Insurance	5,690	6,775	6,775	(6,775)	0	0	(6,775)	(100.0)%	0	0	0	0
		7791 Trsf. from Capital	(1,060)	0	0	0	0	0	0	0.0%	0	0	0	0
		Total Other Expenses	59,669	53,021	63,235	(17,235)	0	46,000	(17,235)	(27.3)%	46,531	531	46,823	292
Total Parks Development			976,779	995,309	1,126,006	(10,201)	0	1,115,805	(10,201)	(0.9)%	1,143,228	27,423	1,156,501	13,273

* Note: Actual Forecast 2011 is for reference purposes only and is based on year to date actuals as of September 2011 plus the remainder of the calendarized budget.

2012 Budget Variance Comments

7010 - Full Time	Increase due to economic adjustment.
7012 - Overtime	OT rate increase as per union agreement.
7015 - Part Time	Transfer of PT FTE (Clerk Typist) to B&F.
7017 - Benefits	Increase as per guidelines.
7315 - Vehicle Repairs	Budget realigned due to changes in allocation of fleet repairs & maintenance and fuel.
7340 - - Machine Time	Budget realigned due to changes in allocation of fleet repairs & maintenance and fuel.
7560 - Gas/Diesel - Vehicles	Budget realigned due to changes in allocation of fleet repairs & maintenance and fuel.
7780 - Trsf. to Reserves-Insurance	Budget realigned due to process changes in allocation of insurance.
	Subtotal

2013 Budget Variance Comments

7010 - Full Time	Increase due to pro rate progression.
7017 - Benefits	Increase as per guidelines.
7560 - Gas/Diesel - Vehicles	Increases as per guidelines.

2014 Budget Variance Comments

7010 - Full Time	Increase due to pro rate progression.
7017 - Benefits	Increase as per guidelines.
7560 - Gas/Diesel - Vehicles	Increases as per guidelines.

2012-14 Business Plan

BUSINESS OVERVIEW

Service Statement:

The department is committed to providing the City and its residents with innovative, functional, and safe parks and open space which foster outdoor physical activity in a manner which is accessible to all residents.

The Parks Development Department is responsible for the following:

- Park / Open Space Planning
- Park / Open Space Design and Construction
- Park / Open Space Facilities Repair and Replacement and Renovation
- Trail Network Planning
- Trail Network Design and Construction
- Special Projects, Plans and Studies
- Park Land / Open Space Acquisitions

Service Profile:



2012-14 Business Plan

Full Time, Part Time and Overtime – Budgeted Amounts

	2010	2011	2012 Base	Additional Resource Requests		
				2012	2013	2014
Full Time	10	10	10	0	0	0
Part Time	1.37	1.37	1.37			
Overtime	\$6,990	\$7,200	\$6,985			

Key Stakeholders: (list major internal and external stakeholders and briefly describe why they are key stakeholders)

- **Council & SMT:** parks delivered in accordance with policies established by Council and align with strategic themes of the corporation;
- **Community Residents:** parks and open space directly enhance the quality of life for Vaughan residents – community information sessions are a critical component of the park and open space design process;
- **Ratepayer Associations:** parks and open space directly enhance the quality of life for Vaughan residents – ratepayer associations represent these residents
- **Development Industry:** developer built parks, review and sign off of guarantee maintenance and assumption, park blocks prepared (graded, topsoiled, seeded, and fenced) by Developer prior to construction, Letter of Credit release approval;
- **Planning and Engineering Consultants:** parks are an integral component of community building – interaction with these consultants facilitates location, distribution and size of parks as well as servicing requirements;
- **Sports Associations:** design and construction of sports facilities must meet the requirements of the governing sports bodies as well as the Vaughan sports associations;
- **External Agencies** (MNR, TRCA, MOE): park, open space and trail projects required permit approval from these various agencies;
- **Internal Departments:** PD provides support to and receives support from most internal departments in the course of planning, design and construction of parks, open space and trail projects

Work Plan:

Link to Vaughan Vision 2020:

Service Excellence – Provide service excellence to all citizens:

- Demonstrate Excellence in Service Delivery;
- Promote Community Safety, Health & Wellness;
- Lead and Promote Environmental Sustainability

Management Excellence – Provide excellence in the management of our city:

- Plan & Manage Growth and Economic Well-being

2012-14 Business Plan

Future Pressures and Opportunities:

Pressures:

- Public Sector Accounting Board (PSAB) legislated reporting requirements – workload impact
- Intensification and the pressure it bears on maintaining per capita park provisional service levels
- Infrastructure Repair & Replacement – workload & financial impact
- Active Together Master Plan Update – workload impact
- Development Charges Background Study Update – workload impact

Opportunities:

- Parkland / Open Space Acquisition Strategy
- Parkland Redevelopment Strategy
- Technological Innovations for Asset Management (Geographic Information Systems)

Business Plan Objectives

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	<u>Year</u>	<u>Status</u>	<u>Outcome/Results</u>
1. Implement 2011 Capital Budget;	2011	Projected to be complete Q3/12	
2. Develop a Parkland / Open Space Acquisition Strategy;	2010	Projected to be complete Q3/12	
3. PSAB Inventory Data Collection;	2010	Complete / Updated Annually	

2012-14 Business Plan Objectives: (You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.)

<u>Business Plan Objectives:</u>	<u>Timeline</u>	<u>Outcome</u>	<u>Resources</u>
2012 (Top 3 Objectives)			
1. Active Together Masterplan Update & Revision	Phase 1 – Retain Consultant (Q2/12) Phase 2 – Complete Study (Q3/13)	Update Masterplan to guide the delivery of parks, recreation, culture and libraries in the City of Vaughan	

2012-14 Business Plan

	Phase 3 - Implement Plan (Q4/13)		
2. Develop a Parkland/Open Space Acquisition Strategy	Phase 1 – Retain Consultant (Q1/12) Phase 2 – Complete Study (Q2/13) Phase 3 - Implement Plan (Q2/13)	Acquisition strategy to guide/inform the acquisition of parks and open space lands throughout the City of Vaughan	
3. Development Charges Background Study Update	Phase 1 – Data Collection & Analysis (Q1/12) Phase 2 – Implement Study (Q1/12)	Compile costing for lands development and park facility costs for inclusion in the DC Update / identify and align new park blocks with OP and Secondary Plans / facility fit analysis	
Other Implement 2012 Capital Budget	Q2/13	Plan, design and construct new park and trail projects	

2013 (Top 3 Objectives)

1. Active Together Masterplan Update	Phase 2 – Complete Study (Q3/13) Phase 3 - Implement Plan (Q4/13)	Update Masterplan to guide the delivery of parks, recreation, culture and libraries in the City of Vaughan	
--------------------------------------	---	--	--

2012-14 Business Plan

2. Develop a Parkland/Open Space Acquisition Strategy	Phase 2 – Complete Study (Q2/13) Phase 3 - Implement Plan (Q2/13)	Acquisition strategy to guide/inform the acquisition of parks and open space lands throughout the City of Vaughan	
3. North Maple Regional Park - Implementation	Phase 1 – complete design & tender documentation (Q1/13) Phase 2 – commence park construction (Q1/13)	Implementation of the first phase of Vaughan's largest Regional Park.	
Other Implement 2013 Capital Budget	Q2/14	Plan, design and construct new park and trail projects	

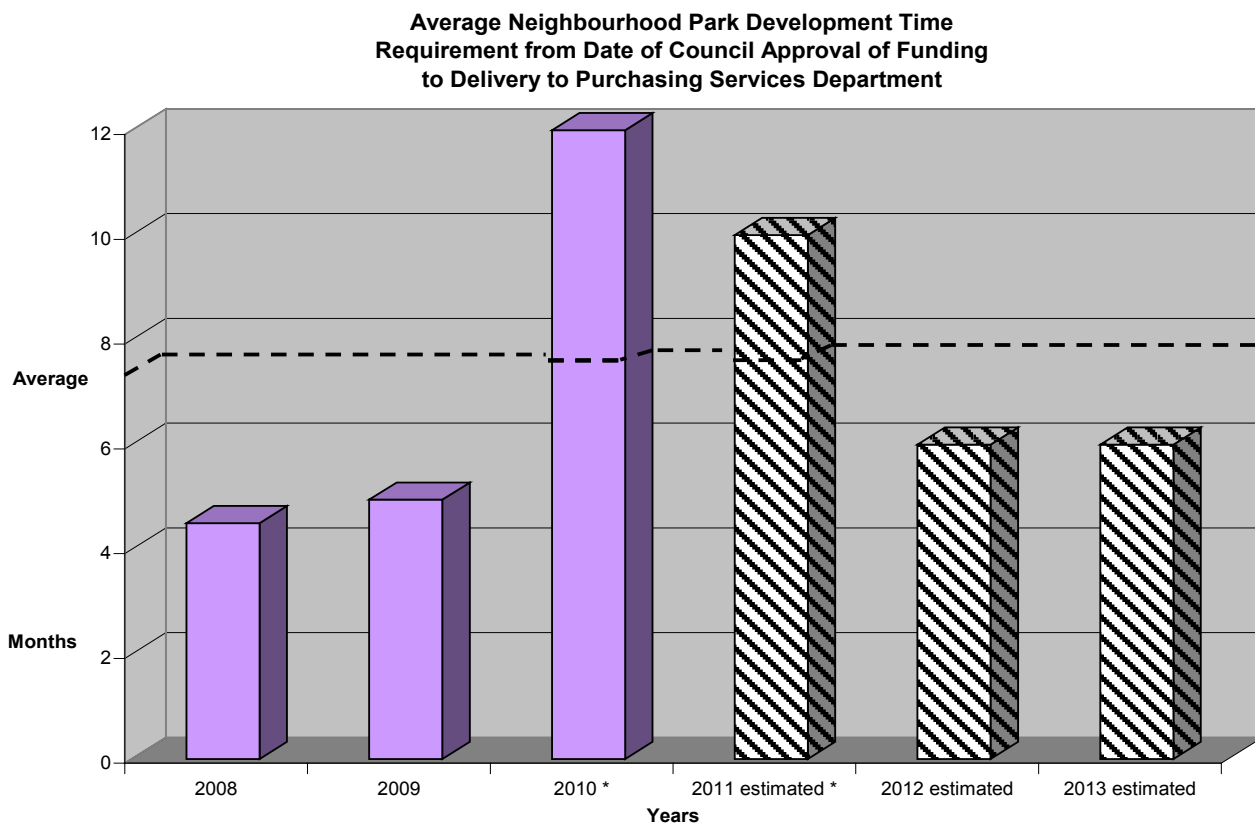
2014 (Top 3 Objectives)

1. North Maple Regional Park - Implementation	Q4/14	Completion of the first phase of Vaughan's largest Regional Park.	
Other Implement 2014 Capital Budget		Plan, design and construct new park and trail projects	

2012-14 Business Plan

Key Performance Indicators:

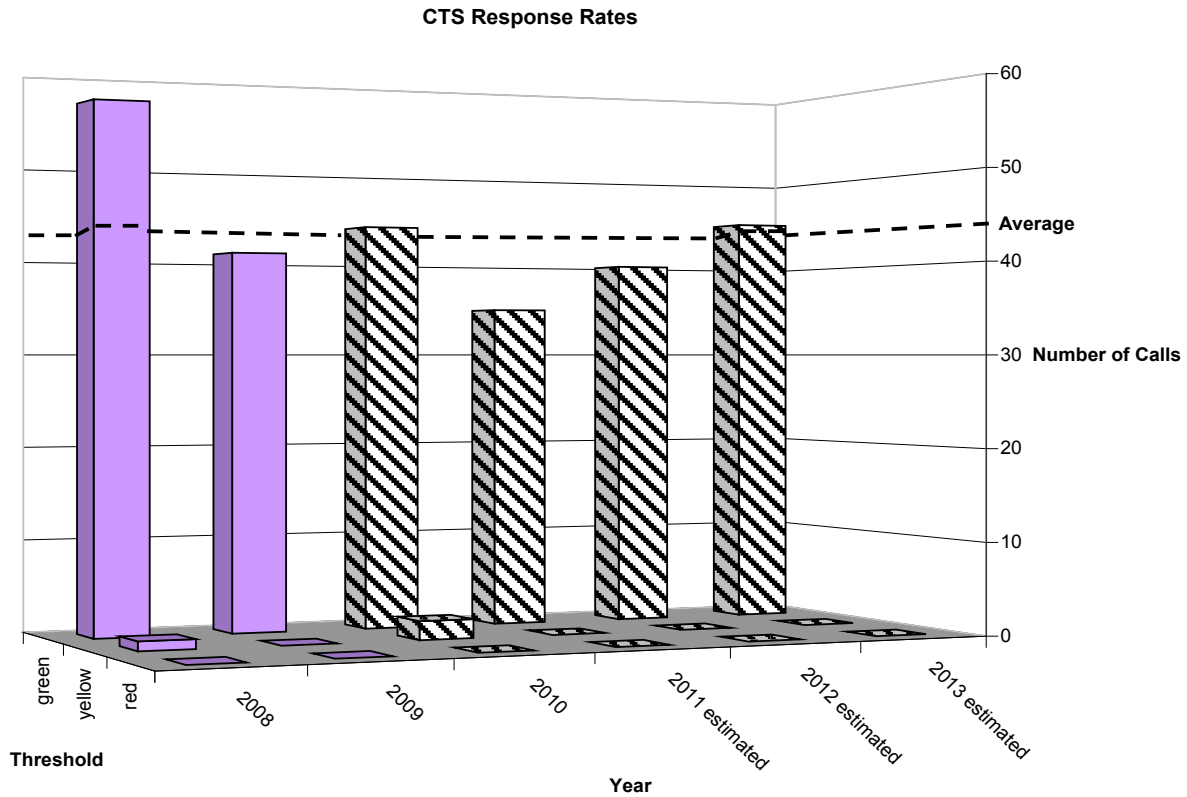
1. Time for delivery of new Park Development Projects to the Purchasing Department within the average time requirement;
2. (CTS) response time to resident inquires;
3. Average length of time to plan, design and construct parkettes, neighbourhood parks and district parks.



NOTE: Delivery of projects to Purchasing Services Department is dependent on a number of contributing factors including staffing, workload, retaining of consultant groups (RFP Process), requirements and approvals such as storm water management certification and external agency review (TRCA, MNR).

*Due to administration of ISF and RiNK Projects, capital projects were given a lower priority and as such took longer than average to complete.

2012-14 Business Plan

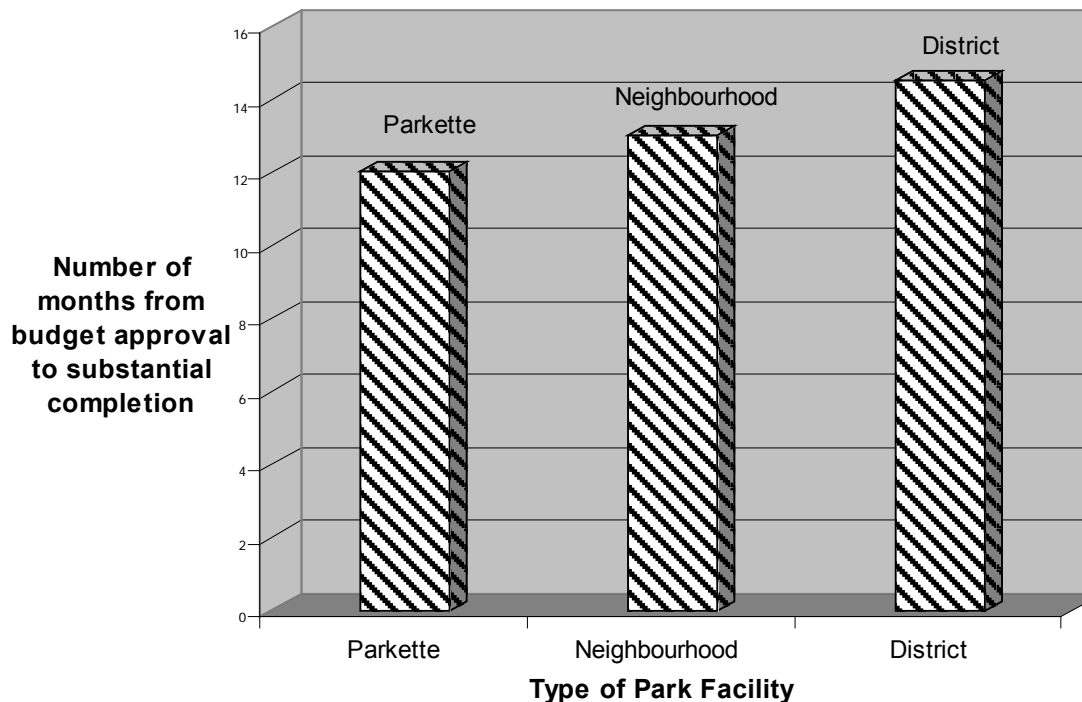


NOTE: Resident inquiries answered directly when they call are not logged in the CTS system unless there is an unresolved issue.

Numbers shown represent calls received since 2008.
 The scale of escalation for CTS calls to Parks Development is:
 3 days: green
 5 days: yellow
 10 days: red

2012-14 Business Plan

Timeline for Completion of Parks (by type)



NOTE: 6 months have been removed from the construction period for non-construction during winter months (November 15 to May 15)

BUSINESS OVERVIEW:

Notes about the Measures:

See notes below the individual graphs.

Key Conclusion:

The workload pressures relating to ISF and RiNK grant funding as well as changing processes like storm water certification have resulted in pressures on the delivery time for parks from budget approval to delivery to Purchasing Services for tender. However the data indicates Parks Development continues to provide excellent customer service. Resident inquiries continue to be addressed within the CTS maximum timeline of 3 days.

Overall Conclusion: The department continues to effectively provide services to the residents of the City Vaughan although some recent changes have impacted timelines. Through innovation and revision to procedures departmental efficiency is being enhanced.

Commissioner Sign-off

Date (mm/dd/yy)

COMMISSIONER OF PLANNING



Revenue and Expenditure Summary

2012 - 14 Operating Budget

Department	Exp Category	Account	2010 Actuals	Actual Forecast	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
Commissioner of Planning														
Labour Costs														
		7010 Full Time	254,786	238,681	260,502	(8,834)	0	251,668	(8,834)	(3.4)%	259,634	7,966	267,602	7,968
		7017 Benefits	64,970	60,863	66,428	(994)	0	65,434	(994)	(1.5)%	69,322	3,888	73,323	4,001
		Total Labour Costs	319,757	299,544	326,930	(9,828)	0	317,102	(9,828)	(3.0)%	328,956	11,854	340,925	11,969
Other Expenses														
		7100 Mileage	0	53	0	0	0	0	0	0.0%	0	0	0	0
		7103 407-ETR Toll Charges	6,383	6,208	6,240	0	360	6,600	360	5.8%	6,600	0	6,600	0
		7105 Membership/Dues/Fees	1,278	45	735	10	0	745	10	1.4%	745	0	745	0
		7110 Meals and Meal Allowances	550	803	600	0	0	600	0	0.0%	600	0	600	0
		7115 Training & Development	0	103	400	0	0	400	0	0.0%	400	0	400	0
		7122 Cellular Telephones	417	373	600	0	(492)	108	(492)	(82.0)%	108	0	108	0
		7125 Subscriptions/Publications	68	143	100	0	0	100	0	0.0%	100	0	100	0
		7130 Seminars & Workshops	150	1,489	1,960	0	0	1,960	0	0.0%	1,960	0	1,960	0
		7200 Office Supplies	599	671	960	0	0	960	0	0.0%	960	0	960	0
		7205 Computer Supplies	0	89	350	0	0	350	0	0.0%	350	0	350	0
		7210 Office Equip. & Furniture	0	40	175	0	0	175	0	0.0%	175	0	175	0
		7211 Computer Hardware/Software	138	0	0	0	0	0	0	0.0%	0	0	0	0
		7220 Copiers, Faxes and Supplies	174	200	395	0	0	395	0	0.0%	395	0	395	0
		7315 Vehicle Maintenance & Repairs	1,286	250	1,000	(1,000)	0	0	(1,000)	(100.0)%	0	0	0	0
		7415 Rental, Leases - Vehicles	8,916	11,067	8,650	0	(740)	7,910	(740)	(8.6)%	7,910	0	7,910	0
		7520 Professional Fees	0	61,832	0	0	0	0	0	0.0%	0	0	0	0
		7560 Gas/Diesel - Vehicles	7,281	4,646	6,350	(1,250)	0	5,100	(1,250)	(19.7)%	5,100	0	5,100	0
		7630 Wireless/Internet Commun.	478	697	480	0	872	1,352	872	181.7%	1,352	0	1,352	0
		7699 Sundry Expenses	335	584	455	0	0	455	0	0.0%	455	0	455	0
		7780 Trf to Reserve Insurance	2,915	3,470	3,470	(3,470)	0	0	(3,470)	(100.0)%	0	0	0	0
		Total Other Expenses	30,968	92,763	32,920	(5,710)	0	27,210	(5,710)	(17.3)%	27,210	0	27,210	0
Total Commissioner of Planning			350,724	392,307	359,850	(15,538)	0	344,312	(15,538)	(4.3)%	356,166	11,854	368,135	11,969

* Note: Actual Forecast 2011 is for reference purposes only and is based on year to date actuals as of September 2011 plus the remainder of the calendarized budget.

2012 Budget Variance Comments

7010 - Full Time	Decrease due to staff replacement at a lower grade
7017 - Benefits	Increase due to salary increases, and as per guidelines.
7105 - Memberships/Dues/fees	Increase due to price increase
7780 - Trsf to insurance reserve	Budget realigned due to process changes in allocation of insurance.
7315 - Vehicle Maintenance & Repairs	Budget realigned due to process changes in allocation of fleet repairs & maintenance and fuel.
7560 - Gas/Diesel - Vehicles	Budget realigned due to process changes in allocation of fleet repairs & maintenance and fuel.

7103 - 407-ETR Toll Charges	Reallocated from various accounts
7122 - Cellular Telephones	Reallocated to various accounts
7415 - Rental, Leases - Vehicles	Reallocated and realigned to actual lease charges.
7630 - Wireless/Internet Commun.	Reallocated from various accounts
2013 Budget Variance Comments	
7010 - Full Time	Increase due to progression.
7017 - Benefits	Increase due to progression and increase as per guidleines.
2014 Budget Variance Comments	
7010 - Full Time	Increase due to progression.
7017 - Benefits	Increase due to progression and increase as per guidleines.

Development Planning

1. Financial Summary

2. Business Plans

3. ARR's

2012

- ◆ Urban Designer - VMC

2013

- ◆ Senior Planner/Project Manager (Hospital)

Revenue and Expenditure Summary

2012 - 14 Operating Budget

Department	Exp Category	Account	2010 Actuals	Actual Forecast	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
Development Planning														
	Revenue													
		3511 Service Charges	(2,922,563)	(3,066,775)	(2,429,460)	(766,569)	0	(3,196,029)	(766,569)	31.6%	(3,524,048)	(328,019)	(3,870,013)	(345,965)
		3618 Dept. Misc. Revenues	(58)	0	0	0	0	0	0	0.0%	0	0	0	0
		3619 Admin Fee OMB appeals	(4,560)	(1,489)	(3,000)	0	0	(3,000)	0	0.0%	(3,000)	0	(3,000)	0
		3625 Inspection Fees	(5,488)	(5,058)	0	0	0	0	0	0.0%	0	0	0	0
		Total Revenue	(2,932,669)	(3,073,321)	(2,432,460)	(766,569)	0	(3,199,029)	(766,569)	31.5%	(3,527,048)	(328,019)	(3,873,013)	(345,965)
	Labour Costs													
		7010 Full Time	1,800,902	1,925,899	2,056,621	80,300	0	2,136,921	80,300	3.9%	2,168,029	31,108	2,174,180	6,151
		7012 Overtime	14,884	21,311	36,432	(1,067)	1,000	36,365	(67)	(0.2)%	36,365	0	36,365	0
		7017 Benefits	463,025	495,651	533,740	34,960	0	568,700	34,960	6.6%	592,119	23,419	609,069	16,950
		Total Labour Costs	2,278,810	2,442,861	2,626,793	114,193	1,000	2,741,986	115,193	4.4%	2,796,513	54,527	2,819,614	23,101
	Other Expenses													
		7100 Mileage	5,153	4,328	5,078	0	0	5,078	0	0.0%	5,078	0	5,078	0
		7103 407-ETR Toll Charges	0	131	509	0	0	509	0	0.0%	509	0	509	0
		7105 Membership/Dues/Fees	9,834	10,386	11,641	0	0	11,641	0	0.0%	11,641	0	11,641	0
		7110 Meals and Meal Allowances	357	743	1,367	0	0	1,367	0	0.0%	1,367	0	1,367	0
		7115 Training & Development	9,459	9,248	10,858	0	0	10,858	0	0.0%	10,858	0	10,858	0
		7120 Telephone Charges	0	142	283	0	0	283	0	0.0%	283	0	283	0
		7122 Cellular Telephones	3,327	3,580	3,769	0	0	3,769	0	0.0%	3,769	0	3,769	0
		7125 Subscriptions/Publications	927	880	1,119	0	0	1,119	0	0.0%	1,119	0	1,119	0
		7130 Seminars & Workshops	4,871	2,447	6,828	0	(1,000)	5,828	(1,000)	(14.6)%	5,828	0	5,828	0
		7135 Advertising	0	719	942	0	0	942	0	0.0%	942	0	942	0
		7200 Office Supplies	3,441	5,780	6,398	0	0	6,398	0	0.0%	6,398	0	6,398	0
		7203 Drafting Supplies	5,838	4,867	8,009	0	0	8,009	0	0.0%	8,009	0	8,009	0
		7205 Computer Supplies	7,627	5,379	7,168	2	0	7,170	2	0.0%	7,170	0	7,170	0
		7210 Office Equip. & Furniture	0	3,317	6,054	0	(2,000)	4,054	(2,000)	(33.0)%	4,054	0	4,054	0
		7211 Computer Hardware/Software	4,652	8,777	17,543	0	(4,000)	13,543	(4,000)	(22.8)%	13,543	0	13,543	0
		7215 Mtce. & Repairs - Equip	0	1,162	2,111	0	0	2,111	0	0.0%	2,111	0	2,111	0
		7220 Copiers, Faxes and Supplies	13,754	10,892	13,191	0	(1,000)	12,191	(1,000)	(7.6)%	12,191	0	12,191	0
		7222 Printing	767	1,074	2,413	0	0	2,413	0	0.0%	2,413	0	2,413	0
		7226 Courier Services	20	97	188	0	0	188	0	0.0%	188	0	188	0
		7300 Protective Clothing/Uniforms	132	553	1,008	0	0	1,008	0	0.0%	1,008	0	1,008	0
		7520 Professional Fees	33,130	35,654	25,308	0	0	25,308	0	0.0%	25,308	0	25,308	0
		7699 Sundry Expenses	571	939	2,620	0	7,000	9,620	7,000	267.2%	9,620	0	9,620	0
		7790 Trsf. to Expend Res	(13,179)	0	0	0	0	0	0	0.0%	0	0	0	0
		Total Other Expenses	90,683	111,095	134,405	2	(1,000)	133,407	(998)	(0.7)%	133,407	0	133,407	0
Total Development Planning			(563,175)	(519,365)	328,738	(652,374)	0	(323,636)	(652,374)	(198.4)%	(597,128)	(273,492)	(919,992)	(322,864)

* Note: Actual Forecast 2011 is for reference purposes only and is based on year to date actuals as of September 2011 plus the remainder of the calendarized budget.

2012 Budget Variance Comments

3511 - Service Charges	Increase due to volume forecast change.
7010 - Full Time	Increase due to progression.
7012- Overtime	Reallocated from Office Equip & furniture, offset by incorrect decrease in beginning budgeted amount.
7017 - Benefits	Progression and benefit rate change
7130 - Seminars and Workshops	Reallocated to Sundry for Urban Design Awards
7210 - Office Equip & Furniture	Reallocated to Overtime and Urban Design Awards
7211 - Computer	Reallocated to Sundry for Urban Design Awards
7220 - Copier, Faxes and Supplies	Reallocated to Sundry for Urban Design Awards
7699 - Sundry Expenses	Reallocated from various accounts for Urban Design Awards

2013 Budget Variance Comments

3511 - Service Charges	Increase due to volume forecast change.
7010 - Full Time	Increase due to progression
7017 - Benefits	Increase due to progression and as per guidelines

2014 Budget Variance Comments

3511 - Service Charges	Increase due to volume forecast change.
7010 - Full Time	Increase due to progression
7017 - Benefits	Increase due to progression and as per guidelines

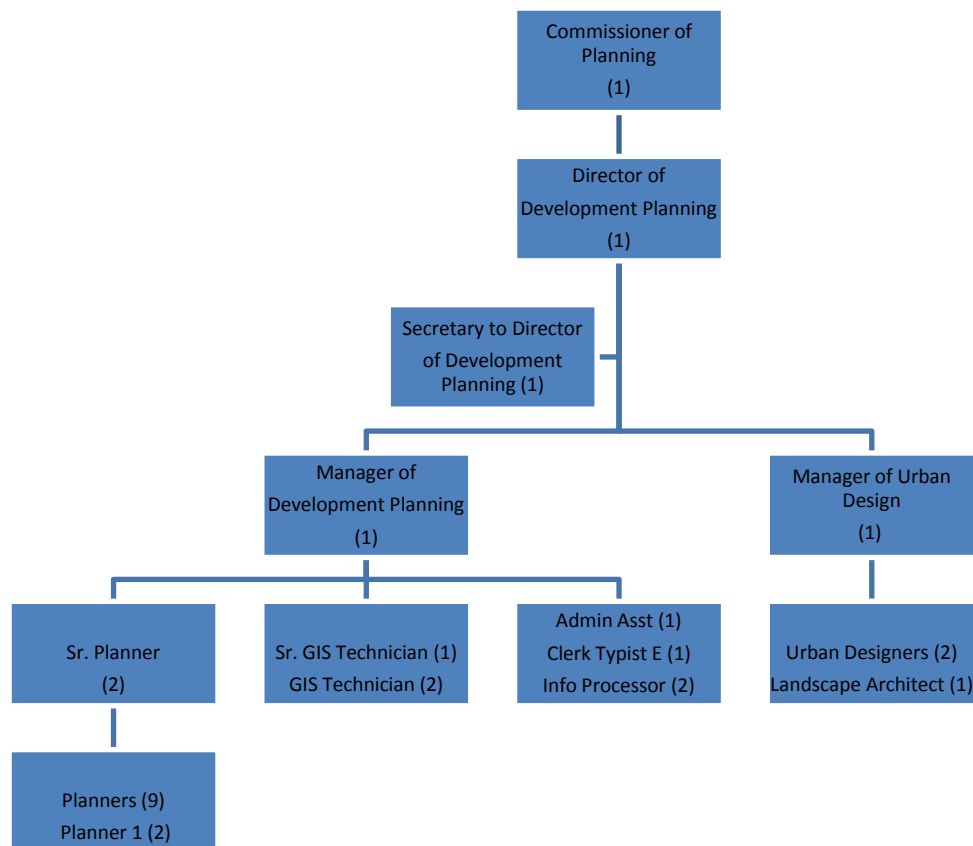
2012-14 Business Plan

BUSINESS OVERVIEW

Service Statement:

The Development Planning Department manages the growth and physical form of the City through the comprehensive analysis and review of development applications including Official Plan, Zoning, Subdivision, Condominium, Part Lot Control and Site Plans from a land use, social, environmental, transportation, economic, planning and urban design perspective. This is accomplished through the implementation of Provincial, Regional and City planning policies in keeping with land use, social, aesthetic, environmental, urban design and corporate objectives. Through this process, the broader public, City and property owner's interests and objectives are balanced in the context of proper land use planning principles in order to achieve physical, economic and social efficiency; health; diversity; and, sustainable and complete urban and rural communities. The Development Planning Department also provides a significant public service function with respect to facilitating public input into the planning process and providing information to the public via counter inquiries, telephone, written correspondence, and email about planning matters in the City. The Development Planning Department is responsible for implementing corporate policies, objectives and initiatives such as Vaughan Vision 2020, Environmental Master Plan, and Green Directions Vaughan.

Service Profile:



Full Time, Part Time and Overtime – Budgeted Amounts

					Additional Resource Request		
	2009	2010	2011	2012 Base	2012	2013	2014
Full Time	26	27	27	27	30	30	30
Part Time	2	0	0	0	0	0	0
Overtime (\$)	39,291	35,367	35,367	35,367	35,367	35,367	35,367

2012-14 Business Plan

Key Stakeholders:

- | | |
|---|--|
| <ul style="list-style-type: none"> • Public • Council • City Departments • External Public Agencies (e.g. TRCA, Metrolinx) • Development Community, Business Community | <ul style="list-style-type: none"> • Ratepayer Groups • Other Levels of Government including (York Region and Province of Ontario) • Partner Municipalities and Special Interest Groups |
|---|--|

Work Plan:

Link to Vaughan Vision 2020:

1. Demonstrate Excellence in Service Delivery
2. Lead and Promote Environmental Sustainability
3. Manage Growth and Economic Well-being

Future Pressures and Opportunities:

The main future pressure that challenges this Department is the complexity of the development applications specifically resulting from the Provincial Growth Plan which mandates the City to intensify and accommodate growth within its existing urban boundary. As a result, development applications proposing intensification in or near existing communities and within the Vaughan Metropolitan Centre (VMC) are substantially more complex and require more staff time and resources to manage through the development review process, including meetings with the public and Councillors and responding to numerous counter, telephone and email inquiries on these complex applications. The technical issues associated with development proposals (i.e. density, traffic, design, servicing, etc.) and also the public sensitivity to the applications are due to their proximity to existing generally low density forms of development, and through the difficult integration and transformation of employment lands in the VMC into a vibrant downtown core. These applications have recently resulted in appeals to the Ontario Municipal Board placing considerable stress on the Department's resources during the Hearing and the preparation time required leading up to the Hearing. These OMB Hearings place time demands on other Development Planning staff's time required to cover the responsibilities of the Planner attending the Hearing. The new City-wide Official Plan, which was adopted by Vaughan Council on September 7, 2010, includes significant intensification within Vaughan's built urban boundary to achieve the Province's growth targets, which will likely trigger appeals to the Ontario Municipal Board, and place considerable constraints on staff's workload.

A second pressure facing the Department is sustaining revenue levels collected from development applications given the slow down in the economy, which impacts development activity in the City, and therefore, the number of planning applications and revenue received by the Department. Planning application revenues are cyclical being exceptionally strong and significantly exceeding average levels during upturns in the economy while sometimes dipping below the average during economic slowdowns. It is important to recognize the cyclical nature of development in the context of the business plan and performance measures of the Development Planning Department. In 2011, the number of applications is consistent with 2010, however, in light of the fee increase in April 2011, revenues from planning applications have increased from 2010, and is expected to continue trending upwards in 2012 to 2014 as the City's new Official Plan is adopted and landowners take advantage of the new land use policies and pending infrastructure to the City (i.e. subway in 2015).

As noted earlier, Council has adopted the City's new Official Plan in September 2010, with Regional approval expected sometime in late 2011 or early 2012, and all of the appeals and modifications addressed in 2013. Upon final approval of the Official Plan, likely in 2013, the Planning Act requires that the City adopt a Zoning By-law to implement the Official Plan. The Zoning By-law must be approved within 3 years of the approval of the Official Plan. The new Official Plan is a key element of the City's Growth Management Strategy, and directly impacts other corporate policies and initiatives such as Vaughan Vision 2020 and the Environmental Master Plan. The last time that the City's Zoning By-law was reviewed on a comprehensive basis was in the 1980's resulting in By-law 1-88. The current zoning by-law does not contain the progressive zoning provisions required to implement the intended

2012-14 Business Plan

forms of development anticipated under the new Official Plan. For example, By-law 1-88 does not include any zoning provisions to implement mixed-use development that is required to facilitate such anticipated development in the Vaughan Metropolitan Centre.

The preparation of a new City-wide Zoning By-law through a combination of staff and consultant resources is a significant undertaking that will likely require 2 to 3 full years to complete and additional staff complement. Staff in the Development Planning and Building Standards Departments will begin preliminary work on the by-law review in 2011 and 2012, with the bulk of the work performed by consultants in 2013 to 2015. Since it is expected that the final approval of the Official Plan will be in 2013, the budget details respecting the Zoning Review will be addressed in the 2013 budget deliberations.

An opportunity for the Department lies in the upgrading of the electronic document management system through the Development Tracking Application (DTA) software. The DTA provides the opportunity to achieve departmental efficiencies through the electronic circulation of development applications, commenting, data retrieval and data management. In May 2011, the department upgraded the DTA from Version 7 to 11, which incorporates many enhanced capabilities to streamline the planning application administrative processes, including facilitating the electronic circulation of development applications. Further system enhancements will be completed by the supplier during the annual maintenance upgrade. Upgrades to the DTA require significant staff input and meetings with the supplier to ensure the software responds to Departmental needs and is user friendly. Through the 2010 budget deliberations, a request by the ITM Department for a City-wide DTA Coordinator was not approved by Council, and instead, \$25,000 was allocated to the Development Planning Department to facilitate upgrades to the DTA with the vendor (i.e. Munirom). At a cost of \$1000/day, only minor improvements can be undertaken to the DTA by Munirom. Larger items such as full-scale implementation of internal and external electronic circulation of development applications, custom templates for reports, and on-going maintenance and upgrading of the DTA system across the corporation, requires a full-time City-wide DTA Coordinator. A subsequent request for a DTA Coordinator (ITM Additional Resource Request for a Systems Analyst/Project Leader (DTA)) through the 2011 budget process was made by the ITM Department, but was unsuccessful. The Development Planning Department will submit an ARR for this position in the 2012 Budget deliberations.

In May 2011, Vaughan Council approved a revised Corporate Planning Cycle including strategic themes and initiatives. One Priority Strategic Theme is "Manage Growth & Economic Well-being", where the Commissioner of Planning has been identified as the Owner or driver to "Develop the plan required to build a dynamic Vaughan Metropolitan Centre" (i.e. responsible for overall project management and implementation of this initiative). On this note, the Development Planning Department has a major role to play in shaping how the VMC will be designed to what the buildings and public realm will look like, both through the initial planning and visioning process and during the actual development application review process. A lot of planning and urban design work by Development Planning Staff in collaboration with other City Departments will be required to properly manage growth in the VMC including ensuring the area surrounding the VMC Subway Station (i.e. a Gateway Mobility Hub) is ready to facilitate its' opening in late 2015. The forthcoming urban design work related to the VMC includes:

- Project management of strategic urban design studies including the Vaughan Metropolitan Centre Streetscape and Open Space Plan;
- Provide urban design expertise to public realm design and implementation projects within the VMC including transit initiatives, streetscapes, and parks and open spaces;
- Co-ordinate sustainable infrastructure initiatives with the public realm and private development applications; integrating water, energy and mobility infrastructures into public space; and, identifying the potential for multi-functional, design-savvy public amenities; and,
- With Black Creek as a critical armature and catalyst for urbanism, provide urban design co-ordination with the future Black Creek Restoration project, integrated with teams from Development/Transportation Engineering, Policy Planning, and Parks Development Department.

In this regard, a 2012 ARR is being submitted for one additional Urban Designer given the strong emphasis this municipality places on good urban design of the public and private realm, and in creating an in-house City-wide

2012-14 Business Plan

Urban Design Guidelines document consistent with the vision contained within the new Official Plan 2010. In addition, the Council approved Urban Design Review Panel has been advanced from 2012 to Fall 2011 to provide expert professional advice on Development Applications in the VMC, and high density projects and other significant developments in the City. The Development Planning and Policy Planning Departments will use budgeted Professional Fees to sustain the Urban Design Review Panel. The Development Planning Department will also be submitting two 2012 Capital Budget requests for funding to construct a physical VMC Model for display in the City Hall, and to purchase software to enable Urban Design Staff to undertake 3D digital modeling to assist in visualizing what a streetscape or building should look like when planning for an area or reviewing a development application including in the VMC.

Consistent with this theme to acknowledge good urban design, the Development Planning Department and Economic Development Department have identified sufficient funds within their respective budgets to collaborate and jointly hold an Urban Design Awards in Fall 2012 (last held in November 2008). The importance of regularly hosting an Urban Design Awards every 2 years will showcase to the public and the development community of well designed projects that are worthy of praise and that embodies the very best attributes that can be achieved and bettered in future developments by others. Hosting an Urban Design Awards requires a significant amount of work to be performed by the 4 current members of the Urban Design Section, and the approval of an additional Urban Designer through the 2012 budget deliberations would assist to alleviate the everyday heavy workload and special projects that must be tackled by this Division.

With the recent Provincial announcement of a Vaughan Hospital, a Full-time/Temporary (5 Year) Senior Planner (Management) position will need to be created within the Development Planning Department in order to plan for the construction of the actual hospital building and lands, wherein the Province involves the City Staff in the preparations including meeting with construction firms who are doing the bidding to answer questions, and acting as a co-ordinator or liaison with the Province and other City Departments and external public agencies. In this regard, a 2012 ARR is being submitted by the Development Planning Department.

Business Plan Objectives (list the status of 2010 outstanding and 2011 business plan objectives and the method of measuring successful implementation. As well, list 2012-14 business plan objectives in the appropriate section)

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year 2010	Status	Outcome/Results
1. To enhance the functionality of the Development Tracking Applications (DTA) system in order to improve staff efficiency and service delivery standards.	2010	Completed (Note: ITM Dept's 2011 ARR for a Corporate DTA Co-ordinator was not approved)	The installation of DTA Version 11.0 has been completed. This major upgrade from Version 7.0 to Version 11.0 will provide opportunities to utilize enhanced features including facilitating the electronic circulation of development applications that is more efficient for end-users when undertaking their daily business. The implementation of this enhancement will allow the Corporation to keep pace with other major urban municipalities in the

2012-14 Business Plan

			<p>GTA. Further system enhancements will be completed during the annual maintenance upgrade by the supplier, Muir Group; however, for major upgrades and enhancements, it is inherent for the Corporation to hire a full-time Development Planning Coordinator to manage the DTA System across all City Departments on a daily basis as proposed by the ITM Department as a 2011 Additional Resource Request, which will provide a more cost-effective and efficient means of service delivery including full implementation of electronic circulation of development applications (ie. Council direction to implement as resolved in January 2008 for the Site Plan Process Review).</p>
<p>2. To undertake a one year review of the Site Development Application review process which was streamlined in 2008 to monitor and assess the effectiveness and efficiency of the changes implemented and seek to improve the review process as may be required. To manage and coordinate the review of development applications, and growth management initiatives with City and partner stakeholders (i.e. Province, Region, Toronto and Region Conservation Authority, Development Industry, etc.)</p>	2010	Fall 2011	<p>The Development Planning Department, in consultation with other City Departments, external public agencies and stakeholders including the development industry will undertake a follow-up review of the Site Plan approval process implemented in 2008 to assess the efficiency of the new process, identify processes that are working well, and any areas to achieve additional efficiencies.</p>

2012-14 Business Plan

<p>3. To effectively facilitate planning approvals for the subway expansion project into the City of Vaughan.</p>	<p>2010</p>	<p>407 Station approved in Nov 2010. VMC Station approved in May 2011. Steeles Station to be approved Summer/Fall 2011.</p>	<p>The Development Planning Department commenced the preliminary review of Site Development Applications for the subway transit stations during the 2nd quarter of 2010 and will continue throughout the year and into 2011. One staff member has been assigned to effectively co-ordinate this high priority project through the approvals process in order to deliver this significant infrastructure investment in the City.</p>
<p>4. To monitor the success of the new (June 2009) Planning fees by-law as it relates to development applications.</p>	<p>2010</p>	<p>New Fees By-law enacted in April 2011 with increased fees in each of 2011 and 2012.</p>	<p>The C.N. Watson Planning Application Fee Study Review is complete and on June 30, 2009, Council adopted a new Planning Application Tariff of Fees By-law (170-2009). The Department is monitoring the Planning Fees on an ongoing basis, and will propose any changes to Council, if necessary.</p>
<p>5. To successfully and efficiently manage and coordinate the review of development applications, and growth management initiatives with City and partner stakeholders (i.e. Province, Region, Ratepayer Associations, Residents, property owners, Toronto and Region Conservation Authority, Development Industry, etc.)</p>	<p>2010</p>	<p>Ongoing</p>	<p>Good planning results in complete communities within the City of Vaughan, contributing to the City's attractiveness as a place to live, work and recreate. Good planning will also result in socially responsible and more cost-effective development patterns which will impact on the City's ability to service future residents and maintain infrastructure (hard and soft) in the future.</p>

2012-14 Business Plan

6. To balance growth and environmental protection and encourage a sustainable and complete community to ensure the City remains and is enhanced as an attractive place to live, work and recreate through the implementation of corporate policies such as the Vaughan Vision 2020, Environmental Master Plan and Green Directions Vaughan.	2010	Ongoing	The Development Planning Department in the review of development applications directly implements these corporate policies and initiatives in order to implement sustainable site and building design features, resulting in development that contributes to the development of a sustainable community, that is more environmentally responsible and energy efficient.
---	------	---------	---

<u>Prior Year Business Plan Objectives/ Accomplishments</u>	Year 2011	Status	Outcome/Results
1. To undertake the City of Vaughan Urban Design Awards (last done in Fall 2008)	Fall 2011 Update: Budget not approved for 2011	To recognize development projects that have been built and embody the best in urban design and environmental initiatives.	2011 Additional Resource Request for budget funding of Urban Design Awards which will be undertaken by the Development Planning Department.
2. To undertake a two year review of the Site Development Application review process which was streamlined in 2008 to monitor and assess the effectiveness and efficiency of the changes implemented and seek to improve the review process as may be required. To manage and coordinate the review of development applications, and growth management initiatives with City and partner stakeholders (i.e. Province, Region, Toronto and Region Conservation Authority, Development Industry, etc.)	Fall 2011	To facilitate improvements to the Site Plan Process where required.	To be implemented utilizing existing resources.
3. To prepare an in-house City-wide Urban Design Manual including sustainability and design guidelines to implement the policies in the City's new Official Plan.	2011-2012	A consistent urban design document and sustainability and design guidelines	To be implemented utilizing existing resources.

2012-14 Business Plan

		applicable across the municipality.	
4. To initiate a Design Review Panel consisting of Professional Planners, Architects, Landscape Architects and Urban Designers, to evaluate and provide comments to staff on Site Plan applications in the Vaughan Metropolitan Centre, high density projects, and other significant developments within the City.	2012 Update: Advanced to Fall 2011	To provide well designed sites and buildings utilizing expert professional advice for significant developments in Vaughan.	To be implemented using existing resources.

2012-14 Business Plan Objectives: (You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.)

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2012 (Top 3 Objectives)			
1. To undertake a two year review of the Public Notification of Planning Applications process, which was implemented in mid-2009 to improve the various notification processes to the public for development applications.	2012	To facilitate improvements to the Public Notification of Planning Applications Process where required.	To be implemented utilizing existing resources.
2. To undertake the City of Vaughan Urban Design Awards (last done in Fall 2008).	2012	To recognize development projects those have been built and embody the best in urban design and environmental initiatives.	To be undertaken in-house utilizing existing funding resources of the Development Planning Department and the Economic Development Department.
3. To facilitate the planning and construction of the Vaughan Hospital building and abutting lands in consultation with the Province and stakeholders.	2012-2016	To ensure development co-ordination and ultimate construction of hospital and abutting lands.	Require approval of 2012 ARR for a Senior Planner/Project Manager (5 year contract).
2013 (Top 3 Objectives)			
1. Initiate a comprehensive city-wide review of By-law 1-88 to implement the new Official Plan.	2013-2015	Completion of the Zoning By-law review will facilitate the implementation of the City's Official Plan which is a key component of the City's Growth Management Strategy.	Potentially 1 additional FTE Planner complement will be required to undertake this 3 year project to be undertaken by Development Planning and Building Standards Staff and budget

2012-14 Business Plan

			consultants. The Building Department would be the Owner of the project, which is anticipated to be funded by the surplus Building Permit Reserve Fund, Development Charges, and Taxation.
2. Review Planning Fees By-law	late 2012/early 2013	Adjust Planning Fees and enact new multi-year Fees By-law.	In-house by Development Planning Department.
3. Process development applications and urban design projects to implement Vaughan Metropolitan Centre (VMC) Secondary Plan Study when completed.	2012-2014	Implement Secondary Plan Policies through processing, review and application approvals.	Existing Planning Resources, plus ARR for an additional Urban Designer position to work on VMC projects.

2014 (Top 3 Objectives)

1. Process development applications to implement the Vaughan Mills Secondary Plan Study when completed.	2013-2014	Implement Secondary Plan Policies through processing, review and application approvals.	Existing Planning Department Resources
2. Process development applications to implement the Concord Floral Secondary Plan Study when completed.	2013-2014	Implement Secondary Plan Policies through processing, review and application approvals.	Existing Planning Department Resources
3. Process development applications to implement the Weston/Highway 7 Secondary Plan Study when completed.	2013-2014	Implement Secondary Plan Policies through processing, review and application approvals.	Existing Planning Department Resources

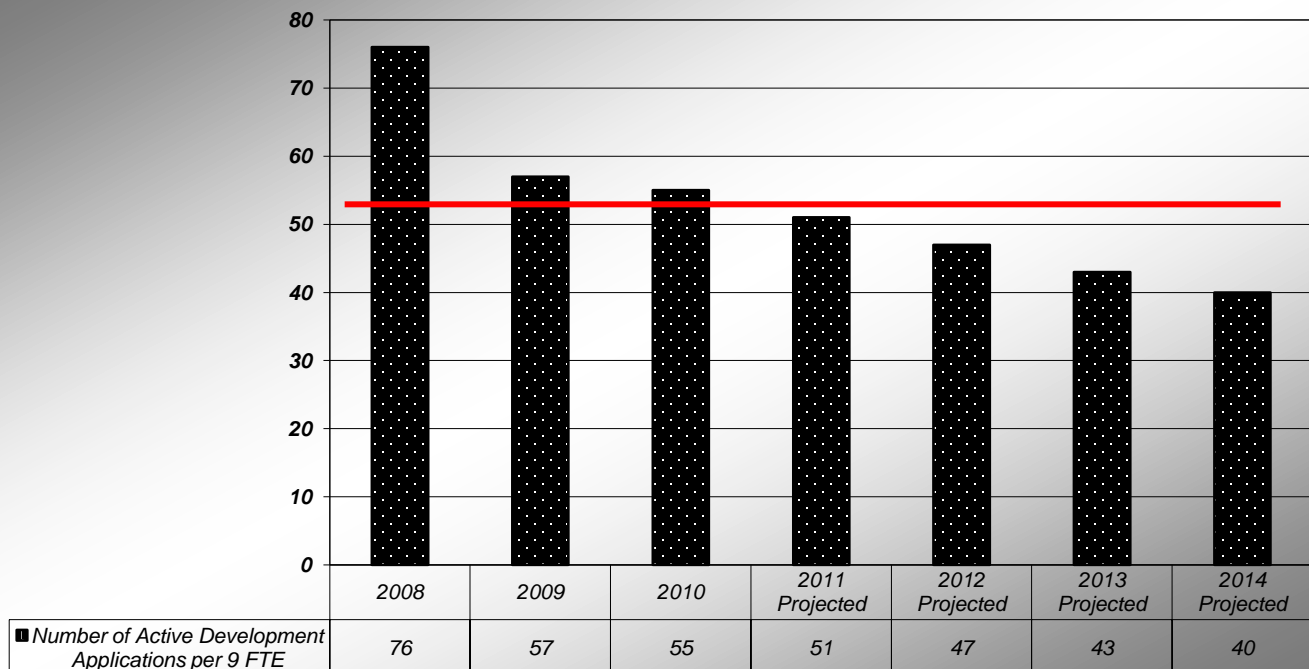
Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2008 to 2013)

2012-14 Business Plan

Total Number of Active Files In Process Per FTE

Definition: Development applications often take more than one calendar year to process and as a result, there are a number of active development applications that were received prior to 2010 that are still being processed by the Department. The Development Planning Department total number of Development Applications currently being managed by the Department is 458 (July 31, 2011). The Department has 9 FTE Planners/Planner 1 responsible for the development application workload, and 1 FTE Planner 1 responsible for reviewing and commenting on 340-400 Committee of Adjustment Minor Variance and Consent applications and attending meetings.

Average



Year	2008	2009	2010	2011 Projected	2012 Projected	2013 Projected	2014 Projected
Total Number of Active Files	685	511	491	458	425	390	360

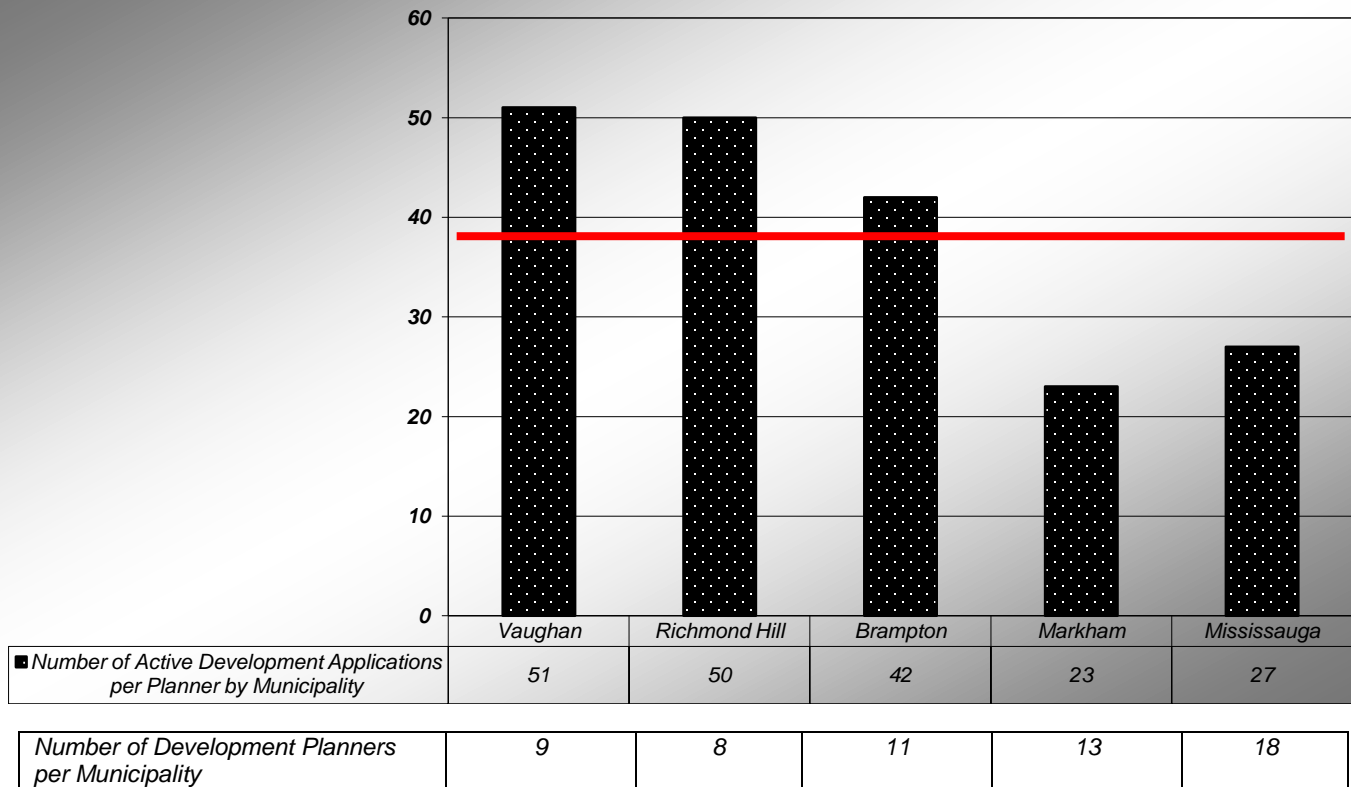
Key C onclusions: The Department is managing a significant volume of Development Planning Applications. Development files can take several months (sometimes years) to process due to issues such as servicing availability, OMB Hearings, clearing of subdivision conditions, resolution of a number of complex urban issues including related to infill development, etc. As a result, the Development Planning Department is managing an average of 51 files for each of the 9 FTE. A discussion/conclusion with respect to Committee of Adjustment Applications is provided on another page/chart.

In the 2008 Watson & Associates Planning fee report, it was noted that other GTA municipalities are generally operating at 65% capacity. To confirm, the Development Planning Department contacted neighbouring GTA municipalities in mid-2010 to compare Vaughan's "Number of Development Planners" and "File Load Per Planner" versus Markham, Richmond Hill, Brampton and Mississauga, as follows:

Comparison of Workload by Municipality

2012-14 Business Plan

Average



The above-noted statistics confirms that Vaughan's 9 Development Planners are carrying a heavy file load than other comparable GTA municipalities. The chart also demonstrates that as municipalities become more urban (ie. Markham, Mississauga) the nature of development applications become more complex, and therefore, the number of files that each FTE Planner can manage is reduced. For example, in Markham, the number of Planners increased since 2009 from 8 to 13, and correspondingly, their file load per Planner decreased from 40 to 23.

Notes About the Measure: In 2006/2007, Watson & Associates Economists Ltd. in association with Performance Concepts Consulting Inc. were retained by Vaughan to update the City's Planning Development Applications Approval Process (DAAP) fees, to assess the levels of cost recovery, and to provide recommendations on Planning fee structure design. A highlight of significance is worthy of note:

"At average historic application levels capacity utilization results for the City's development planners (those whose jobs are focused primarily on application processing) are utilized at 90%-95% of total available capacity for these positions. This level of utilization is higher than levels witnessed in other GTA municipalities, but not inconsistent with other large GTA centres. The consulting team is of the view that the City's historic volumes have been processed by a comparatively lean pool of planning professionals and that high utilization may indicate a longer term sustainability challenge to the City if current application volume trends continue."

The number of development applications processed to the end of July 2011 is consistent with 2010. It is expected that the number of applications will increase over the next few years as landowners submit proposals to implement the new Official Plan vision for intensification. The types of applications processed in 2011 and beyond include applications with increased complexity and political sensitivity as Vaughan transforms from a suburban municipality to a more dense urban form, particularly as the Department receives more applications in the Urban Growth Centres and District Centres including in the Vaughan Metropolitan Centre. Through the development review process, the Development Planning Department is committed to implementing new sustainable

2012-14 Business Plan

development and environmental initiatives directed by senior levels of government (i.e. New Region of York Official Plan) and City initiatives including the Environmental Master Plan and Green Directions Vaughan. These applications include high density residential and infill projects near existing communities (i.e. Liberty Developments, Skyline Marina, Casertano and Mammone, etc.) which require considerable staff time and resources from the Development Planning Department to manage this transformation and involves the co-ordination of several City Departments, Council members, consultants, external public agencies and other levels of government.

The Department is currently managing 458 (July 2011) applications through the development review process with a yearly average of 51 files per 9 Planners, which when combined with the numerous meetings, public inquiries (i.e. counter, telephone, fax, e-mail and letter correspondence), regular agenda deadlines, Bill 51-New Planning Act requirements for mandatory pre-application consultation meetings prior to the submission of an application, DTA data input and preparation and attendance at OMB Hearings contributes to a significant volume for each Planner. In addition, the Administrative, GIS and Urban Design Sections of the Department must also perform to meet these challenges and deadlines. This significant workload in addition to the increasing complexity of current development applications represents an accurate measure of assessing the Department's activity in meeting its' workload responsibilities rather than the revenue generated by development applications.

The Development Planning Department expects an increase in Zoning By-law Amendment and Site Plan applications with a reduction in the number of back-logged active applications as servicing becomes available in 2011-12 and applications, particularly Draft Plan of Subdivision applications approved in phases, can be completed and the files closed.

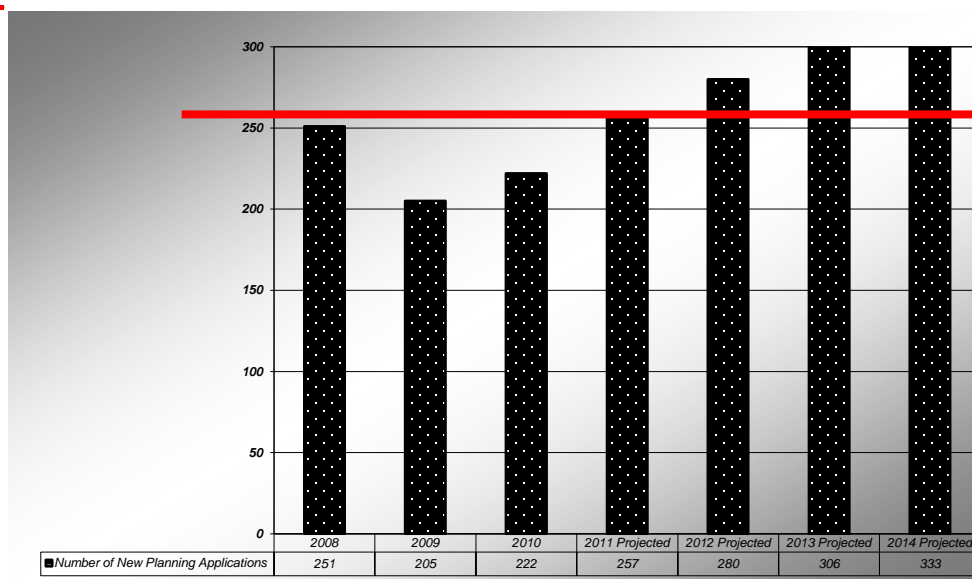
To conclude, the Development Planning Department works efficiently and at the highest level to sustain and improve the level of service for the residents and businesses of Vaughan, as confirmed in the report by Watson & Associates.

Key Performance Indicators:

Total Number of Development Applications

The Development Planning Department is currently managing 500 development applications with 9 FTE Planners and 1 FTE Planner 1 responsible for processing this workload.

Average



The Total Number of Planning Applications received by the Department

Application Type	2008	2009	2010	2011	2012	2013	2014
------------------	------	------	------	------	------	------	------

2012-14 Business Plan

				<i>Projected</i>	<i>Projected</i>	<i>Projected</i>	<i>Projected</i>
Official Plan	18	9	6	9	10	11	12
Zoning	75	42	34	41	45	50	55
Draft Plan of Subdivision	8	2	4	7	8	9	10
Site Plan	96	90	108	124	136	150	165
Condo	11	5	3	7	8	9	10
Part Lot Control	32	33	33	19	21	23	25
Parkway Belt Plan	1	0	0	4	2	2	2
Address Change	10	24	34	46	50	52	54
Total	251	205	222	257	280	306	333

Year	2008	2009	2010	2011 Projected	2012 Projected	2013 Projected	2014 Projected
OMB Hearings	13	12	7	17	19	21	23

BUSINESS OVERVIEW

Key Conclusions:

The Department is managing a significant volume of Development Planning Applications. As Vaughan transforms from a suburban to a more urban municipality, the applications have become more complex and require significantly more staff hours to process as a result of the nature of the applications (i.e. high density residential and infill development) and changes to Provincial legislation (i.e. Planning Act (Bill 51), Places to Grow, Provincial Policy Statement, Oak Ridges Moraine / Greenbelt, et c.). The Development Planning Department has also assumed a lead role in the required planning approvals for the subway expansion into the City of Vaughan, which commenced in the second quarter of 2010 (407 Station) and continues into 2011, with the VMC Station approved in May 2011, and the last of the 3 subway stations (Steeles Station) remaining to be approved in Fall 2011. This important initiative requires significant staff time commitment from the Development Planning Department in order to deliver this high priority project.

Notes About the Measure:

The management of development applications through the approval process has become increasingly complex for several reasons including: the nature of the applications, many proposing high density building forms which require a more extensive analysis to ensure compatibility with existing developments (i.e. review of sun-shade reports, wind analysis, etc.); and, a more complex policy regime including the Provincial Policy Statement, the Province's Places to Grow Plan, new Regional Official Plan including policies dealing with intensification and infill within the City's existing urban boundary. In addition, through the development review process, the Development Planning Department must implement City policies and sustainability and environmental initiatives including Vaughan Vision 2020, The Environmental Master Plan, Green Directions Vaughan, Pedestrian and Bicycle Master Plan, etc. The implementation of these initiatives improves the quality of each development approved in Vaughan. Intensification will change the physical form of the City from a traditionally suburban community to a more urban municipality which presents many complex planning, urban design and land use challenges including the management of this change. In addition, these applications are more politically sensitive to process and require more negotiation, public education, meetings, and time to manage. All these factors place greater time demands on Development Planning Department Staff with respect to the analysis and implementation of these policies through the development review process.

2012-14 Business Plan

The implementation of the new Official Plan adopted by Vaughan Council on September 7, 2010, which promotes intensification, will likely result in additional Ontario Municipal Board (OMB) Hearings for development applications, which will occupy a significant amount of a Planner's time in preparation leading up to and during the Hearing.

The Department is under increased pressure to expedite the Development Applications Approval Process. In addition, there are increasing demands on staff time to respond to public and Council inquiries on Planning activities and to facilitate meetings with internal and external stakeholders.

The Development Planning Department also undertakes the review of its processes and procedures as required by Provincial Legislation (e.g. Bill 51 Planning Act amendments), Federal Legislation (Telecommunications Protocol) and as directed by Council (e.g. Site Plan Review, Public Notification Procedures).

It is also anticipated that in the interim period between the approval of the City's new Official Plan and the preparation of a new City-wide Zoning By-law, that the Department will experience an increase in the number of Zoning By-law Amendment Applications since the City's current Zoning By-law 1-88 will be outdated and does not currently contain the zoning provisions required to implement the new forms of development being contemplated by the Official Plan (ie. mixed use zoning categories).

The Development Planning Department is a resource to the public, Council, and other Departments (providing Committee of Adjustment comments to the City Clerk's Department; encroachment comments to Enforcement Department; and, comments on the proposed sale of City lands to the Real Estate Division) and agencies with respect to the provision of general and specific information, data collection and mapping (e.g. Ward Boundary Review mapping, statistical information, aerial photos, etc.) for which it does not generate revenues, however, occupies considerable staff time. The Development Planning Department is the first point of contact for the public with respect to providing information about planning matters and issues and responding to general and specific inquiries respecting existing and proposed development. As the City of Vaughan's population continues to grow, it is expected that the time devoted by Development Planning Staff providing quality public service will continue to increase.

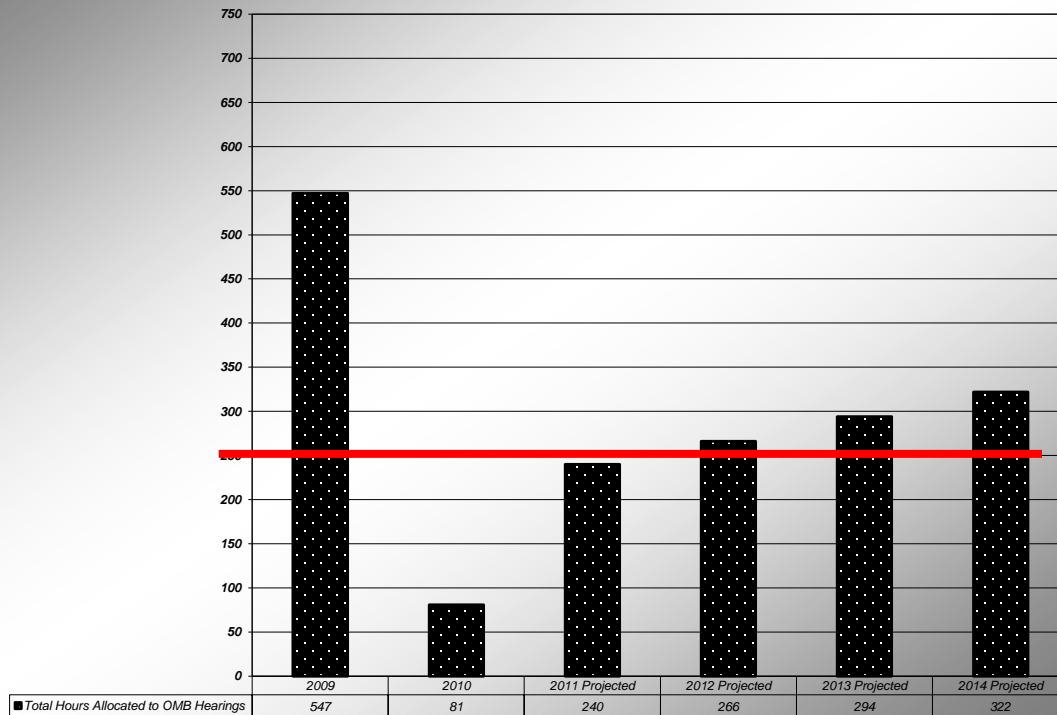
In this regard, other city initiatives such as Vaughan On-Line (VOL) has placed an additional demand on Development Planning Department staff related to providing information content, physical creation, and maintenance of the Development Planning Department's internal and external page and web-site, respectively.

Total Number of Hours Related to Ontario Municipal Board (OMB) Hearings

Definition: Development Planning Department Staff spend a considerable amount of time preparing, attending, and following up on matters related to Ontario Municipal Board Hearings. Typically, the Planner is the City's lead witness at an Ontario Municipal Board Hearing, however, several members of the Department contribute to the preparation of an OMB Hearing including senior staff, other Planners, GIS, Administrative and Urban Design staff.

2012-14 Business Plan

Average



Key Conclusions:

The Development Planning Department started tracking the number of hours allocated to Ontario Municipal Board Hearings in 2008 since they occupy considerable staff time and resources and cause significant disruptions in the everyday work schedule of a planner and department support staff. It is expected that as applications become increasingly complex relating to infill and intensification, particularly in consideration of the new City Official Plan, that the staff time devoted to Ontario Municipal Hearings will increase.

Notes About the Measure:

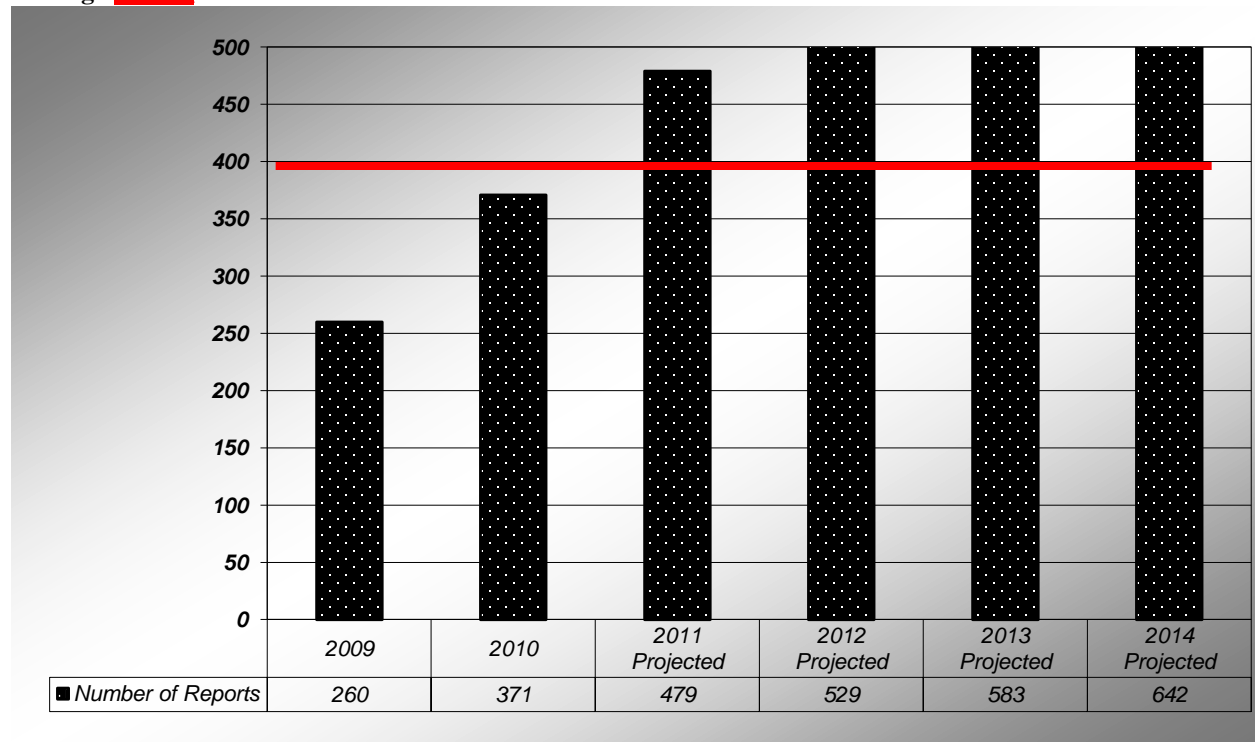
The hours identified above reflect only the time devoted to OMB Hearings by the Planner managing the file. However, other Development Planning Department Staff, particularly Urban Design, GIS Staff and Administrative support staff also devote a significant amount of time in support of the Planner including the analysis of urban design related issues, the preparation of graphics required for the Hearing, and documents that need to be prepared, consolidated, and distributed. Given the increasing complexity of development applications, OMB Hearings routinely are scheduled for 3 – 7 full weeks at a time, completely occupying the Planner's daily work hours, and placing increased demands on other staff in the Department during this period with respect to coverage of the Planner's assigned work and often requiring overtime hours resulting from the daily events at the Hearing. Although the total number of hours allocated to OMB Hearings in 2010 was lower, the projections for 2011 to 2014 will likely be higher due to the certainty that a significant number of applications will be in the form of zoning by-law amendments to implement the intensification policies in the City's new Official Plan, which have the potential to be appealed to the OMB.

Number of Reports, Official Plan and Zoning Amendments, Agreements

2012-14 Business Plan

Definition: Each Planning Application that is approved generates the need for staff to prepare documents to facilitate and implement the development. The Department has 9 FTE Planners and 1 FTE Planner 1 responsible for this workload.

Average



Document	Year					
	2009	2010	2011 Projected	2012 Projected	2013 Projected	2014 Projected
Official Plan Amendments	4	5	7	8	9	10
Zoning By-law Amendments	47	51	46	51	56	62
Site Plan Agreements / Letters of Undertaking	39	25	32	35	38	42
Condo Agreements	4	5	7	8	9	10
Part Lot Control By-laws	31	31	35	39	43	47
Public Hearing Reports	41	37	47	52	57	63
Committee of the Whole Reports	94	90	98	108	119	131
Pre-Application Consultation Meetings (Bill 51)	0	127	207	228	252	277
Total	260	371	479	529	583	642

Key Conclusions:

The Department is managing a significant volume of Development Planning Applications. The applications have become more complex and require significantly more staff hours to process as a result of the nature of the applications (i.e. high density residential and infill development) and changes to Provincial legislation (i.e. Places to Grow, Provincial Policy Statement, Oak Ridges Moraine/Greenbelt, Planning Act Amendments (Bill 51), etc.). Applications will increase over the 2011 to 2014 time frame in order to implement the new Official Plan, which promotes intensification. The Development Planning Department has taken a lead role in the required planning approvals for the subway expansion into the City of Vaughan, which commenced during the second quarter of

2012-14 Business Plan

2010 and will require a significant time commitment from the Development Planning Department into Fall 2011 and Spring 2012 in order to deliver this high priority project.

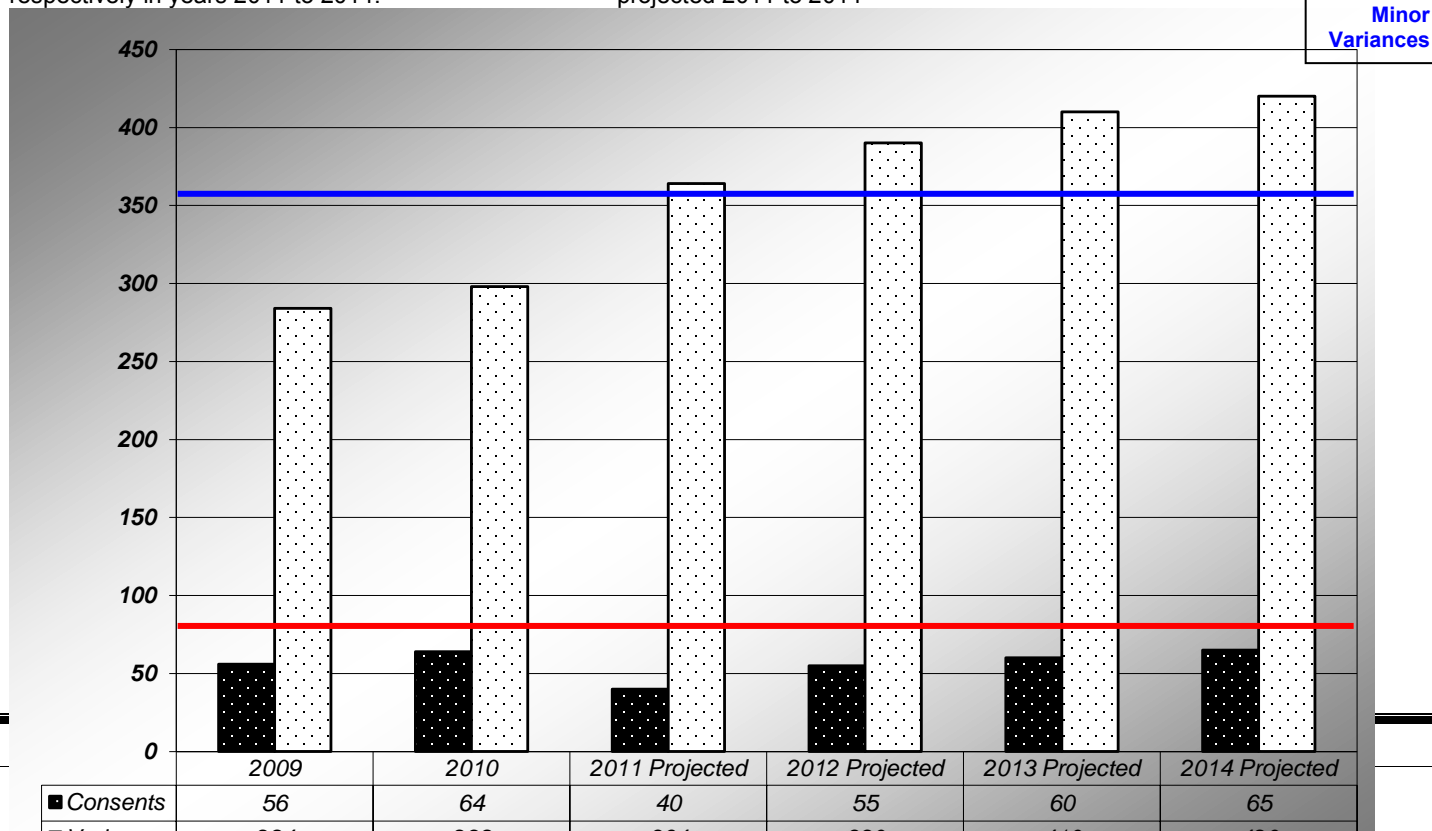
In December 2009, Council approved the implementation details of the Province's Bill 51 (Planning Act Amendments), which requires additional work to be undertaken by local municipalities including Pre-Application Consultation with development proponents for all development applications, and preparing and sending out notification to the public of complete and incomplete development applications. There is an additional workload constraint placed on the Development Planning Department to hold meetings for approximately 207 to 277 applications between 2011 to 2014, and in mailing out notices for required applications within the time stipulations mandated by the Planning Act.

Notes about the Measure:

The complexity of the development applications has increased particularly with respect to implementing the Provincial Policy Statement, the Province's Places to Grow Plan and the new Regional Official Plan (December 2009) policies dealing with intensification and infill within the City's existing urban boundary which affects existing communities. This will increase as development applications are submitted over the 2011 to 2014 period to reflect the intensification policies in the City's new Official Plan. Intensification will change the physical form of the City from a traditionally suburban community to a more urban municipality which presents many complex planning and land use challenges including the management of this change. In addition, other policies approved by Vaughan Council (e.g. Environmental Management Plan) and external public agencies (e.g. Province, Region of York, TRCA, Metrolinx), including Oak Ridges Moraine Plan, Provincial Policy Statement, Bill 51 Planning Act Amendments, new Regional Official Plan, the Big Move (Metrolinx), etc. place greater time demands on the Development Planning Department. Implementation of environmental and sustainability initiatives also places demands on staff's time. As a result, the preparation of staff reports and the implementing planning documents are more complex and contain more detailed information, policies, and requirements to implement development, and therefore require more time to prepare, review and finalize.

Total Number of Consent and Variance Applications per FTE

The total number of Consent and Variance Applications processed by the Department is 404*, 445*, 470* and 485*, respectively in years 2011 to 2014.
* projected 2011 to 2014



2012-14 Business Plan

Key Conclusions:

The volume of consent and variance applications received on an annual basis are significant and requires a substantial amount of time to review including research, site inspections, meetings, public consultation, attendance at the Committee of Adjustment meeting, report preparation and review, and the clearing of conditions as required. It is expected that consent and variance applications will increase in the 2011 to 2014 period as development proposals are submitted to reflect the intensification policies in the new Official Plan.

Notes about the Measure:

Currently, one Planner 1 is strictly devoted on a full-time basis to the review of Committee of Adjustment applications, and it is anticipated that there will be a continued increase in the number of applications in the future resulting from significant development activity in the City and the redevelopment and improvement of existing areas. As the City continues to experience more intense forms of development, it is expected that the number of Committee of Adjustment applications will increase, as minor variances will be required to implement development forms that are not accommodated by the City's current Zoning By-law 1-88.

Committee of Adjustment decisions can result in appeals to the Ontario Municipal Board which occupies considerable amount of the Planner 1's time both during, and in preparation for the Hearing. In addition, OMB Hearings for Committee of Adjustment Applications requires support from GIS staff for graphics and administrative staff to prepare documents as required.

Measure: Number of Architectural/Urban Design Guidelines, Subdivision Landscape/ Streetscape Plans, Environmental Reports Prepared per FTE

The Urban Design Section's activities relate both to long range strategic City planning and the day to day guidance of architectural and landscape (hard and soft) design implementation through the development process.

Urban Designers evaluate development applications and provide comments and advice to development applicants related to site specific design (architectural, site organization, landscaping, etc.) in response to City policies and guidelines. Urban Designers consult with a variety of stakeholders about specific development sites leading to improved urban design concepts/solutions.

The Urban Design Section initiates and manages urban design studies and develops urban design guidelines, standards and technical details for landscape and built form to ensure the development of high-quality urban and natural environments in Vaughan.

Urban Designers provide project management and urban design services for urban design studies such as development of urban design frameworks, guidelines and plans. These projects include geospatial analysis and digital mapping related functions, community and stakeholder consultation, liaison with regional authorities and external public agencies to collaboratively develop forward-thinking design solutions, ensuring accordance with provincial, regional and municipal plans, and the development of strategic design solutions to meet the challenges of 'sustainable development'.

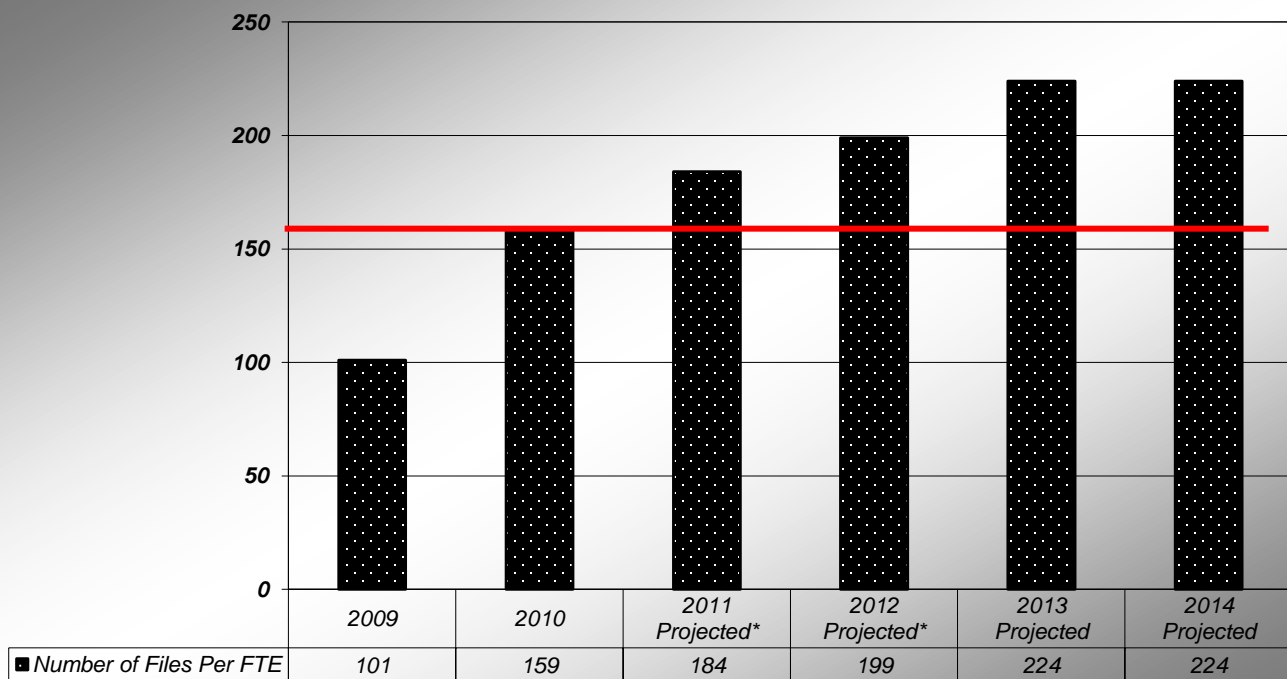
The Urban Design Section is assuming a greater role in the development planning process due to the complexity of development proposals in the City's VMC and intensification corridors and the recognition of the importance of quality urban design in creating sustainable and livable places for people, including the preparation of urban design guidelines for the Vaughan Metropolitan Centre and City-wide guidelines in accordance with the intensification policies in the new Official Plan. This is creating a greater demand on staff time. There are 4 Urban

2012-14 Business Plan

Design staff members responsible for the total file workload, and accordingly, the Development Planning Department is proposing an ARR for one additional Urban Designer position to facilitate the increased workload.

The Urban Design Section's principle responsibilities include:

- Site plan and subdivision application review.
- Secondary plan and block plan design review.
- Advise on urban design, built form, architectural, landscape architectural and sustainable development matters, including strategic planning initiatives.
- Manage urban design studies, streetscape and community plan projects.
- Consultation with community and stakeholder groups through interactive workshops, meetings, and design charrettes, and sitting on any Committees (such as Sign Variance) as formed, as related to Urban Design.
- Liaise with the public to provide urban design information, including the management of urban design project web pages.
- Provide design review for City and Regional capital projects and external agency infrastructure projects (such as TTC subway extension).
- Liaise with regional authorities, external agencies and municipal departments to promote and coordinate green infrastructure development (such as integration of storm water management controls into streetscapes, transit-oriented development, etc.).
- Inspection and acceptance of landscape and streetscape works through the development process.
- Review sign variance applications as part of the Sign Variance Committee.
- Manage numerous special projects related to urban design (Urban Design charrettes and workshops, presentations to Council, Urban Design Awards).
- Development of urban design-related graphic materials and presentations.



*New file types as of 2010 included

2012-14 Business Plan

Types of Files	Year	Projected				
	2009	2010	2011	2012	2013	2014
Site Plans	90	108	124	136	150	165
Pre-application Consultation Meetings *	0	127	207	228	252	277
Urban Design Guidelines	14	15	17	21	21	21
Architectural Control Guidelines	6	5	8	12	12	12
Streetscape/Landscape Construction Drawings	17	18	18	19	19	19
Subdivision/Landscape Drawings	131	79	100	60	100	100
Subdivision Assumption Inspections	31	30	45	55	60	60
Subdivision Completion Approval Inspection	34	25	40	50	65	65
Woodlot/Vegetation Assessments	13	13	15	20	20	20
Letters of Credit Release Inspections	40	44	60	75	75	75
Sign Variance Applications *	0	49	50	60	60	60
Urban Design Studies & Masterplans/ In House Studies & Capital Projects	27	46	50	60	60	60
Total	403	634	734	796	894	934

* New as of 2010 included.

Key Conclusion:

The City's new strategic Plan (Vaughan Vision 2020) emphasizes the importance of urban design to deliver the City's commitment to creating more compact, sustainable and livable communities over the next 25 years. Urban design brings together issues of urban planning, architecture, landscape architecture, ecology, real estate development, urban economics, transportation planning and engineering for the physical improvement of the City in application to the public realm and its interface with private developments and re-developments.

Urban design will play a critical role to achieve the goals of the Official Plan, in particular, delivering design excellence and memorable places, strong and diverse communities, a vibrant and thriving downtown, and a green and sustainable city. For the Urban Design Section to develop and implement the urban design visions and urban structures for intensification areas, including the Vaughan Metropolitan Centre, primary centres, intensification corridors, and local centres, it will demand of Urban Design staff consultation and negotiation across a variety of spheres including with transit agencies, other City departments, external agencies, the public, and developers. The importance of strategic phasing and implementation plans to deliver urban design projects is also a key task of the Urban Design Section.

The Urban Design Section will also contribute to the focus on sustainable infrastructure, as outlined in the Official Plan. Increasingly Urban Design staff are collaborating with regional and municipal engineers as part of multi-disciplinary design teams to provide urban design solutions that integrate sustainable and multi-functional transportation, water and energy infrastructure into the City's streets and communities. This collaboration will be most significant in intensification areas, such as the Vaughan Metropolitan Centre, given the role and potential for infrastructures to act as critical armatures and catalysts for urban development. There is also an increase in demand on Urban Design staff to provide core services for the Development Planning and Policy Planning Departments at a variety of scales, from assistance in the preparation of regulatory frameworks and urban design guidelines to site specific design.

Notes about the Measure:

The Development Planning Department has assumed a greater role in the strategic planning of the urban fabric and the preparation of urban design documents "in house", which has significantly increased the workload pressure on Urban Design staff. The development of urban design frameworks, plans, guidelines, phasing and

2012-14 Business Plan

implementation strategies requires significant research, consultation and time-intensive design work. The same urban designers are also responsible for the daily review of development applications and liaison with external agencies and the public, including sitting on Committees (eg. Sign Variance). It is also anticipated that there will be an increase in the number of site inspections associated with the release of Letters of Credit due to the increase in development activity.

BUSINESS OVERVIEW:

The Development Planning Department continues to manage development applications submitted in previous years resulting in 491 currently active development applications with a yearly average of 51 files for each of the 9 Planners in the Department, which when combined with numerous meetings, public inquiries, data input, attending night meetings, Council directed initiatives and Ontario Municipal Board Hearings contributes to a high workload per Planner. As identified, there is one additional Planner that processes 491 Committee of Adjustment applications per year (2010) and attends Ontario Municipal Board Hearings when an appeal is filed in response to the Committee's decision.

The Urban Design, Administrative and GIS Sections of the Department must also perform to meet these challenges and deadlines. The increased complexity and changing nature of development applications, which propose more intense and infill forms of development, are significant and key factors that must be taken into consideration on a go-forward basis as a performance measurement respecting the Department's ability to successfully and efficiently manage development applications while maintaining high service levels. This significant workload in addition to the increasing complexity of current development applications represents an accurate measure of assessing the Department's activity in meeting its workload responsibilities rather than revenue generated through development applications.

The Development Planning Department has several important initiatives to work on over the next few years as identified in this Business Plan, which will require all Planning Staff to contribute their time in addition to their daily workload including undertaking the Site Plan Process Review (2011), 2012 Urban Design Awards, preparation of a City-wide urban design manual including sustainability and design guidelines to implement the new City Official Plan policies (2011-2012), Public Notification of Planning Applications 2-year review (2012), and a 3 year City-wide review of By-law 1-88 to implement the new City Official Plan (2013 to 2015), as well as, new capital streetscape projects that will be requested through the Capital Budget deliberations. In addition, the Development Planning Department must implement Provincial (i.e. Growth Plan), Regional (ie. new Official Plan) and City (new Official Plan, Vaughan Vision 2020, Environmental Master Plan etc.), policies and initiatives designed to create complete communities where the citizens of Vaughan can work, live and play.

Year to date, the number of development applications processed in 2011 is consistent when compared to the same period last year. The Development Planning Department anticipates an improving economic climate in 2011 and beyond. The City's new Official Plan Review will facilitate new development opportunities resulting in additional development applications and an increased workload, particularly in intensification areas and in the VMC. In addition, the servicing constraints will be lifted over the next few years, which will facilitate applications and phases of development currently held in abeyance to commence their completion, further placing increased time demands on Development Planning staff. Planning and urban design work and approvals for the TTC subway stations will also contribute to the workload of the Department during the 2011 and 2014 period.

To conclude, the Development Planning Department works at a high level to sustain and improve the level of service for the residents and businesses of the City of Vaughan, and the workload is expected to increase in 2011 to 2014.

Commissioner Sign-off**Date (mm/dd/yy)**

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

ADDITIONAL RESOURCE REQUEST

Request Title Urban Designer

Business Unit # 180440 Development Planning

181 - Development Planning

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	1.00	-	-	1.00	-	1.00
Net FTE's	1.00	-	-	1.00	-	1.00
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	89,156	-	-	89,156	-	89,156
Other continuous costs	750	-	-	750	-	750
One-time expenses	2,950	(2,950)	-	-	-	-
Offsets/reductions	-	-	-	-	-	-
Net Operating Budget	\$ 92,856	\$ (2,950)	\$ -	\$ 89,906	\$ -	\$ 89,906
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☒ Departmental ☐ Corporate

One additional Urban Designer position is being requested to perform the urban design work required to properly manage growth in the VMC (Vaughan Metropolitan Centre) through the initial planning and visioning process, and during the actual detailed development application review process. The urban design work required from the position related to the VMC includes: project management of strategic urban design studies within the VMC; provide urban design expertise to public realm design and transit initiatives, streetscapes, parks and open spaces; co-ordinate sustainable infrastructure initiatives with the public realm and private development applications; co-ordinate and facilitate the City's Urban Review Panel to provide expert professional design advice on development applications in the VMC.

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

Milestones or Deliverables	Timelines	Comments
VMC Open Space and Streetscape Plan	4th Quarter 2012	Project management of strategic design study for VMC to guide future development
Design Review Panel	4th Quarter 2011	Facilitator/manager of Design Review Panel to provide professional design advice on
City Wide Urban Design Guidelines	4th Quarter 2012	Initiate and develop Urban Design Guidelines for within the VMC based on the policies in
Design for Black Creek Corridor	TBD	Develop a Strategy Vision and Phasing/Implementation Plan in consultation with

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

Department Impacted	Describe Impact (Cost/time/benefit)	Were they Consulted?
Engineering Department	The position would provide timely comments to Engineering respecting sustainable capital infrastructure initiatives with the public realm and private development applications in the VMC, stitching stormwater, energy and mobility infrastructures into public spaces, and identifying potential for multi-functional design savvy public amenities.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Development Planning	The position would provide timely comments on development applications within the VMC, and manage the Design Review Panel's participation in the review process playing a major role in building a dynamic VMC.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Other comments:

The Urban Design Section is assuming a greater role in the planning process due to the complexity of intensification development proposals and the recognition of the importance of quality urban design in planning sustainable, economically viable and livable places for residents and business investment. The additional Urban Designer position would play a major role in providing the urban design work in collaboration with other City Departments to properly manage growth in the VMC (Vaughan Metropolitan Centre).

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Urban Designer																										
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives																											
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.																											
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)																				
Organizational	Manage Growth & Economic Well-being	Develop the plan required to build a dynamic Vaughan Metropolitan Centre	0		TBD	TBD	Mandatory																				
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:																											
<p>In May 2011, Vaughan Council approved a revised Corporate Planning Cycle where the Commissioner of Planning has been identified as the Owner or driver to "Develop the plan required to build a dynamic VMC". The additional Urban Designer position would play a major role in providing the urban design work in collaboration with other City Departments to properly manage growth in the VMC and attract private investment. In addition, the position would provide the necessary urban design expertise to successfully integrate sustainable infrastructure initiatives such as; stormwater management, multi-functional VMC transit Mobility Hub and design-savvy public amenities into the public realm. The establishment of the Design Review Panel will ensure high quality design of the buildings in which we live and work and the public realm in which we gather, move about and recreate is important in order to help the City achieve its cultural, social, economic and environmental objectives.</p>																											
3) Related Performance Indicators & Business Plan Link																											
Please provide information on top 3 performance measures:																											
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th>Name/description of service level target:</th> <th>Target Level</th> <th>Current Level</th> <th>Level with ARR</th> </tr> </thead> <tbody> <tr> <td>1)</td> <td>Manage and facilitate monthly meetings for the</td> <td>25</td> <td>N/A</td> <td>25</td> </tr> <tr> <td>2)</td> <td>Project management of strategic urban design</td> <td>6</td> <td>3</td> <td>6</td> </tr> <tr> <td>3)</td> <td>Develop guidelines and co-ordinate sustainable</td> <td>10</td> <td>N/A</td> <td>10</td> </tr> </tbody> </table>									Name/description of service level target:	Target Level	Current Level	Level with ARR	1)	Manage and facilitate monthly meetings for the	25	N/A	25	2)	Project management of strategic urban design	6	3	6	3)	Develop guidelines and co-ordinate sustainable	10	N/A	10
	Name/description of service level target:	Target Level	Current Level	Level with ARR																							
1)	Manage and facilitate monthly meetings for the	25	N/A	25																							
2)	Project management of strategic urban design	6	3	6																							
3)	Develop guidelines and co-ordinate sustainable	10	N/A	10																							
Describe how this request relates to Departmental Business Plan:																											
<p>In the "Future Pressures" Section of the Business Plan the Development Planning Department has a major role to play in shaping how the VMC will be designed to what the buildings and public realm will look like, both through the initial planning and visioning framework process and throughout the actual detailed development application review process. A lot of planning and urban design work by Development Planning Staff in collaboration with other City Departments will be required to properly manage growth in the VMC including ensuring the area surrounding the VMC Subway Station (ie. a Gateway Mobility Hub) is ready to facilitate its opening in late 2015.</p>																											
4) Value Proposition																											
Please detail both qualitative and quantitative benefits of the request																											
Qualitative: Please select up to 2 actions which best describe this request																											
Primary <input type="text" value="Improve Sustainability"/> Secondary <input type="text" value="Improve Corp. Image"/>																											
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?																											
The additional Urban Designer position will ensure the design quality of future development in the VMC and throughout the City is of significance. Environmental sustainability, economic, cultural and social benefits can be derived from high quality design streetscapes and landscapes, and contributes to: Achieving better aesthetics for buildings and associated streetscapes; maximize amenity, security and safety for occupants and the broader public; and minimize the consumption of energy from non renewable sources, conserve the environment and reduce greenhouse gas																											
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.																											
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings	Incl. in offsets (Section #9)?																						
2012	Output/Service Quantity	25	Units	The Design Review Panel to be managed by the Urban Designer position will provide professional urban design advice for development applications in the VMC and complex	No																						
2012	Output/Service Quantity	6	Units	The Urban Designer position will allow the Urban Design Section to complete important strategic urban design studies for the VMC and other intensification corridors	No																						
2012	Output/Service Quantity	10	Units	The Urban Designer position will allow the Urban Design Section to complete necessary design guidelines and details in-house for the VMC and other intensification corridors	No																						
5) Alternatives																											
Are there alternatives or options? Please explain what they are and why they are not the primary approach.																											
The alternative to not requesting an additional Urban Designer position is to have the current staff in the Urban Design Division to perform the necessary urban design work for the VMC, including the management of the Design Review Panel. This is not the primary approach because the workload of the current staff is very large and therefore, the urban design work necessary for the VMC would require a significant increase in work performed from the existing Urban Designers which would require a drop in current level of service.																											

Request Title	Urban Designer
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input checked="" type="radio"/> None</p> <p><input type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <p></p> <p></p> <p></p> <p></p> <p></p> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <p>◀ ▶</p> <p style="text-align: center;">None Low Medium High</p> <p>Financial Impact</p> <p>◀ ▶</p> <p style="text-align: center;">\$0 \$10,000 \$100,000 \$1,000,000 > \$10,000,000</p> <p>Health and Safety Risk (click on the word)</p> <p><input checked="" type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <p>◀ ▶</p> <p style="text-align: center;">None Minor Major Severe</p> <p>Probability of Health & Safety Issue</p> <p>◀ ▶</p> <p style="text-align: center;">None Low Medium High</p> </div> <div style="width: 50%;"> <p>Comments</p> <p><i>Please describe the type and nature of risk</i></p> <p></p> <p></p> <p></p> <p></p> <p></p> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input checked="" type="radio"/> Inability to support the department's directive</p> <p><input type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p> <p></p> <p></p> <p></p>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	

Request Title	Urban Designer			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2012			
Position title	Urban Designer			
Estimated start date	January 1, 2012			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Cupe Cler. & Tech			
If contract, specify length (months or yrs)	N/A			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	180440			
Grade level	K			
Est. starting step	Start			
Desktop (HR) Review Performed?	No			
B&F Accommodations Available?	Yes			
ITM Hardware required?	No			
Capital Equipment Required?	No			
Complement Annual Cost Detail				
Annual full-time \$	70,759			70,759
Annual part-time \$	-	-	-	-
Annual shift premiums, etc	-			-
Annual overtime \$	-			-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	18,397	-	-	18,397
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 89,156	\$ -	\$ -	\$ 89,156
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	180440.7200	200		200
2) Training & Developme	180440.7115	200		200
3) Cellular Line Charges	180440.7122.01	N/A		-
4) Mileage	180440.7100	350		350
Subtotal		\$ 750	\$ -	\$ 750
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	180440.7211.01	1,800		1,800
2) Office Equip. & Furnitu	180440.7210	250		250
3) Training & Developme	180440.7115	200		200
4) Memberships/Dues/Fe	180440.7105	700		700
Subtotal		2,950	-	2,950
2012 Total Complement Annual Costs	\$ 92,856	\$ -	\$ -	\$ 92,856
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments:				

Request Title		Urban Designer						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1								\$ -
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)	70,759	-	-			
2	* Benefits	(From sect. 7)	18,397	-	-			
3	* Complement sch. Expenses (calculated field)	(From sect. 7)	750	-	-			
4								
5								
6								
7								
Subtotal				89,906	-	-	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)	2,950	-	-		-	
2							-	
3							-	
Subtotal				2,950	-	-	-	
OFFSETS - cost savings, reductions, etc								
1								
2								
3								
Subtotal				-	-	-	-	
TOTAL OPERATING BUDGET CHANGE				92,856	-	-	-	
COMPLEMENTS & FTE's								
# of positions requested			(From sect. 7)	1.00	-	-	1.00	
FTE's			(From sect. 7)	1.00	-	-	1.00	
FTE reductions/offsets			(Manual Field)	-			-	
Net FTE's			(From sect. 7)	1.00	-	-	1.00	

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

ADDITIONAL RESOURCE REQUEST

Request Title Senior Planner/Project Manager (Contract)

Business Unit # 180440 Development Planning

181 - Development Planning

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	-	1.00	-	1.00	-	1.00
Net FTE's	-	1.00	-	1.00	-	1.00
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	-	103,931	-	103,931	-	103,931
Other continuous costs	-	500	-	500	-	500
One-time expenses	-	2,200	(2,200)	-	-	-
Offsets/reductions	-	-	-	-	-	-
Net Operating Budget	\$ -	\$ 106,631	\$ (2,200)	\$ 104,431	\$ -	\$ 104,431
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☒ Departmental ☐ Corporate

With the recent Provincial announcement of a hospital in the City of Vaughan, a full-time contract position for a Senior Planner/Project Manager (Management) within the Development Planning Department is requested in order to facilitate the planning and construction of the hospital building and abutting lands, in consultation with the Province, other City Departments, external agencies and stakeholders as required. The Senior Planner/Project Manager will act as a co-ordinator to plan, develop and facilitate all development requirements in consultation with the Province, other City Departments, and external agencies. This position will also participate in the bidding process and to act as a liaison with the City and the Province and host inter-agency meetings, prepare reports, cost sharing agreements, and act as a project manager for this initiative. The Senior Planner/Project Manager will form part of a planning team responsible for the development and on-going support of this initiative/project.

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

Milestones or Deliverables	Timelines	Comments
Bidding Stage (pre-development)	1-2 years	Provide input to RFP process per AFP IO MOHLTC Guidelines (Provincial Standards).
Development/Planning Stage	2-4 years	Coordinate the Site Plan approval process.
Implementation of final plans	4-5 years	Coordinate the final implementation of all required plans.

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

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

Other comments:

The Senior Planner/Project Manager will work together with other departments such as Legal, Engineering, Urban Design, Policy Planning and external agencies and stakeholders as required to promote and implement the development and construction of the Vaughan Hospital in collaboration with the Province of Ontario until project completion, approximately a 5 year plan.

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Senior Planner/Project Manager (Contract)						
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
Service	Promote Community Safety, Health & Wellness	Provide continued support for the operation of a hospital in Vaughan	23		Q2/15	High	Mandatory
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:							
<p>The request for a Senior Planner directly links to the Vaughan Vision 2020 as noted above through the 'Service' theme in that this position will directly work with other departments, stakeholders, agencies and the Province to provide a single point of contact for any project related matters. It demonstrates the importance of community safety by promoting health and wellness through the planning of a Vaughan hospital through this request for a full-time (contract) position.</p>							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
	Name/description of service level target:		Target Level	Current Level	Level with ARR		
1)							
2)							
3)							
Describe how this request relates to Departmental Business Plan:							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary	Realize Future Benefits			Secondary	Leverage Innovation/Creativity		
<p>Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?</p> <p>In order to achieve any future benefits from this initiative, it is in the City's interest to be represented on all aspects in the development of the Vaughan Hospital in order to maximize and promote value and development potential on the lands, which are owned by the City of Vaughan.</p>							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings		Incl. in offsets (Section #9)?	
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							

Request Title	Senior Planner/Project Manager (Contract)
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<p>Legislative/Regulatory Requirement</p> <p> <input checked="" type="radio"/> None <input type="radio"/> Little consequence of non compliance <input type="radio"/> Significant external repercussion/penalty </p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p>	
<p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p>	
<p>The Hospital lands are owned by the City of Vaughan. It is in the City's interest to have the City represented on all aspects of the development to maximize and preserve value and development potential on the lands.</p>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <p>Probability of Litigation</p> <p>None Low Medium High</p> <p>Financial Impact</p> <p>\$0 \$10,000 \$100,000 \$1,000,000 > \$10,000,000</p> <p>Health and Safety Risk (click on the word)</p> <p><input checked="" type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <p>None Minor Major Severe</p> <p>Probability of Health & Safety Issue</p> <p>None Low Medium High</p>	
<p>Comments</p> <p><i>Please describe the type and nature of risk</i></p> <p>The City's interests must be protected on the lands to ensure the maximum development potential from the Hospital lands.</p>	
<p>Internal Operational Requirements</p> <p> <input type="radio"/> None <input type="radio"/> Service provided with minor internal issues -slight inconvenience <input checked="" type="radio"/> Inability to support the department's directive <input type="radio"/> Direct affect on multiple departments <input type="radio"/> Citywide implications </p> <p>Comments</p> <p>Need a Project Manager to efficiently and effectively co-ordinate and utilize departmental and corporate financial and staffing resources over a 5 year time frame, to facilitate the hospital planning and construction, on time and on budget.</p>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	
<p>The approval of the Vaughan hospital will ensure people living in the community have access to state-of-the-art health care and provide services such as modern surgical services, advanced diagnostic imaging, specialized inpatient and outpatient services including cardiac, eye and diabetes clinics. In addition to high quality services, the Vaughan hospital will be designed to allow the space to adapt over time as new best practices emerge. The new hospital will represent the single biggest healthcare investment in the City of Vaughan since 2003. The Senior Planner/Project Manager will act as a key strategic advisor throughout the planning and development stages and engage the appropriate internal and external resources to contribute to the project deliverables.</p>	

Request Title	Senior Planner/Project Manager (Contract)			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2013			
Position title	Senior Planner			
Estimated start date	January 1, 2013			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Contract			
If contract, specify length (months or yrs)	5 years			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	180440			
Grade level	8			
Est. starting step	1			
Desktop (HR) Review Performed?	N/A			
B&F Accommodations Available?	Yes			
ITM Hardware required?	Yes			
Capital Equipment Required?	No			
Complement Annual Cost Detail				
Annual full-time \$	88,302			88,302
Annual part-time \$	-	-	-	-
Annual shift premiums, etc	-			-
Annual overtime \$	-			-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	-	-	-	-
* FT contract benefits in lieu (calculated field)	15,629	-	-	15,629
Subtotal	\$ 103,931	\$ -	\$ -	\$ 103,931
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	180440.7200	200		200
2) Training & Developme	180440.7115	200		200
3) Cellular Line Charges	180440.7122.01	N/A		-
4) Mileage	180440.7100	100		100
Subtotal		\$ 500	\$ -	\$ 500
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	180440.7211.01	1,800		1,800
2) Office Equip. & Furnitu	180440.7210	150		150
3) Training & Developme	180440.7115	250		250
4)	#N/A	-		-
Subtotal		2,200	-	2,200
2012 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2013 Total Complement Annual Costs	\$ 106,631	\$ -	\$ -	\$ 106,631
2014 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments: Office Supplies to be charged to BU 180001.7200				

Request Title		Senior Planner/Project Manager (Contract)						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1								\$ -
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)	-	88,302	-			
2	* Benefits	(From sect. 7)	-	15,629	-			
3	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	500	-			
4								
5								
6								
7								
Subtotal				-	104,431	-	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	2,200	-	-		
2							-	
3							-	
Subtotal				-	2,200	-	-	
OFFSETS - cost savings, reductions, etc								
1								
2								
3								
Subtotal				-	-	-	-	
TOTAL OPERATING BUDGET CHANGE					-	106,631	-	-
COMPLEMENTS & FTE's								
# of positions requested			(From sect. 7)	-	1.00	-	1.00	
FTE's			(From sect. 7)	-	1.00	-	1.00	
FTE reductions/offsets			(Manual Field)		-		-	
Net FTE's			(From sect. 7)	-	1.00	-	1.00	

Policy Planning

1. Financial Summary

2. Business Plans

3. ARRs

2012

- ◆ Senior Policy Planner (2 yr contract)
- ◆ Permanent P/T Clerk Typist

Revenue and Expenditure Summary

2012 - 14 Operating Budget

Department	Exp Category	Account	2010 Actuals	Actual Forecast	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
Policy Planning														
	Revenue													
		3614 General Revenue	(76)	0	0	0	0	0	0	0.0%	0	0	0	0
		3618 Dept. Misc. Revenues	(4,035)	0	0	0	0	0	0	0.0%	0	0	0	0
		Total Revenue	(4,111)	0	0	0	0	0	0	0.0%	0	0	0	0
	Labour Costs													
		7010 Full Time	853,542	690,270	818,426	49,522	0	867,948	49,522	6.1%	883,020	15,072	885,368	2,348
		7012 Overtime	31,423	7,056	7,420	(215)	0	7,205	(215)	(2.9)%	7,205	0	7,205	0
		7015 Part Time	58,645	48,023	0	0	0	0	0	0.0%	0	0	0	0
		7017 Benefits	231,120	182,465	210,534	16,996	0	227,530	16,996	8.1%	237,642	10,112	244,479	6,837
		Total Labour Costs	1,174,730	927,814	1,036,380	66,303	0	1,102,683	66,303	6.4%	1,127,867	25,184	1,137,052	9,185
	Other Expenses													
		7100 Mileage	938	2,982	4,900	0	(400)	4,500	(400)	(8.2)%	4,500	0	4,500	0
		7105 Membership/Dues/Fees	3,789	3,735	4,800	0	400	5,200	400	8.3%	5,200	0	5,200	0
		7110 Meals and Meal Allowances	800	636	540	0	0	540	0	0.0%	540	0	540	0
		7115 Training & Development	3,519	3,918	3,550	0	2,000	5,550	2,000	56.3%	5,550	0	5,550	0
		7125 Subscriptions/Publications	39	303	170	0	0	170	0	0.0%	170	0	170	0
		7130 Seminars & Workshops	1,986	3,269	2,100	0	7,000	9,100	7,000	333.3%	9,100	0	9,100	0
		7135 Advertising	0	3,124	0	0	2,400	2,400	2,400	0.0%	2,400	0	2,400	0
		7200 Office Supplies	1,550	1,955	1,920	0	0	1,920	0	0.0%	1,920	0	1,920	0
		7203 Drafting Supplies	0	75	300	0	0	300	0	0.0%	300	0	300	0
		7205 Computer Supplies	331	834	1,690	0	0	1,690	0	0.0%	1,690	0	1,690	0
		7210 Office Equip. & Furniture	0	176	350	0	0	350	0	0.0%	350	0	350	0
		7211 Computer Hardware/Software	1,620	2,466	1,740	0	1,850	3,590	1,850	106.3%	3,590	0	3,590	0
		7220 Copiers, Faxes and Supplies	13,752	7,275	8,580	0	0	8,580	0	0.0%	8,580	0	8,580	0
		7222 Printing	2,276	28	3,500	0	0	3,500	0	0.0%	3,500	0	3,500	0
		7226 Courier Services	1,222	771	150	0	0	150	0	0.0%	150	0	150	0
		7300 Protective Clothing/Uniforms	0	70	180	0	0	180	0	0.0%	180	0	180	0
		7520 Professional Fees	10,760	44,977	62,130	0	(13,250)	48,880	(13,250)	(21.3)%	48,880	0	48,880	0
		7630 Wireless/Internet Commun.	650	1,256	1,180	0	0	1,180	0	0.0%	1,180	0	1,180	0
		7699 Sundry Expenses	847	938	1,350	0	0	1,350	0	0.0%	1,350	0	1,350	0
		7790 Trsf. to Expend Res	60,650	3,500	0	0	0	0	0	0.0%	0	0	0	0
		Total Other Expenses	104,729	82,288	99,130	0	0	99,130	0	0.0%	99,130	0	99,130	0
Total Policy Planning			1,275,348	1,010,101	1,135,510	66,303	0	1,201,813	66,303	5.8%	1,226,997	25,184	1,236,182	9,185

* Note: Actual Forecast 2011 is for reference purposes only and is based on year to date actuals as of September 2011 plus the remainder of the calendarized budget.

2012 Budget Variance Comments

7010 - Full Time	Increase due to progression
7012 - Overtime	Increase due to rate change as per union agreement
7017 - Benefits	Increase due to progression and as per guidelines.
7100- Milege/Car Allowance	Reallocated to Memberships
7105 - Memberships/Dues/Fees	Reallocated from Mileage
7115 - Training & Development	Reallocated from Professional Fees
7130 - Seminars and Workshops	Reallocated from Professional Fees
7135 - Advertising	Reallocated from Professional Fees
7211 - Computer	Reallocated from Professional Fees
7520 - Professional Fees	Reallocated to various accounts.

2013 Budget Variance Comments

7010 - Full Time	Increase due to progression
7017 - Benefits	Increase due to progression and as per guidelines.

2014 Budget Variance Comments

7010 - Full Time	Increase due to progression
7017 - Benefits	Increase due to progression and as per guidelines.

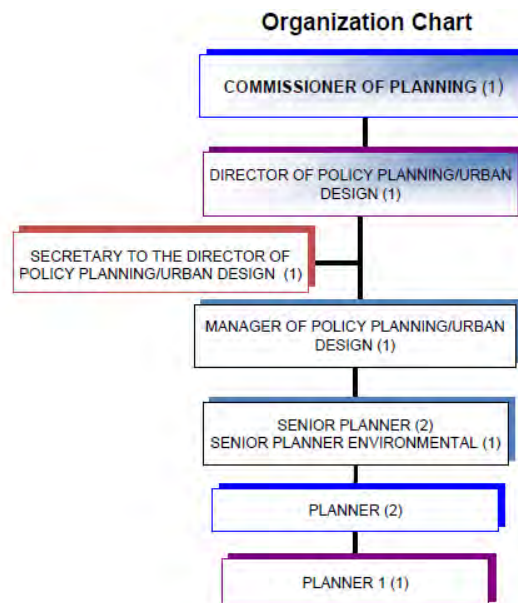
2012-14 Business Plan

BUSINESS OVERVIEW

Service Statement:

The Policy Planning Department promotes the creation of quality communities in the City of Vaughan by providing Council with *Planning Act* based policy tools to guide the growth and physical development of the City. To develop these policies, the department undertakes small to large-scale planning studies, which may vary in size from an individual site to the entire city. The Studies are based on comprehensive professional analysis, consideration of corporate objectives, interdisciplinary and intergovernmental input and visioning involving extensive public outreach and consultation. The policies and guidelines are prepared in consideration of the principles of sustainability including strong communities, a healthy natural environment and economic vitality; with the objective of achieving complete communities, which are designed to meet people's needs for daily living throughout a lifetime. The department provides a significant public service by facilitating citizen input into the planning process and by providing needed information to the public by way of public hearings, reports, workshops, counter and telephone inquiries, written correspondence and web content. Through this process, the interests of the City, the broader public and property owners are balanced in the pursuit of good planning.

Service Profile:



Full Time, Part Time and Overtime – Budgeted Amounts

	2010	2011	2012 Base	Additional Resource Requests		
				2012	2013	2014
Full Time	10	9	9	1	0	0
Part Time	.000	.000	.000	.69	0	0
Overtime	7015	7420	7420	7420	0	0

Key Stakeholders:

- Council
- City Departments
- Citizens of Vaughan
- Development Community, Business Community
- Other government & public agencies (e.g. TRCA, Metrolinx, Region, Province)
- Partner Municipalities

2012-14 Business Plan

Work Plan:

Link to Vaughan Vision 2020:

1. Demonstrate Excellence in Service Delivery
2. Promote Community Safety, Health & Wellness
3. Lead & Promote Environmental Sustainability
4. Manage Corporate Assets
5. Manage Growth & Economic Well-being

Future Pressures and Opportunities:

1. Conducting a 5 -year comprehensive review of the Official Plan as part of the Growth Management Strategy 2031 is a high priority for the City of Vaughan. The Policy Planning Department completed the City-Wide Official Plan and 6 Secondary Plans by September 2010. There are a number of projects that are adjuncts or follow up work to the Official Plan namely:
 - Modifications and appeals to Official Plan 2010
 - OPA and Precinct Plan for Hospital site
 - Block Plans (Block 40/47 and 34 east and west, Hwy 400 North Employment)
 - Vaughan Metropolitan Centre Work
 - As part of a multi-disciplinary team to successfully realize the VMC as a sustainable, compact hub and truly attractive and complete mixed-use downtown – VMC Transit Square Plan, the Black Creek Restoration Project and VMC Streetscape and Open Space Plan;
 - VMC northwest and southeast quadrants (Smart Centres and Pandolfo sites) – examination/potential reconfiguration Secondary Plan policy revisions
 - Yonge Steeles Secondary Plan – Dorian Place
 - Natural Heritage Network Study
 - Sustainable Development Guidelines and Performance Standards
 - Centre Street Study, area review
 - Secondary Plans within the Built Boundary – Vaughan Mills, Concord West and Weston Rd/Hwy 7
 - Secondary Suites Study and Task Force
 - Places of Worship Policies
 - Parking Standards Zoning By-law
 - Public Art Policy
2. Due to increased workload and its complexity, the workload and responsibility of the Secretary to Director of Policy Planning far exceeds the hours available for one clerical position to accomplish the clerical and office management tasks for the department. Therefore an Additional Resource Request has been submitted for a part-time clerical position.
3. In order to defend the VOP 2010 at the OMB a full-time contract Senior Planner position is needed for approximately 2 years, starting in 2012. This would allow for the current staff resources to:
 - Complete the work program as outlined above;
 - Be cost efficient in that it would reduce the (but not eliminate) the amount of OMB work undertaken by consultants.

Therefore, an Additional Resource Request has been submitted for a full-time Senior Planner for an approximately 2 year contract.
4. Due to having 5 staff members in new positions further pressures and opportunities lie in the Department's commitment to train and develop staff to compliment their skills particularly as they relate to OMB, project management and communications work.

2012-14 Business Plan

2011 and 2012 Business Plan Objectives

Prior Year Business Plan Objectives / Accomplishments Flowing through to 2012 Business Plan Objectives:	Year Initiated	Year Completed	Outcome/Results
1. Ongoing business in terms of the delivery of Policy Planning through the preparation of planning studies, policies, guidelines and response to Council inquiries. Continue to improve and implement a more effective model for civic engagement and enhance our public consultation strategy (Strategic Initiative #2 – Priority High).	2010	Ongoing	Completed study according to Council approved Terms of Reference
2. Represent the City's planning interests through work and communication with Council Members, the public, other Departments and Agencies, various levels of government and the Ontario Municipal Board.	2010	Ongoing	Delivery of state of the art planning policy Positive feedback from stakeholders/clients
3. Undertake a 5-year comprehensive review of the Official Plan as part of the Growth Management Strategy (Strategic Initiative #1 – Priority High). This work also included the following:	2007	Follow-up work ongoing.	VOP 2010 Adopted by Council Sept 2010
1. Support and coordinate land use planning for high capacity transit at strategic locations in the City (Strategic Initiative #1 – Priority High):	2007-2010		
<ul style="list-style-type: none"> Focused Area Studies and Secondary Plans addressed areas of development intensification related to higher order transit Yonge Steeles Corridor, and the Vaughan Metropolitan Centre (Strategic Initiative #1 – Priority High); 			
2. Prepare a land use plan for the Vaughan enterprise zone and employment lands (Strategic Initiative # - Priority High), The West Vaughan Employment Area Secondary Plan addressed this initiative;	2010		Adopted by Council Sept 2010
3. Implement "Green Directions" (Strategic Initiative #15 – Priority High):	2008		Adopted by Council Sept 2010
a) two Focused Area Studies and Secondary Plans addressed this initiative in a comprehensive manner: The North Kleinburg-Nashville Secondary Plan and the Woodbridge Centre Plan; and	2010		
b) future work includes the Natural Heritage Network Study (NHN); and	2011		Terms or Reference approved by Council.
Sustainable Development Guidelines and Performance Standards;	2010		Partial budget allocated. Remainder to be a 2012 Capital Budget Request.

2012-14 Business Plan

4. Finalize the modifications to Volumes 1 and 2 of the VOP 2010 in consultation with the Region, TRCA and landowners;	2011	Ongoing	Adopted in Principle by Council 2010.
5. Strategic Initiative #24 – Priority High re: supporting the expansion of public and rapid transit and Strategic Initiative #8 – Priority Medium re: reviewing the Vaughan Metropolitan Centre vision to establish a downtown for Vaughan. Undertake with Planning Development, Engineering and Parks Development the VMC Streetscape and Open Space Plan, VMC Transit Square Plan and the Black Creek Restoration project;	2011	Ongoing	
6. Undertake 3 new Secondary Plan Studies – Vaughan Mills, Concord West and Weston and 7 (Strategic Initiative #1 – Priority High);	2011	Ongoing	
7. Undertake OPA and Precinct Plan for Vaughan's Hospital and Campus of Care (Strategic Initiative #23 – Priority High);	2011	Ongoing	
8. Undertake planning policy study for Secondary Suites and Places of Worship (Strategic Initiative #5 – Priority High, support our diverse communities);	2011-2012		
9. Assist the Region in addressing the various appeals of the York and ROPA dealing with Vaughan's urban boundary expansion; and	2011-2012	Ongoing	
10. Finalize Secondary Plan Area Reviews – Dorian Place, Yonge and Steeles Corridor, Centre Street - Concord Road to New Westminster and the Vaughan Metropolitan Centre.	2011-2012	Ongoing	
11. Other initiatives that support the Growth Management Strategy 2031 are:	2007-2012	Ongoing work on by-law preparation and addressing potential appeals to Drive through and Gas Station OP policies	
a) the Parking Standards Review implementing by-law;			
b) further work on the Drive-Through policies and guidelines;			
c) Public Art Policy Study (Strategic Initiative #25 – Priority Medium);			
d) continue to plan with the Region and Province the GTA West Corridor (Strategic Initiative #1 and #15)			
e) Site design workshop with school boards –			

2012-14 Business Plan

potential VOP 2010 policies revisions.			
12. Continue to contribute and to host in 2012 the Municipal Urban Designers Roundtable meeting (Strategic Initiative #17 and #21 – Medium Priority;)			
13. Continue to plan with the Region and Province the GTA West Corridor (Strategic Initiative #1 and #15)			

2012-14 Business Plan Objectives: (You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.)

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2012 (Top 3 Objectives)			
1. Finalize Secondary Plan Studies and OPA's begun in 2011 (Concord West, Vaughan Mills, Weston/Hwy 7, Natural Heritage Network, Secondary Suites, Hospital Precinct Plan).	Q1-Q4 2012	Completion of these studies is a key component of the City's Official Plan. They must be undertaken in a timely way so as to facilitate and guide the New Community Areas Secondary Plan and avoid costly OMB appeals.	To be accomplished with additional clerical help. See attached Additional Resource Request.
2. Initiate addressing appeals to the OMB VOP 2010 (Volumes 1 and 2).	Q2 2012 – Q2 2014	Once the OMB appeals have been resolved the VOP 2010 comes fully into effect.	To be accomplished with a contract Senior Policy Planner. See attached Additional Resource Request.
3. Complete Parking Standards By-law, Secondary Suites Study and Block Plans <ul style="list-style-type: none"> Block 40/47 Block 34 west and east (Hwy. 400 North Employment) 	Q1 2012 Q1-Q4 2012	Facilitates appropriate development consistent with VOP 2010.	
2013 (Top 3 Objectives)			
1. Develop a Public Art Policy	Q1 – Q4 2013	Achieves a policy directive of the VOP 2010.	
2. Finalize Secondary Plan Studies and OPA's begun in 2011, Weston/Hwy 7, Natural Heritage Network, Secondary Suites, Hospital Precinct Plan).	Q1-Q2 2013	Achieves policy directives of the VOP 2010. Facilitates appropriate development consistent with VOP 2010.	

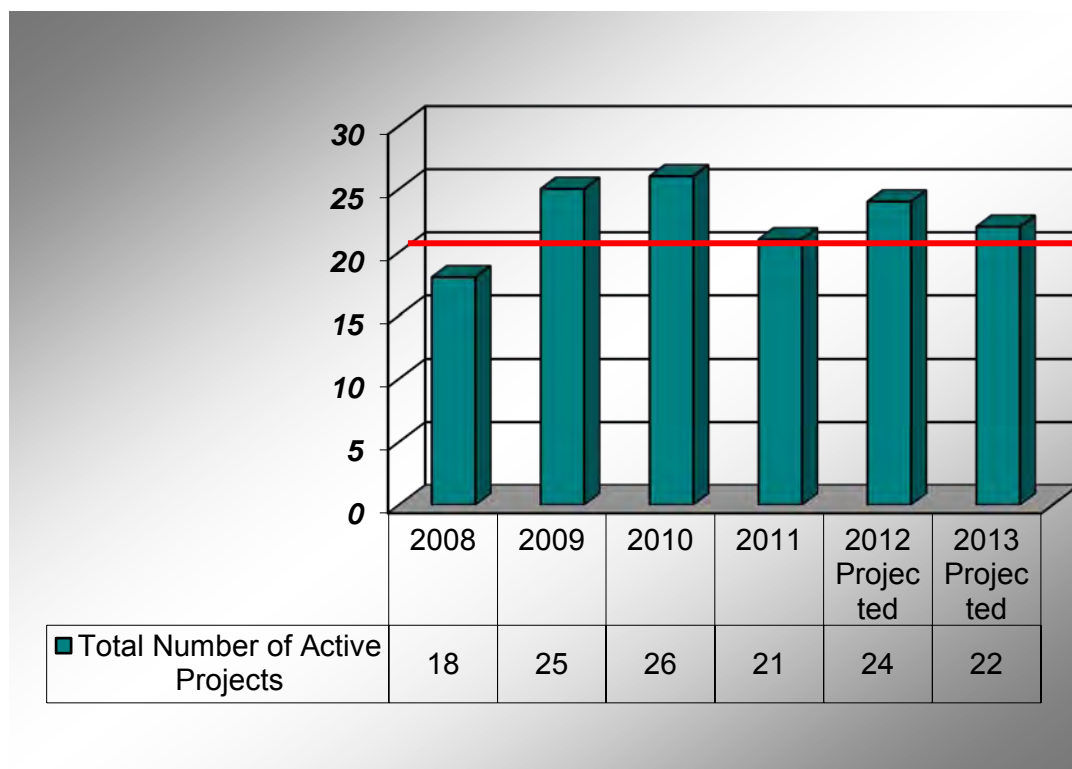
2012-14 Business Plan

2014 (Top 3 Objectives)

1. Conclude appeals of the Vaughan Official Plan 2010	Q2 2012 – Q2 2014	Once the OMB appeals have been resolved the VOP 2010 comes fully into effect.	
2. Undertake new Community Areas Secondary Plans (Block 27 and 41).	Q4 2014	The New Community Areas Secondary Plan and Block Plans will create new greenfield community areas.	

Key Performance Indicators:

Total Number of Active Projects:



Key Conclusion: (Explanation of the trend on the performance measure graph)

The number and complexity of policy planning studies initiated and completed, has generally increased each year. Completed and initiated studies: 8 in 2005, 12 in 2006, 13 in 2007, 18 in 2008, 26 in 2009, 27 in 2010 and 20 in 2011. It is expected that 2012 will be similar due to finalization of Official Plan and Secondary Plans (modifications, appeals) as well as undertaking follow-up studies such as secondary plans for intensification areas and the Natural Heritage Network, Places of Worship, Secondary Suites, Sustainability Development Guidelines and Performance Standards, Block Plans, and continuing work related to the VMC and Hospital.

2012-14 Business Plan

Notes about the Measure:

- 1) Study terms of reference are always approved by Council and form the basis of the RFP in the tendering process. The project, whether in-house or by consultants, must contain a work program setting out all tasks, milestones and key deliverables within the set budget timeframe. Throughout the course of a study, issues arise that may add to the complexity and/or change aspects of the study. The milestones, key deliverables and budget may change as a result.
- 2) Although the total number of projects completed per year is provided, projects vary in terms of complexity and conditions and must also be evaluated in their own right.
- 3) A project can be assessed on the basis of its own parameters – I.E. work to be carried out, time lines and successful production of the final recommendations (usually a planning document). Acceptance by the community, adoption/approval by Council and its implementation will be the key test of a successful project.

2011 Policy Planning Studies and Work

PROJECT NAME	✓ - COMPLETED IN 2011	O - ONGOING IN 2011	■ - INITIATED IN 2011
1. Block Plan 40/47		O	
2. Hospital Site - Major Mac Dr/Jane St – OPA		O	■
3. Parking Standards Zoning By-Law - Initiated			■
4. Sustainable Development Guidelines & Performance Standards		O	
5. Vaughan Official Plan 2010 - Modifications		O	■
6. Vaughan Official Plan 2010 – Vaughan Metropolitan Centre Secondary Plan Modifications		O	■
7. Vaughan Official Plan 2010 – Kleinburg North Secondary Plan Modifications		O	■
8. Places of Worship		O	
9. Vaughan Official Plan 2010 – Natural Heritage Network Study		O	■
10. Vaughan Official Plan – Vaughan West Employment Area Secondary Plan Modifications		O	■
11. Vaughan Official Plan 2010 – Woodbridge Centre Secondary Plan Modifications		O	■
12. Yonge Steeles Secondary Plan Modifications		O	■
13. Revisions to VMC Detailed Streetscaping		O	■
14. Settlement OMB hearing re: OPA 637 – 400 North Employment	✓		
15. Revisions to 400 North Employment Lands Design Guidelines		O	■
16. Evaluating Proposed Remedial and Flood proofing Measures & External Technical Review – Woodbridge FAS		O	
17. Vaughan Official Plan 2010 – Yonge Steeles Dorian Place Review	✓	O	■
18. Secondary Suites Study and Task Force		O	■
19. Block 61	✓	O	
20. Centre Street Review	✓	O	■
21. Input into Province's GTA West Corridor EA and Future Go Stations		O	
TOTAL	4/21	18/21	14/21

Committees

Committees requiring staff attendance and work:

- Accessibility Advisory Committee
- Environmental Committee

2012-14 Business Plan

Ongoing and Projected Projects in 2012 - Policy Planning Studies and Work

PROJECT NAME	O - ONGOING IN 2012	■ - INITIATED IN 2012	● – ONGOING IN 2013
1. Follow up work related to the New Official Plan	O		●
2. Vaughan Official Plan – 2010 OMB Appeals		■	●
3. Kleinburg North Secondary Plan – OMB Appeals		■	●
4. Woodbridge Centre Secondary Plan – OMB Appeals		■	●
5. Vaughan West Employment Area Secondary Plan – OMB Appeals		■	●
6. Vaughan Metropolitan Centre – revisions to Plan	O		
7. Vaughan Metropolitan Centre – OMB Appeals		■	●
8. Yonge Steeles Corridor Secondary Plan – OMB Appeals		■	●
9. Vaughan Hospital OPA	O		
10. Vaughan Hospital Precinct Plan		■	●
11. Weston and 7 Secondary Plan	O		●
12. Concord/Go Secondary Plan	O		●
13. Vaughan Mills Secondary Plan			●
14. Natural Heritage Network Study	O		●
15. Parking Standards Review Zoning By-Law	O		
16. Places of Worship	O		
17. Secondary Suites Study and Task Force.	O		
18. Sustainable Development Guidelines Study	O		
19. Highway 400 North Employment Area (Urban Design Guidelines Review and Zoning By-law)	O	■	
20. Revisions to VMC Detailed Streetscaping	O	■	
21. Black Creek Restoration Project		■	
22. Evaluating Proposed Remedial and Flood proofing Measures & External Technical Review – Woodbridge FAS	O		
23. Input into Province's GTA West Corridor EA and Future Go Stations	O		
24. Site Design Workshop with School Boards	O		
TOTAL	15/24	10/24	12/24

Committees

Committees requiring staff attendance and work:

- Accessibility Advisory Committee
- Environmental Committee

2012-14 Business Plan

Overall Conclusion:

Conducting the 5-year comprehensive review of the Official Plan as part of the Growth Management Strategy 2031 is a high priority for the City of Vaughan. A significant amount of staff resources will continue to be needed to address the follow up issues related to the Official Plan. Work load will continue to be high (similar to 2009, 2010 and 2011) due to addressing the modifications and appeals to Vaughan Official Plan 2010 and Secondary Plans, completing several new studies (Vaughan Mills, Weston and Hwy. 7, Concord West Secondary Plans, the Precinct Plan for the Hospital) and continue work on Secondary Suites, Places of Worship, VMC plan and policy revisions and detailed follow-up studies, the Natural Heritage Network Study, Sustainable Development Guidelines and Performance Standards, Parking Standards By-law and Block Plans).

The number and complexity of policy planning studies initiated and completed has increased each year since 2005. Work levels have more than quadrupled between 2005 and 2011 with no increase in staff complement.

The Policy Planning Department continues to evolve as a highly functioning and hard working department. Work continues to outstrip the resources available to cover it.

In order to maintain the department's level of service, complete the Vaughan Official Plan 2010 work and follow-up work, 2 Additional Resource Requests are being made:

- Permanent Part-Time Clerical Position
- Contract (approximately 2 years) Full-Time Senior Policy Planner

The cost of the Clerical Additional Resource Request will be off-set in the Policy Planning 2012 Operating Budget by transferring funds from the Professional Fees line to the Salary and Benefits resulting in zero impact to the City's tax base. This need has been partially met in the past by a contract part-time clerical position that the Department had from November 2009 to December 2010 and June 2011 to December 2011. However, this assistance has been intermittent, time consuming from a logistical standpoint and unreliable.

The cost of the contract Senior Policy Planner will be off-set by savings on consultant expenses (covered under the Legal Department budget) incurred in order to defend the VOP 2010 at the Ontario Municipal Board.

Other aspects of the Operating Budget remain the same as previous years as a zero increase budget with some minor adjustments to reflect actual 2011 and 2012 projected expenditures as follows:

- Increase the Advertising budget due to increased site signage size requirements for OPA's and off-set by Professional Fees;
- Increase to Training and Development and Seminars and Workshops due to 5 staff in new positions and the need for enhanced skills and off-set by Professional fees;
- Create a new line item for the Design Review Panel for \$5,000 and off-set by Professional Fees;
- Increase Computer Hardware budget to cover the cost of a laptop computer and off-set by Professional Fees.

Commissioner Sign-off

Date (mm/dd/yy)

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

ADDITIONAL RESOURCE REQUEST

Request Title Senior Policy Planner (2 YR Contract)

Business Unit # 185001 Policy Planning

185 - Policy Planning

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	1.00	-	-	1.00	-	1.00
Net FTE's	1.00	-	-	1.00	-	1.00
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	94,479	-	-	94,479	-	94,479
Other continuous costs	400	-	-	400	-	400
One-time expenses	-	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-
Net Operating Budget	\$ 94,879	\$ -	\$ -	\$ 94,879	\$ -	\$ 94,879
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☒ Departmental ☐ Corporate

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

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

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

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

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

Other comments:

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

COMMISSIONER APPROVAL: _____ **Date:** _____

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

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

Request Title	Senior Policy Planner (2 YR Contract)			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2012			
Position title	Senior Policy Planner			
Estimated start date	March 1, 2012			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Contract			
If contract, specify length (months or yrs)	2 yrs			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	185001			
Grade level	7			
Est. starting step	1			
Desktop (HR) Review Performed?	N/A			
B&F Accommodations Available?	Yes			
ITM Hardware required?	No			
Capital Equipment Required?	No			
Complement Annual Cost Detail				
Annual full-time \$	80,271			80,271
Annual part-time \$	-	-	-	-
Annual shift premiums, etc	-			-
Annual overtime \$	-			-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	-	-	-	-
* FT contract benefits in lieu (calculated field)	14,208	-	-	14,208
Subtotal	\$ 94,479	\$ -	\$ -	\$ 94,479
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	185001.7200	-		-
2) Training & Developme	185001.7115	-		-
3) Cellular Line Charges	185001.7122.01	-		-
4) Mileage	185001.7100	400		400
Subtotal		\$ 400	\$ -	\$ 400
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	185001.7211.01	-		-
2) Office Equip. & Furnitu	185001.7210	-		-
3) Training & Developme	185001.7115	-		-
4)	#N/A	-		-
Subtotal		-	-	-
2012 Total Complement Annual Costs	\$ 94,879	\$ -	\$ -	\$ 94,879
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments:				

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

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

ADDITIONAL RESOURCE REQUEST

Request Title Permanent P/T Clerk Typist

Business Unit # 185001 Policy Planning

185 - Policy Planning

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	1.00	-	-	1.00	-	1.00
Net FTE's	0.69	-	-	0.69	-	0.69
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	34,378	-	-	34,378	-	34,378
Other continuous costs	250	-	-	250	-	250
One-time expenses	2,489	(2,489)	-	-	-	-
Offsets/reductions	(37,117)	-	-	(37,117)	-	(37,117)
Net Operating Budget	\$ (0)	\$ (2,489)	\$ -	\$ (2,489)	\$ -	\$ (2,489)
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☒ Departmental ☐ Corporate

Requesting a permanent p/t Clerk Typist to assist with various tasks associated with a workload which is too extensive for one clerical person in our dept. Support is required to assist with the various tasks associated with preparation of correspondence, receiving counter inquires and answering phones, community consultation, assembling of information packages for distribution to general public, agencies, governments or depts, maintaining records and files, office organization, arrange meetings, maintenance of printers and copiers, setting up and maintaining electronic library. Our small group will not be able to assist with these duties as they are fully occupied with their own work. If this position is not filled the impact on the dept./organization will be that: 1. We will not be able to accomplish the heavy workload (4 times that of 2005 levels) with specific deadlines. 2. We will not be able to put in place the systems and provide the support that would help the Dept. to run more efficiently and increase productivity. 3. We will not be able to alleviate the considerable amount of stress to the Secretary to the Director due to excessive overtime.

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

Milestones or Deliverables	Timelines	Comments

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

Department Impacted	Describe Impact (Cost/time/benefit)	Were they Consulted?
Legal Services	An ambitious timeframe has been established for the VOP 2010 modifications and 3 new Secondary Plans in order to avoid costly appeals to the OMB.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No

Other comments:

Policy Planning is operating in a very challenging environment. Over the last five years, there has been an increase in workload and the nature of the work has increased in complexity. This is expected to continue for the foreseeable future with work related to the Vaughan Official Plan 2010 (VOP), modifications and OMB appeals to VOP and Secondary Plans, 5 new Secondary Plans, Natural Heritage Network Study, Sustainable Development Study, Hospital and Vaughan Campus of Care precinct plan, Block Plans, and other new policy planning initiatives.

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Permanent P/T Clerk Typist						
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:							
Objective - Service Excellence. Enhance Productivity, Cost Effectiveness and Innovation							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
Name/description of service level target:		Target Level	Current Level	Level with ARR			
1)	No. of completed studies vs. initiated studies	Q4-2012	Q2-2013	Q4-2012			
2)	Meeting milestones of studies and plans on time,						
3)	on budget in accordance with TOF						
Describe how this request relates to Departmental Business Plan:							
The Department's 2012 Business Plan identifies increases to the Department's workload in order to avoid cost and time consumptive appeals to the OMB. As part of the 2012 Budget Submission, the Department is requesting the approval of one additional resource request. This permanent part-time position would replace the contract part-time clerical position that the Department has had from November 2009 to December 2010 and June 2011 to December 2011.							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary <input type="text" value="Improve Sustainability"/>		Secondary <input type="text" value="Improve User Satisfaction"/>					
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?							
Benefits include: - additional clerical resource provides professional staff and administrative staff with a much needed additional resource. - allow staff to focus on their main responsibilities by diverting clerical tasks (e.g. typing, filing, copying) which would occupy their time otherwise. - result in more time being devoted to productive tasks in-line with staff capabilities and departmental goals, improved productivity and greater opportunities for creativity. - reduce wait time for responses to internal and external clients.							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings			Incl. in offsets (Section #9)?
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							
There are no alternatives other than Staff continuing to carry a heavy workload, experiencing considerable stress due to excessive overtime, incurring large departmental overtime costs and not meeting the tight timelines of our work program.							

Request Title	Permanent P/T Clerk Typist
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<p>Legislative/Regulatory Requirement</p> <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p><input checked="" type="radio"/> None</p> <p><input type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <div style="border: 1px solid black; height: 20px; margin-bottom: 10px;"></div> <div style="border: 1px solid black; height: 30px; margin-bottom: 10px;"></div> <div style="border: 1px solid black; height: 30px;"></div> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 15px; background: linear-gradient(to right, #ccc 49%, #000 49% 51%, #000 51% 53%, #ccc 53%);"></div> <div style="margin-left: 10px;">▶</div> </div> <div style="display: flex; justify-content: space-between; font-size: small;"> NoneLowMediumHigh </div> <p>Financial Impact</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 15px; background: linear-gradient(to right, #ccc 49%, #000 49% 51%, #000 51% 53%, #ccc 53%);"></div> <div style="margin-left: 10px;">▶</div> </div> <div style="display: flex; justify-content: space-between; font-size: small;"> \$0\$10,000\$100,000\$1,000,000> \$10,000,000 </div> <p>Health and Safety Risk (click on the word)</p> <p><input checked="" type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 15px; background: linear-gradient(to right, #ccc 49%, #000 49% 51%, #000 51% 53%, #ccc 53%);"></div> <div style="margin-left: 10px;">▶</div> </div> <div style="display: flex; justify-content: space-between; font-size: small;"> NoneMinorMajorSevere </div> <p>Probability of Health & Safety Issue</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 15px; background: linear-gradient(to right, #ccc 49%, #000 49% 51%, #000 51% 53%, #ccc 53%);"></div> <div style="margin-left: 10px;">▶</div> </div> <div style="display: flex; justify-content: space-between; font-size: small;"> NoneLowMediumHigh </div> </div> <div style="width: 55%;"> <p>Comments</p> <div style="border: 1px solid black; padding: 5px; min-height: 150px;"> <p style="font-size: small; margin-top: 0;">Please describe the type and nature of risk</p> </div> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input checked="" type="radio"/> Inability to support the department's directive</p> <p><input type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p> <div style="border: 1px solid black; height: 60px; margin-top: 5px;"></div>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	
<p>If this position is not filled the impact on the department/organization will be that: 1. We will not be able to accomplish the heavy workload with associated deadlines; 2. We will not be able to put in place the systems and provide support that would help the Department run efficiently and increase productively; and 3. We will not be able to alleviate the considerable amount of stress due to excessive overtime.</p>	

Request Title	Permanent P/T Clerk Typist			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2012			
Position title	Clerk Typist			
Estimated start date	February 1, 2012			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	0.69			0.69
Position type	Part-time			
Position agreement classification	Cupe Cler. & Tech			
If contract, specify length (months or yrs)	n/a			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	185001			
Grade level	C			
Est. starting step	Start			
Desktop (HR) Review Performed?	N/A			
B&F Accommodations Available?	Yes			
ITM Hardware required?	Yes			
Capital Equipment Required?	No			
Complement Annual Cost Detail				
Annual full-time \$	-			-
Annual part-time \$	42,846	-	-	42,846
Annual shift premiums, etc	-			-
Annual overtime \$	-			-
* PT vacation pay (calculated field)	2,571	-	-	2,571
* Annual benefits (calculated field)	4,405	-	-	4,405
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 34,378	\$ -	\$ -	\$ 34,378
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	185001.7200	50		50
2) Training & Developme	185001.7115	200		200
3) Cellular Line Charges	185001.7122.01	n/a		-
4) Mileage	185001.7100	n/a		-
Subtotal		\$ 250	\$ -	\$ 250
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	185001.7211.01	2,139		2,139
2) Office Equip. & Furnitu	185001.7210	100		100
3) Training & Developme	185001.7115	150		150
4) Office Supplies	185001.7200	100		100
Subtotal		2,489	-	2,489
2012 Total Complement Annual Costs	\$ 37,117	\$ -	\$ -	\$ 37,117
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments:				

Request Title		Permanent P/T Clerk Typist						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1								\$ -
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)	31,338	-	-			
2	* Benefits	(From sect. 7)	3,040	-	-			
3	* Complement sch. Expenses (calculated field)	(From sect. 7)	250	-	-			
4								
5								
6								
7								
Subtotal				34,628	-	-	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)	2,489	-	-		-	
2							-	
3							-	
Subtotal				2,489	-	-	-	
OFFSETS - cost savings, reductions, etc								
1	Professional Fees - 185001-7520		(37,117)					
2								
3								
Subtotal				(37,117)	-	-	-	
TOTAL OPERATING BUDGET CHANGE				(0)	-	-	-	
COMPLEMENTS & FTE's								
# of positions requested			(From sect. 7)	1.00	-	-	1.00	
FTE's			(From sect. 7)	0.69	-	-	0.69	
FTE reductions/offsets			(Manual Field)	-			-	
Net FTE's			(From sect. 7)	0.69	-	-	0.69	

Building Standards

- 1. Financial Summary**

- 2. Business Plans**

- 3. ARR's**

2012

- ◆ Zoning By-law Review

Revenue and Expenditure Summary

2012 - 14 Operating Budget

Department	Exp Category	Account	2010 Actuals	Actual Forecast	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
Building Standards														
	Revenue													
		3524 Trsf. from Capital Fund	(24,737)	(610)	0	0	0	0	0	0.0%	0	0	0	0
		3566 Zoning Response Fees	(9,040)	(15,262)	(6,000)	(1,000)	0	(7,000)	(1,000)	16.7%	(7,000)	0	(7,000)	0
		3568 Licenses and Permits	(7,790,318)	(5,919,941)	(6,956,125)	77,253	0	(6,878,872)	77,253	(1.1)%	(6,878,872)	0	(6,878,872)	0
		3570 Property Information Fees	(11,660)	(23,541)	(15,000)	(7,500)	0	(22,500)	(7,500)	50.0%	(22,500)	0	(22,500)	0
		3576 Taxable Sales-Postage Fees	(19,037)	(15,501)	(6,000)	0	0	(6,000)	0	0.0%	(6,000)	0	(6,000)	0
		3596 License Letter Fees	(11,475)	(8,475)	(7,500)	(1,500)	0	(9,000)	(1,500)	20.0%	(9,000)	0	(9,000)	0
		3600 Septic Tank Inspections	(5,550)	(5,007)	(5,000)	0	0	(5,000)	0	0.0%	(5,000)	0	(5,000)	0
		3605 Infill Lot Grading	(599,155)	(473,568)	(336,500)	(29,000)	0	(365,500)	(29,000)	8.6%	(365,500)	0	(365,500)	0
		3610 Plumbing Permit Fees	(726,733)	(483,914)	(500,000)	0	0	(500,000)	0	0.0%	(500,000)	0	(500,000)	0
		3612 Service Charges	(86,048)	(93,190)	(75,000)	0	0	(75,000)	0	0.0%	(75,000)	0	(75,000)	0
		3618 Dept. Misc. Revenues	(24,695)	(19,127)	(10,475)	0	0	(10,475)	0	0.0%	(10,475)	0	(10,475)	0
		Total Revenue	(9,308,449)	(7,058,136)	(7,917,600)	38,253	0	(7,879,347)	38,253	(0.5)%	(7,879,347)	0	(7,879,347)	0
	Labour Costs													
		7010 Full Time	4,072,355	4,095,666	4,436,271	166,390	(95,868)	4,506,793	70,522	1.6%	4,546,578	39,785	4,552,996	6,418
		7012 Overtime	160,970	137,068	248,325	(7,255)	0	241,070	(7,255)	(2.9)%	241,070	0	241,070	0
		7015 Part Time	29,188	57,283	24,130	0	0	24,130	0	0.0%	24,130	0	24,130	0
		7017 Benefits	1,082,212	1,082,569	1,194,439	60,320	(24,924)	1,229,835	35,396	3.0%	1,272,139	42,304	1,305,633	33,494
		Total Labour Costs	5,344,725	5,372,586	5,903,165	219,455	(120,792)	6,001,828	98,663	1.7%	6,083,917	82,089	6,123,829	39,912
	Other Expenses													
		7100 Mileage	69,357	75,779	98,453	0	(15,000)	83,453	(15,000)	(15.2)%	83,453	0	83,453	0
		7103 407-ETR Toll Charges	0	0	0	0	0	0	0	0.0%	0	0	0	0
		7105 Membership/Dues/Fees	13,863	19,881	24,321	0	0	24,321	0	0.0%	24,321	0	24,321	0
		7110 Meals and Meal Allowances	232	289	829	0	0	829	0	0.0%	829	0	829	0
		7115 Training & Development	13,082	32,160	58,380	0	0	58,380	0	0.0%	58,380	0	58,380	0
		7120 Telephone Charges	0	461	1,847	0	0	1,847	0	0.0%	1,847	0	1,847	0
		7122 Cellular Telephones	6,086	11,273	11,071	0	0	11,071	0	0.0%	11,071	0	11,071	0
		7125 Subscriptions/Publications	1,365	2,874	9,901	0	(5,000)	4,901	(5,000)	(50.5)%	4,901	0	4,901	0
		7130 Seminars & Workshops	2,925	6,014	10,176	0	0	10,176	0	0.0%	10,176	0	10,176	0
		7200 Office Supplies	11,657	12,092	20,747	1,500	(3,000)	19,247	(1,500)	(7.2)%	19,247	0	19,247	0
		7205 Computer Supplies	2,353	3,229	4,155	0	0	4,155	0	0.0%	4,155	0	4,155	0
		7210 Office Equip. & Furniture	0	12,530	24,694	(3,400)	0	21,294	(3,400)	(13.8)%	21,294	0	21,294	0
		7211 Computer Hardware/Software	10,797	17,110	33,381	(7,000)	30,000	56,381	23,000	68.9%	56,381	0	56,381	0
		7212 Electronic Reg'n Exp	496	541	980	0	0	980	0	0.0%	980	0	980	0
		7215 Mtce. & Repairs - Equip	0	230	923	0	0	923	0	0.0%	923	0	923	0
		7220 Copiers, Faxes and Supplies	30,257	27,290	42,437	0	(10,000)	32,437	(10,000)	(23.6)%	32,437	0	32,437	0
		7222 Printing	9,779	9,354	13,094	0	0	13,094	0	0.0%	13,094	0	13,094	0
		7226 Courier Services	0	29	0	0	0	0	0	0.0%	0	0	0	0

Department	Exp Category	Account	2010 Actuals	Actual Forecast	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
		7300 Protective Clothing/Uniforms	2,038	3,390	4,193	0	0	4,193	0	0.0%	4,193	0	4,193	0
		7315 Vehicle Maintenance & Repairs	35,708	27,755	31,203	(31,203)	0	0	(31,203)	(100.0)%	0	0	0	0
		7330 Materials & Supplies	138	0	0	0	0	0	0	0.0%	0	0	0	0
		7335 Small Tools & Equipment	1,702	810	3,222	0	0	3,222	0	0.0%	3,222	0	3,222	0
		7340 Machine Time	34,500	34,500	34,500	(34,500)	0	0	(34,500)	(100.0)%	0	0	0	0
		7410 Rental, Leases - Equipment	0	230	923	0	0	923	0	0.0%	923	0	923	0
		7560 Gas/Diesel - Vehicles	0	0	0	16,000	0	16,000	16,000	0.0%	16,000	0	16,000	0
		7630 Wireless/Internet Commun.	2,337	3,120	3,769	0	0	3,769	0	0.0%	3,769	0	3,769	0
		7698 Grouped Expenses	1,315	0	0	0	0	0	0	0.0%	0	0	0	0
		7699 Sundry Expenses	436	1,993	3,360	0	0	3,360	0	0.0%	3,360	0	3,360	0
		7780 Trf to Reserve Insurance	26,195	31,190	31,190	(31,190)	0	0	(31,190)	(100.0)%	0	0	0	0
		Total Other Expenses	276,619	334,124	467,749	(89,793)	(3,000)	374,956	(92,793)	(19.8)%	374,956	0	374,956	0
Total Building Standards			(3,687,105)	(1,351,426)	(1,546,686)	167,915	(123,792)	(1,502,563)	44,123	(2.9)%	(1,420,474)	82,089	(1,380,562)	39,912

* Note: Actual Forecast 2011 is for reference purposes only and is based on year to date actuals as of September 2011 plus the remainder of the calendarized budget.

3522 - Trsf fm Res & Res Funds	Currently just an estimate of reserve transfer
3566 - Zoning response fees	Updated volume estimate
3568 - Licenses, Permits & Fines	Updated volume estimate
3570 - Property Insurance Fees	Updated volume estimate
3596 - License Letter Fees	Updated volume estimate
3605 - Infill Lot Grading Fees	Revenue moved to Development/Transportation Engineering BU and updated volume estimate
7010 - Full Time	Increase due to progression and economic adjustments of \$166k offset by transfer of 2 FTE to Clerks department of \$96k.
7012 - Overtime	Increase due to rate increase as per union agreement.
7017 - Benefits	Increase due to salary increases, and as per guidelines.
7100 - Mileage/Car Allowance	Reallocated to Computer Software
7125 - Subscriptions/Publications	Reallocated to Computer Software
7200 - Office Suuplies	Transfer to Clerks Budget
7210 - Office Equip & Furniture	Removal of one-time ARR funding
7211 - Computer	Removal of one-time ARR funding
7220 - Copier, Faxes and Supplies	Reallocated to Computer Software
7315 - Vehicle Maintenance & Repairs	Budget realigned due to process changes in allocation of fleet repairs & maintenance and fuel.
7340 - Machine Time	Budget realigned due to process changes in allocation of fleet repairs & maintenance and fuel.
7560 - Gas/Diesel - Vehicles	Budget realigned due to process changes in allocation of fleet repairs & maintenance and fuel.
7780 - Trsf to insurance reserve	Budget realigned due to process changes in allocation of insurance.

2013 Budget Variance Comments

7010 - Full Time	Increase due to progression
7017 - Benefits	Increase due to salary increases, and as per guidelines.

2014 Budget Variance Comments

7010 - Full Time	Increase due to progression
7017 - Benefits	Increase due to salary increases, and as per guidelines.

2012-14 Business Plan

BUSINESS OVERVIEW

Service Statement:

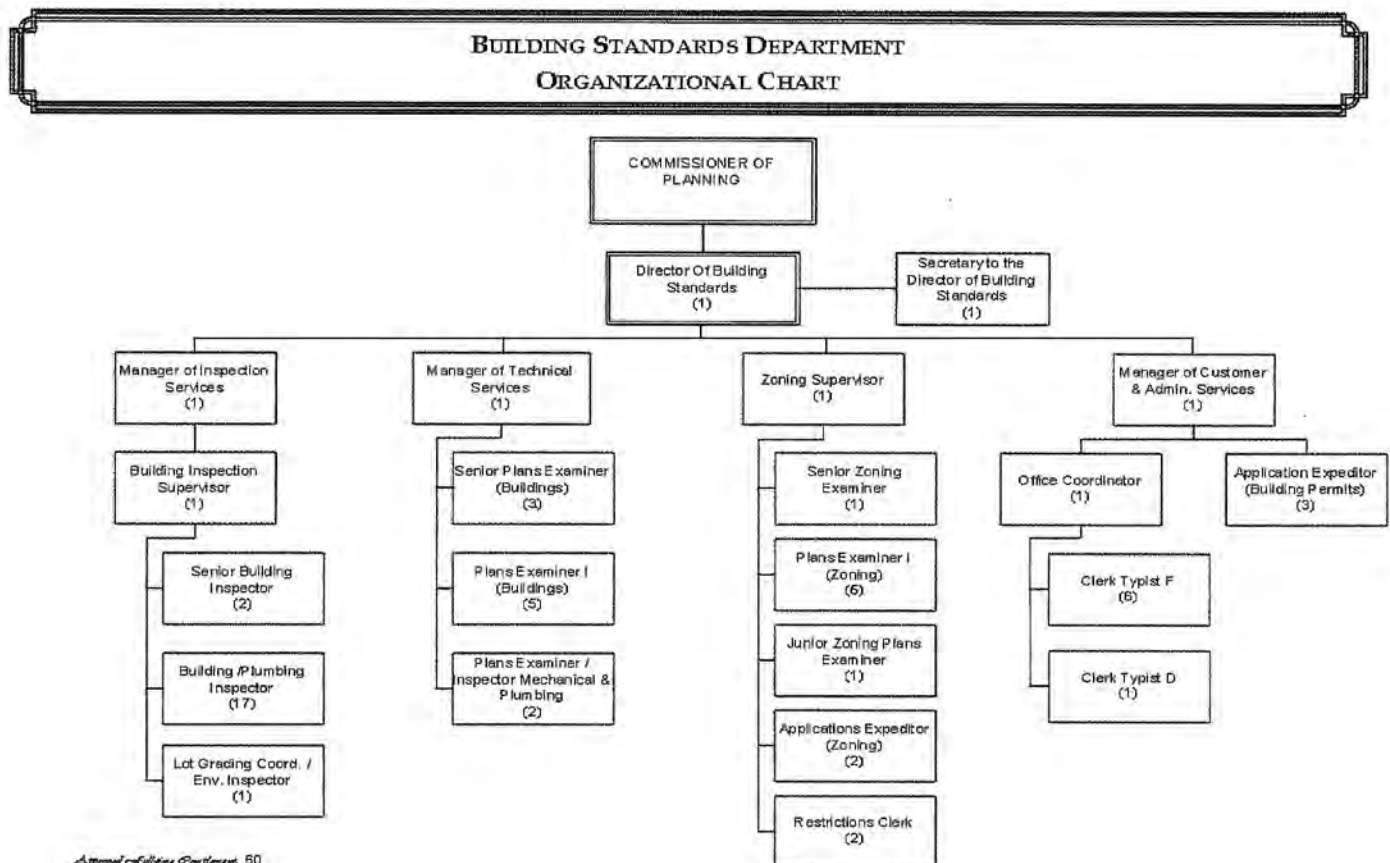
The Building Standards Department is responsible for ensuring reasonable compliance with the health and safety requirements of the Ontario Building Code and other applicable law mandated by the Ontario Building Code Act and its regulation. (The Ontario Building Code.)

The department provides application plans review and inspection services related to building fire safety, fire detection and suppression systems, building exiting and health requirements, building structural, mechanical (HVAC) and plumbing systems, on site sewage disposal systems and site services, for compliance with the Ontario Building Code.

In addition the department is responsible for responding to Fire Department emergency requests, and for ensuring reasonable compliance with other municipal requirements including the City's Zoning, Site Plan Control, Sign and Fencing (swimming pool enclosures) By-laws, subdivision and development agreements. (Title Restrictions and Occupancy requirements, Noise attenuation, Architectural Control, and other associated development related requirements.)

The Department is committed to provide an optimum level of service that focuses on the strategic directions of the Corporation and the fundamental needs of it's Stakeholders.

Service Profile:



2012-14 Business Plan

Full Time, Part Time and Overtime – Budgeted Amounts

	2010	2011	2012 Base	Additional Resource Requests		
				2012	2013	2014
Full Time	60	62	60	6	2	-
Part Time	0.6	1	1	1.2	-	-
Overtime	\$241,071	248,325	241,070	\$15000	-	-

Key Stakeholders:

- | | |
|--|--|
| <ul style="list-style-type: none"> • Council • Vaughan Residents • Builders, building owners & occupants • Contractors and tradespersons • Developers • Lawyers • Government Agencies (MMAH, MOE, etc.) | <ul style="list-style-type: none"> • Other enforcement groups (Vaughan Fire, Police, EMS, etc.) • Professional consultants (Architects, Engineers and Designers) • City Ratepayer Associations and other special interest groups • City Departments (Planning, Engineering, Building & Facilities, etc.) |
|--|--|

Work Plan:

Link to Vaughan Vision 2020:

- Demonstrate Excellence in Service Delivery
- Manage Growth & Economic Well-being

Future Pressures and Opportunities:

Listed below are challenges and issues that are presently facing the Building Standards Department :

- Permit volumes in the future are largely unknown and are dependant upon external influences and additional market factors. Moving forward, it is unclear the effect of increasing interest rates and the HST will have on New Home Sales and related permit volumes and revenues. However, a recent long range analysis of residential units presently being undertaken may provide some guidance for future projections.
- The new Official Plan has been completed and once approved will require a full review of the City's current zoning by-law in order to implement the New Official Plan policies. The Building Standards Department will assume the lead role in this endeavor with research now underway, including a new R.F.P. being prepared for Spring 2012. Extensive ground work on the project will commence in Summer 2012.
- Fire Department contract ratification could see negotiations resume wherein Building Standards would be responsible for all plans review related to fire safety issues.
- With the ever increasing pressures on the Building Standards to provide additional/improved services, the department will continue with it's efforts to integrate the department's database (Amanda) with other City systems .

2012-14 Business Plan

Business Plan Objectives

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome / Results
1. Provide building permit turn around times in accordance with the Ontario Building Code	2009	Ongoing	See Attached Measurements Page 5
2. Provide Building Inspections in accordance with the Ontario Building Code	2009	Ongoing	See Attached Measurements Page 6
3. Reduce the Number of Incomplete/Outstanding Building Permits	2009	Ongoing	See Attached Measurements Page 7
4. Provide timely and accurate information to Building Standards Stakeholders	2009	Ongoing	See Attached Measurements Page 8
5. Create a monthly reconciliation report for permit fees between the Building Standards Dept. "Amanda Database " and the Finance Dept "PeopleSoft General Ledger System. (This item was recommended by the Building Standards Department Internal. Audit Report.)	2009	Building Standards Dept. have completed their portion	Finance Dept. to submit a Additional Resource Request.
6. Enhance the Department's "Amanda" computer system by: a) Upgrading the department's existing computer system. b) Preparing a report for Council's consideration with recommendations respecting future directions for the departments automated systems.	2011	Ongoing	Work with outside consultant to implement recommended enhancements to the system
7. Parallel Processing of Building Permit Applications. (Dept adjusted to support the new process.)	2011	Initial Work Only	As part of department review processes will be evaluated.
8. New City Composite Zoning By-Law Project to implement the New Official Plan	2012-2015	To Start	Complete new by-law to implement OP to be approved 2015
9. Sign By-Law Review Project	2012	To Start	Discussions with industry and enact a New City Sign By-law
10. Review the Department's structure and professional needs to address future development and appropriate departmental funding.	2012 to 2013	To Start	Re-org. of Department – confirmation of resources

2012-14 Business Plan

2012-14 Business Plan Objectives:

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2012 (Top 3 Objectives)			
1. New City Composite Zoning By-Law Project to implement the New Official Plan	2012-2015	New zoning by-law required to implement new OP and guide development	Staff for research, data verification, writing, public consultation, preliminary mapping needs assessment.
2. Sign By-Law Review Project	2012	Updated policies to guide placement of signs and address Council's directions	Internal staff, external stakeholders
3. Review the Department's structure and professional needs in light of development trends to address future development needs	2012	Ensure department is positioned to provide the technical services required to accommodate future development requirements – preliminary re-org.	Internal staff with external input from growth centers, - assistance from human resources
2013 (Top 3 Objectives)			
1. New City Composite Zoning By-Law Project to implement the New Official Plan	2012-2015	Prepare GIS data layers, circulate draft zoning by-law to agencies/public	External consultant, staff from planning and building
2. Re-Organize the Department and enhance staff training	2013	Discussions & approval of proposed re-org. -assessment of cost implications	External consultant, internal staff, including Human Resources & Finance
3. Enhance the Department's "Amanda" Computer system	2013	Ongoing upgrade to highest version of AMANDA	External staff, building planning and IT , external consultant
2014 (Top 3 Objectives)			
1. New City Composite Zoning By-Law Project to implement the New Official Plan	2012-2015	Final product delivery	External consultants, internal staff, Council
2. Evaluate the effectiveness of Departmental changes.	2014	Ensure measurables are appropriate	Internal staff, department managers
3. Enhance the Department's "Amanda" Computer system	2014	Completion of AMANDA web based solutions - convert to EDMS	External consultant, external staff, IT, clerks and Building Standards

2012-14 Business Plan

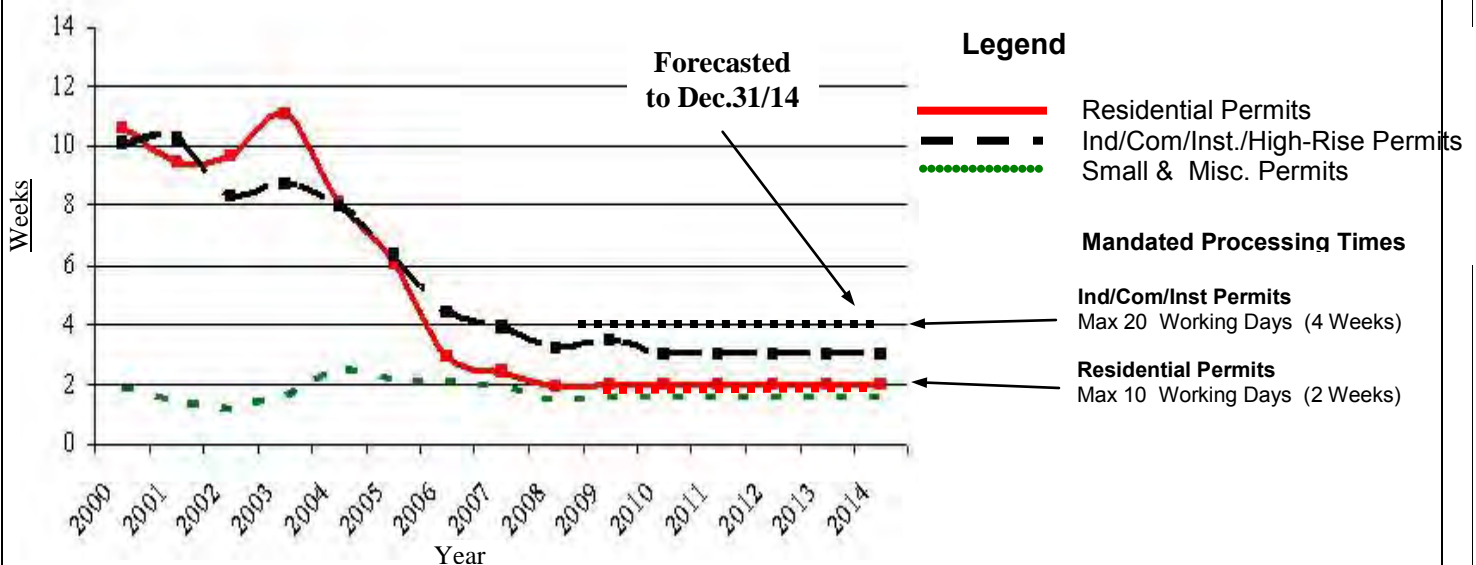
Key Performance Indicators :

Measurement:

Goal: 1) Provide building permit turn around times in accordance with The Ontario Building Code.

Building permit Processing time is a reflection of Workload (Permit Volumes) and Complexity (Construction Mix.) measured against available Human (FTEs) and Financial Resources. (Budget.)

Permit Processing Times 2000 to 2014



Key Conclusion:

- The Department is required to adopt the provincially mandated building permit processing times.
 - Residential (Singles/Semis/Town) – 10 Working Days (2 Weeks)**
 - Industrial/Commercial/Institutional – 20 Working Days (4 Weeks)**
 - Small and Misc. Permits (Dept. Goal Only) – 10 Working Days (2 Weeks)**
- Permit processing time is managed to an average. With large fluctuations in permit volumes, not all applications will comply. (It is not appropriate to manage to the maximums to ensure that every application complies.)
- The Department has no control over permit volumes it receives (& Time) and manages its human and financial resources to produce optimum permit processing time.
- The Department will actively manage overtime and vacant positions to respond to permit volumes received.

Notes about the Measure:

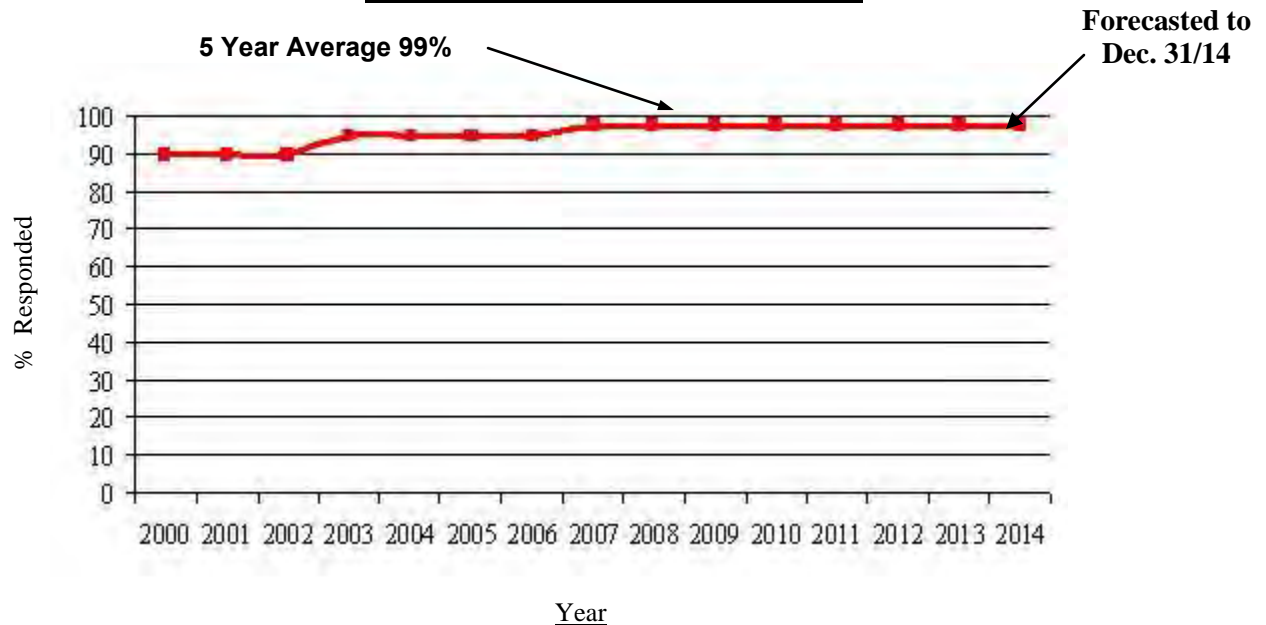
- Permit volumes in the future are largely unknown and are dependant upon New Home Sales. Moving forward, it is unclear the effect of pressures on interest rates and the uncertain economic future will have on permit volumes and associated revenues.

2012-14 Business Plan

Measurement:

Goal: 2) Provide Building Inspections in accordance with The Ontario Building Code.

Approx. Percentage of Inspections Requests Responded to within 48 hrs.



Key Conclusion:

- (a) The Building Code requires that at various stages the permit holder notify the Department that the subject construction is ready for inspection.
- (b) The Province mandates a 48 hour response time to requested inspections.
- (c) Responses to requested building inspections are given a higher priority over other types of inspections. (Where notice has not been given, complaints, surveillance, or other types of un-requested inspections.)
- (d) The Department has no control over the volume of requested inspections, and manages it's human and financial resources to meet inspection response time.

Notes about the Measure:

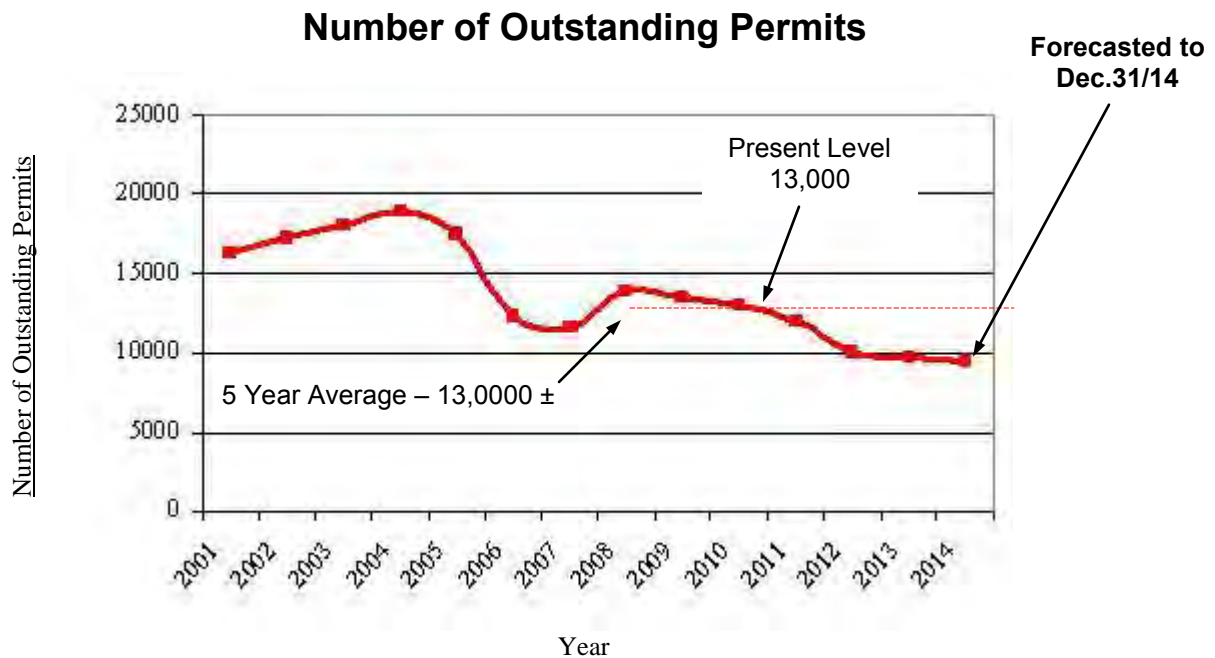
- (a) An accurate measurement was created in 2006.
- (b) Inspection request volumes in the future are largely unknown and are dependant upon New Home Sales. Moving forward, it is unclear the effect of pressures on interest rates and the uncertain economic future will have on associated permits and inspection requests.

2012-14 Business Plan

Measurement:

Goal: 3) Reduce the number of Outstanding/Incomplete Building Permits.

Definition: Incomplete/Outstanding Building Permits are Issued Permits where the Department never received a request for one or more required inspections.



Key Conclusion:

- (a) Given a lower priority than requested inspections.
- (b) This type of inspection is conducted only when other workloads permit. (e.g. Lower requested inspection volumes.)
- (c) This matter was the subject of a report and by-law that was approved by Council on May 12, 2008. The report provides for revised Department policies to substantially reduce the creation of additional Outstanding Permits by requiring refundable inspection security deposits at the time of the building permit application and removing the date limitations in the previous policy.

Notes about the Measure:

- (a) An accurate measurement was created in 2006 and is reported on monthly.
- (b) In response to the declining permit volumes the Department did not hire budgeted temporary positions (Co-Op Student and Summer Student) which impacts the departments ability to address already existing Outstanding Permits. The department has attempted to use existing staffing to reduce the volume by clearing up old Work Orders and therefore would expect a small reduction in the amount of Outstanding Permits.

2012-14 Business Plan

Measurement:

Goal: 4) Provide timely and accurate information to Building Standards Stakeholders.

<u>Type of Service</u>	<u>Dept Service Level</u>	<u>Forecasted to Dec.31/11</u>	<u>Forecasted to Dec.31/12</u>	<u>Forecasted to Dec.31/13</u>	<u>Forecasted to Dec.31/14</u>
Request for Property Information from the Departments Property Files.	1 Week	1 Week +	2 Weeks	2 Weeks +	2 Weeks +
Requests for Copies of Approved Building Permit Drawings.	2 Weeks	2 Weeks	2 Weeks	3 Weeks	3 Weeks +
Responding to requests for departments clearance letters regarding Regional and Provincial Licenses	1 Week	1 Week	1 Week	1 Week	1 Week
Lawyers Compliance Letters.	1 Week with 24 hr Rush	Less than 1 Week with 24 hr rush	Less than 1 Week with 24 hr rush	Less than 1 Week with 24 hr rush	Less than 1 Week with 24 hr rush
Clearance of Title Restrictions (Subdivision Agreements.	2 Weeks	1 Week & Rush where Possible	1 Week & Rush where Possible	1 Week & Rush where Possible	1 Week & Rush where Possible

Key Conclusion:

- (a) Front Counter and Council enquiries are given the highest priority.
- (b) The vast majority of requests are being responded within the departments service level responses times.
- (c) With amendments to the Building Code Act (Bill 124) priority must be given to the processing of building permit applications to meet the prescribed processing times.

Notes about the Measure:

- (a) The departments response times are directly influenced by building permit application volumes
- (b) Additional enhancements to existing automation systems would further enhance the department's ability to provide information to its customers.
- (c) Quarterly reports are being provided.

2012-14 Business Plan

Overall Conclusion:

For the 2011 Budget Year, the Building Standards Department provided permit processing times and building inspection turn around times that meet or outperformed the minimum service delivery requirements of the Ontario Building Code.

Moving forward, with the recent introduction of HST and increase pressures on interest rates, along with the uncertain economic future it is anticipated, at least in the short term that a softening of the new housing market will continue for another 12-18 months.

This Budget Submission has been prepared proposing reduced permit volumes and associated revenues. The Building Standards Continuity Reserve Fund has been approved by Council and is in place with sufficient funds to accommodate any short fall through the next 12-18 months in anticipated revenues without the need to request assistance from the current tax base.

Increases to the City's population and service improvements is placing ever increasing demands on the department's resources to provide acceptable turnarounds times that meets the needs of it's customers for both building code and non building code act services. The greatest impact appears to be in zoning where both phone and counter enquiries appear to have dramatically increased.

A proposed additional resource request including contact FTEs has been included in this budget submission and are essential to enable the municipality to implement its new Official Plan through the review and adoption of a new consolidated and comprehensive zoning by-law.

Commissioner Sign-off

Date (mm/dd/yy)

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

ADDITIONAL RESOURCE REQUEST

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

Business Unit # 110001

Building Standards

110 - Building Standards

Annual Budget Change Summary

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

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

Please check one: ☒ Departmental ☐ Corporate

The request for 9.23 FTEs positions, on contract, to comprise an interdisciplinary team from Development Planning, Policy Planning, ITM, Legal, and led by the Building Standards Department, to work strictly on a new comprehensive Zoning By-law, which will implement the new Official Plan that was adopted by Council in September 2010. Under the Provincial Planning Act, a municipality has 3 years from the adoption of the Official Plan to complete the new Zoning By-law. In order to undertake this mandate, the additional resource request is to hire staff from the various departments on contract for 3 years to complete the Zoning By-law. A comparative analysis was preliminarily undertaken to compare the cost of completing an in-house review as opposed to hiring a consultant to complete the Zoning By-law. Based on a maximum 3 year review, the cost to hire a consultant (further to completing a Call for Proposal and Terms of Reference) could range from approximately \$1 to \$2 million dollars depending on the amount of work undertaken by the consultant (and the amount to be done by staff) to complete this project and the level of GIS technology to be included with an interactive type by-law. The opportunity for staff to complete the Zoning By-law in-house may be more cost effective as it would give staff better control over this process and allow staff to maintain a consistent level of communication amongst the various departments, given staff's familiarity with the current zoning by-law and

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

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

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

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

Other comments:

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

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Additional Staff Complement (Contract)-Zoning By-Law Review					
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives						
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.						
Theme	Goal	Initiative	Ref #	Status	Date	Request/Initiative Relationship (choose 1)
Organizational	Manage Growth & Economic Well-being	Conduct the 5-year comprehensive review of the Official Plan as part of the Growth Management Strategy 2031	1		Q3/10 , Revised Q1/12	Mandatory
Organizational	Manage Growth & Economic Well-being	Develop the plan required to build a dynamic Vaughan Metropolitan Centre	0		TBD	Mandatory
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:						
Completion of the Zoning By-law review will facilitate the implementation of the new City's Official Plan which is a key component of the City's Growth Management Strategy.						
3) Related Performance Indicators & Business Plan Link						
Please provide information on top 3 performance measures:						
	Name/description of service level target:		Target Level	Current Level	Level with ARR	
1)						
2)						
3)						
Describe how this request relates to Departmental Business Plan:						
This project was identified as the number one priority for the next three years in the department business plan and is a key component in the implementation of the City's new Official Plan policies.						
4) Value Proposition						
Please detail both qualitative and quantitative benefits of the request						
Qualitative: Please select up to 2 actions which best describe this request						
Primary		Secondary				
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?						
N/A						
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.						
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings		Incl. in offsets (Section #9)?
5) Alternatives						
Are there alternatives or options? Please explain what they are and why they are not the primary approach.						
This request for additional City staff complement to prepare a new zoning by-law is a requirement under the Planning Act that a City adopt a zoning by-law to implement the Official Plan. This is a key element of the City's Growth Management Strategy and directly impacts other corporate policies and initiatives such as the Vaughan Vision 2020 and the Environmental Master Plan. Additionally, the original By-law 1-88 (approved in 1988) does not contain the progressive zoning provisions required to implement the intended forms of development applications under the new Official Plan. The preparation of a new City-wide zoning by-law is a significant undertaking which will require 3 full years to complete and the additional staff complement comprising an interdisciplinary team from various City departments as highlighted to undertake the project in-house rather than hire consultants (\$1 to 2 million) which will result in cost savings under this approach						

Request Title	Additional Staff Complement (Contract)-Zoning By-Law Review
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<p>Legislative/Regulatory Requirement</p> <p> <input type="radio"/> None <input checked="" type="radio"/> Little consequence of non compliance <input type="radio"/> Significant external repercussion/penalty </p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p>	
<p style="text-align: right;">Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <p>Section 27(9) of the Planning Act</p> <p>Section 27(9) of the Planning Act specifies that the zoning by-law be amended to conform with the Official Plan no later than 3 years after a revision.</p> <p>Possible Litigation may arise from the non-compliance.</p> <p>The Official Plan was adopted in Sept./10 and the By-Law Project has not commenced.</p>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <p>Probability of Litigation</p> <p> <input type="range"/> None Low Medium High </p> <p>Financial Impact</p> <p> <input type="range"/> \$0 \$10,000 \$100,000 \$1,000,000 > \$10,000,000 </p> <p>Health and Safety Risk (click on the word)</p> <p> <input checked="" type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input type="radio"/> Both </p> <p>Health and Safety Magnitude</p> <p> <input type="range"/> None Minor Major Severe </p> <p>Probability of Health & Safety Issue</p> <p> <input type="range"/> None Low Medium High </p> <p>Comments</p> <p><i>Please describe the type and nature of risk</i></p> <p>The possibility of litigation is uncertain but there is the potential for significant consequences if the project is not undertaken.</p>	
<p>Internal Operational Requirements</p> <p> <input type="radio"/> None <input type="radio"/> Service provided with minor internal issues -slight inconvenience <input type="radio"/> Inability to support the department's directive <input checked="" type="radio"/> Direct affect on multiple departments <input type="radio"/> Citywide implications </p> <p>Comments</p> <p>This ARR is required to address the resources that will be needed to undertake this Provincially mandated Zoning By-law Review.</p>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	
<p>The City's Zoning By-law is the key implementation tool of the Official Plan. If this request is not approved, the Official Plan and related City policies and initiatives (i.e. Vaughan Vision, Environmental Master Plan) cannot be implemented as they relate to development in Vaughan.</p>	

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

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

Request Title

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

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

Project Team

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

COMMISSIONER OF ECONOMIC & TECHNOLOGY DEVELOPMENT



Revenue and Expenditure Summary

2012-14 Operating Budget

Department	Exp Category	Account	2010 Actuals	Actual Forecast	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
Comm. of ETD & Corp. Commun.														
Labour Costs														
		7010 Full Time	0	39,150	167,725	12,149	0	179,874	12,149	7.2%	187,840	7,966	195,808	7,968
		7017 Benefits	0	9,979	42,773	3,997	0	46,770	3,997	9.3%	50,152	3,382	53,649	3,497
		Total Labour Costs	0	49,129	210,498	16,146	0	226,644	16,146	7.7%	237,992	11,348	249,457	11,465
Other Expenses														
		7100 Mileage	0	0	100	0	0	100	0	0.0%	100	0	100	0
		7103 407-ETR Toll Charges	0	0	230	0	0	230	0	0.0%	230	0	230	0
		7105 Membership/Dues/Fees	0	0	1,250	0	0	1,250	0	0.0%	1,250	0	1,250	0
		7110 Meals and Meal Allowances	0	95	1,980	0	0	1,980	0	0.0%	1,980	0	1,980	0
		7115 Training & Development	0	0	900	0	0	900	0	0.0%	900	0	900	0
		7120 Telephone Charges	0	77	600	0	0	600	0	0.0%	600	0	600	0
		7122 Cellular Telephones	0	0	2,300	0	0	2,300	0	0.0%	2,300	0	2,300	0
		7125 Subscriptions/Publications	0	0	500	0	0	500	0	0.0%	500	0	500	0
		7130 Seminars & Workshops	0	0	4,400	0	0	4,400	0	0.0%	4,400	0	4,400	0
		7200 Office Supplies	0	0	500	0	0	500	0	0.0%	500	0	500	0
		7205 Computer Supplies	0	0	300	0	0	300	0	0.0%	300	0	300	0
		7211 Computer Hardware/Software	0	0	670	0	0	670	0	0.0%	670	0	670	0
		7220 Copiers, Faxes and Supplies	0	0	300	0	0	300	0	0.0%	300	0	300	0
		7315 Vehicle Maintenance &	0	1,661	3,980	(3,980)	0	0	(3,980)	(100.0)%	0	0	0	0
		7415 Rental, Leases - Vehicles	0	(816)	9,000	0	0	9,000	0	0.0%	9,000	0	9,000	0
		7560 Gas/Diesel - Vehicles	0	0	5,000	(1,100)	0	3,900	(1,100)	(22.0)%	3,900	0	3,900	0
		7630 Wireless/Internet Commun.	0	0	2,000	0	0	2,000	0	0.0%	2,000	0	2,000	0
		7699 Sundry Expenses	0	0	550	0	0	550	0	0.0%	550	0	550	0
		7780 Trf to Reserve Insurance	3,150	3,750	3,750	0	(3,750)	0	(3,750)	(100.0)%	0	0	0	0
		Total Other Expenses	3,150	4,767	38,310	(5,080)	(3,750)	29,480	(8,830)	(23.0)%	29,480	0	29,480	0
Total Comm. of ETD & Corp.			3,150	53,896	248,808	11,066	(3,750)	256,124	7,316	2.9%	267,472	11,348	278,937	11,465

* Note: Actual Forecast 2011 is for reference purposes only and is based on year to date actuals as of September 2011 plus the remainder of the calendarized budget.

2012 Budget Variance Comments

7010 - Full Time	Increase due to economic adjustment and pro-rated progression
7017 - Benefits	Increase in relation to salaries and benefit rate increase
7315 General Vehicle Repairs	Budget realigned due to changes in allocation of fleet repairs & maintenance and fuel
7560-Gas/Diesel - Vehicles	Increase as per guidelines

7780 -Trsf. To Reserve - Insurance	Budget realigned due to process changes in allocation of insurance
------------------------------------	--

2013 Budget Variance Comments

7010 - Full Time	Increase due to progression
7017 - Benefits	Increase in relation to salaries and budget guideline increase

2014 Budget Variance Comments

7010 - Full Time	Increase due to progression
7017 - Benefits	Increase due to budget guideline increase

Economic & Business Development

1. Financial Summary

2. Business Plans

3. ARRs

2012

- ◆ VBEC Transfer of 2 Contract Positions to FTEs
- ◆ Strategy to Implement a Municipal Sponsorship Program

2013

- ◆ Employment Zone, Vaughan Metropolitan Centre Marketing

2014

- ◆ Business Development Officer - Advanced Goods Production and Movement

Revenue and Expenditure Summary

2012-14 Operating Budget

Department	Exp Category	Account	2010 Actuals	Actual Forecast	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
Economic and Business Develop.														
	Revenue													
		3618 Dept. Misc. Revenues	(47,610)	(3,250)	(5,000)	0	0	(5,000)	0	0.0%	(5,000)	0	(5,000)	0
		Total Revenue	(47,610)	(3,250)	(5,000)	0	0	(5,000)	0	0.0%	(5,000)	0	(5,000)	0
	Labour Costs													
		7010 Full Time	441,698	542,460	606,314	18,943	0	625,257	18,943	3.1%	639,397	14,140	650,806	11,409
		7012 Overtime	11,137	0	0	0	0	0	0	0.0%	0	0	0	0
		7015 Part Time	241,705	164,960	152,365	60,397	0	212,762	60,397	39.6%	220,286	7,524	221,030	744
		7017 Benefits	137,952	154,106	169,387	11,716	0	181,103	11,716	6.9%	189,923	8,820	197,590	7,667
		Total Labour Costs	832,492	861,525	928,066	91,056	0	1,019,122	91,056	9.8%	1,049,606	30,484	1,069,426	19,820
	Other Expenses													
		7100 Mileage	2,106	2,732	4,030	0	(1,030)	3,000	(1,030)	(25.6)%	3,000	0	3,000	0
		7105 Membership/Dues/Fees	2,799	3,405	3,078	0	4,920	7,998	4,920	159.8%	7,998	0	7,998	0
		7110 Meals and Meal Allowances	2,284	3,069	8,857	0	(7,357)	1,500	(7,357)	(83.1)%	1,500	0	1,500	0
		7113 Travel	40,017	28,068	24,600	0	29,950	54,550	29,950	121.7%	54,550	0	54,550	0
		7115 Training & Development	4,554	4,517	5,088	0	(2,088)	3,000	(2,088)	(41.0)%	3,000	0	3,000	0
		7122 Cellular Telephones	2,984	2,605	2,827	0	428	3,255	428	15.1%	3,255	0	3,255	0
		7125 Subscriptions/Publications	84	13	1,628	0	0	1,628	0	0.0%	1,628	0	1,628	0
		7126 Newsletters & Mailings	7,841	15,158	12,211	0	(12,211)	0	(12,211)	(100.0)%	0	0	0	0
		7130 Seminars & Workshops	1,705	2,179	2,096	0	1,404	3,500	1,404	67.0%	3,500	0	3,500	0
		7135 Advertising	34,704	44,831	39,101	0	(12,303)	26,798	(12,303)	(31.5)%	26,798	0	26,798	0
		7136 Special Events/Public	33,794	49,026	56,370	0	(7,076)	49,294	(7,076)	(12.6)%	49,294	0	49,294	0
		7140 Promotion & Education	32,004	23,669	18,844	0	13,527	32,371	13,527	71.8%	32,371	0	32,371	0
		7200 Office Supplies	3,258	2,193	2,356	0	2,000	4,356	2,000	84.9%	4,356	0	4,356	0
		7201 Conferences	81	0	0	0	0	0	0	0.0%	0	0	0	0
		7205 Computer Supplies	730	868	1,884	0	(884)	1,000	(884)	(46.9)%	1,000	0	1,000	0
		7211 Computer Hardware/Software	1,704	2,122	4,546	0	(2,546)	2,000	(2,546)	(56.0)%	2,000	0	2,000	0
		7220 Copiers, Faxes and Supplies	12,701	7,277	7,538	0	(438)	7,100	(438)	(5.8)%	7,100	0	7,100	0
		7222 Printing	0	433	1,360	0	(1,000)	360	(1,000)	(73.5)%	360	0	360	0
		7225 Postal Services	0	383	1,526	0	(421)	1,105	(421)	(27.6)%	1,105	0	1,105	0
		7226 Courier Services	186	0	942	0	(942)	0	(942)	(100.0)%	0	0	0	0
		7330 Materials & Supplies	14,292	15,467	15,730	0	(3,424)	12,306	(3,424)	(21.8)%	12,306	0	12,306	0
		7520 Professional Fees	93,939	0	0	0	0	0	0	0.0%	0	0	0	0
		7530 Outside Services	130,302	107,506	123,079	2,000	0	125,079	2,000	1.6%	125,079	0	125,079	0
		7565 Resources-Books	225	509	509	0	(509)	0	(509)	(100.0)%	0	0	0	0
		7630 Wireless/Internet Commun.	130	0	0	0	0	0	0	0.0%	0	0	0	0
		7699 Sundry Expenses	1,138	1,080	1,000	0	0	1,000	0	0.0%	1,000	0	1,000	0
		7700 Chgs. from Othe Depts.	0	0	0	0	0	0	0	0.0%	0	0	0	0

Department	Exp Category	Account	2010 Actuals	Actual Forecast	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
		7780 Trf to Reserve Insurance	2,950	3,510	3,510	0	(3,510)	0	(3,510)	(100.0)%	0	0	0	0
		7790 Trsf. to Expend Res	(33,500)	(3,663)	0	0	0	0	0	0.0%	0	0	0	0
		Total Other Expenses	393,012	316,957	342,710	2,000	(3,510)	341,200	(1,510)	(0.4)%	341,200	0	341,200	0
Total Economic and Business			1,177,893	1,175,232	1,265,776	93,056	(3,510)	1,355,322	89,546	7.1%	1,385,806	30,484	1,405,626	19,820

* Note: Actual Forecast 2011 is for reference purposes only and is based on year to date actuals as of September 2011 plus the remainder of the calendarized budget.

2012 Budget Variance Comments

7010 - Full Time	Increase due to pro-rated progression, eco.adj. and job evaluation and correction of staff being reallocated to Part Time offset by previously approved position returning to full time status
7015 - Part Time	Increase due to pro-rated progression and economic adjustment and correction of staff being reallocated to Part Time offset by staff returning to Full Time status
7017 -Benefits	Increase in relation to salaries and budget guideline increase
7530-Outside Services	Employment Survey- Allowable increase in fees
7780-Tfsf.Reserves-Insurance	Budget realigned due to process changes in allocation of insurance

2013 Budget Variance Comments

7010 - Full Time	Increase due to pro-rated progression
7015 - Part Time	Increase due to pro-rated progression
7017 -Benefits	Increase in relation to salaries and budget guideline increase

2014 Budget Variance Comments

7010 - Full Time	Increase due to pro-rated progression
7015 - Part Time	Increase due to pro-rated progression
7017 -Benefits	Increase in relation to salaries and budget guideline increase

2012-14 Business Plan

BUSINESS OVERVIEW

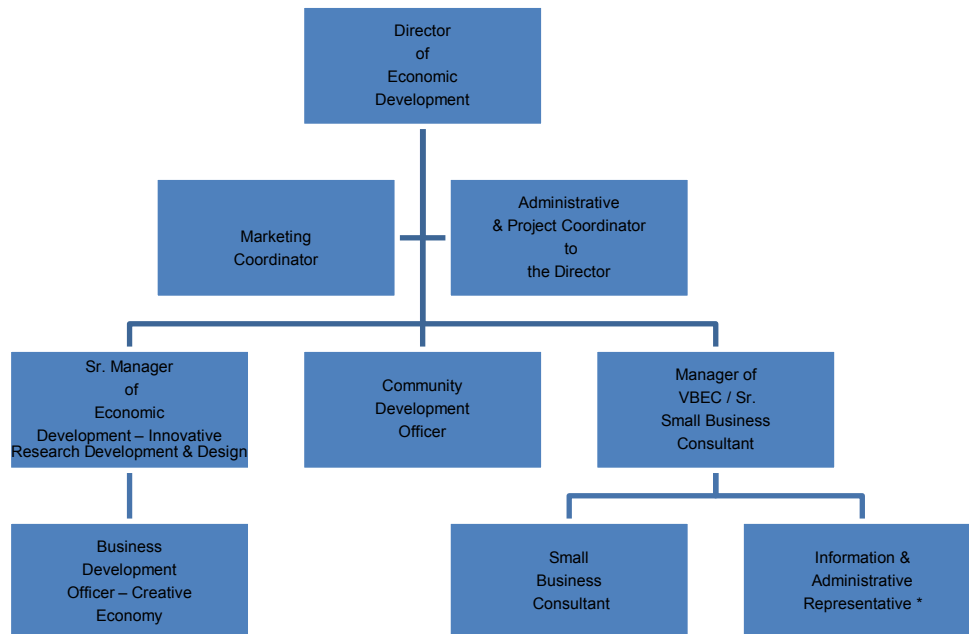
Service Statement: (Describe the core responsibilities for your department)

Economic Development is dedicated to promoting economic growth in our community. On-going initiatives aimed at assisting the existing business community and attracting new business and entrepreneurs to Vaughan will help to ensure that Vaughan remains a vibrant growth community. We are also focused on the future and ensuring that Vaughan has the infrastructure, development policies, qualified labour force to meet the needs of the future.

The department has the ability to do this through the following programs:

- Business Investment and Attraction
- Corporate Branding and Marketing
- Economic Cluster Development
- Employment Zone Development
- Foreign Business Development
- Small Business Development

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



Full Time, Part Time and Overtime – Budgeted Amounts

	2010	2011	2012 Base	Additional Resource Requests		
				2012	2013	2014
Full Time	5	7	7	4	0	0
Part Time	6.69	2.69	2.69	-2.69*	0	0
Overtime	0	0	0	0	0	0

*One ARR was submitted and given status in the 2011 budget cycle. Two positions are being converted from contract to permanent FTEs (no budget impact) and one position is being converted from 0.69 P/T to 1.0 FTE.

2012-14 Business Plan

Key Stakeholders: (list major internal and external stakeholders and briefly describe why they are key stakeholders)

Internal

Mayor and Members of Council, City Manager, internal City departments.

External

Company executives; business owners; local agencies; realtors; consultants; commercial/industrial developers; site selectors; Vaughan Chamber of Commerce; York Region Economic Development; GTMA; TRRA; post secondary institutions; Federal/Provincial Ministries including ministry staff.

Work Plan:

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

Manage Growth & Economic Well-Being
Demonstrate Excellence in Service Delivery
Preserve our Heritage & Support Diversity, Arts & Culture

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

PRESSURES

- Effects of economic uncertainties (e.g. strength of Canadian dollar having impact on exporters and manufacturers; US economy, etc.)
- Approval of Planning studies are outstanding (e.g. OP, secondary plans, zoning bylaw)
- Resolving Planning and heritage policy impacts for small business establishments
- Infrastructure availability in VEZ and new employment areas (timing)
- Availability of employment lands for purchase – cost of land, development charges
- Conversion of employment lands to retail or residential uses – encroachment issues also impacts on employment uses
- Current market perception (e.g. manufacturing versus centre of innovation)
- Budgetary pressures
- IT resources (e.g. web 2.0 needs, social media, etc.)
- Future Provincial mandates (e.g. Green Energy Act, capital funding of 427 extension, GTA West Corridor)
- Openness to corporate visits

OPPORTUNITIES

- Create and implement innovative programs that align with the Economic Development Strategy
- Organizational structure realigned to Economic Development Strategy

2012-14 Business Plan

- Implement new operations model for Vaughan Business Enterprise Centre
- Defining VMC brand for investment
- Better alignment with Planning and Engineering/Public Works
- Strengthen economic partnerships with Kleinburg Business Improvement Area
- Growing foreign business development interests in Vaughan
- Defining employment uses to complement new Vaughan hospital
- Leveraging transit infrastructure in VMC for employment
- District energy opportunities & eco-districts in employment zones

Business Plan Objectives (list the status of 2010 outstanding and 2011 business plan objectives and the method of measuring successful implementation. As well, list 2012-14 business plan objectives in the appropriate section)

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Kleinburg Economic Development Strategy	2011	Completed	Adopted by Council
Realign staff resources in the Economic Development Department to focus on the opportunities noted in the Strategy	2011	In Progress	1 of 2 ARR positions approved – further adjustments to contract and P/T staff still required
Expand the corporate calling program to introduce the changing array of economic development & incubation services available, and to ensure wider contact with the business community and advocacy on business and development related issues (Strategy 2.1.1)	2011 Ongoing	In Progress	Synchronist is now populated with more than 9,000 businesses. Roundtable for solar sector has been initiated. Member of Vaughan Chamber's Mfg. Committee 100 corporate calls completed to date
Undertake partnership and relationship building activities (Strategy 4.4.5)	2011 - Ongoing	Ongoing	Stronger linkages achieved with Chamber of Commerce and KBIA. Ties formed with Canada China Business Council, EPIC, Human Endeavours, GTMA, TRRA, York Region, YRRT, TTC and provincial ministries.
Develop and adopt benchmarks for Vaughan's economic development performance and business climate against similar jurisdictions (Strategy- 3.4)	2011- Ongoing	In Progress	Q4 2011 project completion date

2012-14 Business Plan

2012-14 Business Plan Objectives: (You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.)

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2012 (Top 3 Objectives)			
Develop an “Incubation Vaughan” program, in which the entire community and its economic development programs are positioned as an incubator of innovative business practice and leading edge investment opportunities. (Strategy Objective 2.1)	Q3 / Q4 2012	1. Urban Design Awards – highlighting City’s placemaking and creative economy 2. MOU with a post secondary institution	1. Planning Urban Design 2. Council City Manager Legal Dept. Ec Dev staff
Develop a specialized component of the incubation program targeting the “Innovation in research and development” convergence area described in the strategy. (Strategy Objective 2.2)	Q2 2012	Convergent sector profile	VentureLink York University Seneca College Ontario Centres of Excellence Ministry of Research & Innovation TRRA York Region Economic Strategy
Undertake projects focused on the built environment, environmental sustainability and green design with the ultimate goal of enhancing local technical capacity and industry development in the green building sector. (Strategy Objective 2.5)	Q3 2012	Clean Tech Mission to Israel	York Region Economic Strategy Israel Consulate Vaughan Chamber of Commerce Ec Dev Staff
2013 (Top 3 Objectives)			
Recognize and build upon transportation linkages and 21st Century technology infrastructure development as a key competitive factor in Vaughan’s “Edge City” characteristics, and enhance the community’s role as a gateway to the GTA for new business and new investment. (Strategy Objective 1.1)	Q1 2013	Business-friendly process for development application approvals	Planning Development Engineering / Transportation Centreport
Develop a specialized component of the incubation program targeting the “Advanced Goods Production & Movement” convergence area outlined in the strategy. (Strategy Objective 2.4)	Q2 2013	Working Group for Advanced Goods Production & Movement Investment attraction campaign	VCC Manufacturing Committee Canadian Mfrs. & Exporters Supply Chain Logistics Ministry of Transportation Ontario Trucking Assn.

2012-14 Business Plan

Reposition the Vaughan Business Enterprise Centre to offer a wider range of services in support of the overall incubation effort, and to serve a greater range of established businesses. (Strategy Objective 3.1)	Q1 2013 – Ongoing	4 Workshops	COSTI EPIC / Human Endeavours Seneca College Ministry of Training, Colleges & Universities Vaughan Chamber Ec Dev staff
2014 (Top 3 Objectives)			
Develop a specialized component of the incubation program targeting the “Innovation in Design” convergence area described in the strategy. (Strategy Objective 2.3)	Q1 2014	Transform Bridges to Business event to Entrepreneurship by Design Program	MEDT VentureLink Seneca College York University Ontario Centres of Excellence Social Innovation Network
Develop a specialized component of the incubation program targeting the “Advanced Goods Production & Movement” convergence area outlined in the strategy. (Strategy Objective 2.4)	Q1 2014	Convergent sector profile	VCC Manufacturing Committee Canadian Mfrs. & Exporters Supply Chain Logistics Ministry of Transportation Ontario Trucking Assn. MEDT
Undertake projects focused on the built environment, environmental sustainability and green design with the ultimate goal of enhancing local technical capacity and industry development in the green building sector. (Strategy Objective 2.5)	1. Q1 2014 2. Q3 2014	1. Green / CleanTech Strategy 2. Marketing / communications strategy for Designing the Community	BLOOM York Region Economic Strategy CANSIA/CANWIA External consultant BILD OSCAR Kortright Centre TRCA Earth Rangers/Schad Foundation World Green Building Council / Canadian Green Building Council BOMA

2012-14 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2008 to 2013)

Year-to-Year

1. Complete 125 Corporate Calls
2. Number of business consultations developed by VBEC per FTE as per MEDT requirements.
3. Number of jobs created through assistance of VBEC per FTE as per MEDT requirements.
4. Submit packaged response to site selection enquiries within 48 hours.

2012 KPI

1. Complete the staffing and organizational structure as outlined in the Strategy and as proposed in ARR process.
2. Target of 15 submissions to the Urban Design Awards promoting placemaking and creative/cultural industries. Additional KPI may be partnership in the Urban Design Awards by recognized industry leaders.
3. Identify and develop an MOU for (1) post-secondary institution to locate in Vaughan.
4. Create a Sector Profile for the Convergent Sector – Innovative research, development and design to establish benchmark(s) for ongoing KPI.
5. Number of international business investment enquiries directly tied to specific trade missions.

2013 KPI

1. Created and implemented an "one-window" approach to development approvals in the VEZ. KPI: number of transportation, warehousing and logistics providers in the VEZ; total number of dollars invested in new transportation infrastructure.
2. Produce an Advanced Goods Production investment attraction campaign. KPI: distribution reach of marketing materials; and number of advanced goods manufacturers.
3. Offer (4) additional initiatives (workshops seminars etc...) through VBEC that focus on promotion of equity in the labour market, inclusiveness in the private sector workplace and issues relating to access to jobs and trades for foreign trained professionals.

2014 KPI

1. Launch an annual one-day long "Entrepreneurship by Design" program with a target of 50 participants
2. Create a Sector Profile for the Convergent Sector – advanced goods production and movement to establish benchmark(s) for ongoing KPI.
3. Implement a business attraction and retention strategy to encourage environmentally-friendly or progressive businesses to set up in Vaughan. Future KPI will be the number of LEED (or equivalent) sites and projects in Vaughan.
4. Develop a campaign for raising awareness of and involvement in the green building movement. Future KPI will be the number of trade shows or conferences focused on green building and construction taking place in Vaughan.

2012-14 Business Plan

BUSINESS OVERVIEW:

Notes about the Measure: (Provide assumptions/explanation of significant trend variance in the performance measure graph)

Economic Development as a service-based department has a number of difficulties in relation to performance measures and the adoption of Key Performance Indicators. Some of the difficulties that arise are:

- Diverse nature of our activities
- Much of our work is carried out in partnership and outcomes tend to be enabled through collective endeavour
- Individual projects and programs tend to produce a wide range of benefits and outcomes
- Program outcomes are heavily influenced by external factors (e.g. economy, servicing readiness, timing, development interests, etc.)
- Often the causal relationship between involvement and outcome will be unclear and benefits can often be realized well after the involvement was initially made.
- Reporting of initial outcomes should also be assessed in later years. In assessing business development completions/jobs/square footage, Year 1 outcomes tend to be lower and only fully realize their potential in third or fourth years.

Key Conclusion: (Explanation of the trend on the performance measure graph)

1. Recovery from economic conditions are still posing a challenge on the number of business development enquiries.
2. New work program for the Department will require time to go through learning curve.
3. At the same time that staff is learning about the new convergent sectors and the Strategy, there is still the workload issue of handling day to day business development inquiries, Council requests, information requests, administrative tasks, etc.
4. Ramping up of the VMC, especially subway construction, may create business retention challenges and challenges to attracting office development projects – tenants want to wait until traffic issues are resolved.

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

The 10-year Economic Development Strategy has four goals, 15 objectives and more than 60 associated actions that capitalize on its strategic advantages of the City as a gateway for economic opportunities and an incubator of entrepreneurship, creativity, and innovation. Although the Business Plan lists our top three objectives in any given year, the Department carries out a larger set of objectives and action plans that are carried over from year to year. All of this work culminates in achieving the Strategy's four goals which aligns with Vaughan Vision 2020. To support this, Economic Development is working with ITM's Business Solutions Group to implement a project management interface in Q2 2012 to track and measure progress on the Department's work to fulfill the City's Economic Development Strategy. This comprehensive approach will be a first for the Corporation, measuring performance on an overall Strategy rather than a single project.

Commissioner Sign-off

Date (mm/dd/yy)

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

ADDITIONAL RESOURCE REQUEST

Request Title VBEC Transfer of Two Contract Positions to FTEs

Business Unit # 1905010 Vaughan Business Enterprise

125 - Economic and Business Develop.

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	2.00	-	-	2.00	-	2.00
Net FTE's	-	-	-	-	-	-
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	191,582	-	-	191,582	-	191,582
Other continuous costs	-	-	-	-	-	-
One-time expenses	-	-	-	-	-	-
Offsets/reductions	(191,582)	-	-	(191,582)	-	(191,582)
Net Operating Budget	\$ (0)	\$ -	\$ -	\$ (0)	\$ -	\$ (0)
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☒ Departmental ☐ Corporate

Conversion of the two positions from a full-time contract to a full-time permanent complements. In 2001, the City in partnership with the Ministry of Economic Development & Trade (MEDT) established the Vaughan Business Enterprise Centre (VBEC). The operating agreement called for the City to provide two full-time positions. The positions have been filled as F/T contracts since VBEC's inception.

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

Milestones or Deliverables	Timelines	Comments

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

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

Other comments:

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	VBEC Transfer of Two Contract Positions to FTEs						
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020: In addition to being an integral part of the Economic Development Department and its approved Economic Development Strategy, conversion of the Senior Business Consultant/Manager, VBEC from a contract position to a permanent full-time position is in line with Vaughan Vision 2020 Staff Excellence: to attract, retain and promote skilled staff.							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
	Name/description of service level target:		Target Level	Current Level	Level with ARR		
1)							
2)							
3)							
Describe how this request relates to Departmental Business Plan:							
The Economic Development Strategy Objective 3.3: Realign the staffing structure of the EDD with opportunities outlined in the Strategy. This position will work with the EDD on the concepts of economic gardening, virtual incubators, economic vitality of small-scale retail and creative/cultural industries as outlined in the Strategy.							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary	Realize Future Benefits			Secondary	Improve Staff Moral		
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?							
VBEC plays an integral part of Vaughan's innovation agenda and its virtual incubation program; providing an ever-growing range of business support programs. These efforts will engage a much wider set of businesses and employment sectors such as arts and culture, mainstreet retail, small manufacturing and business/professional services sector. Therefore this position needs to grow with Strategy's initiatives as the actions and outcomes have implementation timelines and targets.							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings			Incl. in offsets (Section #9)?
	Budget \$\$\$	N/A	\$	Current incumbent's salary and benefits are budgeted as F/T permanent staff			
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							
Continue as a contract F/T position, however under the Employment Standards Act, this position is recognized as a F/T permanent position. The conversion of this position to a F/T equivalent would add a level of stability needed to achieve the goals and objectives of the Strategy. Furthermore, it will aid in the development of an extensive array of relationships with internal and external stakeholders.							

Request Title	VBEC Transfer of Two Contract Positions to FTEs
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p> <input type="radio"/> None <input checked="" type="radio"/> Little consequence of non compliance <input type="radio"/> Significant external repercussion/penalty </p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <p>Employment Standards Act</p> <p>Permanent staff complement cannot be filled on an ongoing basis with contract employees.</p> <p>Potential audit of City's HR practices; negative media; negative public relations with external stakeholders</p> <p>Not in compliance</p> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <p>◀ [Slider: None to High] ▶</p> <p>Financial Impact</p> <p>◀ [Slider: \$0 to > \$10,000,000] ▶</p> <p>Health and Safety Risk (click on the word)</p> <p> <input checked="" type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input type="radio"/> Both </p> <p>Health and Safety Magnitude</p> <p>◀ [Slider: None to Severe] ▶</p> <p>Probability of Health & Safety Issue</p> <p>◀ [Slider: None to High] ▶</p> </div> <div style="width: 50%;"> <p>Comments</p> <p><i>Please describe the type and nature of risk</i></p> <div style="border: 1px solid black; height: 150px; margin-top: 5px;"></div> </div> </div>	
<p>Internal Operational Requirements</p> <p> <input type="radio"/> None <input checked="" type="radio"/> Service provided with minor internal issues -slight inconvenience <input type="radio"/> Inability to support the department's directive <input type="radio"/> Direct affect on multiple departments <input type="radio"/> Citywide implications </p> <p>Comments</p> <div style="border: 1px solid black; height: 50px; margin-top: 5px;"></div>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	

Request Title		VBEC Transfer of Two Contract Positions to FTEs		
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2012	2012		
Position title	Sr Bus. Consultant/Mgr	Small Business Consultant		
Estimated start date	January 1, 2012	January 1, 2012		
# of positions requested	1.00	1.00		2.00
Full-time equivalents (FTEs)	1.00	1.00		2.00
Position type	Full-time	Full-time		
Position agreement classification	Mgmt/Non-union	Mgmt/Non-union		
If contract, specify length (months or yrs)	0	0		
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	1905010	1905010		
Grade level	7	4		
Est. starting step	4	1		
Desktop (HR) Review Performed?	N/A	N/A		
B&F Accommodations Available?	Yes	Yes		
ITM Hardware required?	No	No		
Capital Equipment Required?	No	No		
Complement Annual Cost Detail				
Annual full-time \$	91,738	60,311		152,049
Annual part-time \$	-	-	-	-
Annual shift premiums, etc	-	-		-
Annual overtime \$	-	-		-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	23,852	15,681	-	39,533
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 115,590	\$ 75,992	\$ -	\$ 191,582
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	1905010.7200	-	-	-
2) Training & Developme	1905010.7115	-	-	-
3) Cellular Line Charges	1905010.7122.01	-	-	-
4) Mileage	1905010.7100	-	-	-
Subtotal		\$ -	\$ -	\$ -
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	1905010.7211.01	-	-	-
2) Office Equip. & Furnitu	1905010.7210	-	-	-
3) Training & Developme	1905010.7115	-	-	-
4)	#N/A	-	-	-
Subtotal		-	-	-
2012 Total Complement Annual Costs	\$ 115,590	\$ 75,992	\$ -	\$ 191,582
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments:				
There are no additional one-time costs as these positions are currently staffed with contract employees.				

Request Title		VBEC Transfer of Two Contract Positions to FTEs						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1								\$ -
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)	152,049	-	-			
2	* Benefits	(From sect. 7)	39,533	-	-			
3	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-	-			
4								
5								
6								
7								
Subtotal				191,582	-	-	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-	-	-	-	
2							-	
3							-	
Subtotal				-	-	-	-	
OFFSETS - cost savings, reductions, etc								
1	Staffing costs - 1905010.7010		(159,999)					
2	Benefits - 1905010.7015		(30,478)					
3	Postal Services - 1905010.7225		(1,105)					
Subtotal				(191,582)	-	-	-	
TOTAL OPERATING BUDGET CHANGE				(0)	-	-	-	
COMPLEMENTS & FTE's								
# of positions requested			(From sect. 7)	2.00	-	-	2.00	
FTE's			(From sect. 7)	2.00	-	-	2.00	
FTE reductions/offsets			(Manual Field)	2.00			2.00	
Net FTE's			(From sect. 7)	-	-	-	-	

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

ADDITIONAL RESOURCE REQUEST

Request Title Strategy to Implement A Municipal Sponsorship Program

Business Unit # New BU for 2014 #N/A

#N/A

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	-	-	-	-	-	-
Net FTE's	-	-	-	-	-	-
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	-	-	-	-	-	-
Other continuous costs	-	-	-	-	-	-
One-time expenses	55,000	(55,000)	-	-	-	-
Offsets/reductions	-	-	-	-	-	-
Net Operating Budget	\$ 55,000	\$ (55,000)	\$ -	\$ -	\$ -	\$ -
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☐ Departmental ☒ Corporate

The department is seeking to identify and select an outside, independent sponsorship sales agency to develop a strategy to support corporate sponsorship and advertising growth, package potential offerings to the private sector, and to identify the staff resources and infrastructure required to manage the program. The Sponsorship Strategy and Action Plan will include the development of a comprehensive sponsorship inventory which will identify those assets that could be leveraged by the City through; sponsorship | advertising | naming rights offerings and the tangible and intangible values for those assets (and packages), strategic recommendations related to the implementation of a City-wide program and the identification of any issues or challenges that may impede maximizing revenue potential within the current or future environments.

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

Milestones or Deliverables	Timelines	Comments
Phase 1 - Opportunity Assessment and Valuation Process	8 weeks	Initial Review of City's objectives, core activities, target audience, consultations
Phase 2 Sponsorship Strategy and Action Plan	8 weeks	Recommendations related to positioning, sponsorship/advertising framework
Completion, Presentation and Report to SMT and Council		Total Project Timeline 16 weeks

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

Department Impacted	Describe Impact (Cost/time/benefit)	Were they Consulted?
All	With completion, City of Vaughan will have the information, tools and strategies in place to launch a professional coordinated sponsorship program.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No

Other comments:

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title		Strategy to Implement A Municipal Sponsorship Program					
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
Organizational	Ensure Financial Sustainability						General Correlation
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:							
<p>The Vaughan Vision 20 20 Strategic Plan sets out a vision and direction for the City over the next decade and beyond. A major initiative identified in the Strategic Plan is Management Excellence with the specific goal to Ensure Financial Sustainability.</p> <p>Planning for the future will put the City in a better position to deal with the many challenges confronting the municipality, its citizens and business community. Availability and quality of municipal services and programs, the environment, traffic congestion, access to health care facilities and community safety are matters that will need to be addressed as the City grows. Meeting public needs and expectations will require prudent financial planning to control expenditures and the optimizing of potential revenue sources.</p>							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
	Name/description of service level target:		Target Level	Current Level	Level with ARR		
1)	Coordinated Sponsorship Program		100%	0	100%		
2)							
3)							
Describe how this request relates to Departmental Business Plan:							
<p>Economic Development Strategy - Objective 4.4: Undertake a more detailed and comprehensive marketing initiative based on economic development priorities outlined in the strategy and other Vaughan Vision 2020 Strategies. Action 4.4.3: Undertake location-specific marketing activities in key priority areas: VEZ, VMC.</p>							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary	Realize Future Benefits			Secondary	Improve Sustainability		
<p>Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?</p> <p>Non taxation revenue has the potential to represent a significant source of additional revenue. The City has a large amount of infrastructure, parkland, and other assets that could be of interest to the private sector and in turn generate revenue for the City. Revenue opportunities would be a prudent and a proactive approach to ensure that the tax base is enhanced beyond a traditional residential and business property tax. This will aid in the preparation of the annual budgeting and forecasting systems and improve the financial health of the corporation.</p>							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings			Incl. in offsets (Section #9)?
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							
<p>Alternative: Some private, institutional and public sectors have employed a diverse set of revenue-generating opportunities with significant results. These opportunities include naming rights, signage, product placement, advertising on vehicular assets, website, co-branding, exclusivity agreements, supplier agreements, loyalty programs, and event sponsorship. These opportunities need to fully explored as potential revenue opportunities for the City. The current alternative would be to manage sponsorships with an uncoordinated, adhoc approach across the corporation. This is not the primary approach because research has shown that municipalities that are most successful in generating and maximizing revenue from these opportunities have all done so with a comprehensive strategy.</p>							

Request Title	Strategy to Implement A Municipal Sponsorship Program
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<p>Legislative/Regulatory Requirement</p> <p> <input checked="" type="radio"/> None Please specify: Specific Legislation (i.e.... Act/Regulation/etc.) </p> <p> <input type="radio"/> Little consequence of non compliance <div style="border: 1px solid black; height: 20px; width: 150px;"></div> </p> <p> <input type="radio"/> Significant external repercussion/penalty </p> <p>What are the compliance requirements? <div style="border: 1px solid black; height: 30px; width: 350px;"></div></p> <p>What are the consequences of non-compliance? <div style="border: 1px solid black; height: 30px; width: 350px;"></div></p> <p>Current status of compliance: <div style="border: 1px solid black; height: 15px; width: 350px;"></div></p>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <p> Probability of Litigation <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 15px; background: linear-gradient(to right, #ccc, #ccc); position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="margin-left: 10px;"> None Low Medium High </div> </div> <p> Financial Impact <div style="display: flex; align-items: center;"> <div style="width: 250px; height: 15px; background: linear-gradient(to right, #ccc, #ccc); position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="margin-left: 10px;"> \$0 \$10,000 \$100,000 \$1,000,000 > \$10,000,000 </div> </div> <p> Health and Safety Risk (click on the word) <input checked="" type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input type="radio"/> Both </p> <p> Health and Safety Magnitude <div style="display: flex; align-items: center;"> <div style="width: 200px; height: 15px; background: linear-gradient(to right, #ccc, #ccc); position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="margin-left: 10px;"> None Minor Major Severe </div> </div> <p> Probability of Health & Safety Issue <div style="display: flex; align-items: center;"> <div style="width: 150px; height: 15px; background: linear-gradient(to right, #ccc, #ccc); position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="margin-left: 10px;"> None Low Medium High </div> </div> </p></p></p></p>	
<p>Comments</p> <div style="border: 1px solid black; height: 150px; width: 100%;"></div>	
<p>Internal Operational Requirements</p> <p> <input type="radio"/> None <input type="radio"/> Service provided with minor internal issues -slight inconvenience <input checked="" type="radio"/> Inability to support the department's directive <input type="radio"/> Direct affect on multiple departments <input type="radio"/> Citywide implications </p> <p>Comments</p> <div style="border: 1px solid black; padding: 5px;"> Traditionally, municipalities in Canada have relied on taxation to fund the majority of their programs and services. As the City moves forward and particularly in these current economic times, municipalities must increasingly seek out other sources of revenue. </div>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	

Request Title	Strategy to Implement A Municipal Sponsorship Program			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year				
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify length (months or yrs)				
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)				
Grade level				
Est. starting step				
Desktop (HR) Review Performed?				
B&F Accommodations Available?				
ITM Hardware required?				
Capital Equipment Required?				
Complement Annual Cost Detail				
Annual full-time \$				-
Annual part-time \$	-	-	-	-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	-	-	-	-
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ -	\$ -	\$ -	\$ -
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	New BU for 2012 7200			-
2) Training & Developme	New BU for 2012 7115			-
3) Cellular Line Charges	New BU for 2012 7122 01			-
4) Mileage	New BU for 2012 7100			-
Subtotal		\$ -	\$ -	\$ -
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	New BU for 2012 7211 01			-
2) Office Equip. & Furnitu	New BU for 2012 7210			-
3) Training & Developme	New BU for 2012 7115			-
4) Other (Please detail in	#N/A			-
Subtotal		-	-	-
2012 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments:				

Request Title		Strategy to Implement A Municipal Sponsorship Program						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
	ASSOCIATED CAPITAL FUNDING	Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1								\$ -
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)		-	-	-		
2	* Benefits	(From sect. 7)		-	-	-		
3	* Complement sch. Expenses (calculated field)	(From sect. 7)		-	-	-		
4				-				
5				-				
6				-				
7				-				
Subtotal				-	-	-	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)		-	-	-	-	
2	Professional Outside Services (Includes HST, Purchasing			55,000			-	
3	and Contingency costs)						-	
Subtotal				55,000	-	-	-	
OFFSETS - cost savings, reductions, etc								
1								
2								
3								
Subtotal				-	-	-	-	
TOTAL OPERATING BUDGET CHANGE				55,000	-	-	-	
COMPLEMENTS & FTE's								
# of positions requested			(From sect. 7)	-	-	-	-	
FTE's			(From sect. 7)	-	-	-	-	
FTE reductions/offsets			(Manual Field)				-	
Net FTE's			(From sect. 7)	-	-	-	-	

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

ADDITIONAL RESOURCE REQUEST

Request Title Employment Zone: Vaughan Metropolitan Centre Marketing

Business Unit # New BU for 2012 #N/A

#N/A

Annual Budget Change Summary

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

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

Please check one: ☒ Departmental ☐ Corporate

Through the recently approved Economic Development Strategy, the Economic Development Department is tasked with implementing an investment attraction and placemaking strategy for key development zones within the City. The Vaughan Metropolitan Centre has been chosen as the first development zone for this initiative, in concert with the subway extension construction which is set to begin in 2011/2012. The goal of this initiative is to develop materials (collateral materials, modeling) and tactics (website/social media; prospect development; media cultivation, etc.) to assist the City in attracting the target of 25,000 residents and 11,500 jobs as specified in the Official Plan (VMC Plan) based on Places to Grow growth targets. Subsequent work will be focused on: VEZ, Highway 400 North employment lands, Hospital lands.

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

Milestones or Deliverables	Timelines	Comments
VMC Branding & Marketing Materials	2013	Dependencies on VMC Secondary Plan being completed in 2011/2012
VMC website (micro-site)	2013	Dependencies on VMC Secondary Plan being completed in 2011/2012
YRT / TTC Partnership Opportunities	Ongoing	Opportunities will arise with development or construction milestones
3-D Interactive Modeling	2013	Dependencies on VMC Secondary Plan being completed in 2011/2012

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

Department Impacted	Describe Impact (Cost/time/benefit)	Were they Consulted?
Plan. & Urban Design	Benefit: modeling could be used for planning purposes	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Eng. & Public Works	Benefit: improve communications related to transportation-related activities	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
ITM	Time: staff time to implement links to micro-site	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Other comments:

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title		Employment Zone: Vaughan Metropolitan Centre Marketing																					
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives																							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.																							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)																
Organizational	Manage Growth & Economic Well-being	Develop the plan required to build a dynamic Vaughan Metropolitan Centre	0		TBD	TBD	General Correlation																
Organizational	Manage Growth & Economic Well-being	Revised and updated the Economic Development Strategy including; the environment, tourism and Vaughan Business Enterprise Centre COMPLETED	2	Completed	Q3/10	High	Mandatory																
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:																							
<p>In May 2011, Council approved a Corporate Planning Cycle which outlined a comprehensive approach to corporate planning. Using this process, Council endorsed as one of its five Strategic Themes: Manage Growth and Economic Well-being; and Strategic Initiative: Develop the plan required to build a dynamic Vaughan Metropolitan Centre. This ARR for Employment Zone: VMC Marketing Materials is clearly aligned with both the Strategic Theme and Strategic Initiative. Its ultimate goal is to deliver the targeted population and employment growth in the VMC that allows it to be a vibrant downtown for the City.</p>																							
3) Related Performance Indicators & Business Plan Link																							
Please provide information on top 3 performance measures:																							
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 40%;">Name/description of service level target:</th> <th style="width: 15%;">Target Level</th> <th style="width: 20%;">Current Level</th> <th style="width: 25%;">Level with ARR</th> </tr> </thead> <tbody> <tr> <td>1) Secure two landmark projects</td> <td>2</td> <td>0</td> <td>2</td> </tr> <tr> <td>2) Generate media impressions</td> <td></td> <td></td> <td></td> </tr> <tr> <td>3) Generate website (micro-site) visitations</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>								Name/description of service level target:	Target Level	Current Level	Level with ARR	1) Secure two landmark projects	2	0	2	2) Generate media impressions				3) Generate website (micro-site) visitations			
Name/description of service level target:	Target Level	Current Level	Level with ARR																				
1) Secure two landmark projects	2	0	2																				
2) Generate media impressions																							
3) Generate website (micro-site) visitations																							
Describe how this request relates to Departmental Business Plan:																							
<p>Economic Development Strategy - Objective 4.4: Undertake a more detailed and comprehensive marketing initiative based on economic development priorities outlined in the strategy and other Vaughan Vision 2020 Strategies. Action 4.4.3: Undertake location-specific marketing activities in key priority areas: VEZ, VMC.</p>																							
4) Value Proposition																							
Please detail both qualitative and quantitative benefits of the request																							
Qualitative: Please select up to 2 actions which best describe this request																							
Primary Realize Future Benefits Secondary Improve Corp. Image																							
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?																							
This ARR allows the Economic Development Department to build the tools and undertake the tactics necessary to effectively promote the VMC as a key development area for both residential and employment uses.																							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.																							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings	Incl. in offsets (Section #9)?																		
5) Alternatives																							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.																							
Alternative: Leave marketing initiatives to the private sector (developers and landowners). This may have following repercussions: lack of cohesion in messaging and branding the VMC; timing and execution is outside the control of the City; individual properties will be marketing rather than the VMC as a larger entity.																							

Request Title	Employment Zone: Vaughan Metropolitan Centre Marketing
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input type="radio"/> None</p> <p><input checked="" type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Places to Grow; Metrolinx Big Move; VMC Secondary Plan; ROPA December 2009</div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Population target for VMC: 25,000 residents; Employment target for VMC: 11,500 jobs</div> <div style="border: 1px solid black; padding: 2px;">Failure of VMC to become a regional growth and urban centre, resulting in a loss of business investment; and potential loss of public transportation infrastructure investment.</div> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 10px; background: linear-gradient(to right, #ccc, #ccc); position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="margin-left: 5px;">None Low Medium High</div> </div> <p>Financial Impact</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 10px; background: linear-gradient(to right, #ccc, #ccc); position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="margin-left: 5px;">\$0 \$10,000 \$100,000 \$1,000,000 > \$10,000,000</div> </div> <p>Health and Safety Risk (click on the word)</p> <p><input checked="" type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 10px; background: linear-gradient(to right, #ccc, #ccc); position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="margin-left: 5px;">None Minor Major Severe</div> </div> <p>Probability of Health & Safety Issue</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 10px; background: linear-gradient(to right, #ccc, #ccc); position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="margin-left: 5px;">None Low Medium High</div> </div> </div> <div style="width: 55%;"> <p>Comments</p> <div style="border: 1px solid black; padding: 5px; min-height: 150px;"> <p><i>Please describe the type and nature of risk</i></p> </div> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input checked="" type="radio"/> Inability to support the department's directive</p> <p><input type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p> <div style="border: 1px solid black; padding: 5px; min-height: 50px;"> <p>The Economic Development Strategy identifies various initiatives related to the VMC in a number of goals, objectives and action plans. Should this ARR not be approved, a substantial portion of the Strategy could not be completed. There is also an operational impact in that the position of Business Development Officer - Creative Economy is largely based on VMC initiatives.</p> </div>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	
<p>Future public transit infrastructure investments are dependent on meeting provincial population and employment targets. Future business investments may be jeopardized if we cannot generate a level of excitement (placemaking) that draws creative and talented people to settle in Vaughan. Operating costs and/or physical location factors are diminishing in importance as investment drivers. Leading-edge companies are drawn to locate in communities where their best and brightest employees live.</p>	

Request Title	Employment Zone: Vaughan Metropolitan Centre Marketing			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year				
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify length (months or yrs)				
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)				
Grade level				
Est. starting step				
Desktop (HR) Review Performed?				
B&F Accommodations Available?				
ITM Hardware required?				
Capital Equipment Required?				
Complement Annual Cost Detail				
Annual full-time \$				-
Annual part-time \$	-	-	-	-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	-	-	-	-
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ -	\$ -	\$ -	\$ -
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	New BU for 2012 7200			-
2) Training & Developme	New BU for 2012 7115			-
3) Cellular Line Charges	New BU for 2012 7122 01			-
4) Mileage	New BU for 2012 7100			-
Subtotal		\$ -	\$ -	\$ -
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	New BU for 2012 7211 01			-
2) Office Equip. & Furnitu	New BU for 2012 7210			-
3) Training & Developme	New BU for 2012 7115			-
4)	#N/A			-
Subtotal		-	-	-
2012 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments:				

Request Title		Employment Zone: Vaughan Metropolitan Centre Marketing						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
	ASSOCIATED CAPITAL FUNDING	Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1								\$ -
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)		-	-	-		
2	* Benefits	(From sect. 7)		-	-	-		
3	* Complement sch. Expenses (calculated field)	(From sect. 7)		-	-	-		
4	Marketing Materials			-	15,000			
5	Website (micro-site) Development			-	10,000			
6	YRT/TTC Partnership Opportunities			-	5,000			
7	3-D Interactive Modeling			-	20,000			
Subtotal				-	50,000	-	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)		-	-	-	-	
2							-	
3							-	
Subtotal				-	-	-	-	
OFFSETS - cost savings, reductions, etc								
1								
2								
3								
Subtotal				-	-	-	-	
TOTAL OPERATING BUDGET CHANGE					-	50,000	-	-
COMPLEMENTS & FTE's				2012	2013	2014	Total	
# of positions requested		(From sect. 7)		-	-	-	-	
FTE's		(From sect. 7)		-	-	-	-	
FTE reductions/offsets		(Manual Field)					-	
Net FTE's		(From sect. 7)		-	-	-	-	

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

ADDITIONAL RESOURCE REQUEST

Request Title 1 FTE - Business Development Officer - Advanced Goods Prod.

Business Unit # 1900001 Econ. & Business Dev. - Admin.

125 - Economic and Business Develop.

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	-	-	1.00	1.00	-	1.00
Net FTE's	-	-	1.00	1.00	-	1.00
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	-	-	88,546	88,546	-	88,546
Other continuous costs	-	-	-	-	-	-
One-time expenses	-	-	1,500	1,500	(1,500)	-
Offsets/reductions	-	-	-	-	-	-
Net Operating Budget	\$ -	\$ -	\$ 90,046	\$ 90,046	\$ (1,500)	\$ 88,546
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☒ Departmental ☐ Corporate

This ARR was submitted and given status in the 2011 budget cycle. The addition of a Business Development Officer - Advanced Goods Production & Movement is a critical element to accomplish the actions, objectives and fulfill the goals of the 10-year Economic Development Strategy that will position Vaughan as the "Gateway" to the Greater Toronto Area for economic Activity. Business development becomes a primary function of the Department rather than reactive business assistance. From this perspective, the challenge then lies in the ability for one staff complement to continue providing day-to-day economic development assistance, while building two convergent sectors: Advanced Goods Production & Movement and Innovative Research, Design & Development. Therefore it is recommended that a new business development officer position be added to the Department.

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

Milestones or Deliverables	Timelines	Comments

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

Department Impacted	Describe Impact (Cost/time/benefit)	Were they Consulted?
Human Resources	Recruitment, training and support	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Building & Facilities	Workstation is available within the Department	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
ITM	Requirement for a computer workstation, telephone and network access	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Other comments:

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	1 FTE - Business Development Officer - Advanced Goods Prod.						
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
Organizational	Manage Growth & Economic Well-being	Review the Vaughan Enterprise Zone Vision and develop a marketing plan	9		Q4/10, Revised Q4/11	Low	General Correlation
Organizational	Manage Growth & Economic Well-being	Revised and updated the Economic Development Strategy including; the environment, tourism and Vaughan Business Enterprise Centre COMPLETED	2	Completed	Q3/10	High	Mandatory
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:							
<p>A majority of the convergent sector Advanced Goods Production & Movement will be in the Vaughan Enterprise Zone (VEZ). The VEZ will have a significant impact on the City with planned employment of more than 50,000 jobs. In addition, the marketing plan and promotion of the VEZ is still an outstanding item on the Council Priorities List and is noted as Strategic Initiative #23: Review the VEZ vision and develop a marketing plan. A key initiative of this position is to look at the practices in a number of jurisdictions across Canada and the US to give the City a greater perspective on the positioning of the VEZ as a "Gateway" for goods movement and the potential structures the City may wish to further explore to encourage this type of development.</p>							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
	Name/description of service level target:		Target Level	Current Level	Level with ARR		
1)	Understanding transp. Infrastructure/constraints		100%	0%	80%		
2)	Develop list of targeted programs (e.g. FTZ)		100%	0%	85%		
3)	Develop a investment target list for Adv. Goods		100%	0%	100%		
Describe how this request relates to Departmental Business Plan:							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary	Improve User Satisfaction			Secondary	Realize Future Benefits		
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?							
This position will work with external stakeholders to market and promote the VEZ as a gateway for business sectors that require unparalleled access to highway, rail and air transportation infrastructure and coordinate work with Asia-Pacific Corridor. It will also be the liaison between businesses, VentureLink, and other post-secondary institutions that provide research, innovation and industry competitiveness assistance to allow traditional industries to take an advanced manufacturing approach to their production and/or management functions.							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings			Incl. in offsets (Section #9)?
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							
The alternative to this request is to realign staff workloads to accommodate the convergent sectors amongst various positions. This is not the preferred solution as there will be no subject matter expert in the convergent sector. In the past, Economic Development has not worked in a broad-based business development context as it could only provide reactive business assistance. Splitting these efforts can be done but may lead to dropped responsibilities and a myriad of productivity and focus problems.							

Request Title	1 FTE - Business Development Officer - Advanced Goods Prod.
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input checked="" type="radio"/> None</p> <p><input type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <div style="border: 1px solid black; height: 20px; margin-bottom: 10px;"></div> <div style="border: 1px solid black; height: 30px; margin-bottom: 10px;"></div> <div style="border: 1px solid black; height: 30px;"></div> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 10px; background: linear-gradient(to right, #ccc, #ccc); position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="margin-left: 5px;">None Low Medium High</div> </div> <p>Financial Impact</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 10px; background: linear-gradient(to right, #ccc, #ccc); position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="margin-left: 5px;">\$0 \$10,000 \$100,000 \$1,000,000 > \$10,000,000</div> </div> <p>Health and Safety Risk (click on the word)</p> <p><input checked="" type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 10px; background: linear-gradient(to right, #ccc, #ccc); position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="margin-left: 5px;">None Minor Major Severe</div> </div> <p>Probability of Health & Safety Issue</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 10px; background: linear-gradient(to right, #ccc, #ccc); position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="margin-left: 5px;">None Low Medium High</div> </div> </div> <div style="width: 55%;"> <p>Comments</p> <p><i>Please describe the type and nature of risk</i></p> <div style="border: 1px solid black; height: 150px; margin-top: 5px;"></div> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input checked="" type="radio"/> Inability to support the department's directive</p> <p><input type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p> <div style="border: 1px solid black; padding: 5px; min-height: 50px;"> Planning, Engineering & Public Works Departments will require information on future needs and development potential - without the expertise and knowledge gained by having a subject matter expert, the City will need to rely on external sources which may not represent Vaughan's best interests. </div>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	

Request Title	1 FTE - Business Development Officer - Advanced Goods Prod.			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2014			
Position title	BDO - Adv. Goods			
Estimated start date	Jan 1 2014			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Mgmt/Non-union			
If contract, specify length (months or yrs)	N/A			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	1900001			
Grade level	5			
Est. starting step	2			
Desktop (HR) Review Performed?	Yes			
B&F Accommodations Available?	Yes			
ITM Hardware required?	Yes			
Capital Equipment Required?	No			
Complement Annual Cost Detail				
Annual full-time \$	69,502			69,502
Annual part-time \$	-	-	-	-
Annual shift premiums, etc	-			-
Annual overtime \$	-			-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	19,044	-	-	19,044
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 88,546	\$ -	\$ -	\$ 88,546
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	1900001.7200	-		-
2) Training & Developme	1900001.7115	-		-
3) Cellular Line Charges	1900001.7122.01	-		-
4) Mileage	1900001.7100	-		-
Subtotal	\$ -	\$ -	\$ -	\$ -
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	1900001.7211.01	1,500		1,500
2) Office Equip. & Furnitu	1900001.7210	-		-
3) Training & Developme	1900001.7115	-		-
4)	#N/A	-		-
Subtotal	1,500	-	-	1,500
2012 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ 90,046	\$ -	\$ -	\$ 90,046
Additional Comments:				

Request Title		1 FTE - Business Development Officer - Advanced Goods Prod.						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1								\$ -
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)	-	-	69,502			
2	* Benefits	(From sect. 7)	-	-	19,044			
3	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-	-			
4								
5								
6								
7								
Subtotal				-	-	88,546	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-	1,500	(1,500)		
2						-		
3						-		
Subtotal				-	-	1,500	(1,500)	
OFFSETS - cost savings, reductions, etc								
1								
2								
3								
Subtotal				-	-	-	-	
TOTAL OPERATING BUDGET CHANGE					-	-	90,046	(1,500)
COMPLEMENTS & FTE's								
# of positions requested			(From sect. 7)	-	-	1.00	1.00	
FTE's			(From sect. 7)	-	-	1.00	1.00	
FTE reductions/offsets			(Manual Field)	-			-	
Net FTE's			(From sect. 7)	-	-	1.00	1.00	

Access Vaughan

- 1. Financial Summary**

- 2. Business Plans**

- 3. ARR's**

2012

- ◆ 2 Permanent P/T Staff Access Vaughan



Revenue and Expenditure Summary

2012-14 Operating Budget

Department	Exp Category	Account	2010 Actuals	Actual Forecast	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
Access Vaughan														
	Labour Costs													
		7010 Full Time	422,662	439,270	440,875	30,331	0	471,206	30,331	6.9%	473,962	2,756	473,962	0
		7012 Overtime	1,317	7,971	7,960	345	0	8,305	345	4.3%	8,305	0	8,305	0
		7015 Part Time	127,627	147,194	153,390	16,915	0	170,305	16,915	11.0%	172,168	1,863	173,246	1,078
		7017 Benefits	119,985	126,543	126,456	13,842	0	140,298	13,842	10.9%	144,543	4,245	148,005	3,462
		Total Labour Costs	671,591	720,978	728,681	61,433	0	790,114	61,433	8.4%	798,978	8,864	803,518	4,540
	Other Expenses													
		7100 Mileage	273	630	960	0	(500)	460	(500)	(52.1)%	460	0	460	0
		7110 Meals and Meal Allowances	90	505	860	0	0	860	0	0.0%	860	0	860	0
		7115 Training & Development	1,650	5,752	10,000	0	0	10,000	0	0.0%	10,000	0	10,000	0
		7120 Telephone Charges	0	1,101	910	0	0	910	0	0.0%	910	0	910	0
		7125 Subscriptions/Publications	111	271	240	0	0	240	0	0.0%	240	0	240	0
		7130 Seminars & Workshops	0	1,000	1,000	0	0	1,000	0	0.0%	1,000	0	1,000	0
		7135 Advertising	0	3,659	0	0	7,400	7,400	7,400	0.0%	7,400	0	7,400	0
		7200 Office Supplies	3,382	2,428	3,300	0	500	3,800	500	15.2%	3,800	0	3,800	0
		7205 Computer Supplies	0	428	1,000	0	0	1,000	0	0.0%	1,000	0	1,000	0
		7210 Office Equip. & Furniture	0	0	1,500	(1,500)	0	0	(1,500)	(100.0)%	0	0	0	0
		7211 Computer Hardware/Software	2,419	1,614	6,000	(3,000)	0	3,000	(3,000)	(50.0)%	3,000	0	3,000	0
		7220 Copiers, Faxes and Supplies	4,069	3,693	4,185	0	0	4,185	0	0.0%	4,185	0	4,185	0
		7222 Printing	50	0	0	0	0	0	0	0.0%	0	0	0	0
		7520 Professional Fees	2,129	5,858	9,862	0	(6,362)	3,500	(6,362)	(64.5)%	3,500	0	3,500	0
		7630 Wireless/Internet Commun.	1,854	1,646	1,940	0	0	1,940	0	0.0%	1,940	0	1,940	0
		7699 Sundry Expenses	79	736	1,320	0	(1,038)	282	(1,038)	(78.6)%	282	0	282	0
		Total Other Expenses	16,106	29,320	43,077	(4,500)	0	38,577	(4,500)	(10.4)%	38,577	0	38,577	0
Total Access Vaughan			687,698	750,298	771,758	56,933	0	828,691	56,933	7.4%	837,555	8,864	842,095	4,540

* Note: Actual Forecast 2011 is for reference purposes only and is based on year to date actuals as of September 2011 plus the remainder of the calendarized budget.

2012 Budget Variance Comments

Expenses	
7010 - Full Time	Increase due to economic adjustment, pro-rated progression and job evaluation
7012 - Overtime	Increase due to salary rate increase
7015 - Part Time	Increase due to economic adjustment and full year gapping of 2011 ARR
7017 - Benefits	Increase in relation to salaries and budget guideline increase

7100 - Mileage	Reallocated to Office Supplies
7135 - Advertising	Reallocated from Professional Fees and Sundry Expenses
7200-Office Supplies	Reallocated from mileage
7210 -Office Equipment & Furniture	Decrease due to one time costs for 2011 ARR
7211 - Computer Hardware & Software	Decrease due to one time costs for 2011 ARR
7520 - Professional Fees	Reallocated to Advertising
7699 - Sundry Expenses	Reallocated to Advertising

2013 Budget Variance Comments

7010 - Full Time	Increase due to economic adjustment and pro-rated progression
7015 - Part Time	Increase due to progression
7017 - Benefits	Increase in relation to salaries and budget guideline increase

2014 Budget Variance Comments

7015 - Part Time	Increase due to progression
7017 - Benefits	Increase in relation to budget guideline increase

2012-14 Business Plan

BUSINESS OVERVIEW

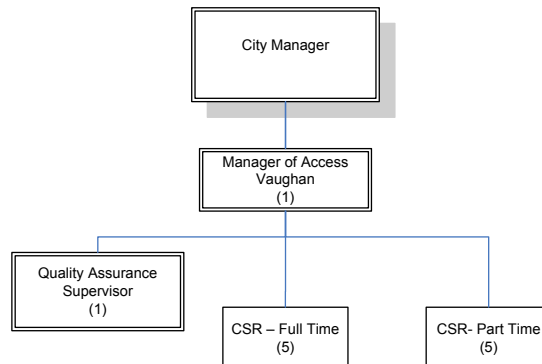
Service Statement:

Access Vaughan is the contact centre for the City of Vaughan, offering citizens access to information and assistance through telephone or via face-to-face assistance at the Information Desk.

Access Vaughan is integrated with the following departments: Tax, Public Works – Waste, Recreation and Culture, Parks and Forestry Operations, Enforcement Services (including Animal Services). Access Vaughan handles more in-depth inquiries for the integrated departments.

Service Profile:

ACCESS VAUGHAN DEPARTMENT ORGANIZATION CHART



2012-14 Business Plan

Full Time, Part Time and Overtime – Budgeted Amounts

				Additional Resource Requests		
	2010	2011	2012 Base	2012	2013	2014
Full Time	7	7	7	1.62 Net		
Part Time	4	4	5			
Overtime	\$15,360	\$7,960	\$8,060			

Key Stakeholders: (list major internal and external stakeholders and briefly describe why they are key stakeholders)

- Vaughan Residents - residents calling the main City numbers or any of the integrated numbers will reach an Access Vaughan Citizen Service Representative (CSR), the CSR will assist the caller with their inquiries.
- Vaughan Business Owners - business owners calling the main City numbers or any of the integrated numbers will reach an Access Vaughan Citizen Service Representative (CSR), the CSR will assist the caller with their inquiries.
- Non-Residents - anyone calling the main City numbers or any of the integrated numbers will reach an Access Vaughan Citizen Service Representative (CSR), the CSR will assist the caller with their inquiries.
- City of Vaughan Employees - anyone calling the main City numbers or any of the integrated numbers will reach an Access Vaughan Citizen Service Representative (CSR), the CSR will assist the caller with their inquiries.
- Integrated Departments – Access Vaughan provides services to the integrated departments; handling inquiries in detail and only transferring callers to the integrated departments when a subject matter expert is required.

2012-14 Business Plan

Work Plan:

Link to Vaughan Vision 2020:

Service Excellence – Demonstrate Excellence in Service Delivery

Future Pressures and Opportunities:

Continue expansion and integration of other departments with Access Vaughan.

Access Vaughan will be able to address general inquiries, eliminate misdirected calls and overall allow for a more inclusive service to callers.

Extending the hours of operation once Access Vaughan has integrated with the majority of departments; will increase the service provided to all of our stakeholders.

The future pressure is to maintain the service level of 80% of all incoming calls to be picked up in 20 seconds or less.

Without additional staffing, the service level to callers will decrease and the wait times will increase. This will result in a negative experience for the caller. In 2010 and 2011 there have been a few months where Access Vaughan was unable to meet the service level due to increased call volume and staffing levels being static for the past 4 years. In addition, for Access Vaughan to continue to expand its services and provide a more holistic and inclusive service to the callers; staffing is required to meet the increased volume of calls directly linked to the type of calls or services that Access Vaughan would handle for an integrated department.

Business Plan Objectives (list the status of 2010 outstanding and 2011 business plan objectives and the method of measuring successful implementation. As well, list 2012-14 business plan objectives in the appropriate section)

2012-14 Business Plan

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Automated Voice Recorder (CRQM) Contact Recorder Quality Monitoring Solution. Software Solution integrated with call centre telephones to record incoming calls for the purpose of quality assurance (training and coaching). Capital Project # AV-3014-10	2010	Ongoing. Capital Funding Approved in 2010. Project implementation was on hold due to new server cut over from old Civic Centre to new City Hall	Improved caller experience and increased efficiencies found for management for coaching/training.
Access Vaughan Phase II – Step A (Integration with Parks and Forestry Operations). Project # AV-3004-09	2010/11	Complete	Increased service to callers/improved caller experience and improved departmental efficiencies.
Access Vaughan Phase II – Step B – Project # AV-3004-10 (Integration with Enforcement Services – Animal Control)	2010/11	Ongoing. Capital Funding Approved for 2010. Business Analysis completed. Project Scoping/Plan Implementation to be completed with Business Solutions Group. Resources required.	Improved caller experience. Improved departmental efficiencies.
Access Vaughan Phase II – Step C – Project # AV-3015-11 Integration with another department or extension of hours (determination will be made once call volume / work load has been determined)	2011/12	Ongoing. Capital Funding Approved for 2011. Project resources required.	Improved caller experience. Improved departmental efficiencies.

2012-14 Business Plan

2012-14 Business Plan Objectives: (You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.)

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2012 (Top 3 Objectives)			
1. Access Vaughan Phase II – Step D Integration or expansion with another department to improve the caller experience.	Q4- 2012	Improved caller experience. Increased call volume to Access Vaughan.	2 Permanent Part Time Equipment (hardware/software) Textnet – license fee CC7- license fee
2. Develop and update Accessibility Plan for Access Vaughan	Q4 - 2012	Compliant with legislation. Improved experience for callers and visitors	Access Vaughan Management
2013 (Top 3 Objectives)			
1. Access Vaughan Phase II – Step E Integration or expansion with another department to improve the caller experience.	Q4- 2013	Improved caller experience. Increased call volume to Access Vaughan.	2 Permanent Part Time Equipment (hardware/software) Textnet – license fee CC7- license fee
2. Develop and update Accessibility Plan for Access Vaughan	Q4 - 2013	Compliant with legislation. Improved experience for callers and visitors	Access Vaughan Management
2014 (Top 3 Objectives)			
1. Access Vaughan – Continuous Improvement Integration or expansion with another department to improve the caller experience.	Q4- 2014	Improved caller experience. Increased call volume to Access Vaughan.	2 Permanent Part Time Equipment (hardware/software) Textnet – license fee CC7- license fee
2. Develop and update Accessibility Plan for Access Vaughan	Q4 - 2014	Compliant with legislation. Improved experience for callers and visitors	Access Vaughan Management

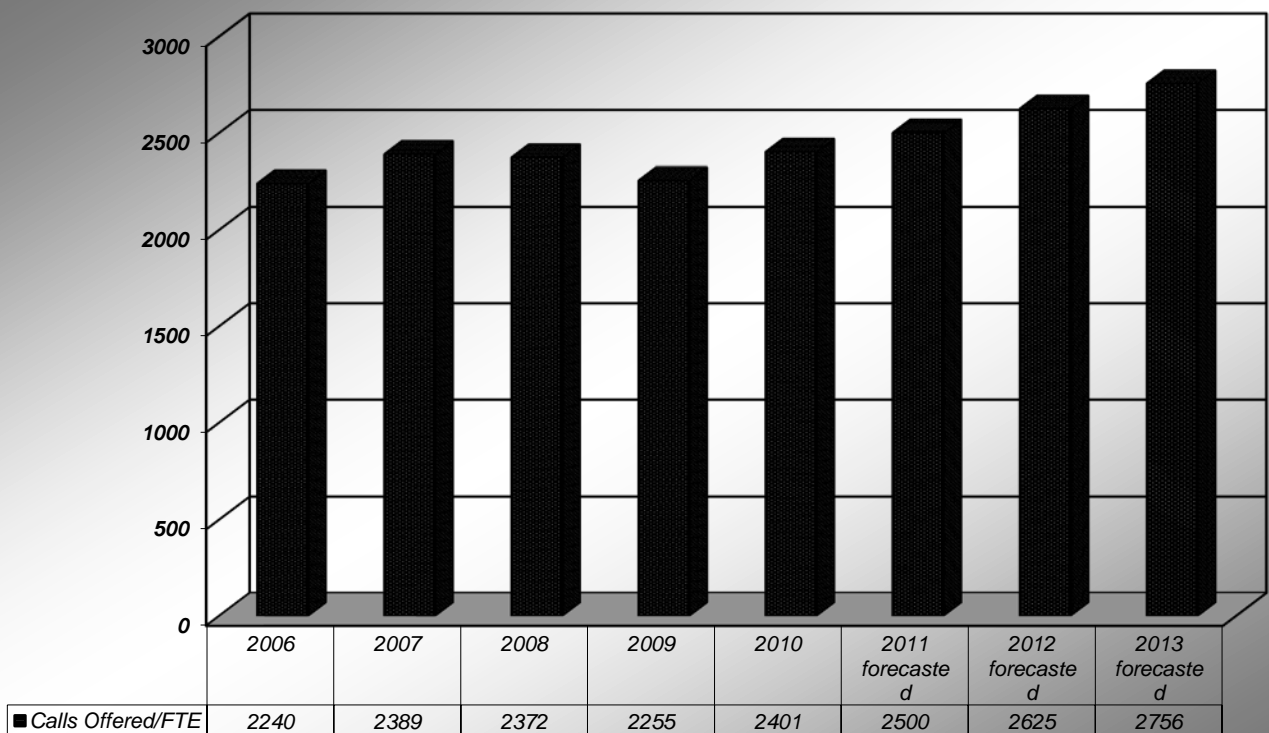
2012-14 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2008 to 2013)

1. Aggregate number of calls offered by Full Time Employee (FTE) / Citizen Service Representative (CSR).
2. Aggregate number of calls answered by FTE/CSR.
3. Year-to-date monthly service level – 80/20 standard (80% of calls answered within 20 seconds or less).
4. Call Volume Monthly Average Year-over-Year
5. Information Desk Inquiries
6. Average Handle Time for CSRs Year-over-Year

BUSINESS OVERVIEW:

Notes about the Measure: Aggregate Number of Calls Offered Monthly by FTE: Total number of calls offered each month by Access Vaughan divided by the total number of Full Time Employee equivalent (6.5)



Key Conclusion:

2012-14 Business Plan

Calls offered reflect that residents continue to use the call centre as a main point of contact for information, assistance and communication with the corporation. Call volume has increased slightly from 2009 to 2010.

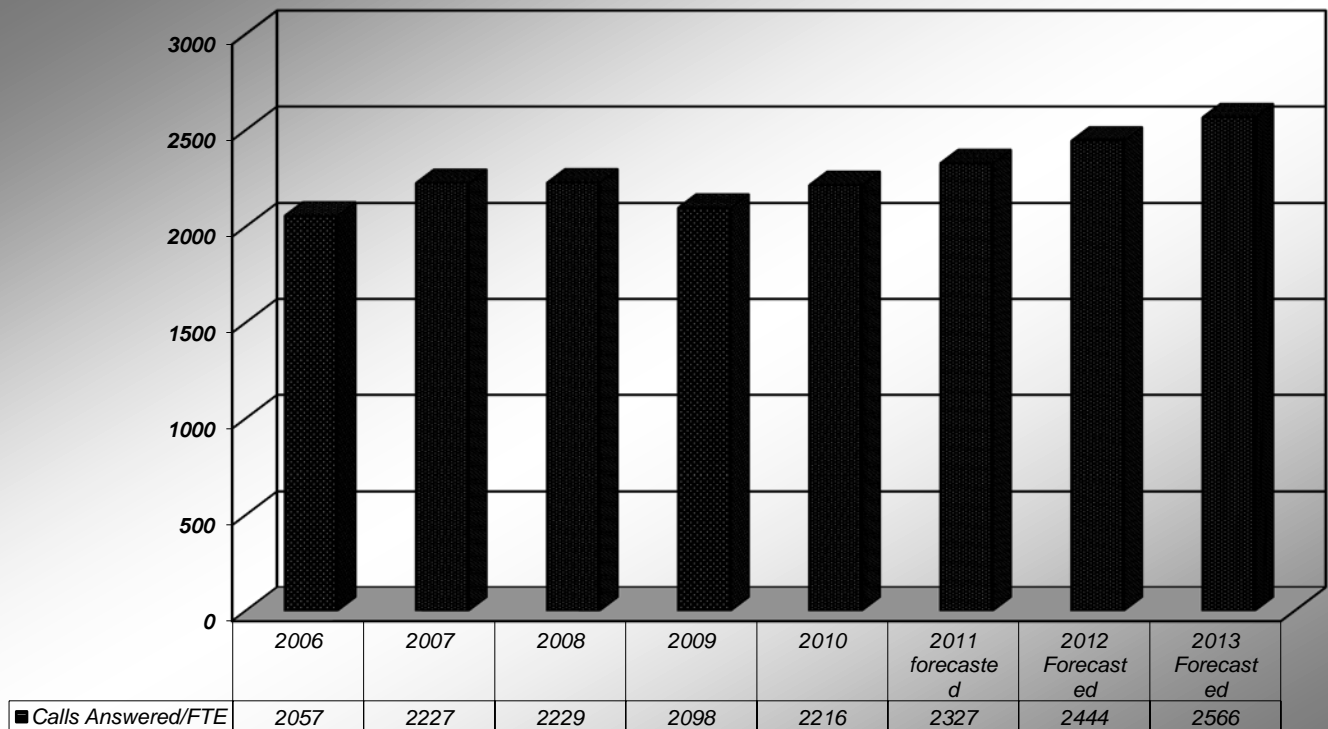
Notes about the Measure:

FTE is calculated by taking 4 out of 5 full time Citizen Service Representatives (CSRs) Information Desk rotation equals 1 FTE in hours) and adding the 4 part time CSRs who work up to 24 hours each per week – FTE equivalent is 2.76. Calls offered indicate the number of calls that are presented to a CSR.

The forecasted statistics are based on a 5% overall increase in call volume each year; consideration for expansion/integration with other departments and increase in call handle time as services become more complex, e.g., (work orders).

Measure: Aggregate Number of Calls Answered by FTE

Definition: Total number of calls each month answered by Access Vaughan divided by the total number of FTE (6.5)



Key Conclusion:

2012-14 Business Plan

On average the calls answered per year by each Citizen Service Representative (CSR) per year is increasing. As Access Vaughan continues to integrate and expand with other departments in the corporation the calls answered will continue to grow as the workload will increase.

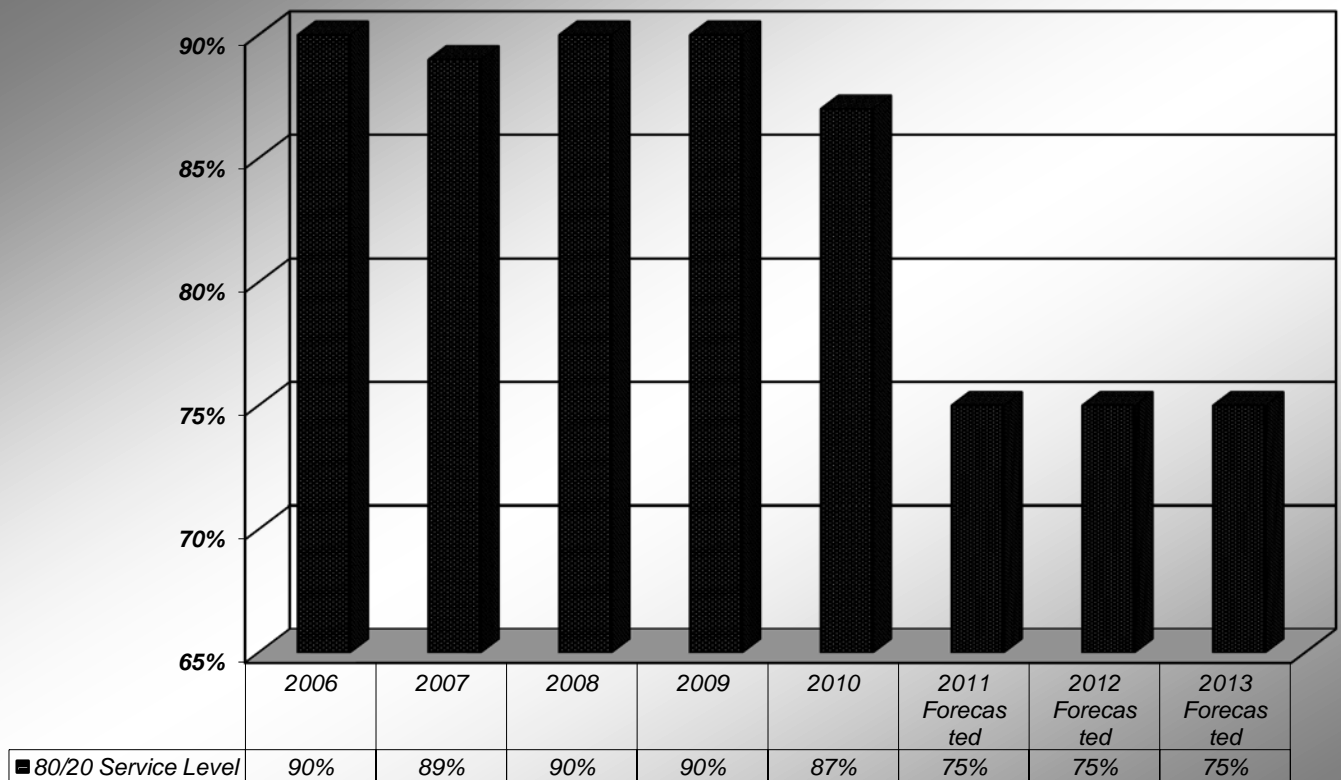
Notes about the Measure:

FTE is calculated by taking 4 out of 5 full time CSRs (Information Desk rotation equals 1 FTE in hours) and adding the 4 part time CSRs who work 21 hours each per week – FTE equivalent is 2.5. Calls answered indicate the number of calls that are handled by each CSR.

The forecasted statistics are based on a 5% overall increase in call volume each year; consideration for expansion/integration with other departments and increase in call handle time as services become more complex, e.g., (work orders).

Measure: Year-to-date monthly service level – 80% is the standard for Access Vaughan

Definition: 80% of the calls answered (picked up) within 20 seconds or less.



Key Conclusion:

2012-14 Business Plan

The service level is the percentage of incoming calls (80%) answered in a specified amount of time (20 seconds).

Access Vaughan's standard is 80% of all incoming calls to be picked up within 20 seconds or less on a monthly and yearly average. An increase in services and workload in Access Vaughan will contribute to a decline in service level.

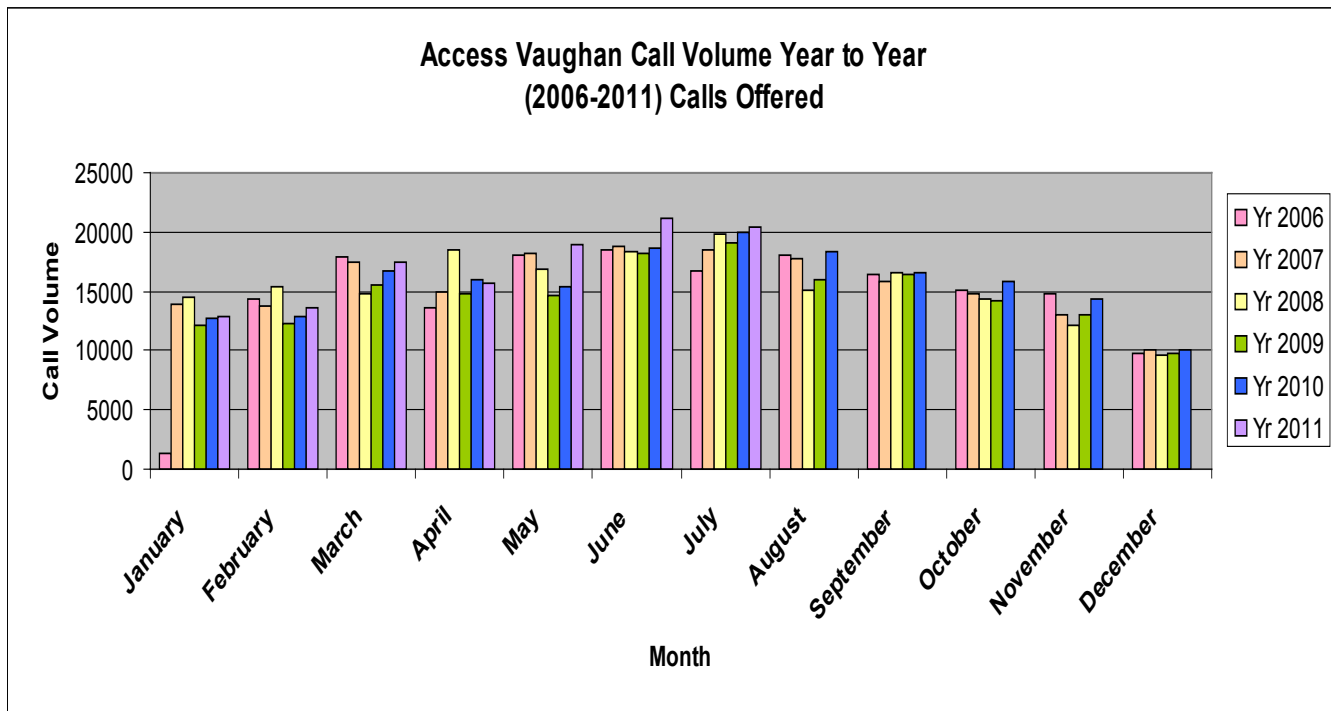
Notes about the Measure:

Statistical data from Contact Centre 7 (CC7) reports are used to quantify the service level achieved in the contact centre. Each month the calls answered are measured against the service level standard. In Year 2010 Access Vaughan has struggled to maintain the service level due to increased handle time, increased services and staffing during the summer months for vacation leaves.

Forecasted service level based on decreased service level in 2010 and increased call volume. To date 2011 is trending on most months below 80% service level.

Measure: Call Volume Monthly Average Year-over-Year

Definition: Monthly calls offered are the number of calls that come into the Access Vaughan queue and the monthly totals are added to provide us with yearly volume.



Key Conclusion:

2012-14 Business Plan

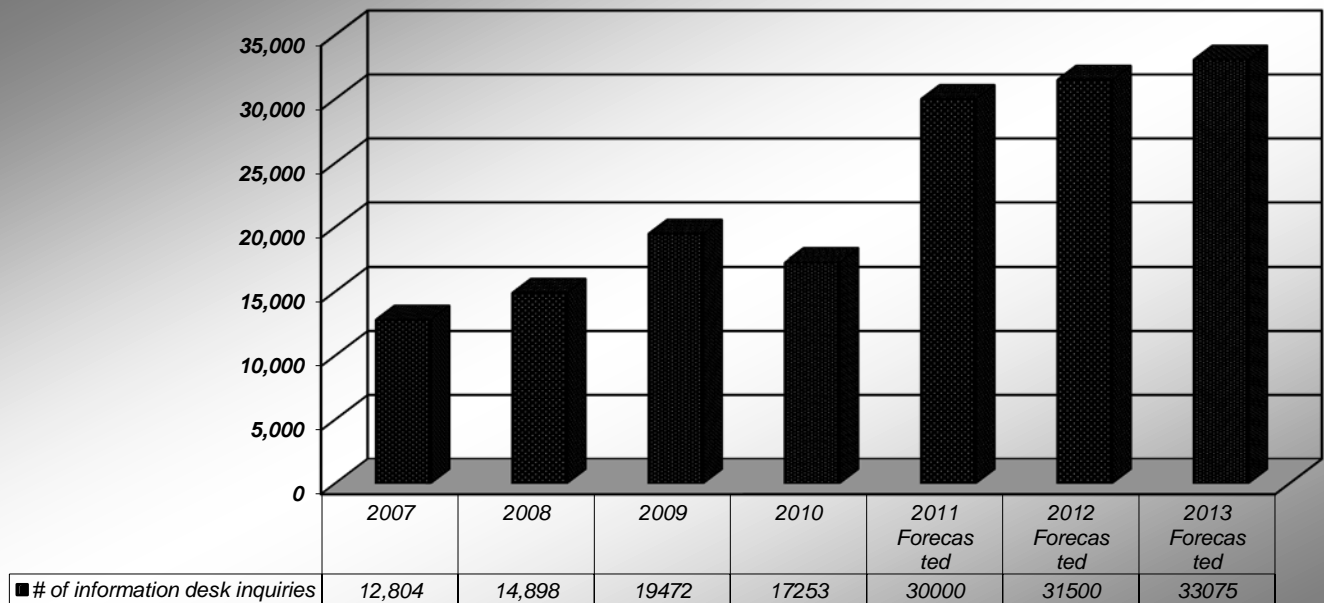
Access Vaughan on average has received over 180,000 calls per year. The expectation is that this number will increase as Access Vaughan continues to expand its services and eventually extend hours of operation.

Notes about the Measure:

The data is extracted from Contact Centre 7 (CC7) reports. The calls offered, answered and service level are monitored daily, monthly and weekly to forecast for staff scheduling and determine cyclical periods throughout the year. In 2010 Access Vaughan received 187,296 calls, an increase of 6.5% from year 2009.

Measure: Number of Information Desk Inquiries

Definition: Number of inquiries answered at the Information Desk



Key Conclusion:

2012-14 Business Plan

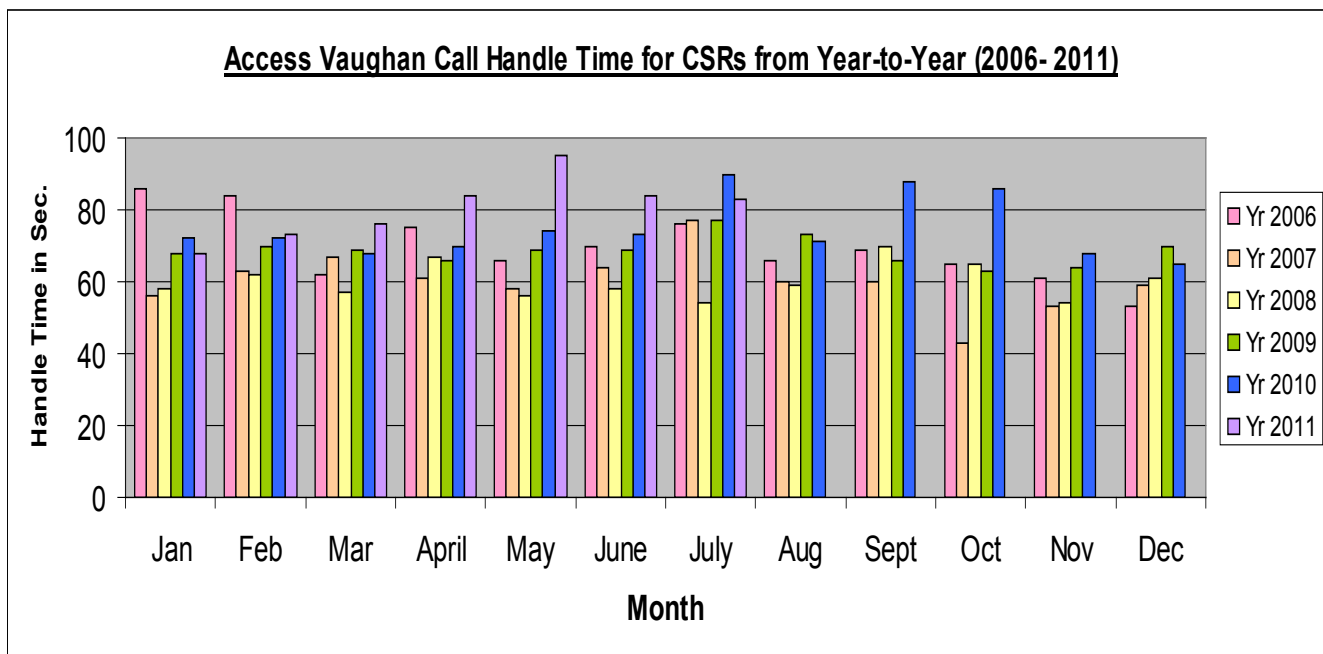
Information Desk inquiries are an important function of the Access Vaughan Contact Centre, as these inquiries are handled face-to-face. Residents continue to visit City Hall for the following reasons: dispute of a parking ticket, payment of parking ticket, payment of taxes, appointments with Council, Public Meetings, marriage license, permit applications, and purchase of garbage tags. A dedicated resource is always required to appropriately staff the Information Desk Hours. The Information Desk inquiries increased greatly from 2010 to 2011 with the opening of the new City Hall and the consolidation of departments in one building.

Notes about the Measure:

Access Vaughan provides coverage for the Information Desk from 8:30 am to 4:30 pm, Monday to Friday. The data is extracted from the Call Type Tracker reports. The tracking of inquiries is a function performed by each CSR when they are scheduled at the Information Desk.

Forecasting is based on a 5% increase in face-to-face inquiries. The new City Hall will attract more residents as the services will be more comprehensive and the majority of the departments will be in one location. In addition more presentations and community events are being hosted at the new City Hall, hence attracting more patrons to the building and inquiring about services, department locations, etc...

Measure: Average Handle Time for CSRs Year-Over-Year



Key Conclusion:

Average handle time for Access Vaughan Citizen Service Representatives is averaging at about 80-85 seconds for the majority of inquiries. Access Vaughan has added additional services such as

2012-14 Business Plan

registration for Corporate E-news letter and event registration, but has maintained relatively similar handle times over the years. There has been an increase in handle time in 2010 and 2011 and that is due to the time and effort that is required when opening a work order.

Notes about the Measure:

Average handle time (AHT) is the average amount of time that CSRs spend processing calls – including speaking directly with the caller and doing work related to the call after the caller has hung up. This data is expressed in seconds and the data is obtained from Contact Centre 7 reports.

Overall Conclusion:

Access Vaughan is a key component in providing Service Excellence to residents, businesses and internal colleagues. Access Vaughan is in many cases the first point of contact for residents; the interaction and services that they receive from the contact centre will impact their opinion of the service that the City provides to them overall.

One of the key performance indicators for the business unit is meeting the 80/20 standard (80% of calls answered/picked up within 20 seconds or less on average). The expansion of the call centre to handle more calls concerning departmental service will increase the pressure on the department to continue to meet the service level standards.

The future vision is to continue to expand and integrate with other departments and to extend the hours of operation to allow for a more inclusive service to callers; while maintaining the service level of 80/20 for fast, efficient and accurate service.

Commissioner Sign-off

Date (mm/dd/yy)

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

ADDITIONAL RESOURCE REQUEST

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

Business Unit # 121001 Access Vaughan

121 - Access Vaughan

Annual Budget Change Summary

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

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

Please check one: ☒ Departmental ☐ Corporate

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

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

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

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

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

Other comments:

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

COMMISSIONER APPROVAL: _____ **Date:** _____

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

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

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

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

ITM

1. Financial Summary

2. Business Plans

3. ARRs

2012

- ◆ Web Architect
- ◆ Sys. Analyst/Project Leader (VOL)
- ◆ Tech. Specialist DBA



Revenue and Expenditure Summary

2012-14 Operating Budget

Department	Exp Category	Account	2010 Actuals	Actual Forecast	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
Information & Technology Mgmt.														
Joint Service Revenue														
		3572 Joint Service Revenue	(38,495)	(33,812)	(40,000)	(839)	0	(40,839)	(839)	2.1%	(42,065)	(1,226)	(43,326)	(1,261)
		Total Joint Service Revenue	(38,495)	(33,812)	(40,000)	(839)	0	(40,839)	(839)	2.1%	(42,065)	(1,226)	(43,326)	(1,261)
Labour Costs														
		7010 Full Time	2,652,414	2,810,633	3,088,341	163,118	0	3,251,459	163,118	5.3%	3,283,413	31,954	3,303,432	20,019
		7012 Overtime	8,223	23,068	0	0	0	0	0	0.0%	0	0	0	0
		7015 Part Time	427,912	492,322	394,325	83,887	0	478,212	83,887	21.3%	490,914	12,702	496,015	5,101
		7017 Benefits	718,257	769,985	825,552	62,223	0	887,775	62,223	7.5%	920,226	32,451	949,078	28,852
		Total Labour Costs	3,806,805	4,096,008	4,308,218	309,228	0	4,617,446	309,228	7.2%	4,694,553	77,107	4,748,525	53,972
Other Expenses														
		7100 Mileage	5,525	5,054	7,977	0	0	7,977	0	0.0%	7,977	0	7,977	0
		7103 407-ETR Toll Charges	46	17	0	0	0	0	0	0.0%	0	0	0	0
		7105 Membership/Dues/Fees	840	0	4,284	0	0	4,284	0	0.0%	4,284	0	4,284	0
		7110 Meals and Meal Allowances	2,605	4,932	5,182	0	0	5,182	0	0.0%	5,182	0	5,182	0
		7115 Training & Development	8,920	47,738	56,313	1	0	56,314	1	0.0%	56,314	0	56,314	0
		7122 Cellular Telephones	1,677	1,724	5,370	0	(5,370)	0	(5,370)	(100.0)%	0	0	0	0
		7125 Subscriptions/Publications	0	1,180	2,971	0	0	2,971	0	0.0%	2,971	0	2,971	0
		7130 Seminars & Workshops	0	6,075	5,872	0	0	5,872	0	0.0%	5,872	0	5,872	0
		7200 Office Supplies	4,345	7,858	7,377	0	2,025	9,402	2,025	27.5%	9,402	0	9,402	0
		7205 Computer Supplies	221	3,307	4,711	0	0	4,711	0	0.0%	4,711	0	4,711	0
		7210 Office Equip. & Furniture	23	8,976	13,321	(2,000)	0	11,321	(2,000)	(15.0)%	11,321	0	11,321	0
		7211 Computer Hardware/Software	200,991	258,371	219,502	(6,000)	0	213,502	(6,000)	(2.7)%	213,502	0	213,502	0
		7220 Copiers, Faxes and Supplies	9,762	7,055	10,143	0	0	10,143	0	0.0%	10,143	0	10,143	0
		7315 Vehicle Maintenance & Repairs	1,284	1,134	0	0	0	0	0	0.0%	0	0	0	0
		7340 Machine Time	6,000	1,500	6,000	(6,000)	0	0	(6,000)	(100.0)%	0	0	0	0
		7520 Professional Fees	315,134	436,296	574,231	1	(27,449)	546,783	(27,448)	(4.8)%	546,783	0	546,783	0
		7531 Service Contracts	1,568,474	1,446,391	1,398,516	220,137	(15,551)	1,603,102	204,586	14.6%	1,659,698	56,596	1,614,872	(44,826)
		7560 Gas/Diesel - Vehicles	0	0	0	1,118	0	1,118	1,118	0.0%	1,298	180	1,363	65
		7630 Wireless/Internet Commun.	60	11,602	0	0	48,370	48,370	48,370	0.0%	48,370	0	48,370	0
		7635 Communications-ITM	695,153	772,575	698,377	3,686	0	702,063	3,686	0.5%	702,063	0	702,063	0
		7699 Sundry Expenses	7,437	1,516	2,025	0	(2,025)	0	(2,025)	(100.0)%	0	0	0	0
		7712 Joint Serv. Recovery - Library	(77,500)	(49,880)	(78,864)	0	0	(78,864)	0	0.0%	(78,864)	0	(78,864)	0
		7780 Trf to Reserve Insurance	46,715	55,615	55,615	(55,615)	0	0	(55,615)	(100.0)%	0	0	0	0
		Total Other Expenses	2,797,710	3,029,037	2,998,923	155,328	0	3,154,251	155,328	5.2%	3,211,027	56,776	3,166,266	(44,761)
Total Information & Technology Mgmt.			6,566,021	7,091,233	7,267,141	463,717	0	7,730,858	463,717	6.4%	7,863,515	132,657	7,871,465	7,950

* Note: Actual Forecast 2011 is for reference purposes only and is based on year to date actuals as of September 2011 plus the remainder of the calendarized budget.

2012 Budget Variance Comments
Expenses

7010 - Full Time	Increase due to economic adjustment, pro-rated progression and job evaluation
7015 - Part Time	Increase due to economic adjustments, pro-rated progression and 2011 error adjustment
7017 - Benefits	Increase in relation to salaries and budget guideline increase
7122 - Cellular Telephones	Reallocated to Wireless/Internet Communications
7200 - Office Supplies	Reallocated from Sundry Expenses
7210 - Office Equipment & Furniture	Decrease related to removal one time funding for (2) 2011 ARR's
7211 - Computer Hardware & Software	Decrease related to removal one time funding for (2) 2011 ARR's
7340 - Machine Time	Budget realigned due to changes in allocation of fleet repairs & maintenance and fuel. Increase as per guidelines
7520 - Professional Fees	Reallocated to Wireless/Internet Communications
7531 - Service Contracts	Price increase based and volume increase based mainly for VOL implementation of Public Site and AV equipment maintenance offset by reallocation in Tech Services and reallocation in Client Services
7560-Gas/Diesel - Vehicles	Increase as per Budget Guidelines
7630 - Wireless/Internet Communications	Reallocated from Cellular Telephones, Professional Fees and Service Contracts
7635 - Communications - ITM	Volume increase due to increase in number of Parks
7699 - Sundry Expenses	Reallocated to Office Supplies
7780 -Trsf. To Reserve - Insurance	Budget realigned due to process changes in allocation of insurance

2013 Budget Variance Comments

7010 - Full Time	Increase due to pro-rated progression and economic adjustment
7015 - Part Time	Increase due to progression and economic adjustments
7017 - Benefits	Increase in relation to salaries and budget guideline increase
7531 - Service Contracts	Price increase mainly due to renewal of Microsoft licenses
7560-Gas/Diesel - Vehicles	Increase as per Budget Guidelines

2014 Budget Variance Comments

7010 - Full Time	Increase due to pro-rated progression
7015 - Part Time	Increase due to progression
7017 - Benefits	Increase in relation to salaries and budget guideline increase
7531 - Service Contracts	Price decrease due to Microsoft Licences offset by slight price increase
7560-Gas/Diesel - Vehicles	Increase as per Budget Guidelines

2011-12 Business Plan

BUSINESS OVERVIEW

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

The Information & Technology Management (ITM) Department is mandated to play a leadership role in enabling the effective use of information and technology in all departments of the City, so that the established department business objectives and corporate strategic objectives are realized. A key success factor in helping the ITM department with its mandate is building collaborative partnerships with the City departments (our clients).

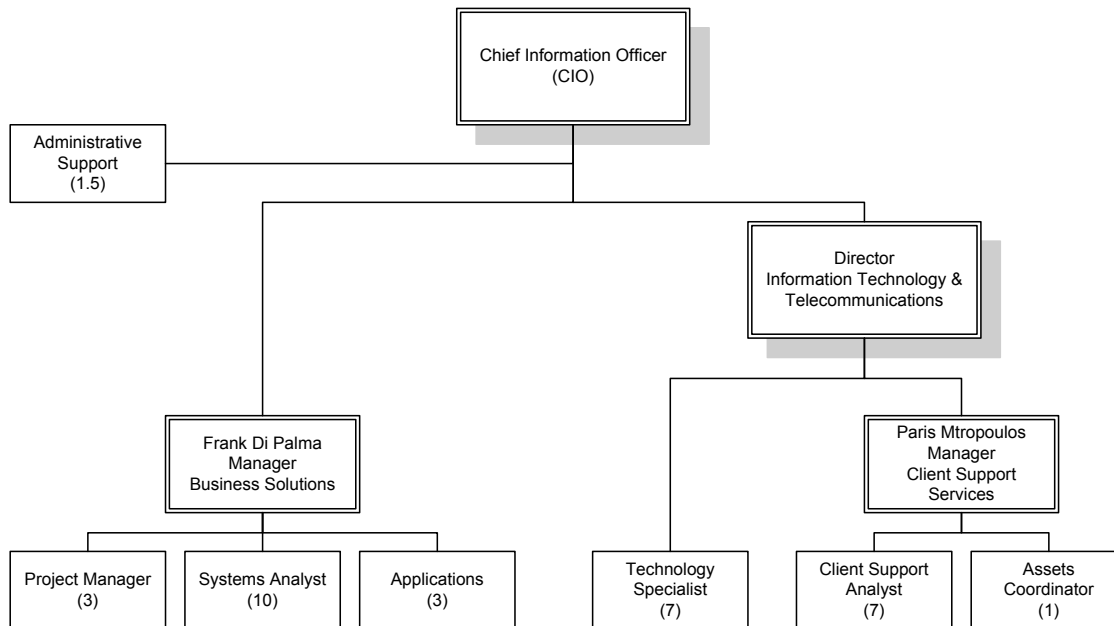
The ITM department is organized into three (3) business units, each with a particular focus and specific responsibilities:

Business Solutions - focus on identifying opportunities for delivery and deployment of new business solutions for all City departments.

Technical Services - focus on maintaining a reliable, secure, scalable and cost-effective corporate computing and telecommunications infrastructure.

Client Services - focus on providing support and assistance to clients in the use of corporate computer and telephone facilities.

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



Full Time, Part Time and Overtime – Budgeted Amounts

	2008	2009	2010	2011 Base	Additional Resource Requests	
					2011	2012
Full Time	26	29	32	32	2	3
Part Time	4.5	4.5	4.5	4.5		
Overtime	\$0	\$0	\$0	\$0		

2011-12 Business Plan

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

- Internal departments within the City
- Staff
- Council
- Vaughan Public Library (VPL)
- Public

Work Plan:

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

Service Excellence

Demonstrate Excellence in Service Delivery – the ITM department leads and/or contributes to strategic corporate initiatives related to service excellence. Some of the current initiatives include Geographic Information System (GIS), Access Vaughan, Case Tracking System (CTS), service delivery standards, Vaughan Online.

Management Excellence

Demonstrate Effective Leadership – the ITM department works with internal City departments, as well as York Region and neighbouring municipalities to develop collaborative solutions to operational and business needs. Such initiatives include development of common Geographic Information System (GIS) standards, group purchases of services and solutions, and sharing of knowledge and expertise.

Ensure a High Performing Organization – the ITM department partners with the City departments on various projects in order to enhance productivity & cost effectiveness through business process review, re-engineering and automation. The ITM department continuously researches, prototypes and introduces new and innovative technologies, methodologies and practices to enable internal City departments achieve their business objectives. Some examples include speech recognition (Synthia), business knowledge tool, integration and geographic enablement of systems, deployment of applications on the BlackBerry platform, GPS assets tracking, consolidation of voice and data networks (VoIP), systemic technology replacement program, and remote systems management.

Manage Corporate Assets – the ITM department is directly responsible for the maintenance and revitalization of City information, systems and telecommunications infrastructure, valued at \$5.5 million

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

2011-12 Business Plan

As demonstrated by various performance measurements, ITM department is under considerable staffing constraint caused by 2 factors. Firstly, as the City implements more computer-based business solutions, more of the ITM resources are allocated towards support functions for implemented business solutions. Secondly, as the City intensifies its efforts to achieve business improvements, more departments are initiating projects requiring ITM support. The result is that ITM department is under resourced and some business improvement projects are not able to proceed.

A number of business improvement opportunities exist in various departments. These opportunities are being identified through departmental business plans and continuous improvement initiatives. Leveraging the ITM expertise in business process mapping, project management, solutions implementation and support, will yield operational efficiencies in many City departments.

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

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Maintain a reliable and secure network and systems infrastructure for all City, Vaughan Public Library and Fire and Rescue Services facilities	2009	COMPLETE	Critical IT infrastructure up and running 99.999%
Renew 25% of the City's personal computer assets	2009	COMPLETE	
Renew and/or increase capacity of enterprise computing and network facilities	2009	COMPLETE	
Renew and/or increase capacity of enterprise telephone facilities and telephony technologies	2009	COMPLETE	
Align information management and technology management practices for greater compliance with IT industry standards	2009	COMPLETE	Performed self-assessment with the help of external consultant and updated practices as necessary
Provide support to City departments in the construction of new Civic Centre	2009	COMPLETE	Technology requirements identified and appropriate solutions planned
Provide support to Human Resources with implementation of HRIS – Phase II	2009	On-going	Needs assessment complete, implementation being planned
Provide support to Access Vaughan with implementation of Phase II	2009	On-going	Scoping complete, implementation being planned
Enable greater access to business applications and information resources through mobile devices	2009	COMPLETE	CTS Mobile being tested and will be launched Q4/2009
Implement Vaughan OnLine Phase I	2009	COMPLETE	Scoping complete, prototype developed, VOL open house held, on track to launch Q4/2009

2011-12 Business Plan

Maintain a reliable and secure network and systems infrastructure for all City, Vaughan Public Library and Fire and Rescue Services facilities	2010	On-going Operational	Critical IT infrastructure up and running 99.999%
Renew 25% of the City's personal computer assets	2010	On-going Operational	
Renew and/or increase capacity of enterprise computing and network facilities	2010	Q4	
Renew and/or increase capacity of enterprise telephone facilities and telephony technologies	2010	Q4	
Enable greater access to business applications and information resources through mobile devices	2010	COMPLETED	CTS Mobile Rolled-out, Waste Collection Rolled Out
Launch Vaughan Online (VOL) to the public	2010	Delayed to Q2-2011	
Prepare IT infrastructure and IT solutions in the New Civic Centre for move-in	2010	Delayed to Q3-2010	Waiting on building occupancy
Implement e-Mail journaling application	2010	Delayed to Q4-2010	

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

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2011 (Top 3 Objectives)			
Maintain critical technology assets (personal computers, infrastructure and telecommunications) in reliable operating order and in keeping with established assets lifecycle management standards	Q4	Mitigates risk of business interruption due to technology failure, ensures continuity of efficient delivery of services to citizens	Internal ITM staff and operating budget
Launch Vaughan Online website to the public	Q2	Direct access to City information resources, efficient delivery of e-services to citizens	Internal ITM staff and operating budget
Update and enhance GIS capabilities on the City's web site	Q4	Direct access to City information resources, efficient delivery of e-services to citizens	Internal ITM staff and operating budget
Comply with technology portion of the Payment Card Industry Data Security Standards (PCI)	Q4	Mitigates risk of business interruption due to the inability to collect credit card information and ensures continuity of efficient delivery of services to	Internal ITM staff and operating budget to include the approval of Additional Resource Request

2011-12 Business Plan

		citizens	
Enable IT infrastructure and support staff for introduction of Windows 7 and Microsoft Office desktop standards	Q3	Mitigates risk of business interruption due to technology failure, ensures continuity of efficient delivery of services to citizens	Internal ITM staff and operating budget
2012 (Top 3 Objectives)			
Maintain critical technology assets (personal computers, infrastructure and telecommunications) in reliable operating order and in keeping with established assets lifecycle management standards	Q4	Mitigates risk of business interruption due to technology failure, ensures continuity of efficient delivery of services to citizens	Internal ITM staff and operating budget
Update and enhance functional capabilities on the City's website (VOL)	Q4	Direct access to City information resources, efficient delivery of e-services to citizens	Internal ITM staff and operating budget
Enable greater access to business applications and information resources through mobile devices	Q4	Improved efficiency for mobile workers and service delivery to citizens	Internal ITM staff and operating budget

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

BUSINESS OVERVIEW:

Key Conclusion: (What are some conclusions which can be drawn from the measurement trend)

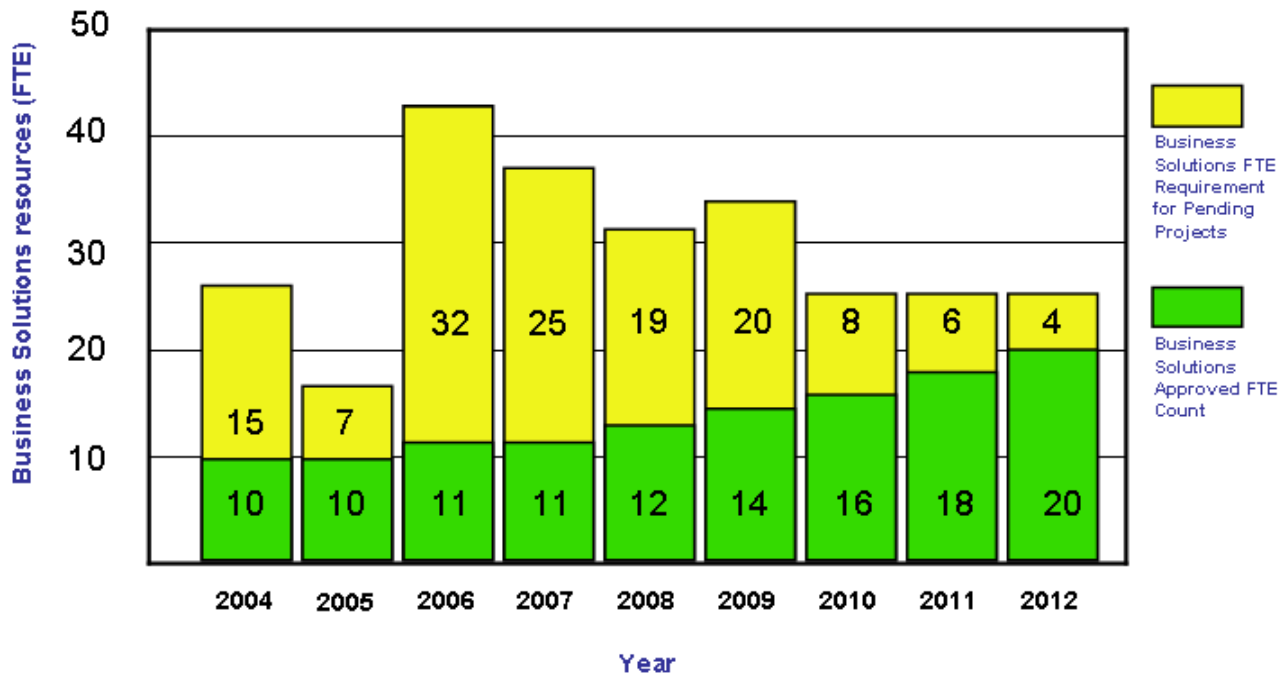
- As departments undertake business improvement initiatives, demand for business solutions support is increasing (Pending Projects)
- Although the resource gap has been improving over time, ITM Business Solutions group still does not have sufficient FTE capacity to meet clients' demand for projects/resources

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

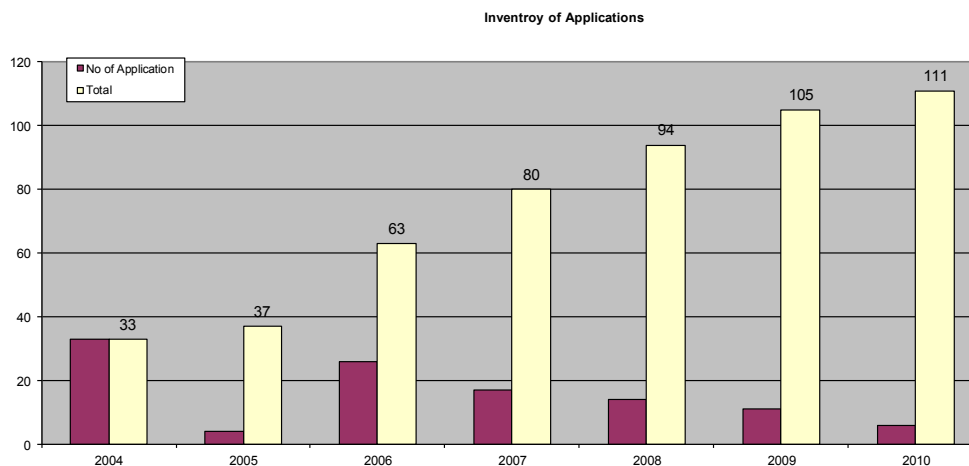
2011-12 Business Plan

Information & Technology Management

Business Solutions Resources and Capacity



Inventory of Supported Applications:



2011-12 Business Plan

BUSINESS OVERVIEW

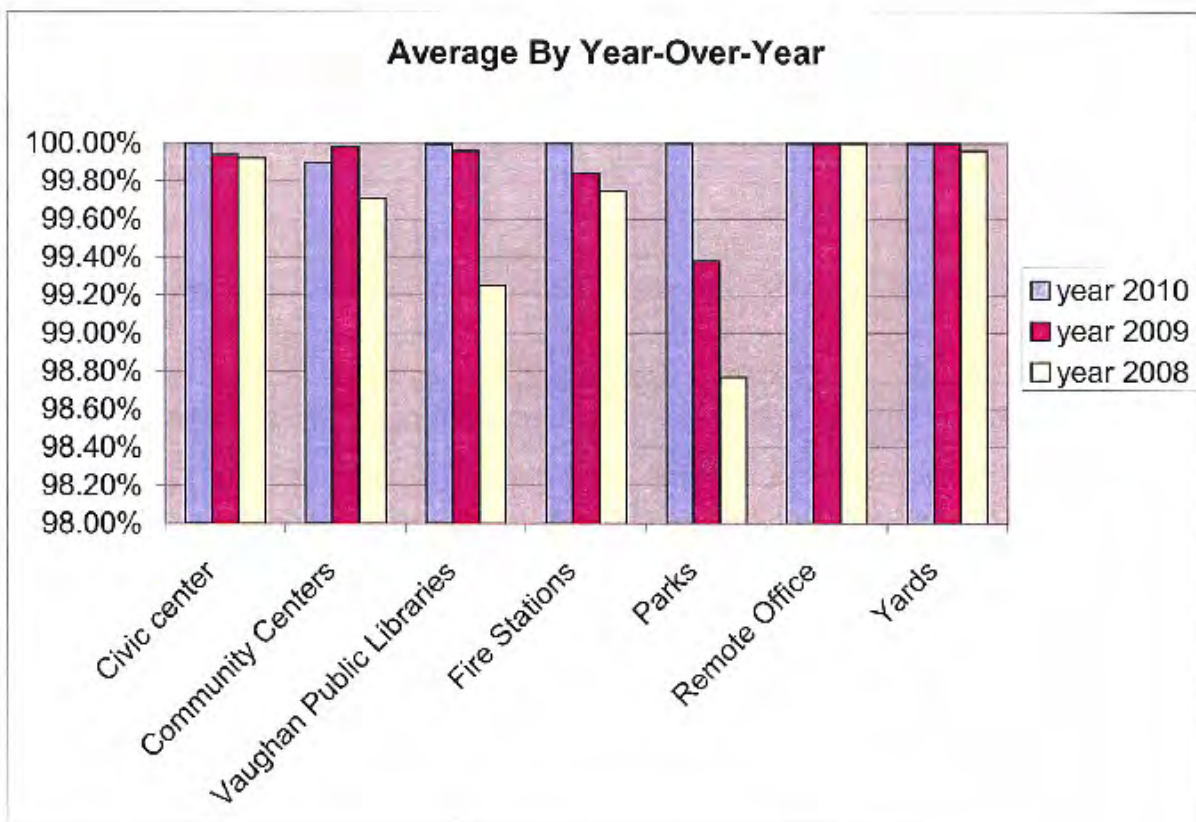
Key Conclusion: (What are some conclusions which can be drawn from the measurement trend)

- Successful implementation of business solutions results in a consistent increase in the number of applications, systems, technologies and underlying infrastructure that needs to be maintained by ITM staff

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

ITM staff capacity has not kept pace with the volume of applications, systems, technologies and underlying infrastructure that need to be supported and maintained.

Network Availability – Normal Business Hours:



Key Conclusion:

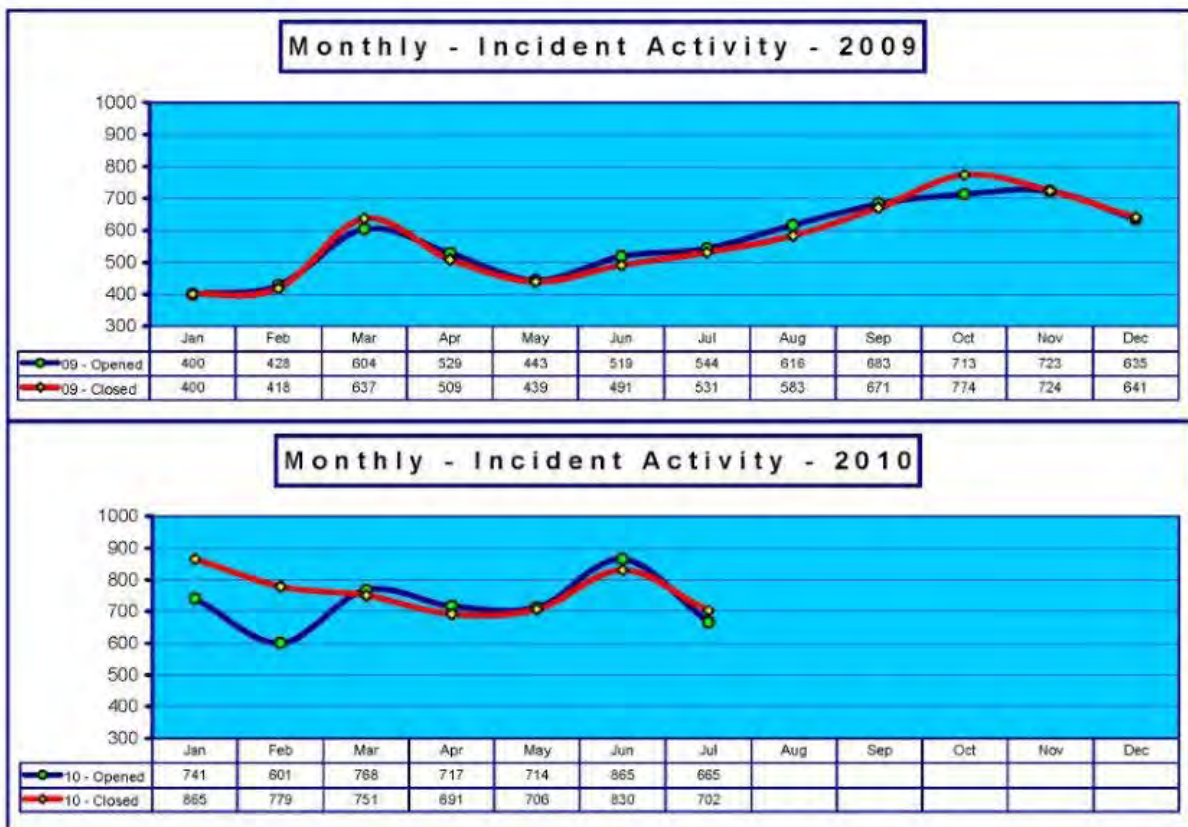
- Networked City facilities are experiencing 99.999% "up" time during normal business hours (over 12 months period)

2011-12 Business Plan

Notes about the Measure:

This measure meets/exceeds IT industry benchmarks for mission-critical systems reliability

ITM HelpDesk Incident Activity:



Key Conclusion:

- ITM Client Services resources are effectively utilized to meet client demand

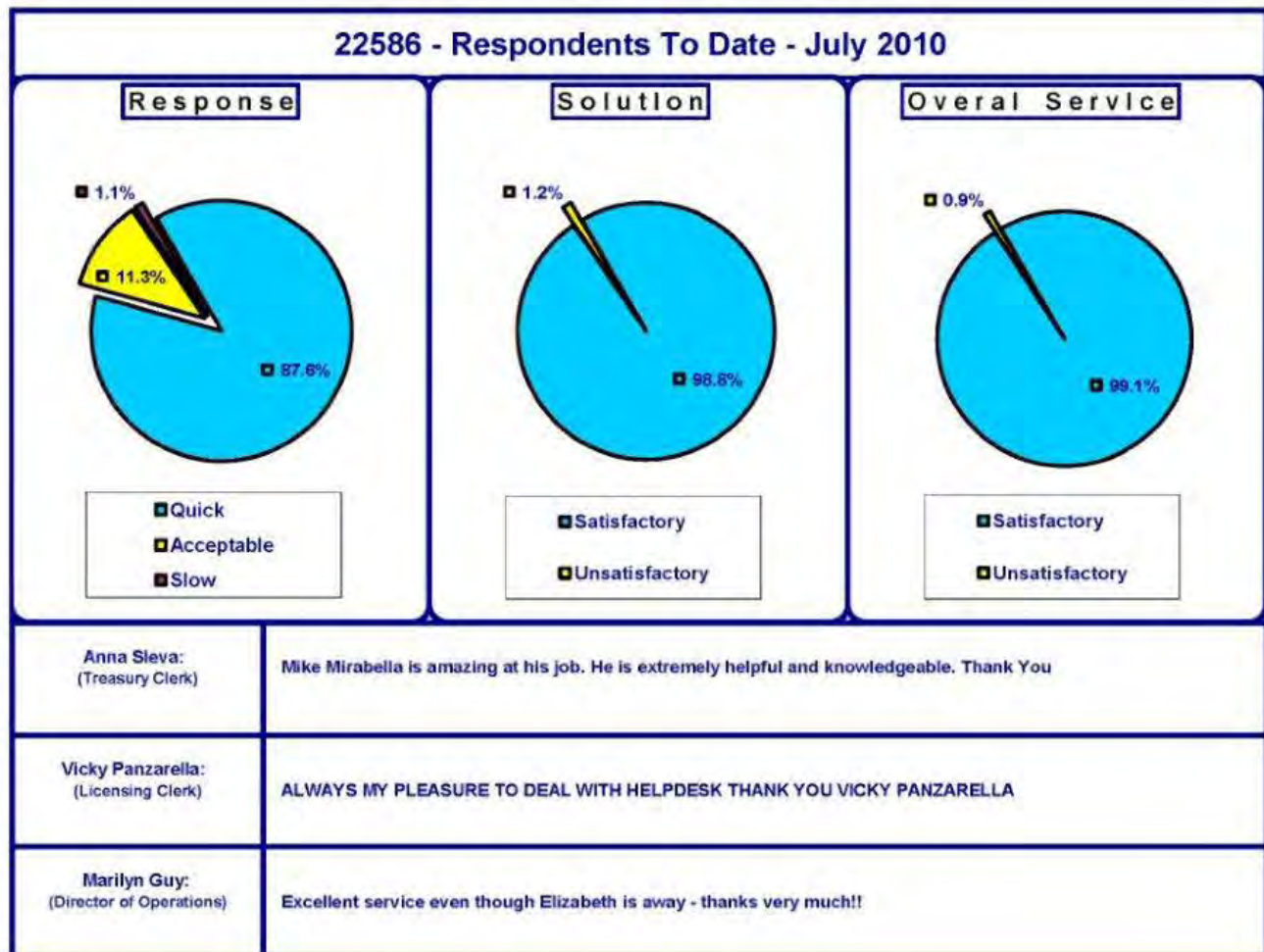
2011-12 Business Plan

Notes about the Measure:

IT industry "best practices" suggest that the staffing level for Client Services / HelpDesk functions in comparison to the user population should be at 1:75 ratio. Based on the City's user population, the Client Services staffing level should be set at 10 FTE's. The FTE in Client Services is currently 6.

The Client Services group handles an average of 700 issues per month. At the IT industry's average cost of \$150 per issue, the City's cost of issues handling should be approximately \$1.2 million per year. The actual annual cost is approximately \$500K

ITM HelpDesk Service Effectiveness:



Key Conclusion:

2011-12 Business Plan

- ITM Client Services group meets/exceeds previously established service level targets

Notes about the Measure:

n/a

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

Strengths – ITM department operations are in good shape and meet established performance targets. In key operational areas of security, reliability, performance and infrastructure maintenance, the department performs at or above industry standards.

Risks – As new applications, systems, technologies and underlying infrastructure is introduced, more ITM resources are being absorbed in operational activities related to support and maintenance. This reduces the department's capacity to partner with internal stakeholders and undertake new initiatives. In addition, as various departments undertake business improvement initiatives, greater demand for ITM resources will be generated.

To mitigate this risk, additional ITM resources are required and are being requested to keep pace with the growing demand for new projects and initiatives as described in the VaughanVision 2020 and other corporate initiatives with ITM dependencies.

Commissioner Sign-off

Date (mm/dd/yy)

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

ADDITIONAL RESOURCE REQUEST

Request Title Web Architect

Business Unit # 050055 ITM - Business Solutions

050 - Information & Technology Mgmt.

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	1.00	-	-	1.00	-	1.00
Net FTE's	-	-	-	-	-	-
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	115,590	-	-	115,590	-	115,590
Other continuous costs	-	-	-	-	-	-
One-time expenses	-	-	-	-	-	-
Offsets/reductions	(115,590)	-	-	(115,590)	-	(115,590)
Net Operating Budget	\$ (0)	\$ -	\$ -	\$ (0)	\$ -	\$ (0)
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☒ Departmental ☐ Corporate

In order to retain demanded resources in the ITM field, specifically those with SharePoint skill sets, this ARR is being submitted to convert the contract position into a full time complement. This will reduce the risk of contract staff finding other opportunities outside of the City.

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

Milestones or Deliverables	Timelines	Comments

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

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

Other comments:

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Web Architect						
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:							
<p>Staff Excellence – Value and encourage a highly motivated workforce and retain and promote skilled staff by offering positions with benefits and job security.</p>							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
Name/description of service level target:		Target Level	Current Level	Level with ARR			
1)							
2)							
3)							
Describe how this request relates to Departmental Business Plan:							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary	Improve Staff Moral			Secondary	Improve Sustainability		
<p>Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?</p>							
<p>Current IT market conditions have changed significantly in the area of SharePoint. ITM must respond to these market demands by fostering competitive salary and benefit positions in order to retain staff.</p>							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings			Incl. in offsets (Section #9)?
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							

Request Title	Web Architect
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input checked="" type="radio"/> None</p> <p><input type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <p></p> <p></p> <p></p> <p></p> <p></p> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <p>◀ ▶ None Low Medium High</p> <p>Financial Impact</p> <p>◀ ▶ \$0 \$10,000 \$100,000 \$1,000,000 > \$10,000,000</p> <p>Health and Safety Risk (click on the word)</p> <p><input checked="" type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <p>◀ ▶ None Minor Major Severe</p> <p>Probability of Health & Safety Issue</p> <p>◀ ▶ None Low Medium High</p> </div> <div style="width: 50%;"> <p>Comments</p> <p><i>Please describe the type and nature of risk</i></p> <p></p> <p></p> <p></p> <p></p> <p></p> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input checked="" type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input type="radio"/> Inability to support the department's directive</p> <p><input type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p> <p></p> <p></p> <p></p> <p></p>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	
<p>ITM department is investing time and resources into VOL. Having skilled staff in-house is essential to the success of this initiative and future growth in this area. The risk of staff leaving the City for more competitive jobs needs to be reduced if not eliminated.</p>	

Request Title	Web Architect			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2012			
Position title	Web Architect			
Estimated start date	March 1, 2012			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Mgmt/Non-union			
If contract, specify length (months or yrs)	N/A			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	050055			
Grade level	7			
Est. starting step	4			
Desktop (HR) Review Performed?	Yes			
B&F Accommodations Available?	Yes			
ITM Hardware required?	Yes			
Capital Equipment Required?	Yes			
Complement Annual Cost Detail				
Annual full-time \$	91,738			91,738
Annual part-time \$	-	-	-	-
Annual shift premiums, etc	-			-
Annual overtime \$	-			-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	23,852	-	-	23,852
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 115,590	\$ -	\$ -	\$ 115,590
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	050055.7200	-		-
2) Training & Developme	050055.7115	-		-
3) Cellular Line Charges	050055.7122.01	-		-
4) Mileage	050055.7100	-		-
Subtotal		\$ -	\$ -	\$ -
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	050055.7211.01			-
2) Office Equip. & Furnitu	050055.7210			-
3) Training & Developme	050055.7115	-		-
4)	#N/A	-		-
Subtotal		-	-	-
2012 Total Complement Annual Costs	\$ 115,590	\$ -	\$ -	\$ 115,590
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments:				

Request Title		Web Architect						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1								\$ -
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)	91,738	-	-			
2	* Benefits	(From sect. 7)	23,852	-	-			
3	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-	-			
4								
5								
6								
7								
Subtotal				115,590	-	-	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-	-	-	-	
2							-	
3							-	
Subtotal				-	-	-	-	
OFFSETS - cost savings, reductions, etc								
1	050055.7520 - Professional Fees		(420)					
2	050055.7015 - Contract Salary (94384) and Benefits in lieu & vacation		(106,015)					
3	050055.7017 - Contract Benefits		(9,155)					
Subtotal				(115,590)	-	-	-	
TOTAL OPERATING BUDGET CHANGE				(0)	-	-	-	
COMPLEMENTS & FTE's								
# of positions requested			(From sect. 7)	1.00	-	-	1.00	
FTE's			(From sect. 7)	1.00	-	-	1.00	
FTE reductions/offsets			(Manual Field)	(1.00)			(1.00)	
Net FTE's			(From sect. 7)	-	-	-	-	

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

ADDITIONAL RESOURCE REQUEST

Request Title Systems Analyst/Project Leader (VOL)

Business Unit # 050055 ITM - Business Solutions

050 - Information & Technology Mgmt.

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	1.00	-	-	1.00	-	1.00
Net FTE's	-	-	-	-	-	-
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	110,775	-	-	110,775	-	110,775
Other continuous costs	-	-	-	-	-	-
One-time expenses	-	-	-	-	-	-
Offsets/reductions	(111,578)	-	-	(111,578)	-	(111,578)
Net Operating Budget	\$ (803)	\$ -	\$ -	\$ (803)	\$ -	\$ (803)
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☒ Departmental ☐ Corporate

In order to retain demanded resources in the ITM field, specifically those with SharePoint skillsets, this ARR is being submitted to convert the contract position into a full time complement. This will reduce the risk of contract staff finding other opportunities outside of the City.

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

Milestones or Deliverables	Timelines	Comments

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

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

Other comments:

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Systems Analyst/Project Leader (VOL)						
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
Staff	Attract, Retain & Promote Skilled Staff	Monitor and update the Human Resources program to ensure a quality work environment and a wide array of staff benefits	13		Q2/11, Revised Q4/11	High	General Correlation
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:							
Staff Excellence – Value and encourage a highly motivated workforce and retain and promote skilled staff by offering positions with benefits and job security.							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
	Name/description of service level target:		Target Level	Current Level	Level with ARR		
1)							
2)							
3)							
Describe how this request relates to Departmental Business Plan:							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary	Improve Staff Moral			Secondary	Improve Sustainability		
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?							
Current IT market conditions have changed significantly in the area of SharePoint. ITM must respond to these market demands by fostering competitive salary and benefit positions in order to retain staff.							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings		Incl. in offsets (Section #9)?	
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							

Request Title	Systems Analyst/Project Leader (VOL)
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input checked="" type="radio"/> None</p> <p><input type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <p></p> <p></p> <p></p> <p></p> <p></p> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <p>◀ [Slider: None to High] ▶</p> <p>Financial Impact</p> <p>◀ [Slider: \$0 to > \$10,000,000] ▶</p> <p>Health and Safety Risk (click on the word)</p> <p><input checked="" type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <p>◀ [Slider: None to Severe] ▶</p> <p>Probability of Health & Safety Issue</p> <p>◀ [Slider: None to High] ▶</p> </div> <div style="width: 50%;"> <p>Comments</p> <p><i>Please describe the type and nature of risk</i></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input checked="" type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input type="radio"/> Inability to support the department's directive</p> <p><input type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p> <p></p> <p></p> <p></p> <p></p> <p></p>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	
<p>ITM department is investing time and resources into VOL. Having skilled staff in-house is essential to the success of this initiative and future growth in this area. The risk of staff leaving the City for more competitive jobs needs to be reduced if not eliminated.</p>	

Request Title		Systems Analyst/Project Leader (VOL)		
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2012			
Position title	Web Architect			
Estimated start date	March 1, 2012			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Mgmt/Non-union			
If contract, specify length (months or yrs)	N/A			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	050055			
Grade level	7			
Est. starting step	3			
Desktop (HR) Review Performed?	Yes			
B&F Accommodations Available?	Yes			
ITM Hardware required?	Yes			
Capital Equipment Required?	Yes			
Complement Annual Cost Detail				
Annual full-time \$	87,917			87,917
Annual part-time \$	-	-	-	-
Annual shift premiums, etc	-			-
Annual overtime \$	-			-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	22,858	-	-	22,858
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 110,775	\$ -	\$ -	\$ 110,775
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	050055.7200	-		-
2) Training & Developme	050055.7115	-		-
3) Cellular Line Charges	050055.7122.01	-		-
4) Mileage	050055.7100	-		-
Subtotal		\$ -	\$ -	\$ -
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	050055.7211.01			-
2) Office Equip. & Furnitu	050055.7210			-
3) Training & Developme	050055.7115	-		-
4)	#N/A	-		-
Subtotal		-	-	-
2012 Total Complement Annual Costs	\$ 110,775	\$ -	\$ -	\$ 110,775
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments:				

Request Title		Systems Analyst/Project Leader (VOL)						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1								\$ -
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)	87,917	-	-			
2	* Benefits	(From sect. 7)	22,858	-	-			
3	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-	-			
4								
5								
6								
7								
Subtotal				110,775	-	-	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-	-	-	-	
2							-	
3							-	
Subtotal				-	-	-	-	
OFFSETS - cost savings, reductions, etc								
1	050055.7015 - Contract Salary		(91,446)					
2	050055.7015 - Contract Benefits in lieu & vacation		(11,262)					
3	050055.7017 - Contract Benefits		(8,870)					
Subtotal				(111,578)	-	-	-	
TOTAL OPERATING BUDGET CHANGE				(803)	-	-	-	
COMPLEMENTS & FTE's								
# of positions requested			(From sect. 7)	1.00	-	-	1.00	
FTE's			(From sect. 7)	1.00	-	-	1.00	
FTE reductions/offsets			(Manual Field)	(1.00)			(1.00)	
Net FTE's			(From sect. 7)	-	-	-	-	

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

ADDITIONAL RESOURCE REQUEST

Request Title Technology Specialist -DBA

Business Unit # 050050 ITM - Technical Services

050 - Information & Technology Mgmt.

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	1.00	-	-	1.00	-	1.00
Net FTE's	1.00	-	-	1.00	-	1.00
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	105,960	-	-	105,960	-	105,960
Other continuous costs	2,750	-	-	2,750	-	2,750
One-time expenses	6,000	(6,000)	-	-	-	-
Offsets/reductions	(114,710)	-	-	(114,710)	-	(114,710)
Net Operating Budget	\$ (0)	\$ (6,000)	\$ -	\$ (6,000)	\$ -	\$ (6,000)
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☒ Departmental ☐ Corporate

Currently we outsource data base administration services. The trend has been increasing over the past years and it is now advantageous to hire a full time DBA.
The Corporation will be better served by having this skill set readily available with a better understanding of our computing environment.

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

Milestones or Deliverables	Timelines	Comments
Database optimization	Ongoing	
Implementation of new solutions	Ongoing	
Back up and Recovery of databases	Ongoing	

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

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

Other comments:

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Technology Specialist -DBA						
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:							
Management Excellence – Maintain assets and infrastructure by providing preventative maintenance to Corporate databases							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
Name/description of service level target:		Target Level	Current Level	Level with ARR			
1)							
2)							
3)							
Describe how this request relates to Departmental Business Plan:							
Maintaining availability and reliability of corporate systems. Provide DBA services for implementation of new and existing business solutions							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary	Improve Sustainability			Secondary	Realize Future Benefits		
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings			Incl. in offsets (Section #9)?
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							
Continue to outsource, which would not be cost effective and potentially lose institutional memory.							

Request Title	Technology Specialist -DBA
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input checked="" type="radio"/> None</p> <p><input type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <p></p> <p></p> <p></p> <p></p> <p></p> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <p>◀ ▶ None Low Medium High</p> <p>Financial Impact</p> <p>◀ ▶ \$0 \$10,000 \$100,000 \$1,000,000 > \$10,000,000</p> <p>Health and Safety Risk (click on the word)</p> <p><input checked="" type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <p>◀ ▶ None Minor Major Severe</p> <p>Probability of Health & Safety Issue</p> <p>◀ ▶ None Low Medium High</p> </div> <div style="width: 50%;"> <p>Comments</p> <p><i>Please describe the type and nature of risk</i></p> <p></p> <p></p> <p></p> <p></p> <p></p> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input checked="" type="radio"/> Inability to support the department's directive</p> <p><input type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p> <p></p> <p></p> <p></p> <p></p>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	

Request Title	Technology Specialist -DBA			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2012			
Position title	Technology Specialist-DBA			
Estimated start date	March 1, 2012			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Mgmt/Non-union			
If contract, specify length (months or yrs)	N/A			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	050050			
Grade level	7			
Est. starting step	2			
Desktop (HR) Review Performed?	Yes			
B&F Accommodations Available?	Yes			
ITM Hardware required?	Yes			
Capital Equipment Required?	Yes			
Complement Annual Cost Detail				
Annual full-time \$	84,095			84,095
Annual part-time \$	-	-	-	-
Annual shift premiums, etc	-			-
Annual overtime \$	-			-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	21,865	-	-	21,865
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 105,960	\$ -	\$ -	\$ 105,960
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	050050.7200	100		100
2) Training & Developme	050050.7115	1,500		1,500
3) Cellular Line Charges	050050.7122.01	1,000		1,000
4) Mileage	050050.7100	150		150
Subtotal		\$ 2,750	\$ -	\$ 2,750
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	050050.7211.01	2,500		2,500
2) Office Equip. & Furnitu	050050.7210	3,500		3,500
3) Training & Developme	050050.7115	-		-
4)	#N/A	-		-
Subtotal		6,000	-	6,000
2012 Total Complement Annual Costs	\$ 114,710	\$ -	\$ -	\$ 114,710
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments:				

Request Title		Technology Specialist -DBA						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
	ASSOCIATED CAPITAL FUNDING	Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1								\$ -
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)	84,095	-	-			
2	* Benefits	(From sect. 7)	21,865	-	-			
3	* Complement sch. Expenses (calculated field)	(From sect. 7)	2,750	-	-			
4								
5								
6								
7								
Subtotal				108,710	-	-	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)	6,000	-	-		-	
2							-	
3							-	
Subtotal				6,000	-	-	-	
OFFSETS - cost savings, reductions, etc								
1	050050.7531 - service contracts		(45,000)					
2	050050.7520 - professional fees		(69,710)					
3								
Subtotal				(114,710)	-	-	-	
TOTAL OPERATING BUDGET CHANGE				(0)	-	-	-	
COMPLEMENTS & FTE's								
# of positions requested			(From sect. 7)	1.00	-	-	1.00	
FTE's			(From sect. 7)	1.00	-	-	1.00	
FTE reductions/offsets			(Manual Field)	-			-	
Net FTE's			(From sect. 7)	1.00	-	-	1.00	

Corporate Communications

1. Financial Summary

2. Business Plans

3. ARRs

2012

- ◆ Communications Specialist, Strategic Communications
- ◆ Comm. Specialist, Client/Issue Mgmt

2014

- ◆ Communications Specialist, Website Content Management
- ◆ Communications Specialist, Client Services

Revenue and Expenditure Summary

2012-14 Operating Budget

Department	Exp Category	Account	2010 Actuals	Actual Forecast	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
Corporate Communications														
	Revenue													
		3618 Dept. Misc. Revenues	(161,619)	0	0	0	0	0	0	0.0%	0	0	0	0
		Total Revenue	(161,619)	0	0	0	0	0	0	0.0%	0	0	0	0
	Labour Costs													
		7010 Full Time	685,586	534,635	534,779	39,324	0	574,103	39,324	7.4%	577,016	2,913	577,016	0
		7015 Part Time	196,314	141,662	78,960	18,614	0	97,574	18,614	23.6%	97,574	0	97,574	0
		7017 Benefits	193,082	148,014	136,369	21,332	0	157,701	21,332	15.6%	162,496	4,795	166,532	4,036
		Total Labour Costs	1,074,982	824,311	750,108	79,270	0	829,378	79,270	10.6%	837,086	7,708	841,122	4,036
	Other Expenses													
			0	3,094	0	0	0	0	0	0.0%	0	0	0	0
		7100 Mileage	2,328	2,553	4,030	0	0	4,030	0	0.0%	4,030	0	4,030	0
		7105 Membership/Dues/Fees	2,467	987	499	0	0	499	0	0.0%	499	0	499	0
		7110 Meals and Meal Allowances	1,026	1,264	1,602	0	0	1,602	0	0.0%	1,602	0	1,602	0
		7115 Training & Development	5,140	1,298	3,165	0	0	3,165	0	0.0%	3,165	0	3,165	0
		7122 Cellular Telephones	3,178	1,020	2,290	0	(1,385)	905	(1,385)	(60.5)%	905	0	905	0
		7125 Subscriptions/Publications	2,729	4,432	5,444	0	0	5,444	0	0.0%	5,444	0	5,444	0
		7130 Seminars & Workshops	0	345	0	0	0	0	0	0.0%	0	0	0	0
		7135 Advertising	61,613	88,068	112,386	0	0	112,386	0	0.0%	112,386	0	112,386	0
		7200 Office Supplies	6,207	5,871	3,806	0	1,000	4,806	1,000	26.3%	4,806	0	4,806	0
		7205 Computer Supplies	1,499	865	575	0	0	575	0	0.0%	575	0	575	0
		7210 Office Equip. & Furniture	778	3,450	1,027	0	0	1,027	0	0.0%	1,027	0	1,027	0
		7211 Computer Hardware/Software	11,733	8,693	11,024	0	0	11,024	0	0.0%	11,024	0	11,024	0
		7220 Copiers, Faxes and Supplies	2,940	5,801	8,254	0	0	8,254	0	0.0%	8,254	0	8,254	0
		7222 Printing	81,071	25,091	63,642	0	(1,000)	62,642	(1,000)	(1.6)%	62,642	0	62,642	0
		7330 Materials & Supplies	15,017	0	0	0	0	0	0	0.0%	0	0	0	0
		7331 Contractor & Contractor Mat.	176,481	0	0	0	0	0	0	0.0%	0	0	0	0
		7520 Professional Fees	34,226	33,088	56,955	0	0	56,955	0	0.0%	56,955	0	56,955	0
		7630 Wireless/Internet Commun.	1,913	3,988	5,757	0	0	5,757	0	0.0%	5,757	0	5,757	0
		7640 Cable Tv/Satellite	799	2,220	905	0	1,385	2,290	1,385	153.0%	2,290	0	2,290	0
		7699 Sundry Expenses	2,089	172	0	0	0	0	0	0.0%	0	0	0	0
		7790 Trsf. to Expend Res	13,700	(7,123)	0	0	0	0	0	0.0%	0	0	0	0
		Total Other Expenses	426,934	185,176	281,361	0	(0)	281,361	(0)	0.0%	281,361	0	281,361	0
Total Corporate Communications			1,340,297	1,009,487	1,031,469	79,270	(0)	1,110,739	79,270	7.7%	1,118,447	7,708	1,122,483	4,036

* Note: Actual Forecast 2011 is for reference purposes only and is based on year to date actuals as of September 2011 plus the remainder of the calendarized budget.

2012 Budget Variance Comments

7010 - Full Time	Increase due to economic adjustment, job evaluation and remainder pro-rated progression
7015 - Part Time	Increase due to pro-rated progression and remainder economic adjustment
7017 - Benefits	Increase in relation to salaries and budget guideline increase
7122 - Cellular Telephones	Reallocated to Cable TV/Satellite
7200 - Office Supplies	Reallocated from Printing
7222 - Printing	Reallocated to Office Supplies
7640 - Cable TV/Satellite	Reallocated from Cellular Telephones

2013 Budget Variance Comments

7010 - Full Time	Increase due to pro-rated progression
7017 - Benefits	Increase in relation to salaries and budget guideline increase

2014 Budget Variance Comments

7017 - Benefits	Increase due to budget guideline increase
-----------------	---

Note: Part Time staff person not budgeted is being funded by savings in Advertising and Professional Fees

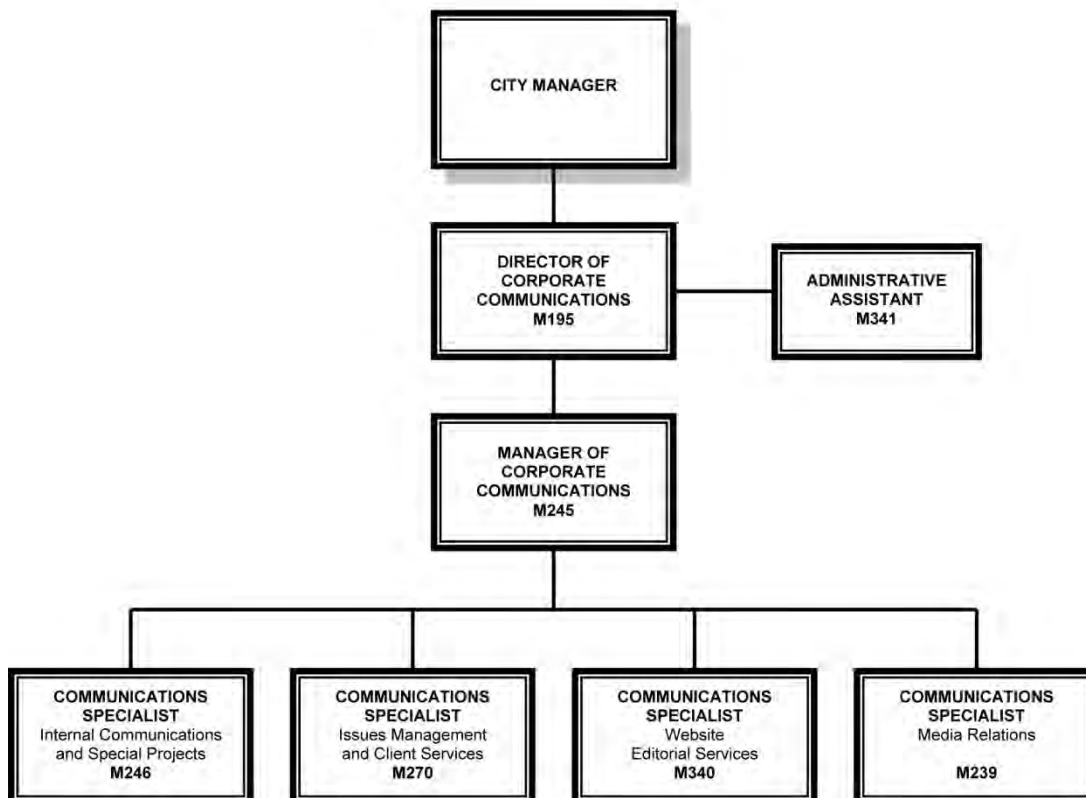
2012-14 Business Plan

BUSINESS OVERVIEW

Service Statement:

Corporate Communications provides professional, fully-integrated communications support and services that inform and engage the community and promote a positive image of the City. The department supports Council and the Corporation by providing strategic communications products, services and advice; managing corporate protocols; and facilitating internal communications to increase employee engagement.

Service Profile:



OCTOBER 2010

2012-14 Business Plan

Full Time, Part Time and Overtime – Budgeted Amounts

	2010	2011	2012 Base	Additional Resource Requests		
				2012	2013	2014
Full Time	9	7	7	3	1	0
Part Time	2	1	1			
Overtime						

Key Stakeholders:

Communications support for Mayor and Members of Council, City Manager and Senior Management Team. External stakeholders include residents, local businesses, special interest groups, other levels of government, business organizations and associations, and the media. Support project-specific communications for various City departments. Internal communications for City employees.

The key stakeholders list is determined by the department's strategic goals:

- Provide easy and full public access to information on City programs and activities.
- Effectively communicate service levels provided by the City to residents and local businesses.
- Promote a positive City image.
- Promote participation in local government through community engagement.
- Support the communications needs of City departments which provide public information services.
- Strengthen the City's corporate culture through effective internal communications and clearly-communicated policies.
- Ensure the media is fully briefed and updated.

2012-14 Business Plan

Work Plan:

Link to Vaughan Vision 2020:

- Demonstrate Excellence in Service Delivery
- Demonstrate Effective Leadership
- Value and Encourage a Highly Motivated Workforce

Future Pressures and Opportunities:

The department continues to fulfill its primary responsibilities in delivering core services which include media relations, issue management, City website content, advertising, council communications support, client services (other departments), and internal communications.

The strategic goal of promoting a positive image of the City, with a focus on strengthening the brand identity of the City, would require advertising, marketing, and public relations initiatives. However, the scope and reach of these initiatives will be largely dependent on the level of investment in staff resources and program budgets. The use of new technologies, including e-newsletters and social media networks, improves the effectiveness and reach of City communications, and supports efforts to build a wider audience. This approach supplements the use of traditional communications, such as media releases, brochures, and print advertisements and extends the reach to other demographics and a wider audience.

In order to enhance public consultation efforts, expanded use of surveys and focus groups would be required. Previous surveys conducted by the City have identified public engagement and communications as key strategic issues for citizens and businesses.

2012-14 Business Plan

Business Plan Objectives

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
1. Update the Communications Strategy	Q4/11	Draft completed Sept 2010. Revise to support 2012 priorities	Revised strategy will support new Vaughan Vision goals and objectives.
2. Draft Internal Communications Strategy: to be reviewed by key stakeholders	Q4/11	May 2011 presentation to SMT. Draft to be completed in Dec.	Produce a comprehensive internal communications strategy
3. Expand/enhance the City website as the Corporation's primary communication tool – Corporate Communications is responsible for overall management of website content	Q4/11	Responsibilities defined. Key content identified. Templates to be completed in Sept.	New website is now an ITM led project called Vaughan Online to launch Dec 2011
4. Develop external communications initiatives to support the delivery of quality services and public information, including the enhancement of public consultation opportunities	Q4/11	Staff committee on Social Media reviewed draft policy in June. Social media sites launched	New communications tools to reach a wider audience

2012-14 Business Plan

2012-14 Business Plan Objectives:

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2012 (Top 3 Objectives)			
1. Implement strategic communications initiatives to promote a positive image of the City, ensuring brand integrity and communicating the City's successes.	Q4/12	Viable City brand. Improved media relations.	New staff complement for advertising and marketing (ARR)
2. Provide a fully integrated suite of communication services in order to ensure citizen focused communications, including rollout of new City website and other web-based technologies, social media, and the development and administration of online surveys and focus groups.	Q2/12	Improved public engagement and communications with citizens. Online citizen survey deferred to 2012 from 2011 budget proposal	On-line citizen public engagement forum supported by Strategic Planning and requested advertising and marketing staff.
3. Strengthen the City's internal communications	Q2/12	Strategy, to be completed Q4/11, will be implemented	Corp Comm, Human Resources and Strategic Planning
2013 (Top 3 Objectives)			
1. Collaborate with appropriate departments to develop the tools needed to enhance community engagement	Q4/13	Establish a virtual town hall	New staff complement for website content (ARR). Existing staff working with Strategic Planning and ITM departments
2. Improving program-based communications utilizing a performance measurement "dashboard" or software program which provides updates for all projects and initiatives	Q2/13	Enhance accountability and transparency	Corp Comm staff to support Strategic Planning department
3. Enhance delivery of core communications services	Q2/13	Mobile app for City communications	Outsource technical requirements
2014 (Top 3 Objectives)			

2012-14 Business Plan

1. Consolidate City's marketing services	Q2/14	Boost brand integrity and support requirements of all City departments	Consolidation of existing staff resources
2. Establish dedicated web team	Q2/14	Improve effectiveness of web-based communications and support requirements of all City departments	Consolidation of existing staff resources and new hires
3. Implement Corporate advertising program	Q2/14	Improve reach of corporate brand	Budget for ad creative and placement costs

2012-14 Business Plan

KEY PERFORMANCE INDICATORS (2008-2013):

1. # of News Releases and Media Advisories issued
2. # of Media Contacts/Inquiries
3. # of Media Clippings of published stories on Vaughan
4. # of visitors to the City Website
5. # of Website Postings

The following performance indicators are being discontinued as the data tracks the department's level of "activity" but does not necessarily indicate the "value" of these services to the corporation:

1. # of News Releases and Media Advisories issued
5. # of Website Postings

The following performance indicators are being added as the collected data will better indicate the "value" of these services to the corporation:

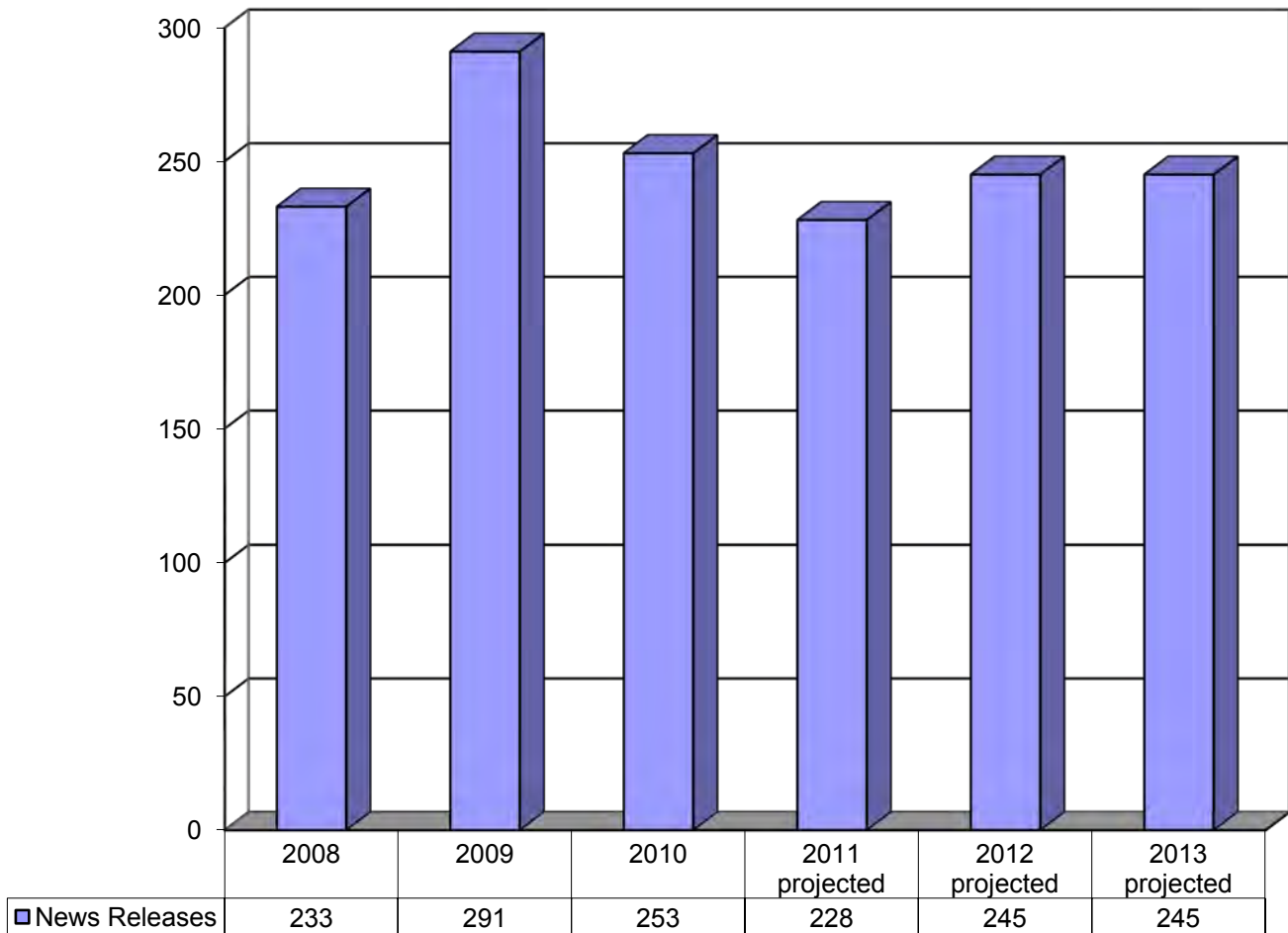
6. # of media stories generated by City-issued news releases, public service announcements and media advisories
7. # of subscribers to the City's social media sites
8. # of subscribers to the City's e-newsletter

2012-14 Business Plan

Measure: NUMBER OF NEWS RELEASES AND MEDIA ADVISORIES ISSUED

THIS MEASUREMENT WILL BE DISCONTINUED

Definition: News Releases and Media Advisories are issued to the Media List by email and News Releases are emailed and posted to the City's website and intranet.



KEY CONCLUSION:

There has been a concerted effort to decrease the number of news releases and media advisories issued by the City, focusing instead on fewer topics that have high news value. However, overall commitment of staff resources remains unchanged as "news-worthy" topics require more research, backgrounders and key messages. In addition, Public Service Announcements without quotes are now being used for more routine topics (i.e. new swim program).

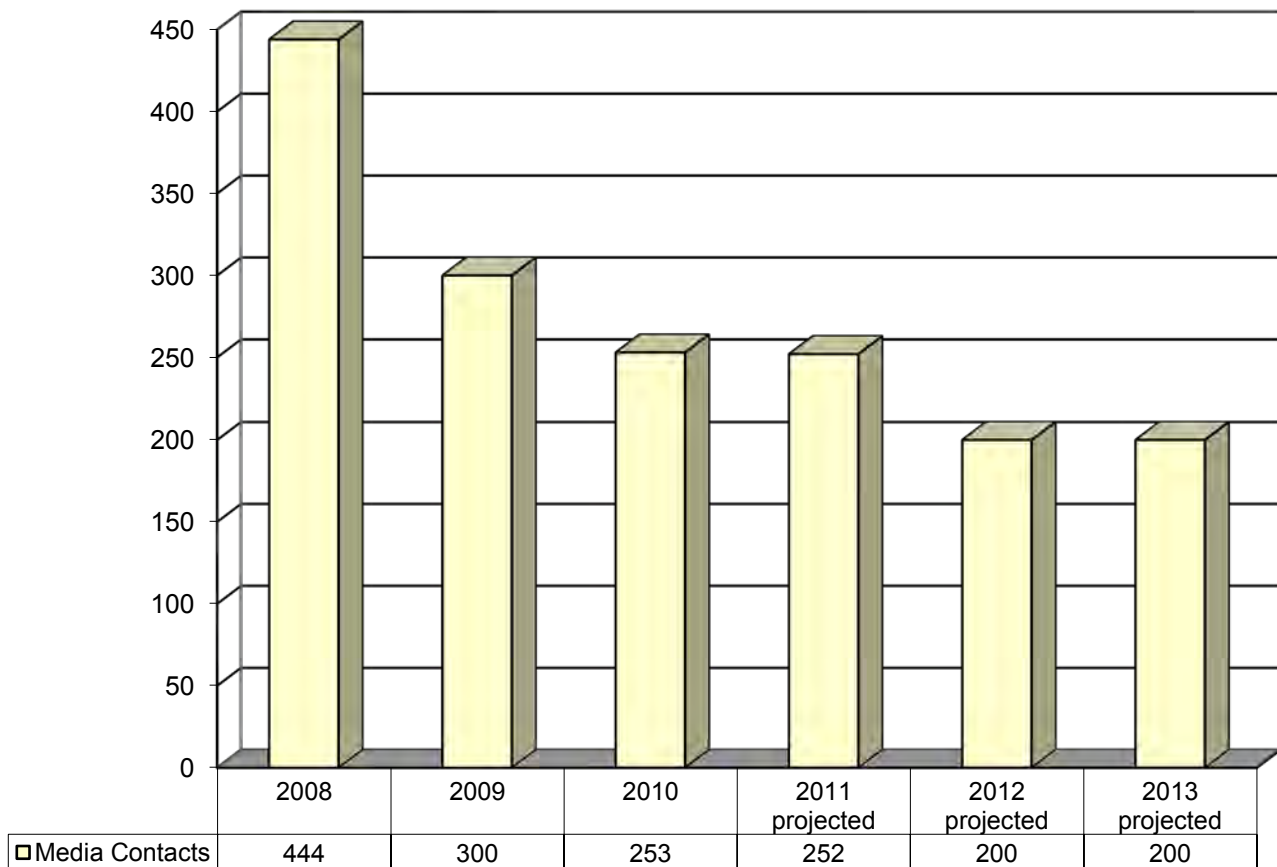
NOTES ABOUT THE MEASURE:

The department has the staff resources to produce approximately 245 news releases and media advisories per year, including research, fact checking, writing, revisions, the approval process, distribution, and web posting. A higher requirement results in re-tasking staff, and delays in other projects.

2012-14 Business Plan

Measure: NUMBER OF MEDIA CONTACTS/INQUIRIES

Definition: All contacts with members of the media are documented, including purpose (arrange interview, forward background information, provide photography, etc.).



KEY CONCLUSION:

Local media interest in the City of Vaughan continues to be strong, but coverage by the “national” media has declined. The number of media contacts is directly related to the level of political activity and the number of topics requiring Issue Management. From its peak following the 2006 election, activity has been slowly returning to pre-2006 levels.

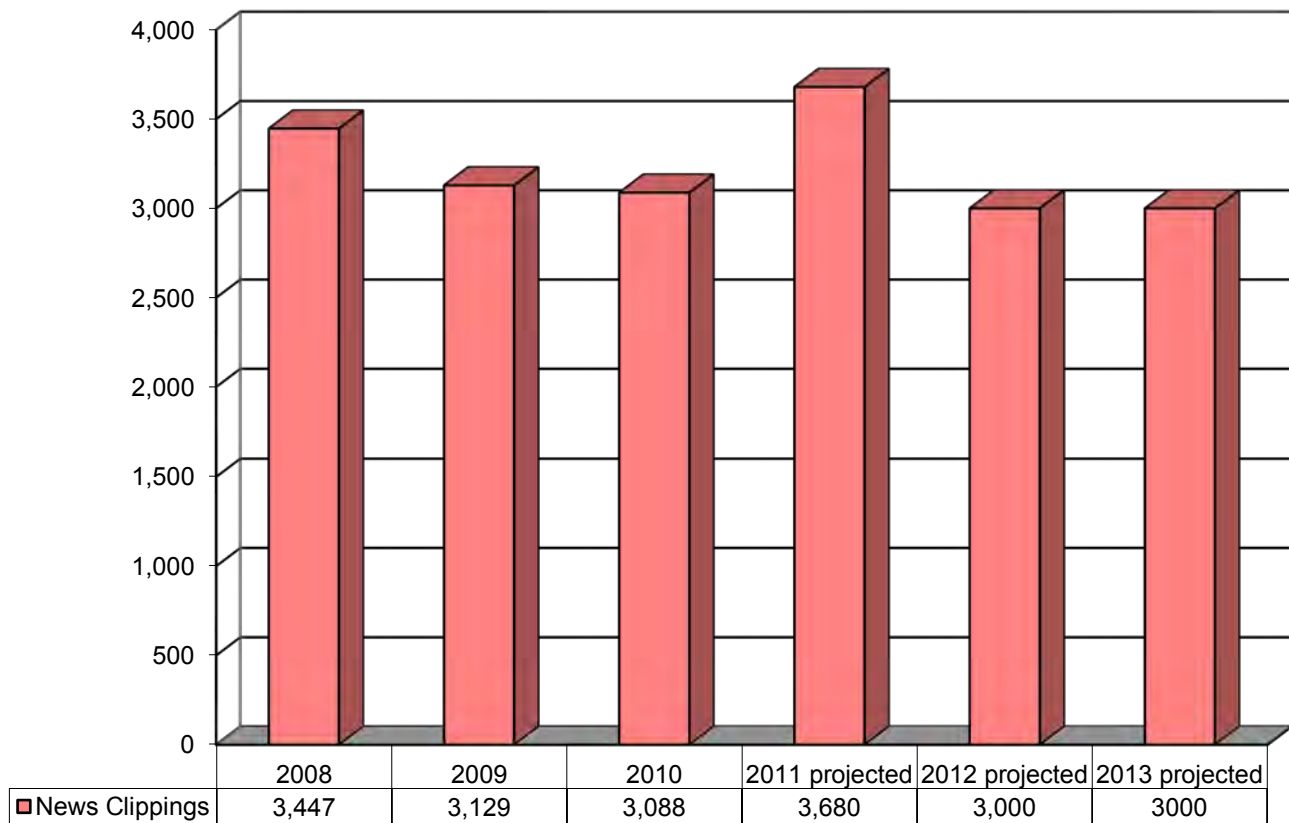
NOTES ABOUT THE MEASURE:

The average time per routine media contact is estimated at 30 minutes (excluding topics requiring Issue Management and a greater time commitment). As a priority task, up to four FTEs can be involved in media relations although routine inquiries only require one FTE.

2012-14 Business Plan

Measure: NUMBER OF MEDIA CLIPPINGS OF PUBLISHED NEWS STORIES ON VAUGHAN

Definition: This includes all media monitoring systems, including a contracted media clipping service, and departmental monitoring activities of the print media and news websites. Content includes stories specific to the Corporation of the City of Vaughan, as well as general news and current affairs relating to Vaughan.



KEY CONCLUSION:

The City does receive a high level of media coverage, compared to neighbouring municipalities, particularly in the local print media. Many media stories are based on issued news releases and PSAs or attendance at Council meetings, but do not require follow-up interviews – this explains how published stories increased in 2011 but media inquiries declined in the same period.

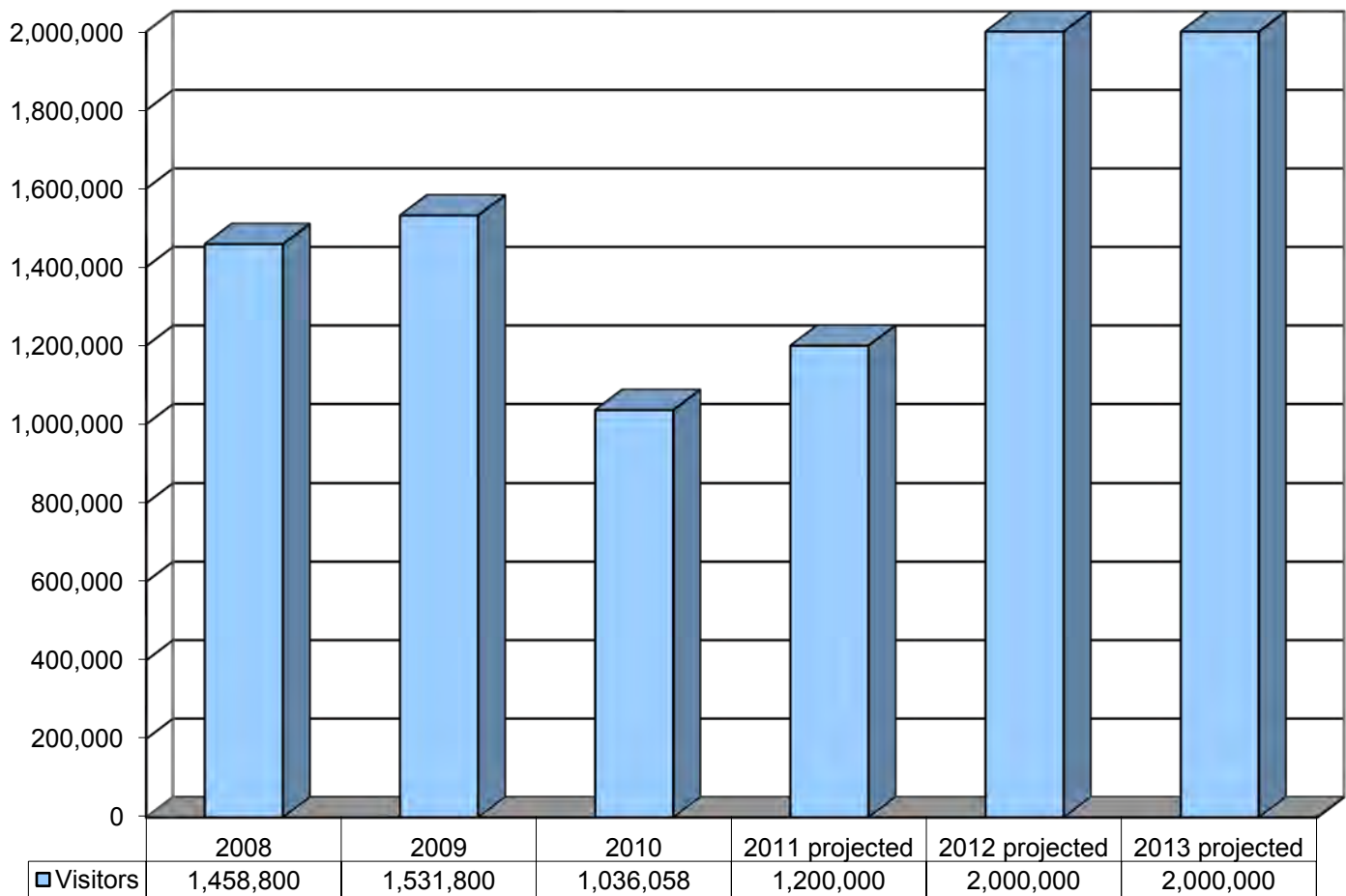
NOTES ABOUT THE MEASURE:

The media monitoring systems now in place cover published stories and reports from across Canada, and there is an ongoing effort to expand monitoring of news websites and broadcast media (TV and radio).

2012-14 Business Plan

Measure: **NUMBER OF VISITORS TO THE CITY WEBSITE PER YEAR**

Definition: A "visitor" to the website represents one computer link up and does not include repeat visits in the same day.



KEY CONCLUSION:

The current website is outdated and difficult to navigate, and these factors have contributed to the decrease in visitors. This activity is expected to increase substantially with the new design and navigation tools being launched under the Vaughan On Line program in December 2011. Efforts to achieve wider publication of the City's website address continue.

NOTES ABOUT THE MEASURE:

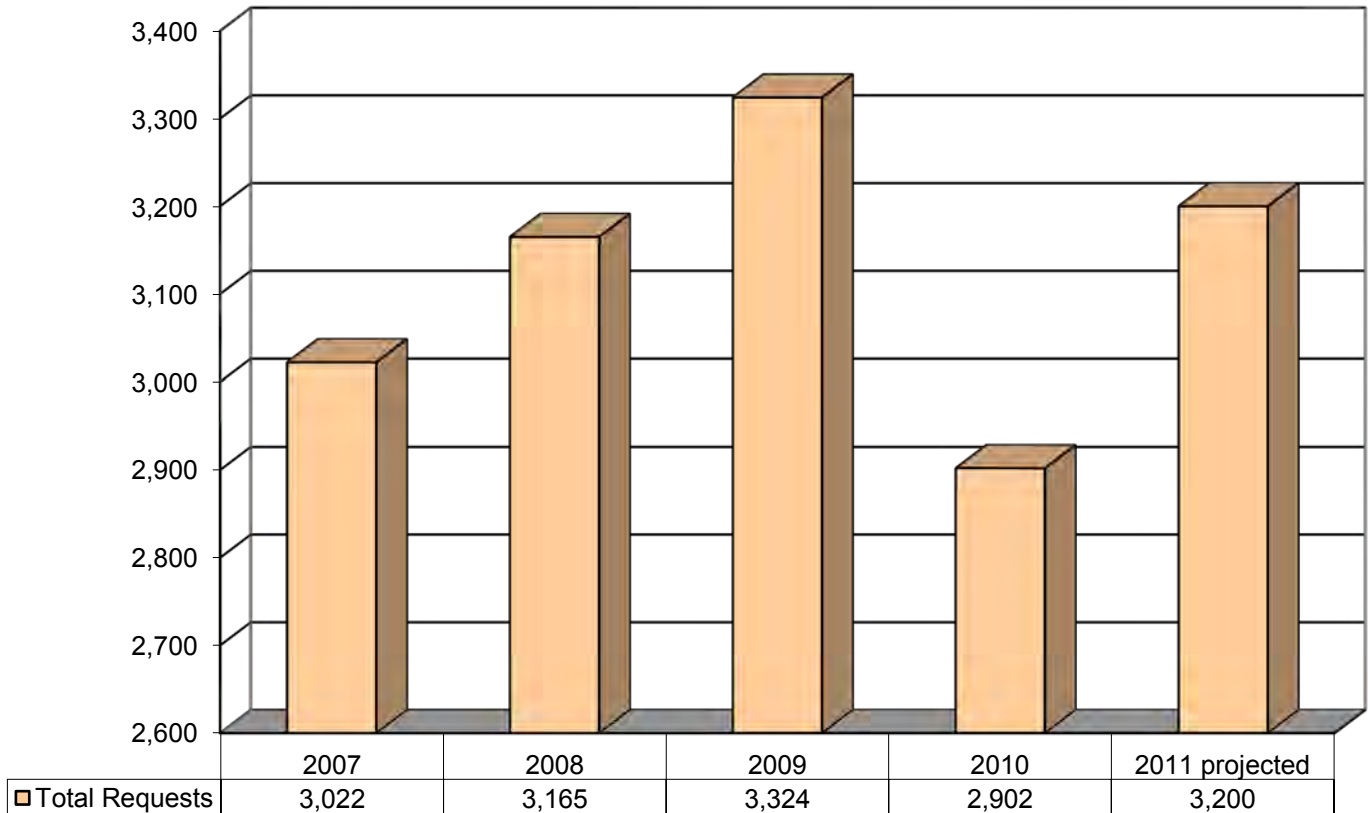
"Number of visitors" is the best indicator of a website's popularity, as opposed to the "hit count."

2012-14 Business Plan

Measure: **NUMBER OF WEBSITE POSTINGS**

THIS MEASUREMENT WILL BE DISCONTINUED

Definition: A “posting” is a file or other website content that has been added to the existing website, including corrections to existing content.



KEY CONCLUSION:

This performance measurement is being discontinued as it indicates the level of “activity” of City staff in maintaining the website, but it does not document the “value” provided to the corporation. It does not reflect the work required to update the website, nor does it measure the usefulness of the site to the public.

NOTES ABOUT THE MEASURE:

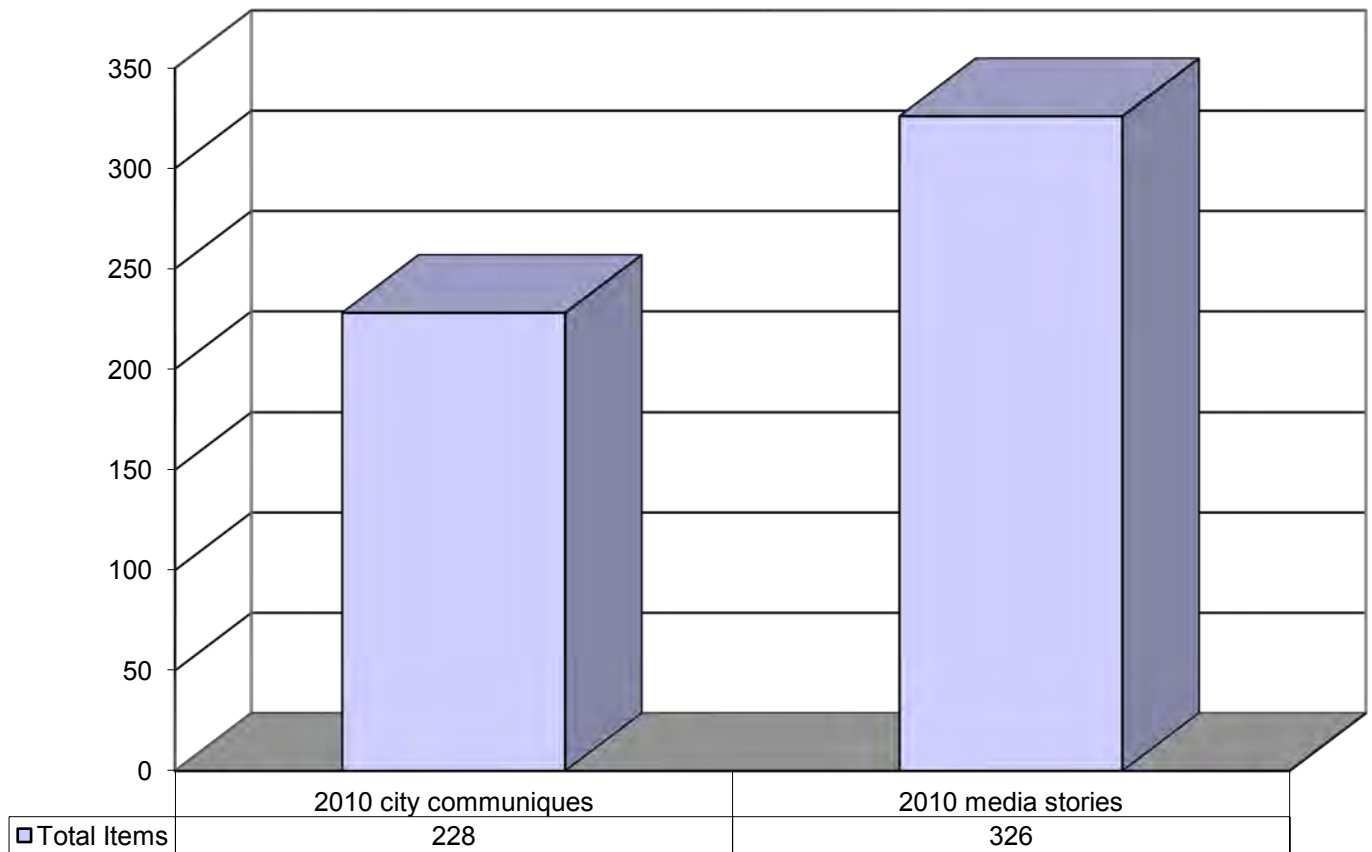
Several City departments now have direct posting access to the City website through a temporary Content Management System. There is not a reliable tracking system in place to record all changes/postings to the website.

2012-14 Business Plan

Measure: **NUMBER OF MEDIA STORIES GENERATED BY CITY-ISSUED COMMUNIQUE**

THIS IS A NEW PERFORMANCE MEASUREMENT

Definition: A "communiqué" refers to a City-issued news release, public service announcement, or media advisory.



KEY CONCLUSION:

This new performance measurement indicates how many media stories were directly generated from City-issued news releases and public service announcements. Almost 100% of all news stories generated by Corporate Communications are published by a least one media outlet. It is important to note that City generated communiqués also provide content for the news section of the City's website.

NOTES ABOUT THE MEASURE:

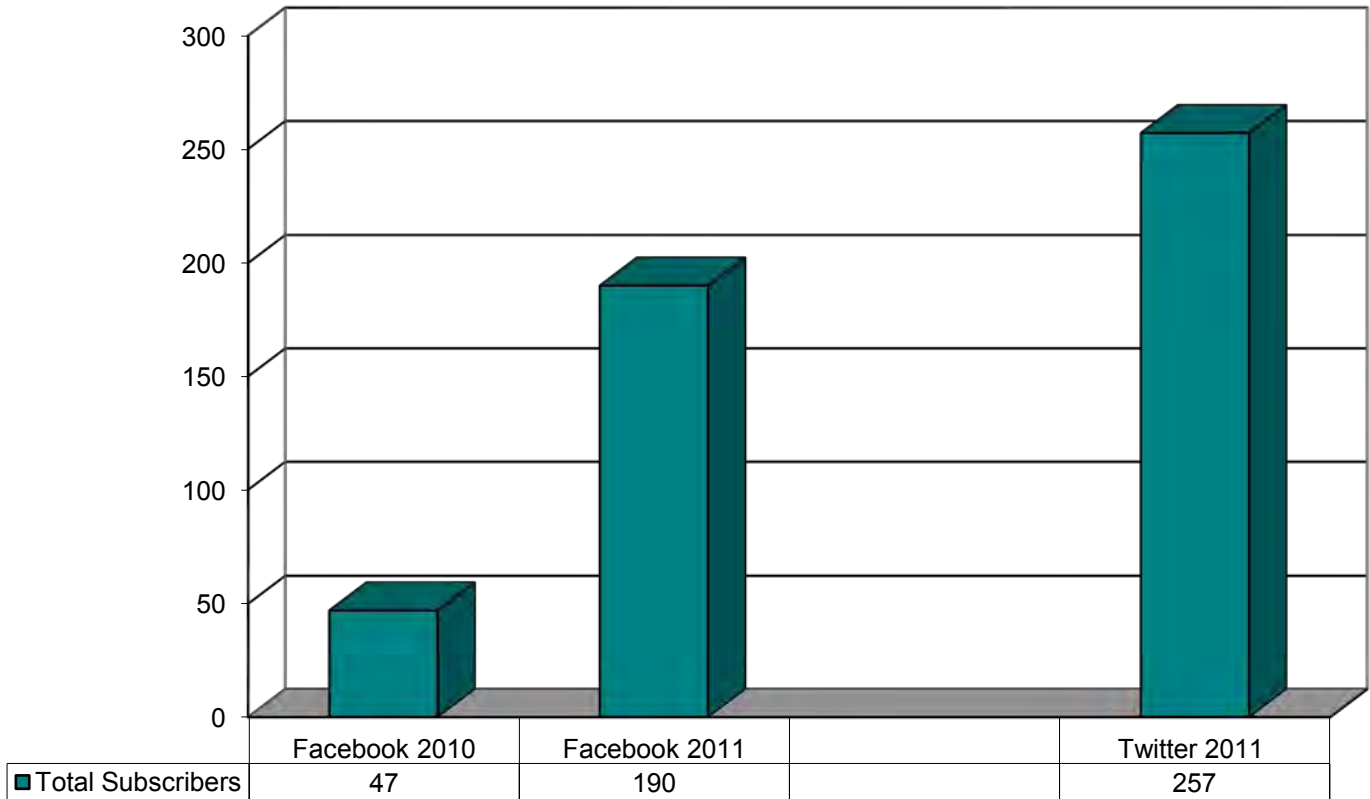
An efficient system for tracking City-generated media coverage is being developed. Other sources of information for the media, not tracked here, would include: media-generated story ideas; media coverage of council proceedings; Council attendance at public events; and media interviews with Council Members.

2012-14 Business Plan

Measure: NUMBER OF SUBSCRIBERS TO CITY SOCIAL MEDIA SITES

THIS IS A NEW PERFORMANCE MEASUREMENT

Definition: A "subscriber" is a user of a City social media site (also called "follower" or "like").



KEY CONCLUSION:

This new performance measurement will track the City's use of corporate social media sites. A campaign has been launched to publicize the availability of these services and social media icons are now included on the City website and corporate publications.

NOTES ABOUT THE MEASURE:

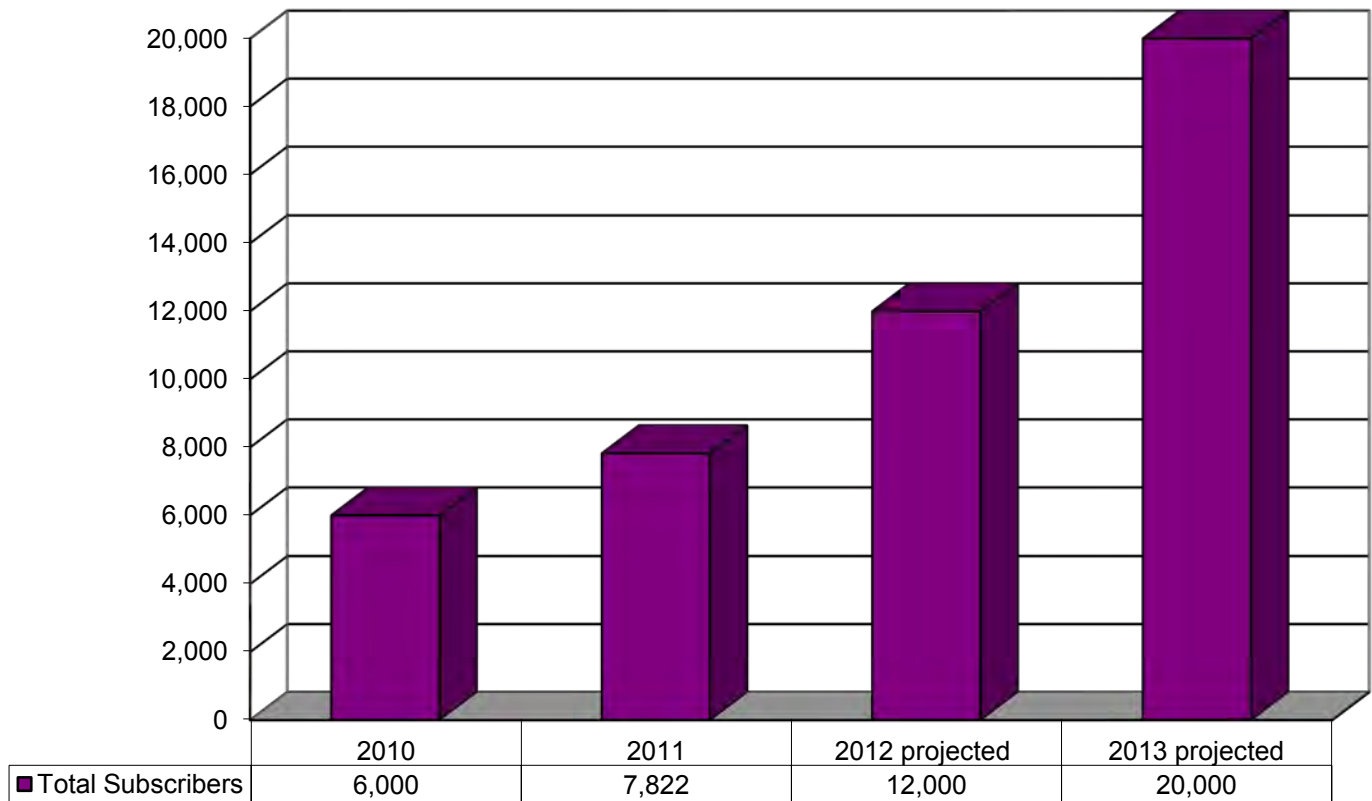
Insufficient data is available to provide projections. The City's first social media site was launched in 2010. As more data is collected, this user tracking may be adjusted to more accurately represent the reach of this new media. For example, 36 tweets or messages issued by the City in 2011 were re-tweeted or re-broadcast to approximately 26,000 people.

2012-14 Business Plan

Measure: NUMBER OF SUBSCRIBERS TO THE CITY E-NEWSLETTER

THIS IS A NEW PERFORMANCE MEASUREMENT

Definition: A "subscriber" is someone who has submitted an online or written request to the City to receive the monthly City Update e-newsletter sent directly to the subscriber's email address.



KEY CONCLUSION:

The corporate e-newsletter is a new web-based communications vehicle which has great potential for reaching a sizable audience. There has been a significant increase in subscribers since Corp Comm launched a promotional campaign, and these efforts will be expanded over the next two years.

NOTES ABOUT THE MEASURE:

The original subscriber list was generated before the corporate e-newsletter was launched in January, 2010. The 2011 result is the total number of subscribers as of August, 2011.

2012-14 Business Plan

Overall Conclusion:

In 2010, the City moved forward with a limited branding program with the redesign of the City logo. A municipal brand reflects and communicates the “image” of the city, capturing the essence of what makes a municipality unique and great. The City’s logo is the graphical representation of the City’s brand, and only part of the overall municipal brand. One objective of a successful municipal brand is to represent all activities of a city, such as economic development, tourism, the strategic vision, and key programs. An effective brand is adopted by key stakeholders, including residents and local businesses who will start using your brand message when describing or referring to the city. Expanding the City’s branding initiatives will largely depend on the advertising, marketing and public relations resources available to Corporate Communications.

Corporate Communications is employing new technologies, including e-newsletters and social media networks, to improve the effectiveness and reach of City communications. This approach supplements the use of traditional communications such as media releases, brochures, and print advertisements. To date, these efforts have added to the department’s core services but further benefits may depend on the availability of additional resources.

Surveys and focus groups conducted by the City have identified public engagement and communications as key strategic issues for citizens and businesses. The City can make an investment in community engagement through the use of surveys, focus groups and virtual town halls.

The world of communications moves quickly. The progressive image of the City will depend in large part on how well the City utilizes these new channels of communication.

Commissioner Sign-off

Date (mm/dd/yy)

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

ADDITIONAL RESOURCE REQUEST

Request Title Communications Specialist, Strategic Communications

Business Unit # 020002 Corporate Communications

126 - Corporate Communications

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	1.00	-	-	1.00	-	1.00
Net FTE's	1.00	-	-	1.00	-	1.00
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	134,043	-	-	134,043	-	134,043
Other continuous costs	2,000	-	-	2,000	-	2,000
One-time expenses	3,334	(3,334)	-	-	-	-
Offsets/reductions	(139,377)	-	-	(139,377)	-	(139,377)
Net Operating Budget	\$ (0)	\$ (3,334)	\$ -	\$ (3,334)	\$ -	\$ (3,334)
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☐ Departmental ☒ Corporate

This new senior position of Communications Specialist, Strategic Communications would be responsible for providing strategic communications and public relations support to the City. This includes timely and knowledgeable strategic communications counsel and advice to the Mayor's Office, Members of Council, the City Manager and senior management on both a proactive and responsive basis, as required. Takes a leadership role in planning and implementing issues management and media strategies in support of the City's goals, objectives, programs and services that target external and internal audiences. Responsible for defining key messages and detailing results-oriented action plans that address a broad range of issues that are critical to the effective operations and image of the corporation. Responsible for the City's reputation management and conducts proactive media outreach.

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

Milestones or Deliverables	Timelines	Comments

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

Department Impacted	Describe Impact (Cost/time/benefit)	Were they Consulted?
All	Substantial impact on all departments.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Strategic Planning	Public relations function supports research activities for strategic planning	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No

Other comments:

Develops public relations campaigns to communicate a positive City image and protect the City's reputation, supporting all corporate programs and initiatives.

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title		Communications Specialist, Strategic Communications					
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
Organizational	Ensure a High Performing Organization PRIORITY GOAL	Review and redesign as appropriate, the internal communications strategy to ensure its effectiveness throughout the organization	19		Q2/11, Revised Q4/11	Medium	Mandatory
Staff	Demonstrate Effective Leadership	Ensure citizen-focused communication initiatives: Establish and implement a more effective model for civic engagement and enhance our public consultation strategy	2		Q4/10 , Revised Q4/11	High	Mandatory
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:							
This ARR directly supports the strategic goals of establishing effective external and internal communications and strengthening and promoting the City brand. It will deliver proactive communications and public relations that convey the corporate goal of "service excellence" to both external and internal stakeholders.							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
	Name/description of service level target:		Target Level	Current Level	Level with ARR		
1)							
2)							
3)							
Describe how this request relates to Departmental Business Plan:							
The Corporate Communications strategy includes the provision of proactive strategic communications and this new position will be responsible for defining key messages and detailing results-oriented action plans to address a broad range of issues that are critical to the effective operations and image of the corporation.							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary	Improve Corp. Image			Secondary	Improve Staff Moral		
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?							
The public relations function targets an external audience and improves the image of the City through proactive communications. These factors will also strengthening the Employee Value Proposition (EVP) by improving the public perception of City staff as as dedicated professionals.							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings			Incl. in offsets (Section #9)?
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							
Corporate Communications will continue to provide communications support for City projects and staff initiatives, including writing, editing and layout services. However, Corp Comm does not have an inhouse capability to provide public relations and research-based issues management.							

Request Title	Communications Specialist, Strategic Communications
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input checked="" type="radio"/> None</p> <p><input type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <p></p> <p></p> <p></p> <p></p> <p></p> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <p>◀ ▶ None Low Medium High</p> <p>Financial Impact</p> <p>◀ ▶ \$0 \$10,000 \$100,000 \$1,000,000 > \$10,000,000</p> <p>Health and Safety Risk (click on the word)</p> <p><input checked="" type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <p>◀ ▶ None Minor Major Severe</p> <p>Probability of Health & Safety Issue</p> <p>◀ ▶ None Low Medium High</p> </div> <div style="width: 50%;"> <p>Comments</p> <p><i>Please describe the type and nature of risk</i></p> <p></p> <p></p> <p></p> <p></p> <p></p> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input type="radio"/> Inability to support the department's directive</p> <p><input checked="" type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p> <p></p> <p></p> <p></p> <p></p>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	
<p>Without a dedicated position, the delivery of strategic communications will remain at its current level. Any public relations requirement will be contracted out as in past years.</p> <p></p> <p></p> <p></p> <p></p>	

Request Title	Communications Specialist, Strategic Communications			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2012			
Position title	Communications Specialist, Strategic			
Estimated start date	January 1, 2012			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Mgmt/Non-union			
If contract, specify length (months or yrs)	N/A			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	020002			
Grade level	9			
Est. starting step	3			
Desktop (HR) Review Performed?	No			
B&F Accommodations Available?	Yes			
ITM Hardware required?	Yes			
Capital Equipment Required?	Yes			
Complement Annual Cost Detail				
Annual full-time \$	106,383			106,383
Annual part-time \$	-	-	-	-
Annual shift premiums, etc	-			-
Annual overtime \$	-			-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	27,660	-	-	27,660
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 134,043	\$ -	\$ -	\$ 134,043
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	020002.7200	-		-
2) Training & Developme	020002.7115	1,200		1,200
3) Cellular Line Charges	020002.7122.01	800		800
4) Mileage	020002.7100	-		-
Subtotal	\$ 2,000	\$ -	\$ -	\$ 2,000
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	020002.7211.01	1,850		1,850
2) Computer Hardware	020002.7211.01	334		334
3) Other (Please detail in	#N/A	1,150		1,150
4)	#N/A	-		-
Subtotal	3,334	-	-	3,334
2012 Total Complement Annual Costs	\$ 139,377	\$ -	\$ -	\$ 139,377
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments: Other costs include: Phone, headset and Mobile phone				

Request Title		Communications Specialist, Strategic Communications						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
	ASSOCIATED CAPITAL FUNDING	Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1								\$ -
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)	106,383	-	-			
2	* Benefits	(From sect. 7)	27,660	-	-			
3	* Complement sch. Expenses (calculated field)	(From sect. 7)	2,000	-	-			
4								
5								
6								
7								
Subtotal				136,043	-	-	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)	3,334	-	-		-	
2							-	
3							-	
Subtotal				3,334	-	-	-	
OFFSETS - cost savings, reductions, etc								
1	7135 Advertising Reallocation		(45,000)					
2	7520 Professional Fees Reallocation		(39,391)					
3	Contingency Account		(54,986)					
Subtotal				(139,377)	-	-	-	
TOTAL OPERATING BUDGET CHANGE				(0)	-	-	-	
COMPLEMENTS & FTE's								
# of positions requested			(From sect. 7)	1.00	-	-	1.00	
FTE's			(From sect. 7)	1.00	-	-	1.00	
FTE reductions/offsets			(Manual Field)	-			-	
Net FTE's			(From sect. 7)	1.00	-	-	1.00	

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

ADDITIONAL RESOURCE REQUEST

Request Title Communications Specialist, Client/Issue Management

Business Unit # 020002 Corporate Communications

126 - Corporate Communications

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	1.00	-	-	1.00	-	1.00
Net FTE's	1.00	-	-	1.00	-	1.00
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	109,464	-	-	109,464	-	109,464
Other continuous costs	-	-	-	-	-	-
One-time expenses	-	-	-	-	-	-
Offsets/reductions	(109,464)	-	-	(109,464)	-	(109,464)
Net Operating Budget	\$ (0)	\$ -	\$ -	\$ (0)	\$ -	\$ (0)
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☐ Departmental ☒ Corporate

The existing position of Communications Specialist, Client/Issue Management, is essential for providing communications support to the Mayor and Members of Council. This position is currently filled as a "temporary" contract, without benefits or job security. This is a request to convert this position to a permanent full-time status.

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

Milestones or Deliverables	Timelines	Comments

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

Department Impacted	Describe Impact (Cost/time/benefit)	Were they Consulted?
Council	Need to maintain level of communications support provided to Council	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No

Other comments:

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title		Communications Specialist, Client/Issue Management					
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
Staff	Demonstrate Effective Leadership	Ensure citizen-focused communication initiatives: Establish and implement a more effective model for civic engagement and enhance our public consultation strategy	2		Q4/10 , Revised Q4/11	High	General Correlation
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
	Name/description of service level target:		Target Level	Current Level	Level with ARR		
1)							
2)							
3)							
Describe how this request relates to Departmental Business Plan:							
Communications support to the Mayor and Members of Council is a mandated function of the department, yet it is staffed on a "temporary" basis.							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary	Leverage Innovation/Creativity			Secondary	Improve Staff Moral		
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings			Incl. in offsets (Section #9)?
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							
Maintain this position as a contract position. This is the only full-time contract position in the department. This situation only exists because the position was transferred from Clerks to Corp Comm without any assessment of the status of the position.							

Request Title	Communications Specialist, Client/Issue Management
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input checked="" type="radio"/> None</p> <p><input type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <p></p> <p></p> <p></p> <p></p> <p></p> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <p>◀ ▶</p> <p style="text-align: center;">None Low Medium High</p> <p>Financial Impact</p> <p>◀ ▶</p> <p style="text-align: center;">\$0 \$10,000 \$100,000 \$1,000,000 > \$10,000,000</p> <p>Health and Safety Risk (click on the word)</p> <p><input checked="" type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <p>◀ ▶</p> <p style="text-align: center;">None Minor Major Severe</p> <p>Probability of Health & Safety Issue</p> <p>◀ ▶</p> <p style="text-align: center;">None Low Medium High</p> </div> <div style="width: 50%;"> <p>Comments</p> <p><i>Please describe the type and nature of risk</i></p> <p></p> <p></p> <p></p> <p></p> <p></p> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input checked="" type="radio"/> Inability to support the department's directive</p> <p><input type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p> <p></p> <p></p> <p></p> <p></p>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	
<p>This change of status of this job position addresses the corporate priority of staff retention. This contract position was transferred from Clerks to Corporate Communications five years ago. The move has been successful and it has been demonstrated that this function should be part of Corporate Communications and as such should be structured the same as other positions in the department (permanent full-time).</p>	

Request Title	Communications Specialist, Client/Issue Management			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2012			
Position title	Communications Specialist, Client/Issue			
Estimated start date	January 1, 2012			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Mgmt/Non-union			
If contract, specify length (months or yrs)	N/A			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	020002			
Grade level	6			
Est. starting step	5			
Desktop (HR) Review Performed?	N/A			
B&F Accommodations Available?	Yes			
ITM Hardware required?	No			
Capital Equipment Required?	No			
Complement Annual Cost Detail				
Annual full-time \$	86,876			86,876

Annual overtime \$		-			-
* PT vacation pay (calculated field)		-	-	-	-
* Annual benefits (calculated field)	22,588	-	-	-	22,588
* FT contract benefits in lieu (calculated field)		-	-	-	-
Subtotal	\$ 109,464	\$ -	\$ -	\$ -	\$ 109,464
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.			
1) Office Supplies	020002.7200	-			-
2) Training & Developme	020002.7115	-			-
3) Cellular Line Charges	020002.7122.01	-			-
4) Mileage	020002.7100	-			-
Subtotal		\$ -	\$ -	\$ -	\$ -
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.			
1) Computer Hardware	020002.7211.01	-			-
2) Office Equip. & Furnitu	020002.7210	-			-
3) Training & Developme	020002.7115	No			-
4)	#N/A	-			-
Subtotal		-	-	-	-
2012 Total Complement Annual Costs	\$ 109,464	\$ -	\$ -	\$ -	\$ 109,464
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -	\$ -

Additional Comments:

Request Title		Communications Specialist, Client/Issue Management						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1								\$ -
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)	86,876	-	-			
2	* Benefits	(From sect. 7)	22,588	-	-			
3	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-	-			
4								
5								
6								
7								
Subtotal				109,464	-	-	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-	-	-	-	
2							-	
3							-	
Subtotal				-	-	-	-	
OFFSETS - cost savings, reductions, etc								
1	7015 P/T Salary		(97,574)					
2	7017 P/T Benefits		(9,465)					
3	7135 Advertising Reallocation		(2,425)					
Subtotal				(109,464)	-	-	-	
TOTAL OPERATING BUDGET CHANGE				(0)	-	-	-	
COMPLEMENTS & FTE's								
# of positions requested			(From sect. 7)	1.00	-	-	1.00	
FTE's			(From sect. 7)	1.00	-	-	1.00	
FTE reductions/offsets			(Manual Field)	-			-	
Net FTE's			(From sect. 7)	1.00	-	-	1.00	

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

ADDITIONAL RESOURCE REQUEST

Request Title Communications Specialist, Website Content Management

Business Unit # 020002 Corporate Communications

126 - Corporate Communications

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	-	-	1.00	1.00	-	1.00
Net FTE's	-	-	1.00	1.00	-	1.00
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	-	-	84,520	84,520	-	84,520
Other continuous costs	-	-	800	800	-	800
One-time expenses	-	-	4,000	4,000	(4,000)	-
Offsets/reductions	-	-	-	-	-	-
Net Operating Budget	\$ -	\$ -	\$ 89,320	\$ 89,320	\$ (4,000)	\$ 85,320
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☐ Departmental ☒ Corporate

The new full-time position of Communications Specialist, Web Content Management, will support the full deployment of the City's new website under the Vaughan Online (VOL) program.

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

Milestones or Deliverables	Timelines	Comments
Launch of new City website	Dec. 2011	Content Management System provided to all departments

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

Department Impacted	Describe Impact (Cost/time/benefit)	Were they Consulted?
All	Substantial impact on departments as Corporate Communications has been assigned responsibility to review and approve posting of all website content generated by departments.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No

Other comments:

With the Dec 2011 launch, all departments become directly responsible for creating and posting information to the website (a role currently performed by ITM and Corp Comm). Once the new website is launched with its Content Management System, Corp Comm will not have the staff resources to provide website communications support to departments.

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title		Communications Specialist, Website Content Management					
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
Staff	Demonstrate Effective Leadership	Ensure citizen-focused communication initiatives: Establish and implement a more effective model for civic engagement and enhance our public consultation strategy	2		Q4/10 , Revised Q4/11	High	General Correlation
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
	Name/description of service level target:		Target Level	Current Level	Level with ARR		
1)							
2)							
3)							
Describe how this request relates to Departmental Business Plan:							
The corporate website is the primary communications vehicle for the City. Corporate Communications has overall management responsibility for							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary	Leverage Innovation/Creativity			Secondary	Improve User Satisfaction		
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?							
With the launch of the Vaughan Online website in 2011, each department will be responsible for posting all web content relating to their projects and activities. In order to maintain professional content and presentation, the Content Management System will include a mandatory approval and review mechanism managed by Corporate Communications.							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings			Incl. in offsets (Section #9)?
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							
A full-time permanent website team could be established to manage the new corporate website but this would require several new hires.							

Request Title	Communications Specialist, Website Content Management
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input checked="" type="radio"/> None</p> <p><input type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <p></p> <p></p> <p></p> <p></p> <p></p> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <p>◀ ▶</p> <p style="text-align: center;">None Low Medium High</p> <p>Financial Impact</p> <p>◀ ▶</p> <p style="text-align: center;">\$0 \$10,000 \$100,000 \$1,000,000 > \$10,000,000</p> <p>Health and Safety Risk (click on the word)</p> <p><input checked="" type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <p>◀ ▶</p> <p style="text-align: center;">None Minor Major Severe</p> <p>Probability of Health & Safety Issue</p> <p>◀ ▶</p> <p style="text-align: center;">None Low Medium High</p> </div> <div style="width: 50%;"> <p>Comments</p> <p><i>Please describe the type and nature of risk</i></p> <p></p> <p></p> <p></p> <p></p> <p></p> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input type="radio"/> Inability to support the department's directive</p> <p><input checked="" type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p> <p></p> <p></p> <p></p> <p></p>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	
<p>This position will be responsible for reviewing submitted materials before public posting for general presentation, grammar, compliance with Corporate policies, etc. This position requires proficiency in writing, editing and website layout. Without this position, each department will not have communications support for creating content for the new website.</p> <p></p> <p></p> <p></p> <p></p>	

Request Title	Communications Specialist, Website Content Management			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2014			
Position title	Communications Specialist - Website			
Estimated start date	January 1, 2014			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Mgmt/Non-union			
If contract, specify length (months or yrs)	N/A			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	020002			
Grade level	5			
Est. starting step	1			
Desktop (HR) Review Performed?	No			
B&F Accommodations Available?	Yes			
ITM Hardware required?	Yes			
Capital Equipment Required?	Yes			
Complement Annual Cost Detail				
Annual full-time \$	66,342			66,342
Annual part-time \$	-	-	-	-
Annual shift premiums, etc	-			-
Annual overtime \$	-			-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	18,178	-	-	18,178
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 84,520	\$ -	\$ -	\$ 84,520
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	020002.7200	-		-
2) Training & Developme	020002.7115	-		-
3) Cellular Line Charges	020002.7122.01	800		800
4) Mileage	020002.7100	-		-
Subtotal	\$ 800	\$ -	\$ -	\$ 800
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	020002.7211.01	4,000		4,000
2) Office Equip. & Furnitu	020002.7210	-		-
3) Training & Developme	020002.7115	No		-
4)	#N/A	-		-
Subtotal	4,000	-	-	4,000
2012 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ 89,320	\$ -	\$ -	\$ 89,320
Additional Comments:				

Request Title		Communications Specialist, Website Content Management						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1								\$ -
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)	-	-	66,342			
2	* Benefits	(From sect. 7)	-	-	18,178			
3	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-	800			
4								
5								
6								
7								
Subtotal				-	-	85,320	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-	4,000	(4,000)		
2							-	
3							-	
Subtotal				-	-	4,000	(4,000)	
OFFSETS - cost savings, reductions, etc								
1								
2								
3								
Subtotal				-	-	-	-	
TOTAL OPERATING BUDGET CHANGE					-	-	89,320	(4,000)
COMPLEMENTS & FTE's				2012	2013	2014	Total	
# of positions requested		(From sect. 7)	-	-	1.00	1.00		
FTE's		(From sect. 7)	-	-	1.00	1.00		
FTE reductions/offsets		(Manual Field)	-			-		
Net FTE's		(From sect. 7)	-	-	1.00	1.00		

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

ADDITIONAL RESOURCE REQUEST

Request Title Communications Specialist, Client Services

Business Unit # 020002 Corporate Communications

126 - Corporate Communications

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	-	-	1.00	1.00	-	1.00
Net FTE's	-	-	1.00	1.00	-	1.00
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	-	-	84,520	84,520	-	84,520
Other continuous costs	-	-	800	800	-	800
One-time expenses	-	-	4,000	4,000	(4,000)	-
Offsets/reductions	-	-	-	-	-	-
Net Operating Budget	\$ -	\$ -	\$ 89,320	\$ 89,320	\$ (4,000)	\$ 85,320
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☐ Departmental ☒ Corporate

This new permanent position will be responsible for communicating and marketing City programs and services. This Communications Specialist will directly support the communication requirements of a City department requiring assistance for a specific project or initiative (hence, the title "Client Services").

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

Milestones or Deliverables	Timelines	Comments

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

Department Impacted	Describe Impact (Cost/time/benefit)	Were they Consulted?
All	Substantial impact on departments.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No

Other comments:

If the lead department does not receive communications support from Corp Comm, the project lead will need to contract out these services or find a staff member capable of providing the required marketing and communications skills.

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Communications Specialist, Client Services						
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
Staff	Demonstrate Effective Leadership	Revised the city's branding strategy to enhance our image and marketing position COMPLETED	6	Completed	Q2/10	High	General Correlation
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
	Name/description of service level target:		Target Level	Current Level	Level with ARR		
1)							
2)							
3)							
Describe how this request relates to Departmental Business Plan:							
Corporate Communications is mandated to provide client services to all departments (if staff resources are available), providing marketing and communications support to the project lead of various City programs and initiatives.							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary	Improve Corp. Image			Secondary	Leverage Innovation/Creativity		
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?							
Consistent, professional-standard communications for all City projects is a corporate objective. This relates directly to the need to maintain the brand identity of the city.							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings			Incl. in offsets (Section #9)?
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							
Departments leading specific projects or initiatives can budget to contract out their marketing and communications requirements.							

Request Title	Communications Specialist, Client Services
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input checked="" type="radio"/> None</p> <p><input type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <p></p> <p></p> <p></p> <p></p> <p></p> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <p>◀ ▶ None Low Medium High</p> <p>Financial Impact</p> <p>◀ ▶ \$0 \$10,000 \$100,000 \$1,000,000 > \$10,000,000</p> <p>Health and Safety Risk (click on the word)</p> <p><input checked="" type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <p>◀ ▶ None Minor Major Severe</p> <p>Probability of Health & Safety Issue</p> <p>◀ ▶ None Low Medium High</p> </div> <div style="width: 50%;"> <p>Comments</p> <p><i>Please describe the type and nature of risk</i></p> <p></p> <p></p> <p></p> <p></p> <p></p> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input type="radio"/> Inability to support the department's directive</p> <p><input checked="" type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p> <p>Departments leading specific projects or initiatives can budget to contract out their marketing and communications requirements.</p> <p></p> <p></p>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	
<p>Departments leading specific projects or initiatives can budget to contract out their marketing and communications requirements.</p> <p></p> <p></p> <p></p> <p></p> <p></p>	

Request Title	Communications Specialist, Client Services			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2014			
Position title	Communications Specialist, Client			
Estimated start date	January 1, 2014			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Mgmt/Non-union			
If contract, specify length (months or yrs)	N/A			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	020002			
Grade level	5			
Est. starting step	1			
Desktop (HR) Review Performed?	No			
B&F Accommodations Available?	Yes			
ITM Hardware required?	Yes			
Capital Equipment Required?	Yes			
Complement Annual Cost Detail				
Annual full-time \$	66,342			66,342
Annual part-time \$	-	-	-	-
Annual shift premiums, etc	-			-
Annual overtime \$	-			-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	18,178	-	-	18,178
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 84,520	\$ -	\$ -	\$ 84,520
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	020002.7200	-		-
2) Training & Developme	020002.7115	-		-
3) Cellular Line Charges	020002.7122.01	800		800
4) Mileage	020002.7100	-		-
Subtotal	\$ 800	\$ -	\$ -	\$ 800
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	020002.7211.01	4,000		4,000
2) Office Equip. & Furnitu	020002.7210	-		-
3) Training & Developme	020002.7115	No		-
4)	#N/A	-		-
Subtotal	4,000	-	-	4,000
2012 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ 89,320	\$ -	\$ -	\$ 89,320
Additional Comments:				

Request Title		Communications Specialist, Client Services						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1								\$ -
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)	-	-	66,342			
2	* Benefits	(From sect. 7)	-	-	18,178			
3	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-	800			
4								
5								
6								
7								
Subtotal				-	-	85,320	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-	4,000	(4,000)		
2							-	
3							-	
Subtotal				-	-	4,000	(4,000)	
OFFSETS - cost savings, reductions, etc								
1								
2								
3								
Subtotal				-	-	-	-	
TOTAL OPERATING BUDGET CHANGE					-	-	89,320	(4,000)
COMPLEMENTS & FTE's				2012	2013	2014	Total	
# of positions requested			(From sect. 7)	-	-	1.00	1.00	
FTE's			(From sect. 7)	-	-	1.00	1.00	
FTE reductions/offsets			(Manual Field)		-		-	
Net FTE's			(From sect. 7)	-	-	1.00	1.00	

**COMMISSIONER OF
ENGINEERING & PUBLIC WORKS**



Revenue and Expenditure Summary

2012-14 Operating Budget

Commission	Exp Category	Account	2010 Actuals	Actual Forecast	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
Comm. of Engineering & PWs														
Labour Costs														
		7010 Full Time	254,786	344,955	260,502	10,472	0	270,974	10,472	4.0%	270,974	0	270,974	0
		7017 Benefits	64,970	87,963	66,428	4,026	0	70,454	4,026	6.1%	72,352	1,898	74,246	1,894
		Total Labour Costs	319,757	432,918	326,930	14,498	0	341,428	14,498	4.4%	343,326	1,898	345,220	1,894
Other Expenses														
		7100 Mileage	0	10	10	0	0	10	0	0.0%	10	0	10	0
		7103 407-ETR Toll Charges	0	50	50	0	0	50	0	0.0%	50	0	50	0
		7105 Membership/Dues/Fees	580	50	550	0	450	1,000	450	81.8%	1,000	0	1,000	0
		7110 Meals and Meal Allowances	46	858	500	0	115	615	115	23.0%	615	0	615	0
		7115 Training & Development	549	424	1,000	0	0	1,000	0	0.0%	1,000	0	1,000	0
		7125 Subscriptions/Publications	0	399	200	0	0	200	0	0.0%	200	0	200	0
		7130 Seminars & Workshops	0	955	1,800	0	500	2,300	500	27.8%	2,300	0	2,300	0
		7200 Office Supplies	398	1,104	1,000	0	0	1,000	0	0.0%	1,000	0	1,000	0
		7205 Computer Supplies	0	0	390	0	0	390	0	0.0%	390	0	390	0
		7210 Office Equip. & Furniture	0	1,200	1,200	0	0	1,200	0	0.0%	1,200	0	1,200	0
		7211 Computer Hardware/Software	0	1,000	1,000	0	(500)	500	(500)	(50.0)%	500	0	500	0
		7315 Vehicle Maintenance &	2,107	2,513	780	(780)	0	0	(780)	(100.0)%	0	0	0	0
		7415 Rental, Leases - Vehicles	9,181	9,019	8,910	0	0	8,910	0	0.0%	8,910	0	8,910	0
		7560 Gas/Diesel - Vehicles	2,111	4,790	3,425	(239)	0	3,186	(239)	(7.0)%	3,505	319	3,680	175
		7630 Wireless/Internet Commun.	953	1,218	1,990	0	(450)	1,540	(450)	(22.6)%	1,540	0	1,540	0
		7699 Sundry Expenses	264	161	115	0	(115)	0	(115)	(100.0)%	0	0	0	0
		7780 Trf to Reserve Insurance	2,645	3,150	3,150	(3,150)	0	0	(3,150)	(100.0)%	0	0	0	0
		Total Other Expenses	18,835	26,900	26,070	(4,169)	0	21,901	(4,169)	(16.0)%	22,220	319	22,395	175
Total Comm. of Engineering & PWs			338,591	459,818	353,000	10,329	0	363,329	10,329	2.9%	365,546	2,217	367,615	2,069

* Note: Actual Forecast 2011 is for reference purposes only and is based on year to date actuals as of September 2011 plus the remainder of the calendarized budget.

2012 Budget Variance Comments

7010 - Full Time	Increase due to economic adjustment
7017 - Benefits	Increase in relation to salaries and budget guideline increases
7105 - Memberships/Dues/Fees	Reallocated from Wireless/Internet Communications
7110 - Meals and Meal Allowances	Reallocated from Sundry Expenses
7130 - Seminars & Workshops	Reallocated from Computer Hardware/Software
7211 - Computer Hardware/Software	Reallocated to Seminars & Workshops

7315 - Vehicle Maintenance	Budget realigned due to changes in allocation of fleet repairs & maintenance and fuel
7560-Gas/Diesel - Vehicles	Budget realigned due to changes in allocation of fleet repairs & maint. and fuel
7630 - Wireless/Internet Communications	Reallocated to Membership/Dues/Fees
7699 - Sundry Expenses	Reallcoated to Meals and Meal Allowances
7780 -Trsf. To Reserve - Insurance	Budget realigned due to process changes in allocation of insurance

2013 Budget Variance Comments

7017 - Benefits	Increase in relation to budget guideline increases
7560-Gas/Diesel - Vehicles	Increase as per guidelines

2014 Budget Variance Comments

7017 - Benefits	Increase in relation to budget guideline increases
7560-Gas/Diesel - Vehicles	Increase as per guidelines

Development Transportation & Eng.

1. Financial Summary

2. Business Plans

3. ARRs

2012

- ◆ Manager of Transportation Engineering
- ◆ TTC YRRT Construction Liaison Inspector
- ◆ Manager, Special Projects (Dev Trans Eng)
- ◆ Lot Grading Expediter

2013

- ◆ Transportation Engineer



Revenue and Expenditure Summary

2012-14 Operating Budget

Department	Exp Category	Account	2010 Actuals	Actual Forecast	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
Develop&Transport Engineering														
Revenue														
		3574 Rev. frm Recov. Exp - Pd Duty	(254,258)	(202,668)	(295,116)	195,116	0	(100,000)	195,116	(66.1)%	(100,000)	0	(100,000)	0
		3605 Infill Lot Grading	(127,846)	(129,529)	(132,930)	(49,170)	0	(182,100)	(49,170)	37.0%	(199,200)	(17,100)	(201,300)	(2,100)
		3618 Dept. Misc. Revenues	(12,482)	(15,352)	(13,363)	7,377	0	(5,986)	7,377	(55.2)%	(5,986)	0	(5,986)	0
		Total Revenue	(394,586)	(347,549)	(441,409)	153,323	0	(288,086)	153,323	(34.7)%	(305,186)	(17,100)	(307,286)	(2,100)
Labour Costs														
		7010 Full Time	2,369,767	2,688,567	2,818,500	138,703	0	2,957,203	138,703	4.9%	2,997,134	39,931	3,011,425	14,291
		7012 Overtime	11,743	22,061	45,800	(2,378)	0	43,422	(2,378)	(5.2)%	43,422	0	43,422	0
		7015 Part Time	104,772	48,834	178,231	(175,466)	0	2,765	(175,466)	(98.4)%	2,765	0	2,765	0
		7017 Benefits	617,029	692,042	738,193	42,267	0	780,460	42,267	5.7%	812,081	31,621	837,263	25,182
		Total Labour Costs	3,103,312	3,451,504	3,780,724	3,126	0	3,783,850	3,126	0.1%	3,855,402	71,552	3,894,875	39,473
Other Expenses														
		7100 Mileage	11,815	10,831	16,500	0	(7,500)	9,000	(7,500)	(45.5)%	9,000	0	9,000	0
		7105 Membership/Dues/Fees	7,497	8,221	10,410	(2,200)	1,790	10,000	(410)	(3.9)%	10,000	0	10,000	0
		7110 Meals and Meal Allowances	650	635	720	0	280	1,000	280	38.9%	1,000	0	1,000	0
		7115 Training & Development	19,891	25,841	25,500	(1,000)	7,238	31,738	6,238	24.5%	31,738	0	31,738	0
		7122 Cellular Telephones	6,323	7,760	8,700	(200)	0	8,500	(200)	(2.3)%	8,500	0	8,500	0
		7125 Subscriptions/Publications	355	63	800	0	300	1,100	300	37.5%	1,100	0	1,100	0
		7130 Seminars & Workshops	5,344	4,192	5,000	0	0	5,000	0	0.0%	5,000	0	5,000	0
		7200 Office Supplies	4,058	6,779	6,130	0	(130)	6,000	(130)	(2.1)%	6,000	0	6,000	0
		7205 Computer Supplies	1,203	1,925	3,000	0	0	3,000	0	0.0%	3,000	0	3,000	0
		7210 Office Equip. & Furniture	0	0	10,000	(10,000)	0	0	(10,000)	(100.0)%	0	0	0	0
		7211 Computer Hardware/Software	16,497	3,570	10,200	(5,990)	0	4,210	(5,990)	(58.7)%	4,210	0	4,210	0
		7215 Mtce. & Repairs - Equip	0	101	0	0	250	250	250	0.0%	250	0	250	0
		7220 Copiers, Faxes and Supplies	15,530	9,943	16,008	0	(2,008)	14,000	(2,008)	(12.5)%	14,000	0	14,000	0
		7222 Printing	171	756	1,000	0	(500)	500	(500)	(50.0)%	500	0	500	0
		7226 Courier Services	0	192	0	0	200	200	200	0.0%	200	0	200	0
		7300 Protective Clothing/Uniforms	1,416	1,890	2,000	0	0	2,000	0	0.0%	2,000	0	2,000	0
		7315 Vehicle Maintenance &	855	1,561	1,500	(1,500)	0	0	(1,500)	(100.0)%	0	0	0	0
		7331 Contractor & Contractor Mat.	69,368	66,085	50,000	0	0	50,000	0	0.0%	50,000	0	50,000	0
		7335 Small Tools & Equipment	0	0	0	0	1,500	1,500	1,500	0.0%	1,500	0	1,500	0
		7340 Machine Time	10,000	0	10,000	(10,000)	0	0	(10,000)	(100.0)%	0	0	0	0
		7520 Professional Fees	37,062	9,941	13,250	0	0	13,250	0	0.0%	13,250	0	13,250	0
		7560 Gas/Diesel - Vehicles	0	0	0	13,688	0	13,688	13,688	0.0%	15,057	1,369	15,810	753
		7699 Sundry Expenses	1,753	916	1,920	0	(1,420)	500	(1,420)	(74.0)%	500	0	500	0
		7770 Transfer to Capital Fund	3,600	0	0	0	0	0	0	0.0%	0	0	0	0
		7790 Trsf. to Expend Res	(20,062)	0	0	0	0	0	0	0.0%	0	0	0	0
		Total Other Expenses	193,325	161,202	192,638	(17,202)	0	175,436	(17,202)	(8.9)%	176,805	1,369	177,558	753
Total Develop&Transport Engineering			2,902,050	3,265,157	3,531,953	139,247	0	3,671,200	139,247	3.9%	3,727,021	55,821	3,765,147	38,126

* Note: Actual Forecast 2011 is for reference purposes only and is based on year to date actuals as of September 2011 plus the remainder of the calendarized budget.

2012 Budget Variance Comments

Revenues

3574 - Rev. From Recover. Expenses	Decreased- Expired contract for two ARRS (2009 and 2011) funded by the TTC
3605 - Infill Lot Grading	Increase due to budget transfer from Building Standards and minor volume decrease
3618 - Department Misc. Revenues	Decrease due to reduction in volume.

Expenses

7010 - Full Time	Increase due to economic adjustment, progression and job evaluation
7012 - Overtime	Decrease due to 2011 ARR contract expired offset by increase due to economic adjustment
7015 - Part Time	Decrease-2009 and 2011 ARR contracts expired
7017 - Benefits	Increase in relation to salaries and budget guideline increases
7100 - Mileage/Car Allowance	Reallocated to Training & Gen. Maintenance
7105 - Memberships/Dues/Fees	Decrease related to removal of 2009 and 2011 one time funding for contract positions offset by reallocation from Copier/Fax Lease
7110 - Meals & Meal Allowances	Reallocated from Copier/Fax Lease Supplies
7115 - Training & Development	Increase due to reallocation from Mileage offset by reduction related to removal of 2011 ARR one time funding for contract position
7122 - Cellular Telephones	Decrease related to removal of 2011 ARR one time funding for contract position
7125 - Subscriptions/Publications	Reallocation from Printing
7200 - Office Supplies	Reallocation to Printing
7210 - Office Equipment & Furniture	Decrease related to removal of 2011 ARR one time funding for contract position
7211 - Computer Hardware/Software	Decrease related to removal of 2011 ARR one time funding for contract position
7215 - Mtce & Repairs - Equipment	Reallocation from Mileage
7220 - Copier, Faxes & Supplies	Reallocation to Memberships, Gen. Dept Meals and Copier Fax Supplies
7222 - Printing	Reallocated to Courier and Subscriptions
7226 - Courier Services	Reallocation from Printing
7315 - Vehicle Maint. & Repairs	Budget realigned due to changes in allocation of fleet repairs & maintenance and fuel.
7335 - Small Tools & Equipment	Reallocation from Sundry and Copier Fax Lease
7340 - Machine Time	Budget realigned due to changes in allocation of fleet repairs & maintenance and fuel.
7560-Gas/Diesel - Vehicles	Budget realigned due to changes in allocation of fleet repairs & maint. and fuel
7699 - Sundry Expenses	Reallocation to Small Tools and Equipment

2013 Budget Variance Comments

3605 - Infill Lot Grading	Volume increase for 2013.
7010 - Full Time	Increase due to pro-rated progression and remainder for economic adjustment as per union agreement
7017 - Benefits	Increase in relation to salaries and budget guideline increases
7560-Gas/Diesel - Vehicles	Increase as per guidelines

2014 Budget Variance Comments

3605 - Infill Lot Grading	Volume increase for 2014.
7010 - Full Time	Increase due to pro-rated progression
7017 - Benefits	Increase in relation to salaries and budget guideline increases
7560-Gas/Diesel - Vehicles	Increase as per guidelines

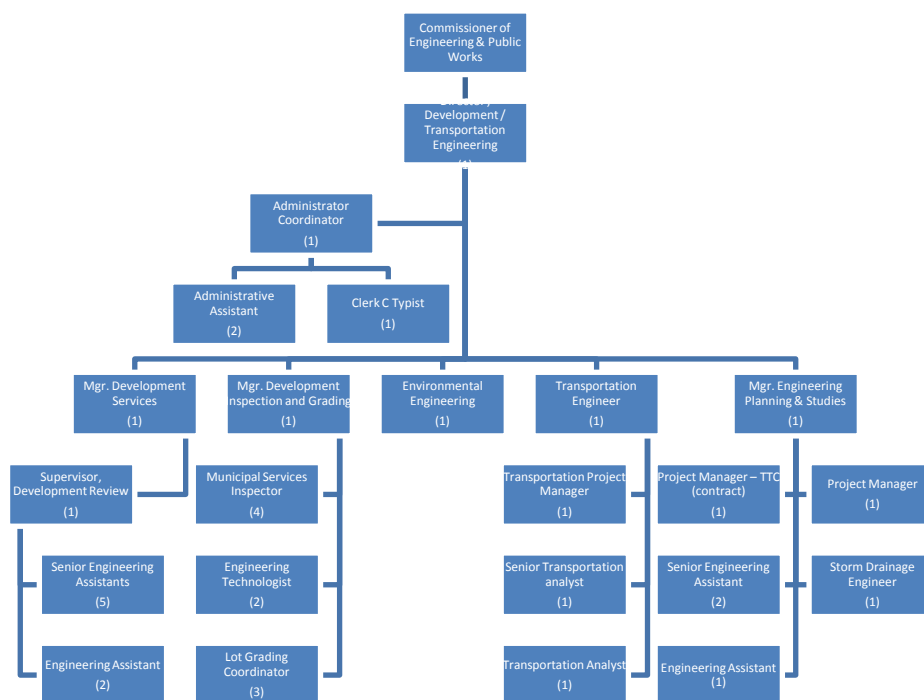
2011-12 Business Plan

BUSINESS OVERVIEW

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

The Development / Transportation Engineering Department is responsible for the planning, design and construction of the road, sewer and watermain infrastructure necessary to service the City's residential, industrial and commercial growth and participates in the Regional and Provincial initiatives associated with development and transportation services in the area.

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



Full Time, Part Time and Overtime – Budgeted Amounts

	2008	2009	2010	2011 Base	Additional Resource Requests	
					2011	2012
Full Time	33	35	35	35	3	3
Part Time/ Contract	1	1	1	1	1	1
Overtime	\$34,635	38,619	34,760	34,755		

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

- Mayor and Councillors
- Businesses in Vaughan
- Citizens of Vaughan
- Developers / Builders / Consultants
- Region of York / External Authorities & Agencies
- TRCA
- Development Planning Department
- Building Standards Department
- Clerks Department
- Public Works Department
- Reserves & Investment Department

2011-12 Business Plan**Work Plan:**

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

Demonstrate Excellence in Service Delivery
Lead & Promote Environmental Sustainability
Manage Growth & Economic Well-Being

SI 2 Conduct the 5-year comprehensive review of the Official Plan as part of the Growth Management Strategy 2031 including; support and coordinate land use planning for high capacity transit at strategic locations in the City and prepare a land use plan for the Vaughan enterprise zone and employment lands

SI 6 Plan for infrastructure renewal: Complete a local water, wastewater and storm sewer assessment system model.

SI 12 Review the Engineering Department design criteria and strategy for storm drainage and storm water management facilities to reflect climate changes and emerging legislation, and protection from significant flooding.

SI 19 Complete and implement the Growth Management Strategy including completion of a Transportation Master Plan, Water, Wastewater and Storm Water Master Plan, Secondary Plan Master Servicing Studies and Optimization studies.

SI 21 Create a city wide Engineering master plan for servicing and allocation. Servicing phase until 2011. Review annually.

SI 22 Continue the implementation plan for Langstaff, Teston and Kirby Road links.

SI 32 Work with other levels of government to continue to support the expansion of the GO System and public/rapid transit.

Link to Green Directions

1.1.5 (Green Directions) develop an emissions reduction plan (PCP Milestone 2) for City facilities. This reduction plan should examine;

- Potential savings in new building and existing infrastructure
- Energy conserving streetlight pilots
- Support for local, renewable sources of energy

1.3(Green Directions) To support enhanced standards of storm water management at the City and work with others to care for Vaughan's watersheds

2.3(Green Directions) To create a City with sustainable built form

3.1(Green Directions) To develop and sustain a network of sidewalks, paths and trails that supports all modes of non-vehicular transportation

3.2(Green Directions) To develop and sustain a network of roads that supports efficient and accessible public and private transit

3.3(Green Directions) To reduce single occupant vehicle (SOV) trips by supporting active transportation, car pooling and public transit.

2011-12 Business Plan

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

- To improve service delivery and realize work process efficiencies, the Development & Transportation Engineering Department will be assuming the responsibility of the receipt and processing of all applications related to approval of urban lot grading and pool enclosures permits, which is currently being done by Building Standards. On average, the City receives approximately 2,600 of these types of permits per year. This process change will take place after the move to the New City Hall and when adequate resources are in place.
- Undertake a comprehensive review of the fees and charges related to Development Engineering activities including engineering review of new subdivisions, site plans, grading permits, construction inspection and assumption process to ensure that revenue collected equals the departments operating costs (development pays for development).
- Continue to coordinate and facilitate rapid transit projects in the City including the Hwy 7 BRT, Spadina and Yonge Subway Extensions, Go Transit expansions and Regional Road widening for HOV lanes.
- Participate and facilitate Provincial Highway extensions/Improvements including Hwy 427, GTA West, 407 Transitway, etc.,.
- Transition from traditional forms of residential development (low density) to a higher density / intensification built form (48% intensification).
- Implementation of the City-wide Transportation Master Plan in consultation with other levels of governments such as the Province, Region of York and Metrolinx.
- Respond to changes in Regional and Provincial environmental and sustainability policies and legislation such as Sewer Infiltration/Inflow Reduction, Water Efficiency, Erosion & Sediment Control, Environmental Contaminated Site Assessment (Brownfield Act), sewer and water infrastructure commissioning standards.
- Development of an allocation strategy related to the growth management plan in the New Official Plan.
- Undertaking a comprehensive review of the Engineering component of the Development Charge By-law following approval of the new Official Plan.
- Advance the programming and implementation of the Pedestrian and Cycling Master Plan and other forms of active transportation.

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

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Reported on the completed Hwy 427 Environmental Assessment	2010	Completed	Finalized alignment of Hwy 427
Preparation of the City's Transportation Master Plan	2011	80% Completed	Report to Council in early 2011 and then implementation
Coordinate and facilitate the City's review of rapid transit projects including the Spadina Subway Extension Project	2015	On-going	Rapid Transit service to Vaughan
Undertake Energy Efficient Street Light Pilot Project	2010	Completed	Retrofit of about 1500 existing street light to LED technology

2011-12 Business Plan

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

<u>Business Plan Objectives:</u>	<u>Timeline</u>	<u>Outcome</u>	<u>Resources</u>
2011 (Top 3 Objectives)			
1. Complete City Transportation Master Plan	Q3-2011	Approved Master Plan	Existing complement & consultant
2. Coordinate and facilitate the City's review of rapid transit projects including the Spadina Subway Extension Project	On-going	Rapid Transit service to Vaughan	Consultant and/or contract staff
3. Undertake comprehensive review of engineering design criteria and standards	2011	Updated City Standards	Existing complement & consultant
4. Complete the city-wide water, wastewater and storm water master plan	2011	Approved Master Plan	Existing complement & consultant
2012 (Top 3 Objectives)			
1. Coordinate and facilitate the City's review of rapid transit projects including the Spadina Subway Extension Project	On-going	Rapid Transit service to Vaughan	Consultant and/or contract staff
2. Implement and promote Active Transportation and Travel Demand Management	On-going	Increase in transportation model split	Additional Staff Required
3. Service delivery improvements	On-going	More efficient work process	Existing complement

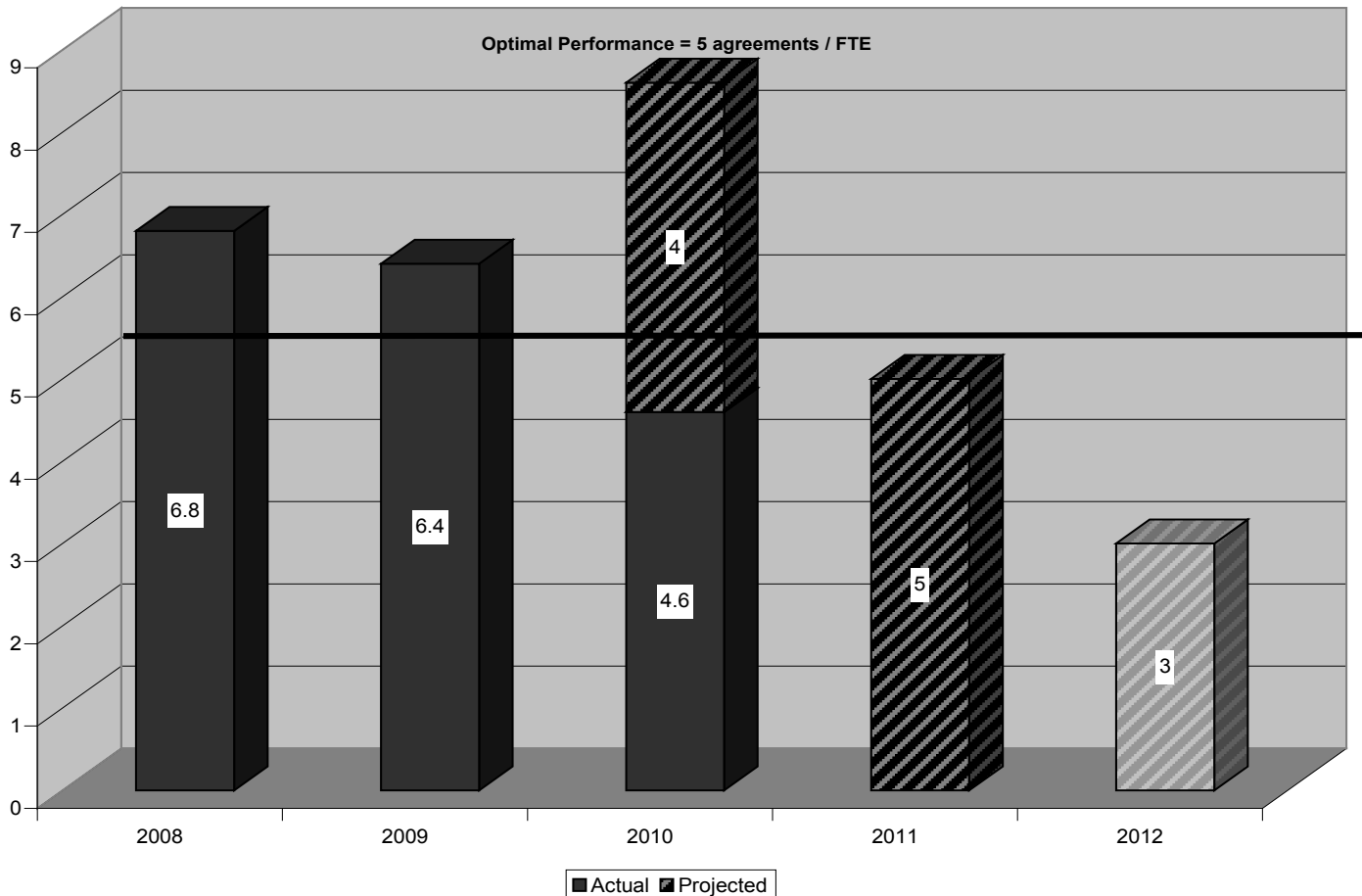
Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks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

1. # of executed agreements / FTE
2. # of site plans and Committee of Adjustment applications
3. Construction costs for processed subdivision agreements / FTE
4. # of grading permits / FTE including new development, infill, and pool
5. # of studies / FTE
6. # of complaints resolved

2011-12 Business Plan

BUSINESS OVERVIEW:

Measurement: Number of Executed Agreements / Year per FTE



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

Staff levels in the Development Review section have remained constant since 2001. However, the number and complexity of Subdivision agreements have steadily increased since then. In order to maintain the level of service objectives the Engineering review process was changed to put more emphasis on the Engineering Consultant with respect to the design submissions (Complete Submission) so available resources could allocate more time to the preparation of the subdivision/development agreements. It is anticipated that staff will prepare a total of 43 subdivision agreements in 2010. Based on the availability of sewage / water capacity, it is anticipated that the pace of growth will slow over the next couple of years. The majority of new subdivisions to proceed in 2011-2012 will be from Blocks 40 South, Kleinburg/Nashville, infills and some higher density buildings.

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

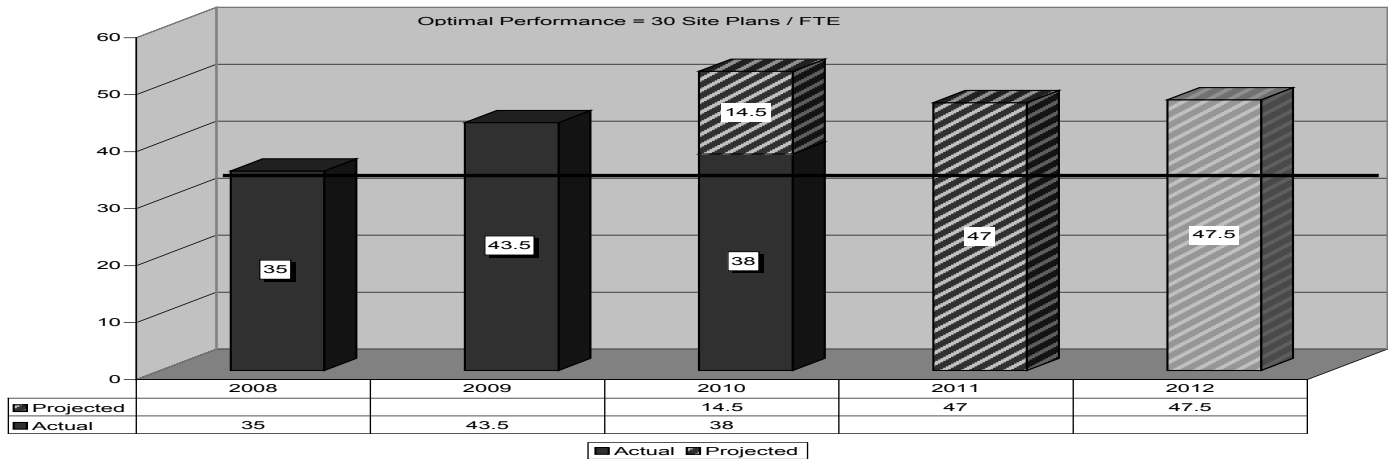
The Optimal Performance target of five agreements per FTE is a reasonable balance between agreement preparation and engineering review. Since 2006, staff workload has exceeded this level, which has required more overtime. It should be noted that the spike in agreement in 2006 was due to the preparation of multiple spine and model home agreements and additional resources and overtime were temporarily reallocated internally to manage this workload.

2011-12 Business Plan

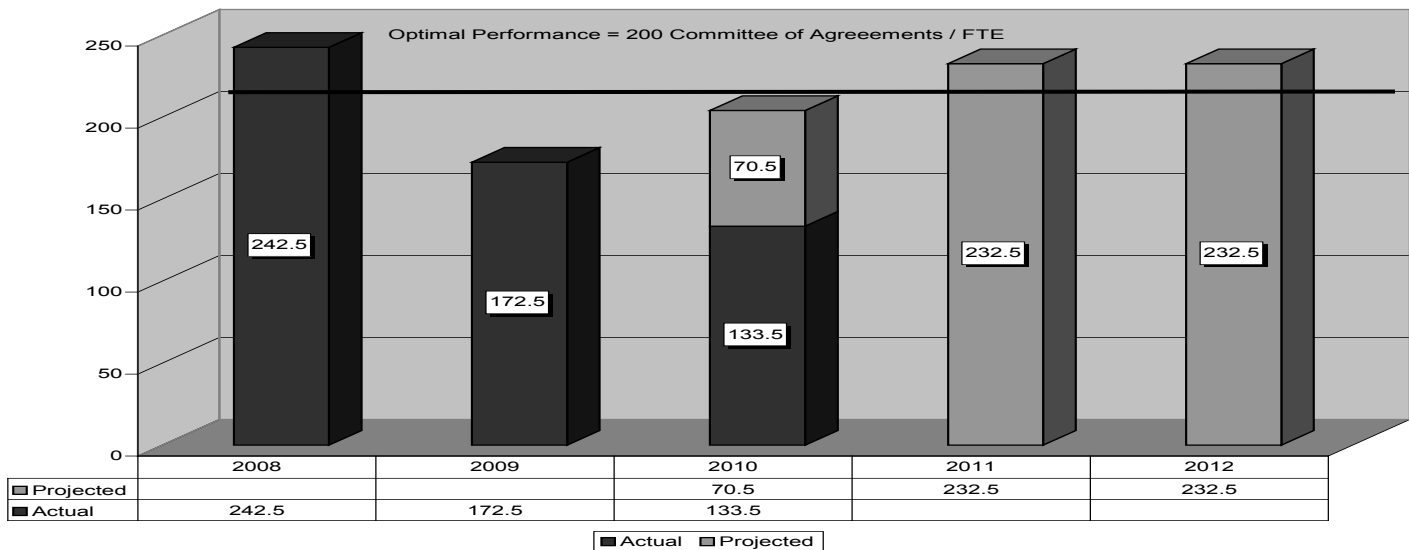
BUSINESS OVERVIEW:

Measurement: Number of Approved Site Plan and Committee of Adjustment Applications

Site Plans / FTE



Committee of Adjustment / FTE



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

The volume of site plan submissions increased in 2010 due to the requirement for townhouse developments to obtain site plan approval and processing of site plan submissions related to amendments to previously approved site plans. It is anticipated that volume of site plan applications will remain constant over the next couple of years.

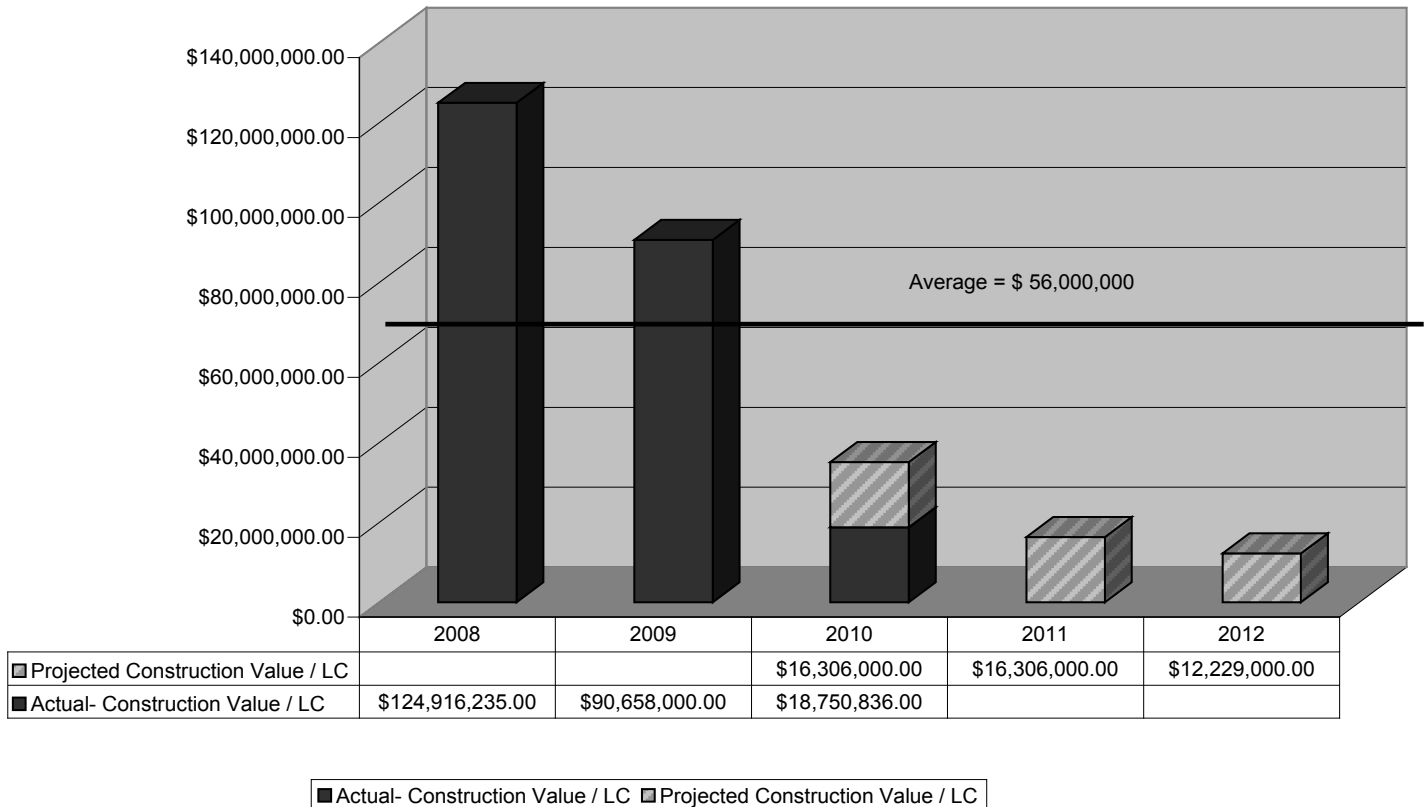
Notes about the Measure: (What are some assumptions about the performance measure which should be stated)

It is important to note that there are approximately 40 Site Plans Applications in process per FTE at any given time. The Optimal performance per FTE is 30 approved Site Plan applications and 250 Committee of Adjustment applications per year.

2011-12 Business Plan

BUSINESS OVERVIEW:

Measurement: Construction Value for Processed Subdivision Agreement per year



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

It is anticipated that construction activity will be lower in 2011 than previous years because the majority of the new lots in Blocks 11, 12, 18 and 33W will be serviced by roads and municipal services constructed under subsequent phases. The projected value of construction in 2010 is based on the expectation that 34 new subdivisions will proceed with servicing. Based on the availability of sewage / water capacity, it is anticipated that the pace of growth will slow over the next couple of years which will reduce the extent of servicing as reflected in the graph above.

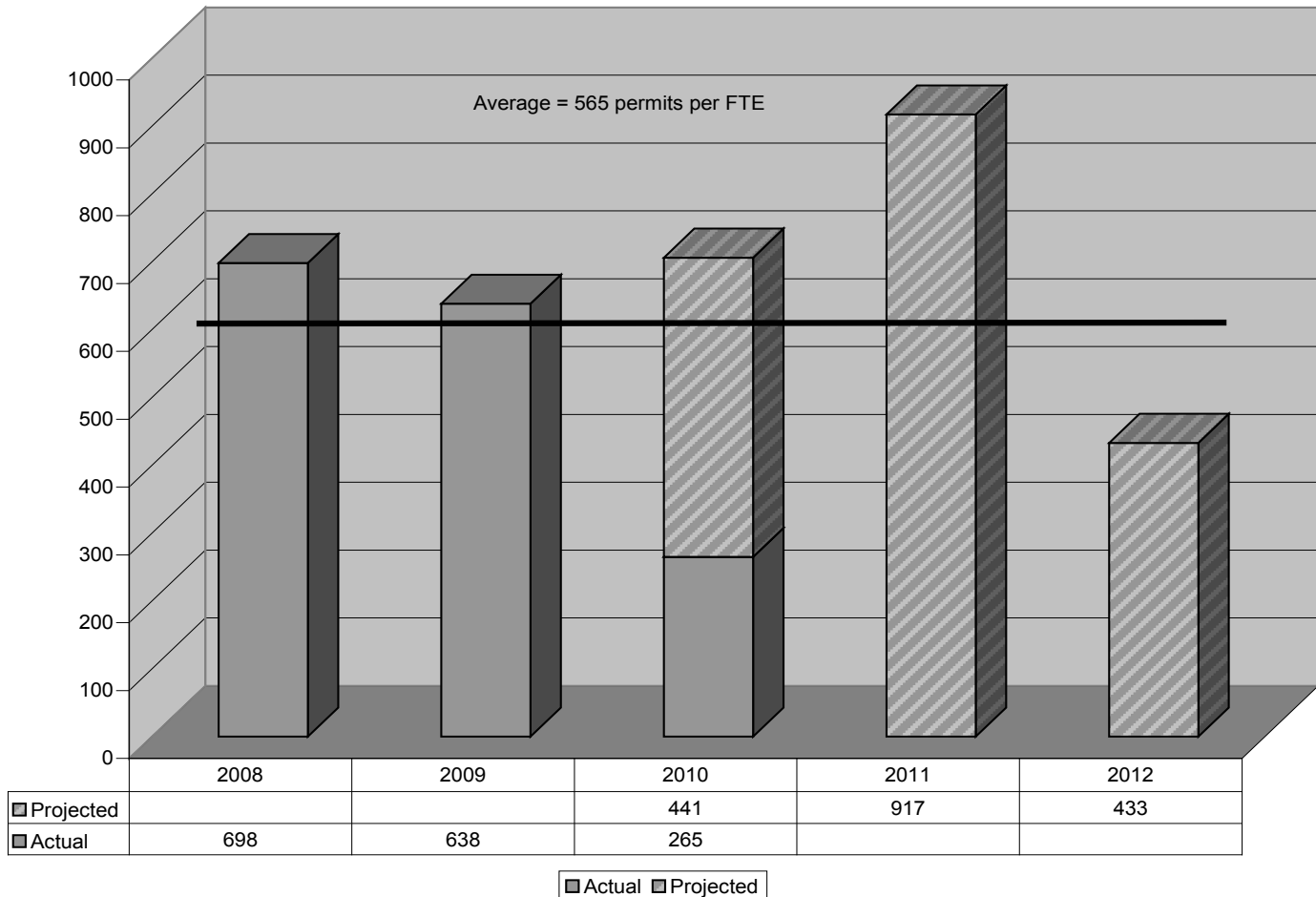
Notes about the Measure: (What are some assumptions about the performance measure which should be stated)

The average construction value is based on the presented five year period. The Development Engineering Fee is based on is based on 3.5% of the yearly construction value so there will be a corresponding decline in revenue in 2011/12.

2011-12 Business Plan

BUSINESS OVERVIEW:

Measurement: Number of Grading Permits / FTE



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

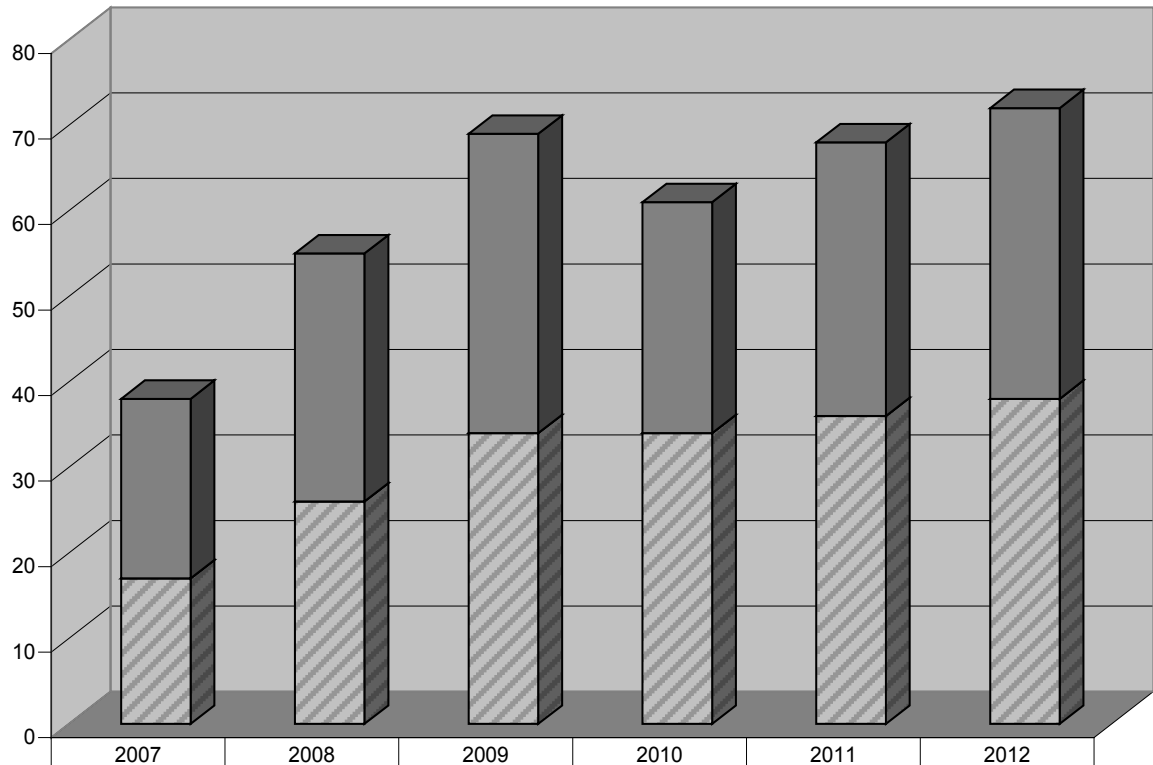
Over the next year, it is anticipated that traditional residential development will slow marginally due to economic influences and the current limitations on the availability of servicing capacity. Taking this into consideration, it is also anticipated that this slowdown will induce an increase in infill, pool and addition construction as more subdivisions are assumed. The projected volume of work translates into about 600 permits per FTE, which is still a heavy workload.

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

Typically, there is about a four month gap between the execution of the subdivision agreement and the processing of building permits.

2011-12 Business Plan
BUSINESS OVERVIEW:

Measurement: Number of studies / FTE



■ Transportation Section	21	29	35	27	32	34
■ Planning & Studies Section	17	26	34	34	36	38

■ Planning & Studies Section ■ Transportation Section

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

Over the past several years, the number and complexity of engineering / transportation studies have increased. Many of these studies are multi-year undertakings such as Servicing Studies, Master Plans, MESP's and Class EA's, which require significant staff time and resources to manage and successfully complete. It is expected that this trend will continue based on the ongoing growth management strategy and other Regional and Provincial initiatives within Vaughan such as the Spadina and Yonge Subway extensions, Metrolinx RTP, Highway expansions and new environmental and sustainable initiatives.

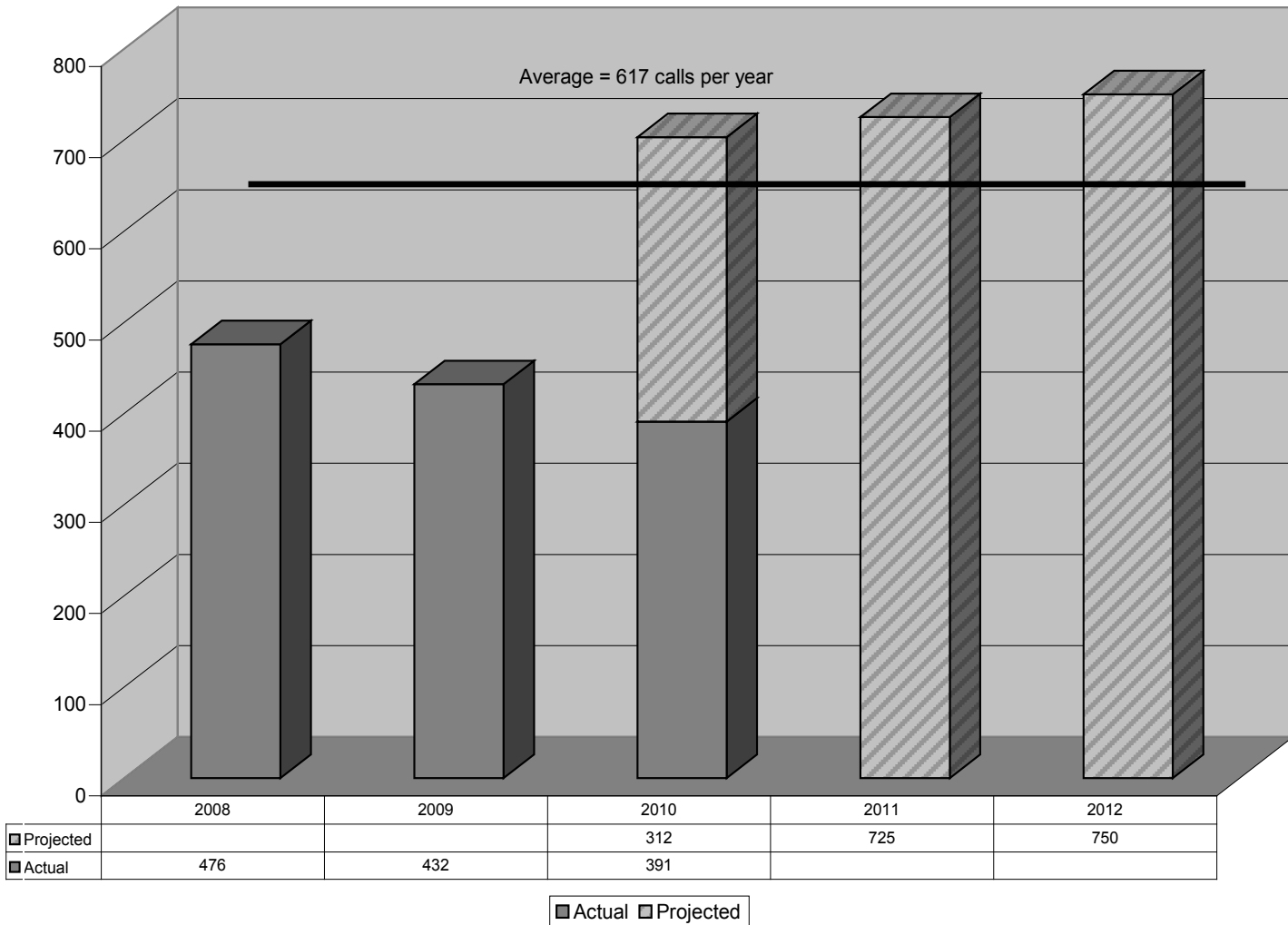
Notes about the Measure: (What are some assumptions about the performance measure which should be stated)

In addition to all studies noted regular input and comment are provided by Planning and Studies and Transportation Sections in support of all Development applications. Planning and Studies section is comprised of 6 F/T complements with an average 6 studies per FTE. Transportation Engineering section is comprised of 4 F/T complements with an average of 9 studies per FTE. The number of studies noted above includes both City initiated studies and staff participation on steering and technical liaison committees associated with studies undertaken by other authorities, the Region and the Province.

2011-12 Business Plan

BUSINESS OVERVIEW:

Measurement: Number of Complaints



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

It is anticipated that construction and grading related complaints will continue at current rates until the complete build out of the development areas. On average, the Development Engineering Department receives 617 calls per year with 88% of these calls occurring between March and November. A complaint tracking system was introduced in April 2007 to effectively manage these complaints. At this time, only the Municipal Services – Development are using this tracking system and lot grading complaints are tracked through AMANDA. All construction related complaints and enquiries are addressed by the Development Inspection and Grading Section.

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

On average, the Development Engineering Department receives 617 calls per year with 88% of these calls occurring between March and November

2011-12 Business Plan

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

The Development/Transportation Engineering Department is responsible for the planning, design and construction of the road, sewer and watermain infrastructure necessary to service the City's residential, industrial and commercial growth and participates in the Regional and Provincial initiatives associated with development of the transportation services in the area.

The Development / Transportation Engineering Department provides a high quality customer service through the timely review, approval, administration and quality assurance of land development and servicing projects. In addition, the Department provides sound overall engineering and transportation planning of municipal infrastructure, reflecting environmental initiatives, planning and growth management objectives.

Over the next year, it is anticipated that traditional residential development will slow marginally due to economic influences and the current limitations on the availability of servicing capacity. Accordingly, Development Engineering Fee revenue is expected to decline as well. This slowing in development activity will bring staff workload levels down to more manageable levels in the Development Engineering and Municipal Inspection/lot Grading Sections of the Department. However, staff is actively involved in managing a number of macro engineering studies including the City's Transportation and Servicing Master Plans and associated Class EA studies that are associated with the new Official Plan. In addition, staff will be participating as technical advisors on other Provincial and Regional projects/studies such as the Spadina and Yonge Subway extensions, Metrolinx RTP and Regional TMP and Servicing Master Plans.

Commissioner Sign-off**Date (mm/dd/yy)**

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

ADDITIONAL RESOURCE REQUEST

Request Title Manager of Transportation Engineering

Business Unit # 2004001 Develop. / Transport. Engineer

130 - Develop&Transport Engineering

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	1.00	-	-	1.00	-	1.00
Net FTE's	1.00	-	-	1.00	-	1.00
Operating Revenue	135,464	-	-	135,464	-	135,464
Operating Costs						
Staffing & Benefits	128,214	-	-	128,214	-	128,214
Other continuous costs	3,250	-	-	3,250	-	3,250
One-time expenses	4,000	(4,000)	-	-	-	-
Offsets/reductions	-	-	-	-	-	-
Net Operating Budget	\$ (0)	\$ (4,000)	\$ -	\$ (4,000)	\$ -	\$ (4,000)
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☒ Departmental ☐ Corporate

This position will manage the Transportation Engineering Division and lead the implementation of the Transportation Master Plan (TMP) and its goals, objectives and programs, and manage the undertaking of class environmental assessments studies, transportation studies, engineering feasibility studies and traffic operational analysis including identification, evaluation and assessment of proposed transportation infrastructure improvements to support the expansion and improvements of the City's transportation in support of the City's new Official Plan. In addition, this position will provide for the necessary review, input and direction to a number of a long-term transportation planning related studies currently underway by the Province, the Region of York and other external agencies including rapid transit projects. This management position will lead public consultation programs and give evidence as the City's expert witness at OMB hearings on transportation issues. This position is required to implement the City's Transportation Master Plan and to effectively respond to studies and transportation initiatives from other agencies and levels of government in a timely manner.

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

Milestones or Deliverables	Timelines	Comments
VMC And Surrounding Area Transportation Study with Region	2012	study currently underway
Portage Parkway Widening and Extension	2011-2013	capital budget approved for the study
Huntington Road Widening and Urbanization	2011-2013	capital budget approved for the study
Implement other TMP Action Plan Elements	2012-2016	Active Transportation, TDM, Parking, Transit and Strategic Road Initiatives

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

Department Impacted	Describe Impact (Cost/time/benefit)	Were they Consulted?
Human Resources	recruitment process	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Policy Planning and Development Planning	Policy Planning - Coordination with long range land use plans, Development Planning - protection of identified road widening through the development approval process	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Engineering Services	detail design and construction of the approved EA Studies	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Other comments:

This position will lead the implementation of the Transportation Master Plan (TMP) and its goals, objectives and programs and advocate for the implementation of more sustainable modes of travel in the City.

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title		Manager of Transportation Engineering					
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
Organizational	Manage Growth & Economic Well-being	Develop the plan required to build a dynamic Vaughan Metropolitan Centre	0		TBD	TBD	Mandatory
Organizational	Manage Growth & Economic Well-being	Continue the implementation plan for the Langstaff, Teston and Kirby Road links	15		Q2/11, Revised Q2/12	High	General Correlation
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:							
It is widely recognized that the success of the VMC as a dynamic city center node is directly linked to the timely implementation of rapid transit in the area and the establishment of an effective transportation system. The request will assist with the development of a transportation system that supports efficient and accessible use of public transit. Making Vaughan's neighborhoods pedestrian and bicycle friendly, integrate land use and transportation planning to encourage more sustainable lifestyles, avoid unnecessary capacity improvements and foster awareness of sustainable transportation. Will assist in the successful implementation of the Growth Management Strategy 2031 and the City's Transportation Master Plan which will establish more livable and sustainable community, which is consistent with the goals and objectives in the new Official Plan, and reflects the transit focus of the Provincial and Regional Plans.							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
	Name/description of service level target:		Target Level	Current Level	Level with ARR		
1)	Implementation of Transportation Master Plan						
2)	Support/Advocate Transit Supportive Initiatives						
3)	Assist in the implementation of Active Transportation						
Describe how this request relates to Departmental Business Plan:							
This compliment will manage the Transportation Engineering Section and the implementation of the City's Transportation Master Plan and its goals, objectives and programs, and will represent the City's interest in Regional and Provincial studies/initiatives. The Manager of Transportation Engineer will assist in the delivery of transportation engineering studies and formulate strategies to support transit and active transportation initiatives/services city wide.							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary	Improve Sustainability			Secondary	Realize Future Benefits		
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?							
The implementation of the Transportation Vision is focused on transformation of the VMC to a more sustainable and attractive downtown area that is transit-oriented, walkable, accessible, diverse, green and beautiful. To ensure that strategic road improvements and active transportation network have been implemented in the VMC and other communities to encourage more sustainable lifestyles and achieve sustainable growth and development/intensification while avoiding unnecessary capacity improvements.							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings			Incl. in offsets (Section #9)?
2012	Output/Service Quantity	change	Units	reduced reliance on external consultants			No
2012	Time/Capacity	change	Hrs.	Increased capacity to respond to development applications & external agency requests			No
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							
The alternative to this ARR would be to retain additional external consultants. This ARR is for a manager position which can not be replaced by a consultant. In addition, it is imperative that the City has an experienced team of in-house staff that can effectively implement the many goals, objectives and initiatives that are recommended in the Transportation Master Plan and to respond to development applications in a timely and thorough manner. This ARR would function as the lead for the Transportation Engineering Section.							

Request Title	Manager of Transportation Engineering
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<p>Legislative/Regulatory Requirement</p> <p> <input type="radio"/> None <input checked="" type="radio"/> Little consequence of non compliance <input type="radio"/> Significant external repercussion/penalty </p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p>	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <p>The Environmental Assessment Act, Highway Traffic Act, Ontario Traffic Manuals, Official Plan</p> <p>Council endorsement of Transportation Master Plan and a long term Transportation Vision to be used to guide future City decision-making regarding transportation and development.</p> <p>The consequence is that a change in travel behavior from the automobile to more sustainable modes of travel (transit, active) may not occur which will impact the growth and transportation system in the City.</p> <p>limited</p> </div> <div style="width: 50%; border: 1px solid black; padding: 5px;"> <p>Comments</p> <p><i>Please describe the type and nature of risk</i></p> <p>This position is required to manage the Transportation Engineering Section and the timely implementation of the Transportation Master Plan. Transportation is the number one issue facing the residents of Vaughan. The City's new Official Plan provides for substantial growth over the next 20 years. Approximately 50% of this growth will be through intensification. To accommodate this planned growth, travel behaviour must change from the automobile to more sustainable modes of travel such as transit and active transportation. The Transportation Master Plan provides the framework and programs to achieve this modal shift, which will establish a transportation system that will support the future growth in the City. If the implementation of the TMP is delayed, it will impact the timing of growth and will likely result in additional Ontario Municipal Board appeals.</p> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <p>Probability of Litigation</p> <p>None Low Medium High</p> <p>Financial Impact</p> <p>\$0 \$10,000 \$100,000 \$1,000,000 > \$10,000,000</p> <p>Health and Safety Risk (click on the word)</p> <p> <input type="radio"/> None <input type="radio"/> Internal <input checked="" type="radio"/> External <input type="radio"/> Both </p> <p>Health and Safety Magnitude</p> <p>None Minor Major Severe</p> <p>Probability of Health & Safety Issue</p> <p>None Low Medium High</p>	
<p>Internal Operational Requirements</p> <p> <input type="radio"/> None <input type="radio"/> Service provided with minor internal issues -slight inconvenience <input type="radio"/> Inability to support the department's directive <input checked="" type="radio"/> Direct affect on multiple departments <input type="radio"/> Citywide implications </p> <p>Comments</p> <p>The impacts/consequences will be a significant delay in transportation project delivery which will impact the timing of development city wide.</p>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	
<p>Inability to effectively support the department's directive will impact multiple departments involved in the planned/projected studies. If the studies are not implemented/completed in a timely and effective manner, there may be an impact on development and the road network which will result in public/stakeholder complaints, therefore citywide implications. Improvements in safety, mobility, accessibility, and ability to achieve sustainable built from/land use will be impacted resulting in more environmental impacts, congestion, increased green house gas emissions and public/stakeholder complaints. If this compliment is not approved staff productivity, effectiveness and service level will be profoundly impacted with the ever increasing workload due to the City's current and future growth pressures. This additional resource is required to successfully implement the Transportation Master Plan.</p>	

Request Title	Manager of Transportation Engineering			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2012			
Position title	Manager of Transportation			
Estimated start date	March 1, 2012			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Mgmt/Non-union			
If contract, specify length (months or yrs)	N/A			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	2004001			
Grade level	9			
Est. starting step	2			
Desktop (HR) Review Performed?	Yes			
B&F Accommodations Available?	Yes			
ITM Hardware required?	Yes			
Capital Equipment Required?	Yes			
Complement Annual Cost Detail				
Annual full-time \$	101,757			101,757
Annual part-time \$	-	-	-	-
Annual shift premiums, etc	-			-
Annual overtime \$	-			-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	26,457	-	-	26,457
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 128,214	\$ -	\$ -	\$ 128,214
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	2004001.7200	250		250
2) Training & Developme	2004001.7115	1,500		1,500
3) Memberships/Dues/Fe	2004001.7105	500		500
4) Mileage	2004001.7100	1,000		1,000
Subtotal		\$ 3,250	\$ -	\$ 3,250
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	2004001.7211.01	4,000		4,000
2)	#N/A	-		-
3)	#N/A	-		-
4)	#N/A	-		-
Subtotal		4,000	-	4,000
2012 Total Complement Annual Costs	\$ 135,464	\$ -	\$ -	\$ 135,464
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments:				

Request Title		Manager of Transportation Engineering						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1								\$ -
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1	Development Engineering Fee 3.5%			135,464				
2								
3								
4								
Subtotal				135,464	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)		(From sect. 7)	101,757	-	-		
2	* Benefits		(From sect. 7)	26,457	-	-		
3	* Complement sch. Expenses (calculated field)		(From sect. 7)	3,250	-	-		
4								
5								
6								
7								
Subtotal				131,464	-	-	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)		(From sect. 7)	4,000	-	-	-	
2							-	
3							-	
Subtotal				4,000	-	-	-	
OFFSETS - cost savings, reductions, etc								
1								
2								
3								
Subtotal				-	-	-	-	
TOTAL OPERATING BUDGET CHANGE				(0)	-	-	-	
COMPLEMENTS & FTE's								
# of positions requested			(From sect. 7)	1.00	-	-	1.00	
FTE's			(From sect. 7)	1.00	-	-	1.00	
FTE reductions/offsets			(Manual Field)	-			-	
Net FTE's			(From sect. 7)	1.00	-	-	1.00	

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

ADDITIONAL RESOURCE REQUEST

Request Title TTC/YRRT - Construction Liaison/Inspector

Business Unit # 2004001 Develop. / Transport. Engineer

130 - Develop&Transport Engineering

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	1.00	-	-	1.00	-	1.00
Net FTE's	1.00	-	-	1.00	-	1.00
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	85,894	-	-	85,894	-	85,894
Other continuous costs	3,750	-	-	3,750	-	3,750
One-time expenses	4,500	(4,500)	-	-	-	-
Offsets/reductions	(94,144)	-	-	(94,144)	-	(94,144)
Net Operating Budget	\$ (0)	\$ (4,500)	\$ -	\$ (4,500)	\$ -	\$ (4,500)
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☐ Departmental ☐ Corporate

The Spadina Subway Extension project is being funded jointly by the Region, Province and Federal governments. The funding is contingent on project delivery. The City has a role in the review and approval of many of the components of the project and the delivery of supporting municipal infrastructure such as roads, services and storm water management facilities. Failure to effectively deliver the city services may impact the schedule of the subway project. At present, there isn't sufficient in-house resources to effectively manage the municipal inspection components of the Spadina Subway project. Accordingly, the additional resource is required to effectively manage and coordinate the city's engineering inspection of the Spadina Subway Extension and the YRRTC Hwy 7 BRT projects. The contract position in 2012-15 will be responsible for inspection of the municipal servicing related to the Spadina Subway Project and act as the City's representative during the construction of the subway. This is expected to be a three year contract. This position will be funding jointly by the TTC and YRRTC.

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

Milestones or Deliverables	Timelines	Comments

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

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

Other comments:

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title		TTC/YRRT - Construction Liaison/Inspector					
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
Organizational	Manage Growth & Economic Well-being	Work with other levels of government to continue to support the expansion of the GO System and public/rapid transit	24		Q2/15	High	Mandatory
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
	Name/description of service level target:		Target Level	Current Level	Level with ARR		
1)							
2)							
3)							
Describe how this request relates to Departmental Business Plan:							
At present, there isn't sufficient in-house resources to effectively manage the municipal inspection component of the Spadina Subway Extension project. Accordingly, the additional complement will provide the necessary resource to effectively manage the City's inspection component of the Spadina Subway Extension project. The City is a key stakeholder in this project; accordingly, it is imperative that the City provide timely input and responses to issues in order that the TTC can meet the project delivery schedule / milestones that have been established for this project. This position will also support the expansion of rapid transit in the City of Vaughan.							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary	Realize Future Benefits			Secondary	Improve Sustainability		
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?							
This new complement will facilitate the timely completion of the Spadina Subway Extension project. The extension of the subway into Vaughan will be beneficial and transformational from an environmental, transportation, community, social and economical perspectives.							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings			Incl. in offsets (Section #9)?
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							
There currently are no other alternatives. These positions are required to provide the necessary resources to review, comment, coordinate and facilitate the timely completion of the Spadina Subway Extension and the Hwy 7 BRT. Without this position, there is a high risk of the project being delayed or the City's interests not being addressed or accommodated in the construction of the subway, subway stations, Hwy 7 BRT and associated municipal services.							

Request Title	TTC/YRRT - Construction Liaison/Inspector
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input checked="" type="radio"/> None</p> <p><input type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <div style="border: 1px solid black; height: 20px; margin-bottom: 10px;"></div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 10px;">The Spadina Subway project is being funded jointly by the Region, Province and Federal governments. The funding is contingent on project delivery. Failure to effectively deliver the services may impact the schedule of the project.</div> <div style="border: 1px solid black; height: 30px; margin-bottom: 10px;"></div> <div style="border: 1px solid black; height: 20px;"></div> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <div style="display: flex; align-items: center;"> <div style="width: 100%; height: 10px; background: linear-gradient(to right, #ccc, #ccc); position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="display: flex; justify-content: space-between; width: 100%; font-size: small;"> NoneLowMediumHigh </div> </div> <p>Financial Impact</p> <div style="display: flex; align-items: center;"> <div style="width: 100%; height: 10px; background: linear-gradient(to right, #ccc, #ccc); position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="display: flex; justify-content: space-between; width: 100%; font-size: small;"> \$0\$10,000\$100,000\$1,000,000> \$10,000,000 </div> </div> <p>Health and Safety Risk (click on the word)</p> <p><input checked="" type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <div style="display: flex; align-items: center;"> <div style="width: 100%; height: 10px; background: linear-gradient(to right, #ccc, #ccc); position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="display: flex; justify-content: space-between; width: 100%; font-size: small;"> NoneMinorMajorSevere </div> </div> <p>Probability of Health & Safety Issue</p> <div style="display: flex; align-items: center;"> <div style="width: 100%; height: 10px; background: linear-gradient(to right, #ccc, #ccc); position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="display: flex; justify-content: space-between; width: 100%; font-size: small;"> NoneLowMediumHigh </div> </div> </div> <div style="width: 55%;"> <p>Comments</p> <p><i>Please describe the type and nature of risk</i></p> <p>Poor level of service and potential delay in the approval and construction of the Spadina Subway Extension. A delay in the project schedule is expected to cost \$15 million per month.</p> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input checked="" type="radio"/> Inability to support the department's directive</p> <p><input type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p> <div style="border: 1px solid black; height: 50px; margin-top: 5px;"></div>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	

Request Title	TTC/YRRT - Construction Liaison/Inspector			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2012			
Position title	Municipal Service Inspector - Spadina			
Estimated start date	Q1/2012			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Contract			
If contract, specify length (months or yrs)	Contract 3 years			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	2004001			
Grade level	6			
Est. starting step	1			
Desktop (HR) Review Performed?	No			
B&F Accommodations Available?	Yes			
ITM Hardware required?	Yes			
Capital Equipment Required?	No			
Complement Annual Cost Detail				
Annual full-time \$	72,977			72,977
Annual part-time \$	-	-	-	-
Annual shift premiums, etc	-			-
Annual overtime \$	-			-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	-	-	-	-
* FT contract benefits in lieu (calculated field)	12,917	-	-	12,917
Subtotal	\$ 85,894	\$ -	\$ -	\$ 85,894
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Memberships/Dues/Fee	2004001.7105	250		250
2) Cellular Line Charges	2004001.7122.01	1,000		1,000
3) Mileage	2004001.7100	2,500		2,500
4)	#N/A	-		-
Subtotal		\$ 3,750	\$ -	\$ 3,750
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	2004001.7211.01	4,000		4,000
2) Office Equip. & Furniture	2004001.7210	250		250
3) Office Supplies	2004001.7200	250		250
4)	#N/A	-		-
Subtotal		4,500	-	4,500
2012 Total Complement Annual Costs	\$ 94,144	\$ -	\$ -	\$ 94,144
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments: All continuous costs at				

Request Title		TTC/YRRT - Construction Liaison/Inspector						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1								\$ -
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)	72,977	-	-			
2	* Benefits	(From sect. 7)	12,917	-	-			
3	* Complement sch. Expenses (calculated field)	(From sect. 7)	3,750	-	-			
4								
5								
6								
7								
Subtotal				89,644	-	-	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)	4,500	-	-		-	
2							-	
3							-	
Subtotal				4,500	-	-	-	
OFFSETS - cost savings, reductions, etc								
1	Funding from TTC/YRRTC (invoiced quarterly)		(94,144)					
2								
3								
Subtotal				(94,144)	-	-	-	
TOTAL OPERATING BUDGET CHANGE				(0)	-	-	-	
COMPLEMENTS & FTE's								
# of positions requested			(From sect. 7)	1.00	-	-	1.00	
FTE's			(From sect. 7)	1.00	-	-	1.00	
FTE reductions/offsets			(Manual Field)	-			-	
Net FTE's			(From sect. 7)	1.00	-	-	1.00	

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

ADDITIONAL RESOURCE REQUEST

Request Title Manager, Special Projects

Business Unit # 2004001 Develop. / Transport. Engineer

130 - Develop&Transport Engineering

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	1.00	-	-	1.00	-	1.00
Net FTE's	1.00	-	-	1.00	-	1.00
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	128,214	-	-	128,214	-	128,214
Other continuous costs	3,550	-	-	3,550	-	3,550
One-time expenses	4,000	(4,000)	-	-	-	-
Offsets/reductions	(135,764)	-	-	(135,764)	-	(135,764)
Net Operating Budget	\$ (0)	\$ (4,000)	\$ -	\$ (4,000)	\$ -	\$ (4,000)
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☒ Departmental ☐ Corporate

This position will oversee internal cross-departmental and/or corporate teams and external service providers in the delivery of projects, focusing on development of new policies, procedures, initiatives in areas such as: customer service initiatives, infrastructure sustainability and asset management, infrastructure supporting city-building, alternate service delivery.

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

Milestones or Deliverables	Timelines	Comments
Corporate Asset Management	2012-15	
VMC Infrastructure Facilitation	2012-2015	
Performance Based Contracting Review	2013	

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

Department Impacted	Describe Impact (Cost/time/benefit)	Were they Consulted?
Finance	Input participation in Asset Management Implementation Strategy	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Community Services		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No

Other comments:

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Manager, Special Projects						
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
Organizational	Manage Growth & Economic Well-being						General Correlation
Organizational	Manage Growth & Economic Well-being						Mandatory
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:							
<p>The Initiatives are: Infrastructure Renewal and Asset Management and Assist in Policy Development in Support of Vaughan Metropolitan Centre. The request will assist with policy analysis and development in support of the city-building initiatives within the VMC. The request will also lend the development of a corporate asset management framework and implementation strategy.</p>							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
	Name/description of service level target:		Target Level	Current Level	Level with ARR		
1)							
2)							
3)							
Describe how this request relates to Departmental Business Plan:							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary					Secondary		
<p>Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?</p>							
<p>The Primary is: Optimize Capital Investment The Secondary is: Optimize Use of Tax-levy Funding</p>							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings			Incl. in offsets (Section #9)?
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							
<p>The alternatives are to continue to try to redirect existing resources and to risk non-completion of current activities or continued delays in achieving policy and asset management improvements which will serve to assist in city-building, efficiency realization and infrastructure sustainability. Another alternative would be to try to retain a number of external consultants at a higher cost.</p>							

Request Title	Manager, Special Projects
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input checked="" type="radio"/> None</p> <p><input type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <p></p> <p></p> <p></p> <p></p> <p></p> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <p>◀ ▶ None Low Medium High</p> <p>Financial Impact</p> <p>◀ ▶ \$0 \$10,000 \$100,000 \$1,000,000 > \$10,000,000</p> <p>Health and Safety Risk (click on the word)</p> <p><input checked="" type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <p>◀ ▶ None Minor Major Severe</p> <p>Probability of Health & Safety Issue</p> <p>◀ ▶ None Low Medium High</p> </div> <div style="width: 50%;"> <p>Comments</p> <p><i>Please describe the type and nature of risk</i></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input type="radio"/> Inability to support the department's directive</p> <p><input checked="" type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p> <p>The asset management and policy development work to be undertaken using this resource will have corporate wide benefits.</p> <p></p> <p></p> <p></p> <p></p> <p></p>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	

Request Title	Manager, Special Projects			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2012			
Position title	Manager, Special Projects			
Estimated start date	March 1, 2012			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Mgmt/Non-union			
If contract, specify length (months or yrs)	N/A			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	2004001			
Grade level	9			
Est. starting step	2			
Desktop (HR) Review Performed?	No			
B&F Accommodations Available?	Yes			
ITM Hardware required?	Yes			
Capital Equipment Required?	Yes			
Complement Annual Cost Detail				
Annual full-time \$	101,757			101,757
Annual part-time \$	-	-	-	-
Annual shift premiums, etc	-			-
Annual overtime \$	-			-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	26,457	-	-	26,457
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 128,214	\$ -	\$ -	\$ 128,214
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	2004001.7200	250		250
2) Training & Developme	2004001.7115	1,500		1,500
3) Cellular Line Charges	2004001.7122.01	800		800
4) Mileage	2004001.7100	1,000		1,000
Subtotal		\$ 3,550	\$ -	\$ 3,550
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	2004001.7211.01	4,000		4,000
2)	#N/A	-		-
3)	#N/A	-		-
4)	#N/A	-		-
Subtotal		4,000	-	4,000
2012 Total Complement Annual Costs	\$ 135,764	\$ -	\$ -	\$ 135,764
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments:				

Request Title		Manager, Special Projects						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1								\$ -
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)	101,757	-	-			
2	* Benefits	(From sect. 7)	26,457	-	-			
3	* Complement sch. Expenses (calculated field)	(From sect. 7)	3,550	-	-			
4								
5								
6								
7								
Subtotal				131,764	-	-	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)	4,000	-	-		-	
2							-	
3							-	
Subtotal				4,000	-	-	-	
OFFSETS - cost savings, reductions, etc								
1	Savings in Street Lighting Contract		(129,364)					
2	Reallocate from Computer Hardware (different BU)	2054001.7211.01	(6,400)					
3								
Subtotal				(135,764)	-	-	-	
TOTAL OPERATING BUDGET CHANGE				(0)	-	-	-	
COMPLEMENTS & FTE's								
# of positions requested			(From sect. 7)	1.00	-	-	1.00	
FTE's			(From sect. 7)	1.00	-	-	1.00	
FTE reductions/offsets			(Manual Field)	-			-	
Net FTE's			(From sect. 7)	1.00	-	-	1.00	

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

ADDITIONAL RESOURCE REQUEST

Request Title Lot Grading Application Expediter

Business Unit # 2004001 Develop. / Transport. Engineer

130 - Develop&Transport Engineering

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	1.00	-	-	1.00	-	1.00
Net FTE's	1.00	-	-	1.00	-	1.00
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	62,694	-	-	62,694	-	62,694
Other continuous costs	1,800	-	-	1,800	-	1,800
One-time expenses	3,500	(3,500)	-	-	-	-
Offsets/reductions	(67,998)	-	-	(67,998)	-	(67,998)
Net Operating Budget	\$ (4)	\$ (3,500)	\$ -	\$ (3,504)	\$ -	\$ (3,504)
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☐ Departmental ☐ Corporate

As a result of Bill 124, the Lot Grading Coordinators were transferred to the Development / Transportation Engineering Department from the Building Standards Department. The Building Standards Department is currently receiving lot grading and pool permit applications but has requested that it be transferred to the Dev & Trans Dept to better align functional responsibilities. Currently, there is no administrative support in the Development & Transportation Department to carry out this function. Accordingly, the Lot Grading Section will require administrative support in order to receive and process grading and pool applications, log application data into AMANDA tracking system, and receive, distribute, track and follow up with the associated home owner's complaints. This new position will improve service delivery as it relates to the processing of lot grading applications and tracking and resolution of lot grading complaints from homeowners. This position would also provide back up counter support for the one receptionist which will be servicing two departments (Dev/Tran Eng and Eng Services). On average, there approximately 2,600 lot grading applications submitted per year.

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

Milestones or Deliverables	Timelines	Comments

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

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

Other comments:

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Lot Grading Application Expediter						
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020: A-1 Pursue Excellence in Services Delivery C-2 Enhance Productivity, cost effectiveness and Innovation							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
	Name/description of service level target:		Target Level	Current Level	Level with ARR		
1)							
2)							
3)							
Describe how this request relates to Departmental Business Plan:							
This request is linked to the number of grading permits per FTE and the Departments goal of providing service excellence. It is anticipated that the number of grading permits will decrease slightly over the next couple of years due to capacity constraints and the economy, however, infill and pool permits are anticipated to increase. The Building Standards Department has been providing this administrative function on an interim basis but has requested that it be transferred to better align functional responsibilities. Currently, there is no administrative support in the Development & Transportation Department to carry out this function.							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary	Improve User Satisfaction			Secondary	Realize Future Benefits		
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?							
This position will receive, track and process lot grading and pool permit applications from residents and builders.							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings			Incl. in offsets (Section #9)?
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							
If this position is not approved then the function will remain within the Building Standards Department and process efficiencies and the improved service delivery will not be realized. Building Standards requires the transfer of the duties so the counter staff can focus more fully on OBC related applications.							

Request Title	Lot Grading Application Expediter
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input checked="" type="radio"/> None</p> <p><input type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <p></p> <p></p> <p></p> <p></p> <p></p> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <p>◀ ▶ None Low Medium High</p> <p>Financial Impact</p> <p>◀ ▶ \$0 \$10,000 \$100,000 \$1,000,000 > \$10,000,000</p> <p>Health and Safety Risk (click on the word)</p> <p><input checked="" type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <p>◀ ▶ None Minor Major Severe</p> <p>Probability of Health & Safety Issue</p> <p>◀ ▶ None Low Medium High</p> </div> <div style="width: 50%;"> <p>Comments</p> <p><i>Please describe the type and nature of risk</i></p> <p></p> <p></p> <p></p> <p></p> <p></p> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input checked="" type="radio"/> Inability to support the department's directive</p> <p><input type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p> <p>This position will be responsible for the department's front line customer services including acting as a primary contact for both internal and external customers. A key responsibility of this position is to ensure lot grading applications are complete and to log and update the application tracking system. In addition, this position will receive and log lot grading complaints.</p>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	
<p>If this ARR is not approved then the function will remain in the building department and the improved customer service and work process efficiencies will not be realized.</p> <p></p> <p></p> <p></p> <p></p>	

Request Title	Lot Grading Application Expediter			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2012			
Position title	Lot Grading application Expediter			
Estimated start date	Q1/2012			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Cupe Cler. & Tech			
If contract, specify length (months or yrs)	N/A			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	2004001			
Grade level	E			
Est. starting step	Start			
Desktop (HR) Review Performed?	No			
B&F Accommodations Available?	Yes			
ITM Hardware required?	Yes			
Capital Equipment Required?	No			
Complement Annual Cost Detail				
Annual full-time \$	47,757			47,757
Annual part-time \$	-	-	-	-
Annual shift premiums, etc	-			-
Annual overtime \$	2,000			2,000
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	12,937	-	-	12,937
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 62,694	\$ -	\$ -	\$ 62,694
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	2004001.7200	500		500
2) Training & Developme	2004001.7115	1,000		1,000
3) Memberships/Dues/Fe	2004001.7105	300		300
4)	#N/A	-		-
Subtotal		\$ 1,800	\$ -	\$ 1,800
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	2004001.7211.01	-		-
2) Other (Please detail in	#N/A	3,500		3,500
3)	#N/A	-		-
4)	#N/A	-		-
Subtotal		3,500	-	3,500
2012 Total Complement Annual Costs	\$ 67,994	\$ -	\$ -	\$ 67,994
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments: One time cost of \$3500.00 for an AMANDA license (2004001.7211.02)				

Request Title		Lot Grading Application Expediter						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
	ASSOCIATED CAPITAL FUNDING	Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1								\$ -
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)	49,757	-	-			
2	* Benefits	(From sect. 7)	12,937	-	-			
3	* Complement sch. Expenses (calculated field)	(From sect. 7)	1,800	-	-			
4								
5								
6								
7								
Subtotal				64,494	-	-	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)	3,500	-	-		-	
2							-	
3							-	
Subtotal				3,500	-	-	-	
OFFSETS - cost savings, reductions, etc								
1	Bldg Stds staff will concentrate more fully on OBC related applications. The portion of their time dedicated to Lot Grading, which is a non-OBC activity, is already in the tax base and essentially is being transferred to Dev't Transportaion Engineering.			(67,998)				
2								
3								
Subtotal				(67,998)	-	-	-	
TOTAL OPERATING BUDGET CHANGE				(4)	-	-	-	
COMPLEMENTS & FTE's								
			2012	2013	2014	Total		
# of positions requested			(From sect. 7)	1.00	-	-	1.00	
FTE's			(From sect. 7)	1.00	-	-	1.00	
FTE reductions/offsets			(Manual Field)	-			-	
Net FTE's			(From sect. 7)	1.00	-	-	1.00	

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

ADDITIONAL RESOURCE REQUEST

Request Title Transportation Engineer

Business Unit # 2004001 Develop. / Transport. Engineer

130 - Develop&Transport Engineering

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	-	1.00	-	1.00	-	1.00
Net FTE's	-	1.00	-	1.00	-	1.00
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	-	111,879	-	111,879	-	111,879
Other continuous costs	-	3,250	-	3,250	-	3,250
One-time expenses	-	4,000	(4,000)	-	-	-
Offsets/reductions	-	(119,129)	-	(119,129)	-	(119,129)
Net Operating Budget	\$ -	\$ (0)	\$ (4,000)	\$ (4,000)	\$ -	\$ (4,000)
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☒ Departmental ☐ Corporate

This request will support the Transportation Engineering Division in championing the implementation of the Transportation Master Plan and its goals, objectives and programs. Provide project management services for class environmental assessments studies; conducting and managing major transportation studies, feasibility studies and traffic operational analysis including identification, evaluation and assessment of proposed transportation infrastructure improvements to support the expansion and improvements of City's road systems. This position will be responsible for overseeing consultants retained by the City to complete specific studies within an approved schedule and budget. The Engineer will ensure the timely completion of all studies required to build a dynamic VMC. In addition, this position will provide for the necessary review, input and direction to a number of a long-term transportation planning studies currently underway by the Province, the Region and other external agencies. The City has a significant role in providing technical input into these studies while protecting its corporate goals and objectives. Funding for this position will come from Engineering Fees.

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

Milestones or Deliverables	Timelines	Comments
VMC And Surrounding Area Transportation Study with Region	2012	study currently underway
Portage Parkway Widening and Extension	2011-2013	capital budget approved for the study
Huntington Road Widening and Urbanization	2011-2013	capital budget approved for the study
Implement other TMP Action Plan Elements	2012-2016	Active Transportation, TDM, Parking, Transit and Strategic Road Initiatives

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

Department Impacted	Describe Impact (Cost/time/benefit)	Were they Consulted?
Human Resources	recruitment process	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Policy Planning and Development Planning	Policy Planning - Coordination with long range land use plans, Development Planning - protection of identified road widening through the development approval process	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Engineering Services	detail design and construction of the approved EA Studies	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Other comments:

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Transportation Engineer						
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
Organizational	Manage Growth & Economic Well-being	Complete and implement the Growth Management Strategy	12		Q2/11. Revised Q1/12	High	Mandatory
Organizational	Manage Growth & Economic Well-being	Continue the implementation plan for the Langstaff, Teston and Kirby Road links	15		Q2/11, Revised Q2/12	High	General Correlation
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:							
The request will help to Plan and Manage Growth and Economic Vitality, Pursue Excellence in Service Delivery, Lead and Promote Environmental Sustainability, Enhance and Ensure Community Safety and Attract, Retain and Promote Skilled Staff. The request will assist with development of a network of roads that supports efficient and accessible public transit. Provide input on means of achieving sustainable growth and development/intensification. Make Vaughan's neighborhoods pedestrian and bicycle friendly, integrate land use and transportation planning to encourage more sustainable lifestyles, avoid unnecessary capacity improvements and foster awareness of sustainable transportation. Will assist in the successful implementation of the Growth Management Strategy 2031 and the City's Transportation Master Plan and a long term Transportation Vision focused on reducing automobile dependence and moving the City closer to achieving the goal of a more livable, sustainable community.							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
	Name/description of service level target:		Target Level	Current Level	Level with ARR		
1)	Implement Strategic Road Improvements						
2)	Support/Advocate Transit Supportive Initiatives						
3)	Implementation of Active Transportation projects						
Describe how this request relates to Departmental Business Plan:							
This compliment will assist in the implementation of the City's Transportation Master Plan and its goals, objectives and programs and will represent the City's interest in Regional and Provincial studies Involvement in studies led by senior levels of government is critical and would include study such as the joint study with the Region on Vaughan Metropolitan Centre and Area Transportation Study. The Transportation Engineer will aid in improving the Department's overall delivery of Capital Budget projects in a more efficient manner, support transit and active transportation initiatives.							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary	Improve Sustainability			Secondary	Realize Future Benefits		
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?							
The implementation of the Transportation Vision is focused on transformation of the VMC to a more sustainable and attractive downtown area that is transit-oriented, walkable, accessible, diverse, green and beautiful. To ensure that strategic road improvements and active transportation network have been implemented in the VMC and other communities to encourage more sustainable lifestyles and achieve sustainable growth and development/intensification while avoiding unnecessary capacity improvements.							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings			Incl. in offsets (Section #9)?
2012	Output/Service Quantity		Units	additional resource will enable the dept to meet acceptable service standards			No
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							
Project management services for environmental assessment (EA) studies and other major transportation studies as well as review, input and direction to a number of transportation studies currently underway by the Province, Region of York and other agencies is a specialized engineering service that is dealt with in-house. The costs associated for retaining the services of consultants for project management services are extensive and can be significantly reduced with the addition of a Transportation Engineer. In addition, having the resources to manage EA studies will improve projects delivery rates.							

Request Title	Transportation Engineer
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input type="radio"/> None</p> <p><input checked="" type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 10px;">The Environmental Assessment Act, Highway Traffic Act, Ontario Traffic Manuals</div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 10px;">Compliance with the requirements of the Environmental Assessment Act. Council endorsement of Transportation Master Plan and a long term Transportation Vision to be used to guide future City decision-making regarding transportation and development.</div> <div style="border: 1px solid black; padding: 2px;">Failing to change travel behavior through decision-making process respecting transportation proposals required to reduce automobile dependence towards moving the City closer to achieving the goal of more livable, sustainable community.</div> <div style="border: 1px solid black; padding: 2px;">limited</div> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 15px; background: linear-gradient(to right, #ccc, #ccc); position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="margin: 0 5px;">None Low Medium High</div> </div> <p>Financial Impact</p> <div style="display: flex; align-items: center;"> <div style="width: 150px; height: 15px; background: linear-gradient(to right, #ccc, #ccc); position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="margin: 0 5px;">\$0 \$10,000 \$100,000 \$1,000,000 > \$10,000,000</div> </div> <p>Health and Safety Risk (click on the word)</p> <p><input type="radio"/> None <input type="radio"/> Internal <input checked="" type="radio"/> External <input type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <div style="display: flex; align-items: center;"> <div style="width: 150px; height: 15px; background: linear-gradient(to right, #ccc, #ccc); position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="margin: 0 5px;">None Minor Major Severe</div> </div> <p>Probability of Health & Safety Issue</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 15px; background: linear-gradient(to right, #ccc, #ccc); position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="margin: 0 5px;">None Low Medium High</div> </div> </div> <div style="width: 55%;"> <p>Comments</p> <div style="border: 1px solid black; padding: 5px;"> <p><i>Please describe the type and nature of risk</i></p> <p>Without this resource, Development/Transportation Engineering Department will be unable to fulfill the following objectives of the TMP:</p> <p>Increase Mobility</p> <p>Improve safety</p> <p>Increase accessibility</p> <p>Meet TDM Objectives</p> <p>Achieve Sustainable Built Environment/Land Use</p> </div> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input type="radio"/> Inability to support the department's directive</p> <p><input checked="" type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p> <div style="border: 1px solid black; padding: 5px; min-height: 50px;"> <p>The impacts/consequences will be a significant delay in project delivery which will impact the timing of development city wide.</p> </div>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	
<p>Inability to effectively support the department's directive will impact multiple departments involved in the planned/projected studies. If the studies are not implemented/completed in a timely and effective manner, there may be an impact on development and the road network which will result in public/stakeholder complaints, therefore citywide implications. Improvements in safety, mobility, accessibility, and ability to achieve sustainable built from/land use will be impacted resulting in more environmental impacts, congestion, increased green house gas emissions and public/stakeholder complaints. If this compliment is not approved staff productivity, effectiveness and moral will be profoundly impacted with the ever increasing workload due to the City's increased long-term planning activities.</p>	

Request Title	Transportation Engineer			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2013			
Position title	Transportation Engineer			
Estimated start date	March 1, 2013			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Mgmt/Non-union			
If contract, specify length (months or yrs)	N/A			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	2004001			
Grade level	8			
Est. starting step	1			
Desktop (HR) Review Performed?	Yes			
B&F Accommodations Available?	Yes			
ITM Hardware required?	Yes			
Capital Equipment Required?	Yes			
Complement Annual Cost Detail				
Annual full-time \$	88,302			88,302
Annual part-time \$	-	-	-	-
Annual shift premiums, etc	-			-
Annual overtime \$	-			-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	23,577	-	-	23,577
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 111,879	\$ -	\$ -	\$ 111,879
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	2004001.7200	250		250
2) Training & Developme	2004001.7115	1,500		1,500
3) Memberships/Dues/Fe	2004001.7105	500		500
4) Mileage	2004001.7100	1,000		1,000
Subtotal		\$ 3,250	\$ -	\$ 3,250
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	2004001.7211.01	4,000		4,000
2)	#N/A	-		-
3)	#N/A	-		-
4)	#N/A	-		-
Subtotal		4,000	-	4,000
2012 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2013 Total Complement Annual Costs	\$ 119,129	\$ -	\$ -	\$ 119,129
2014 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments:				

Request Title		Transportation Engineer						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1								\$ -
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)	-	88,302	-			
2	* Benefits	(From sect. 7)	-	23,577	-			
3	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	3,250	-			
4								
5								
6								
7								
Subtotal				-	115,129	-	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	4,000	-	-		
2							-	
3							-	
Subtotal				-	4,000	-	-	
OFFSETS - cost savings, reductions, etc								
1	Engineering Fee 3.5%			(119,129)				
2								
3								
Subtotal				-	(119,129)	-	-	
TOTAL OPERATING BUDGET CHANGE					-	(0)	-	
COMPLEMENTS & FTE's								
# of positions requested			(From sect. 7)	-	1.00	-	1.00	
FTE's			(From sect. 7)	-	1.00	-	1.00	
FTE reductions/offsets			(Manual Field)		-		-	
Net FTE's			(From sect. 7)	-	1.00	-	1.00	

Engineering Services

1. Financial Summary

2. Business Plans

3. ARRs

2012

♦ Utility Inspector

Revenue and Expenditure Summary

2012-14 Operating Budget

Department	Exp Category	Account	2010 Actuals	Actual Forecast	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
Engineering Services														
	Revenue													
		3574 Rev. frm Recov. Exp - Pd Duty	(142,695)	(130,800)	(132,509)	(2,245)	0	(134,754)	(2,245)	1.7%	(134,754)	0	(134,754)	0
		Total Revenue	(142,695)	(130,800)	(132,509)	(2,245)	0	(134,754)	(2,245)	1.7%	(134,754)	0	(134,754)	0
	Labour Costs													
		7010 Full Time	2,033,027	2,256,787	2,480,059	91,011	0	2,571,070	91,011	3.7%	2,616,341	45,271	2,631,822	15,481
		7012 Overtime	30,111	48,820	57,165	4,065	0	61,230	4,065	7.1%	61,230	0	61,230	0
		7015 Part Time	20,557	39,692	68,195	0	0	68,195	0	0.0%	68,195	0	68,195	0
		7017 Benefits	528,013	590,041	653,602	37,434	0	691,036	37,434	5.7%	721,117	30,081	743,685	22,568
		Total Labour Costs	2,611,708	2,935,341	3,259,021	132,510	0	3,391,531	132,510	4.1%	3,466,883	75,352	3,504,932	38,049
	Other Expenses													
		7100 Mileage	10,827	12,801	20,649	0	0	20,649	0	0.0%	20,649	0	20,649	0
		7103 407-ETR Toll Charges	0	79	244	0	0	244	0	0.0%	244	0	244	0
		7105 Membership/Dues/Fees	8,165	10,157	12,002	0	250	12,252	250	2.1%	12,252	0	12,252	0
		7110 Meals and Meal Allowances	315	979	1,249	0	0	1,249	0	0.0%	1,249	0	1,249	0
		7115 Training & Development	27,063	31,601	37,119	0	2,200	39,319	2,200	5.9%	39,319	0	39,319	0
		7122 Cellular Telephones	7,078	7,501	11,237	(200)	(3,000)	8,037	(3,200)	(28.5)%	8,037	0	8,037	0
		7125 Subscriptions/Publications	587	1,012	1,465	0	0	1,465	0	0.0%	1,465	0	1,465	0
		7130 Seminars & Workshops	3,269	8,069	8,059	0	0	8,059	0	0.0%	8,059	0	8,059	0
		7135 Advertising	0	565	565	0	0	565	0	0.0%	565	0	565	0
		7200 Office Supplies	5,507	7,837	9,017	0	0	9,017	0	0.0%	9,017	0	9,017	0
		7203 Drafting Supplies	5,486	9,164	10,176	0	0	10,176	0	0.0%	10,176	0	10,176	0
		7205 Computer Supplies	880	1,528	3,467	0	0	3,467	0	0.0%	3,467	0	3,467	0
		7210 Office Equip. & Furniture	158	862	7,093	(6,000)	0	1,093	(6,000)	(84.6)%	1,093	0	1,093	0
		7211 Computer Hardware/Software	23,479	27,301	41,718	(5,500)	0	36,218	(5,500)	(13.2)%	36,218	0	36,218	0
		7220 Copiers, Faxes and Supplies	10,289	12,611	15,151	0	0	15,151	0	0.0%	15,151	0	15,151	0
		7226 Courier Services	0	0	0	0	280	280	280	0.0%	280	0	280	0
		7300 Protective Clothing/Uniforms	1,419	1,808	2,574	(200)	1,000	3,374	800	31.1%	3,374	0	3,374	0
		7315 Vehicle Maintenance & Repairs	127	488	488	(488)	0	0	(488)	(100.0)%	0	0	0	0
		7317 Utility Services	0	0	0	0	0	0	0	0.0%	0	0	0	0
		7330 Materials & Supplies	263	2,809	1,432	0	0	1,432	0	0.0%	1,432	0	1,432	0
		7331 Contractor & Contractor Mat.	215,445	238,062	274,141	0	0	274,141	0	0.0%	274,141	0	274,141	0
		7335 Small Tools & Equipment	3,110	4,651	4,937	0	1,000	5,937	1,000	20.3%	5,937	0	5,937	0
		7340 Machine Time	22,500	5,062	22,500	(22,500)	0	0	(22,500)	(100.0)%	0	0	0	0
		7365 Safety Equipment	6,619	1,513	1,621	0	0	1,621	0	0.0%	1,621	0	1,621	0
		7520 Professional Fees	1,306	38,780	15,305	0	0	15,305	0	0.0%	15,305	0	15,305	0
		7531 Service Contracts	0	44,885	179,525	0	0	179,525	0	0.0%	179,525	0	179,525	0
		7560 Gas/Diesel - Vehicles	0	0	0	20,532	0	20,532	20,532	0.0%	22,585	2,053	23,714	1,129
		7630 Wireless/Internet Commun.	0	0	0	0	3,600	3,600	3,600	0.0%	3,600	0	3,600	0
		7699 Sundry Expenses	169	2,152	5,330	0	(5,330)	0	(5,330)	(100.0)%	0	0	0	0
		7780 Trf to Reserve Insurance	28,840	34,330	34,330	(34,330)	0	0	(34,330)	(100.0)%	0	0	0	0
		Total Other Expenses	382,902	506,607	721,394	(48,686)	0	672,708	(48,686)	(6.7)%	674,761	2,053	675,890	1,129
Total Engineering Services			2,851,915	3,311,148	3,847,906	81,579	0	3,929,485	81,579	2.1%	4,006,890	77,405	4,046,068	39,178

* Note: Actual Forecast 2011 is for reference purposes only and is based on year to date actuals as of September 2011 plus the remainder of the calendarized budget.

2012 Budget Variance Comments

Revenues	
3574 - Rev. From Recover. Expenses	Increase due to volume for user fee shared with Dev. & Trans. Engineering offset by reduction in Road Occupancy Permit (ROP) contract with Atria.
Expenses	
7010 - Full Time	Increase due to economic adjustment and pro-rated progression
7012 - Overtime	Increase due to union agreement rate changes
7017 - Benefits	Increase in relation to salaries increases and budget guideline increases
7105 - Membership/Dues/Fees	Reallocated from Sundry
7115 - Training & Development	Reallocated from Sundry
7122 - Cellular Telephones	Decrease-one time cost for 2011 ARR and reallocation to Wireless/Internet Communication
7210 -Office Equipment & Furniture	Decrease-one time costs from three 2011 ARRs
7211 - Computer Hardware/Software	Decrease-one time costs from three 2011 ARRs
7226 - Courier Services	Reallocated from Sundry
7330 - Protective Clothing/Uniforms	Decrease-one time cost for 2011 ARR and reallocation from Sundry
7315 - Vehicle Maintenance & Repairs	Budget realigned due to changes in allocation of fleet repairs & maintenance and fuel.
7335 - Small Tools & Equipment	Reallocated from Sundry
7340 - Machine Time	Budget realigned due to changes in allocation of fleet repairs & maintenance and fuel.
7560-Gas/Diesel - Vehicles	Budget realigned due to changes in allocation of fleet repairs & maint. and fuel
7630 - Wireless/Internet Communcation	Reallocated from Cellular Telephones and Sundry
7699 - Sundry Expenses	Reallocated to Memberships, Training, Courier, Protective Clothing & Small Tools & Equipment
7780 -Trsf. To Reserve - Insurance	Budget realigned due to process changes in allocation of insurance

2013 Budget Variance Comments

7010 - Full Time	Increase due to pro-rated progression and remainder eco. adj. as per union agreement
7017 - Benefits	Increase in relation to salaries and budget guideline increases
7560-Gas/Diesel - Vehicles	Increase as per budget guidelines

2014 Budget Variance Comments

7010 - Full Time	Increase due to pro-rated progression
7017 - Benefits	Increase in relation to salaries and budget guideline increases
7560-Gas/Diesel - Vehicles	Increase as per Budget Guidelines

2012-14 Business Plan

BUSINESS OVERVIEW

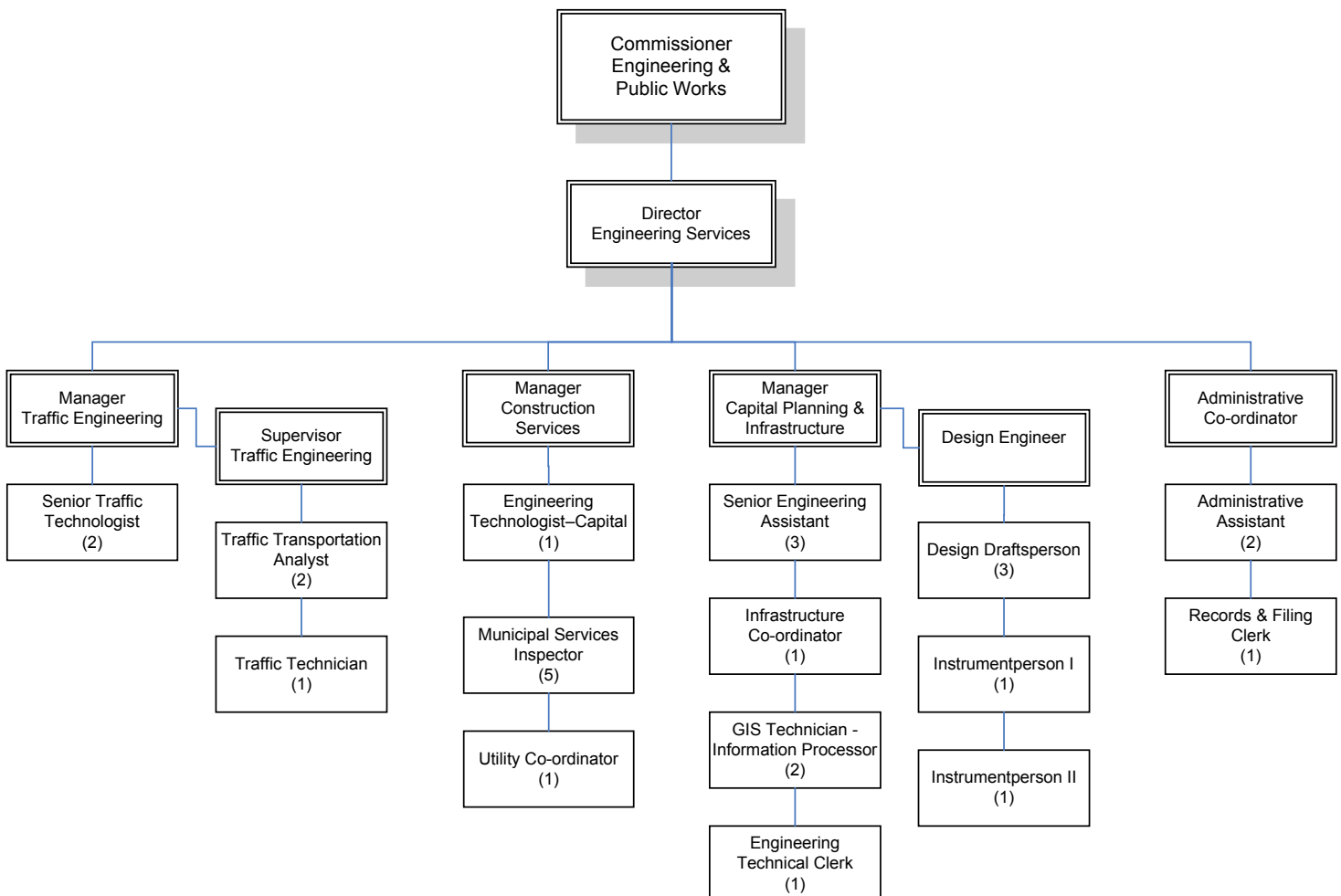
Service Statement:

The Engineering Services Department ensures the long-term sustainability of the City's existing infrastructure. As infrastructure repair and replacement is largely funded from taxation, fiscally prudent asset management strategies are used to ensure its long term sustainability. To achieve this, the Department is engaged in assessment, planning, design and construction of roads, bridges, watermains, sewers, sidewalks, and streetlight renewal, replacement and improvement. The Traffic Engineering division within the Department is responsible for ensuring the safety of all users on City owned roads, sidewalks and walkways. Traffic assessments, and traffic signal, sign, and pavement marking design and implementation are also managed by this division.

Our staff expertise is made up of Engineers, Technologists and Technicians that perform a wide variety of duties including project management, engineering studies, design, inspection, drafting, data management and surveying.

Service Profile:

Engineering Services Department Organizational Chart



2012-14 Business Plan

Full Time, Part Time and Overtime – Budgeted Amounts

	2011	2012 Base	2012 ARR	2013 ARR	2014 ARR
Full Time	34	34	1	2	0
	\$2,480,059	\$2,586,781			
Part Time	2	2		1	0
	\$68,195	\$68,195			\$89,749
Overtime	\$57,165	\$57,325			

Key Stakeholders:

- Mayor and Councillors
- Citizens of Vaughan
- Businesses in Vaughan
- Region of York / External Authorities & Agencies
- Public Works Department
- Development/Transportation Engineering Department

Work Plan:

Link to Vaughan Vision 2020:

Service Excellence

- Promote Community Safety, Health & Wellness
- Lead and Promote Environmental Sustainability

Management Excellence

- Manage Corporate Assets
- Ensure Financial Sustainability

Future Pressures and Opportunities:

Successful planning and delivery of the capital program, as well as the timely completion of requested traffic studies and investigations continue to be challenges for the Department. As the linear infrastructure ages, it will continue to place pressure on the City and Engineering Services, by requiring a comprehensive asset management strategy that will require regular increases in capital budget dollars. PSAB 3150 reporting requirements has resulted in additional workload and a change in business processes within the Department to ensure the City remains compliant with this Legislation. Staffing levels should increase modestly to reflect the additional increases in future capital budgets. However, improved program planning within the Capital Planning and Infrastructure Division has alleviated some of the delivery issues in Design Services as well as Construction Services.

As the City transitions and transforms from a growing suburban municipality to a full urban space, it will create new challenges for Traffic Engineering Services to ensure the safety of all pedestrians, cyclists and vehicular traffic on the City owned roads, sidewalks and walkways. This will become more evident through expanded transit, such as York Regions Bus Rapid Transit and TTC's subway expansion, and intensification along these corridors. Implementation of the Transportation Master Plan and the Pedestrian and Cycling Master Plan will also create new challenges for both the Transportation and Traffic Engineering Divisions.

2012-14 Business Plan

Business Plan Objectives

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
<u>Capital Planning and Infrastructure:</u>			
1. Effective management of capital projects	2007	ongoing	Increased value of projects delivered from \$11.5M in 2008 to \$17M in 2009 with no increases in staffing levels. Additional staff will allow increases in capital expenditures.
2. Develop and Implement an Infrastructure Management System (IMS). Evaluate and assess the long term municipal rehabilitation and reconstruction strategy.	2007	ongoing	Multi-year pavement management program updated in 2011
3. To meet the demands for all survey requests within the Corporation, including the implementation of Geodetic Control Survey Monuments (annual Program)			
<u>Construction Services:</u>			
1. Manage the Capital construction processes ensuring that the infrastructure renewal interests of the City of Vaughan, including citizens and businesses are met, while ensuring fiscal responsibility.	2007	ongoing	
2. Reduce the amount of money being spent on outside consulting services for contract administration by hiring additional staff.	2010	ongoing	Additional Municipal Services Inspector hired in 2011
<u>Traffic Engineering Services</u>			
1. Ensure networks for vehicular and pedestrian traffic areas, planned, designed and constructed safely within the City, and to ensure City meets Legislative requirements (i.e. to ensure the minimum sight line of 65.0 metres is achieved viewing a stop sign) and to ensure all other regulatory and warning signs are clearly visible and meet all installation guidelines.	2010	ongoing	Resources have limited ability to ensure all Legislative requirements are met.

2012-14 Business Plan

2012-14 Business Plan Objectives: (Note the anticipated Timeline, Outcome and Resources (Additional Resource Request) for each objective)

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
<u>Capital Planning and Infrastructure Division:</u> 1. The development and delivery of an annual, integrated capital budget and a rolling, multi-year (multi-asset) capital plan for municipal linear infrastructure..	2014	Development of a Cross-Asset Optimized multi year capital plan. Development of a delivery and communications model to ensure efficient Capital delivery, meeting all stakeholder expectations	Create a Senior Design Draftsperson and Project Manager position None
<u>Construction Services Division:</u> 1. Manage capital projects in the construction phase to ensure their successful completion within budget and within the timelines specified.	2013	Delivery of all capital projects within budget and on time.	Create Project Manager position (2012)
<u>Traffic Engineering Services Division</u> 1. Continue with the testing of the reflectivity sheeting on existing stop signs to ensure that they meet industry standards. 2. Continue with the annual testing of the retro-reflectivity of the applied paint and beads during our pavement marking program.	ongoing ongoing	To ensure stop sign inventory meets Legislative requirements and promote community safety. To ensure all pavement markings meet Legislative requirements.	Additional Traffic Technician & Traffic Analyst (2013) None

2012-14 Business Plan

Key Performance Indicators:

Capital Planning and Infrastructure:

- Percentage of design completed and works in progress within current capital budget year.
- Level of service of pavement management program
- Total number of surveys completed per FTE

Construction Services:

- Final contract price as a percentage of tendered prices.
- Total capital budget expenditures
- Number of permits per FTE

Traffic Services:

- Number of requests processed per FTE
- Number of studies in progress per FTE

BUSINESS OVERVIEW:

Key Conclusion:

Construction:

As the capital budget increases, so does the need to control costs on these projects. By the adding of additional staff we can provide increased scrutiny of these projects to ensure that the project come in within budget.

Traffic:

As the city continues to grow in population and the road network increases, programs to meet Legislative requirements and industry standards/guidelines should be maintained. To ensure this work is completed additional staff compliments are required to achieve the departments goals.

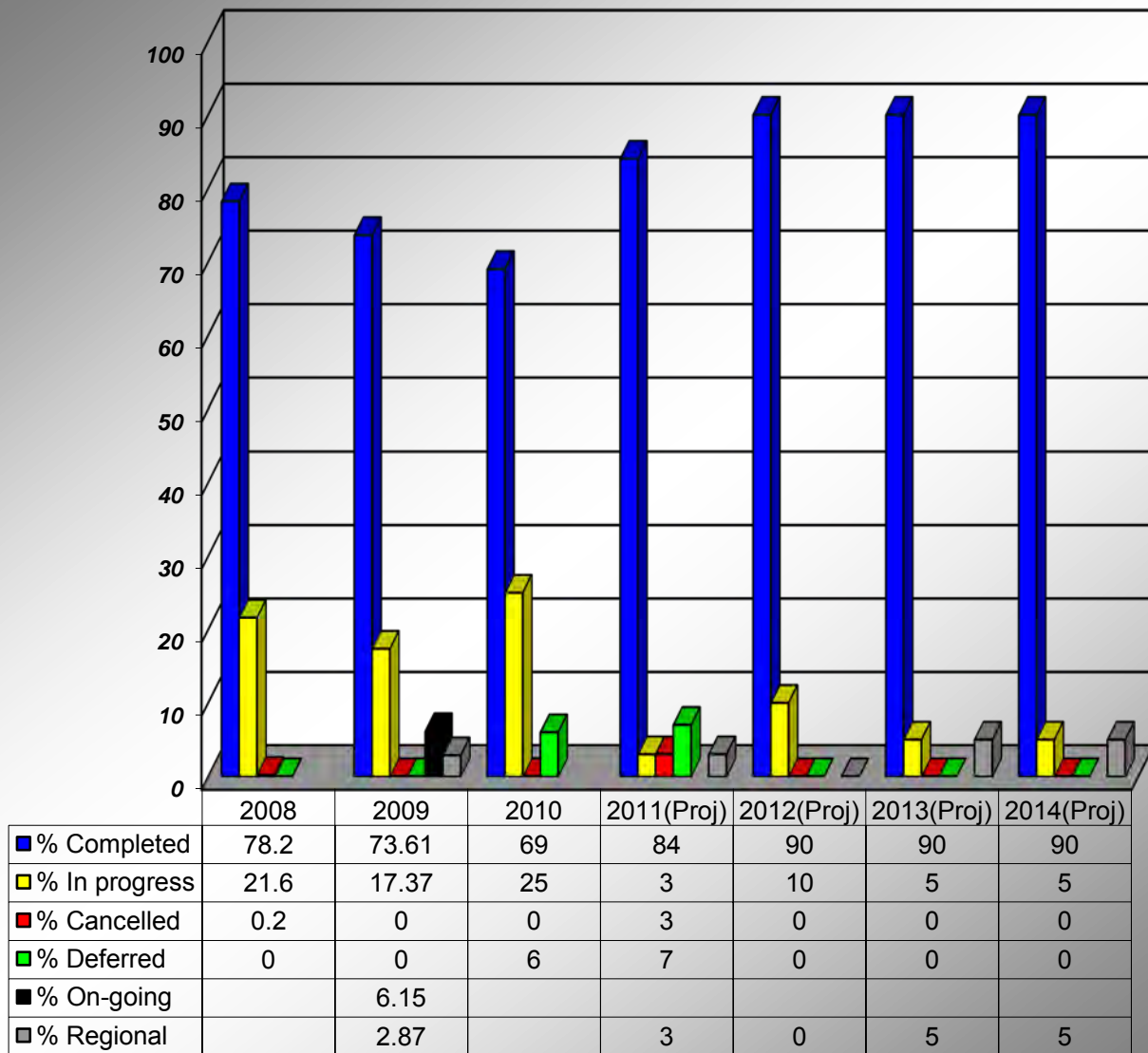
Notes about the Measure: (What are some assumptions about the performance measure which should be stated)

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

2012-14 Business Plan

Capital Planning and Infrastructure

Percent of Design Completed Within Current Capital Budget Year



Key Conclusion:

Unable to complete all design work in any fiscal year with current staffing resources, and delays in external agency approvals and/or property acquisition issues.

Notes about the Measure:

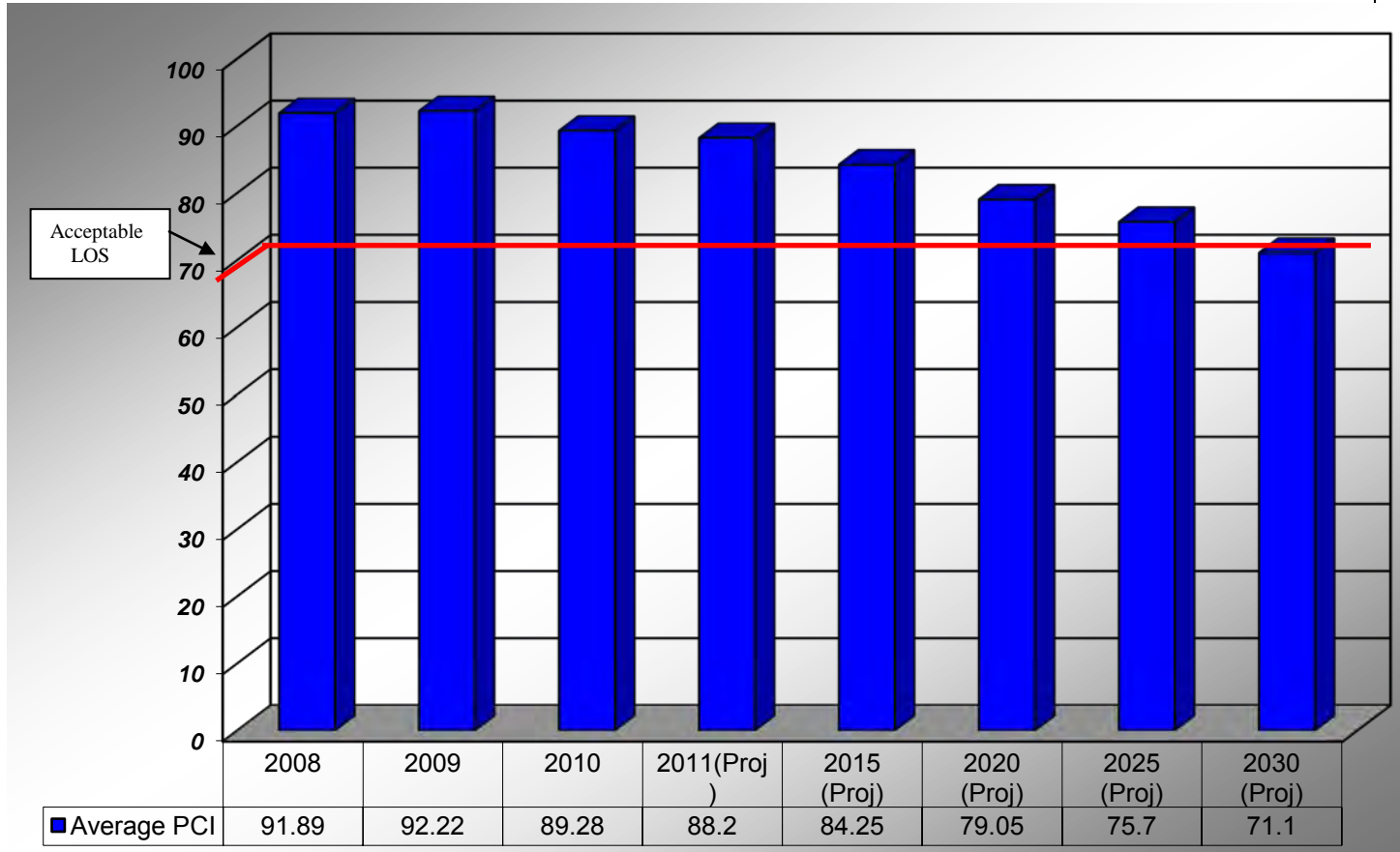
Some major design projects may overlap into the following budget year due to their magnitude, availability of resources or external factors such as various governing agency approvals.

2012-14 Business Plan

Capital Planning and Infrastructure

Pavement Management Program – Level of Service

To maintain a minimum overall average network rating measured by the Pavement Composite Index (PCI) of 70 out of 100 possible points.



Key Conclusion:

Average network condition is decreasing annually due to current funding levels.

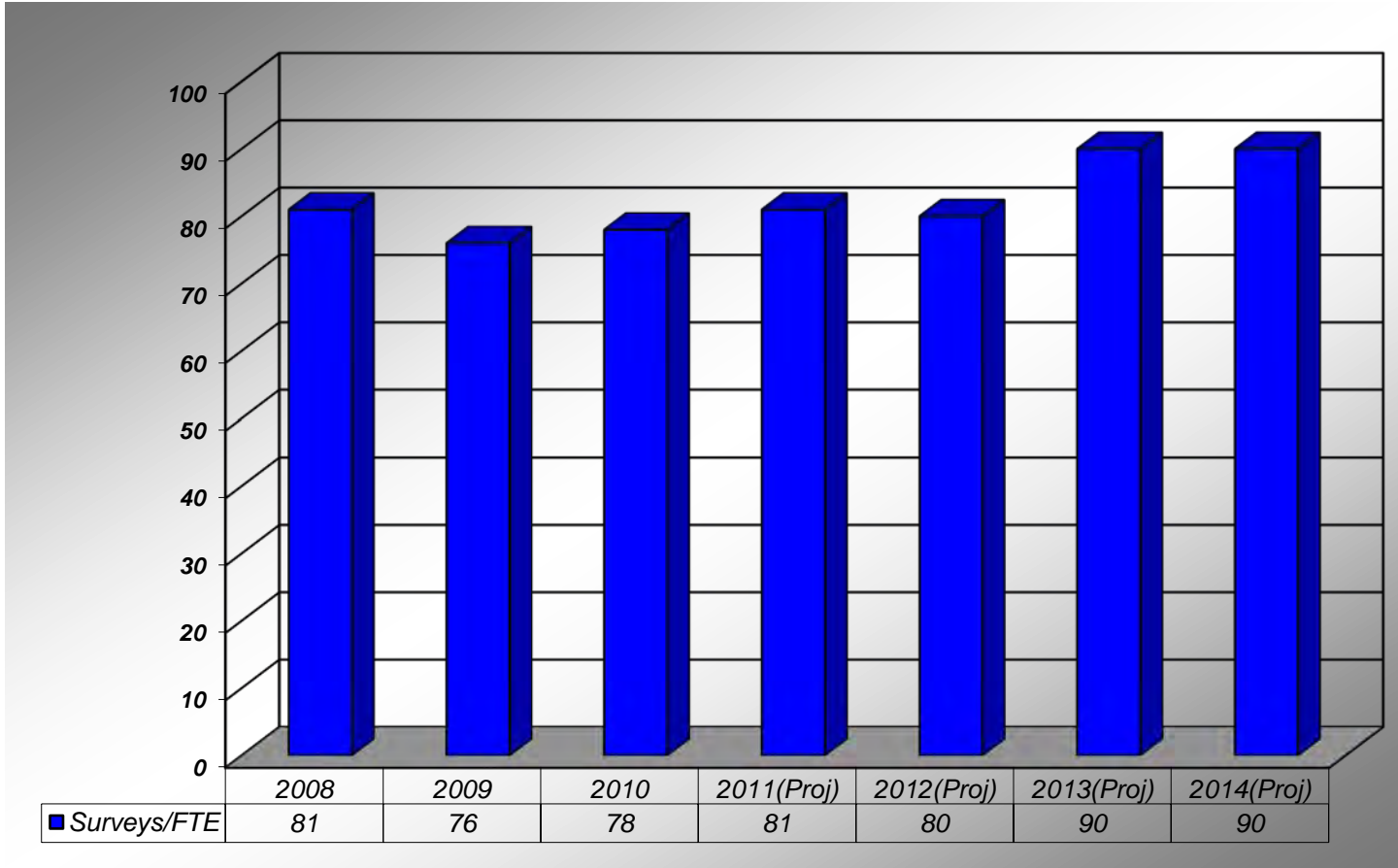
Notes about the Measure:

Current average network condition is high given that most of the road network was built within the last 25 years and exceeds our Level of Service. Future funding levels will need to increase to slow the decline and maintain the Level of Service.

2012-14 Business Plan

Capital Planning and Infrastructure

Total Number of Surveys Completed per FTE



Key Conclusion:

On average, an additional 2 FTE's are required to complete the requested number of surveys per year as requests for this service has increased both due to increased capital program demands and inter-departmental requests.

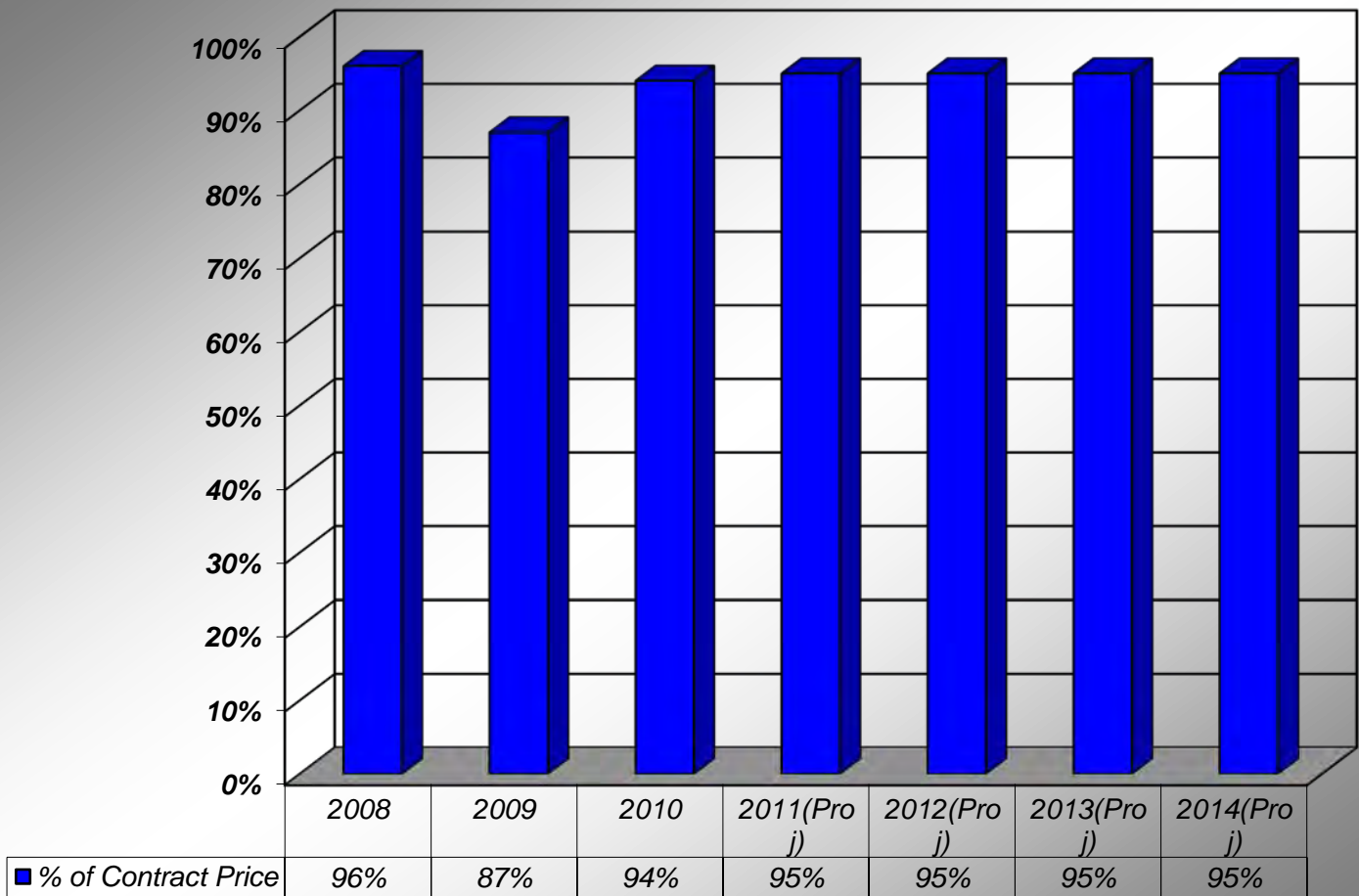
Notes about the Measure:

Surveys are completed by 2 FTE's (Instrument Person I, Instrument Person II). The increased work has traditionally been accommodated by summer students which are now required across other divisions within the department. Due to a lack of resources, surveys are contracted out to ensure capital project delivery timelines are met. In addition to the surveys above, 7 topographic surveys were done by outside resources in 2011.

2012-14 Business Plan

Construction Services

Final Contract Price as a Percent of Tendered Price



Key Conclusion:

A contingency allowance of 10% is provided for construction projects, and is included so projects completed at **100%** of contract tender price are within the normal contingency amounts considered acceptable. Contracts completed at more than **100%** of tender price indicate additional unforeseen work or design issues. These projects are often delayed as well.

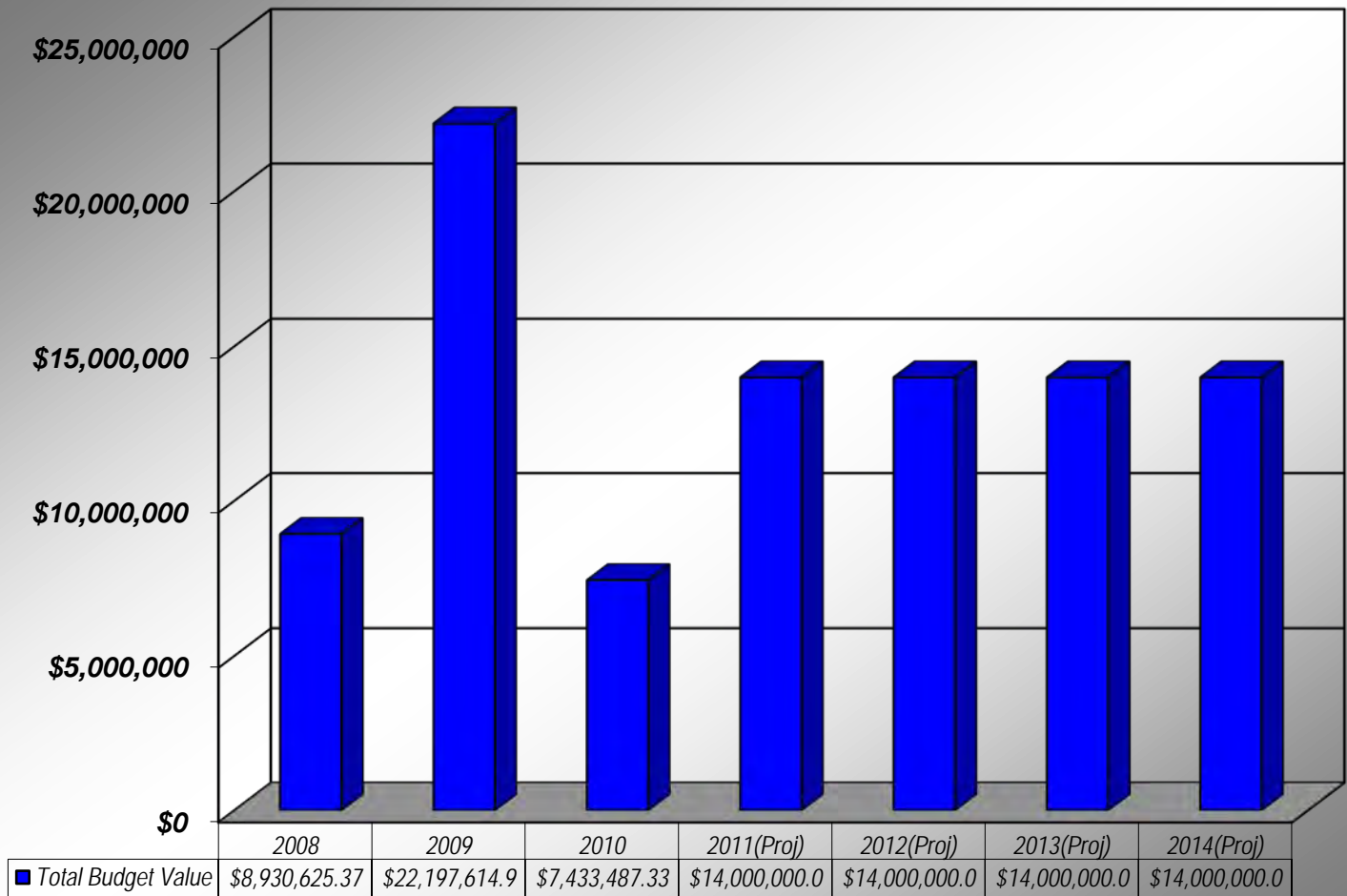
Notes about the Measure:

This measure is an indication of the adequacy of design and the effectiveness of field supervision, but can also be attributable to unforeseen issues on a project that are beyond the City's control. The 2010 contracts are not included as the final construction costs are not yet available.

2012-14 Business Plan

Construction Services

Total Capital Budget Expenditures



Key Conclusion:

As the City continues to grow, so too does the infrastructure that services our residents. As part of the ongoing management of the City's assets, capital budgets will continue to increase to ensure an appropriate level of service. Large amounts of the Capital Budget have been directed toward Pavement Management.

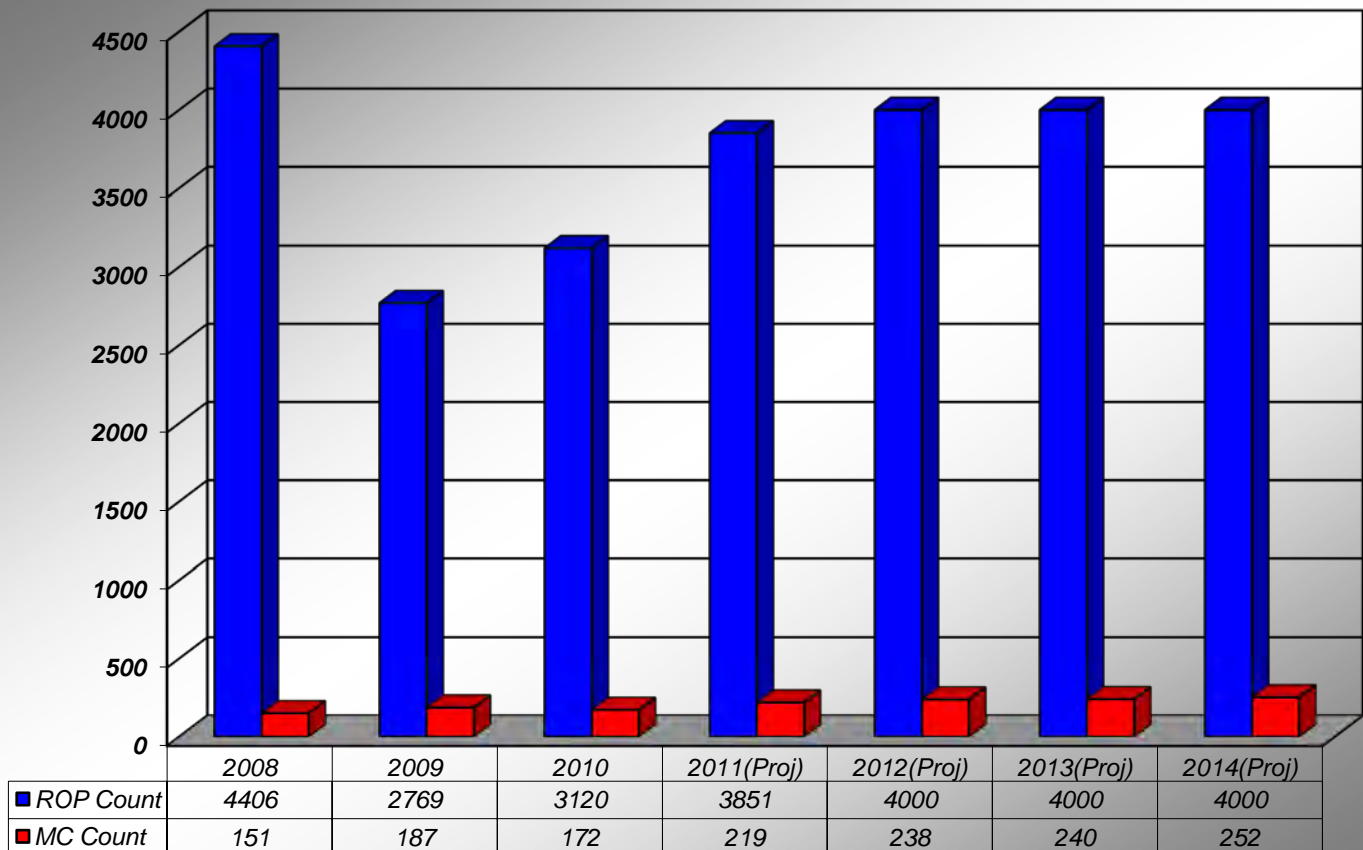
Notes about the Measure:

Although there may be a reduction in the capital budget on a year to year basis, long term forecasts and trends show a significant increase in Capital Budget requirements.

2012-14 Business Plan

Construction Services

Number of Permits per FTE



Key Conclusion:

The cost of the Utility Coordinator's position is recovered through municipal access agreement, road occupancy permit and municipal consent fees. The number of municipal consents has increased since 2006 since Bell Canada and Rogers Cable have entered into a municipal access agreements with the City of Vaughan which has established requirement for municipal consent, therefore, encouraging the utilities to apply for and obtain municipal consent.

The number of permits has decreased and the number of complaints has increased since 2006. Both trends are caused by the decreased field inspections. Field inspections are necessary to track the utility contractors working in the right of way and to ensure that the contractors have obtained a ROP for their work. They are also necessary to ensure that the restorations are being completed as per our standards. Restorations are the primary complaint by citizens.

Notes about the Measure:

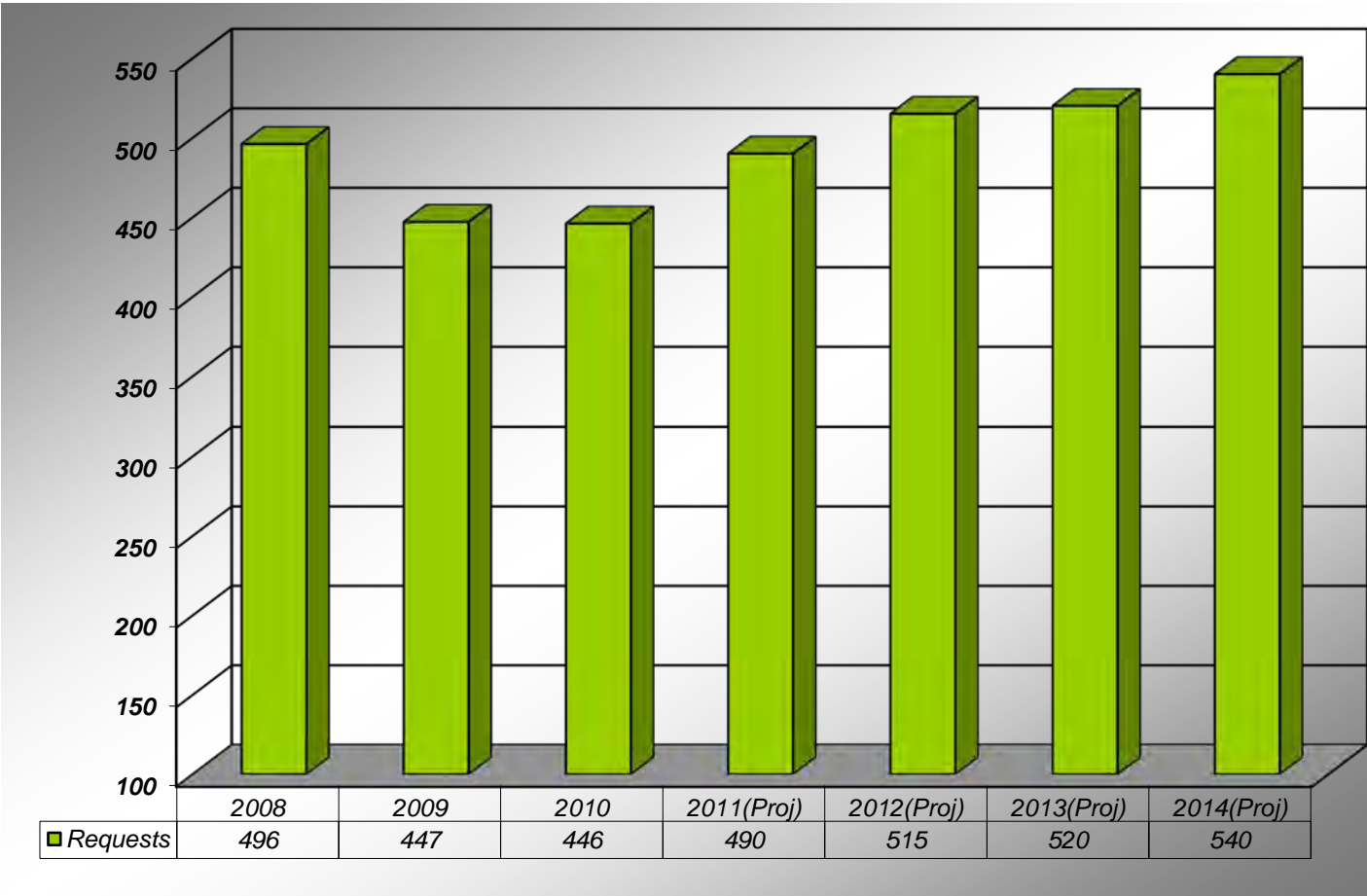
The number of Road Occupancy, Municipal Consents, field Investigations and Complaint Resolutions has risen however; Utility Coordination has been operating with a consistent level of staff. A program developed in house was modified to improve the tracking of R.O.P. Currently, we are reviewing the option to automate the municipal consent application. It is anticipated that by automating the application, it will decrease the amount of time spent approving the applications and provide more time for field investigation and inquiry into citizen complaints.

2012-14 Business Plan

Traffic Services

Number of Requests Processed per FTE

The number of studies completed per FTE



Key Conclusion:

The number of studies completed by Traffic Services has increased over 50% from 2005 to 2010. As a result, the average time to complete requests and respond has risen, which has resulted in a reduction in the level of service.

Notes about the Measure:

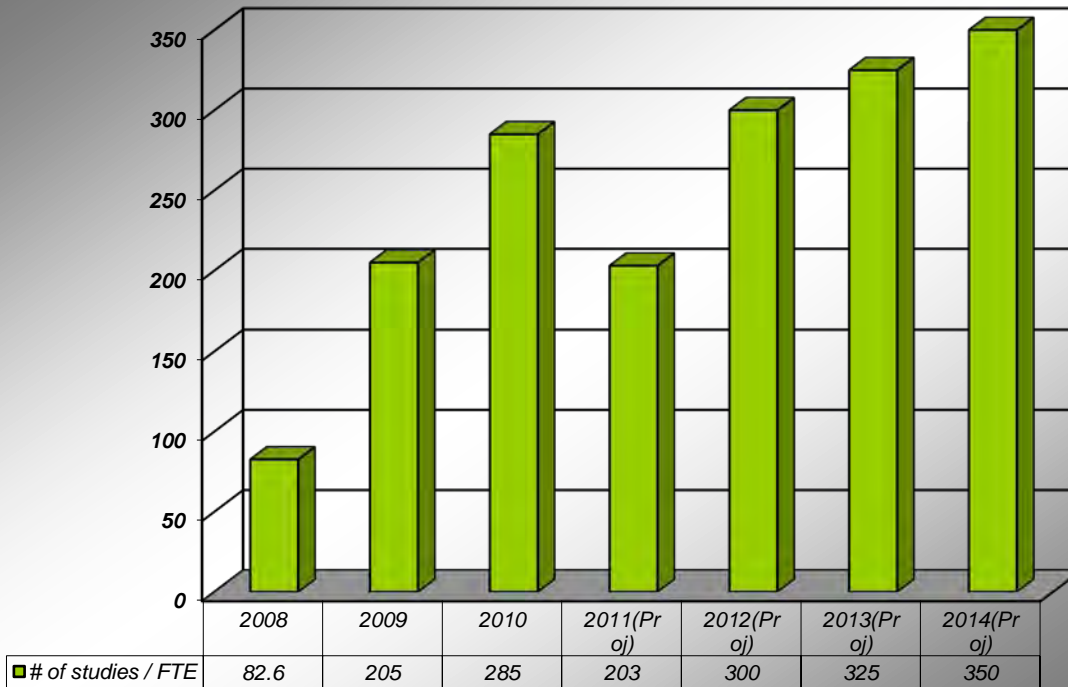
A request is a single correspondence received by staff and within a request there can be one study pertaining to the matter (i.e. an intersection study for an all-way stop) or two or more pending on the nature of the concern.

2012-14 Business Plan

Traffic Services

Number of Studies in Progress per FTE

Number of studies undertaken per FTE



Key Conclusion:

There has been a significant increase in the number of studies undertaken by Traffic Services. With continued development, this trend will continue to go forward. Moreover, as a result of intensification, traffic studies will become more complex and require greater analysis, such as infiltration studies, that require additional resources to undertake. Outsourcing of routine studies has created additional capacity.

Notes about the Measure:

Typically, studies are completed within the calendar year. However, any requests received during the winter and summer months are carried forward to the fall and spring, respectively, to maintain the accuracy of completed studies. Radar studies are not completed in winter (December to February) due to weather conditions. Turning Movement studies are not completed during the summer months (July and August) due to changes in travel pattern and lower traffic volumes.

Commissioner Sign-off

Date

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

ADDITIONAL RESOURCE REQUEST

Request Title Utility Inspector

Business Unit # 2054001 Engineering Services

135 - Engineering Services

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	1.00	-	-	1.00	-	1.00
Net FTE's	0.33	-	-	0.33	-	0.33
Operating Revenue	34,000	-	-	34,000	-	34,000
Operating Costs						
Staffing & Benefits	27,629	-	-	27,629	-	27,629
Other continuous costs	2,300	-	-	2,300	-	2,300
One-time expenses	4,000	(4,000)	-	-	-	-
Offsets/reductions	-	-	-	-	-	-
Net Operating Budget	\$ (71)	\$ (4,000)	\$ -	\$ (4,071)	\$ -	\$ (4,071)
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☒ Departmental ☐ Corporate

In order for Engineering Services to maintain the current level of service in the administrating and inspection of approximately 4000 Road Occupancy Permits received each year, a Utility Inspector is required. As the ROP's are becoming more complex the Utility Coordinator is spending more time reviewing applications and is unable to carry out inspections to confirm that restoration has been completed to City Standards. This will result in an increase of complaints from residents. A part time Utility Inspector position is requested for 4 months, during the busiest part of construction season. This position will be fully offset by an increase in Road Occupancy Permit fees. **This position is contingent on increase in Permit Fees to be advanced as part of the 2012 draft budget submission.**

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

Milestones or Deliverables	Timelines	Comments

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

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

Other comments:

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Utility Inspector						
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:							
One of the strategic initiatives in the Vaughan Vision 20/20 is pursue excellence in service delivery . This request will aid in providing this. By adding this resource, The Engineering Services Dept, will be able maintain the level of service in administering and inspection the over 4000 Road Occupancy Permits received each year.							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
	Name/description of service level target:		Target Level	Current Level	Level with ARR		
1)	Number of Permits per FTE		3500	3000	3500		
2)							
3)							
Describe how this request relates to Departmental Business Plan:							
The Utility Inspector will aid in maintaining the current level of service in the administration and inspection of the over 4000 permit received each year							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary		Secondary					
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?							
This request will help maintain the level of service in the administering and inspection of the over 4000 permits received each year. Currently this is done by one staff member and it is very challenging.							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings			Incl. in offsets (Section #9)?
2013	Budget \$\$\$	rev neutral	\$	the cost of this position will be offset by increased revenue for permit fees			Yes
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							
The alternative is to continue to have 1 staff member administer and inspect all the permits single handed and the timelines are drawn out. Whereas if the additional resource is approved this would allow for the Utility Coordinator to process and administer the ROP's and MC in a timely fashion and Utility Inspector can inspect the permit locations and ensure that restoration is completed to the satisfaction of the City. The new Utility Inspector will also be investigating resident's concerns in regards to issues related to the utility companies (Bell, Roger's)							

Request Title	Utility Inspector
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input checked="" type="radio"/> None</p> <p><input type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <p></p> <p></p> <p></p> <p></p> <p></p> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <p>◀ ▶</p> <p style="text-align: center;">None Low Medium High</p> <p>Financial Impact</p> <p>◀ ▶</p> <p style="text-align: center;">\$0 \$10,000 \$100,000 \$1,000,000 > \$10,000,000</p> <p>Health and Safety Risk (click on the word)</p> <p><input checked="" type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <p>◀ ▶</p> <p style="text-align: center;">None Minor Major Severe</p> <p>Probability of Health & Safety Issue</p> <p>◀ ▶</p> <p style="text-align: center;">None Low Medium High</p> </div> <div style="width: 50%;"> <p>Comments</p> <p><i>Please describe the type and nature of risk</i></p> <p></p> <p></p> <p></p> <p></p> <p></p> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input checked="" type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input type="radio"/> Inability to support the department's directive</p> <p><input type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p> <p></p> <p></p> <p></p> <p></p>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	

Request Title	Utility Inspector			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2012			
Position title	Utility Inspector			
Estimated start date	June 1, 2011			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	0.33			0.33
Position type	Part-time			
Position agreement classification	Cupe Cler. & Tech			
If contract, specify length (months or yrs)	4 months			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	2054001			
Grade level	J			
Est. starting step	1			
Desktop (HR) Review Performed?	No			
B&F Accommodations Available?	Yes			
ITM Hardware required?	Yes			
Capital Equipment Required?	Yes			
Complement Annual Cost Detail				
Annual full-time \$	-			-
Annual part-time \$	72,000	-	-	72,000
Annual shift premiums, etc	-			-
Annual overtime \$	-			-
* PT vacation pay (calculated field)	4,320	-	-	4,320
* Annual benefits (calculated field)	7,403	-	-	7,403
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 27,629	\$ -	\$ -	\$ 27,629
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Mileage	2054001.7100	400		400
2) Cellular Line Charges	2054001.7122.01	600		600
3) Office Supplies	2054001.7200	300		300
4) Other (Please detail in	#N/A	1,000		1,000
Subtotal		\$ 2,300	\$ -	\$ 2,300
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	2054001.7211.01	1,500		1,500
2) Office Equip. & Furnitu	2054001.7210	2,000		2,000
3) Other (Please detail in	#N/A	500		500
4)	#N/A	-		-
Subtotal		4,000	-	4,000
2012 Total Complement Annual Costs	\$ 33,929	\$ -	\$ -	\$ 33,929
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments: Other - PPE/small tools -\$1000 time costs - cellphone \$500				
				Other, One

Request Title		Utility Inspector						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
	ASSOCIATED CAPITAL FUNDING	Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1								\$ -
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1	From increased ROP fees			34,000				
2								
3								
4								
Subtotal				34,000	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)		(From sect. 7)	25,186	-	-	-	
2	* Benefits		(From sect. 7)	2,443	-	-	-	
3								
6								
7								
Subtotal				29,929	-	-	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)		(From sect. 7)	4,000	-	-	-	
2							-	
3							-	
Subtotal				4,000	-	-	-	
OFFSETS - cost savings, reductions, etc								
1								
2								
3								
Subtotal				-	-	-	-	
TOTAL OPERATING BUDGET CHANGE				(71)	-	-	-	
COMPLEMENTS & FTE's				2012	2013	2014	Total	
# of positions requested			(From sect. 7)	1.00	-	-	1.00	
FTE's			(From sect. 7)	0.33	-	-	0.33	
FTE reductions/offsets			(Manual Field)	-			-	
Net FTE's			(From sect. 7)	0.33	-	-	0.33	

PUBLIC WORKS

- 1. Financial Summary**
- 2. Business Plans**



Revenue and Expenditure Summary

2012-14 Operating Budget

Department	Exp Category	Account	2010 Actuals	Actual Forecast	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
Public Works - Operations														
Revenue														
		3550 Departmental Revenues	(16,385)	(14,932)	(14,019)	99	0	(13,920)	99	(0.7)%	(13,920)	0	(13,920)	0
		3555 W&S Administration Revenue	(420,000)	(508,775)	(420,000)	(8,400)	0	(428,400)	(8,400)	2.0%	(436,968)	(8,568)	(445,707)	(8,739)
		3574 Rev. frm Recov. Exp - Pd Duty	(113,655)	(134,615)	(147,745)	20,353	0	(127,392)	20,353	(13.8)%	(127,392)	0	(127,392)	0
		3586 Rents and Concessions	(518)	0	0	0	0	0	0	0.0%	0	0	0	0
		3612 Service Charges	(14,537)	(13,963)	(16,200)	1,620	0	(14,580)	1,620	(10.0)%	(14,580)	0	(14,580)	0
		3614 General Revenue	(132,246)	(128,633)	(125,000)	0	0	(125,000)	0	0.0%	(125,000)	0	(125,000)	0
		3618 Dept. Misc. Revenues	(8,237)	(614)	(1,050)	0	0	(1,050)	0	0.0%	(1,050)	0	(1,050)	0
		3780 Tourism/Rec'n Grant	(696,978)	(953,739)	(950,000)	0	0	(950,000)	0	0.0%	(950,000)	0	(950,000)	0
		Total Revenue	(1,402,555)	(1,755,272)	(1,674,014)	13,672	0	(1,660,342)	13,672	(0.8)%	(1,668,910)	(8,568)	(1,677,649)	(8,739)
Labour Costs														
		7010 Full Time	2,748,894	2,928,983	3,192,931	142,220	0	3,335,151	142,220	4.5%	3,399,675	64,524	3,429,082	29,407
		7012 Overtime	129,399	160,616	116,063	8,416	0	124,479	8,416	7.3%	124,479	0	124,479	0
		7015 Part Time	422,467	495,512	482,045	29,158	0	511,203	29,158	6.0%	514,407	3,204	515,192	785
		7017 Benefits	789,088	835,059	888,846	63,947	0	952,793	63,947	7.2%	994,727	41,934	1,027,709	32,982
		Total Labour Costs	4,089,847	4,420,170	4,679,885	243,741	0	4,923,626	243,741	5.2%	5,033,288	109,662	5,096,462	63,174
Other Expenses														
		7100 Mileage	1,602	1,962	1,832	0	0	1,832	0	0.0%	1,832	0	1,832	0
		7103 407-ETR Toll Charges	285	408	254	0	0	254	0	0.0%	254	0	254	0
		7105 Membership/Dues/Fees	12,657	10,680	11,303	214	1,056	12,573	1,270	11.2%	12,573	0	12,573	0
		7110 Meals and Meal Allowances	3,698	7,519	6,297	0	2,000	8,297	2,000	31.8%	8,297	0	8,297	0
		7115 Training & Development	28,311	26,532	35,352	0	0	35,352	0	0.0%	35,352	0	35,352	0
		7120 Telephone Charges	969	1,670	2,789	0	0	2,789	0	0.0%	2,789	0	2,789	0
		7122 Cellular Telephones	10,617	12,417	15,813	0	(1,560)	14,253	(1,560)	(9.9)%	14,253	0	14,253	0
		7125 Subscriptions/Publications	6,291	7,876	5,648	0	(229)	5,419	(229)	(4.1)%	5,419	0	5,419	0
		7130 Seminars & Workshops	417	727	2,473	0	0	2,473	0	0.0%	2,473	0	2,473	0
		7135 Advertising	918	3,946	8,357	0	(3,827)	4,530	(3,827)	(45.8)%	4,530	0	4,530	0
		7140 Promotion & Education	127,177	145,071	184,860	0	4,500	189,360	4,500	2.4%	189,360	0	189,360	0
		7200 Office Supplies	7,744	10,645	12,088	0	760	12,848	760	6.3%	12,848	0	12,848	0
		7203 Drafting Supplies	3,134	2,511	3,731	0	0	3,731	0	0.0%	3,731	0	3,731	0
		7205 Computer Supplies	3,093	2,181	4,975	0	0	4,975	0	0.0%	4,975	0	4,975	0
		7210 Office Equip. & Furniture	1,205	2,522	4,193	0	0	4,193	0	0.0%	4,193	0	4,193	0
		7211 Computer Hardware/Software	9,021	8,958	29,773	0	3,560	33,333	3,560	12.0%	33,333	0	33,333	0
		7220 Copiers, Faxes and Supplies	15,622	15,809	19,560	0	(250)	19,310	(250)	(1.3)%	19,310	0	19,310	0
		7222 Printing	0	2,078	0	0	500	500	500	0.0%	500	0	500	0
		7226 Courier Services	0	91	0	0	250	250	250	0.0%	250	0	250	0
		7300 Protective Clothing/Uniforms	22,091	25,807	24,092	0	(884)	23,208	(884)	(3.7)%	23,208	0	23,208	0
		7315 Vehicle Maintenance & Repairs	92,226	164,614	161,127	(161,127)	0	0	(161,127)	(100.0)%	0	0	0	0
		7317 Utility Services	1,574,907	1,731,098	1,929,530	(27,977)	(75,000)	1,826,553	(102,977)	(5.3)%	1,946,417	119,864	2,074,672	128,255
		7330 Materials & Supplies	2,245,104	3,215,994	2,975,238	91,507	2,170	3,068,915	93,677	3.1%	3,113,515	44,600	3,155,613	42,098
		7331 Contractor & Contractor Mat.	15,904,985	18,697,866	18,792,237	326,158	(428,638)	18,689,757	(102,480)	(0.5)%	19,653,896	964,139	20,264,230	610,334
		7335 Small Tools & Equipment	2,637	10,433	11,533	0	0	11,533	0	0.0%	11,533	0	11,533	0

Department	Exp Category	Account	2010 Actuals	Actual Forecast	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
		7340 Machine Time	991,498	1,242,809	885,570	(885,570)	0	0	(885,570)	(100.0)%	0	0	0	0
		7345 Radio Operations	5,739	7,628	10,013	0	0	10,013	0	0.0%	10,013	0	10,013	0
		7365 Safety Equipment	585	2,784	678	0	0	678	0	0.0%	678	0	678	0
		7370 Dumping Charges	63,599	49,790	45,944	0	0	45,944	0	0.0%	45,944	0	45,944	0
		7400 Bank Charges	9,772	8,591	6,838	0	0	6,838	0	0.0%	6,838	0	6,838	0
		7410 Rental, Leases - Equipment	79,697	111,996	116,089	0	0	116,089	0	0.0%	116,089	0	116,089	0
		7520 Professional Fees	12,473	12,774	13,483	0	0	13,483	0	0.0%	13,483	0	13,483	0
		7560 Gas/Diesel - Vehicles	0	0	0	281,512	0	281,512	281,512	0.0%	295,159	13,647	302,664	7,505
		7630 Wireless/Internet Commun.	1,599	2,736	2,487	0	2,444	4,931	2,444	98.3%	4,931	0	4,931	0
		7699 Sundry Expenses	11,452	1,685	9,380	0	(8,320)	1,060	(8,320)	(88.7)%	1,060	0	1,060	0
		7700 Chgs. from Othe Depts.	2,034	5,077	4,710	0	0	4,710	0	0.0%	4,710	0	4,710	0
		7710 Internal Recoveries	(161,604)	(202,924)	(186,010)	0	47,830	(138,180)	47,830	(25.7)%	(138,180)	0	(138,180)	0
		7716 Outside Recoverable	511	0	0	0	0	0	0	0.0%	0	0	0	0
		7780 Trf to Reserve Insurance	697,240	830,160	830,160	(830,160)	0	0	(830,160)	(100.0)%	0	0	0	0
		7790 Trsf. to Expend Res	382,000	0	0	0	0	0	0	0.0%	0	0	0	0
		Total Other Expenses	22,171,305	26,182,522	25,982,397	(1,205,443)	(453,638)	24,323,316	(1,659,081)	(6.4)%	25,465,566	1,142,250	26,253,758	788,192
Total Public Works - Operations			24,858,597	28,847,420	28,988,268	(948,030)	(453,638)	27,586,600	(1,401,668)	(4.8)%	28,829,944	1,243,344	29,672,571	842,627

* Note: Actual Forecast 2011 is for reference purposes only and is based on year to date actuals as of September 2011 plus the remainder of the calendarized budget

2012 Budget Variance Comments

Revenues

3550-Dept.Rev.-Green Bins	Slight reduction in volume
3574 Rev. from Recoverble	Decrease to reflect agreement with York Region and slight reduction in volume
3612- Service Charges	Decrease due to slight reduction in volume

Expenses

7010 - Full Time	Increase due to economic adjustment and remainder in job evaluation and pro-rated progressions
7012 - Over Time	Increase due to union agreement rate changes
7015 - Part Time	Increase due to pro-rated progression and economic adjustment and job evaluation
7017 - Benefits	Increase in relation to salaries and budget guideline increase
7105 - Memberships/Dues/Fees	Minor reallocation from various accounts and increase as per budget guidelines
7110 - Meals & Meal Allowances	Minor reallocation from various accounts
7122 - Cellular Telephones	Minor reallocation to various accounts
7125 - Subscriptions/Publications	Minor reallocation to various accounts
7135 - Advertising	Minor reallocation to various accounts
7140 - Promotion & Education	Minor reallocation from various accounts
7200 - Office Supplies	Minor reallocation from various accounts
7211 - Computer Hardware/Software	Minor reallocation from various accounts
7220 - Copiers, Faxes and Supplies	Minor reallocation to various accounts
7222 - Printing	Minor reallocation from various accounts
7226 - Courier Services	Minor reallocation from various accounts

7226 - Courier Supplies	Minor reallocation from various accounts
7300 - Protective Clothing/Uniforms	Minor reallocation to various accounts
7315 - Vehicle Maintenance & Repairs	Budget realigned due to changes in allocation of fleet repairs & maint. and fuel
7317 - Utility Services	Base budget reduction and reallocation to various accounts
7330 - Materials and Supplies	Price increase based on 2% and volume increase based on 1% growth and minor reallocation
7331 - Contractor & Contract Mat.	Volume increase based on 1%, Price increase based on 2% offset by reduction of new contract for Roadway sweeping and removal of Grass Cutting and reallocation due to contract savings transferred to Parks and Corp. accounts
7340 - Machine Time	Budget realigned due to changes in allocation of fleet repairs & maintenence and fuel
7560 - Gas/Diesel-Vehicles	Budget realigned due to changes in allocation of fleet repairs & maint. and fuel
7630 - Wireless/Internet Commun.	Minor reallocation from various accounts
7699 - Sundry Expenses	Minor reallocation to various accounts
7710 - Internal Recoveries	Removal of recovery from Parks for salt
7780-Trsf. To-Reserve-Insurance	Budget realigned due to process changes in allocation of insurance

2013 Budget Variance Comments

7010 - Full Time	Increase due to economic adjustment and slight pro-rated progression
7015 - Part-Time	Increase due to pro-rated progression and slight economic adjustment
7017 -Benefits	Increase in relation to salaries and budget guideline increase
7317 - Utility Services	Increase as per Budget Guidelines
7330 - Materials and Supplies	Volume increase based on 1% growth and price increase based on 2%
7331 - Contractor & Contract Mat.	Volume increase based on 1% and price increase based on 2%
7560- Gas/Diesel -Vehicles	Increase as per Budget Guidelines

2014 Budget Variance Comments

7010 - Full Time	Increase due to economic adjustment and slight pro-rated progression
7015 - Part-Time	Increase due to pro-rated progression
7015 - Part-Time	Increase due to pro-rated progression and slight economic adjustment
7017 -Benefits	Increase in relation to budget guideline increase
7317 - Utility Services	Increase as per Budget Guidelines
7330 - Materials and Supplies	Volume increase based on 1% growth and price increase based on 2%
7331 - Contractor & Contract Mat.	Volume increase based on 1% and price increase based on 2%
7560- Gas/Diesel -Vehicles	Increase as per Budget Guidelines

PW - Administration

1. Financial Summary

2. Business Plans

3. ARRs

2014

- ◆ Operational Review Analyst

Revenue and Expenditure Summary

2012-14 Operating Budget

Department	Exp Category	Account	2010 Actuals	Actual Forecast	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
Public Works - Administration														
	Revenue													
		3555 W&S Administration Revenue	(420,000)	(508,775)	(420,000)	(8,400)	0	(428,400)	(8,400)	2.0%	(436,968)	(8,568)	(445,707)	(8,739)
		3618 Dept. Misc. Revenues	(2,562)	(614)	(1,050)	0	0	(1,050)	0	0.0%	(1,050)	0	(1,050)	0
		Total Revenue	(422,562)	(509,389)	(421,050)	(8,400)	0	(429,450)	(8,400)	2.0%	(438,018)	(8,568)	(446,757)	(8,739)
	Labour Costs													
		7010 Full Time	764,941	698,656	811,868	43,398	0	855,266	43,398	5.3%	859,162	3,896	859,162	0
		7012 Overtime	8,462	15,509	16,930	(2,015)	0	14,915	(2,015)	(11.9)%	14,915	0	14,915	0
		7015 Part Time	195,031	235,407	244,715	304	0	245,019	304	0.1%	248,223	3,204	249,008	785
		7017 Benefits	226,719	198,779	215,024	33,760	0	248,784	33,760	15.7%	256,218	7,434	262,401	6,183
		Total Labour Costs	1,195,153	1,148,350	1,288,537	75,447	0	1,363,984	75,447	5.9%	1,378,518	14,534	1,385,486	6,968
	Other Expenses													
		7100 Mileage	681	601	244	0	0	244	0	0.0%	244	0	244	0
		7103 407-ETR Toll Charges	47	113	51	0	0	51	0	0.0%	51	0	51	0
		7105 Membership/Dues/Fees	7,954	5,726	7,164	214	0	7,378	214	3.0%	7,378	0	7,378	0
		7110 Meals and Meal Allowances	391	2,582	233	0	2,000	2,233	2,000	858.4%	2,233	0	2,233	0
		7115 Training & Development	5,282	2,876	5,047	0	0	5,047	0	0.0%	5,047	0	5,047	0
		7120 Telephone Charges	788	1,159	2,318	0	0	2,318	0	0.0%	2,318	0	2,318	0
		7122 Cellular Telephones	2,351	2,746	3,732	0	(1,560)	2,172	(1,560)	(41.8)%	2,172	0	2,172	0
		7125 Subscriptions/Publications	6,162	5,814	3,908	0	0	3,908	0	0.0%	3,908	0	3,908	0
		7130 Seminars & Workshops	417	727	977	0	0	977	0	0.0%	977	0	977	0
		7135 Advertising	0	139	377	0	0	377	0	0.0%	377	0	377	0
		7140 Promotion & Education	0	3,915	0	0	4,500	4,500	4,500	0.0%	4,500	0	4,500	0
		7200 Office Supplies	7,226	8,892	10,515	0	760	11,275	760	7.2%	11,275	0	11,275	0
		7203 Drafting Supplies	3,134	2,511	3,731	0	0	3,731	0	0.0%	3,731	0	3,731	0
		7205 Computer Supplies	3,093	2,133	4,749	0	0	4,749	0	0.0%	4,749	0	4,749	0
		7210 Office Equip. & Furniture	859	2,083	3,543	0	0	3,543	0	0.0%	3,543	0	3,543	0
		7211 Computer Hardware/Software	2,320	1,408	7,463	0	3,560	11,023	3,560	47.7%	11,023	0	11,023	0
		7220 Copiers, Faxes and Supplies	14,189	14,766	18,769	0	(250)	18,519	(250)	(1.3)%	18,519	0	18,519	0
		7222 Printing	0	2,078	0	0	500	500	500	0.0%	500	0	500	0
		7226 Courier Services	0	91	0	0	250	250	250	0.0%	250	0	250	0
		7300 Protective Clothing/Uniforms	1,642	1,398	1,131	0	0	1,131	0	0.0%	1,131	0	1,131	0
		7330 Materials & Supplies	0	33	0	0	0	0	0	0.0%	0	0	0	0

Department	Exp Category	Account	Actual			Allowable Inc/Decr	Account Reallocations	2012 Budget	\$		2013		2014	
			2010 Actuals	Forecast	2011 Budget				Variance	% Variance	Forecast	Variance	Forecast	Variance
		7331 Contractor & Contractor Mat.	2,674	2,810	3,053	0	0	3,053	0	0.0%	3,053	0	3,053	0
		7345 Radio Operations	5,739	7,628	10,013	0	0	10,013	0	0.0%	10,013	0	10,013	0
		7400 Bank Charges	5,012	4,423	5,861	0	0	5,861	0	0.0%	5,861	0	5,861	0
		7630 Wireless/Internet Commun.	784	1,003	565	0	1,560	2,125	1,560	276.1%	2,125	0	2,125	0
		7699 Sundry Expenses	10,324	1,078	8,160	0	(7,760)	400	(7,760)	(95.1)%	400	0	400	0
		7700 Chgs. from Othe Depts.	128	413	0	0	0	0	0	0.0%	0	0	0	0
		7710 Internal Recoveries	(8,380)	(16,790)	(16,790)	0	0	(16,790)	0	0.0%	(16,790)	0	(16,790)	0
		7780 Trf to Reserve Insurance	697,240	830,160	830,160	(830,160)	0	0	(830,160)	(100.0)%	0	0	0	0
		Total Other Expenses	770,055	892,518	914,974	(829,946)	3,560	88,588	(826,386)	(90.3)%	88,588	0	88,588	0
Total Public Works - Administration			1,542,646	1,531,478	1,782,461	(762,899)	3,560	1,023,122	(759,339)	(42.6)%	1,029,088	5,966	1,027,317	(1,771)

* Note: Actual Forecast 2011 is for reference purposes only and is based on year to date actuals as of September 2011 plus the remainder of the calendarized budget.

2012-14 Business Plan

BUSINESS OVERVIEW

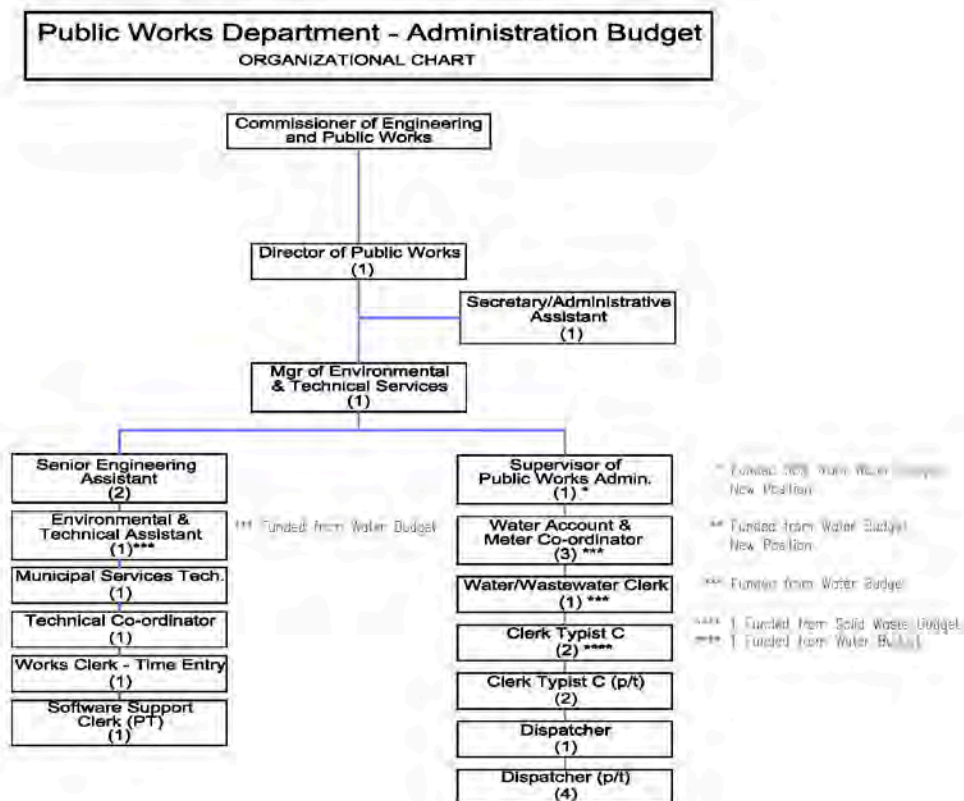
Service Statement: (Describe the core responsibilities for your department)

Public Works Administration is committed to providing exceptional customer service and the delivery of concise and accurate information on programs and services to residents, the public, developers, builders and regulatory agencies.

The day time clerical staff conducts the sale of blue boxes, green bins, garbage tags, appliance collection and disposal, bulk water, curb cuts, municipal service connections, culverts and water meters. Staff also perform time entry and process weekly deposits for front counters sales, as well as monies from Vaughan Fire & Rescue Services, and Cafeteria sales. Staff schedule appointments with the public, developers, builders and engineering consultants for such things as: appliance collections, road maintenance issues, water/sewer investigations, account inquiries, testing of existing and new water mains, water meter repairs and replacements, water turn/off, and various other water and sewer related activities.

The After Hours Dispatchers are responsible for answering calls from citizens and customers after hours for the Public Works Department and all other City departments. In 2011, this level of service extended to answering and dispatching of calls for Animal Control Services including municipalities outside of the Vaughan area (King Township and Bradford).

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



2012-14 Business Plan

Full Time, Part Time and Overtime – Budgeted Amounts

ADMINISTRATION

	2010	2011	2012 Base	Additional Resource Requests		
	2012	2013	2014			
Full Time	4*	4*	4*	0	0	0
Part Time	0	0	0	1**	0	0
Overtime	885	974	1065	0	0	0

Included in this section are Director, Manager of Environmental & Technical Services, Supervisor of Public Works Administration and Administrative Assistant

* Admin Supervisor is funded 50% from Admin & 50% from Water/Wastewater

** ARR – Operational Review Analyst

FRONT COUNTER & CUSTOMER SERVICE

	2010	2011	2012 Base	Additional Resource Requests		
	2012	2013	2014			
Full Time	1	1	1	***	0	0
Part Time	1.38	1.38	1.38	***	0	0
Overtime	1578	1750	1913	0	0	0

***Note: Request for conversion of two (2) part time clerical staff to form part of 2012 Water/Wastewater Budget Submission.

WATER, WASTEWATER AND ROADS

Water staff are requested for and funded from the Water Budget.

	2010	2011	2012 Base	Additional Resource Requests		
	2012	2013	2014			
Full Time	5	5	5	0	0	0
Part Time	1.38	1.38	1.38	0	0	0
Overtime	3776	3890	3982	0	0	0

DISPATCHERS

	2010	2011	2012 Base	Additional Resource Requests		
	2012	2013	2014			
Full Time	1	1	1	0	0	0
Part Time	2.74	2.74	2.74	0	0	0
Overtime	4038	4398	4809	0	0	0

Solid Waste Management

- 1 FTE funded from Administration Budget, 1 additional FTE funded from Solid Waste Management Budget.

Water/Wastewater & Roads

- 5 FTE's funded from Water Budget

2012-14 Business Plan

TECHNICAL GROUP

	2010	2011	2012 Base	Additional Resource Requests		
				2012	2013	2014
Full Time	6	6	6	0	0	0
Part Time	1.38	1.38	1.38	0	0	0
Overtime	5890	6519	7128	0	0	0

Technical Group

- 1 FTE Environmental & Technical Assistant funded from Water Budget.
- 5 FTE's funded from Administration Budget

Key Stakeholders: (list major internal and external stakeholders and briefly describe why they are key stakeholders)

Internal Departments

Engineering, Building Standards, Parks & Forestry Operations, Enforcement Services, Fire, Planning Finance, Building & Facilities, Parks Planning, Urban Design.

External

Citizens, PowerStream, Environment Canada, Ontario Ministry of the Environment, Toronto & Region Conservation Authority, Department of Oceans and Fisheries, Ontario Ministry of Labour, Region of York York Region Health Units, York/Durham Lab, York Region Police, Region of Peel, City of Toronto, York Region municipalities, Developers, Consultants, Contractors, Ratepayer Groups.

Work Plan:

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

Service Excellence:

- Demonstrate Excellence in Service Delivery

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

Challenges

Increase in population and demand for increased service levels will put additional pressures on our staff. The introduction of compostable bags and subsequent enforcement for the green program will see an increase in the volume of calls received.

2012-14 Business Plan

Opportunities

Implementation of improved service delivery and processes to ensure exceptional customer service delivery. This includes the automation of forms, upgrading to a point of sale system for all transactions to maximize customer service delivery. Currently, this upgrade is awaiting implementation by Finance.

Business Plan Objectives (list the status of 2010 outstanding and 2011 business plan objectives and the method of measuring successful implementation. As well, list 2012-14 business plan objectives in the appropriate section)

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Streamlining of processes	2011	Ongoing	Automation of customer service delivery to residents. Implementation of automated forms
Balanced workload among clerical staff	2011	Pending Approval of Compliment in 2012 – Water/Wastewater Budget	Approval of ARR (Request for PTE conversion to FTE) - equal distribution of workloads
Reduce number of abandoned calls	2011	Pending Approval of Compliment in 2012 – Water/Wastewater Budget	Approval of ARR (Request for PTE conversion to FTE) – decreased in number abandoned calls
Motivate staff through training opportunities	2011	Completed	Improved Employee Morale. All admin staff attending customer service training in 2010. Newly hired staff attended in Spring 2011.

2012-14 Business Plan

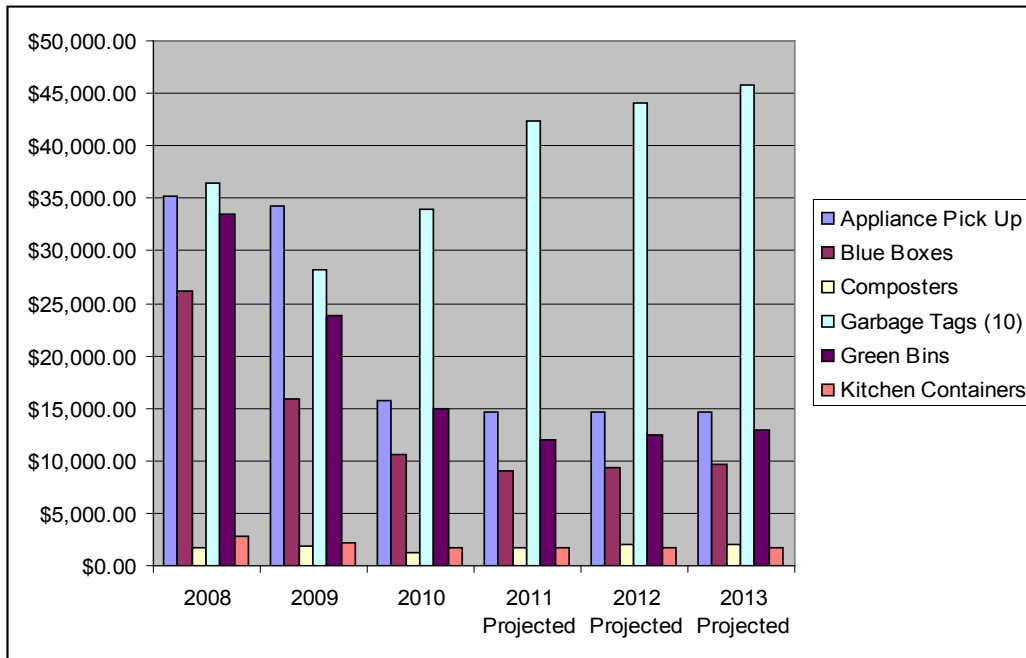
2012-14 Business Plan Objectives: (You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.)

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
1. Operations Review	Quarter 1 – Quarter 4	Mapping of costs versus funding sources. Tying service levels to funding impacts.	Approval of ARR – Operational Review Analyst
2. Implement the automation of Public Works Service Application Forms	Summer/ Fall 2011	Service Excellence	Access/Web Based Tools
3. Point of Sale System for sales	Fall 2011/ Spring 2012	Service Excellence	IT & Finance
4. Accessibility – Creating Barrier Free Communities	Ongoing	Service Excellence	Staff & Equipment
5. Continue to promote staff excellence through ongoing coaching and training	Ongoing	Staff/Service Excellence	In-House/External Courses
2013 (Top 3 Objectives)			
1. Online web forms & service requests	Fall/Winter 2012	Service Excellence (Communication with ability to initiate service requests online)	Staff & Equipment
2. Accessibility – Creating Barrier Free Communities	Ongoing	Staff/Service Excellence	Staff & Equipment
3. Continue to promote staff excellence	Ongoing	Staff/Service Excellence	In-House & External Seminar & Crossing Training of Staff
2014 (Top 3 Objectives)			
1. Accessibility – Creating Barrier Free Communities	Ongoing	Staff/Service Excellence	Staff & Equipment
2. Continue to promote staff excellence	Ongoing	Staff/Service Excellence	In-House & External Seminar & Crossing Training of Staff

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2008 to 2013)

2012-14 Business Plan

Revenue Front Counter Sales & Services – Solid Waste Management



BUSINESS OVERVIEW:

Notes about the Measure:

The economy, program maturation (Greening Vaughan) and the opening of the CEC in 2010 have been accounted for.

Key Conclusion: (Explanation of the trend on the performance measure graph)

Green Bin and Blue Bin Containers sales are down. As of July 2009 the sale of these items was introduced at local community centres and figures in the graph are reflective of this as well.

Garbage tags continue to sell. With the opening of the Community Environmental Centre in 2010, residents are being educated and directed to take items to the CEC for disposal.

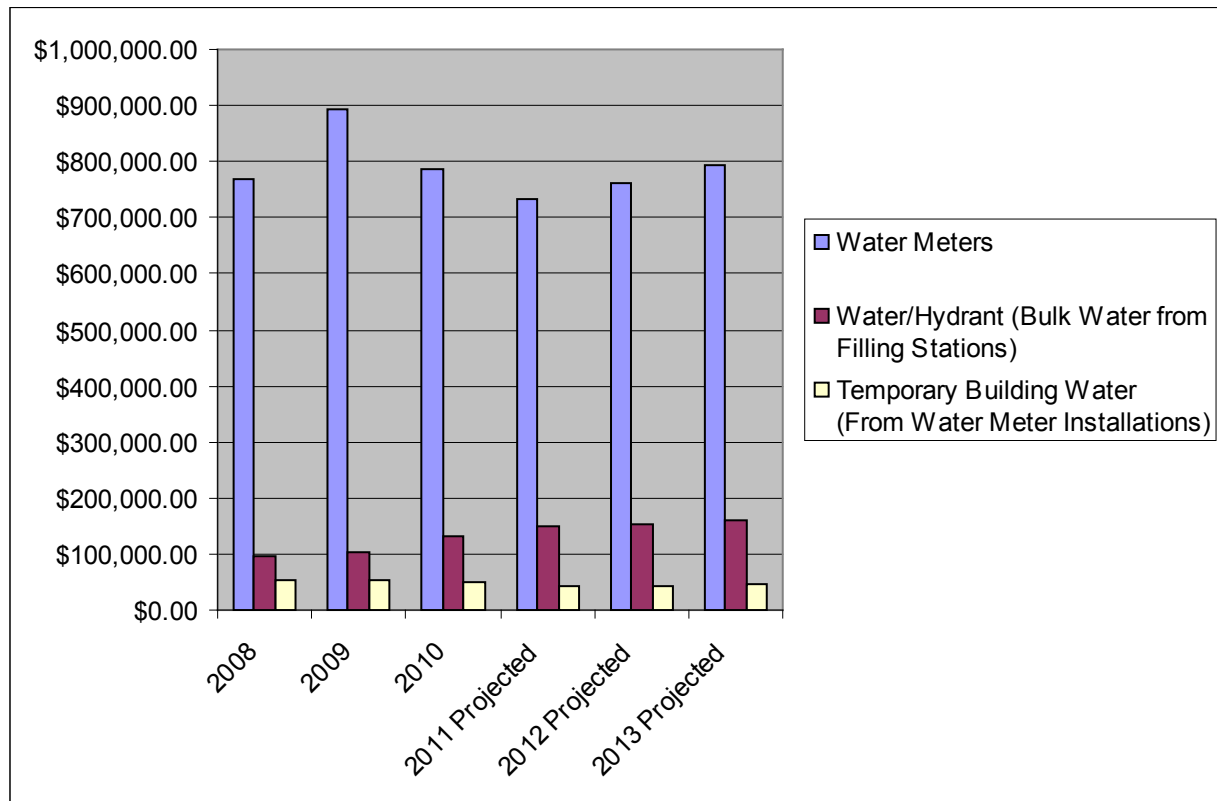
Overall Conclusion: (An executive summary providing a clear and concise overview of the performance measures and the general departmental situation)

Tag sales continue to increase and an automated P.O.S. System would increase efficiency of operations.

2012-14 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2008 to 2013)

Revenue Front Counter Sales & Service - Water



BUSINESS OVERVIEW:

Notes about the Measure:

Assumptions are based on population growth and services provided,

Key Conclusion: (Explanation of the trend on the performance measure graph)

Water meter sales are tied into population growth and new home sales.

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

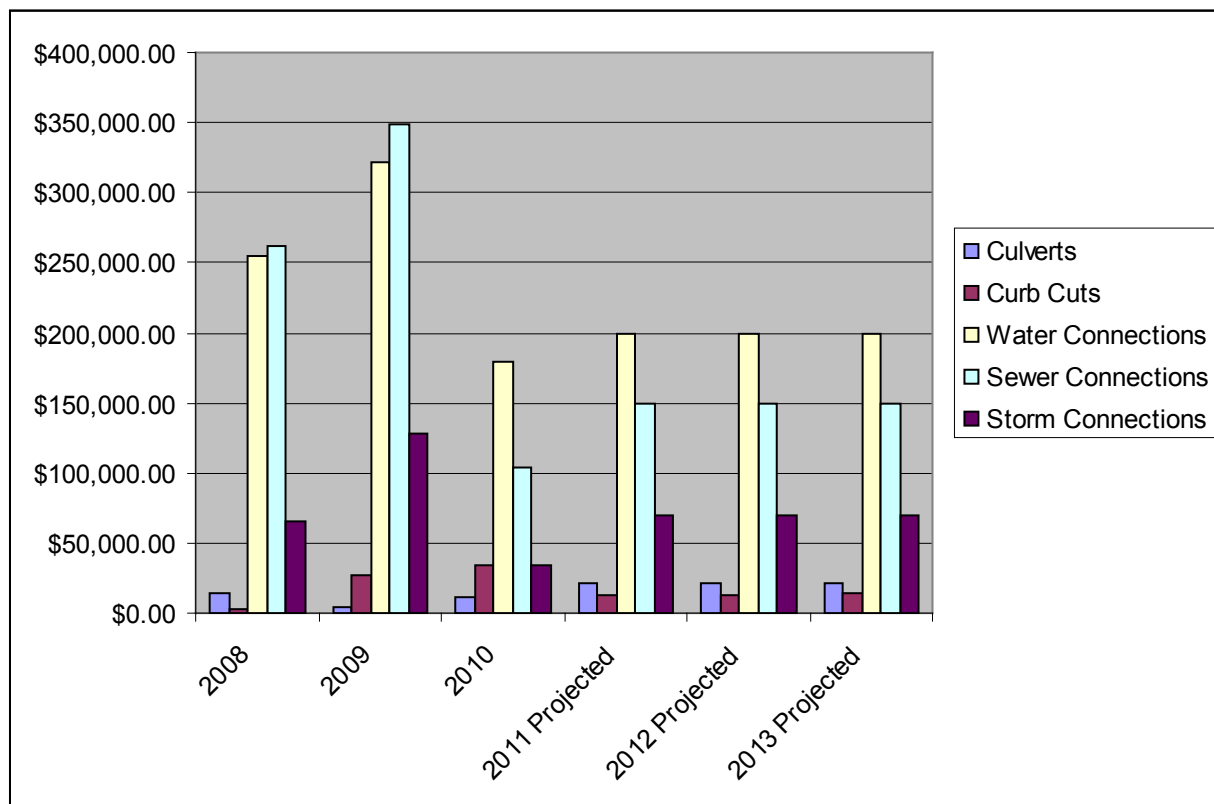
Growth is expected to continue for the next few years and, therefore, the need for meter installations is relative to growth.

2012-14 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2008 to 2013)

Revenue

Front Counter Sales & Service – Service Connections Curb Cuts/Culverts/Water, Sewer & Storm Connections



BUSINESS OVERVIEW:

Notes about the Measure:

It is anticipated that as more subdivisions are assumed, requests for curb cuts will increase. Water, Sewer and Storm connections are tied into the number of infill or site plan developments.

Key Conclusion: (Explanation of the trend on the performance measure graph)

Assumptions are based on population growth and services provided.

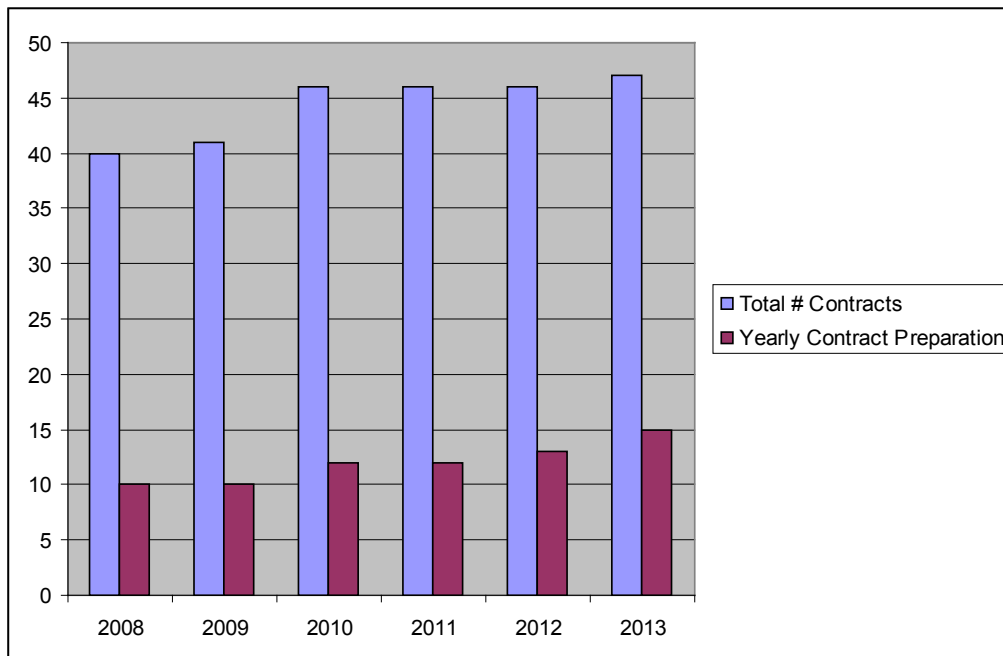
Overall Conclusion: (An executive summary providing a clear and concise overview of the performance measures and the general departmental situation)

Urbanization of City and demand for culverts may flatline or decrease. Infill housing may remain consistent for service connections.

2012-14 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2008 to 2013)

Tenders/Contracts Roads, Water, Wastewater



BUSINESS OVERVIEW:

Notes about the Measure:

Graph is a measurement of the current and projected service contract activity. There is currently one (1) staff responsible for preparation and administration of these contracts.

Key Conclusion: (Explanation of the trend on the performance measure graph)

Overall figures are progressively higher every year. These figures includes new contracts, renewals, one time contracts and/or requests for proposals.

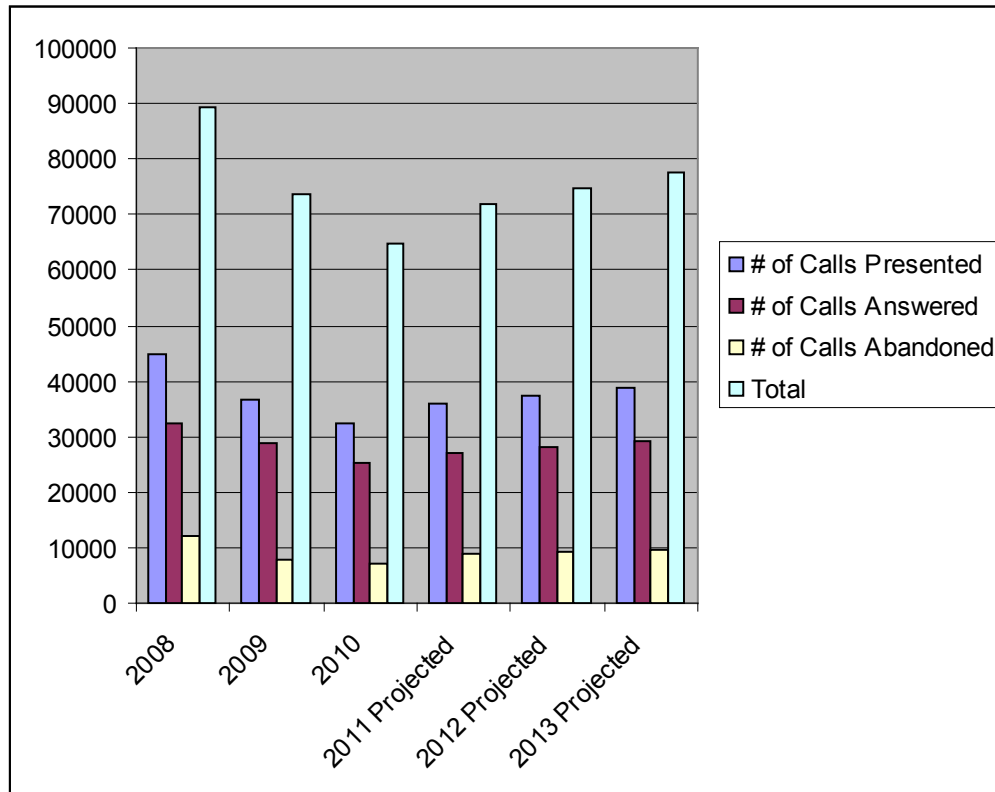
Overall Conclusion: (An executive summary providing a clear and concise overview of the performance measures and the general departmental situation)

The additional ARR request in the Water/Wastewater budget from PT to FT will ensure that the contracts are prepared in a timely manner so as to avoid unnecessary extensions, additional costs incurred or delay in service delivery as a result of insufficient staff resources. It will also assist with the ongoing administration of these contracts.

2012-14 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2008 to 2013)

Phones



BUSINESS OVERVIEW:

Notes about the Measure:

Assumptions are based weather, population growth and services provided.

Key Conclusion: (Explanation of the trend on the performance measure graph)

In 2011 higher call volumes could be attributed to weather, increase in service requested by residents. It is anticipated that moving forward these numbers will increase as the population grows and aging infrastructure.

Further the call volumes have increased significantly since May 1, 2011 as a result of the number of calls being received After Hours for Animal Services related calls and include resident outside of the Vaughan boundary (Bradford and King).

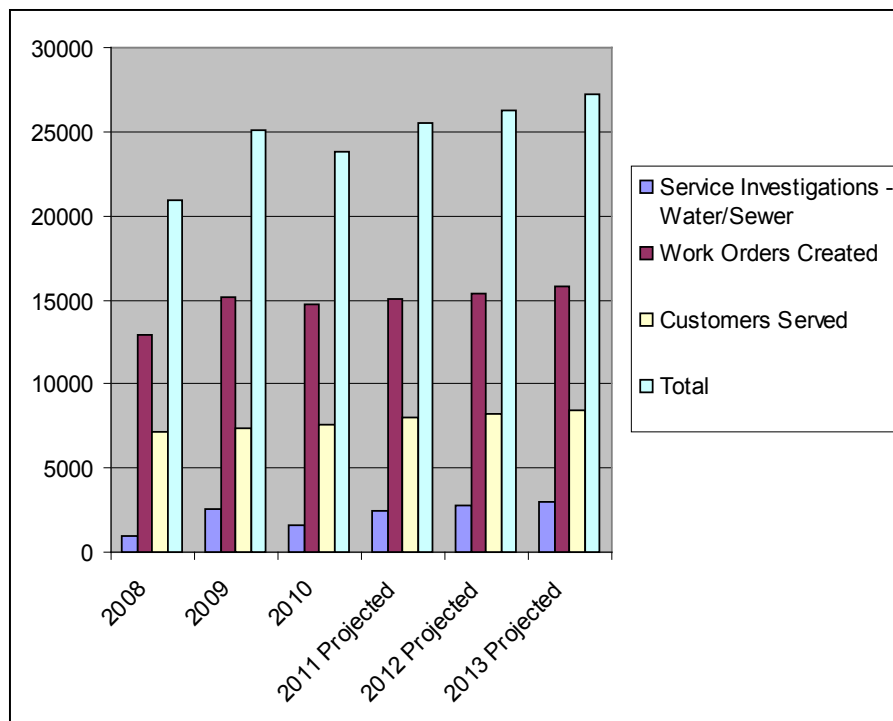
Overall Conclusion: (An executive summary providing a clear and concise overview of the performance measures and the general departmental situation)

The increase in call volumes will result in longer wait times for residents and calls being abandoned. The additional ARR request in the Water/Wastewater budget from PT to FT will ensure that there is adequate coverage to ensure exceptional service delivery to residents.

2012-14 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2008 to 2013)

Service Investigations/Works Orders & Customers Served At Counter



BUSINESS OVERVIEW:

Notes about the Measure:

Assumptions are based weather, population growth and services provided. With the hiring of the additional Water Account and Meter Coordinator whose primary responsibility will be to proactively investigate water and sewer accounts the amounts will increase significantly.

Key Conclusion: (Explanation of the trend on the performance measure graph)

Work orders created and counter customers served will increase as the population grows and service expectations from resident's increases.

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

The increase in call volumes will result in more work orders being created and it is expected that with population growth, more customers will be served at the counter. The additional ARR request from PT to FT in the Water/Wastewater budget will ensure that there is adequate coverage to ensure exceptional service delivery to residents and customers

2012-14 Business Plan

Funding sources from Administration salaries have been realigned over the past several years to better reflect section activities. For example, staff assigned to water and wastewater activities are funded from the Water and Wastewater Budget. As well, the Supervisor of Public Works Administration is equally funded from the Water and Wastewater budget and taxation, and one Clerk "C" position is funded from the Solid Waste Management Budget.

The request in the upcoming Water/Wastewater budget for the conversion of the two permanent part time positions to permanent full time is essential in ensuring that the increased demand on our clerical staff can better accommodate the increased call volumes, counter service and renewal/preparation of new contracts. The impact on the budget is .31 for each position. There would be no extra burden or impact on the budget for training, furniture, telephone or computer equipment as this is already included in our existing budget.

Activities and demand for service from the public remains consistent and increasing in most areas. These trends are expected to continue in response to a growing population, growing/aging infrastructure, and demand for improved levels of service.

Commissioner Sign-off

Date (mm/dd/yy)

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

ADDITIONAL RESOURCE REQUEST

Request Title Operations Review Analyst

Business Unit # 2300001 Public Works - Admin.

155 - Public Works - Operations

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	-	-	1.00	1.00	-	1.00
Net FTE's	-	-	1.00	1.00	-	1.00
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	-	-	94,479	94,479	-	94,479
Other continuous costs	-	-	-	-	-	-
One-time expenses	-	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-
Net Operating Budget	\$ -	\$ -	\$ 94,479	\$ 94,479	\$ -	\$ 94,479
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☒ Departmental ☐ Corporate

This contract position is requested so that a complete business analysis can be completed on the various activities performed by the Public Works Department. The intent is to have costs being mapped against funding sources, and tie those costs into the service levels, as well as the cost implications of those service levels on the funding sources.

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

Milestones or Deliverables	Timelines	Comments
Review of all PW activities.	Complete by Q4	

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

Department Impacted	Describe Impact (Cost/time/benefit)	Were they Consulted?
Budgeting	Impact would be on staff time to work with City's Budget Analyst and/or Budget Co-ordinator.	<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No

Other comments:

The benefit of this contract position is that it will provide useful analysis for not only current service levels, but on a go forward basis, the information will improve the department's ability to forecast budget needs based on those service levels. It will also improve the department's budget preparation and analysis process, and potentially create efficiencies in the department.

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Operations Review Analyst						
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
Organizational	Ensure a High Performing Organization PRIORITY GOAL	Additional operational business reviews - PRIORITY	3		TBD	Priority	General Correlation
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:							
By completing a business review of the activities and service levels, efficiencies may be produced that will result in either cost or time savings.							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
	Name/description of service level target:		Target Level	Current Level	Level with ARR		
1)	Currently not done						
2)							
3)							
Describe how this request relates to Departmental Business Plan:							
The Administration business plan includes this request as a means of gaining departmental efficiencies.							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary	Realize Future Benefits			Secondary	Improve Sustainability		
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?							
The future benefits will be that sound business case decisions can be made on service levels and their impact on funding sources. By gaining efficiencies, the impact on tax increases to fund certain activities can potentially be mitigated through improved efficiencies or service level adjustments.							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings			Incl. in offsets (Section #9)?
2012				Review completed			
2013				Implementation of any savings			
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							
The only other option than contracting this person, is for staff to be seconded from Budgeting for a one year period to complete this review.							

Request Title	Operations Review Analyst
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input checked="" type="radio"/> None</p> <p><input type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <p></p> <p></p> <p></p> <p></p> <p></p> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <p>◀ ▶</p> <p style="text-align: center;">None Low Medium High</p> <p>Financial Impact</p> <p>◀ ▶</p> <p style="text-align: center;">\$0 \$10,000 \$100,000 \$1,000,000 > \$10,000,000</p> <p>Health and Safety Risk (click on the word)</p> <p><input checked="" type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <p>◀ ▶</p> <p style="text-align: center;">None Minor Major Severe</p> <p>Probability of Health & Safety Issue</p> <p>◀ ▶</p> <p style="text-align: center;">None Low Medium High</p> </div> <div style="width: 50%;"> <p>Comments</p> <p><i>Please describe the type and nature of risk</i></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input checked="" type="radio"/> Inability to support the department's directive</p> <p><input type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p> <p>As one of the largest users of tax dollars to provide services to the public, it is essential that this review be completed to ensure that service levels are appropriate and done at the most cost effective means possible.</p>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	

Request Title	Operations Review Analyst			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2014			
Position title	Operations Review Analyst			
Estimated start date	Q1/12			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Contract			
If contract, specify length (months or yrs)	1 year			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	2300001			
Grade level	7			
Est. starting step	1			
Desktop (HR) Review Performed?	No			
B&F Accommodations Available?	Yes			
ITM Hardware required?	No			
Capital Equipment Required?	No			
Complement Annual Cost Detail				
Annual full-time \$	80,271			80,271
Annual part-time \$	-	-	-	-
Annual shift premiums, etc	-			-
Annual overtime \$	-			-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	-	-	-	-
* FT contract benefits in lieu (calculated field)	14,208	-	-	14,208
Subtotal	\$ 94,479	\$ -	\$ -	\$ 94,479
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	2300001.7200	-		-
2) Training & Developme	2300001.7115	-		-
3) Cellular Line Charges	2300001.7122.01	-		-
4) Mileage	2300001.7100	-		-
Subtotal		\$ -	\$ -	\$ -
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	2300001.7211.01	-		-
2) Office Equip. & Furnitu	2300001.7210	-		-
3) Training & Developme	2300001.7115	-		-
4)	#N/A	-		-
Subtotal		-	-	-
2012 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ 94,479	\$ -	\$ -	\$ 94,479
Additional Comments: Space is available at the JOC for this person, and no additional office equipment is required.				

Request Title		Operations Review Analyst						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1								\$ -
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)	-	-		80,271		
2	* Benefits	(From sect. 7)	-	-		14,208		
3	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-		-		
4								
5								
6								
7								
Subtotal				-	-	94,479	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-	-	-	-	
2							-	
3							-	
Subtotal				-	-	-	-	
OFFSETS - cost savings, reductions, etc								
1	Unknown until review completed.							
2								
3								
Subtotal				-	-	-	-	
TOTAL OPERATING BUDGET CHANGE					-	-	94,479	-
COMPLEMENTS & FTE's								
# of positions requested			(From sect. 7)	-	-	1.00	1.00	
FTE's			(From sect. 7)	-	-	1.00	1.00	
FTE reductions/offsets			(Manual Field)	-			-	
Net FTE's			(From sect. 7)	-	-	1.00	1.00	

PW - Roads

1. Financial Summary

2. Business Plans

3. ARRs

2012

- ◆ Maintenance of New Pedestrian Walkway
- ◆ Roads Foreperson

2014

- ◆ Roads Labourer
- ◆ Equipment Operator I
- ◆ Equipment Operator II - Heavy Equipment Operator

Revenue and Expenditure Summary

2012-14 Operating Budget

Department	Exp Category	Account	2010 Actuals	Actual Forecast	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
Public Works - Roads														
	Revenue													
		3574 Rev. frm Recov. Exp - Pd Duty	(56,200)	(60,854)	(70,691)	(1)	0	(70,692)	(1)	0.0%	(70,692)	0	(70,692)	0
		3618 Dept. Misc. Revenues	(5,675)	0	0	0	0	0	0	0.0%	0	0	0	0
		Total Revenue	(61,875)	(60,854)	(70,691)	(1)	0	(70,692)	(1)	0.0%	(70,692)	0	(70,692)	0
	Labour Costs													
		7010 Full Time	1,543,061	1,719,096	1,927,733	75,471	0	2,003,204	75,471	3.9%	2,059,523	56,319	2,088,313	28,790
		7012 Overtime	73,762	82,948	46,443	4,731	0	51,174	4,731	10.2%	51,174	0	51,174	0
		7015 Part Time	209,072	200,977	126,040	17,561	0	143,601	17,561	13.9%	143,601	0	143,601	0
		7017 Benefits	436,204	482,634	531,181	17,031	0	548,212	17,031	3.2%	577,564	29,352	600,265	22,701
		Total Labour Costs	2,262,099	2,485,655	2,631,397	114,794	0	2,746,191	114,794	4.4%	2,831,862	85,671	2,883,353	51,491
	Other Expenses													
		7100 Mileage	852	844	977	0	0	977	0	0.0%	977	0	977	0
		7103 407-ETR Toll Charges	223	199	81	0	0	81	0	0.0%	81	0	81	0
		7105 Membership/Dues/Fees	1,059	1,665	1,045	0	0	1,045	0	0.0%	1,045	0	1,045	0
		7110 Meals and Meal Allowances	1,920	2,976	2,921	0	0	2,921	0	0.0%	2,921	0	2,921	0
		7115 Training & Development	20,062	20,959	25,176	0	0	25,176	0	0.0%	25,176	0	25,176	0
		7122 Cellular Telephones	6,044	8,411	9,254	0	0	9,254	0	0.0%	9,254	0	9,254	0
		7125 Subscriptions/Publications	129	1,574	1,252	0	0	1,252	0	0.0%	1,252	0	1,252	0
		7130 Seminars & Workshops	0	0	1,496	0	0	1,496	0	0.0%	1,496	0	1,496	0
		7135 Advertising	918	2,831	2,440	0	0	2,440	0	0.0%	2,440	0	2,440	0
		7140 Promotion & Education	480	0	0	0	0	0	0	0.0%	0	0	0	0
		7200 Office Supplies	393	1,675	1,385	0	0	1,385	0	0.0%	1,385	0	1,385	0
		7205 Computer Supplies	0	48	226	0	0	226	0	0.0%	226	0	226	0
		7210 Office Equip. & Furniture	346	439	650	0	0	650	0	0.0%	650	0	650	0
		7211 Computer Hardware/Software	1,211	4,788	18,410	0	0	18,410	0	0.0%	18,410	0	18,410	0
		7220 Copiers, Faxes and Supplies	1,433	1,043	791	0	0	791	0	0.0%	791	0	791	0
		7300 Protective Clothing/Uniforms	20,386	23,468	21,077	0	0	21,077	0	0.0%	21,077	0	21,077	0
		7317 Utility Services	1,574,907	1,731,098	1,929,530	(27,977)	(75,000)	1,826,553	(102,977)	(5.3)%	1,946,417	119,864	2,074,672	128,255
		7330 Materials & Supplies	388,722	398,538	299,308	5,762	50,000	355,070	55,762	18.6%	362,092	7,022	368,925	6,833
		7331 Contractor & Contractor Mat.	2,644,866	3,955,711	4,024,022	(55,060)	(428,638)	3,540,324	(483,698)	(12.0)%	3,641,931	101,607	3,740,984	99,053
		7335 Small Tools & Equipment	2,637	1,218	2,318	0	0	2,318	0	0.0%	2,318	0	2,318	0
		7340 Machine Time	811,008	906,945	616,370	(616,370)	0	0	(616,370)	(100.0)%	0	0	0	0
		7365 Safety Equipment	585	2,784	678	0	0	678	0	0.0%	678	0	678	0
		7370 Dumping Charges	63,599	49,790	45,944	0	0	45,944	0	0.0%	45,944	0	45,944	0
		7410 Rental, Leases - Equipment	0	0	0	0	0	0	0	0.0%	0	0	0	0
		7520 Professional Fees	12,473	4,267	4,976	0	0	4,976	0	0.0%	4,976	0	4,976	0
		7560 Gas/Diesel - Vehicles	0	0	0	136,467	0	136,467	136,467	0.0%	150,114	13,647	157,619	7,505

Department	Exp Category	Account	2010 Actuals	Actual Forecast	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
		7630 Wireless/Internet Commun.	815	854	1,357	0	0	1,357	0	0.0%	1,357	0	1,357	0
		7699 Sundry Expenses	1,004	550	660	0	0	660	0	0.0%	660	0	660	0
		7700 Chgs. from Othe Depts.	906	584	630	0	0	630	0	0.0%	630	0	630	0
		7710 Internal Recoveries	(153,153)	(186,074)	(169,160)	0	47,830	(121,330)	47,830	(28.3)%	(121,330)	0	(121,330)	0
		7790 Trsf. to Expend Res	382,000	0	0	0	0	0	0	0.0%	0	0	0	0
		Total Other Expenses	5,785,825	6,937,185	6,843,814	(557,178)	(405,808)	5,880,828	(962,986)	(14.1)%	6,122,968	242,140	6,364,614	241,646
Total Public Works -Roads			7,986,049	9,361,986	9,404,520	(442,385)	(405,808)	8,556,327	(848,193)	(9.0)%	8,884,138	327,811	9,177,275	293,137

* Note: Actual Forecast 2011 is for reference purposes only and is based on year to date actuals as of September 2011 plus the remainder of the calendarized budget.

2012-14 Business Plan

BUSINESS OVERVIEW

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

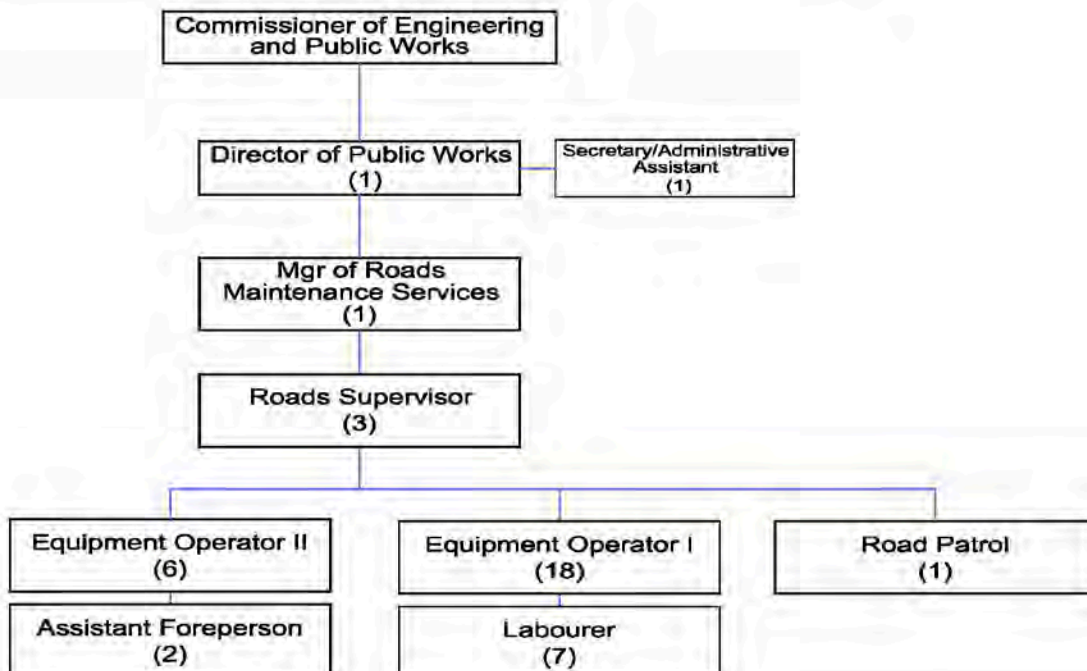
To provide for safe roads and sidewalks throughout the City of Vaughan, in accordance with minimum maintenance standards and Vaughan Council Policy.

The Public Works Department is committed to providing all residents with respectful, timely and reliable service. The 4 cornerstones to our success are:

- Quality Service and Integrity
- Professionalism and Positive Attitude
- Innovation and Continuous Improvement
- Effective Communication and Knowledgeable Staff

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

Public Works Department - Roads Maintenance ORGANIZATIONAL CHART



2012-14 Business Plan

Full Time, Part Time and Overtime – Budgeted Amounts

				Additional Resource Requests		
	2010	2011	2012 Base	2012	2013	2014
Full Time	35	38	38	2	2	2
Part Time	1.27	1.27	1.27			
Overtime	\$42,920	\$42,920				

Key Stakeholders: (list major internal and external stakeholders and briefly describe why they are key stakeholders)

- Mayor and Council
- Citizens and Businesses of Vaughan

Work Plan:

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

Service Excellence:

- *Demonstrate Excellence in Service Delivery
- *Promote Community Safety, Health and Wellness
- *Lead and Promote Environmental Sustainability

Organizational Excellence:

- *Manage Corporate Assets
- *Plan and Manage Growth and Economic Well-being

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

Future pressure include a rapidly increasing road network to maintain (requiring additional resources and equipment), increasing material costs, increasing demand for higher service levels, and large areas of infrastructure aging at the same rate.

Opportunities for reduced costs exist through ideas generated at the ongoing Continuous Improvement meetings with staff, newer equipment that increases productivity, and a changeover to high efficiency street lighting.

Business Plan Objectives (list the status of 2010 outstanding and 2011 business plan objectives and the method of measuring successful implementation. As well, list 2012-14 business plan objectives in the appropriate section)

Prior Year Business Plan Objectives / Accomplishments:	Year	Status	Outcome/Results
1 Improve cleanliness of City streets through reduced sweeping rotation time and additional staff	2011	New sweeper added Q4/09. Total of 4 sweepers.	Meeting established 20 to 25 day sweeping cycle

2012-14 Business Plan

2. Mandated replacement of all School Zone signage (within 5 yr. period)	2010 to 2015	Q1 to Q4	Currently on target to complete sign replacement
3. Mandated replacement of all Load Restriction signs (within 5 yr. period)	2010 to 2015	Q1 to Q4	Currently on target to complete sign replacement
4. Ensure compliance with Minimum Maintenance Standards (MMS) for sidewalk inspections	2011	Q1 to Q4	Meeting MMS (inspect entire sidewalk network annually)

2012-14 Business Plan Objectives: (You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.)

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2012 (Top 3 Objectives)			
1. Review and expand in-house & contracted Mill & Pave program for localized repairs	Q1/12 to Q4/12	Detailed plan for managing small sections of asphalt repair	In-house and contracted
2. Mandated replacement of all School Zone & Load Restriction signage (within 5 yr. period)	Q1/12 to Q4/12	All signs to be changed over to new provincial design over the next 4 yrs.	In-house staff for installation and capital funds for signs
3. Ensure compliance with Provincial Minimum Maintenance Standards (MMS) for sidewalks	Q1/12 to Q4/12	Compliance with MMS	In-house and contracted services
Other Implement computerized road patrol program	Q1/12 to Q4/12	Record road deficiencies on lap top computer	In-house
2013 (Top 3 Objectives)			
1. Monitor/expand computerized road patrol program	Q1/13 to Q4/13	Work Orders automatically generated	In-house
2. Review contracted services to ensure that the most cost effective means of delivering the service is taking place (in-house vs contracted).	Q2/13 & Q3/13	Evaluation of programs and recommended service suppliers identified.	In-house
3. Develop Maintenance Program for bridges and guiderail.	Q1/13 & Q2/13	Deficiencies identified, documented & corrected	In-house and contracted services
2014 (Top 3 Objectives)			

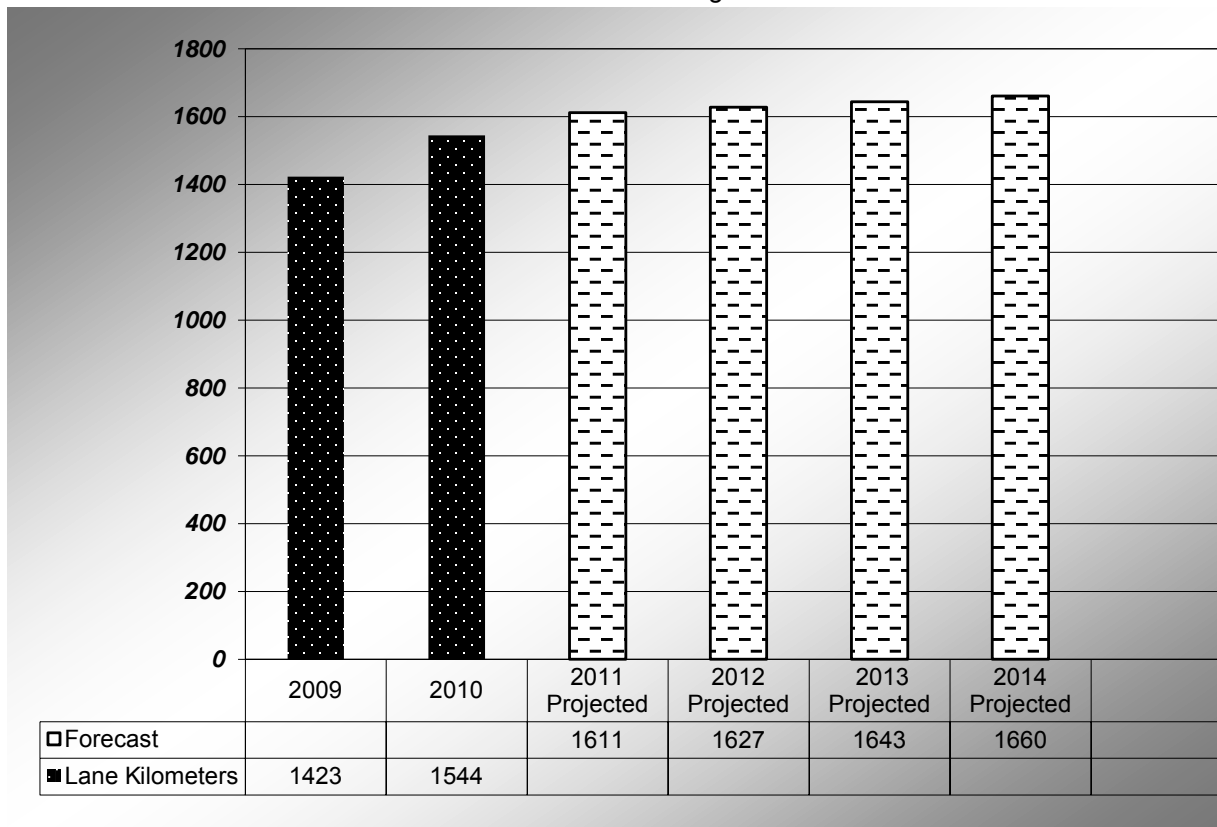
2012-14 Business Plan

1. Complete drainage improvements identified in Maple Drainage Study	Q2/14 & Q3/14	Culvert work and ditching completed	In-house
2. Implement Maintenance Program for bridges and guiderail.	Q1/14 to Q4/14	Deficiencies identified, documented & corrected	In-house and contracted services
3. Ensure compliance with Provincial Minimum Maintenance Standards (MMS) for sidewalks	Q1/14 to Q4/14	Compliance with MMS	In-house and contracted services

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2008 to 2013)

Measure: Number of Lane Kilometers Maintained During Non-Winter Period

Definition: The number of assumed lane kilometers receiving non-winter maintenance services



2012-14 Business Plan

BUSINESS OVERVIEW:

Notes about the Measure: (Provide assumptions/explanation of significant trend variance in the performance measure graph)

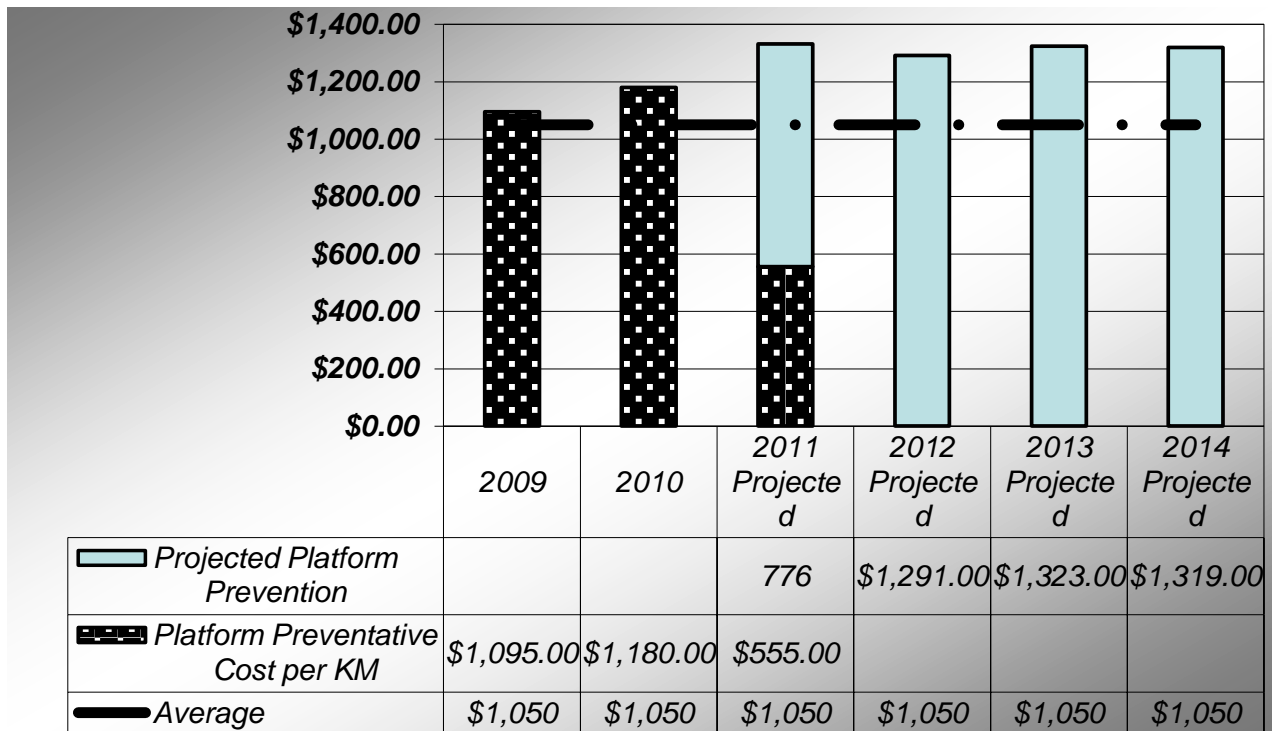
Projection based on 1% growth in assumed road network, or approximately 15 to 20 lane km/yr over the next 3 years.

Key Conclusion: (Explanation of the trend on the performance measure graph)

The number of assumed road system lane kilometers maintained has steadily increased over the 2001-2010 period. This growth will result in a large number of road sections requiring extensive maintenance at the same time in the future.

Measure: Cost per Kilometer of Preventative Maintenance

Definition: The total cost of performing preventative maintenance on all roadways in the City spread over the total lane kilometres.



BUSINESS OVERVIEW:

Notes about the Measure: (Provide assumptions/explanation of significant trend variance in the performance measure graph)

Pavement preventative maintenance costs focus on activities directly affecting pavement quality. It does not include activities such as street lighting, traffic signal maintenance or road signage, etc. Projections include average rate of growth and price increases. In 2009, the numbers increased due to the amalgamation of activity accounts under pavement maintenance. The

2012-14 Business Plan

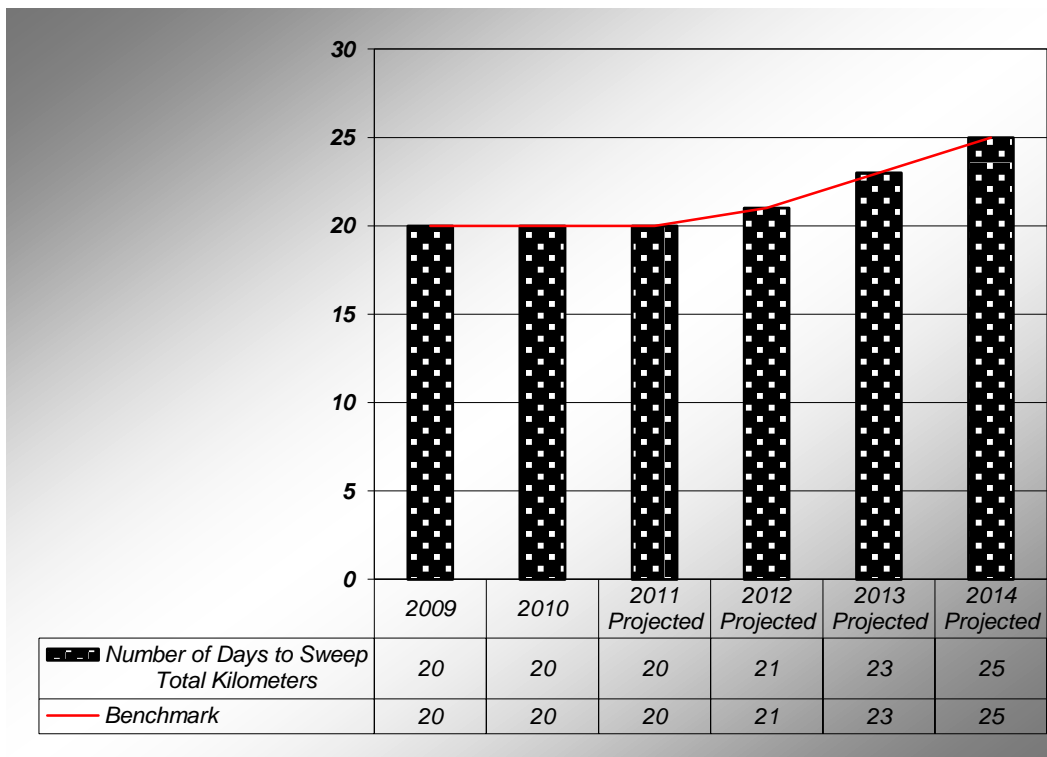
benchmark was determined by using the average from 2005 to 2010, and applying additional cost increases due to growth and contract costs. Increased spending reflects the aging infrastructure as well as more pro-active maintenance programs intended to reduce costlier rehabilitation and reconstruction works.

Key Conclusion: (Explanation of the trend on the performance measure graph)

Platform preventive activity is designed to avoid expensive capital rehabilitation projects. Budget guidelines must continue to allow for increased funding allotments for growth and contract price increases, or poorer road conditions, more costly and extensive capital repairs, and increased complaints from residents will occur.

Measure: Number of Working Days to Sweep Total Lane Kilometers

Definition: The total number of working days to maintain the total lane kilometers in the City.



BUSINESS OVERVIEW:

Notes about the Measure: (Provide assumptions/explanation of significant trend variance in the performance measure graph)

The number of days to sweep the roads is based on a fleet of four City-owned street sweepers operating only one shift per day, and includes the estimated 15 to 20 lane km/yr growth factor. Should a second shift be implemented for street sweeping, this could be reduced to 10 to 15 working days. The above factors do not take into account delays due to mechanical breakdowns or inclement weather.

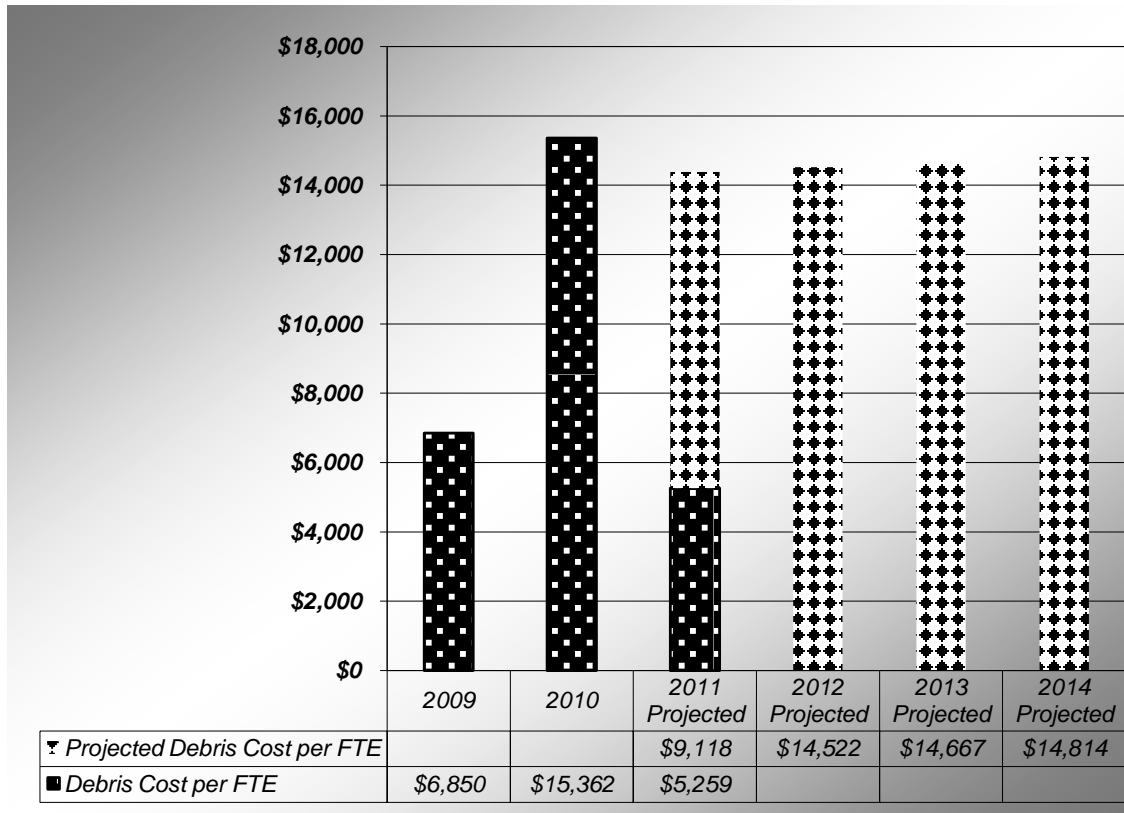
Key Conclusion: (Explanation of the trend on the performance measure graph)

To maintain the sweeping cycle of 20 to 25 working days by 2014 may require the implementation of shift work, or the addition of a fifth sweeper to the fleet.

2012-14 Business Plan

Measure: Debris Maintenance Cost per FTE

Definition: The cost associated with debris maintenance per FTE in the Roads Division.



BUSINESS OVERVIEW:

Notes about the Measure: (Provide assumptions/explanation of significant trend variance in the performance measure graph)

Labour costs associated with debris pickup throughout the year, divided by FTE's (FTE's include unionized staff only).

Key Conclusion: (Explanation of the trend on the performance measure graph)

Littering and illegal dumping continues to take place across the City. There is continuous dumping of debris on rural roadways and these large dumps require significant staff and fleet resources to remove. The cost of cleaning up debris and litter takes up a significant amount of staff time, resulting in other maintenance activities being contracted out or not getting completed on time.

2012-14 Business Plan

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

The Public Works Department's Road Maintenance Section has been able to keep up with the growing road network through the use of improved efficiencies and past staff complement increases. In order to maintain the current levels of service, and meet the increased demand of maintaining an aging infrastructure, additional resources (staff, equipment, and contracted services), are needed.

Commissioner Sign-off**Date (mm/dd/yy)**

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

ADDITIONAL RESOURCE REQUEST

Request Title Maintenance of New Pedestrian Walkway

Business Unit # 2310170 Curb and Sidewalk Maintenance

155 - Public Works - Operations

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	-	-	-	-	-	-
Net FTE's	-	-	-	-	-	-
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	-	-	-	-	-	-
Other continuous costs	15,000	-	-	15,000	-	15,000
One-time expenses	-	-	-	-	-	-
Offsets/reductions	(15,000)	-	-	(15,000)	-	(15,000)
Net Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☒ Departmental ☐ Corporate

This request relates to the ongoing maintenance costs for a non-standard pedestrian walkway on Rutherford Road between Thomas Cook Avenue/Thornhill Woods Drive and Ilan Roman Avenue. The proposed walkway will be constructed in 2011. Costs associated with design and construction of the pedestrian facility will be shared equally between the City of Vaughan and the Region of York, however, the annual maintenance costs (non-winter) will be borne solely by the Roads Department.

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

Milestones or Deliverables	Timelines	Comments

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

Department Impacted	Describe Impact (Cost/time/benefit)	Were they Consulted?
Engineering Department	Design, construction, coordination, contract administration, inspection	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No

Other comments:

The cost of providing winter maintenance on the proposed pedestrian walkway will be assumed by the City's Parks Department. Although the Roads Department would be responsible for the maintenance of all hard surfaces related to the walkway, some of this maintenance may still be performed during winter months.

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title		Maintenance of New Pedestrian Walkway					
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020: Service Excellence: Demonstrate Excellence in Service Delivery by providing respectful, timely and reliable front line customer service, monitoring staff & contractors to meet established service levels, assumes On Call status for maintenance and emergency situations. Promote Community Safety, Health & Wellness by monitoring the condition of City infrastructure in accordance with provincial legislation and Council approved service levels. Management Excellence: Ensure a High Performing Organization through the monitoring of staff and contractors involved in the maintenance and repair of road and sidewalk infrastructure. Manage Corporate Assets through proactive inspection practices and work prioritization.							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
	Name/description of service level target:		Target Level	Current Level	Level with ARR		
1)							
2)							
3)							
Describe how this request relates to Departmental Business Plan:							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary	Improve User Satisfaction			Secondary	Improve Corp. Image		
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?							
The pedestrian walkway improves user satisfaction and improves corporate image by providing a safe and convenient thoroughfare for residents walking or cycling along a section of Rutherford Road that forms part of the Transit Priority Network.							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings			Incl. in offsets (Section #9)?
				N/A			
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							
Since there are no dedicated pedestrian facilities on this section of Rutherford Road, the first option involving the provision of a temporary walkway separated from vehicular traffic by concrete jersey barriers provides increased safety for residents walking or cycling to facilities serviced by this section of roadway. A second temporary option proposed involves the provision of a pedestrian walkway delineated from traffic by a steel beam guiderail. This option involves significant improvements including retaining walls and structures as well as the time involved to obtain necessary approvals from regulatory agencies. This option could not be implemented until 2012 due to detailed design work and permitting. Leaving this section of Rutherford Road in it's present condition until it is reconstructed between 2014 and 2017 continues to place pedestrians at risk as they navigate along this road allowance. The first compromise alternative can be implemented in 2011 and is recommended.							

Request Title	Maintenance of New Pedestrian Walkway
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<p>Legislative/Regulatory Requirement</p> <p> <input type="radio"/> None <input checked="" type="radio"/> Little consequence of non compliance <input type="radio"/> Significant external repercussion/penalty </p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p>	
<p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <p>Provincial Minimum Maintenance Standards MMS - Reg. No. 239</p> <p>There is a legislative requirement to maintain the roads and sidewalks in a safe condition for users, so the rating would be significant under legislative requirements.</p> <p>Implications of not doing the work include roads/sidewalks failing prematurely, increased potholes, increased litigation due to motor vehicle accidents, private/public property damage and personal injury.</p> <p>Not able to repair all deficiencies. Repair worst areas only.</p>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <p>Probability of Litigation</p> <p>None Low Medium High</p> <p>Financial Impact</p> <p>\$0 \$10,000 \$100,000 \$1,000,000 > \$10,000,000</p> <p>Health and Safety Risk (click on the word)</p> <p> <input type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input checked="" type="radio"/> Both </p> <p>Health and Safety Magnitude</p> <p>None Minor Major Severe</p> <p>Probability of Health & Safety Issue</p> <p>None Low Medium High</p>	
<p>Comments</p> <p><i>Please describe the type and nature of risk</i></p> <p>Risk of litigation stemming from private/public property damage and personal injury. Claims originate from damage to motor vehicles hitting road defects and private/public property damage due to motor vehicle accidents, or personal injury related to trip and falls, slip and falls and motor vehicle accidents.</p>	
<p>Internal Operational Requirements</p> <p> <input type="radio"/> None <input checked="" type="radio"/> Service provided with minor internal issues -slight inconvenience <input type="radio"/> Inability to support the department's directive <input type="radio"/> Direct affect on multiple departments <input type="radio"/> Citywide implications </p> <p>Comments</p> <p>Not approving this request impacts our ability to maintain existing infrastructure already in need of repair. Funding and staff resources dedicated to inspecting and repairing existing road and sidewalk infrastructure will be utilized to monitor and repair this new pedestrian walkway.</p>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	
<p>The addition of this new pedestrian walkway requires that the City undertake annual inspections and complete necessary repairs on the facility. With our existing Staff resources, we are currently limited in our ability to complete this annual inspection of all pedestrian walkways. Not approving this request impacts our ability to undertake this annual inspection of all pedestrian walkways including the repair of identified deficiencies. Residents and the community will be adversely affected due to increased deficiencies and higher incidence of trip and falls or slip and falls related to delayed inspection and repairs by the City.</p>	

Request Title	Maintenance of New Pedestrian Walkway			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year				
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify length (months or yrs)				
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)				
Grade level				
Est. starting step				
Desktop (HR) Review Performed?				
B&F Accommodations Available?				
ITM Hardware required?				
Capital Equipment Required?				
Complement Annual Cost Detail				
Annual full-time \$				-
Annual part-time \$	-	-	-	-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	-	-	-	-
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ -	\$ -	\$ -	\$ -
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	2310170.7200			-
2) Training & Developme	2310170.7115			-
3) Cellular Line Charges	2310170.7122.01			-
4) Mileage	2310170.7100			-
Subtotal		\$ -	\$ -	\$ -
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	2310170.7211.01			-
2) Office Equip. & Furnitu	2310170.7210			-
3) Training & Developme	2310170.7115			-
4)	#N/A			-
Subtotal		-	-	-
2012 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments:				

Request Title		Maintenance of New Pedestrian Walkway						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1								\$ -
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)		-	-	-		
2	* Benefits	(From sect. 7)		-	-	-		
3	* Complement sch. Expenses (calculated field)	(From sect. 7)		-	-	-		
4	Maintenance of pedestrian walkway and concrete barrier	2310170		15,000				
5								
6								
7								
Subtotal				15,000	-	-	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)		-	-	-	-	
2							-	
3							-	
Subtotal				-	-	-	-	
OFFSETS - cost savings, reductions, etc								
1	Savings in Street Lighting Contract			(15,000)				
2								
3								
Subtotal				(15,000)	-	-	-	
TOTAL OPERATING BUDGET CHANGE				-	-	-	-	
COMPLEMENTS & FTE's				2012	2013	2014	Total	
# of positions requested		(From sect. 7)		-	-	-	-	
FTE's		(From sect. 7)		-	-	-	-	
FTE reductions/offsets		(Manual Field)					-	
Net FTE's		(From sect. 7)		-	-	-	-	

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

ADDITIONAL RESOURCE REQUEST

Request Title Roads Foreperson

Business Unit # 2310001 Roads Division - Admin.

155 - Public Works - Operations

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	1.00	-	-	1.00	-	1.00
Net FTE's	1.00	-	-	1.00	-	1.00
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	73,429	-	-	73,429	-	73,429
Other continuous costs	3,600	-	-	3,600	-	3,600
One-time expenses	1,500	(1,500)	-	-	-	-
Offsets/reductions	(78,529)	-	-	(78,529)	-	(78,529)
Net Operating Budget	\$ -	\$ (1,500)	\$ -	\$ (1,500)	\$ -	\$ (1,500)
Associated Capital Costs	\$ 35,000	\$ -	\$ -	\$ 35,000	\$ -	\$ 35,000

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

Please check one: ☒ Departmental ☐ Corporate

Addition of new Roads Foreperson. This Union position provides direct assistance to the Roads Supervisor in the delegation of duties to Roads staff involved in the day to day maintenance of roads, sidewalks, boulevards and drainage aspects. This position also directly supervises Contractors performing year round road maintenance and assumes on call status for winter maintenance and emergency situations.

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

Milestones or Deliverables	Timelines	Comments

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

Department Impacted	Describe Impact (Cost/time/benefit)	Were they Consulted?
Human Resources	Assistance with recruitment and hiring process.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No

Other comments:

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Roads Foreperson						
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:							
Service Excellence: Demonstrate Excellence in Service Delivery by providing respectful, timely and reliable front line customer service, monitoring staff & contractors to meet established service levels, assumes On Call status for winter maintenance and emergency situations. Promote Community Safety, Health & Wellness by monitoring the condition of City infrastructure and monitoring road conditions during winter maintenance in accordance with provincial legislation and Council approved service levels. Management Excellence: Ensure a High Performing Organization through the monitoring of staff and contractors involved in the maintenance and repair of road infrastructure. Manage Corporate Assets through proactive inspection practices and work prioritization.							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
	Name/description of service level target:		Target Level	Current Level	Level with ARR		
1)	Meet established service levels						
2)							
3)							
Describe how this request relates to Departmental Business Plan:							
The Departmental Business Plan outlines that we must remain in compliance with provincial legislation (Minimum Maintenance Standards) and Council approved service levels related to road maintenance and repair by patrolling of roads during winter operations. By proactively identifying and repairing deficient road sections within the mandated time frame and meeting minimum service levels during winter maintenance, we are remaining in compliance with the legislation.							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary	Improve User Satisfaction			Secondary	Improve Corp. Image		
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?							
Improved response to resident's requests/investigations.							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings			Incl. in offsets (Section #9)?
				N/A			
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							
One alternative is to assign a current staff member to this role. This removes a staff member from their current role, thereby creating a staff shortage in another job classification such as equipment operator or labourer. This results in a negative impact on the operation by reducing the number of staff available for day to day road maintenance work or On Call operations (i.e. winter maintenance). As such, this is not the recommended alternative.							

Request Title	Roads Foreperson
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input type="radio"/> None</p> <p><input checked="" type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Provincial Minimum Maintenance Standards MMS - Reg. No. 239, Hours of Service Reg. 555/06 and Municipal Act</div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">There is a legislative requirement to maintain the roads in a safe condition for users, so the rating would be significant under legislative requirements.</div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Implications of not doing the work include roads failing prematurely, increased potholes, increased litigation due to winter-related accidents, private/public property damage and personal injury.</div> <div style="border: 1px solid black; padding: 2px;">Not able to repair all deficiencies. Repair worst areas only. May exceed max hours.</div> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 10px; background: linear-gradient(to right, #ccc 49%, #ccc 49% 51%, #ccc 51% 52%, #ccc 52% 53%, #ccc 53% 54%, #ccc 54% 55%, #ccc 55% 56%, #ccc 56% 57%, #ccc 57% 58%, #ccc 58% 59%, #ccc 59% 60%, #ccc 60% 61%, #ccc 61% 62%, #ccc 62% 63%, #ccc 63% 64%, #ccc 64% 65%, #ccc 65% 66%, #ccc 66% 67%, #ccc 67% 68%, #ccc 68% 69%, #ccc 69% 70%, #ccc 70% 71%, #ccc 71% 72%, #ccc 72% 73%, #ccc 73% 74%, #ccc 74% 75%, #ccc 75% 76%, #ccc 76% 77%, #ccc 77% 78%, #ccc 78% 79%, #ccc 79% 80%, #ccc 80% 81%, #ccc 81% 82%, #ccc 82% 83%, #ccc 83% 84%, #ccc 84% 85%, #ccc 85% 86%, #ccc 86% 87%, #ccc 87% 88%, #ccc 88% 89%, #ccc 89% 90%, #ccc 90% 91%, #ccc 91% 92%, #ccc 92% 93%, #ccc 93% 94%, #ccc 94% 95%, #ccc 95% 96%, #ccc 96% 97%, #ccc 97% 98%, #ccc 98% 99%, #ccc 99% 100%, #ccc 100% 100%);"></div> <div style="margin: 0 5px;">▶</div> </div> <div style="display: flex; justify-content: space-between; font-size: small;"> NoneLowMediumHigh </div> <p>Financial Impact</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 10px; background: linear-gradient(to right, #ccc 30%, #ccc 30% 32%, #ccc 32% 33%, #ccc 33% 34%, #ccc 34% 35%, #ccc 35% 36%, #ccc 36% 37%, #ccc 37% 38%, #ccc 38% 39%, #ccc 39% 40%, #ccc 40% 41%, #ccc 41% 42%, #ccc 42% 43%, #ccc 43% 44%, #ccc 44% 45%, #ccc 45% 46%, #ccc 46% 47%, #ccc 47% 48%, #ccc 48% 49%, #ccc 49% 50%, #ccc 50% 51%, #ccc 51% 52%, #ccc 52% 53%, #ccc 53% 54%, #ccc 54% 55%, #ccc 55% 56%, #ccc 56% 57%, #ccc 57% 58%, #ccc 58% 59%, #ccc 59% 60%, #ccc 60% 61%, #ccc 61% 62%, #ccc 62% 63%, #ccc 63% 64%, #ccc 64% 65%, #ccc 65% 66%, #ccc 66% 67%, #ccc 67% 68%, #ccc 68% 69%, #ccc 69% 70%, #ccc 70% 71%, #ccc 71% 72%, #ccc 72% 73%, #ccc 73% 74%, #ccc 74% 75%, #ccc 75% 76%, #ccc 76% 77%, #ccc 77% 78%, #ccc 78% 79%, #ccc 79% 80%, #ccc 80% 81%, #ccc 81% 82%, #ccc 82% 83%, #ccc 83% 84%, #ccc 84% 85%, #ccc 85% 86%, #ccc 86% 87%, #ccc 87% 88%, #ccc 88% 89%, #ccc 89% 90%, #ccc 90% 91%, #ccc 91% 92%, #ccc 92% 93%, #ccc 93% 94%, #ccc 94% 95%, #ccc 95% 96%, #ccc 96% 97%, #ccc 97% 98%, #ccc 98% 99%, #ccc 99% 100%, #ccc 100% 100%);"></div> <div style="margin: 0 5px;">▶</div> </div> <div style="display: flex; justify-content: space-between; font-size: small;"> \$0\$10,000\$100,000\$1,000,000> \$10,000,000 </div> <p>Health and Safety Risk (click on the word)</p> <p><input type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input checked="" type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 10px; background: linear-gradient(to right, #ccc 33%, #ccc 33% 35%, #ccc 35% 36%, #ccc 36% 37%, #ccc 37% 38%, #ccc 38% 39%, #ccc 39% 40%, #ccc 40% 41%, #ccc 41% 42%, #ccc 42% 43%, #ccc 43% 44%, #ccc 44% 45%, #ccc 45% 46%, #ccc 46% 47%, #ccc 47% 48%, #ccc 48% 49%, #ccc 49% 50%, #ccc 50% 51%, #ccc 51% 52%, #ccc 52% 53%, #ccc 53% 54%, #ccc 54% 55%, #ccc 55% 56%, #ccc 56% 57%, #ccc 57% 58%, #ccc 58% 59%, #ccc 59% 60%, #ccc 60% 61%, #ccc 61% 62%, #ccc 62% 63%, #ccc 63% 64%, #ccc 64% 65%, #ccc 65% 66%, #ccc 66% 67%, #ccc 67% 68%, #ccc 68% 69%, #ccc 69% 70%, #ccc 70% 71%, #ccc 71% 72%, #ccc 72% 73%, #ccc 73% 74%, #ccc 74% 75%, #ccc 75% 76%, #ccc 76% 77%, #ccc 77% 78%, #ccc 78% 79%, #ccc 79% 80%, #ccc 80% 81%, #ccc 81% 82%, #ccc 82% 83%, #ccc 83% 84%, #ccc 84% 85%, #ccc 85% 86%, #ccc 86% 87%, #ccc 87% 88%, #ccc 88% 89%, #ccc 89% 90%, #ccc 90% 91%, #ccc 91% 92%, #ccc 92% 93%, #ccc 93% 94%, #ccc 94% 95%, #ccc 95% 96%, #ccc 96% 97%, #ccc 97% 98%, #ccc 98% 99%, #ccc 99% 100%, #ccc 100% 100%);"></div> <div style="margin: 0 5px;">▶</div> </div> <div style="display: flex; justify-content: space-between; font-size: small;"> NoneMinorMajorSevere </div> <p>Probability of Health & Safety Issue</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 10px; background: linear-gradient(to right, #ccc 49%, #ccc 49% 51%, #ccc 51% 52%, #ccc 52% 53%, #ccc 53% 54%, #ccc 54% 55%, #ccc 55% 56%, #ccc 56% 57%, #ccc 57% 58%, #ccc 58% 59%, #ccc 59% 60%, #ccc 60% 61%, #ccc 61% 62%, #ccc 62% 63%, #ccc 63% 64%, #ccc 64% 65%, #ccc 65% 66%, #ccc 66% 67%, #ccc 67% 68%, #ccc 68% 69%, #ccc 69% 70%, #ccc 70% 71%, #ccc 71% 72%, #ccc 72% 73%, #ccc 73% 74%, #ccc 74% 75%, #ccc 75% 76%, #ccc 76% 77%, #ccc 77% 78%, #ccc 78% 79%, #ccc 79% 80%, #ccc 80% 81%, #ccc 81% 82%, #ccc 82% 83%, #ccc 83% 84%, #ccc 84% 85%, #ccc 85% 86%, #ccc 86% 87%, #ccc 87% 88%, #ccc 88% 89%, #ccc 89% 90%, #ccc 90% 91%, #ccc 91% 92%, #ccc 92% 93%, #ccc 93% 94%, #ccc 94% 95%, #ccc 95% 96%, #ccc 96% 97%, #ccc 97% 98%, #ccc 98% 99%, #ccc 99% 100%, #ccc 100% 100%);"></div> <div style="margin: 0 5px;">▶</div> </div> <div style="display: flex; justify-content: space-between; font-size: small;"> NoneLowMediumHigh </div> </div> <div style="width: 55%;"> <p>Comments</p> <div style="border: 1px solid black; padding: 5px;"> <p><i>Please describe the type and nature of risk</i></p> <p>Risk of litigation stemming from private/public property damage and personal injury. Claims originate from damage to motor vehicles hitting road defects and private/public property damage due to motor vehicle accidents, or personal injury related to trip and falls, slip and falls and motor vehicle accidents.</p> </div> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input checked="" type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input type="radio"/> Inability to support the department's directive</p> <p><input type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p> <div style="border: 1px solid black; padding: 5px;"> <p>Assigning a current staff member to this role, creates a staff shortage in another job classification such as equipment operator or labourer. This results in a negative impact on the operation by reducing the number of staff available for day to day road maintenance work or On Call operations (i.e. winter maintenance). This also impacts our Department's ability to achieve goals related to Vaughan Vision 2020 (Service Excellence and Management Excellence) and Business Plan Objectives. That is why we are not recommending this alternative.</p> </div>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	
<p>The Roads Department hired a new Supervisor in 2011, raising the total Supervisor complement up to three. The two current Supervisor positions each have a Roads Foreperson reporting to them. The Roads Foreperson plays an integral role in assisting the Supervisor in the delivery of daily operational activities tied to established service levels. With the anticipated growth of the City, the Roads Department will move to a three district model from the current two district scenario. Adding the third Roads Foreperson is a key step in the transition to adopting and delivering the new three district model. Without adding the third Roads Foreperson, the City's ability to deliver key, road related programs expected by residents and the community and meet established service levels may be compromised. This position also participates in a rotational on call for winter maintenance and emergency situations. Without the addition of a third Foreperson, the burden of assuming on call status during the entire winter season falls on the existing two Forepersons.</p>	

Request Title	Roads Foreperson			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year		2012		
Position title		Roads Foreperson		
Estimated start date		May 1, 2014		
# of positions requested		1.00		1.00
Full-time equivalents (FTEs)		1.00		1.00
Position type		Full-time		
Position agreement classification		Cupe Hourly		
If contract, specify length (months or yrs)		N/A		
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)		2310001		
Grade level		F		
Est. starting step		Start		
Desktop (HR) Review Performed?		N/A		
B&F Accommodations Available?		Yes		
ITM Hardware required?		Yes		
Capital Equipment Required?		Yes		
Complement Annual Cost Detail				
Annual full-time \$		45,777		45,777
Annual part-time \$	-	-	-	-
Annual shift premiums, etc		-		-
Annual overtime \$		12,500		12,500
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	-	15,152	-	15,152
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ -	\$ 73,429	\$ -	\$ 73,429
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	2310001.7200	100		100
2) Training & Developme	2310001.7115	1,000		1,000
3) Cellular Line Charges	2310001.7122.01	2,000		2,000
4) Mileage	2310001.7100	500		500
Subtotal		\$ -	\$ 3,600	\$ - \$ 3,600
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	2310001.7211.01	1,500		1,500
2) Office Equip. & Furnitu	2310001.7210	-		-
3) Training & Developme	2310001.7115	-		-
4)	#N/A	-		-
Subtotal		-	1,500	- 1,500
2012 Total Complement Annual Costs	\$ -	\$ 78,529	\$ -	\$ 78,529
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments: Other in Continuous Costs includes protective clothing and uniforms (BU & Acct # 2310001.7300)				

Request Title		Roads Foreperson						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1	New Pick Up Truck	Future Sub	2012		\$ 35,000			\$ 35,000
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ 35,000	\$ -	\$ -	\$ 35,000
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal					-	-	-	-
REVENUE - one-time operating detail								
1								-
2								-
Subtotal					-	-	-	-
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)		58,277	-	-		
2	* Benefits	(From sect. 7)		15,152	-	-		
3	* Complement sch. Expenses (calculated field)	(From sect. 7)		3,600	-	-		
4								
5								
6								
7								
Subtotal				77,029	-	-	-	-
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)		1,500	-	-	-	-
2								-
3								-
Subtotal				1,500	-	-	-	-
OFFSETS - cost savings, reductions, etc								
1	Savings in Street Lighting Contract			(78,529)				
2								
3								
Subtotal				(78,529)	-	-	-	-
TOTAL OPERATING BUDGET CHANGE					-	-	-	-
COMPLEMENTS & FTE's								
# of positions requested			(From sect. 7)	2012	2013	2014	Total	
				1.00	-	-	1.00	
FTE's			(From sect. 7)	1.00	-	-	1.00	
FTE reductions/offsets			(Manual Field)	-	-		-	
Net FTE's			(From sect. 7)	1.00	-	-	1.00	

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

ADDITIONAL RESOURCE REQUEST

Request Title Roads Labourer

Business Unit # 2310001 Roads Division - Admin.

155 - Public Works - Operations

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	-	-	1.00	1.00	-	1.00
Net FTE's	-	-	1.00	1.00	-	1.00
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	-	-	51,968	51,968	-	51,968
Other continuous costs	-	-	1,500	1,500	-	1,500
One-time expenses	-	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-
Net Operating Budget	\$ -	\$ -	\$ 53,468	\$ 53,468	\$ -	\$ 53,468
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☒ Departmental ☐ Corporate

Addition of new Roads Labourer. This Union position performs general labour duties related to maintenance and repair of City roads, sidewalks, boulevards and drainage infrastructure. The position also participates in various winter maintenance activities including 4x4 truck plowing, snow removal and winter drainage maintenance.

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

Milestones or Deliverables	Timelines	Comments

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

Department Impacted	Describe Impact (Cost/time/benefit)	Were they Consulted?
Human Resources	Assistance with recruitment and hiring process.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No

Other comments:

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Roads Labourer						
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:							
Service Excellence: Demonstrate Excellence in Service Delivery by providing respectful, timely and reliable maintenance and repair of road infrastructure in response to residents' concerns and in accordance with the City's approved service levels. Promote Community Safety, Health & Wellness by maintaining the City's road and drainage infrastructure and contributing to safe road conditions during winter maintenance. Management Excellence: Ensure a High Performing Organization by assisting in the timely repair and maintenance of road and drainage infrastructure in accordance with the City's approved service levels. Manage Corporate Assets through the efficient and proper repair and maintenance of road and drainage infrastructure in accordance with provincial legislation and the City's approved service levels.							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
	Name/description of service level target:		Target Level	Current Level	Level with ARR		
1)							
2)							
3)							
Describe how this request relates to Departmental Business Plan:							
The Departmental Business Plan outlines that we must remain in compliance with provincial legislation (Minimum Maintenance Standards - MMS) related to road maintenance and repair by addressing deficiencies within a minimum time period. The Business Plan also outlines that debris volume and maintenance costs are increasing. Roads Labour staff assigned to roadside debris collection are not able to complete other road maintenance activities in a timely manner. The Roads Labourer will assist with the removal of roadside debris and enable the repair of deficient road sections within the mandated time frame, thus helping the Department remain in compliance with the legislation.							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary				Secondary			
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings			Incl. in offsets (Section #9)?
				N/A			
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							
One alternative is to assign a current staff member in a higher job classification to this role. This removes a staff member from their current role, thereby creating a staff shortage in another job classification such as equipment operator. This results in a negative impact on the operation by reducing the number of staff available for day to day road maintenance work or On Call operations (i.e. winter maintenance). Another option is to hire more seasonal staff to assist with road maintenance aspects. As such, this is not the recommended alternative.							

Request Title	Roads Labourer
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input type="radio"/> None</p> <p><input checked="" type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">Provincial Minimum Maintenance Standards MMS - Reg. No. 239, Hours of Service Reg. 555/06 and Municipal Act</div> <div style="border: 1px solid black; padding: 2px; margin-top: 10px;">There is a legislative requirement to maintain the roads in a safe condition for users, so the rating would be significant under legislative requirements.</div> <div style="border: 1px solid black; padding: 2px; margin-top: 10px;">Implications of not doing the work include roads failing prematurely, increased potholes, increased litigation due to winter-related accidents, private/public property damage and personal injury.</div> <div style="border: 1px solid black; padding: 2px; margin-top: 10px;">Not able to repair all deficiencies. Repair worst areas only. May exceed max hours.</div> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 15px; background: linear-gradient(to right, #ccc, #ccc); border: 1px solid #ccc; position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="display: flex; justify-content: space-between; width: 100px; margin-top: 2px;"> NoneLowMediumHigh </div> </div> <p>Financial Impact</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 15px; background: linear-gradient(to right, #ccc, #ccc); border: 1px solid #ccc; position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="display: flex; justify-content: space-between; width: 100px; margin-top: 2px;"> \$0\$10,000\$100,000\$1,000,000> \$10,000,000 </div> </div> <p>Health and Safety Risk (click on the word)</p> <p><input type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input checked="" type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 15px; background: linear-gradient(to right, #ccc, #ccc); border: 1px solid #ccc; position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="display: flex; justify-content: space-between; width: 100px; margin-top: 2px;"> NoneMinorMajorSevere </div> </div> <p>Probability of Health & Safety Issue</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 15px; background: linear-gradient(to right, #ccc, #ccc); border: 1px solid #ccc; position: relative;"> <div style="position: absolute; left: 0; top: -5px;">◀</div> <div style="position: absolute; right: 0; top: -5px;">▶</div> </div> <div style="display: flex; justify-content: space-between; width: 100px; margin-top: 2px;"> NoneLowMediumHigh </div> </div> </div> <div style="width: 55%;"> <p>Comments</p> <div style="border: 1px solid black; padding: 5px;"> <p><i>Please describe the type and nature of risk</i></p> <p>Risk of litigation stemming from private/public property damage and personal injury. Claims originate from damage to motor vehicles hitting road defects and private/public property damage due to motor vehicle accidents, or personal injury related to trip and falls, slip and falls and motor vehicle accidents.</p> </div> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input checked="" type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input type="radio"/> Inability to support the department's directive</p> <p><input type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p> <div style="border: 1px solid black; padding: 5px;"> <p>By removing a staff member from their current role in a higher job classification, it creates a staff shortage in another job classification such as equipment operator. This results in a negative impact on the operation by reducing the number of staff available for day to day road maintenance work or On Call operations (i.e. winter maintenance). This also impacts our Department's ability to achieve goals related to Vaughan Vision 2020 (Service Excellence and Management Excellence) and Business Plan Objectives. This is why we are not recommending this alternative.</p> </div>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	
<p>The MMS has expanded to include sidewalk inspection and repair. The inspection process alone requires months to complete and document. This results in staff unable to perform other activities.</p>	

Request Title	Roads Labourer			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2014			
Position title	Roads Labourer			
Estimated start date	May 1, 2014			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Cupe Hourly			
If contract, specify length (months or yrs)	N/A			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	2310001			
Grade level	A			
Est. starting step	Start			
Desktop (HR) Review Performed?	N/A			
B&F Accommodations Available?	Yes			
ITM Hardware required?	No			
Capital Equipment Required?	No			
Complement Annual Cost Detail				
Annual full-time \$	39,041			39,041
Annual part-time \$	-	-	-	-
Annual shift premiums, etc	250			250
Annual overtime \$	1,500			1,500
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	11,177	-	-	11,177
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 51,968	\$ -	\$ -	\$ 51,968
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	2310001.7200	-		-
2) Training & Developme	2310001.7115	1,000		1,000
3) Cellular Line Charges	2310001.7122.01	-		-
4) Other (Please detail in	#N/A	500		500
Subtotal		\$ 1,500	\$ -	\$ 1,500
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	2310001.7211.01	-		-
2) Office Equip. & Furnitu	2310001.7210	-		-
3) Training & Developme	2310001.7115	-		-
4)	#N/A	-		-
Subtotal		-	-	-
2012 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ 53,468	\$ -	\$ -	\$ 53,468
Additional Comments: Other in Continuous Costs includes protective clothing and uniforms (BU & Acct # 2310001.7300).				

Request Title		Roads Labourer						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1								\$ -
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)	-	-		40,791		
2	* Benefits	(From sect. 7)	-	-		11,177		
3	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-		1,500		
4								
5								
6								
7								
Subtotal				-	-	53,468	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-	-	-	-	
2							-	
3							-	
Subtotal				-	-	-	-	
OFFSETS - cost savings, reductions, etc								
1								
2								
3								
Subtotal				-	-	-	-	
TOTAL OPERATING BUDGET CHANGE				-	-	53,468	-	
COMPLEMENTS & FTE's								
# of positions requested			(From sect. 7)	-	-	1.00	1.00	
FTE's			(From sect. 7)	-	-	1.00	1.00	
FTE reductions/offsets			(Manual Field)	-			-	
Net FTE's			(From sect. 7)	-	-	1.00	1.00	

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

ADDITIONAL RESOURCE REQUEST

Request Title Equipment Operator I

Business Unit # 2310001 Roads Division - Admin.

155 - Public Works - Operations

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	-	-	2.00	2.00	-	2.00
Net FTE's	-	-	2.00	2.00	-	2.00
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	-	-	133,125	133,125	-	133,125
Other continuous costs	-	-	3,000	3,000	-	3,000
One-time expenses	-	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-
Net Operating Budget	\$ -	\$ -	\$ 136,125	\$ 136,125	\$ -	\$ 136,125
Associated Capital Costs	\$ -	\$ -	\$ 65,000	\$ 65,000	\$ -	\$ 65,000

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

Please check one: ☒ Departmental ☐ Corporate

Addition of new Equipment Operator I. This Union position performs general labour duties related to maintenance and repair of City roads, sidewalks, boulevards and drainage infrastructure. The position also participates in various winter maintenance activities including operation of sander/plough combination vehicle, 4x4 truck plowing, snow removal and winter drainage maintenance. On occasion, this position provides direct assistance to the Roads Supervisor and Roads Foreperson in a Lead Hand capacity by overseeing work crews involved in the day to day maintenance of roads, sidewalks, boulevards and drainage aspects. This position is often reclassified to Equipment Operator II to operate the City's heavy equipment used in the maintenance and repair of road infrastructure.

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

Milestones or Deliverables	Timelines	Comments

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

Department Impacted	Describe Impact (Cost/time/benefit)	Were they Consulted?
Human Resources	Assistance with recruitment and hiring process.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No

Other comments:

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Equipment Operator I						
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:							
Service Excellence: Demonstrate Excellence in Service Delivery by providing respectful, timely and reliable maintenance and repair of road infrastructure in response to residents' concerns and in accordance with the City's approved service levels. Promote Community Safety, Health & Wellness by maintaining the City's road and drainage infrastructure and contributing to safe road conditions during winter maintenance. Management Excellence: Ensure a High Performing Organization by assisting in the timely repair and maintenance of road and drainage infrastructure in accordance with the City's approved service levels. Manage Corporate Assets through the efficient repair and maintenance of road and drainage infrastructure in accordance with provincial legislation and the City's approved service levels.							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
	Name/description of service level target:		Target Level	Current Level	Level with ARR		
1)							
2)							
3)							
Describe how this request relates to Departmental Business Plan:							
We must remain in compliance with provincial legislation (Minimum Maintenance Standards - MMS) and Council approved service levels related to road maintenance and repair by addressing deficiencies within a minimum time period. Seasonal demands for operators (i.e. sweeper, backhoe, loader) often require that we reclassify Equipment Operator I's for various heavy equipment units. Given the restriction on Hours of Service (max of 60 hours/week), this position can quickly reach the maximum hours limit during winter events or emergency situations.							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary				Secondary			
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings		Incl. in offsets (Section #9)?	
				N/A			
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							
One alternative is to assign a current staff member in a lower job classification to this role. This removes a staff member from their current role, thereby creating a staff shortage in another job classification such as Labourer. This results in a negative impact on the operation by reducing the number of staff available for day to day road maintenance work or On Call operations (i.e. winter maintenance/emergency situations). For this reason, this alternative is not recommended. Another option is to hire more seasonal staff to assist with road maintenance aspects. This may be a short term solution.							

Request Title	Equipment Operator I
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input type="radio"/> None</p> <p><input checked="" type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Provincial Minimum Maintenance Standards MMS - Reg. No. 239, Hours of Service Reg. 555/06 and Municipal Act</div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">There is a legislative requirement to maintain the roads in a safe condition for users, so the rating would be significant under legislative requirements.</div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Implications of not doing the work include roads failing prematurely, increased potholes, increased litigation due to winter-related accidents, private/public property damage and personal injury.</div> <div style="border: 1px solid black; padding: 2px;">Not able to repair all deficiencies. Repair worst areas only. May exceed max hours.</div> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 15px; background: linear-gradient(to right, #ccc 49%, #ccc 49% 51%, #ccc 51% 52%, #ccc 52% 53%, #ccc 53% 54%, #ccc 54% 55%, #ccc 55% 56%, #ccc 56% 57%, #ccc 57% 58%, #ccc 58% 59%, #ccc 59% 60%, #ccc 60% 61%, #ccc 61% 62%, #ccc 62% 63%, #ccc 63% 64%, #ccc 64% 65%, #ccc 65% 66%, #ccc 66% 67%, #ccc 67% 68%, #ccc 68% 69%, #ccc 69% 70%, #ccc 70% 71%, #ccc 71% 72%, #ccc 72% 73%, #ccc 73% 74%, #ccc 74% 75%, #ccc 75% 76%, #ccc 76% 77%, #ccc 77% 78%, #ccc 78% 79%, #ccc 79% 80%, #ccc 80% 81%, #ccc 81% 82%, #ccc 82% 83%, #ccc 83% 84%, #ccc 84% 85%, #ccc 85% 86%, #ccc 86% 87%, #ccc 87% 88%, #ccc 88% 89%, #ccc 89% 90%, #ccc 90% 91%, #ccc 91% 92%, #ccc 92% 93%, #ccc 93% 94%, #ccc 94% 95%, #ccc 95% 96%, #ccc 96% 97%, #ccc 97% 98%, #ccc 98% 99%, #ccc 99% 100%, #ccc 100% 100%);"></div> <div style="margin: 0 5px;">▶</div> </div> <div style="display: flex; justify-content: space-between; font-size: small;"> None Low Medium High </div> <p>Financial Impact</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 15px; background: linear-gradient(to right, #ccc 30%, #ccc 30% 32%, #ccc 32% 33%, #ccc 33% 34%, #ccc 34% 35%, #ccc 35% 36%, #ccc 36% 37%, #ccc 37% 38%, #ccc 38% 39%, #ccc 39% 40%, #ccc 40% 41%, #ccc 41% 42%, #ccc 42% 43%, #ccc 43% 44%, #ccc 44% 45%, #ccc 45% 46%, #ccc 46% 47%, #ccc 47% 48%, #ccc 48% 49%, #ccc 49% 50%, #ccc 50% 51%, #ccc 51% 52%, #ccc 52% 53%, #ccc 53% 54%, #ccc 54% 55%, #ccc 55% 56%, #ccc 56% 57%, #ccc 57% 58%, #ccc 58% 59%, #ccc 59% 60%, #ccc 60% 61%, #ccc 61% 62%, #ccc 62% 63%, #ccc 63% 64%, #ccc 64% 65%, #ccc 65% 66%, #ccc 66% 67%, #ccc 67% 68%, #ccc 68% 69%, #ccc 69% 70%, #ccc 70% 71%, #ccc 71% 72%, #ccc 72% 73%, #ccc 73% 74%, #ccc 74% 75%, #ccc 75% 76%, #ccc 76% 77%, #ccc 77% 78%, #ccc 78% 79%, #ccc 79% 80%, #ccc 80% 81%, #ccc 81% 82%, #ccc 82% 83%, #ccc 83% 84%, #ccc 84% 85%, #ccc 85% 86%, #ccc 86% 87%, #ccc 87% 88%, #ccc 88% 89%, #ccc 89% 90%, #ccc 90% 91%, #ccc 91% 92%, #ccc 92% 93%, #ccc 93% 94%, #ccc 94% 95%, #ccc 95% 96%, #ccc 96% 97%, #ccc 97% 98%, #ccc 98% 99%, #ccc 99% 100%, #ccc 100% 100%);"></div> <div style="margin: 0 5px;">▶</div> </div> <div style="display: flex; justify-content: space-between; font-size: small;"> \$0 \$10,000 \$100,000 \$1,000,000 > \$10,000,000 </div> <p>Health and Safety Risk (click on the word)</p> <p><input type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input checked="" type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 15px; background: linear-gradient(to right, #ccc 33%, #ccc 33% 35%, #ccc 35% 36%, #ccc 36% 37%, #ccc 37% 38%, #ccc 38% 39%, #ccc 39% 40%, #ccc 40% 41%, #ccc 41% 42%, #ccc 42% 43%, #ccc 43% 44%, #ccc 44% 45%, #ccc 45% 46%, #ccc 46% 47%, #ccc 47% 48%, #ccc 48% 49%, #ccc 49% 50%, #ccc 50% 51%, #ccc 51% 52%, #ccc 52% 53%, #ccc 53% 54%, #ccc 54% 55%, #ccc 55% 56%, #ccc 56% 57%, #ccc 57% 58%, #ccc 58% 59%, #ccc 59% 60%, #ccc 60% 61%, #ccc 61% 62%, #ccc 62% 63%, #ccc 63% 64%, #ccc 64% 65%, #ccc 65% 66%, #ccc 66% 67%, #ccc 67% 68%, #ccc 68% 69%, #ccc 69% 70%, #ccc 70% 71%, #ccc 71% 72%, #ccc 72% 73%, #ccc 73% 74%, #ccc 74% 75%, #ccc 75% 76%, #ccc 76% 77%, #ccc 77% 78%, #ccc 78% 79%, #ccc 79% 80%, #ccc 80% 81%, #ccc 81% 82%, #ccc 82% 83%, #ccc 83% 84%, #ccc 84% 85%, #ccc 85% 86%, #ccc 86% 87%, #ccc 87% 88%, #ccc 88% 89%, #ccc 89% 90%, #ccc 90% 91%, #ccc 91% 92%, #ccc 92% 93%, #ccc 93% 94%, #ccc 94% 95%, #ccc 95% 96%, #ccc 96% 97%, #ccc 97% 98%, #ccc 98% 99%, #ccc 99% 100%, #ccc 100% 100%);"></div> <div style="margin: 0 5px;">▶</div> </div> <div style="display: flex; justify-content: space-between; font-size: small;"> None Minor Major Severe </div> <p>Probability of Health & Safety Issue</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 15px; background: linear-gradient(to right, #ccc 50%, #ccc 50% 52%, #ccc 52% 53%, #ccc 53% 54%, #ccc 54% 55%, #ccc 55% 56%, #ccc 56% 57%, #ccc 57% 58%, #ccc 58% 59%, #ccc 59% 60%, #ccc 60% 61%, #ccc 61% 62%, #ccc 62% 63%, #ccc 63% 64%, #ccc 64% 65%, #ccc 65% 66%, #ccc 66% 67%, #ccc 67% 68%, #ccc 68% 69%, #ccc 69% 70%, #ccc 70% 71%, #ccc 71% 72%, #ccc 72% 73%, #ccc 73% 74%, #ccc 74% 75%, #ccc 75% 76%, #ccc 76% 77%, #ccc 77% 78%, #ccc 78% 79%, #ccc 79% 80%, #ccc 80% 81%, #ccc 81% 82%, #ccc 82% 83%, #ccc 83% 84%, #ccc 84% 85%, #ccc 85% 86%, #ccc 86% 87%, #ccc 87% 88%, #ccc 88% 89%, #ccc 89% 90%, #ccc 90% 91%, #ccc 91% 92%, #ccc 92% 93%, #ccc 93% 94%, #ccc 94% 95%, #ccc 95% 96%, #ccc 96% 97%, #ccc 97% 98%, #ccc 98% 99%, #ccc 99% 100%, #ccc 100% 100%);"></div> <div style="margin: 0 5px;">▶</div> </div> <div style="display: flex; justify-content: space-between; font-size: small;"> None Low Medium High </div> </div> <div style="width: 55%;"> <p>Comments</p> <div style="border: 1px solid black; padding: 5px;"> <p><i>Please describe the type and nature of risk</i></p> <p>Risk of litigation stemming from private/public property damage and personal injury. Claims originate from damage to motor vehicles hitting road defects and private/public property damage due to motor vehicle accidents, or personal injury related to trip and falls, slip and falls and motor vehicle accidents.</p> </div> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input checked="" type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input type="radio"/> Inability to support the department's directive</p> <p><input type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p> <div style="border: 1px solid black; padding: 5px;"> <p>By removing a staff member from their current role in a lower job classification, it creates a staff shortage in another job classification such as Labourer or Heavy Equipment Operator. This results in a negative impact on the operation by reducing the number of staff available for day to day road maintenance work or On Call operations (i.e. winter maintenance). This also impacts our Department's ability to achieve goals related to Vaughan Vision 2020 (Service Excellence and Management Excellence) and Business Plan Objectives. As such, this alternative is not recommended.</p> </div>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	

Request Title	Equipment Operator I			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2014			
Position title	Equipment Operator I			
Estimated start date	May 1, 2014			
# of positions requested	2.00			2.00
Full-time equivalents (FTEs)	2.00			2.00
Position type	Full-time			
Position agreement classification	Cupe Hourly			
If contract, specify length (months or yrs)	N/A			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	2310001			
Grade level	C			
Est. starting step	Start			
Desktop (HR) Review Performed?	N/A			
B&F Accommodations Available?	N/A			
ITM Hardware required?	N/A			
Capital Equipment Required?	Yes			
Complement Annual Cost Detail				
Annual full-time \$	41,747			41,747
Annual part-time \$	-	-	-	-
Annual shift premiums, etc	500			500
Annual overtime \$	10,000			10,000
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	14,316	-	-	14,316
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 133,125	\$ -	\$ -	\$ 133,125
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	2310001.7200	-		-
2) Training & Developme	2310001.7115	1,000		1,000
3) Cellular Line Charges	2310001.7122.01	-		-
4) Other (Please detail in	#N/A	500		500
Subtotal		\$ 3,000	\$ -	\$ 3,000
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	2310001.7211.01	-		-
2) Office Equip. & Furnitu	2310001.7210	-		-
3) Training & Developme	2310001.7115	-		-
4)	#N/A	-		-
Subtotal		-	-	-
2012 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ 136,125	\$ -	\$ -	\$ 136,125
Additional Comments: Other in Continuous Costs includes protective clothing and uniforms (BU & Acct # 2310001.7300)				

Request Title		Equipment Operator I						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1	New 2 Ton Dump Truck	Future Sub	2014			\$ -	\$ 65,000	\$ 65,000
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ 65,000	\$ 65,000
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)	-	-		104,494		
2	* Benefits	(From sect. 7)	-	-		28,631		
3	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-		3,000		
4								
5								
6								
7								
Subtotal				-	-	136,125	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-	-	-	-	
2							-	
3							-	
Subtotal				-	-	-	-	
OFFSETS - cost savings, reductions, etc								
1								
2								
3								
Subtotal				-	-	-	-	
TOTAL OPERATING BUDGET CHANGE					-	-	136,125	-
COMPLEMENTS & FTE's								
# of positions requested			(From sect. 7)	-	-	2.00	2.00	
FTE's			(From sect. 7)	-	-	2.00	2.00	
FTE reductions/offsets			(Manual Field)			-	-	
Net FTE's			(From sect. 7)	-	-	2.00	2.00	

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

ADDITIONAL RESOURCE REQUEST

Request Title Equipment Operator II - Heavy Equipment Operator

Business Unit # 2310001 Roads Division - Admin.

155 - Public Works - Operations

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	-	-	2.00	2.00	-	2.00
Net FTE's	-	-	2.00	2.00	-	2.00
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	-	-	135,559	135,559	-	135,559
Other continuous costs	-	-	3,000	3,000	-	3,000
One-time expenses	-	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-
Net Operating Budget	\$ -	\$ -	\$ 138,559	\$ 138,559	\$ -	\$ 138,559
Associated Capital Costs	\$ -	\$ -	\$ 465,000	\$ 465,000	\$ -	\$ 465,000

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

Please check one: ☒ Departmental ☐ Corporate

Addition of new Heavy Equipment Operator. This Union position provides direct assistance to the Roads Supervisor and Roads Foreperson in a Lead Hand capacity by overseeing work crews involved in the day to day maintenance of roads, sidewalks, boulevards and drainage aspects. This position also operates the City's heavy equipment used in winter operations activities and the maintenance and repair of road infrastructure.

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

Milestones or Deliverables	Timelines	Comments

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

Department Impacted	Describe Impact (Cost/time/benefit)	Were they Consulted?
Human Resources	Assistance with recruitment and hiring process.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No

Other comments:

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Equipment Operator II - Heavy Equipment Operator						
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020: Service Excellence: Demonstrate Excellence in Service Delivery by providing respectful, timely and reliable maintenance and repair of road infrastructure in response to residents' concerns and in accordance with the City's approved service levels. Promote Community Safety, Health & Wellness by maintaining the City's road and drainage infrastructure and contributing to safe road conditions during winter maintenance. Management Excellence: Ensure a High Performing Organization by assisting in the timely repair and maintenance of road and drainage infrastructure in accordance with the City's approved service levels. Manage Corporate Assets through the efficient and proper repair and maintenance of road and drainage infrastructure in accordance with provincial legislation and the City's approved service levels.							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
	Name/description of service level target:		Target Level	Current Level	Level with ARR		
1)							
2)							
3)							
Describe how this request relates to Departmental Business Plan:							
We must remain in compliance with provincial legislation and Council approved service levels related to road maintenance and repair by addressing deficiencies within a minimum time period. Equipment Operator II's perform all sweeping for the City including the operation of all heavy equipment. The addition of two Equipment Operator II's coincides with our request for a fifth sweeper in 2014. Seasonal demands for operators often require that we reclassify Equipment Operator I's or Labourers for various heavy equipment units. Given the restriction on Hours of Service (maximum 60 hours), this position can quickly reach the maximum hours limit during winter events or emergency situations.							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary				Secondary			
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings			Incl. in offsets (Section #9)?
				N/A			
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							
One alternative is to assign a current staff member in a lower job classification to this role. This removes a staff member from their current role, thereby creating a staff shortage in another job classification such as Labourer or Equipment Operator I. This results in a negative impact on the operation by reducing the number of staff available for day to day road maintenance work or On Call operations (i.e. winter maintenance/emergency situations). For this reason, we are not recommending this alternative. Another option is to hire more seasonal staff to assist with road maintenance aspects. This may be a short term solution.							

Request Title	Equipment Operator II - Heavy Equipment Operator
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input type="radio"/> None</p> <p><input checked="" type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Provincial Minimum Maintenance Standards MMS - Reg. No. 239, Hours of Service Reg. 555/06 and Municipal Act</div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">There is a legislative requirement to maintain the roads in a safe condition for users, so the rating would be significant under legislative requirements.</div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Implications of not doing the work include roads failing prematurely, increased potholes, increased litigation due to winter-related accidents, private/public property damage and personal injury.</div> <div style="border: 1px solid black; padding: 2px;">Not able to repair all deficiencies. Repair worst areas only. May exceed max hours.</div> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 15px; background: linear-gradient(to right, #ccc 49%, #ccc 49% 51%, #ccc 51% 52%, #ccc 52% 53%, #ccc 53% 54%, #ccc 54% 55%, #ccc 55% 56%, #ccc 56% 57%, #ccc 57% 58%, #ccc 58% 59%, #ccc 59% 60%, #ccc 60% 61%, #ccc 61% 62%, #ccc 62% 63%, #ccc 63% 64%, #ccc 64% 65%, #ccc 65% 66%, #ccc 66% 67%, #ccc 67% 68%, #ccc 68% 69%, #ccc 69% 70%, #ccc 70% 71%, #ccc 71% 72%, #ccc 72% 73%, #ccc 73% 74%, #ccc 74% 75%, #ccc 75% 76%, #ccc 76% 77%, #ccc 77% 78%, #ccc 78% 79%, #ccc 79% 80%, #ccc 80% 81%, #ccc 81% 82%, #ccc 82% 83%, #ccc 83% 84%, #ccc 84% 85%, #ccc 85% 86%, #ccc 86% 87%, #ccc 87% 88%, #ccc 88% 89%, #ccc 89% 90%, #ccc 90% 91%, #ccc 91% 92%, #ccc 92% 93%, #ccc 93% 94%, #ccc 94% 95%, #ccc 95% 96%, #ccc 96% 97%, #ccc 97% 98%, #ccc 98% 99%, #ccc 99% 100%, #ccc 100% 100%);"></div> <div style="margin: 0 5px;">▶</div> </div> <div style="display: flex; justify-content: space-between; font-size: small;"> None Low Medium High </div> <p>Financial Impact</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 15px; background: linear-gradient(to right, #ccc 30%, #ccc 30% 32%, #ccc 32% 33%, #ccc 33% 34%, #ccc 34% 35%, #ccc 35% 36%, #ccc 36% 37%, #ccc 37% 38%, #ccc 38% 39%, #ccc 39% 40%, #ccc 40% 41%, #ccc 41% 42%, #ccc 42% 43%, #ccc 43% 44%, #ccc 44% 45%, #ccc 45% 46%, #ccc 46% 47%, #ccc 47% 48%, #ccc 48% 49%, #ccc 49% 50%, #ccc 50% 51%, #ccc 51% 52%, #ccc 52% 53%, #ccc 53% 54%, #ccc 54% 55%, #ccc 55% 56%, #ccc 56% 57%, #ccc 57% 58%, #ccc 58% 59%, #ccc 59% 60%, #ccc 60% 61%, #ccc 61% 62%, #ccc 62% 63%, #ccc 63% 64%, #ccc 64% 65%, #ccc 65% 66%, #ccc 66% 67%, #ccc 67% 68%, #ccc 68% 69%, #ccc 69% 70%, #ccc 70% 71%, #ccc 71% 72%, #ccc 72% 73%, #ccc 73% 74%, #ccc 74% 75%, #ccc 75% 76%, #ccc 76% 77%, #ccc 77% 78%, #ccc 78% 79%, #ccc 79% 80%, #ccc 80% 81%, #ccc 81% 82%, #ccc 82% 83%, #ccc 83% 84%, #ccc 84% 85%, #ccc 85% 86%, #ccc 86% 87%, #ccc 87% 88%, #ccc 88% 89%, #ccc 89% 90%, #ccc 90% 91%, #ccc 91% 92%, #ccc 92% 93%, #ccc 93% 94%, #ccc 94% 95%, #ccc 95% 96%, #ccc 96% 97%, #ccc 97% 98%, #ccc 98% 99%, #ccc 99% 100%, #ccc 100% 100%);"></div> <div style="margin: 0 5px;">▶</div> </div> <div style="display: flex; justify-content: space-between; font-size: small;"> \$0 \$10,000 \$100,000 \$1,000,000 > \$10,000,000 </div> <p>Health and Safety Risk (click on the word)</p> <p><input type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input checked="" type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 15px; background: linear-gradient(to right, #ccc 33%, #ccc 33% 35%, #ccc 35% 36%, #ccc 36% 37%, #ccc 37% 38%, #ccc 38% 39%, #ccc 39% 40%, #ccc 40% 41%, #ccc 41% 42%, #ccc 42% 43%, #ccc 43% 44%, #ccc 44% 45%, #ccc 45% 46%, #ccc 46% 47%, #ccc 47% 48%, #ccc 48% 49%, #ccc 49% 50%, #ccc 50% 51%, #ccc 51% 52%, #ccc 52% 53%, #ccc 53% 54%, #ccc 54% 55%, #ccc 55% 56%, #ccc 56% 57%, #ccc 57% 58%, #ccc 58% 59%, #ccc 59% 60%, #ccc 60% 61%, #ccc 61% 62%, #ccc 62% 63%, #ccc 63% 64%, #ccc 64% 65%, #ccc 65% 66%, #ccc 66% 67%, #ccc 67% 68%, #ccc 68% 69%, #ccc 69% 70%, #ccc 70% 71%, #ccc 71% 72%, #ccc 72% 73%, #ccc 73% 74%, #ccc 74% 75%, #ccc 75% 76%, #ccc 76% 77%, #ccc 77% 78%, #ccc 78% 79%, #ccc 79% 80%, #ccc 80% 81%, #ccc 81% 82%, #ccc 82% 83%, #ccc 83% 84%, #ccc 84% 85%, #ccc 85% 86%, #ccc 86% 87%, #ccc 87% 88%, #ccc 88% 89%, #ccc 89% 90%, #ccc 90% 91%, #ccc 91% 92%, #ccc 92% 93%, #ccc 93% 94%, #ccc 94% 95%, #ccc 95% 96%, #ccc 96% 97%, #ccc 97% 98%, #ccc 98% 99%, #ccc 99% 100%, #ccc 100% 100%);"></div> <div style="margin: 0 5px;">▶</div> </div> <div style="display: flex; justify-content: space-between; font-size: small;"> None Minor Major Severe </div> <p>Probability of Health & Safety Issue</p> <div style="display: flex; align-items: center;"> <div style="width: 100px; height: 15px; background: linear-gradient(to right, #ccc 50%, #ccc 50% 52%, #ccc 52% 53%, #ccc 53% 54%, #ccc 54% 55%, #ccc 55% 56%, #ccc 56% 57%, #ccc 57% 58%, #ccc 58% 59%, #ccc 59% 60%, #ccc 60% 61%, #ccc 61% 62%, #ccc 62% 63%, #ccc 63% 64%, #ccc 64% 65%, #ccc 65% 66%, #ccc 66% 67%, #ccc 67% 68%, #ccc 68% 69%, #ccc 69% 70%, #ccc 70% 71%, #ccc 71% 72%, #ccc 72% 73%, #ccc 73% 74%, #ccc 74% 75%, #ccc 75% 76%, #ccc 76% 77%, #ccc 77% 78%, #ccc 78% 79%, #ccc 79% 80%, #ccc 80% 81%, #ccc 81% 82%, #ccc 82% 83%, #ccc 83% 84%, #ccc 84% 85%, #ccc 85% 86%, #ccc 86% 87%, #ccc 87% 88%, #ccc 88% 89%, #ccc 89% 90%, #ccc 90% 91%, #ccc 91% 92%, #ccc 92% 93%, #ccc 93% 94%, #ccc 94% 95%, #ccc 95% 96%, #ccc 96% 97%, #ccc 97% 98%, #ccc 98% 99%, #ccc 99% 100%, #ccc 100% 100%);"></div> <div style="margin: 0 5px;">▶</div> </div> <div style="display: flex; justify-content: space-between; font-size: small;"> None Low Medium High </div> </div> <div style="width: 55%;"> <p>Comments</p> <div style="border: 1px solid black; padding: 5px;"> <p><i>Please describe the type and nature of risk</i></p> <p>Risk of litigation stemming from private/public property damage and personal injury. Claims originate from damage to motor vehicles hitting road defects and private/public property damage due to motor vehicle accidents, or personal injury related to trip and falls, slip and falls and motor vehicle accidents.</p> </div> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input checked="" type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input type="radio"/> Inability to support the department's directive</p> <p><input type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p> <div style="border: 1px solid black; padding: 5px;"> <p>By removing a staff member from their current role in a lower job classification, it creates a staff shortage in another job classification such as Labourer or Equipment Operator. This results in a negative impact on the operation by reducing the number of staff available for day to day road maintenance work or On Call operations (i.e. winter maintenance). This also impacts our Department's ability to achieve goals related to Vaughan Vision 2020 (Service Excellence and Management Excellence) and Business Plan Objectives. That is why we are not recommending this alternative.</p> </div>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	

Request Title	Equipment Operator II - Heavy Equipment Operator			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2014			
Position title	Equipment Operator II			
Estimated start date	May 1, 2014			
# of positions requested	2.00			2.00
Full-time equivalents (FTEs)	2.00			2.00
Position type	Full-time			
Position agreement classification	Cupe Hourly			
If contract, specify length (months or yrs)				
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	2310001			
Grade level	D			
Est. starting step	Start			
Desktop (HR) Review Performed?	N/A			
B&F Accommodations Available?	N/A			
ITM Hardware required?	N/A			
Capital Equipment Required?	Yes			
Complement Annual Cost Detail				
Annual full-time \$	43,202			43,202
Annual part-time \$	-	-	-	-
Annual shift premiums, etc	-			-
Annual overtime \$	10,000			10,000
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	14,577	-	-	14,577
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 135,559	\$ -	\$ -	\$ 135,559
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	2310001.7200	-		-
2) Training & Developme	2310001.7115	1,000		1,000
3) Cellular Line Charges	2310001.7122.01	-		-
4) Mileage	2310001.7100	500		500
Subtotal		\$ 3,000	\$ -	\$ 3,000
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	2310001.7211.01	-		-
2) Office Equip. & Furnitu	2310001.7210	-		-
3) Training & Developme	2310001.7115	-		-
4)	#N/A	-		-
Subtotal		-	-	-
2012 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ 138,559	\$ -	\$ -	\$ 138,559
Additional Comments: Other in Continuous Costs includes protective clothing and uniforms (BU & Acct # 2310001.7300)				

Request Title		Equipment Operator II - Heavy Equipment Operator						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1	New 2 Ton Dump Truck	Future Sub	2013				\$ 65,000	\$ 65,000
2	New Sweeper	Future Sub	2014				\$ 400,000	\$ 400,000
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ 465,000	\$ 465,000
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)	-	-		106,404		
2	* Benefits	(From sect. 7)	-	-		29,155		
3	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-		3,000		
4								
5								
6								
7								
Subtotal				-	-	138,559	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-	-	-	-	
2							-	
3							-	
Subtotal				-	-	-	-	
OFFSETS - cost savings, reductions, etc								
1								
2								
3								
Subtotal				-	-	-	-	
TOTAL OPERATING BUDGET CHANGE					-	-	138,559	-
COMPLEMENTS & FTE's				2012	2013	2014	Total	
# of positions requested			(From sect. 7)	-	-	2.00	2.00	
FTE's			(From sect. 7)	-	-	2.00	2.00	
FTE reductions/offsets			(Manual Field)		-		-	
Net FTE's			(From sect. 7)	-	-	2.00	2.00	

PW - Winter

1. Financial Summary

2. Business Plans

Revenue and Expenditure Summary

2012-14 Operating Budget

Department	Exp Category	Account	2010 Actuals	Actual Forecast	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
Public Works - Winter														
	Revenue													
		3574 Rev. frm Recov. Exp - Pd Duty	(42,000)	(60,990)	(60,990)	18,990	0	(42,000)	18,990	(31.1)%	(42,000)	0	(42,000)	0
		Total Revenue	(42,000)	(60,990)	(60,990)	18,990	0	(42,000)	18,990	(31.1)%	(42,000)	0	(42,000)	0
	Labour Costs													
		7010 Full Time	107,801	153,009	120,485	8,342	0	128,827	8,342	6.9%	131,106	2,279	131,723	617
		7012 Overtime	46,486	61,999	49,070	5,300	0	54,370	5,300	10.8%	54,370	0	54,370	0
		7015 Part Time	12,768	45,273	83,370	11,259	0	94,629	11,259	13.5%	94,629	0	94,629	0
		7017 Benefits	40,530	60,806	54,130	7,453	0	61,583	7,453	13.8%	63,730	2,147	65,353	1,623
		Total Labour Costs	207,584	321,087	307,055	32,354	0	339,409	32,354	10.5%	343,835	4,426	346,075	2,240
	Other Expenses													
		7110 Meals and Meal Allowances	1,368	2,058	2,820	0	0	2,820	0	0.0%	2,820	0	2,820	0
		7315 Vehicle Maintenance &	92,226	164,614	161,127	(161,127)	0	0	(161,127)	(100.0)%	0	0	0	0
		7330 Materials & Supplies	1,792,213	2,758,545	2,618,813	72,821	(47,830)	2,643,804	24,991	1.0%	2,678,518	34,714	2,713,783	35,265
		7331 Contractor & Contractor Mat.	5,126,459	6,019,063	6,046,344	231,436	0	6,277,780	231,436	3.8%	6,324,661	46,881	6,465,778	141,117
		7335 Small Tools & Equipment	0	9,215	9,215	0	0	9,215	0	0.0%	9,215	0	9,215	0
		7340 Machine Time	180,490	335,863	269,200	(269,200)	0	0	(269,200)	(100.0)%	0	0	0	0
		7410 Rental, Leases - Equipment	79,697	111,176	115,269	0	0	115,269	0	0.0%	115,269	0	115,269	0
		7560 Gas/Diesel - Vehicles	0	0	0	145,045	0	145,045	145,045	0.0%	145,045	0	145,045	0
		Total Other Expenses	7,272,452	9,400,535	9,222,788	18,975	(47,830)	9,193,933	(28,855)	(0.3)%	9,275,528	81,595	9,451,910	176,382
Total Public Works - Winter			7,438,036	9,660,631	9,468,853	70,319	(47,830)	9,491,342	22,489	0.2%	9,577,363	86,021	9,755,985	178,622

* Note: Actual Forecast 2011 is for reference purposes only and is based on year to date actuals as of September 2011 plus the remainder of the calendarized budget.

2012-14 Business Plan

BUSINESS OVERVIEW

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

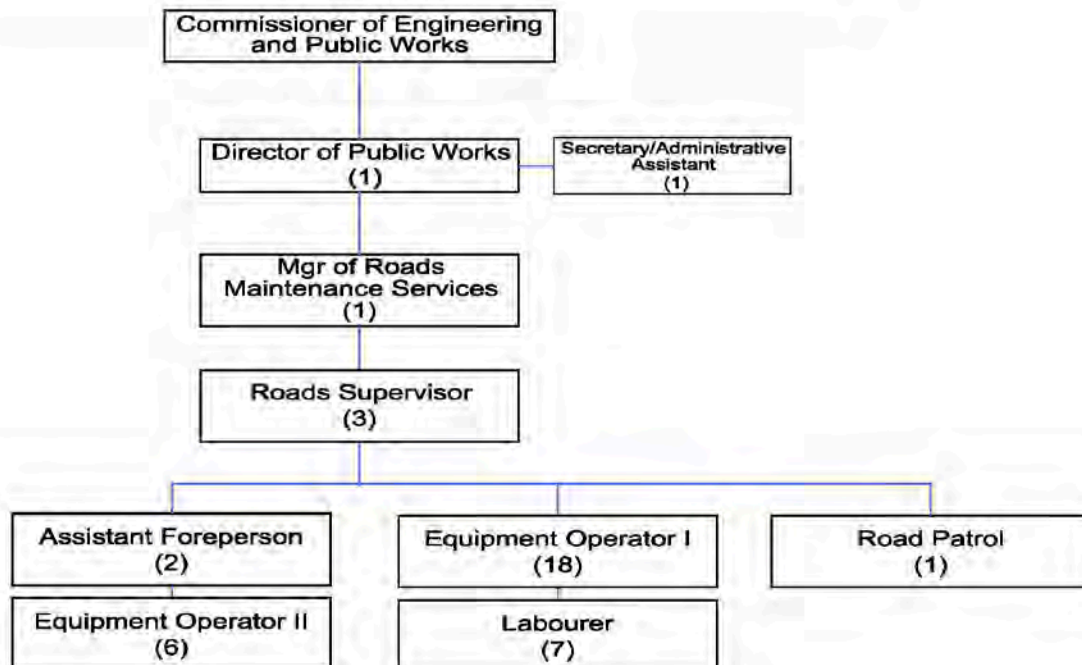
To provide for safe roads and sidewalks under winter conditions throughout the City of Vaughan, in accordance with minimum maintenance standards and Vaughan Council policy. The City's main objective during a storm is to keep Primary roads clear for emergency and transit vehicles by salting or plowing procedures. Once completed, clearing operations commence on Secondary roads. The City of Vaughan's goal is to plow all roads and windrows in less than 16 hours from the end of snowfall.

The Public Works Department is committed to providing all residents with respectful, timely and reliable service. The 4 cornerstones to our success are:

- Quality Service and Integrity
- Professionalism and Positive Attitude
- Innovation and Continuous Improvement
- Effective Communication and Knowledgeable Staff

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

Public Works Department - Roads Maintenance ORGANIZATIONAL CHART



2012-14 Business Plan

Full Time, Part Time and Overtime – Budgeted Amounts

	2010	2011	2012 Base	Additional Resource Requests		
				2012	2013	2014
Full Time	35	38	38	1	3	2
Part Time	5.4	5.4	5.4			
Overtime	\$32,072	\$49,075	\$54,370			

Key Stakeholders: (list major internal and external stakeholders and briefly describe why they are key stakeholders)

- Mayor and Council
- Citizens and Businesses of Vaughan

Work Plan:

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

Link to Vaughan Vision 2020:

Service Excellence:

- Demonstrate Excellence in Service Delivery
- Promote Community Safety, Health & Wellness
- Lead and Promote Environmental Sustainability

Organizational Excellence:

- Plan and Manage Growth & Economic Well-being
- Manage Corporate Assets

Future Pressures and Opportunities:

Future pressures include material costs, increased number of road km's to maintain, increased cost of fuel, increasing demand for higher level of service and lack of snow storage space.

The contract is going into its fourth winter season (first of 2 extension years), and as such, there are few opportunities to reduce costs.

Business Plan Objectives (list the status of 2010 outstanding and 2011 business plan objectives and the method of measuring successful implementation. As well, list 2012-14 business plan objectives in the appropriate section)

Prior Year Business Plan Objectives / Accomplishments:	Year	Status	Outcome/Results
1 Compliance with Minimum Maintenance Standards (MMS)- review our levels of service against MMS established by the Province	2011	Annual review	Compliance with Standards

2012-14 Business Plan

2. Salt Management Plan- Voluntarily reporting to Federal Agencies and monitoring salt usage with a view for the more effective usage of deicing materials.	2011	Annual review	Annual updates submitted to Environment Canada
3. Investigate alternative deicing materials considering their environmental impact.	2011	Trial using liquid product as pre wet (D-ICE)	Compare alternative deicers for pre wet or direct liquid application

2012-14 Business Plan

2012-14 Business Plan Objectives: (You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.)

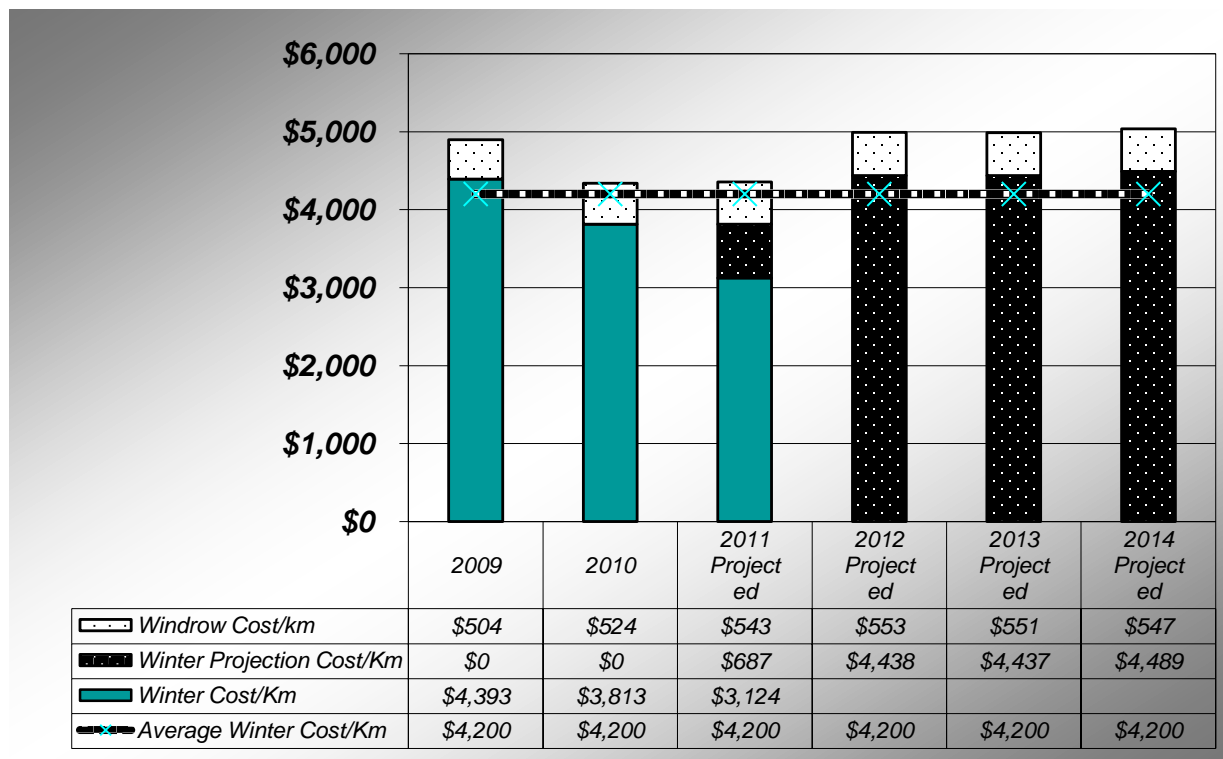
<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2012 (Top 3 Objectives)			
1. Review and possibly expand City maintained ploughing and salting routes	Q3 & 4/12	Assume portion of ploughing and salting routes from Contractor	In-house
2. Investigate alternative deicing methods & materials on a City-wide basis considering their environmental impact.	Q1 & 4/12	Reduced road salt usage & increased melting potential	In-house
3. Implement computerized road patrol program.	Q1 - 4/12	Record road deficiencies on lap top computer	In-house
2013 (Top 3 Objectives)			
1. Continue and possibly expand City maintained ploughing and salting routes	Q1 & 4/13	Assume greater portion of ploughing and salting routes from Contractor	In-house
2. Investigate alternative deicing methods & materials on a City-wide basis considering their environmental impact.	Q1 - 4/13	Reduced road salt usage & increased melting potential	In-house and contracted services
3. Prepare new tender for winter services if extension not awarded.	Q1 & 2/14	New tender or extension awarded.	In-house
2014 (Top 3 Objectives)			
1. Monitor/expand computerized road patrol program	Q1 - 4/14	Work Orders automatically generated	In-house
2 Monitor effectiveness of alternative deicing methods & materials on a City-wide basis.	Q1 & 4/14	Reduced road salt usage & increased melting potential	In-house and contracted services
3 Implement new tender (if required)	Q3/14	New contract in place, or extension awarded.	In-house and contracted services

2012-14 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2008 to 2013)

Measure: Winter Control Cost per Kilometer

Definition: Winter control costs include road and windrow services delivered by Public Works but do not include sidewalk plowing labour costs which are budgeted through the Parks Department.



BUSINESS OVERVIEW:

Notes about the Measure: (Provide assumptions/explanation of significant trend variance in the performance measure graph)

Costs will vary according to severity of the winter and contract prices in place at the time. The average cost is based on the previous 6 years, and projected costs reflect growth and increasing winter costs.

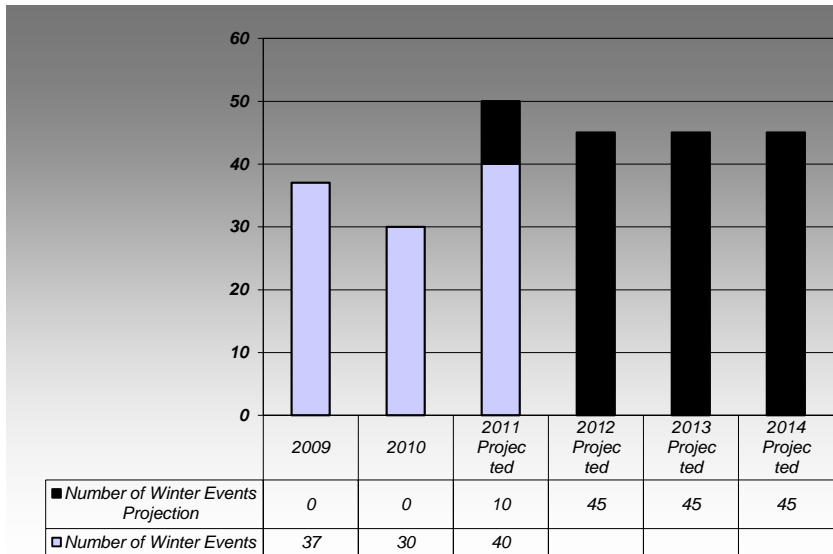
Key Conclusion: (Explanation of the trend on the performance measure graph)

Winter unit costs are dependant upon the number and type of winter storm experienced, the tendered cost of the de-icing materials, and the contract costs for ploughing / salting. It should be noted that the costs noted above, include the cost to supply the Parks Department with salt for maintaining sidewalks, and includes the cost of salting City owned facilities.

2012-14 Business Plan

Measure: Number of Winter Events

Definition: The number of winter events that required deployment of salting or plough units.



BUSINESS OVERVIEW:

Notes about the Measure: (Provide assumptions/explanation of significant trend variance in the performance measure graph)

Climate change is impacting the winter weather patterns. Studies taken place in Canada show a trend to milder winters, resulting in more salting events projected to take place than previously experienced.

Key Conclusion: (Explanation of the trend on the performance measure graph)

Over time, salting costs may increase, due to the increased number of storm events that may occur each winter.

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

The City's Public Works Department continues to meet or exceed provincial standards for winter maintenance, while delivering a level of service that is unmatched in the GTA.

Commissioner Sign-off

Date (mm/dd/yy)

PW - Waste

1. Financial Summary

2. Business Plans

Revenue and Expenditure Summary

2012-14 Operating Budget

Department	Exp Category	Account	2010 Actuals	Actual Forecast	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
Public Works - Waste														
	Revenue													
		3550 Departmental Revenues	(16,385)	(14,932)	(14,019)	99	0	(13,920)	99	(0.7)%	(13,920)	0	(13,920)	0
		3574 Rev. frm Recov. Exp - Pd Duty	(15,455)	(12,771)	(16,064)	1,364	0	(14,700)	1,364	(8.5)%	(14,700)	0	(14,700)	0
		3586 Rents and Concessions	(518)	0	0	0	0	0	0	0.0%	0	0	0	0
		3612 Service Charges	(14,537)	(13,963)	(16,200)	1,620	0	(14,580)	1,620	(10.0)%	(14,580)	0	(14,580)	0
		3614 General Revenue	(132,246)	(128,633)	(125,000)	0	0	(125,000)	0	0.0%	(125,000)	0	(125,000)	0
		3780 Tourism/Rec'n Grant	(696,978)	(953,739)	(950,000)	0	0	(950,000)	0	0.0%	(950,000)	0	(950,000)	0
		Total Revenue	(876,118)	(1,124,039)	(1,121,283)	3,083	0	(1,118,200)	3,083	(0.3)%	(1,118,200)	0	(1,118,200)	0
	Labour Costs													
		7010 Full Time	333,091	358,222	332,845	15,009	0	347,854	15,009	4.5%	349,884	2,030	349,884	0
		7012 Overtime	689	161	3,620	400	0	4,020	400	11.0%	4,020	0	4,020	0
		7015 Part Time	5,596	13,855	27,920	34	0	27,954	34	0.1%	27,954	0	27,954	0
		7017 Benefits	85,635	92,840	88,511	5,703	0	94,214	5,703	6.4%	97,215	3,001	99,690	2,475
		Total Labour Costs	425,011	465,079	452,896	21,146	0	474,042	21,146	4.7%	479,073	5,031	481,548	2,475
	Other Expenses													
		7100 Mileage	69	517	611	0	0	611	0	0.0%	611	0	611	0
		7103 407-ETR Toll Charges	15	96	122	0	0	122	0	0.0%	122	0	122	0
		7105 Membership/Dues/Fees	3,644	3,289	3,094	0	1,056	4,150	1,056	34.1%	4,150	0	4,150	0
		7110 Meals and Meal Allowances	19	(97)	323	0	0	323	0	0.0%	323	0	323	0
		7115 Training & Development	2,968	2,697	5,129	0	0	5,129	0	0.0%	5,129	0	5,129	0
		7120 Telephone Charges	181	511	471	0	0	471	0	0.0%	471	0	471	0
		7122 Cellular Telephones	2,222	1,260	2,827	0	0	2,827	0	0.0%	2,827	0	2,827	0
		7125 Subscriptions/Publications	0	488	488	0	(229)	259	(229)	(46.9)%	259	0	259	0
		7135 Advertising	0	976	5,540	0	(3,827)	1,713	(3,827)	(69.1)%	1,713	0	1,713	0
		7140 Promotion & Education	126,697	141,156	184,860	0	0	184,860	0	0.0%	184,860	0	184,860	0
		7200 Office Supplies	125	77	188	0	0	188	0	0.0%	188	0	188	0
		7211 Computer Hardware/Software	5,489	2,763	3,900	0	0	3,900	0	0.0%	3,900	0	3,900	0
		7300 Protective Clothing/Uniforms	63	941	1,884	0	(884)	1,000	(884)	(46.9)%	1,000	0	1,000	0
		7330 Materials & Supplies	64,169	58,878	57,117	12,924	0	70,041	12,924	22.6%	72,905	2,864	72,905	0
		7331 Contractor & Contractor Mat.	8,130,988	8,720,282	8,718,818	149,782	0	8,868,600	149,782	1.7%	9,684,251	815,651	10,054,415	370,164
		7400 Bank Charges	4,760	4,168	977	0	0	977	0	0.0%	977	0	977	0
		7410 Rental, Leases - Equipment	0	820	820	0	0	820	0	0.0%	820	0	820	0
		7520 Professional Fees	0	8,507	8,507	0	0	8,507	0	0.0%	8,507	0	8,507	0
		7630 Wireless/Internet Commun.	0	879	565	0	884	1,449	884	156.5%	1,449	0	1,449	0

Department	Exp Category	Account	Actual			Allowable Inc/Decr	Account		\$ Variance	% Variance	2013		2014	
			2010 Actuals	Forecast	2011 Budget		Reallocations	2012 Budget			Forecast	Variance	Forecast	Variance
Total Public Works - Waste		7699 Sundry Expenses	124	57	560	0	(560)	0	(560)	(100.0)%	0	0	0	0
		7700 Chgs. from Othe Depts.	1,000	4,080	4,080	0	0	4,080	0	0.0%	4,080	0	4,080	0
		7710 Internal Recoveries	(71)	(60)	(60)	0	0	(60)	0	0.0%	(60)	0	(60)	0
		7716 Outside Recoverable	511	0	0	0	0	0	0	0.0%	0	0	0	0
		Total Other Expenses	8,342,973	8,952,285	9,000,821	162,706	(3,560)	9,159,967	159,146	1.8%	9,978,482	818,515	10,348,646	370,164
			7,891,866	8,293,324	8,332,434	186,935	(3,560)	8,515,809	183,375	2.2%	9,339,355	823,546	9,711,994	372,639

* Note: Actual Forecast 2011 is for reference purposes only and is based on year to date actuals as of September 2011 plus the remainder of the calendarized budget.

2012 (2013, 2014) Business Plan

Business Overview

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

To ensure effective collection of residential (including limited non-residential and mixed-use establishments) residual waste (garbage) and resource materials (household organics, recyclables large appliances and leaf and yard materials)

To effectively monitor and evaluate the success of the Greening Vaughan initiative and to assess and develop other programs that may further enhance current programs or provide additional avenues for waste diversion

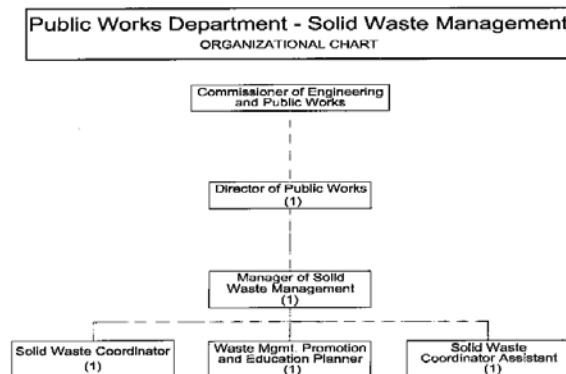
To inform and involve the citizens of Vaughan through ongoing educational and promotional initiatives of the City's comprehensive waste management plan and the waste management priorities as established by the Mayor and members of Council

Service Profile:

	2010	2011	2012	2013	2014
Full Time (FTE)	4	4	4	4	4
Part Time (FTE)	1.03	1.03	1.03	1.03	1.03
Overtime (Budget)	\$3,630	\$3,620	\$3,620	\$3,620	\$3,620

No additional staff (ARR) forecasted.

Solid Waste Management Organizational Chart:



Key Stakeholders:

- Citizens of Vaughan
- Mayor and Members of Council
- Planners / Developers re: Waste Collection Design Standards Policy / Site Plan review
- York Region
- Collection Contractor(s)
- Governing legislation such as the Environmental Protection Act; Environmental Assessment Act and the Ontario Municipal Act

2012 (2013, 2014) Business Plan**Work Plan****Link to Vaughan Vision 2020:****Service Excellence**

Demonstrate excellence in service delivery

Lead and promote environmental sustainability

Future Pressures and Opportunities:**Challenges**

Some of the challenges experienced in the Solid Waste Management division are as follows:

- Distribution program of blue boxes and green bins. Maintaining two different distribution programs for blue boxes and green bins is extremely inefficient, difficult and not sustainable.
- Enforcement. Inability for Waste Management staff to formally enforce Waste Collection By-law
- Differentiating our program from that of Toronto's (i.e. they are permitted to use oversized containers; they take recycling items we do not accept etc.)
- Adapting to the Region's operational changes at their various (contracted) processing / disposal facilities
- Use of oversized containers. Pressure by some residents to move to use oversized containers – which would require automated collection (much more costly)

Opportunities

Waste Diversion Efforts may be enhanced by assessing program changes / alterations, some of which are as follows:

- increasing the cost of the garbage tags
- reducing the allowable "free" garbage items from 3 items every other week to 2 items every other week
- eliminating the provision of the 4 annual double up events
- implementing maximum set out limits for grand-parented multi res establishments that the City provides municipal collection services.
- Implementing a ban on designated electric and electronic waste curbside. as the Region's Community Environmental Centre(s) have a comprehensive Electronic / Electric recycling program.

Efficiencies would be gained if

- one system for point of sale transactions. Elimination of handwritten receipts
- having only one program (not two) for the sale (distribution) of blue boxes and green bins
- appliance appointments are made online.

City wide

- looking at a language translation program / tool that would be able to translate Vaughan Online web information from English to an alternate language

2012 (2013, 2014) Business Plan

Business Plan Objectives

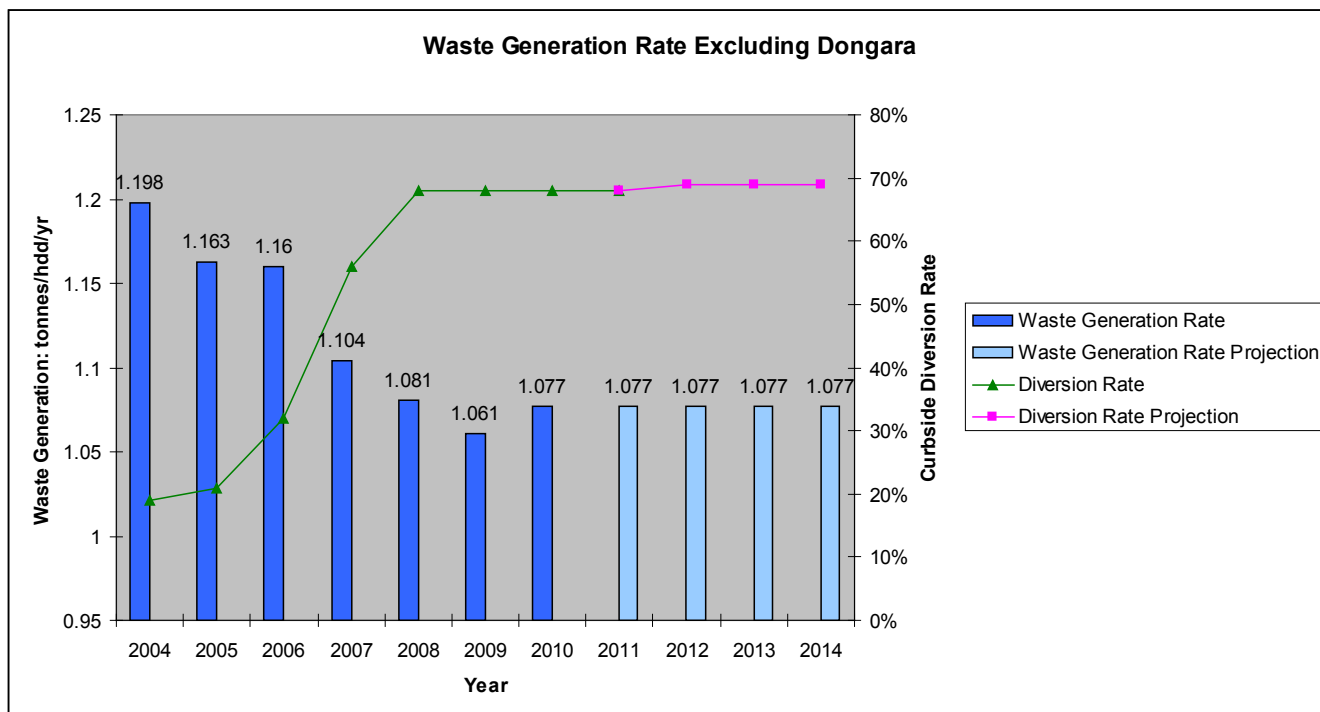
<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2011 (Top 3 Objectives)			
1. To address the matter of mandatory use of compostable bags in the green bin program. Region implemented this program in May of 2011. Due to feedback from residents, the City and Region, at this point in time, "strongly encourages" the use of compostable bags, but does not require the mandatory provision.	2011	Move towards mandatory provision and enforcement	Extensive Promotion and Education will be required. This initiative will be shared by York Region and the area municipalities. Our portion of Promotion and Education will be covered off in the existing Promotion and Education operating budget (233001.7140)
2. To revise / update Waste Collection Design Standards Policy.	Deferred to 2012	To have policy less 'interpretative' To meet with other departments; and to explore other options other than front end collection	Deferred to 2012
3. Seek direction from Council regarding future of waste collection program (i.e. automated, service levels) in preparation of new collection contract	Q4 2011	To obtain direction from Council regarding preferred collection method prior to the preparation of collection contract	None
4. Implement a program for specifically designed recycling containers at problematic Canada Post (residential) super mail boxes locations.	1 year from time of implementation	Less litter at problematic sites; cleaner community image.	Program dependent on whether ARR request approved (both capital and operating)
2012 (Top 3 Objectives)			
1. To prepare new waste collection contract for release in the first half of 2012	Q2 2012	Issue tender and tender award	Purchasing
2. To address challenges associated with the Region's implementation (mandatory) of the compostable bags in the green bin	2012	Promo Campaign	Region; Bylaws
3. To re-evaluate distribution policy for blue boxes and green bins	Q4 2012	Single Distribution full cost recovery program	None
4. Implement a program for specifically designed recycling containers at problematic Canada Post (residential) super mail boxes locations.	1 year from time of implementation	Less litter at problematic sites; cleaner community image.	Program dependent on whether ARR request approved (both capital and operating)

2012 (2013, 2014) Business Plan

2013 (Objectives)

1. To implement / manage new multi year collection contract	2012	To ensure transition between contracts is seamless	Other wm staff
---	------	--	----------------

Key Performance Indicators



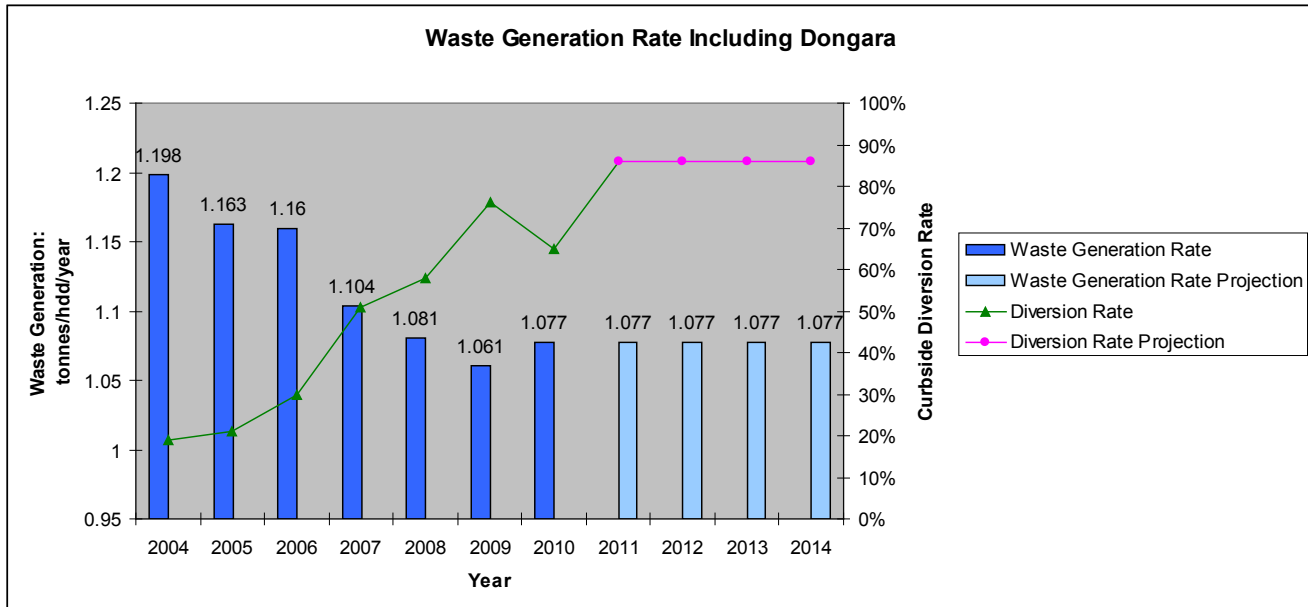
Key Conclusions:

- Waste diversion initiatives have been successful (increased diversion rate)

Notes:

- Unit (weight) measured in metric tonnes
- Total curbside diversion figures includes both curbside and multi residential (that we provide municipal collection services to)
- Diversion rate does not include residuals resulting from the Region's processing operations
- Diversion rate does not include residuals processed at Dongara
- Data Source: Data derived from York Region and contractor summaries

2012 (2013, 2014) Business Plan



Key Conclusions:

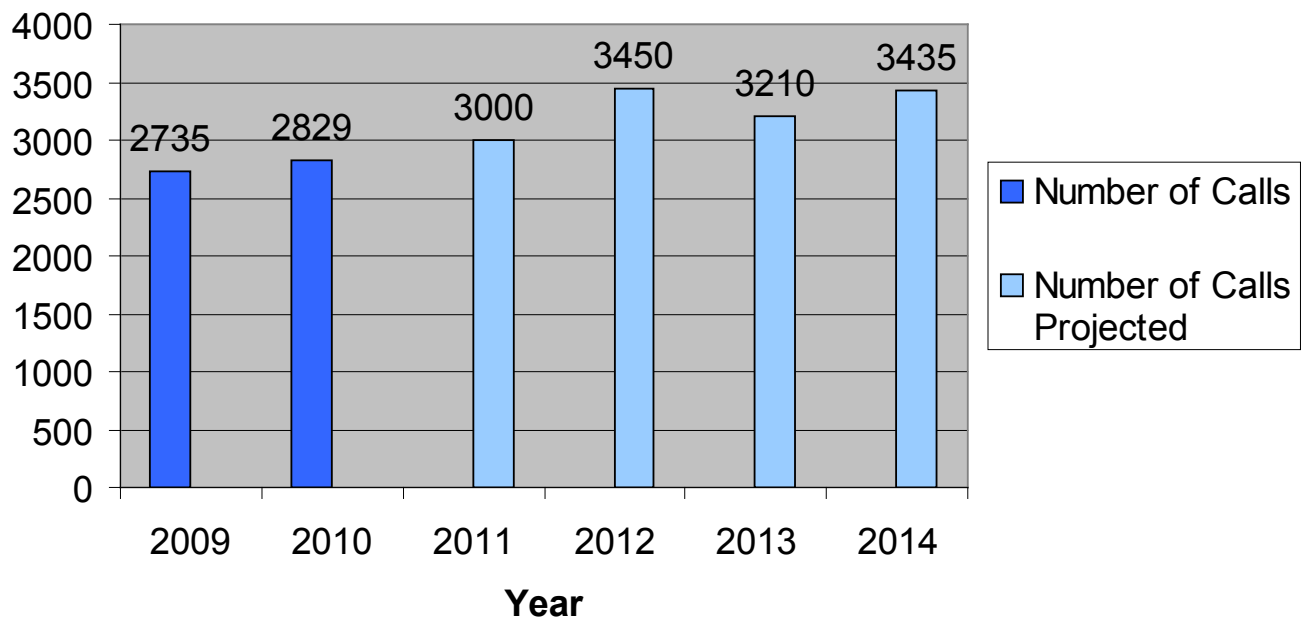
- Waste diversion initiatives have been successful (increased diversion rate)
- Some challenges with the Dongara processes (not diverting as much as anticipated)

Notes:

- Unit (weight) measured in metric tonnes
- Total curbside diversion figures includes both curbside and multi res (that we service)
- Diversion rate does not include residuals resulting from the Region's processing operations
- Diversion rate does include residuals processed at Dongara. Dongara opened fall of 2008. Numerous shutdowns in 2008, 2009 and 2010. Projected numbers assumes no significant operational issues at Dongara. Dongara processes residuals waste into energy pellets
- Residuals are distributed proportionately to area municipalities. If for example a municipality brings in 25% of the recycling material they are assigned 25% of the residuals.
- Data Source: Data derived from York Region and contractor summaries

2012 (2013, 2014) Business Plan

Number of Calls Requiring Action



Key Conclusions:

- Changes to programs and contractors ability to adhere to the collection contract influence the number and type of inquiries and complaints received

Notes:

- Assumes population growth is proportionate to waste produced
- Not all calls entered into the CMS system require action
- Increase in 2012 assumes an increase of calls due to program change (mandatory requirement of compostable bags in green bins)
- Source: CMS reports

Commissioner Sign-off

Date (mm/dd/yy)

Library

1. Financial Summary

2. Business Plans

3. ARRs

2012

- ◆ VPL Citizen Telephone Survey
- ◆ Thornhill Woods Neighbourhood Library – Staffing
- ◆ Thornhill Woods Neighbourhood Library - Operations

2014

- ◆ eMarketing & Communications Specialist - Pilot Project



Revenue and Expenditure Summary

2012-14 Operating Budget

Department	Exp Category	Account	2010 Actuals	Actual Forecast	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
Vaughan Libraries														
Revenue														
		3511 Service Charges	(57,445)	(46,522)	(41,120)	(633)	153	(41,600)	(480)	1.2%	(42,500)	(900)	(43,500)	(1,000)
		3574 Rev. frm Recov. Exp - Pd Duty	(21,602)	(19,131)	(10,620)	(169)	(11)	(10,800)	(180)	1.7%	(11,000)	(200)	(11,200)	(200)
		3576 Taxable Sales-Postage Fees	(1,106)	(1,641)	0	0	0	0	0	0.0%	0	0	0	0
		3586 Rents and Concessions	(23,049)	(22,254)	(13,560)	(216)	(24)	(13,800)	(240)	1.8%	(14,000)	(200)	(14,500)	(500)
		3598 Fines & Penalties-Library	(218,049)	(221,495)	(210,390)	(4,123)	13	(214,500)	(4,110)	2.0%	(219,100)	(4,600)	(223,700)	(4,600)
		3618 Dept. Misc. Revenues	(2,065)	(1,467)	0	0	0	0	0	0.0%	0	0	0	0
		3620 Outside Contributions	(2,224)	(5,682)	(7,000)	0	0	(7,000)	0	0.0%	(7,000)	0	(7,000)	0
		3780 Tourism/Rec'n Grant	(196,686)	(160,107)	(145,240)	0	40	(145,200)	40	(0.0)%	(145,200)	0	(145,200)	0
		Total Revenue	(522,225)	(478,298)	(427,930)	(5,141)	171	(432,900)	(4,970)	1.2%	(438,800)	(5,900)	(445,100)	(6,300)
Labour Costs														
		7010 Full Time	4,570,005	4,871,109	5,140,908	207,032	0	5,347,940	207,032	4.0%	5,431,460	83,520	5,433,644	2,184
		7012 Overtime	6,707	6,650	1,895	113	0	2,008	113	6.0%	2,048	40	2,048	0
		7015 Part Time	2,287,110	2,299,594	2,352,750	178,462	0	2,531,212	178,462	7.6%	2,592,397	61,185	2,599,077	6,680
		7017 Benefits	1,379,764	1,468,035	1,543,862	92,001	20	1,635,883	92,021	6.0%	1,731,943	96,060	1,772,071	40,128
		Total Labour Costs	8,243,585	8,645,388	9,039,415	477,608	20	9,517,043	477,628	5.3%	9,757,848	240,805	9,806,840	48,992
Other Expenses														
		7100 Mileage	20,176	21,829	23,831	0	(831)	23,000	(831)	(3.5)%	23,000	0	23,000	0
		7105 Membership/Dues/Fees	10,147	11,984	10,308	0	692	11,000	692	6.7%	11,000	0	11,000	0
		7110 Meals and Meal Allowances	3,703	4,223	3,392	0	3,808	7,200	3,808	112.3%	7,200	0	7,200	0
		7115 Training & Development	11,054	10,421	5,597	0	403	6,000	403	7.2%	6,000	0	6,000	0
		7120 Telephone Charges	15,598	13,680	15,546	0	(46)	15,500	(46)	(0.3)%	15,500	0	15,500	0
		7122 Cellular Telephones	6,392	5,345	5,719	0	(19)	5,700	(19)	(0.3)%	5,700	0	5,700	0
		7130 Seminars & Workshops	2,730	3,623	4,579	0	1,421	6,000	1,421	31.0%	6,000	0	6,000	0
		7135 Advertising	650	1,064	1,404	0	(4)	1,400	(4)	(0.3)%	1,400	0	1,400	0
		7200 Office Supplies	20,799	30,459	27,417	0	(417)	27,000	(417)	(1.5)%	27,000	0	27,000	0
		7201 Conferences	9,322	10,501	9,422	0	4,578	14,000	4,578	48.6%	14,000	0	14,000	0
		7205 Computer Supplies	11,962	15,277	11,826	0	1,174	13,000	1,174	9.9%	13,000	0	13,000	0
		7210 Office Equip. & Furniture	51,783	31,876	43,388	0	6,712	50,100	6,712	15.5%	50,100	0	50,100	0
		7211 Computer Hardware/Software	76,712	122,154	94,220	0	5,780	100,000	5,780	6.1%	100,000	0	100,000	0
		7215 Mtce. & Repairs - Equip	4,120	4,315	2,827	0	2,173	5,000	2,173	76.9%	5,000	0	5,000	0
		7220 Copiers, Faxes and Supplies	45,183	47,944	55,740	0	(740)	55,000	(740)	(1.3)%	55,000	0	55,000	0
		7222 Printing	83,227	91,319	85,100	0	(4,100)	81,000	(4,100)	(4.8)%	81,000	0	81,000	0
		7310 Mtce. Buildings & Facil.	145,280	146,104	150,606	0	(5,006)	145,600	(5,006)	(3.3)%	145,600	0	145,600	0
		7313 Library Services	43,700	4,382	22,895	0	(10,895)	12,000	(10,895)	(47.6)%	12,000	0	12,000	0
		7317 Utility Services	231,331	260,011	279,644	15,287	(31)	294,900	15,256	5.5%	311,500	16,600	329,267	17,767
		7400 Bank Charges	5,074	6,354	6,106	0	(6)	6,100	(6)	(0.1)%	6,100	0	6,100	0

Department	Exp Category	Account	2010 Actuals	Actual Forecast	2011 Budget	Allowable Inc/Decr	Account Reallocations	2012 Budget	\$ Variance	% Variance	2013 Forecast	Variance	2014 Forecast	Variance
		7500 Data Processing Services	17,186	19,372	22,843	0	(43)	22,800	(43)	(0.2)%	22,800	0	22,800	0
		7510 Cleaning Services	91,006	88,616	101,098	0	(98)	101,000	(98)	(0.1)%	101,000	0	101,000	0
		7520 Professional Fees	21,638	18,069	20,352	0	1,648	22,000	1,648	8.1%	22,000	0	22,000	0
		7530 Outside Services	36,259	41,122	40,704	0	1,296	42,000	1,296	3.2%	42,000	0	42,000	0
		7531 Service Contracts	104,660	95,860	118,571	0	(21,571)	97,000	(21,571)	(18.2)%	97,000	0	97,000	0
		7565 Resources-Books	1,393,298	1,514,982	1,374,542	0	6,558	1,381,100	6,558	0.5%	1,381,100	0	1,381,100	0
		7566 Resource-Replace Lost Books	0	26	0	0	0	0	0	0.0%	0	0	0	0
		7570 Periodical-Library	223,525	188,631	229,061	0	(3,961)	225,100	(3,961)	(1.7)%	225,100	0	225,100	0
		7595 Programme Expense	35,475	32,000	38,446	0	11,054	49,500	11,054	28.8%	49,500	0	49,500	0
		7699 Sundry Expenses	3,889	3,323	1,770	0	230	2,000	230	13.0%	2,000	0	2,000	0
		7702 Joint Service Chgs-City	484,553	356,792	430,450	94,350	50	524,850	94,400	21.9%	524,850	0	524,850	0
		7780 Trf to Reserve Insurance	42,750	50,900	50,900	(50,900)	0	0	(50,900)	(100.0)%	0	0	0	0
		Total Other Expenses	3,253,183	3,252,559	3,288,304	58,737	(191)	3,346,850	58,546	1.8%	3,363,450	16,600	3,381,217	17,767
Total Vaughan Libraries			10,974,544	11,419,650	11,899,789	531,204	0	12,430,993	531,204	4.5%	12,682,498	251,505	12,742,957	60,459

* Note: Actual Forecast 2011 is for reference purposes only and is based on year to date actuals as of September 2011 plus the remainder of the calendarized budget.

2012 Budget Variance Comments

3511 Service Charges	Increase due to higher projected fees and reallocation from multiple accounts
3574 Rev. from Recover. Expenses	Increase due to higher projected fees and reallocation to multiple accounts
3586 Rents and Concessions	Increase due to higher projected fees and reallocation to multiple accounts
3598 Fines & Penalties-Library	Increase due to higher projected fees and reallocation from multiple accounts
3780 Grants and Subsidies	Reallocation from multiple accounts
7010 Full Time	Increase due to economic adjustment and offset by transfer to PT
7012 Overtime	Increase due to economic adjustment and progession
7015 Part Time	Increase due to economic adjustment, progression and transfer from FT
7017 Benefits	Increase in relation to salaries increase and increase as per Guidelines
7100 Mileage / Car Allowance	Reallocation to multiple accounts
7105 Memberships/Dues/Fees	Reallocation from multiple accounts
7110 Meals and Meal Allowances	Reallocation from multiple accounts
7115 Training & Development	Reallocation from multiple accounts
7120 Telephone Charges	Reallocation to multiple accounts
7122 Cellular Telephones	Reallocation to multiple accounts
7130 Seminars & Workshops	Reallocation from multiple accounts
7135 Advertising	Reallocation to multiple accounts
7200 Office Supplies	Reallocation to multiple accounts
7201 Conferences	Reallocation from multiple accounts
7205 Computer Supplies	Reallocation from multiple accounts
7210 Office Equip. & Furniture	Reallocation from multiple accounts

7211 Computer Hardware/Software	Reallocation from multiple accounts
7215 Mtce. & Repairs - Equip	Reallocation from multiple accounts
7220 Copiers, Faxes and Supplies	Reallocation to multiple accounts
7222 Printing	Reallocation to multiple accounts
7310 Mtce. Buildings & Facil.	Reallocation to multiple accounts
7313 Library Cards	Reallocation to multiple accounts
7317 Utility Services	Increase as per Guidelines and reallocation to multiple accounts
7400 Bank Charges	Reallocation to multiple accounts
7500 Data Processing Services	Reallocation to multiple accounts
7510 Cleaning Services	Reallocation to multiple accounts
7520 Professional Fees	Reallocation from multiple accounts
7530 Outside Services	Reallocation from multiple accounts
7531 Service Contracts	Reallocation to multiple accounts
7565 ResourcesBooks	Reallocation from multiple accounts
7570 PeriodicalLibrary	Reallocation to multiple accounts
7595 Innovative Programmes	Reallocation from multiple accounts
7699 Sundry Expenses	Reallocation from multiple accounts
7702 Joint Service Chgs.City	Increase due to matching of Joint Svcs Accounts and reallocation from multiple accounts
7780 Trsf. to ReservesInsurance	Budget realigned due to process changes in allocation of insurance

2013 Budget Variance Comments

3511 Service Charges	Increase due to higher projected fees
3574 Rev. from Recover. Expenses	Increase due to higher projected fees
3586 Rents and Concessions	Increase due to higher projected fees
3598 Fines & Penalties-Library	Increase due to higher projected fees
7010 Full Time	Increase due to progession
7012 Overtime	Increase due to progession
7015 Part Time	Increase due to progession
7017 Benefits	Increase in relation to salaries increase and increase as per Guidelines
7317 Utility Services	Increase as per Guidelines

2014 Budget Variance Comments

3511 Service Charges	Increase due to higher projected fees
3574 Rev. from Recover. Expenses	Increase due to higher projected fees
3586 Rents and Concessions	Increase due to higher projected fees
3598 Fines & Penalties-Library	Increase due to higher projected fees
7010 Full Time	Increase due to progession
7015 Part Time	Increase due to progession
7017 Benefits	Increase in relation to salaries increase and increase as per Guidelines
7317 Utility Services	Increase as per Guidelines

2012-14 Business Plan

BUSINESS OVERVIEW

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

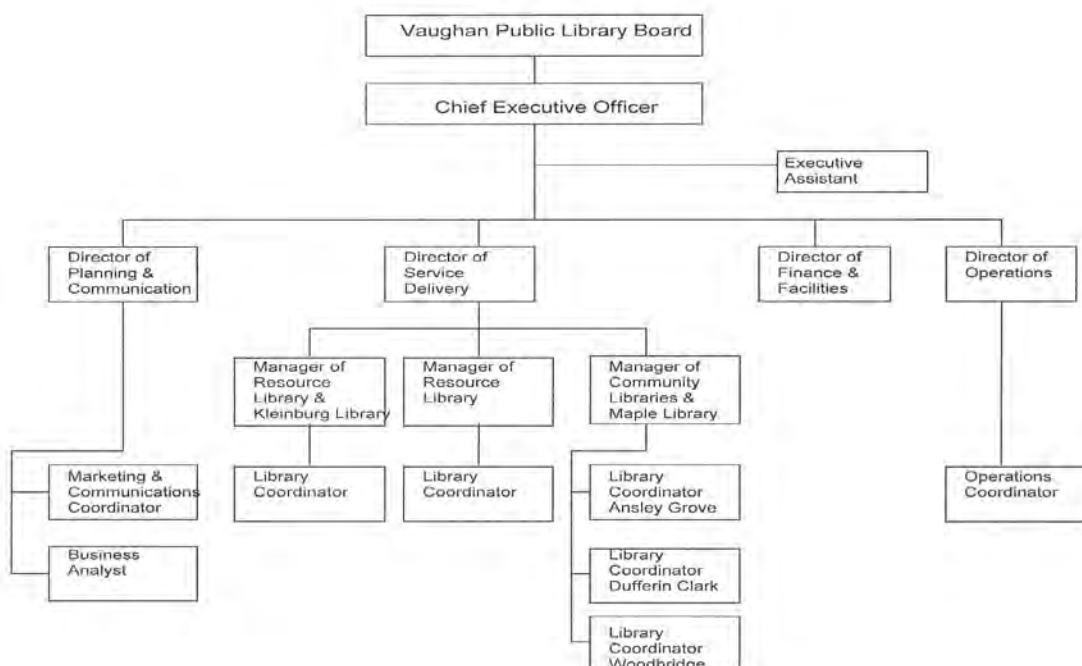
Vaughan Public Libraries Vision:

Enrich Inspire Transform

Vaughan Public Libraries Mission:

Vaughan Public Libraries offer welcoming destinations that educate, excite and empower our community.

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



Full Time, Part Time and Overtime – Budgeted Amounts

				Additional Resource Requests		
	2010	2011	2012 Base	2012	2013	2014
Full Time	80	80	80	83	83	103
Part Time	61.31	61.31	61.31	67.74	67.74	86.04
Overtime	\$1,800	\$1,895	\$1,895	\$2,004	\$2,034	\$2,057

Key Stakeholders: (list major internal and external stakeholders and briefly describe why they are key stakeholders)

- Residents of Vaughan
- Vaughan Council
- Vaughan Public Library Board
- Staff of City and Vaughan Public Libraries

Work Plan:

2012-14 Business Plan

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

Service Excellence

- Pursue excellence in service delivery
- Ensure and enhance community safety, health and wellness

Staff Excellence

- Support professional development of staff

Management Excellence

- Demonstrate leadership and promote effective governance
- Enhance productivity, cost effectiveness and innovation
- Plan and manage growth and economic vitality

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

- Demand for library services and materials is increasing – higher circulation of materials, increased visitors to libraries, increased traffic to website, increased membership, increased use of library facilities. More than 15,000 new members projected each year.
- Population of Vaughan continues to increase at very rapid rate - more people = more customers.
- Library budget has not kept pace with current and future growth thus service levels constantly threatened.
- Construction of Neighbourhood Library in Thornhill Woods community approved.
- Construction of Resource Library at City Hall pending.
- Impact of AODA legislation unclear.
- Prevalence of social media and electronic communication results in demand for new and additional ways to communicate with customers

Business Plan Objectives (list the status of 2010 outstanding and 2011 business plan objectives and the method of measuring successful implementation. As well, list 2012-14 business plan objectives in the appropriate section)

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Configure and revitalize library facilities	2010	Q2'10 Q1'11	KL refurbished BCRL refurbishment completed
Increase service to new Canadians through multilingual information service and creation of ESL area of website	2011	Q2'11 Q2'11 Q2'11	New Canadians membership campaign planned. Implementation Q4'11. Multilingual information service planned. Implementation Q4'11. ESL area of website being revised. Implementation Q1'12.
<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results

2012-14 Business Plan

Extend library service through development of plans for resource library at City Hall and initiation of construction	2011	Q1'11 Q2'11 Q2'11 Q3'11	Building Program for Resource Library completed. Awaiting release of RFP for architect Q4'11. Building Program for Thornhill Woods Neighbourhood Library completed. Awaiting RFP for design/build Q3'11 Hrs of operation extended to include Monday mornings and summer Sundays in resource libraries
Using social media and internet extend communication with customers	2011	Q4'10 Q4'10 Q2'11 Q2'11	E-Newsletter published bi-weekly. Teen blog created. VPL more active on Twitter. Increased VPL uploads on YouTube.
Secure safety of assets through replacement of obsolete asset security system	2011	Q3'11	Vendor selected. Equipment on order. Retagging projected initiated. Project to be completed Q4'11.

2012-14 Business Plan Objectives: (You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.)

Business Plan Objectives:	Timeline	Outcome	Resources
2012 (Top 3 Objectives)			
1. Collaborate with the community to ensure that library services meet the needs of Vaughan citizens.	Q2'12	Insight into needs of underserved population.	ARR for in-depth citizen survey
2. Incorporate new technologies to support and enhance library service and digital literacy.	Q1'11 Q1'12 Q1'12	E-media staff added to complement. VPL website mobile compatible. Introduction of Text communication.	ARR for salary Within existing Operating budget
3. Plan and construct new library facilities in accordance with growth and demand that achieve excellence in library architecture and interior design and improve accessibility.	Q3'12 Q4'12	Refurbishment and combining of circ and info desks in community libraries to comply with AODA and improve efficiencies. Open Neighbourhood Library in Thornhill Woods. Increase in service levels to underserved residents	Capital funds requested. Capital funds for construction approved in 2011 budget. ARR for staffing and operations
2013 (Top 3 Objectives)			

2012-14 Business Plan

1. Promote VPL collections, services and resources to build awareness of library and attract new customers.	Q1'12	Implementation of citizen survey findings via Marketing initiative to non-users.	Existing Operating funds
2. Create an environment for lifelong learning for all	Q3'13	Enhance service to seniors and mature adults through creation of unique area of website and extension of digital literacy training	Existing Operating funds
3. Recognize and respond to unique facility and design needs of various user groups by revitalizing existing facilities to enhance customer experience.	Q2'13	Phase II of Bathurst Clark refurbishment project including carpet replacement and interior painting.	Capital funds requested.

2014 (Top 3 Objectives)

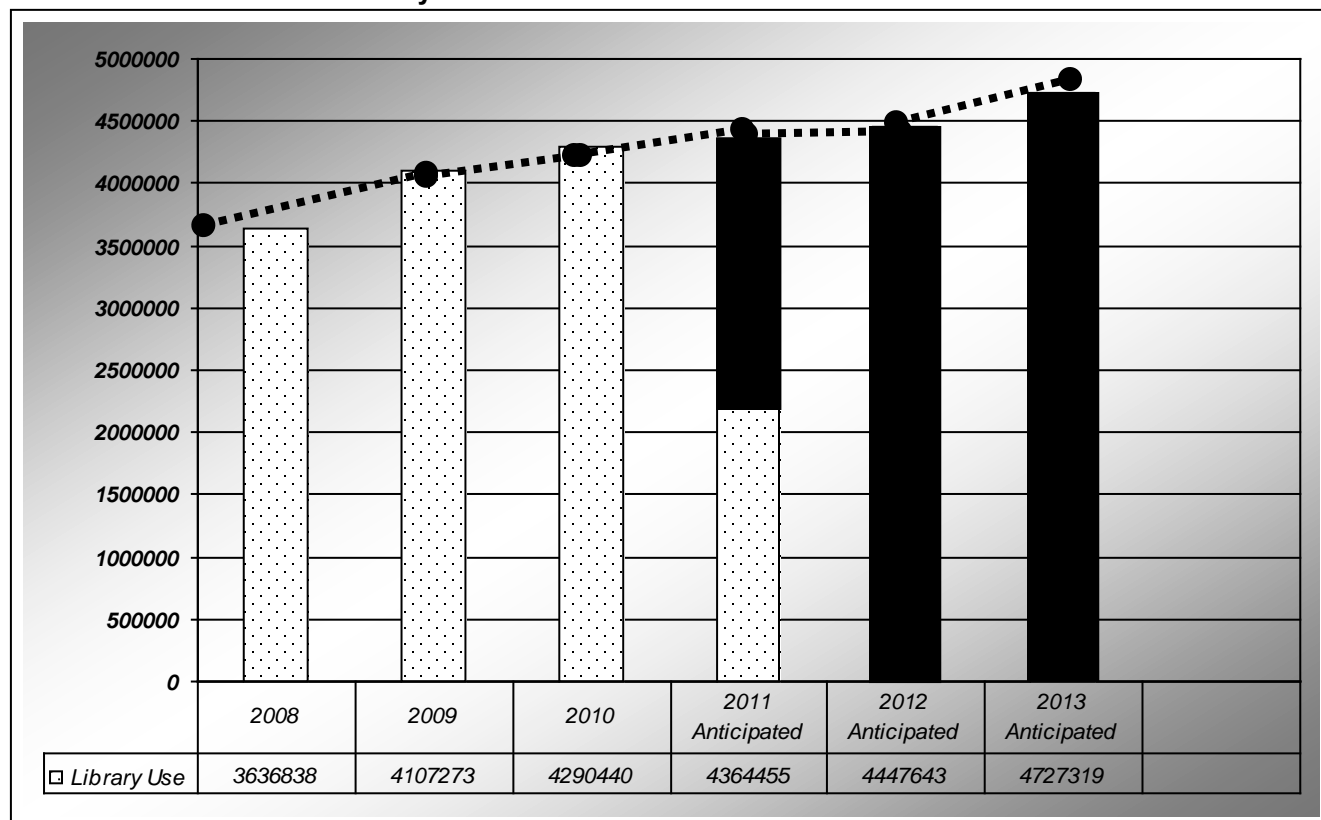
1. Establish the Library as a vibrant community gathering place central to community life.	Q2'14	Open Civic Centre Resource Library Increase in service levels to underserved residents	Capital request for construction costs. ARR for staffing and operations
2. Develop and provide programs, services and collections that educate and increase the knowledge and economic success of our community.	Q2'14	Extend services to the business community maximizing partnerships and opportunities.	Existing Operating funds
3. Strategically position VPL within the professional community as the Employer of Choice to attract and retain best candidates.	Q1'14	New resource library opens with highest quality staff.	Existing Operating funds

2012-14 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2008 to 2013)

MEASUREMENT: Library Use

Definition: The number of library-defined customer uses



BUSINESS OVERVIEW:

Key Conclusion: (What are some assumptions about the performance measure which should be stated)
Library use continues to increase each year. It is proposed that the large increase in library use observed in 2009, which was primarily related to the economic downturn, will not continue, although library use will steadily increase.

Notes about the Measure: (What are some assumptions about the performance measure which should be stated)
Library use is measured by the sum of circulation, program attendance, in-library material use, number of people using public workstations, number of times electronic databases are accessed, both standard and electronic reference transactions, and customer assistance.

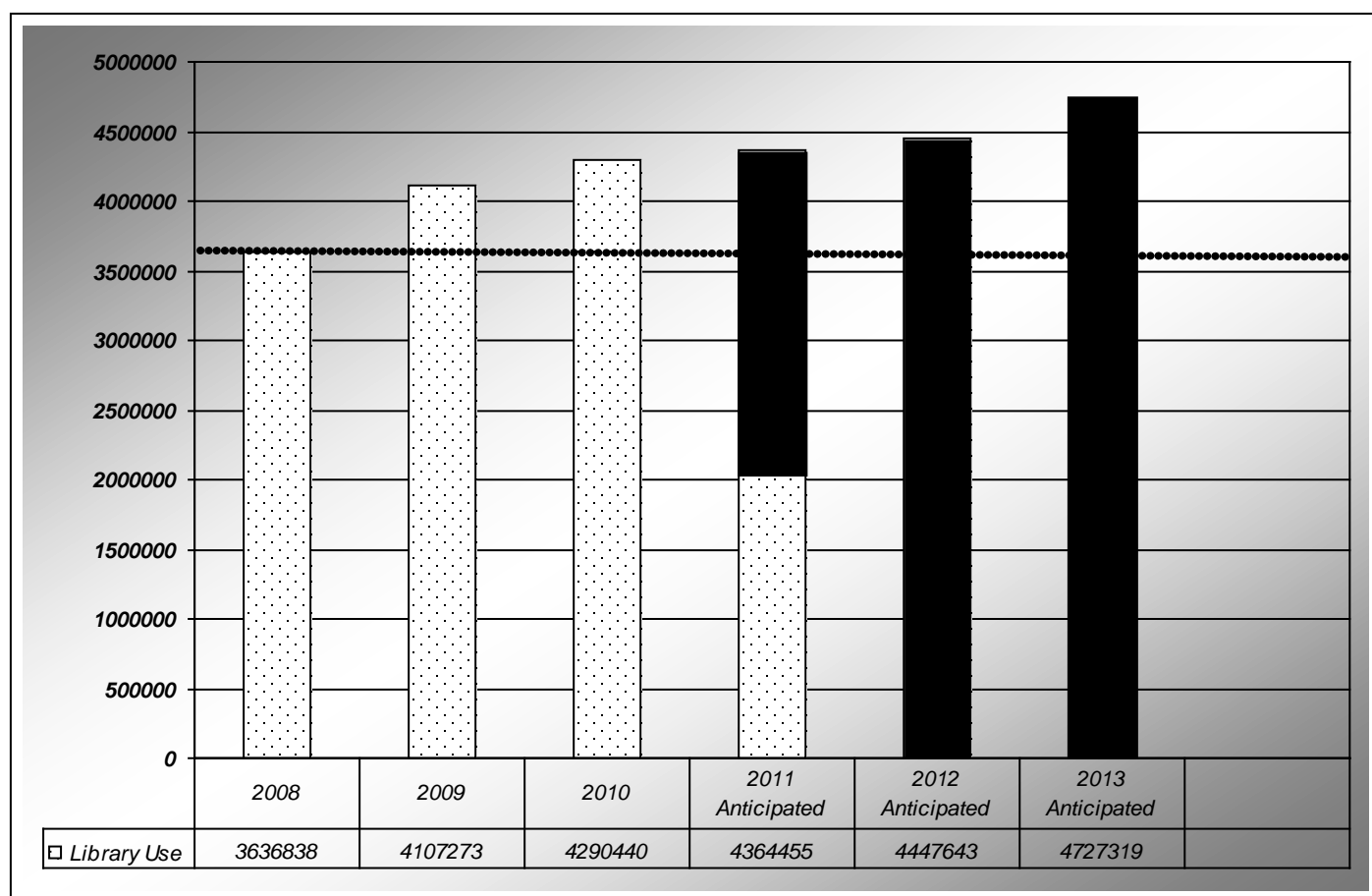
Goal: 4.5% increase annually.

2012-14 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2008 to 2013)

MEASUREMENT: Library Use Per FTE (Full-Time Equivalent)

Definition: The number of library defined customer uses per full-time equivalent staff members.



Key Conclusion: (What are some assumptions about the performance measure which should be stated)
Library use continues to increase while staff complement remains relatively stable until the hiring in 2012 for the Thornhill Woods Neighbourhood Library.

Notes about the Measure: (What are some assumptions about the performance measure which should be stated)
Library use is measured by the sum of circulation, program attendance, in-library material use, number of people using public workstations, number of times electronic databases are accessed, both standard and electronic reference transactions, and customer assistance.

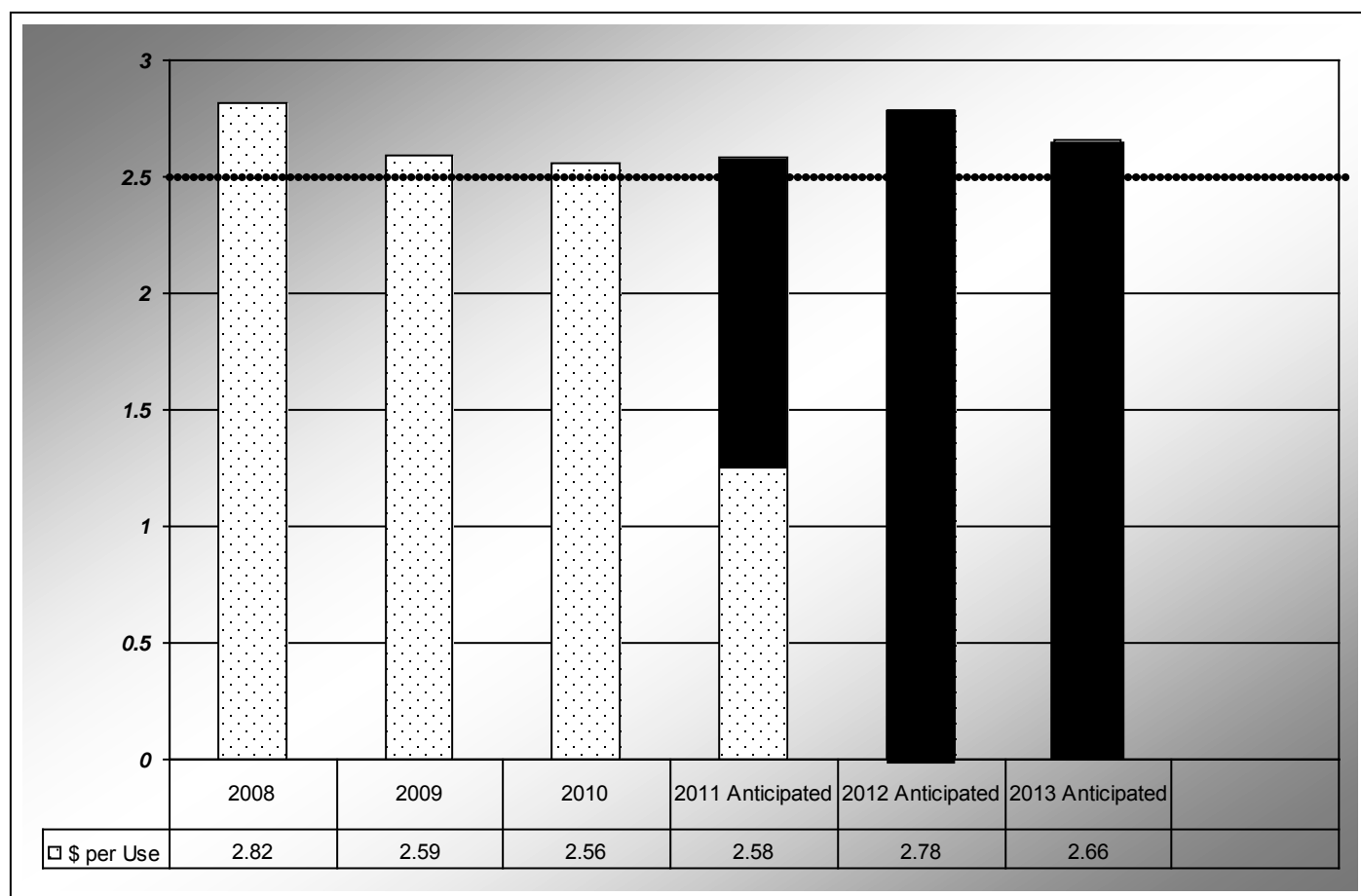
Goal: 25,000 Uses per FTE

2012-14 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2008 to 2013)

Measurement: Cost per Library Use

Definition: Cost per Library defined customer use



Key Conclusion: (What are some assumptions about the performance measure which should be stated)
Anticipated increases in use for 2011 and 2012 are small and costs remain relatively stable with opening of Thornhill Woods Neighbourhood Library in 2012.

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

Library use is measured by the sum of circulation, program attendance, in-library material use, number of people using workstations, number of times electronic databases are accessed, both standard and electronic reference transactions, and customer assistance.

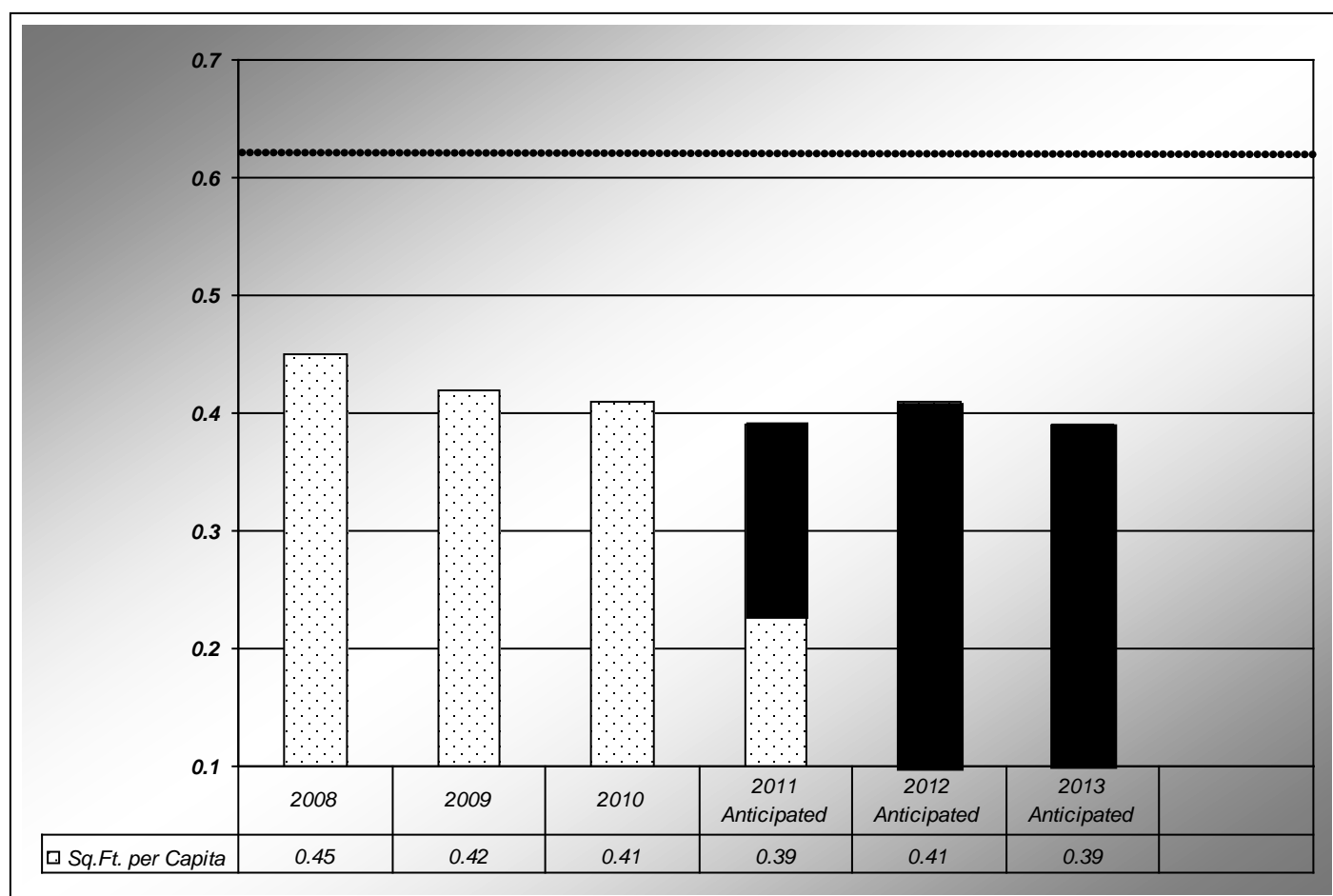
Goal: Less than \$2.50 per Use

2012-14 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2008 to 2013)

Measurement: Square Feet Per Capita

Definition: The square footage of the total of all library buildings per capita



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

No additional Library space has been added since the Pierre Berton Resource Library in 2004 while the population of the City of Vaughan has continued to grow.

The Thornhill Woods Neighbourhood Library planned to open in 2012 will impact this measure.

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

Thornhill Woods Neighbourhood Library assumed to be 7,500 sq.ft. added in 2012

Population projections: 2010 – 298,080; 2011 – 305,796; and 2012 – 314,942

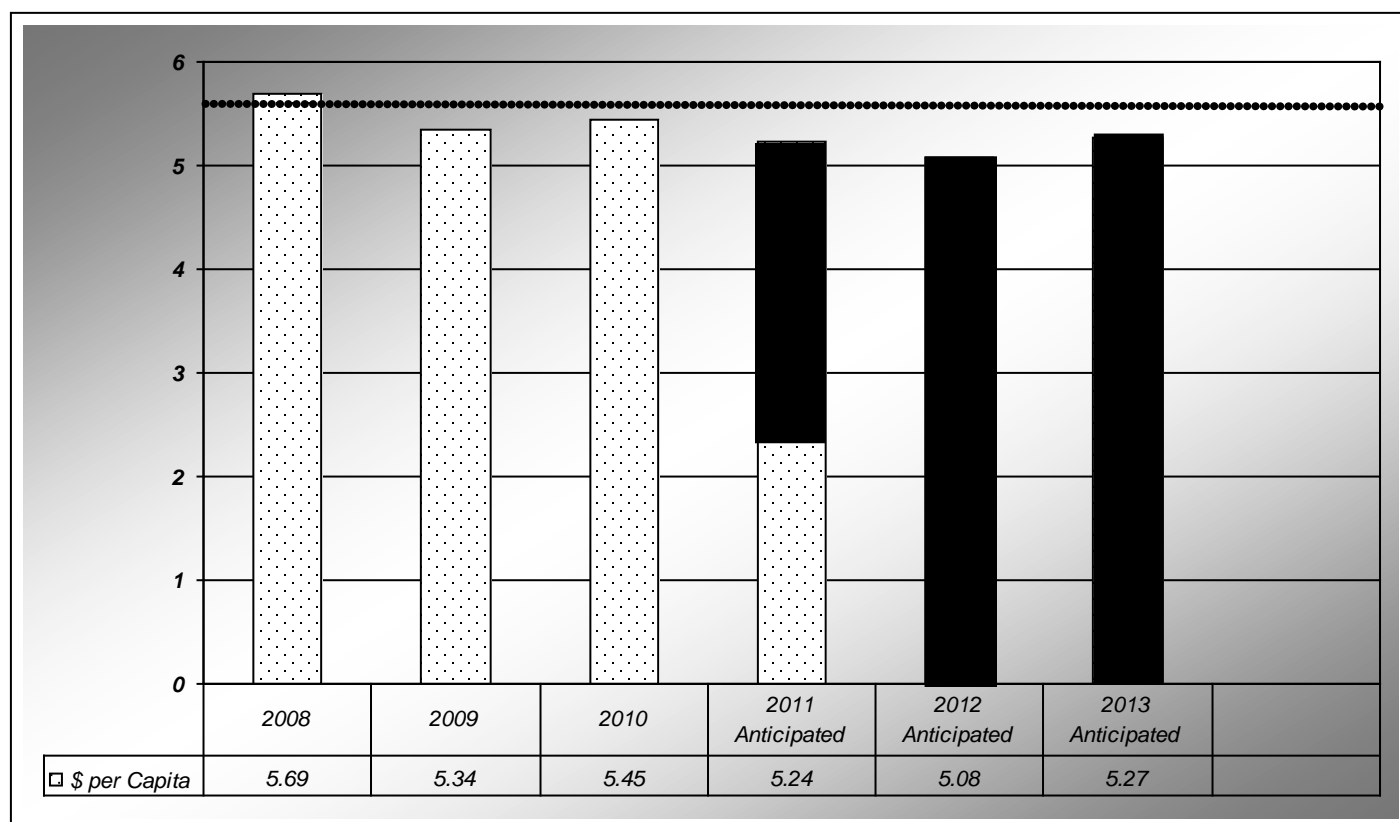
Goal: Industry Standard .61 Square Feet Per Capita

2012-14 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2008 to 2013)

Measurement: Material Dollars Spent Per Capita

Definition: Actual amount spent on library resources per capita



Key Conclusion: (What are some assumptions about the performance measure which should be stated)
Population growth is rapid while the collection budget remains static.

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

Library resources include books, audio visual formats, periodicals, databases and the cost to get these items shelf ready.

2012 expenditure does not include capital funds to create Thornhill Woods Neighbourhood Library collection, however, in 2013, Operating funds of \$109,00 per year are added for the Thornhill Woods Neighbourhood Library.

Population projections: 2010 – 298,080; 2011 – 312,984; and 2012 – 328,634

Goal: \$5.60 for Materials per Capita (Development Charges define \$102.83 per Capita for new facility collections)

2012-14 Business Plan

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

Use of Vaughan Public Libraries and the population of Vaughan have continued to increase however our staff complement and space provided by VPL for our customers have remained stagnant. Square footage per customer has now reached a critical stage. Approval of the funding to construct a neighbourhood library in the Thornhill Woods community in the 2011 budget was a first step in remedying this situation. Approval of 2012-13-14 budget requests will ensure further correction of this significant discrepancy between industry standard and that which VPL offers as the Thornhill Woods neighbourhood library and the third resource library become reality.

As the population turns more and more to social media and use of the internet for communication, the need for an additional staff with expertise to maximize this resource has become very apparent.

The composition of the Vaughan community is evolving as new Canadians settle in Vaughan, the general population ages and small business spring up all over, thus there is a recognition that services to these underserved groups need be addressed as key objectives in the annual business plans contributing to the economic success of our community. .

The need to communicate with those citizens of Vaughan not currently using their library is essential to determine what their needs are and what barriers exist to their use of VPL. Without this information it will be difficult to move forward supplying current non-users a relevant public library and maximizing return of citizen's tax dollar.

2012, 2013 and 2014 budget requests will enable VPL to accomplish annual our Business Plan objectives providing more library facilities for our customers, enhancing electronic communication with our customers, empowering our staff and improving service to those previously underserved.

Commissioner Sign-off

Date (mm/dd/yy)

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

ADDITIONAL RESOURCE REQUEST

Request Title Thornhill Woods Neighbourhood Library - Staffing

Business Unit # 220746 Vaughan Public Libraries

Thornhill Woods Neighbourhood Library

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	13.00	-	-	13.00	-	13.00
Net FTE's	9.02	-	-	9.02	-	9.02
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	531,946	-	-	531,946	-	531,946
Other continuous costs	-	-	-	-	-	-
One-time expenses	-	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-
Net Operating Budget	\$ 531,946	\$ -	\$ -	\$ 531,946	\$ -	\$ 531,946
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☒ Departmental ☐ Corporate

VPL anticipates taking the initial steps towards the design, development and construction of the new TWNL in late 2011 and be completed and ready for operations by November 1, 2012.

The TWNL was passed as a last minute addition to the 2011-12 Budget process based on community members making direct presentations to the COV Council which ultimately approved the additional expenditures necessary to build and complete this new library. VPL had provided for a kiosk to be built in the budget process but the community association lobbied for a full library to be built to which the City agreed. The addition of this library will further contribute to VPL's ability to pursue excellence in service delivery and provide additional library service to the residents of this particular community as well as the entire city.

New branch staff will be required to complete the successful opening of the TWNL. To properly prepare for the new library opening, staff will be required in advance of the opening. The following is a comprehensive list of staff needed, the date to be hired, as well as the associated gapped cost for 2012 and annualized costs for 2013 and 2014. With the exception of the library co-ordinator, it is assumed that all staff hired will begin at the start rate for their particular pay grade.

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

Milestones or Deliverables	Timelines	Comments
Construction start for addition to NTCC	Q1/2012	Project being built as a Design/Build - shortens time to completion of project
Staffing of Library	Q3-Q4/2012	Project being built as a Design/Build - shortens time to completion of project
Opening of Library to Community	Q4/2012	Project being built as a Design/Build - shortens time to completion of project

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

Department Impacted	Describe Impact (Cost/time/benefit)	Were they Consulted?
Building & Facilities	Department to work closely with VPL, Architect and Contractor on build-out of new addition	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Recreation & Culture	Community Centre will be impacted by construction of new library branch as addition to existing building	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No

Other comments:

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Thornhill Woods Neighbourhood Library - Staffing						
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
	Name/description of service level target:		Target Level	Current Level	Level with ARR		
1)	Square feet per capita		.61sf/capita	.39sf/capita	.41sf/capita		
2)	Cost Per Library Use		<\$2.50/Use	\$2.56/Use	\$2.78/Use		
3)							
Describe how this request relates to Departmental Business Plan:							
VPL's Strategic Plan 2012 - 2015 looks to build community by putting priorities and initiatives in place that will enhance library spaces as welcoming environments as well as expanding upon existing facilities. TWNL is part of the plan to construct new libraries in accordance with population growth and demand that will achieve excellence in library architecture and interior design.							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary	Improve User Satisfaction			Secondary	Improve Sustainability		
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?							
TWNL has been approved based on the desire of the North Thornhill community to have an accessible library presence within their community. This was accomplished by active lobbying of the COV council and by being built-out lead to higher satisfaction levels in the community. New libraries incorporate new concepts and technologies and with the opening of the TWNL it is expected that the services as provided will be relevant to the needs of the community and therefore will also lead to greater sustainability.							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings			Incl. in offsets (Section #9)?
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							
N/A							

Request Title	Thornhill Woods Neighbourhood Library - Staffing
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input checked="" type="radio"/> None</p> <p><input type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <p></p> <p></p> <p></p> <p></p> <p></p> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <p>◀ None Low Medium High ▶</p> <p>Financial Impact</p> <p>◀ \$0 \$10,000 \$100,000 \$1,000,000 > \$10,000,000 ▶</p> <p>Health and Safety Risk (click on the word)</p> <p><input checked="" type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <p>◀ None Minor Major Severe ▶</p> <p>Probability of Health & Safety Issue</p> <p>◀ None Low Medium High ▶</p> </div> <div style="width: 50%;"> <p>Comments</p> <p><i>Please describe the type and nature of risk</i></p> <p></p> <p></p> <p></p> <p></p> <p></p> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input checked="" type="radio"/> Inability to support the department's directive</p> <p><input type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p> <p>If request is not approved then it is very likely this would lead to a polarization of the residents within this community and the city. COV Council has approved the building of the library at the NTCC while this ARR deals with the associated staffing costs. Non-approval would mean that the doors of the library would remain closed even though the library has been built.</p>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	
See above comments in internal operational requirements.	

Request Title	Thornhill Woods Neighbourhood Library - Staffing			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2012	2012	2012	
Position title	Various	Various	Various	
Estimated start date	Jun 1/12 - Oct. 1/12	Oct. 1/12	Oct. 1/12	
# of positions requested	3.00	4.00	6.00	13.00
Full-time equivalents (FTEs)	3.00	2.76	3.26	9.02
Position type	Full-time	Part-time	Part-time	
Position agreement classification				
If contract, specify length (months or yrs)				
If Casual/Seasonal PT enter Hourly wage		Various	Various	
Business unit # (override if different than # shown)	220746	220746	220746	
Grade level				
Est. starting step				
Desktop (HR) Review Performed?	No	No	No	
B&F Accommodations Available?	N/A	N/A	N/A	
ITM Hardware required?	No	No	No	
Capital Equipment Required?	No	No	No	
Complement Annual Cost Detail				
Annual full-time \$	212,029	-	-	212,029
Annual part-time \$		124,391	104,950	229,341
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (calculated field)	-	7,836	4,196	12,032
* Annual benefits (calculated field)	55,128	12,829	10,587	78,544
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 267,157	\$ 145,056	\$ 119,733	\$ 531,946
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	220746.7200			-
2) Training & Developme	220746.7115			-
3) Cellular Line Charges	220746.7122.01			-
4) Mileage	220746.7100			-
Subtotal		\$ -	\$ -	\$ -
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	220746.7211.01			-
2) Office Equip. & Furnitu	220746.7210			-
3) Training & Developme	220746.7115			-
4)	#N/A			-
Subtotal		-	-	-
2012 Total Complement Annual Costs	\$ 267,157	\$ 145,056	\$ 119,733	\$ 531,946
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments:				
Due to large number of staff complement and that library is not slated to begin operations until late in 2012, positions have been gapped to minimize overall budget increase for city. NOTE: Gapping has been removed to show full impact for the 2012 budget year.				

Request Title		Thornhill Woods Neighbourhood Library - Staffing						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1	North Thornhill Community Centre Library	Approved	2012	LI-4532-11				\$ -
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)	453,402					
2	* Benefits	(From sect. 7)	78,544					
3	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-	-			
4								
5								
6								
7								
Subtotal				531,946	-	-	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-	-	-	-	
2							-	
3							-	
Subtotal				-	-	-	-	
OFFSETS - cost savings, reductions, etc								
1								
2								
3								
Subtotal				-	-	-	-	
TOTAL OPERATING BUDGET CHANGE				531,946	-	-	-	
COMPLEMENTS & FTE's								
# of positions requested			(From sect. 7)	13.00	-	-	13.00	
FTE's			(From sect. 7)	9.02	-	-	9.02	
FTE reductions/offsets			(Manual Field)	-			-	
Net FTE's			(From sect. 7)	9.02	-	-	9.02	

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

ADDITIONAL RESOURCE REQUEST

Request Title VPL CITIZEN TELEPHONE SURVEY

Business Unit # 210001 VPL - Administration

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	-	-	-	-	-	-
Net FTE's	-	-	-	-	-	-
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	-	-	-	-	-	-
Other continuous costs	-	-	-	-	-	-
One-time expenses	35,000	(35,000)	-	-	-	-
Offsets/reductions	-	-	-	-	-	-
Net Operating Budget	\$ 35,000	\$ (35,000)	\$ -	\$ -	\$ -	\$ -
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☒ Departmental ☐ Corporate

Vaughan Public Libraries (VPL) is requesting \$35,000 in funding be allocated to facilitate a Citizen Telephone Survey. The aim of the survey is to investigate how VPL can better serve the segment of the population currently not using the library. This will provide VPL with insight into non-users' needs and assist VPL in developing strategies to meet these needs. It will also assist VPL in creating and implementing communications to inform non-users of these actions and promote use of VPL.

Vaughan Public Libraries Strategic Plan 2012-2015 identifies a priority to building a stronger awareness of our community and its preferences for library services. The Strategic Plan also identifies attracting new customers as a corporate priority.

For years the City of Vaughan has conducted a citizen telephone survey to determine knowledge, perceptions and preferences of citizens of municipal services. VPL also has a requirement to have a detailed view of all citizen opinions.

The cost of the survey will include hiring a firm, survey preparation, completing a telephone survey that will be statistically significant, followed by a summary and analysis of survey results.

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

Milestones or Deliverables	Timelines	Comments
RFP for identification of survey firm	Q2/12	
Preparation work with survey firm initiate survey	Q3/12	
Completion and analysis of survey results	Q4/12	

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

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

Other comments:

COMMISSIONER APPROVAL: _____ **Date:** _____

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

Request Title	VPL CITIZEN TELEPHONE SURVEY
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input checked="" type="radio"/> None</p> <p><input type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> </div> </div>	
<div style="display: flex;"> <div style="width: 45%;"> <p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <p>Probability of Litigation</p> <p>Financial Impact</p> <p>Health and Safety Risk (click on the word)</p> <p>Health and Safety Magnitude</p> <p>Probability of Health & Safety Issue</p> </div> <div style="width: 55%;"> <p>Comments</p> <p>Please describe the type and nature of risk</p> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input checked="" type="radio"/> Inability to support the department's directive</p> <p><input type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	

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

Request Title		VPL CITIZEN TELEPHONE SURVEY						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1								\$ -
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)		-	-	-		
2	* Benefits	(From sect. 7)		-	-	-		
3	* Complement sch. Expenses (calculated field)	(From sect. 7)		-	-	-		
4								
5								
6								
7								
Subtotal				-	-	-	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)		-	-	-	-	
2	Citizens Telephone Survey			35,000			-	
3							-	
Subtotal				35,000	-	-	-	
OFFSETS - cost savings, reductions, etc								
1								
2								
3								
Subtotal				-	-	-	-	
TOTAL OPERATING BUDGET CHANGE				35,000	-	-	-	
COMPLEMENTS & FTE's								
# of positions requested			(From sect. 7)	-	-	-	-	
FTE's			(From sect. 7)	-	-	-	-	
FTE reductions/offsets			(Manual Field)				-	
Net FTE's			(From sect. 7)	-	-	-	-	

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

ADDITIONAL RESOURCE REQUEST

Request Title Thornhill Woods Neighbourhood Library - Operations

Business Unit # 220746 Vaughan Public Libraries

Thornhill Woods Neighbourhood Library

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	-	-	-	-	-	-
Net FTE's	-	-	-	-	-	-
Operating Revenue	13,600	-	-	13,600	-	13,600
Operating Costs						
Staffing & Benefits	-	-	-	-	-	-
Other continuous costs	162,100	-	-	162,100	-	162,100
One-time expenses	-	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-
Net Operating Budget	\$ 148,500	\$ -	\$ -	\$ 148,500	\$ -	\$ 148,500
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☐ Departmental ☐ Corporate

VPL anticipates taking the initial steps towards the design, development and construction of the new TWNL in late 2011 and be completed and ready for operations by November 1, 2012.

The TWNL was passed as a last minute addition to the 2011-12 Budget process based on community members making direct presentations to the COV Council which ultimately approved the additional expenditures necessary to build and complete this new library. VPL had provided for a kiosk to be built in the budget process but the community association lobbied for a full library to be built to which the City agreed. The addition of this library will further contribute to VPL's ability to pursue excellence in service delivery and provide additional library service to the residents of this particular community as well as the entire city.

In addition to the staffing component that has been addressed in a separate ARR request, taxation funding will also be required for the daily operations of the 7,500 sq. ft TWNL once the bulk of the staff have been hired to ensure the final set-up and opening of the library. Based on the TWNL being fully staffed from Oct. 1st, and opened on November 1, 2012, on a prorated basis the total operating costs required for 2012 would be \$14,400. For 2013, the annual cost would increase to \$162,100, while 2014 would be \$163,000 with any further adjustments made as per provisions allowed per the budget process.

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

Milestones or Deliverables	Timelines	Comments
Construction start for addition to NTCC	Q1/2012	Project being built as a Design/Build - shortens time to completion of project
Opening of Library to Community	Q4/2012	Project being built as a Design/Build - shortens time to completion of project

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

Department Impacted	Describe Impact (Cost/time/benefit)	Were they Consulted?
Building & Facilities	Department to work closely with VPL, Architect and Contractor on build-out of new addition	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Recreation & Culture	Community Centre will be impacted by construction of new library branch as addition to existing building	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No

Other comments:

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	Thornhill Woods Neighbourhood Library - Operations						
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
	Name/description of service level target:		Target Level	Current Level	Level with ARR		
1)	Library Use Per FTE		25,000/FTE	30,362/FTE	31,361/FTE		
2)	Cost Per Library Use		<\$2.50/Use	\$2.56/Use	\$2.78/Use		
3)							
Describe how this request relates to Departmental Business Plan:							
VPL's Strategic Plan 2012 - 2015 looks to build community by putting priorities and initiatives in place that will enhance library spaces as welcoming environments as well as expanding upon existing facilities. CCRL is part of the plan to construct new libraries in accordance with population growth and demand that will achieve excellence in library architecture and interior design.							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary	Improve User Satisfaction			Secondary	Improve Sustainability		
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?							
TWNL has been approved based on the desire of the North Thornhill community to have an accessible library presence within their community. This was accomplished by active lobbying of the COV council and by being built-out lead to higher satisfaction levels in the community. New libraries incorporate new concepts and technologies and with the opening of the TWNL it is expected that the services as provided will be relevant to the needs of the community and therefore will also lead to greater sustainability.							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings		Incl. in offsets (Section #9)?	
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							
N/A							

Request Title	Thornhill Woods Neighbourhood Library - Operations
----------------------	--

6) Implications/Consequences (if request not approved)

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

Legislative/Regulatory Requirement

☒ None

☐ Little consequence of non compliance

☐ Significant external repercussion/penalty

What are the compliance requirements?

What are the consequences of non-compliance?

Current status of compliance:

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

Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)

Probability of Litigation

▶

NoneLowMediumHigh

Financial Impact

▶

\$0\$10,000\$100,000\$1,000,000> \$10,000,000

Health and Safety Risk (click on the word)

☒ None ☐ Internal ☐ External ☐ Both

Health and Safety Magnitude

▶

NoneMinorMajorSevere

Probability of Health & Safety Issue

▶

NoneLowMediumHigh

Comments

Please describe the type and nature of risk

Internal Operational Requirements

☐ None

☐ Service provided with minor internal issues -slight inconvenience

☒ Inability to support the department's directive

☐ Direct affect on multiple departments

☐ Citywide implications

Comments

If request is not approved then it is very likely this would lead to a polarization of the residents within this community and the city. COV Council has approved the building of the library at the NTCC while this ARR deals with the annual operating costs. Non-approval would mean that the doors of the library would remain closed even though the library has been built.

B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)

Request Title	Thornhill Woods Neighbourhood Library - Operations			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year				
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify length (months or yrs)				
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)				
Grade level				
Est. starting step				
Desktop (HR) Review Performed?				
B&F Accommodations Available?				
ITM Hardware required?				
Capital Equipment Required?				
Complement Annual Cost Detail				
Annual full-time \$				-
Annual part-time \$				-
Annual shift premiums, etc				-
Annual overtime \$				-
* PT vacation pay (calculated field)				-
* Annual benefits (calculated field)				-
* FT contract benefits in lieu (calculated field)				-
Subtotal	\$ -	\$ -	\$ -	\$ -
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	220746.7200			-
2) Training & Developme	220746.7115			-
3) Cellular Line Charges	220746.7122.01			-
4) Mileage	220746.7100			-
Subtotal		\$ -	\$ -	\$ -
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	220746.7211.01			-
2) Office Equip. & Furnitu	220746.7210			-
3) Training & Developme	220746.7115			-
4)	#N/A			-
Subtotal		-	-	-
2012 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
Additional Comments: Due to large number of staff complement and that library is not slated to begin operations until late in 2012, positions have been gapped to minimize overall budget increase for city.				

Request Title		Thornhill Woods Neighbourhood Library - Operations						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1	North Thornhill Community Centre Library	Approved	2012	LI-4532-11				\$ -
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1	Various (Consolidate to Fines/Penalties)		220746.3598.01	13,600				
2								
3								
4								
Subtotal				13,600	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)		(From sect. 7)					
2	* Benefits		(From sect. 7)					
3	* Complement sch. Expenses (calculated field)		(From sect. 7)					
4	Resource/Periodicals		220746.7565	109,200				
5	Utilities		220746.7317.02	15,500				
6	Supplies, Copiers, etc.		220746.7200	12,900				
7	Building Costs		220746.7310	24,500				
Subtotal				162,100	-	-	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)		(From sect. 7)	-	-	-	-	
2							-	
3							-	
Subtotal				-	-	-	-	
OFFSETS - cost savings, reductions, etc								
1								
2								
3								
Subtotal				-	-	-	-	
TOTAL OPERATING BUDGET CHANGE				148,500	-	-	-	
COMPLEMENTS & FTE's								
# of positions requested			(From sect. 7)	-	-	-	-	
FTE's			(From sect. 7)	-	-	-	-	
FTE reductions/offsets			(Manual Field)				-	
Net FTE's			(From sect. 7)	-	-	-	-	

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

ADDITIONAL RESOURCE REQUEST

Request Title eMarketing & Communications Specialist - Pilot Project

Business Unit # 220001 Vaughan Public Libraries

220 - Vaughan Libraries

Annual Budget Change Summary

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
Staffing						
Complements	-	-	1.00	1.00	-	1.00
Net FTE's	-	-	1.00	1.00	-	1.00
Operating Revenue	-	-	-	-	-	-
Operating Costs						
Staffing & Benefits	-	-	76,785	76,785	-	76,785
Other continuous costs	-	-	-	-	-	-
One-time expenses	-	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-
Net Operating Budget	\$ -	\$ -	\$ 76,785	\$ 76,785	\$ -	\$ 76,785
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Please check one: ☐ Departmental ☐ Corporate

& Communications Specialist will be responsible for the development of electronic marketing content for VPL's website content, development and maintenance of the organization's biweekly eNewsletter, development of relevant online content for library customers and staff using web-based social media technologies, tracking, maintaining and including content in new and relevant online marketing tools that help promote VPL's services electronically.

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

Milestones or Deliverables	Timelines	Comments
Facebook / Twitter Presence	Q3/12	Additional communication outlet; assess usage success over pilot project
e-newsletter	Q4/12	Newsletter content to be developed; 2013 to assess results
VPL Website Enhancement	Ongoing	Increased relevance and timeliness of information included on website

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

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

Other comments:

COMMISSIONER APPROVAL: _____ **Date:** _____

Request Title	eMarketing & Communications Specialist - Pilot Project						
2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives							
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose a Theme from the drop down list and then fill in all Green cells using the drop down lists provided.							
Theme	Goal	Initiative	Ref #	Status	Date	Priority	Request/Initiative Relationship (choose 1)
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:							
This request is linked to Vaughan Vision 2020 as it supports the City's commitment to Service Excellence by enhancing library services and directly responding to customer needs by providing extended online communication methods. Furthermore, this request also supports the City's commitment to Management Excellence by enabling enhanced productivity of the library's marketing department, the cost-effective use of internal resources to effectively develop our eMedia strategy, and providing resources to support staff innovation.							
3) Related Performance Indicators & Business Plan Link							
Please provide information on top 3 performance measures:							
	Name/description of service level target:		Target Level	Current Level	Level with ARR		
1)	Enhance online presence		High	Medium	Medium +		
2)	Increased awareness of Library operations		High	Medium - Low	Medium		
3)							
Describe how this request relates to Departmental Business Plan:							
Vaughan Public Libraries has identified improving customer experience through expanded online services, and harnessing the power of new media and emerging technologies in our mobile culture, as one of the organization's strategic priorities for 2012-2015. These strategic priorities will be reflected in VPL's organizational Business Plans							
4) Value Proposition							
Please detail both qualitative and quantitative benefits of the request							
Qualitative: Please select up to 2 actions which best describe this request							
Primary	Improve User Satisfaction			Secondary	Realize Future Benefits		
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?							
Technology is a key to reaching out to the public today. Providing this position enhances VPL's ability to provide additional/new avenues of communication. This will in turn improve VPL's ability to improve overall awareness of resources, materials and services. In addition, this will also serve VPL to improve its communication link with underserved groups such as teens and newcomers.							
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.							
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings			Incl. in offsets (Section #9)?
5) Alternatives							
Are there alternatives or options? Please explain what they are and why they are not the primary approach.							
Use COV communications/IT staff resources: This is not an acceptable approach based on the particular needs of VPL. Response times are a critical element to success for an effective emedia strategy. This would be compromised by having to share with other COV departments. In addition, the volume of work to be undertaken would be equivalent to an FTE position and therefore the position would be best situated within VPL.							

Request Title	eMarketing & Communications Specialist - Pilot Project
6) Implications/Consequences (if request not approved)	
A) Please check off how the request relates to the following:	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Legislative/Regulatory Requirement</p> <p><input checked="" type="radio"/> None</p> <p><input type="radio"/> Little consequence of non compliance</p> <p><input type="radio"/> Significant external repercussion/penalty</p> <p>What are the compliance requirements?</p> <p>What are the consequences of non-compliance?</p> <p>Current status of compliance:</p> </div> <div style="width: 50%;"> <p>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</p> <p></p> <p></p> <p></p> <p></p> <p></p> </div> </div>	
<p>Risk Management (To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</p> <div style="display: flex;"> <div style="width: 45%;"> <p>Probability of Litigation</p> <p>◀ ▶</p> <p style="text-align: center;">None Low Medium High</p> <p>Financial Impact</p> <p>◀ ▶</p> <p style="text-align: center;">\$0 \$10,000 \$100,000 \$1,000,000 > \$10,000,000</p> <p>Health and Safety Risk (click on the word)</p> <p><input checked="" type="radio"/> None <input type="radio"/> Internal <input type="radio"/> External <input type="radio"/> Both</p> <p>Health and Safety Magnitude</p> <p>◀ ▶</p> <p style="text-align: center;">None Minor Major Severe</p> <p>Probability of Health & Safety Issue</p> <p>◀ ▶</p> <p style="text-align: center;">None Low Medium High</p> </div> <div style="width: 50%; border: 1px solid black; padding: 5px;"> <p>Comments</p> <p><i>Please describe the type and nature of risk</i></p> <p></p> <p></p> <p></p> <p></p> <p></p> </div> </div>	
<p>Internal Operational Requirements</p> <p><input type="radio"/> None</p> <p><input type="radio"/> Service provided with minor internal issues -slight inconvenience</p> <p><input checked="" type="radio"/> Inability to support the department's directive</p> <p><input type="radio"/> Direct affect on multiple departments</p> <p><input type="radio"/> Citywide implications</p> <p>Comments</p> <p>Online usage within VPL is increasing. The need to control the content and the delivery of resources contained within the online world will be increasingly compromised as we are unable to fully implement VPI's eMedia strategy.</p>	
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)	
<p>If not approved, key community residents who are not typical users of traditional library services will continue to be underserved/neglected. In addition, staff morale, innovation and empowerment will also be negatively impacted upon.</p>	

Request Title	eMarketing & Communications Specialist - Pilot Project			
7) Complement Details - Skip to Section 8 if no Staff is requested				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2014			
Position title	Librarian - emedia			
Estimated start date	Jan. 1/14			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Library CUPE			
If contract, specify length (months or yrs)	18 Months			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	220001			
Grade level	6			
Est. starting step	Start			
Desktop (HR) Review Performed?	N/A			
B&F Accommodations Available?	No			
ITM Hardware required?	Yes			
Capital Equipment Required?	No			
Complement Annual Cost Detail				
Annual full-time \$	60,460			60,460
Annual part-time \$	-	-	-	-
Annual shift premiums, etc	-			-
Annual overtime \$	-			-
* PT vacation pay (calculated field)	-	-	-	-
* Annual benefits (calculated field)	16,324	-	-	16,324
* FT contract benefits in lieu (calculated field)	-	-	-	-
Subtotal	\$ 76,785	\$ -	\$ -	\$ 76,785
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	220001.7200	-		-
2) Training & Developme	220001.7115	-		-
3) Cellular Line Charges	220001.7122.01	-		-
4) Mileage	220001.7100	-		-
Subtotal		\$ -	\$ -	\$ -
One-time costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Computer Hardware	220001.7211.01	-		-
2) Office Equip. & Furnitu	220001.7210	-		-
3) Training & Developme	220001.7115	-		-
4)	#N/A	-		-
Subtotal		-	-	-
2012 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2013 Total Complement Annual Costs	\$ -	\$ -	\$ -	\$ -
2014 Total Complement Annual Costs	\$ 76,785	\$ -	\$ -	\$ 76,785
Additional Comments:				

Request Title		eMarketing & Communications Specialist - Pilot Project						
8) Capital Funding								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2012	2013	2014	Total
1								\$ -
2								\$ -
3								\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail								
Component			BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.	
REVENUE - continuous operating detail								
1								
2								
3								
4								
Subtotal				-	-	-	-	
REVENUE - one-time operating detail								
1							-	
2							-	
Subtotal				-	-	-	-	
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)								
1	* Staffing costs (calculated field)	(From sect. 7)	-	-	60,460			
2	* Benefits	(From sect. 7)	-	-	16,324			
3	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-	-			
4								
5								
6								
7								
Subtotal				-	-	76,785	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)								
1	* Complement sch. Expenses (calculated field)	(From sect. 7)	-	-	-	-	-	
2							-	
3							-	
Subtotal				-	-	-	-	
OFFSETS - cost savings, reductions, etc								
1								
2								
3								
Subtotal				-	-	-	-	
TOTAL OPERATING BUDGET CHANGE					-	-	76,785	-
COMPLEMENTS & FTE's								
# of positions requested			(From sect. 7)	-	-	1.00	1.00	
FTE's			(From sect. 7)	-	-	1.00	1.00	
FTE reductions/offsets			(Manual Field)	-	-	-	-	
Net FTE's			(From sect. 7)	-	-	1.00	1.00	