

**2012 PROPOSED WATER & WASTEWATER OPERATING BUDGETS**

**Recommendation**

The City Manager, the Commissioner of Finance/City Treasurer, the Commissioner of Engineering and Public Works, the Director of Public Works and the Director of Financial Services recommend:

- 1) That the following report be received; and
- 2) That the consumption rates for Water and Wastewater in Schedule "A" of By-Law 12-74 and 167-73 be amended to reflect the Regional rate increase, City operating and City capital requirements, Attachment 1; and
  - (a) The City's water rate be increased from 116.26¢ to 124.40¢ per cubic meter effective in June 2012 the day after the Water By-law is adopted; and
  - (b) The City's wastewater rate be increased from 124.58¢ to 138.04¢ per cubic meter effective in June 2012 the day after the Wastewater By-law is adopted; and
- 3) That the additional Resource Requests, Attachment 3 be approved; and
- 4) That the proposed 2012 Water & Wastewater Operating Budgets and corresponding rate increases be forwarded to a Special Council meeting; and
- 5) That the City Clerk be directed to schedule an evening Special Council Meeting to receive public deputations and to consider for final approval the 2012 Proposed Water & Wastewater Budgets and corresponding rate increases.

**Contribution to Sustainability**

The 2012 recommended consumption rates will continue to provide sufficient funds to maintain the City's water and wastewater system in the future in accordance with the Safe Drinking Water Act.

**Economic Impact**

For 2012 the City's share of the proposed water/wastewater rate increase is 2.80% and the Region of York's share for purchased services is 6.17% resulting in a combined rate increase of 8.97%. The annual residential impact on an average household consumption of 300 cubic meters of water per year is an additional \$64.80 or \$5.40 per month.

Water and Wastewater Purchased Services from York Region	6.17%	6.17%	<b>69%</b>
Unmetered Water	0.34%	}	
Maintenance	0.19%		
Administration, Financing and Overheads	0.18%		
Joint Services	0.01%		
Infrastructure Contribution to Reserves	2.08%		
<hr/>			
2012 Increase	8.97%	8.97%	<b>100%</b>

The sales of water will generate a net contribution of \$4.8 million to the water reserve and wastewater services will generate \$5.1 million to the wastewater reserve thereby providing the necessary funds to maintain a financially sustainable water and wastewater systems for the future as required by the Safe Drinking Water Act (SDWA).

The proposed consumption rates for water and wastewater are supported by the rate study conducted by Watson and Associates in 2009.

### **Communications Plan**

The approved Water & Wastewater rates will be advertised per City policy in the local newspapers and the City's web site. Staff are also developing with the Corporate Communications department a list of questions and answers to respond to the public and media. The City of Vaughan 2012 Water/Wastewater Budget and proposed 2012 rates were prepared in alignment with mandated provincial legislation for a financial plan for water systems, and guidelines for financially sustainable drinking water and wastewater systems as well as to ensure the highest quality of water in the City of Vaughan.

### **Purpose**

To adopt the water and wastewater operating budgets and the corresponding proposed consumption rates.

The 2012 proposed water rate increase is 7.0% and wastewater rate increase is 10.8%. Both rates incorporate the Region of York increases and the City's operating, maintenance and infrastructure reserve increases. The combined rate increase is 8.97% of which 6.2% (69%) is attributable to Region of York.

The proposed consumption rates are based on the 2009 rate study report that supports the move towards full cost recovery as required by the Safe Drinking Water Act.

The City's consumption rates are still very competitive as demonstrated on Attachment No. 2.

### **Background Analysis and Options**

#### **SUMMARY - 2012 WATER AND WASTEWATER PROPOSED CONSUMPTION RATES**

The major source of revenue for water and wastewater operations is consumption rates, totalling \$93.9 million for 2012 of which \$68.1 million is paid to the Region of York. The consumption rate revenues net of operating costs and Region of York purchases are transferred to the City's respective water and wastewater reserves. The net earnings provide for the future renewal and replacement of the City's underground infrastructure.

The proposed 2012 water and wastewater budgets are attached including the draft 2011 actuals. The 2011 water and wastewater operating and capital financial results form part of the City's consolidated Financial Statements.

The following attachments are included: 2012 Proposed Water and Wastewater Budgets including the draft 2011 Actuals Attachment No. 1, the Municipal Rate Comparison Attachment No. 2, Additional Resource Requests & New Complements Summary - Water & Wastewater Attachment No. 3, Water, Wastewater & Drainage 2012 Business Plan, Attachment No. 4.

### **Annual Residential Impact**

The average residential customer with a consumption of 300 cubic meters of water per annum will see a combined increase of \$65 (\$45 is the Region of York portion) or 8.97%. The increase in the water and wastewater rates on a monthly basis is \$5.40.

The 2012 budgets include an annual rate increase of 7.0% for water and a 10.8% increase for wastewater for a combined increase of 8.97%.

The net rate increase impact is the result of:

- The Regional increase of 7.7% for the cost of potable water and an increase of 12% for wastewater services. This increase is based on Regional water and wastewater reserve adequacy study.
- The impact of inflationary pressures.
- The net increases in maintenance, administration, additional staffing resources and other expenditures.
- The required increase in the contribution to the water and wastewater reserves.

Following is a breakdown of the combined water and wastewater increase:

Water and Wastewater Purchased Services from York Region	6.17%	6.17%	<b>69%</b>
Unmetered Water	0.34%	}	
Maintenance	0.19%		
Administration, Financing and Overheads	0.18%		
Joint Services	0.01%		
Infrastructure Contribution to Reserves	2.08%	2.08%	<b>23%</b>
2012 Increase	8.97%	8.97%	<b>100%</b>

### Rate Components

The largest cost component of the consumption rate is the purchase of potable water and wastewater services from the Region as shown below. Water purchases and wastewater purchased services in particular have gone up over the past number of years by approximately 10% annually. Both increases are primarily due to the need to build reserves for future Regional infrastructure requirements.

The City, like the Region, needs to ensure that sufficient reserves will be available for future infrastructure replacement. A significant component of the proposed consumption rates is "Contribution to Reserves". These are the funds that are transferred to the reserves each year for the future water & wastewater infrastructure replacement. The City consumption rates are moving to full cost recovery and are supported by the 2009 Rate Study.

The 2012 water and wastewater rate components are as follows:

	<b>Water</b>	<b>Wastewater</b>	<b>Combined</b>
Regional Purchased Services	\$0.7510	\$0.8848	\$1.6358
Unmetered Water	0.1104	0.00	0.1104
Maintenance	0.1289	0.1469	0.2758
Other	0.1109	0.0607	0.1716
Lifecycle Contribution - Reserve	0.1428	0.2880	0.4308
<b>Total</b>	<b>\$1.2440</b>	<b>\$1.3804</b>	<b>\$2.6244</b>

## **The Safe Drinking Water Act (SDWA) – Licencing Requirements**

The Safe Drinking Water Act (SDWA) is comprehensive in its legislative requirements and was enacted to place all legislation and regulations relating to the treatment and distribution of drinking water into one Act. The SDWA expands on existing policy and practices and introduces new regulations to protect drinking water. It includes certification of drinking water system operators and analysts and puts in place certain financial reporting requirements and the need for municipalities to develop financially sustainable water treatment and distribution systems.

## **Drinking Water Quality Management Standard (DWQMS)**

Fourteen of the recommendations Mr. Justice Dennis O'Connor made, in the final report of the Walkerton Commission of Inquiry, relate to the development of the new approvals framework for municipal residential drinking water systems. The new program, the Municipal Drinking Water License Program, is based on Recommendation No. 71 of the Walkerton Commission of Inquiry Part Two Report: As part of obtaining a Drinking Water Licence for the system(s), there is a requirement to have a Financial Plan in place. The Sustainable Sewage and Water Systems Act (SWSSA) requires that the approved financial plan must apply for a period of at least six years, and include details of the drinking water system's proposed or projected:

- Financial Position
- Financial Operations
- Gross Cash Receipts & Gross Cash Payments

The City's financial plan was approved by Council on June 11, 2010, submitted to the Ministry of the Environment on June 18, 2010, and submitted to the Ministry of Municipal Affairs and Housing on June 25, 2010.

## **2009 Water Rate Study**

The City undertook an RFP process for consulting services and a contract was awarded to Watson and Associates who partnered with an engineering firm AECOM. Watson and AECOM undertook a full review of water, wastewater and storm services that would result in recommendations that would over time move consumption rates to a full cost recovery level.

The rate study determined asset replacement costs, replacement timelines, growth levels, consumption levels, revenue projections, operational cost projections, etc for the period 2008 to 2033, a 25 year forecast period.

The study revealed that the City's underground infrastructure is relatively new therefore significant rehabilitation or replacement will not be required in the near future. In addition, based on the water and wastewater reserve levels the City is well positioned to phase in any rate increase over time to reach full cost recovery required by the Safe Drinking Water Act.

In the near future, the City will have to undertake a new study so that the various components such as consumption levels, growth and infrastructure requirements can be updated. A newer study will provide current information to better determine the appropriate full cost recovery rate required to maintain a sustainable water and wastewater system.

## **Water Conservation**

Water conservation is an important issue for the future growth and development of York Region. As part of the Ministry of the Environment's approval to York Region for the twinning of the South-East Collector Trunk Sewer, and the inter-basin water transfer, the Region, and all of its area municipalities, must implement a water conservation program, along with a sewage inflow/infiltration program. Combined, these two strategies must show a 10% reduction in peak flows to the treatment facility.

Recent work undertaken by York Region and the local municipalities has shown that the average household's consumption of water has been steadily decreasing over the past few years. This is no doubt in part due to more public awareness about water conservation, as well as changes in plumbing fixtures and home appliances. Low flush toilets, low flow shower heads, and high efficiency washing machines are just a few examples of where changes in design have allowed for significantly less water to be used per household.

Public Works has undertaken a number of initiatives to reduce unmetered water use. Although flushing of watermains is required to ensure water quality is maintained in areas with low consumption, the water sampling protocol in place allows for better identification of when this needs to occur.

The banding of hydrants has reduced unauthorized water taking, and encourages water haulers to source water from one of the City's four water filling stations.

The anode protection program for iron watermains, initiated in 2005 and still underway today, continues to perform very well, yielding a 50% decrease in the number of water main breaks in the water distribution system.

In the fall of 2010, Public Works initiated an industrial/commercial/institutional (ICI) water meter calibration program. The goals of this project are to:

- ensure that the large ICI water meters are registering within the AWWA approved limits;
- ensure that the large ICI water meters are not being by-passed;
- determine the amount of water that has not been captured for billing purposes, as a result of large ICI water meters that may not be registering within the AWWA limits.

There are a total of 2,951 ICI water meters. At the end of 2011, a total of 1,358 water meters had been inspected. Water meters that can be re-calibrated to meet AWWA limits are done so at the time of the inspection. Water meters that cannot be re-calibrated are identified for replacement. As part of the 2012 Water Operating Budget, funds have been budgeted to start replacing those meters that cannot be repaired.

Based on preliminary results from the 1,358 meters that have been tested, staff indicate this initiative is expected to reduce the amount of unmetered water by approximately 1.6 percent annually.

Developers are required to implement a flushing program to ensure that water quality is maintained in accordance with all applicable legislation. Measures have been put in place to capture this data and charge developers for the water they use in this process, until sufficient users are in place to ensure a changeover of water takes place in new development watermains,

### **York Region's "Water For Tomorrow" Program**

The "Water for Tomorrow" program continues to provide programs and initiatives to reduce the consumption and loss of drinking water, initiatives undertaken to date include:

- rebates for purchasing and installing a water efficient toilet;
- rebates for purchasing and installing a water efficient furnace humidifier;
- rebates for purchasing water efficient clothes washers;
- rain barrels sales to York Region residents at a cost that is well below market rates;
- water efficient landscape visits and industrial/commercial water audits to encourage water consumers to conserve water use and assists in reducing energy consumption and their carbon footprint; and,
- rebates and incentives for commercial operations aimed at commercial kitchens, laundromats, and large volume industrial users.

The Region of York has released its long term water strategy that outlines the 40 year strategy that will put in place sustainable measures to ensure water conservation is implemented across the Region. The City has recently committed to the strategy, and in the near future, additional programs will be put forward by staff for consideration as part of the budget process. The Region's water conservations strategy can be seen on the Region's web site at: [www.york.ca](http://www.york.ca)

## **2012 Water Budget / Actual - Revenue & Expenditure Highlights**

### **2012 Water Budget Factors**

The consumption volume is conservatively estimated and is developed based on current consumption patterns, annual growth estimates noted below and does not reflect any weather predictions. The budgeted 2012 water billing revenue includes a 2.0% (3.0% 2011) growth factor for residential, 1.00% (1.75% 2011) commercial growth factor and an 8.97% water rate increase.

Over the past few years (2009 to 2011) the Regional cost of potable water has increased by 10% annually, however for the period from 2012 to 2015 the increases in the cost of potable water will be less coming in at 7.7%, 7.6%, 7.5% and 7.4% respectively.

Expenditures generally reflect gapped new staffing requirements, cost of living increases and inflationary pressures.

### **Water Rate Forecast**

Over the next three years it is expected that the City's water rate will increase in the range of approximately 7% to 9%. This level of rate increase is necessary to provide for the forecasted Region of York increases for the on-going maintenance of the underground infrastructure and to provide funds for the future renewal of the water distribution system. The water consumption rate will be developed in conjunction with the 2009 consumption rate study.

### **2012 Proposed Water Budget Highlights**

#### Revenues:

The recommended water rate of 124.40 cents per cubic meter is based on the proposed operating and capital budgets and represents the next step in achieving full cost recovery as supported by the rate study.

The budgeted residential and commercial water billings in 2012 include a 7.00% rate increase combined with lower than average new account activity forecasted. The revenues are expected to be \$45.0 million with water purchases from the Region at \$31.6 million, including unmetered water, resulting in a gross margin of \$13.4 million.

Other revenue for bulk water sales is budgeted at \$250K up slightly from previous years as 2011 sales experienced a slight increase over budget. Installation activity is expected to be slightly lower than last year's budget at \$976K. Interest revenue is expected to exceed 2011 due to slightly higher interest rates and a higher reserve level balance.

#### Unmetered (Non-Revenue) Water Consumption

The 2012 unmetered water is budgeted at 13% the same level as last year. The unmetered water loss for 2011 is 12.7%.

The City undertook a Water Audit that was completed in 2011 by Fabian Papa & Partners Inc. in accordance with the International Water Association (IWA) and American Water Works Association (AWWA) methodology. For the City's billing year 2010, the audit identified the City's non-revenue water (NRW) consumption to be 13.7% of the total bulk volume supplied to the City.

NRW usage takes place through: fire suppression and fire training, irrigating sports fields, main flushing and maintenance, street sweeping, water main breaks and service leaks, testing and flushing water mains in new developments due to Provincial water regulations.

The NRW can be broken down as:

- Apparent Losses – Customer meter degradation
- Real Losses – Leakage on mains, service connections
- Unbilled Consumption – Fire suppression, irrigation of sports fields

Water/wastewater services are recovered internally for City purposes; such as recreation's swimming pools, City buildings and facilities.

As indicated previously, a number of initiatives are currently underway by staff to maintain and reduce (where possible) the overall yearly non-revenue consumption. The highest potential for improvement lies within the apparent and real loss components.

#### Expenditures:

2012 budgeted expenditures total \$9.9 million covering maintenance, administration, financing, overhead and other costs which are up \$0.5 million from last year's budget. Maintenance increases are primarily due to additional resource requests and increased funding for existing programs. General administration is up due to new hires and cost of living increases.

#### Additional Resource Requests – Water

For 2012, the additional resource requests (ARR) are outlined on Attachment # 3. The additional funds are included in the attached water and wastewater budgets and have been gapped. The additional staff complements in Public Works are required to meet growing demands, City initiatives and are fully funded by water consumption rates.

- .31 FTE Clerk Typist Position  
Existing PT to FT position to handle water and sewer related queries, meter sales and processing service connection payments will promote better service levels
- .31 FTE Technical Clerk Position  
Existing PT to FT position to prepare water and wastewater contracts which will improve preparation and turnaround time for Purchasing to manage tenders more efficiently
- 1.0 FTE Water Resources Analyst (Develop/Transport Engineering Services)  
Management and implementation of the City's Storm Water Management Retrofit program, rate/implementation study and monitoring public awareness programs. Fundamental in implementing corporate sustainability objectives identified by the City's Growth Management Strategy 2031 and Green Directions Vaughan
- 1.40 FTE Project Managers (Engineering Services)  
To facilitate in the delivery of watermain and sewer design and construction for the capital program. Significant increases are anticipated in the watermain replacement and rehabilitation program as 115km of metallic watermain pipe reaches the end of its service life. As a result, design work load will increase in order that these assets are maintained at acceptable service levels

## Maple Pressure District 8 Pump Station Decommissioning

An environmental assessment study was completed in 2011 for the purpose of decommissioning the City's existing Maple Pressure District 8 Pump Station. The decommissioning of this facility will result in overall system efficiencies within the service area, reduced energy consumption and realize an annual operating and maintenance cost savings.

The capital costs associated with the detailed design and associated system connection to York Region's Keele Street transmission watermain have been approved as part of the 2012 Capital Budget with funding from the Water Reserve. It is anticipated the construction costs to decommission the pump station will be budgeted for as part of the 2013 Capital Budget process.

### **2011 Actual Water Highlights**

Actual 2011 total water billings of \$40.5 million came in on budget. Residential billings at \$24.4 million were down slightly by 2.6% and Commercial at \$16.1 million up by 3.7% compared to budget.

It should be noted that the average household water consumption has continued to decline over the past five years due to both conservation efforts and weather patterns. Over the five year period annual consumption per household has decreased from 338m<sup>3</sup> to 287m<sup>3</sup>. Bulk sales came in slightly over budget and installation service fees slightly under budget.

A \$1.0M credit adjustment from 2006-2010 was booked from the Region of York for incorrect water reads and programming errors that were identified.

Actual maintenance expenditures came in at \$4.8 million, under budget by \$0.7 million. Maintenance is primarily under budget as a result of fewer customer service requests and emergency contracted activity than anticipated. Administration came in at \$1.2 million and is slightly under budget due to staff vacancies. The remaining expenditures came in on budget.

### **Water Lifecycle Contribution - Reserve**

In 2011 through water operations, the net of all revenues and costs resulted in \$6.1 million (\$3.9M 2010) being transferred to the water reserve.

The 2012 budgeted transfer from water operations to the water reserve is \$4.8 million. These funds will provide for the future requirements of the water infrastructure. The forecasted Capital drawdown on the reserve in 2012 for water related infrastructure needs is expected to be \$3.8 million.

Committed capital costs represent approved capital projects not yet begun or completed and total \$6.9 million.

The budgeted reserve balance at the end of 2012 is projected to be \$24.7 million (2011 actual \$23.7m) after committed capital projects. These funds will provide for the future requirements of the water infrastructure to ensure the City's drinking water systems are financially sustainable as required under the new Municipal Drinking Water Licence Program.

### **2012 Wastewater Budget / Actual - Revenue & Expenditure Highlights**

#### **2012 Wastewater Budget Factors**

The budgeted 2012 wastewater billing revenue includes a 2.0% (3.0% 2011) residential, 1.0% (1.75% 2011) commercial growth factor and a 10.8% wastewater rate increase. The volume of wastewater is not metered. The wastewater consumption volume is based on water sold to the consumer.

Over the past few years (2009 to 2011) the Regional cost of wastewater services has increased by 10% annually, however for the period 2012 to 2015 the cost of these services will increase to 12%.



Expenditures generally reflect gapped new staffing requirements, cost of living increases and inflationary pressures.

### **Wastewater Rate Forecast**

Over the next three years it is expected that the City's wastewater rate will increase in the range of approximately 9% to 11%. This level of rate increase is necessary to provide for the forecasted Region of York increases for the on-going maintenance of the underground infrastructure and to provide funds for the future renewal of the wastewater/storm infrastructure system. The wastewater rate will be developed in conjunction with the 2009 consumption rate study.

### **2012 Proposed Wastewater Budget Highlights**

#### Revenues:

The recommended wastewater rate of 138.04 cents per cubic meter is based on the proposed operating and capital budgets and represents the next step in achieving full cost recovery as supported by the rate study.

The budgeted residential and commercial wastewater billings in 2012 include a 10.8% rate increase combined with lower than average new account activity forecasted and growth. The revenues are expected to reach \$48.9 million with the expected wastewater services from the Region at \$36.4 million leaving a gross margin of \$12.4 million. The cost of wastewater disposal service from the Region includes a 12.0% increase. The Region's treatment cost for wastewater is based on potable water purchased by the City.

Installation and service fees are expected to be lower at 100K down from \$225K, these are driven by demand. The 2012 local improvement revenue is budgeted at \$213,200 and is offset by the cost of debentures of \$213,200. Interest revenue is expected to exceed 2011 due to slightly higher interest rates and a higher reserve level balance.

#### Expenditures:

2012 budgeted expenditures total \$8.0 million covering maintenance, administration, storm sewer, financing, joint services, overhead and other costs and are in line compared to last year's budget at \$7.9 million.

#### **Additional Resource Requests – Wastewater**

For 2012, the additional resource requests (ARR) are outlined on Attachment # 3. The funds are included in the attached wastewater budget and have been gapped. These resource requests are for additional complements in Public Works to meet growing demands.

- .60 FTE Project Managers (Engineering Services)

To facilitate in the delivery of watermain and sewer design and construction for the capital program. Significant increases are anticipated in the watermain replacement and rehabilitation program as 115km of metallic watermain pipe reaches the end of its service life. As a result, design work load will increase in order that these assets are maintained at acceptable service levels

- .66 FTE Storm Pond District Name Sign Installations

Two seasonal labourers to install signs at all City owned storm water management ponds on public lands.

## **2011 Actual Wastewater Highlights**

Actual 2011 total wastewater billings of \$42.8 million are slightly over budget by \$0.2 million. Wastewater revenue is billed based on water consumption. There are no meters since they are impractical in this application. Residential actual billings totalled \$25.5 million, under by \$0.8 million budget and Commercial and Industrial actual billings totalled \$17.3 million, up by \$1.0 million compared to budget. Installation revenue came in below budget at \$98K. Installation revenues are impacted by demand.

2011 Actual expenditures total \$6.7 million covering maintenance, administration, storm sewer, financing, overhead and other costs, down by 15.1% when compared to budget. Actual maintenance expenditures came in at \$3.2 million, under budget by \$0.5 million as a result of less than anticipated activity. Storm sewer maintenance came in at \$1.4 million under budget by \$0.7 million as a result of less than expected activity. The balance of expenditures came in on budget.

## **Back-water Valve Installation Subsidy Program Update**

On May 5, 2009, Council approved the Back-water Valve Installation Subsidy program. The necessary by-law has been enacted, and the program has been advertised to the public. The subsidy allows for a maximum subsidy of \$750 per property. Initially, sufficient funding was budgeted to provide 150 approvals at the maximum subsidy. In 2010, there were three applications approved, and in 2011, there were five applications approved. Based on the historical take-up of this program, the budget allocation has been reduced to provide for a total of ten subsidies at the maximum amount of \$750

## **Wastewater Lifecycle Contribution - Reserve**

The 2012 budgeted transfer of \$5.1 million from wastewater/storm operations to the reserve is higher at \$1.4 million over last year's budget. The capital drawdown on the reserve in 2012 for is expected to be at \$22K.

In 2011 through wastewater operations, the net of all revenues and costs resulted in \$4.8 million (\$3.9m 2010) being transferred to the wastewater reserve fund.

Committed capital costs represent projects not yet begun or completed and totals \$1.2 million.

The budgeted reserve balance at the end of 2012 is projected to be \$29.4 million after committed capital projects. These funds will provide for the future requirements of the wastewater infrastructure to ensure the City's wastewater system are financially sustainable as required by the SDWA.

## **Relationship to Vaughan Vision 2020**

Establishes the budget and resources required to maintain service levels and undertake Council priorities in this area. Promote community safety, health and wellness, managing corporate assets and ensure financial sustainability.

## **Regional Implications**

No Implications

## **Conclusion**

Based on the rate study review the City's water, wastewater rates are continuing to move towards full cost recovery. The 2012 draft water/wastewater budgets will generate sufficient funds to maintain a financially sustainable reserve for the future thereby meeting the SDWA requirements.

Based on the proposed rate increase for water and a rate increase for wastewater the impact to the ratepayer that consumes 300 cubic meters per year will be approximately \$64.80 or \$5.40 per month.

It is therefore recommended that the City's water rate be increased to 124.04 cents per cubic meter and that the wastewater rate be increased to 138.04 cents per cubic meter both effective June 2012.

**Attachments**

- Attachment No. 1: The 2012 Proposed Water and Wastewater Budgets including 2011 Draft Water and Wastewater Actual Operating Results  
Attachment No. 2: 2012 Water and Wastewater Municipal Rate Comparison  
Attachment No. 3: Additional Resource Requests & New Complements Summary - Water & Wastewater  
Attachment No. 4: Water, Wastewater & Drainage 2012 Business Plan

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Respectfully submitted,

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## The Corporation of the City of Vaughan 2012 Proposed Water Operating Budget

Description	2012 Proposed Budget	% of Sales	2011 Annual Budget	% of Sales	2011 Year End Actual	% of Sales
<b>Water Revenues <sup>(1)</sup></b>						
Residential Billings	27,057,540		25,073,925		24,434,517	
Commercial Billings	17,679,720		15,496,335		16,077,400	
Other	250,000		223,110		268,887	
	<b>\$44,987,260</b>		<b>\$40,793,370</b>		<b>\$40,780,804</b>	
<b>Water Purchases</b>						
Metered Water Purchases	27,497,440		24,945,810		24,830,529	
Unmetered Water	4,100,470	13.0%	3,727,085	13.0%	3,614,481	12.7%
Regional Billing Adjustment	0		0		(1,009,580)	
	<b>\$31,597,910</b>		<b>\$28,672,895</b>		<b>\$27,435,430</b>	
<b>GROSS MARGIN</b>	<b>\$13,389,350</b>	<b>29.8%</b>	<b>\$12,120,475</b>	<b>29.7%</b>	<b>\$13,345,374</b>	<b>32.7%</b>
<b>Other Revenues</b>						
Installation and Service Fees	976,000		1,075,000		838,738	
Interest	345,000		220,000		333,158	
	<b>\$1,321,000</b>	<b>2.9%</b>	<b>\$1,295,000</b>	<b>3.2%</b>	<b>\$1,171,896</b>	<b>2.9%</b>
<b>Expenses <sup>(2)</sup></b>						
Maintenance and Installation Cost	5,763,270		5,545,950		4,810,090	
General Administration	1,617,015		1,435,295		1,180,806	
Joint Service Costs	753,880		731,580		733,455	
Debenture Payments	202,790		202,790		197,340	
Administration Overhead	1,346,675		1,320,000		1,323,252	
Insurance Allocation	199,270		187,990		187,990	
	<b>\$9,882,900</b>	<b>22.0%</b>	<b>\$9,423,605</b>	<b>23.1%</b>	<b>\$8,432,933</b>	<b>20.7%</b>
Contribution to Reserve	<b>\$4,827,450</b>	<b>10.7%</b>	<b>\$3,991,870</b>	<b>9.8%</b>	<b>\$6,084,337</b>	<b>14.9%</b>
<b>Surplus / (Deficit)</b>	<b>\$0</b>		<b>\$0</b>		<b>\$0</b>	

(1) Water Rate change effective June 2012.

(2) New Complement Additional Resource Requests have been budgeted at 50% of the year.

### Statement of Continuity - Water Reserve

Description	2012 Proposed Budget	2011 Annual Budget	2011 Year End Actual
Reserve Balance - Beginning - Actual	\$23,674,884	\$21,224,751	\$26,367,427
Reserve contribution from Water Operations	4,827,450	3,991,870	6,084,337
Capital Fund Transfer - Year End Actual			(1,855,260)
- Yearly Budget	(3,846,000)	(4,027,350)	
- Committed			(6,921,620)
Revenue Fund Transfer - Yearly Budget			
<b>Reserve Balance - Ending - Committed / Actual</b>	<b>\$24,656,334</b>	<b>\$21,189,271</b>	<b>\$23,674,884</b>

## The Corporation of the City of Vaughan 2012 Proposed Wastewater Operating Budget

Description	2012 Proposed Budget	% of Sales	2011 Annual Budget	% of Sales	2011 Year End Actual	% of Sales
<b>Wastewater Revenues <sup>(1)</sup></b>						
Residential Billings	29,179,250		26,352,520		25,523,853	
Commercial Billings	19,694,070		16,290,180		17,308,235	
	<b>\$48,873,320</b>		<b>\$42,642,700</b>		<b>\$42,832,088</b>	
<b>Wastewater Expenses</b>						
Regional Treatment Charges	36,437,860	74.6%	\$31,673,225	74.3%	\$31,755,650	74.1%
Regional Billing Adjustment	0		0		174,300	
	<b>\$36,437,860</b>		<b>\$31,673,225</b>		<b>\$31,929,950</b>	
<b>GROSS MARGIN</b>	<b>\$12,435,460</b>	<b>25.4%</b>	<b>\$10,969,475</b>	<b>25.7%</b>	<b>\$10,902,138</b>	<b>25.5%</b>
<b>Other Revenues</b>						
Local Improvements	213,200		213,200		219,732	
Installation and Service Fees	100,000		225,000		94,554	
Interest	340,000		230,000		276,202	
	<b>\$653,200</b>	<b>1.3%</b>	<b>\$668,200</b>	<b>1.6%</b>	<b>\$590,488</b>	<b>1.4%</b>
<b>Expenses <sup>(2)</sup></b>						
Maintenance and Installation Cost	3,607,665		3,645,560		3,182,645	
General Administration	415,120		394,875		377,735	
Storm Sewer Maintenance	2,116,975		2,104,605		1,375,129	
Joint Service Costs	502,580		487,720		488,934	
Debt Payments	213,200		213,200		219,732	
Administration Overhead	897,265		880,000		882,168	
Insurance Allocation	210,060		198,170		198,170	
	<b>\$7,962,865</b>	<b>16.3%</b>	<b>\$7,924,130</b>	<b>18.6%</b>	<b>\$6,724,513</b>	<b>15.7%</b>
Contribution to Reserve	<b>\$5,125,795</b>	<b>10.5%</b>	<b>\$3,713,545</b>	<b>8.7%</b>	<b>\$4,768,113</b>	<b>11.1%</b>
<b>Surplus / (Deficit)</b>	<b>\$0</b>		<b>\$0</b>		<b>\$0</b>	

( 1 ) Wastewater Rate change effective June 2012.

( 2 ) New Complement Additional Resource Requests have been budgeted at 50% of the year.

### Statement of Continuity - Wastewater Reserve

Description	2012 Proposed Budget	2011 Annual Budget	2011 Year End Actual
Reserve Balance - Beginning - Actual	\$24,568,122	\$20,304,939	\$21,538,042
Reserve contribution from Wastewater Operations	5,125,795	3,713,545	4,768,113
Capital Fund Transfer - Year End Actual			(530,476)
- Yearly Budget	(22,000)	(303,900)	
- Committed			(1,207,557)
Revenue Fund Transfer - Yearly Budget			
<b>Reserve Balance - Ending - Committed / Actual</b>	<b>\$29,671,918</b>	<b>\$23,714,584</b>	<b>\$24,568,122</b>

**CITY OF VAUGHAN  
2012 OPERATING BUDGET**

**WATER AND WASTEWATER RATE COMPARISON  
BASED ON AVERAGE CONSUMPTION - 300 CUBIC METRES**

		2012 <sup>(1)</sup>	2011	YOY CHANGE	
				\$	%
1.	REGION OF PEEL	\$462	\$426	\$36	8.34%
2.	VAUGHAN	\$787	\$723	\$65	8.97%
3.	MARKHAM	\$788	\$725	\$63	8.74%
4.	RICHMOND HILL (Proposed)	\$808	\$734	\$73	9.99%
5.	WHITCHURCH - STOUFFVILLE	\$823	\$750	\$74	9.81%
6.	DURHAM REGION	\$850	\$800	\$50	6.29%
7.	AURORA	\$862	\$817	\$45	5.55%
8.	KING	\$932	\$860	\$72	8.43%
9.	BARRIE	\$1,000	\$929	\$71	7.63%
10.	EAST GWILLIMBURY	\$1,014	\$930	\$84	9.03%
11.	NEWMARKET	\$1,027	\$927	\$100	10.77%

(1) 2012 vs. 2011 cost increases for an average consumption 300 m<sup>3</sup> are based on Municipal and Regional Council approved rate increases.

(All calculated amounts have been rounded to the nearest dollar).

**CITY OF VAUGHAN  
2012 Operating Budget  
Maintain Service Level Requests  
Associated New Complement Summary**

Department	2012 Staffing Related ARR's - Position Descriptions	Status	NET FTE	ANNUAL					2012 Budget Impact	
				Salary	Benefits	Other	Offsetting Reductions	Budget Impact	\$	FTEs
Water Division	Clerk Typist G	Full Time	0.31	\$17,730	\$4,610	\$0	\$0	\$22,340	\$22,340	0.31
Water Division	Technical Clerk	Full Time	0.31	\$16,170	\$4,200	\$0	\$0	\$20,370	\$20,370	0.31
Water Division	Water Resource Analyst (Develop. Transport Engineering)	Full Time	1.00	\$81,270	\$21,130	\$0	\$0	\$102,400	\$51,830	0.50
Water Division	Project Manager (Engineering Services)	Full Time	1.40	\$112,380	\$29,220	\$11,275	\$0	\$152,875	\$82,075	0.70
Wastewater Division	Project Manager (Engineering Services)	Full Time	0.60	\$48,165	\$12,520	\$4,835	\$0	\$65,520	\$35,180	0.30
Storm Sewer Division	Seasonal Labourers - Storm Pond Sign Installation	Part Time	0.66	\$27,305	\$2,650	\$280,000	\$0	\$309,955	\$309,955	0.66
<b>TOTALS</b>			<b>4.28</b>	<b>\$303,020</b>	<b>\$74,330</b>	<b>\$296,110</b>	<b>\$0</b>	<b>\$673,461</b>	<b>\$521,750</b>	<b>2.78</b>

**CITY OF VAUGHAN  
2012 OPERATING BUDGET**

**ADDITIONAL RESOURCE REQUEST**

**Request Title**

**Department**  **Business Unit Name**  (If applicable)

**Business Unit #**

**Annual Budget Impact Summary**

Financial Components	2012 Budget Impact
<u>Staffing:</u>	
Complements	1.00
Net FTEs	0.30
Operating Revenues	\$0
<u>Operating Costs:</u>	
Salaries and Benefits	\$22,336
Other Continuing Costs	\$0
One-Time Costs	\$0
Offsets / Reductions	
<b>NET Operating Budget Impact (\$)</b>	<b>\$22,336</b>
<b>Associated Capital Costs (\$)</b>	<b>\$0</b>

**1A) Request Description (include issues addressed, milestones, deliverables, timeline, etc)**

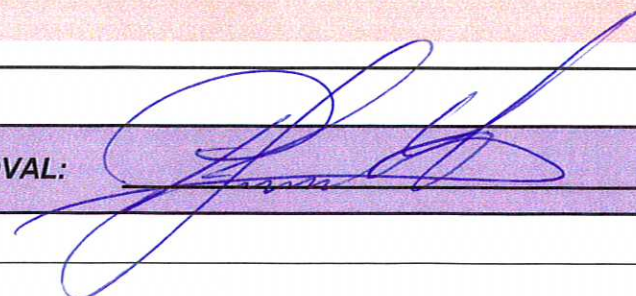
Clerk Typist - Public Woks Administration. This position is currently a permanent part time position within the collective agreement funded from the Public Works Administration budget. The request is to convert this position to permanent full time. The impact will be 0.30. There will be no extra burden for training, furniture, telephone or computer equipment as these are already in place. This position will be responsible for answering phone calls relating to water and sewer and other Public Works functions. As well, this position is the first point of contact for customers at the Public Works counter, including processing payments for service connections, sales of water meters and other services. Currently, residents and customers have been experiencing longer wait times at the counter and on the phone and has resulted in an increased number of abandoned calls. Moving this position from PT to FT will reduce those service deficiencies.

Milestones or Deliverables	Timelines	Comments
10% reduction in unanswered calls	Immediate	Improve service excellence
10% decrease in customer waiting time	Immediate	Improve service excellence

**1B) ....Are other departments involved? If so, what is the requirement for other departments? Explain?**

There is no impact on other departments.

**COMMISSIONER APPROVAL:**



**Date:** March 21, 2012



**CITY OF VAUGHAN  
2012 OPERATING BUDGET**

**ADDITIONAL RESOURCE REQUEST**

**Request Title**

**Department**  **Business Unit Name**  (If applicable)

**Business Unit #**

**2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives**

**A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of), by completing the**

Initiative	Ref#	Status	Date	Priority	* Request/Initiative Relationship	Vaughan Vision 2020	
						Goal	Objective
Pursue Excellence in Service Delivery					General Correlation		
Maintain Assets & Infrastructure					General Correlation		

\* Select either - General Correlation or Mandatory for Success from drop box

**B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:**

Service Excellence - Demonstrate Excellence in Service Delivery. With the growth of the City calls volumes and sales at the counters have increased. The conversion of this position from part time to full time will ensure that adequate coverage is available in the provision of exceptional customer service to residents, internal and external customers.

Staff Excellence - Value and Encourage Highly Motivated and Engaged Workforce - adequate coverage for vacations or absences & equal distribution of workload amongst staff.

**Please relate request to Department Business Plan**

In the Public Works Operating Budget Business Plan, Performance indicators 1, 2 and 3 show an increase in the amount of activity funding which is directly related to the increasing size of the City's infrastructure and customer base.

**4) Benefits - Efficiencies & Effectiveness**

**Please detail the benefit of the requests and if the request will provide cost savings, increase efficiency, etc.**

Public Works has a complement of 2.6 staff dedicated to front counter customer service and phone inquiries. This additional FTE request (from .69 part time to 1 FTE) will ensure a more effective delivery of customer service. Currently staff are experiencing a progressive increase in call volumes and customer service requests at the counter. This has translated into higher unanswered phone calls and longer wait times at the counter. The conversion from PT to FT will reduce the number of unanswered phone calls and waiting times and improve customer service more in line with Vaughan's 2020 Corporate Vision "Demonstrate Excellence in Service Delivery"

**5) Alternatives**

**Are there alternatives or options? Please explain what they are and why they are not the primary approach.**

There are no other options or alternatives that will resolve the issues previously identified.

**6) Implications/Consequences (if request not approved)**

**A) Briefly illustrate the impacts/consequences and those who will be affected, if the request was not approved. (staff, residents, community, , etc.)**

Residents will continue to experience longer wait times on the phone and at the counter as a result of the current staff coverage. Overtime will be required on a more frequent basis to handle the workload.

**CITY OF VAUGHAN  
2012 OPERATING BUDGET**

**ADDITIONAL RESOURCE REQUEST**

**Request Title**

**Department**  **Business Unit Name**  (If applicable)

**Business Unit #**

**B) Please check off how the request relates to the following:**

**Legislative/Regulatory Requirement**

- None
- Little consequence of non compliance
- Significant external repercussion/penalty

**Please specify:**

Specific Legislation (i.e.... Act/Regulation/etc.)

Safe Drinking Water Act 2002 Regulation 170/03

What are the compliance requirements?

**Comments**

Respond to water quality conditions immediately.

Current status of compliance:

In compliance

**Probability of Litigation and/or Health & Safety Issues**

- None
- Unlikely or likely with minor outcomes/consequences and/or minor health and safety issues that require monitoring
- Uncertain - potential for significant outcomes/consequences and/or more serious health and safety issues/risk uncertainty
- Definitely significant outcomes/consequences and/or unavoidable severe health and safety issues, immediate attention required to address

Comments : Please describe the type and nature of risk

Water quality issues of taste, colour, odour or biological issues may cause public concern and minor health risks.

Probability of Risk

Low  Medium  High

**Core City Service Disruption**

- None
- Service provided with minor internal issues - slight inconvenience
- Intermittent service level impact - some public/client complaints/frustration
- Service failure - constant public/client complaints/aggression

**BRIEFLY DESCRIBE IMPACT:**

Issues, Objectives, etc.

Phone calls and customer service at the counter that are not not dealt with a timely manner causes customer dissatisfaction and frustration.

Current service level vs. target

The target is a 10% reduction in unanswered phone calls and a 2 minute reduction in counter customer wait times during peak periods.

**CITY OF VAUGHAN  
2012 OPERATING BUDGET**

**ADDITIONAL RESOURCE REQUEST**

<b>Request Title</b>	Clerk Typist G		
<b>Department</b>	Public Works Administration	<b>Business Unit Name</b>	155 - Public Works Operations
		<b>Business Unit #</b>	2340001

**7) Financial/Resource Detail**

<b>COMPONENTS</b>	<b>BU Acct. #</b>	<b>2012 Budget</b>		
<b>REVENUE - continuous operating detail</b>				
1				
2				
3				
4				
<b>Subtotal</b>		<b>\$0</b>		
<b>REVENUE - one-time operating detail</b>				
1				
2				
<b>Subtotal</b>		<b>\$0</b>		
<b>EXPENSES - continuous operating detail</b>				
1	* Staffing Salary Costs	2340001	\$17,727	
2	* Benefits	2340001	\$4,609	
3	* Complement Expenses			
4	* Other			
5				
6				
7				
<b>Subtotal</b>		<b>\$22,336</b>		
<b>EXPENSES - one-time operating detail</b>				
1	* Complement Expenses			
2				
3				
<b>Subtotal</b>		<b>\$0</b>		
<b>OFFSETS - cost savings, reductions, etc</b>				
1	From PW Administration Budget	2340001	\$1,750	
2				
3				
<b>Subtotal</b>		<b>\$1,750</b>		
<b>TOTAL OPERATING BUDGET CHANGE</b>		<b>\$20,586</b>		
<b>ASSOCIATED CAPITAL FUNDING</b>				
		<b>Project #</b>	<b>2012 Budget</b>	
1				
2				
3				
<b>TOTAL ASSOCIATED CAPITAL FUNDING</b>		<b>\$0</b>		
<b>COMPLEMENTS &amp; FTE's</b>				
# of positions requested		1.00		
FTE's		0.30		
FTE reductions/offsets		-		
Net FTE's		0.30		

**CITY OF VAUGHAN  
2012 OPERATING BUDGET**

**ADDITIONAL RESOURCE REQUEST**

<b>Request Title</b>	Clerk Typist G		
<b>Department</b>	Public Works Administration	<b>Business Unit Name</b>	(If applicable) 155 - Public Works Operations
		<b>Business Unit #</b>	2340001

**8) 2012 Complement Details**

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.

<u>2012 Complement Information</u>	Position #1	Position #2	Position #3	Subtotal
Position title	Clerk Typist			
Estimated start date: (dd-mm-yy to dd-mm-yy)	September 1, 2012			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	0.31			0.31
Position type (full time / part time)	Full-time			
Position agreement classification	Union			
If contract, specify term: (dd-mm-yy to dd-mm-yy)				
Business unit # and object code	2340001			
Grade level	G			
Estimated starting step	Start			

**2012 Complement Annual Cost Detail**

Annual full-time \$	\$17,727			\$17,727
Annual part-time \$				\$0
Annual shift premiums, etc. \$				\$0
Annual overtime \$				\$0
* PT vacation pay \$				\$0
* Annual benefits \$	\$4,609			\$4,609
* FT contract benefits in lieu \$				\$0
<b>Subtotal</b>	<b>\$22,336</b>	<b>\$0</b>	<b>\$0</b>	<b>\$22,336</b>
Continuous costs	(BU & Acct #.)			
1)				\$0
2)				\$0
3)				\$0
4)				\$0
<b>Subtotal</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
One-time costs	(BU & Acct #.)			
1) Computer equip.				\$0
2) Office equip.				\$0
3) Other				\$0
<b>Subtotal</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total 2012 Complement Annual Costs</b>	<b>\$22,336</b>	<b>\$0</b>	<b>\$0</b>	<b>\$22,336</b>

**Additional Comments:**

This funding request is to convert a part-time position to a full-time position to provide more effective customer service.

**CITY OF VAUGHAN  
2012 OPERATING BUDGET**

**ADDITIONAL RESOURCE REQUEST**

**Request Title**  (If applicable)

**Department**  **Business Unit Name**

**Business Unit #**

**Annual Budget Impact Summary**

Financial Components	2012 Budget Impact
<u>Staffing:</u>	
Complements	1.00
Net FTEs	0.31
Operating Revenues	\$0
<u>Operating Costs:</u>	
Salaries and Benefits	\$20,367
Other Continuing Costs	\$0
One-Time Costs	\$0
Offsets / Reductions	\$0
<b>NET Operating Budget Impact (\$)</b>	<b>\$20,367</b>
<b>Associated Capital Costs (\$)</b>	<b>\$0</b>

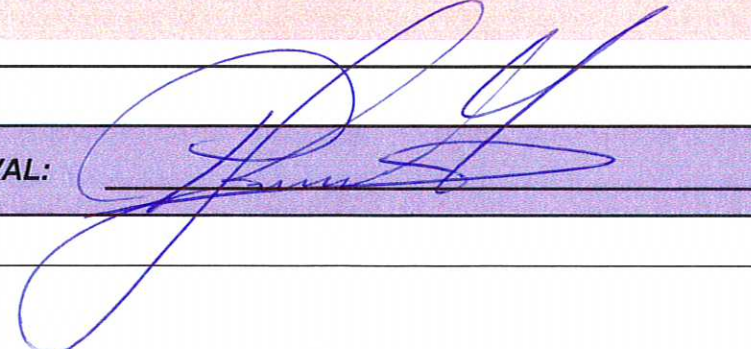
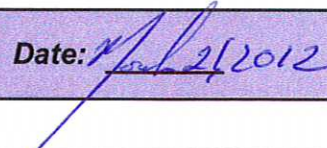
**1A) Request Description (include issues addressed, milestones, deliverables, timeline, etc)**

Technical Clerk. This is currently a permanent part time position and this request is to convert it to a full time position. This position is responsible for providing administrative and clerical services to the Technical Section for: preparing water and wastewater contracts; researching operating methods and meeting with service providers; co-ordinating and scheduling of various pre-start meetings. The total impact to the budget is .31%. There are no other costs associated with this request as all staff training, furniture, telephone and computer equipment are already in place.

Milestones or Deliverables	Timelines	Comments
Contract renewals in a timely manner	Immediate	

**1B) ....Are other departments involved? If so, what is the requirement for other departments? Explain?**

There is no impact on other departments. Improved contract preparation and turn around time will help Purchasing Services deal with our tenders more efficiently.

**COMMISSIONER APPROVAL:**  **Date:** 

**CITY OF VAUGHAN  
2012 OPERATING BUDGET**

**ADDITIONAL RESOURCE REQUEST**

**Request Title**  (If applicable)

**Department**  **Business Unit Name**

**Business Unit #**

**2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives**

**A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of), by completing the**

Initiative	Ref#	Status	Date	Priority	* Request/Initiative Relationship	Vaughan Vision 2020	
						Goal	Objective
Pursue Excellence in Service Delivery					General Correlation		
Maintain Assets & Infrastructure					General Correlation		

\* Select either - General Correlation or Mandatory for Success from drop box

**B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:**

Service Excellence - Demonstrate Excellence in Service Delivery. The increased size and sophistication of the infrastructure requires the department to contract an greater number of activities to private contractors. The conversion of this position is necessary to address the workload associated with contracted services.

**3) Business Plan Link & Related Performance Indicators**

**Please relate request to Department Business Plan**

Performance indicators 1, 2 and 3 in the Public Works Operating Budget submissions show an increase in the amount of activity funding which is directly related to the increasing size of the City's infrastructure. Tender services that require equipment and expertise that the City does not have are necessary to assist with the maintenance and repair of the systems.

**4) Benefits - Efficiencies & Effectiveness**

**Please detail the benefit of the requests and if the request will provide cost savings, increase efficiency, etc.**

Public Works has a complement of 1.6 staff dedicated to the preparation tender documents, conduct preoperation meetings, prepare minutes and payments. This additional FTE request (from .69 part time to 1 FTE) will ensure a more effective delivery of contracted services. Currently staff are experiencing a progressive increase in tender volumes and renewals. The conversion from PT to FT will assist with this increasing workload in this area and improve this service more in line with Vaughan's 2020 Corporate Vision "Demonstrate Excellence in Service Delivery"

**5) Alternatives**

**Are there alternatives or options? Please explain what they are and why they are not the primary approach.**

There are no alternatives or options that will achieve the disired results concerning tender preparation etc.

**CITY OF VAUGHAN  
2012 OPERATING BUDGET**

**ADDITIONAL RESOURCE REQUEST**

<b>Request Title</b>	Technical Clerk		
	<small>(If applicable)</small>		
<b>Department</b>	Public Works Administration	<b>Business Unit Name</b>	155 - Public Works Operations
		<b>Business Unit #</b>	2340001

**6) Implications/Consequences (if request not approved)**

**A) Briefly illustrate the impacts/consequences and those who will be affected, if the request was not approved. (staff, residents, community, , etc.)**

Certain maintenance and repair activities are being delayed from time to time because of the delay in creating tender documents due to the volume. Overtime is currently being applied to this problem with limited success.

**B) Please check off how the request relates to the following:**

**Legislative/Regulatory Requirement**

- None
- Little consequence of non compliance
- Significant external repercussion/penalty

**Please specify:**

Specific Legislation (i.e.... Act/Regulation/etc.)

Safe Drinking Water Act 2002 Regulation 170/03

What are the compliance requirements?

**Comments**

Elements 13, 14 and 15 of the City's Drinking Water Quality Management Standard requires procedures be in place for essential supplies & services, review & provision of infrastructure and infrastructure maintenance, renewal and rehabilitation.

Current status of compliance:

In compliance

**Probability of Litigation and/or Health & Safety Issues**

- None
- Unlikely or likely with minor outcomes/consequences and/or minor health and safety issues that require monitoring
- Uncertain - potential for significant outcomes/consequences and/or more serious health and safety issues/risk uncertainty
- Definitely significant outcomes/consequences and/or unavoidable severe health and safety issues, immediate attention required to address

**Comments : Please describe the type and nature of risk**

Delays in maintenance activities are a water quality concern with the potential of minor health risks.

<b>Probability of Risk</b>	<input checked="" type="radio"/> Low	<input type="radio"/> Medium	<input type="radio"/> High
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**CITY OF VAUGHAN  
2012 OPERATING BUDGET**

**ADDITIONAL RESOURCE REQUEST**

**Request Title**  (If applicable)

**Department**  **Business Unit Name**

**Business Unit #**

**Core City Service Disruption**

- None
- Service provided with minor internal issues - slight inconvenience
- Intermittent service level impact - some public/client complaints/frustration
- Service failure - constant public/client complaints/aggression

**BRIEFLY DESCRIBE IMPACT:**

Issues, Objectives, etc.

Delays in maintenance activities are a water quality concern with the potential of minor health risks.

Current service level vs. target

The target is no delay in the preparation of tender documents.

**7) Financial/Resource Detail**

<b>COMPONENTS</b>		<b>BU Acct. #</b>	<b>2012 Budget</b>		
<b>REVENUE - continuous operating detail</b>					
1					
2					
3					
4					
<b>Subtotal</b>			<b>\$0</b>		
<b>REVENUE - one-time operating detail</b>					
1					
2					
<b>Subtotal</b>			<b>\$0</b>		
<b>EXPENSES - continuous operating detail</b>					
1	* Staffing Salary Costs	2340001	\$16,161		
2	* Benefits	2340001	\$4,206		
3	* Complement Expenses				
4	* Other				
5					
6					
7					
<b>Subtotal</b>			<b>\$20,367</b>		
<b>EXPENSES - one-time operating detail</b>					
1	* Complement Expenses				
2					
3					
<b>Subtotal</b>			<b>\$0</b>		
<b>OFFSETS - cost savings, reductions, etc</b>					
1	From PW Administration Budget	2340001	\$1,750		
2					
3					
<b>Subtotal</b>			<b>\$1,750</b>		
<b>TOTAL OPERATING BUDGET CHANGE</b>			<b>\$18,617</b>		



**CITY OF VAUGHAN  
2012 OPERATING BUDGET**

**ADDITIONAL RESOURCE REQUEST**

Request Title  (If applicable)

Department  Business Unit Name

Business Unit #

ASSOCIATED CAPITAL FUNDING	Project #	2012 Budget		
1				
2				
3				
<b>TOTAL ASSOCIATED CAPITAL FUNDING</b>		<b>\$0</b>		

<b>COMPLEMENTS &amp; FTE's</b>				
# of positions requested		1.00		
FTE's		0.30		
FTE reductions/offsets		-		
Net FTE's		0.30		

**8) 2012 Complement Details**

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.

<b>2012 Complement Information</b>	Position #1	Position #2	Position #3	Subtotal
Position title	Technical Clerk			
Estimated start date (dd-mm-yy to dd-mm-yy)	September 1, 2012			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	0.31			0.31
Position type (full time / part time)	Full-time			
Position agreement classification	Union			
If contract, specify term (dd-mm-yy to dd-mm-yy)				
Business unit # and object code	2340001			
Grade level	E			
Estimated starting step	Start			

**2012 Complement Annual Cost Detail**

Annual full-time \$		\$16,161			\$16,161
Annual part-time \$					\$0
Annual shift premiums, etc. \$					\$0
Annual overtime \$					\$0
* PT vacation pay \$					\$0
* Annual benefits \$		\$4,206			\$4,206
* FT contract benefits in lieu \$					\$0
<b>Subtotal</b>		<b>\$20,367</b>	<b>\$0</b>	<b>\$0</b>	<b>\$20,367</b>
Continuous costs	(BU & Acct #.)				
1)					\$0
2)					\$0
3)					\$0
4)					\$0
<b>Subtotal</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
One-time costs	(BU & Acct #.)				
1) Computer equip.					\$0
2) Office equip.					\$0
3) Other					\$0
<b>Subtotal</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total 2012 Complement Annual Costs</b>		<b>\$20,367</b>	<b>\$0</b>	<b>\$0</b>	<b>\$20,367</b>

Additional Comments:

**CITY OF VAUGHAN  
2012 OPERATING BUDGET**

**ADDITIONAL RESOURCE REQUEST**

**Request Title** Water Resources Analyst  
(If applicable)

**Department** Development/Transportation Engineering      **Business Unit Name** 130 - Develop. / Transport. Eng.

**Business Unit #** 2340681

**Annual Budget Impact Summary**

Financial Components	2012 Budget Impact
<u>Staffing:</u>	
Complements	1.00
Net FTEs	0.50
Operating Revenues	\$0
<u>Operating Costs:</u>	
Salaries and Benefits	\$102,400
Other Continuing Costs	\$0
One-Time Costs	\$0
Offsets / Reductions	\$0
<b>NET Operating Budget Impact (\$)</b>	<b>\$102,400</b>
<b>Associated Capital Costs (\$)</b>	<b>\$0</b>

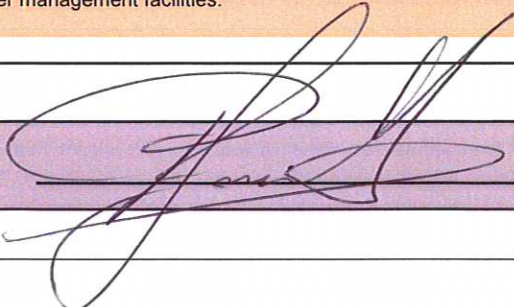
**1A) Request Description (include issues addressed, milestones, deliverables, timeline, etc)**

Key responsibilities include management and implementation of the City's Storm Water Management (SWM) Retrofit Program, SWM Rate / Implementation Study, and SWM Monitoring / Public Awareness Programs. Further, this request will provide technical expertise in the field of water resources in support of development review and approvals and the operation and maintenance of the City's SWM-Soft Database. The additional resource will also assist the Storm Drainage Engineer to ensure City compliance with obligations under the Water Opportunities Act, Water Resources Act, Drainage Act and Fisheries Act. In addition, much needed support will be provided to the Engineering Planning & Studies Division to implement the conclusions and recommendations of the on-going Storm Drainage / Storm Water Management Master Plan Study. This resource request will play a fundamental role in implementing corporate sustainability objectives as identified by the City's Growth Management Strategy 2031 and Green Directions Vaughan.

Milestones or Deliverables	Timelines	Comments
Storm Water Management Retrofit Program	2013 - 2017	Council Approved & Green Directions Vaughan Objectives 1.3 and 6.1
Storm Water Management Rate Study / Implementation	2013 - 2017	Council Approved
Development Review / Approval	2013	Increasing need to deal with more complex, intensification based site plans.
SWM Monitoring / Public Awareness Program	2013	Council Approved & Green Directions Vaughan Objective 5.1 and 6.1

**1B) ....Are other departments involved? If so, what is the requirement for other departments? Explain?**

Public Works / Parks - Coordination required for operation and regular maintenance activities related to SWM Ponds. Engineering Services - Coordination required for capital replacement of SWM Pond related infrastructure. Finance - Coordination required for completion of Storm Rate Study and implementation of same. All departments and sections have been consulted and informed. Coordination with and assistance to other Divisions within the Development / Transportation Engineering Department will also be provided, specifically with respect to the review and approval of development applications. A more thorough review of site development applications is warranted to ensure sustainability objectives related to water resources / storm water management are achieved. In addition, assistance is needed with respect to clearance for maintenance and assumption of new storm water management facilities.

**COMMISSIONER APPROVAL:**  \_\_\_\_\_ **Date:** March 21, 2012

**CITY OF VAUGHAN  
2012 OPERATING BUDGET**

**ADDITIONAL RESOURCE REQUEST**

<b>Request Title</b>	<b>Water Resources Analyst</b>		
<b>Department</b>	<b>Development/Transportation Engineering</b>	<b>Business Unit Name</b>	<small>(If applicable)</small> <b>130 - Develop. / Transport. Eng.</b>
		<b>Business Unit #</b>	<b>2340681</b>

**2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives**

**A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of), by completing the**

Initiative	Ref#	Status	Date	Priority	* Request/Initiative Relationship	Vaughan Vision 2020	
						Goal	Objective
Leading/Promoting Environ. Sustainability					General Correlation		
Demonstrate Leadership/Promote Effect. Gov.					General Correlation		
Plan/Manage Growth & Economic Vitality					General Correlation		

\* Select either - General Correlation or Mandatory for Success from drop box

**B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:**

This request will assist in successfully achieving the City's Strategic Plan by: Leading & Promoting Environmental Sustainability, Demonstrating Leadership & Promoting Effective Governance, and Planning & Managing Growth & Economic Vitality. Coordination with and assistance to other Divisions within the Development / Transportation Engineering Department will also be provided, specifically with respect to the review and approval of development applications. A more thorough review of site development applications is warranted to ensure sustainability objectives related to water resources / storm water management are achieved. In addition, assistance is needed with respect to clearance for maintenance and assumption of new storm water management facilities.

**3) Business Plan Link & Related Performance Indicators**

**Please relate request to Department Business Plan**

Performance indicators 1, 2 and 3 show an increase in the amount of activity funding which is directly related to the increasing size of the City's infrastructure. This request will assist in successfully and effectively completing the number of studies currently underway and anticipated in the near future. Further, the additional resource will assist in improving the Department's overall delivery of Capital Budget projects in a more efficient manner and will ensure development progresses in an efficient, coordinated and orderly fashion. This request will ensure infrastructure requirements / implementation remains in step with on-going development activity and the City's overall Growth Management Strategy 2031. The resource will also ensure public & development related inquiries are addressed in a timely manner.

**4) Benefits - Efficiencies & Effectiveness**

**Please detail the benefit of the requests and if the request will provide cost savings, increase efficiency, etc.**

Improved water quality within the Humber and Don River watersheds. Water conservation by implementation of grey water re-use & green roofs. Energy conservation resulting from reduced water consumption. Overall improvements to ecosystem health. New legislative requirements associated with the Water Opportunities Act will require municipalities to report on these sustainability targets. In addition, the City's Storm Water Management Pond Monitoring Program will assist in measuring successes in these areas.

**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 source out the required engineering services to a consultant. This is not the primary approach nor is it a desired approach for the following reasons: costly, time consuming, inefficient, consumes existing resources currently over-loaded within the corporation and all the knowledge gained is lost to external individuals.

**6) Implications/Consequences (if request not approved)**

**A) Briefly illustrate the impacts/consequences and those who will be affected, if the request was not approved. (staff, residents, community, , etc.)**

Based on the City's approved Growth Management Strategy 2031, there will be a significant increase in re-development and intensification based applications resulting in a greater need for additional resources in the this field to achieve the City's sustainability objectives and ensure compliance with provincial and federal regulations. Likely consequences include, decrease in staff morale due to increase in workload and additional stress, additional complaints from residents due to delays in responding to inquiries and due to environmental negligence on the City's part, and increased compliance pressures from various environmental or community groups.

**CITY OF VAUGHAN  
2012 OPERATING BUDGET**

**ADDITIONAL RESOURCE REQUEST**

<b>Request Title</b>	<b>Water Resources Analyst</b>		
	<small>(If applicable)</small>		
<b>Department</b>	<b>Development/Transportation Engineering</b>	<b>Business Unit Name</b>	<b>130 - Develop. / Transport. Eng.</b>
		<b>Business Unit #</b>	<b>2340681</b>

**B) Please check off how the request relates to the following:**

**Legislative/Regulatory Requirement**

- None
- Little consequence of non compliance
- Significant external repercussion/penalty

**Please specify:**  
Specific Legislation (i.e.... Act/Regulation/etc.)

**Water Opportunities Act, Water Resources Act, Drainage Act, Fisheries Act, Environmental Protection Act**

What are the compliance requirements?

**Comments**

Storm Water Sustainability Plans must be prepared for MOE. Reporting to MOE and performance evaluation by municipalities is required. Assets management of storm water management facilities is required.

Current status of compliance:

Minimal

**Probability of Litigation and/or Health & Safety Issues**

- None
- Unlikely or likely with minor outcomes/consequences and/or minor health and safety issues that require monitoring
- Uncertain - potential for significant outcomes/consequences and/or more serious health and safety issues/risk uncertainty
- Definitely significant outcomes/consequences and/or unavoidable severe health and safety issues, immediate attention required to address

**Comments : Please describe the type and nature of risk**

Potential legal action from various Environmental Groups leading to costly environmental retrofit works. Provincial and federal fines can be imposed based on non-compliance with legislative requirements. Overall ecosystem health and water quality / conservation efforts will be impacted. Long-term implications on future generations.

**Probability of Risk**

- Low     Medium     High

**Core City Service Disruption**

- None
- Service provided with minor internal issues - slight inconvenience
- Intermittent service level impact - some public/client complaints/frustration
- Service failure - constant public/client complaints/aggression

**BRIEFLY DESCRIBE IMPACT:**

Issues, Objectives, etc.

Compliance with Provincial and Federal requirements / regulations are a Citywide concern. Overall sustainability objectives within Green Directions Vaughan are a Citywide concern. Delays in processing development applications is a Citywide concern. Implementation of Council approved programs is a Citywide concern.

Current service level vs. target

Based on the City's approved Growth Management Strategy 2031, there will be a significant increase in re-development and intensification based applications resulting in a greater need for additional resources in the this field to achieve the City's sustainability objectives and ensure compliance with provincial and federal regulations.

**CITY OF VAUGHAN  
2012 OPERATING BUDGET**

**ADDITIONAL RESOURCE REQUEST**

<b>Request Title</b>	Water Resources Analyst		
	<small>(If applicable)</small>		
<b>Department</b>	Development/Transportation Engineering	<b>Business Unit Name</b>	130 - Develop. / Transport. Eng.
		<b>Business Unit #</b>	2340681

**7) Financial/Resource Detail**

<b>COMPONENTS</b>	BU Acct. #	2012 Budget		
<b>REVENUE - continuous operating detail</b>				
1				
2				
3				
4				
<b>Subtotal</b>		<b>\$0</b>		
<b>REVENUE - one-time operating detail</b>				
1				
2				
<b>Subtotal</b>		<b>\$0</b>		
<b>EXPENSES - continuous operating detail</b>				
1	* Staffing Salary Costs	2340681	\$81,270	
2	* Benefits	2340681	\$21,130	
3	* Complement Expenses			
4	* Other			
5				
6				
7				
<b>Subtotal</b>		<b>\$102,400</b>		
<b>EXPENSES - one-time operating detail</b>				
1	* Complement Expenses			
2				
3				
<b>Subtotal</b>		<b>\$0</b>		
<b>OFFSETS - cost savings, reductions, etc</b>				
1				
2				
3				
<b>Subtotal</b>		<b>\$0</b>		
<b>TOTAL OPERATING BUDGET CHANGE</b>		<b>\$102,400</b>		
<b>ASSOCIATED CAPITAL FUNDING</b>				
		<b>Project #</b>	<b>2012 Budget</b>	
1				
2				
3				
<b>TOTAL ASSOCIATED CAPITAL FUNDING</b>		<b>\$0</b>		
<b>COMPLEMENTS &amp; FTE's</b>				
# of positions requested		1.00		
FTE's		0.50		
FTE reductions/offsets		-		
Net FTE's		0.50		

**CITY OF VAUGHAN  
2012 OPERATING BUDGET**

**ADDITIONAL RESOURCE REQUEST**

<b>Request Title</b>	Water Resources Analyst		
	<small>(If applicable)</small>		
<b>Department</b>	Development/Transportation Engineering	<b>Business Unit Name</b>	130 - Develop. / Transport. Eng.
		<b>Business Unit #</b>	2340681

**8) 2012 Complement Details**

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.

2012 Complement Information	Position #1	Position #2	Position #3	Subtotal
Position title	Water Resources Analyst			
Estimated start date (dd-mm-yy to dd-mm-yy)	July 1, 2012			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	0.50			0.50
Position type (full time / part time)	Full-time			
Position agreement classification	Mgmt/Non-union			
If contract, specify term (dd-mm-yy to dd-mm-yy)				
Business unit # and object code	2340681			
Grade level	7			
Estimated starting step	Start			

**2012 Complement Annual Cost Detail**

Annual full-time \$	\$80,270			\$80,270
Annual part-time \$				\$0
Annual shift premiums, etc. \$				\$0
Annual overtime \$	\$1,000			\$1,000
* PT vacation pay \$				\$0
* Annual benefits \$	\$21,130			\$21,130
* FT contract benefits in lieu \$				\$0
<b>Subtotal</b>	<b>\$102,400</b>	<b>\$0</b>	<b>\$0</b>	<b>\$102,400</b>
Continuous costs (BU & Acct #.)				
1)				\$0
2)				\$0
3)				\$0
4)				\$0
<b>Subtotal</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
One-time costs (BU & Acct #.)				
1) Computer equip.				\$0
2) Office equip.				\$0
3) Other				\$0
<b>Subtotal</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total 2012 Complement Annual Costs</b>	<b>\$102,400</b>	<b>\$0</b>	<b>\$0</b>	<b>\$102,400</b>

Additional Comments:

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

**ADDITIONAL RESOURCE REQUEST**

**Request Title**

**Business Unit #**

**Annual Budget Change Summary**

Financial Components	2012	2013	2014	2012-2014 Sub-total	2015 (Full-Yr. Adj.)	2012-2015 Sub-total
<b>Staffing</b>						
Complements	2.00	-	-	2.00	-	2.00
Net FTE's	2.00	-	-	2.00	-	2.00
<b>Operating Revenue</b>	-	-	-	-	-	-
<b>Operating Costs</b>						
Staffing & Benefits	202,283	-	-	202,283	-	202,283
Other continuous costs	9,200	-	-	9,200	-	9,200
One-time expenses	6,900	(6,900)	-	-	-	-
Offsets/reductions	-	-	-	-	-	-
<b>Net Operating Budget</b>	<b>\$ 218,383</b>	<b>\$ (6,900)</b>	<b>\$ -</b>	<b>\$ 211,483</b>	<b>\$ -</b>	<b>\$ 211,483</b>
<b>Associated Capital Costs</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

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

Please check one:  Departmental  Corporate

This request will facilitate the delivery of watermain and sewer design and construction for the capital program. In 2012, Engineering Services will begin the additional replacement of 115km of metallic watermain pipe that is approaching the end of its service life and will have significant increases in the maintenance costs as watermain breaks occur. The annual watermain replacement program will need to grow by 200%, renewing approximately 6km of pipe per year. These new positions will oversee the program development, design and construction of this asset class.

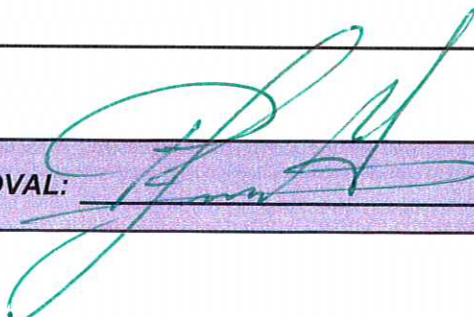
**1B) If this request is part of a project with multiple milestones then please fill in the following table:**

Milestones or Deliverables	Timelines	Comments
Increased delivery of the approved Capital Budget	2014	In sourcing will also reduce staff time spent on procurement and oversight of consultants; In house designs typically result in projects that experience fewer overruns during construction due to better quality design

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

Department Impacted	Describe Impact (Cost/time/benefit)	Were they Consulted?
Purchasing	The addition of more internal staff would greatly reduce the requirement to procure external consultants. This would result in a reduction of Request for Proposal (RFP) calls, as well as the time required to evaluate these	<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:** March 21, 2012

Request Title	Project Managers (2)
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**2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives**

A) Identify the specific initiative 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	Plan for infrastructure renewal: Complete a local water, wastewater and storm sewer assessment system model	3		Q2/10, Revised Q2/13	High	General Correlation
Organizational	Ensure Financial Sustainability	Plan for infrastructure renewal: devise a citywide plan for the implementation of Public Sector Accounting Board (PSAB) asset reporting. COMPLETED	###	#N/A	#N/A	#N/A	General Correlation

**B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:**

One of the strategic initiatives in the Vaughan Vision 2020 is to Maintain Assets & Infrastructure. This request will aid in delivering the capital program, aiding in maintaining the City's linear infrastructure (roads, watermains, sewers, sidewalks, bridges and street lighting). Being able to deliver the capital program with greater efficiency will ensure the success of the Asset Management Strategy. These additional resources allow the City to project manage the addition of this program in-house.

**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) Percentage of Capital Program allocated to water	30%	10%	20%
2)			
3)			

**Describe how this request relates to Departmental Business Plan:**

The top performance indicators for Capital Planning and Infrastructure relate to the completion rate of designs for Capital Budget projects, as well as establishing and maintaining an optimum level of service for all the City's linear infrastructure. The requested resources will deliver Capital project designs and the contract administration during construction.

**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.)?

Current staff complement are currently working at capacity with regards to delivery of the capital program and it would be unrealistic to assign more work and expect favourable results. As a result of the anticipated growth in the water and sewer program, this ARR will aid in reducing the dependency on consultants for delivering the capital program. As a result of completing more projects in-house, the program can be delivered with greater efficiencies and a great emphasis on cost controls.

**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 \$\$\$	250,000	\$	Reduction in outsourcing costs.	Yes

**5) Alternatives**

Are there alternatives or options? Please explain what they are and why they are not the primary approach.

The alternative to the additional resource requests would be to increase reliance on external resources. The costs associated for retaining the services of consultants for design are extensive and can be significantly reduced with the addition these requested internal resources. In addition, having complete control of the resources delivering the capital program will result in reduced design time requirements for projects and improving delivery rates.



Request Title

**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

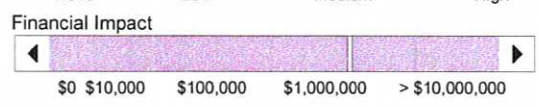
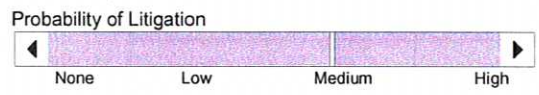
Please specify:  
Specific Legislation (i.e.... Act/Regulation/etc.)

What are the compliance requirements?

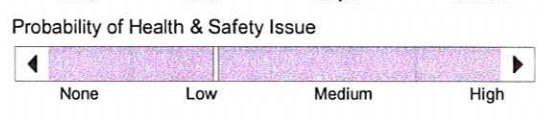
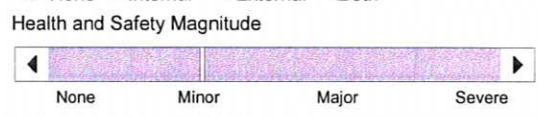
What are the consequences of non-compliance?

Current status of compliance:

**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)



- Health and Safety Risk (click on the word)
- None
  - Internal
  - External
  - Both



**Comments**

*Please describe the type and nature of risk*  
Risk of Litigation - With the higher potential of watermain breaks, there is an increase in potential damage to both City and private property as a result of broken watermain and sewer backups. As a result, there is a potential of increase in property damage claims to the City.

**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**

**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	Project Managers (2)			
<b>7) Complement Details - Skip to Section 8 if no Staff is requested</b>				
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	Project Manager			
Estimated start date	July 1, 2012			
# of positions requested	2.00			2.00
Full-time equivalents (FTEs)	2.00			2.00
Position type	Full-time			
Position agreement classification	Mgmt/Non-union			
If contract, specify length (months or yrs)				
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	2054001			
Grade level	7			
Est. starting step	1			
Desktop (HR) Review Performed?	No			
B&F Accommodations Available?	Yes			
ITM Hardware required?	Yes			
Capital Equipment Required?	No			
<b>Complement Annual Cost Detail</b>				
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)	-	-	-	-
<b>Subtotal</b>	<b>\$ 202,283</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 202,283</b>
Continuous costs	(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1) Office Supplies	2054001.7200	300		300
2) Training & Developme	2054001.7115	2,000		2,000
3) Cellular Line Charges	2054001.7122.01	800		800
4) Mileage	2054001.7100	1,500		1,500
<b>Subtotal</b>		<b>\$ 9,200</b>	<b>\$ -</b>	<b>\$ 9,200</b>
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	2,000		2,000
2) Office Equip. & Furnitu	2054001.7210	1,000		1,000
3) Memberships/Dues/Fe	2054001.7105	250		250
4) Other (Please detail in	#N/A	200		200
<b>Subtotal</b>		<b>6,900</b>	<b>-</b>	<b>6,900</b>
<b>2012 Total Complement Annual Costs</b>	<b>\$ 218,383</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 218,383</b>
<b>2013 Total Complement Annual Costs</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>2014 Total Complement Annual Costs</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Additional Comments:				

Request Title	Project Managers (2)
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**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							\$ -
<b>TOTAL ASSOCIATED CAPITAL FUNDING</b>				\$ -	\$ -	\$ -	\$ -

**9) Financial/Resource Detail**

Component	BU Acct. #	2012	2013 Budget	2014	2015 Full-Yr. Adj.
-----------	------------	------	-------------	------	--------------------

**REVENUE - continuous operating detail**

1					
2					
3					
4					
<b>Subtotal</b>		-	-	-	-

**REVENUE - one-time operating detail**

1					
2					
<b>Subtotal</b>		-	-	-	-

**EXPENSES - continuous operating detail (For staffing costs please fill out section 7)**

1	* Staffing costs (calculated field)	(From sect. 7)	181,412	-	-
2	* Benefits	(From sect. 7)	20,870	-	-
3	* Complement sch. Expenses (calculated field)	(From sect. 7)	9,200	-	-
4					
5					
6					
7					
<b>Subtotal</b>			211,483	-	-

**EXPENSES - one-time operating detail (For staffing costs please fill out section 7)**

1	* Complement sch. Expenses (calculated field)	(From sect. 7)	6,900	-	-
2					
3					
<b>Subtotal</b>			6,900	-	-

**OFFSETS - cost savings, reductions, etc**

1					
2					
3					
<b>Subtotal</b>			-	-	-

**TOTAL OPERATING BUDGET CHANGE**

			218,383	-	-
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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

**CITY OF VAUGHAN  
2012 OPERATING BUDGET**

**ADDITIONAL RESOURCE REQUEST**

**Request Title**  (if applicable)

**Department**  **Business Unit Name**

**Business Unit #**

**Annual Budget Impact Summary**

Financial Components	2012 Budget Impact
<u>Staffing:</u>	
Complements	2.00
Net FTEs	0.66
Operating Revenues	\$0
<u>Operating Costs:</u>	
Salaries and Benefits	\$29,955
Other Continuing Costs	\$280,000
One-Time Costs	\$0
Offsets / Reductions	\$0
<b>NET Operating Budget Impact (\$)</b>	<b>\$309,955</b>
<b>Associated Capital Costs (\$)</b>	<b>\$0</b>

**1A) Request Description (include issues addressed, milestones, deliverables, timeline, etc)**

Council approved a recommendation to assign official names to each of the City's storm water management ponds. Giving each storm water pond a distinct name will help create a sense of place across the City and transform each pond into a neighbourhood amenity. Signs with a similar design to a standard park sign will be posted at each site. The installation of storm pond district name signs requires labour and material. This request consists of hiring two seasonal labours for a 4 month period, as well as the purchase of 140 signs, posts, and necessary hardware to install signs at all City owned storm water management ponds on public lands. This initiative is in accordance with Item 24, Report No. 36, of the Committee of the Whole on July 6, 2010.

Milestones or Deliverables	Timelines	Comments
Install one sign each of 140 storm water mngt. ponds	4 months	Create a sense of place

**1B) ....Are other departments involved? If so, what is the requirement for other departments? Explain?**

There are no resource or financial impact on other departments.

**COMMISSIONER APPROVAL:**

**Date:**

*January 21, 2012*

**CITY OF VAUGHAN  
2012 OPERATING BUDGET**

**ADDITIONAL RESOURCE REQUEST**

**Request Title**

**Department**  **Business Unit Name**  (if applicable)

**Business Unit #**

**2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives**

**A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of),**

Initiative	Ref#	Status	Date	Priority	* Request/Initiative Relationship	Vaughan Vision 2020	
						Goal	Objective
Manage Corporate Assets					General Correlation		

\* Select either - General Correlation or Mandatory for Success from drop box

**B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:**

By naming the storm ponds, it will create a sense of place across the City and transform each pond into a neighbourhood amenity.

**Please relate request to Department Business Plan**

Performance indicator 3 shows the maintenance activity and funding which is directly associated with storm water collection and management.

**4) Benefits - Efficiencies & Effectiveness**

**Please detail the benefit of the requests and if the request will provide cost savings, increase efficiency, etc.**

The installation of storm pond District Name signs will create a sense of place across the City.

**5) Alternatives**

**Are there alternatives or options? Please explain what they are and why they are not the primary approach.**

There are no other options or alternatives that will resolve the issues previously identified.

CITY OF VAUGHAN  
2012 OPERATING BUDGET

ADDITIONAL RESOURCE REQUEST

Request Title

Storm Pond District Name Sign Installations

(If applicable)

Department

Public Works Administration

Business Unit Name

155 - Public Works Operations

Business Unit #

2360001

6) Implications/Consequences (if request not approved)

A) Briefly illustrate the impacts/consequences and those who will be affected, if the request was not approved. (staff, residents, community, , etc.)

If this request is not approved, Council's direction can not be implemented.

B) Please check off how the request relates to the following:

Legislative/Regulatory Requirement

- None
- Little consequence of non compliance
- Significant external repercussion/penalty

Please specify:

Specific Legislation (i.e.... Act/Regulation/etc.)

What are the compliance requirements?

Current status of compliance:

Comments

[Empty comment box]

There are no compliance requirements for this initiative

**CITY OF VAUGHAN  
2012 OPERATING BUDGET**

**ADDITIONAL RESOURCE REQUEST**

**Request Title**

**Department**  **Business Unit Name**  (if applicable)

**Business Unit #**

**Probability of Litigation and/or Health & Safety Issues**

- None
- Unlikely or likely with minor outcomes/consequences and/or minor health and safety issues that require monitoring
- Uncertain - potential for significant outcomes/consequences and/or more serious health and safety issues/risk uncertainty
- Definitely significant outcomes/consequences and/or unavoidable severe health and safety issues, immediate attention required to address

**Comments : Please describe the type and nature of risk**

<i>Probability of Risk</i>	

**Core City Service Disruption**

- None
- Service provided with minor internal issues - slight inconvenience
- Intermittent service level impact - some public/client complaints/frustration
- Service failure - constant public/client complaints/aggression

**BRIEFLY DESCRIBE IMPACT:**

Issues, Objectives, etc.

Current service level vs. target

**CITY OF VAUGHAN  
2012 OPERATING BUDGET**

**ADDITIONAL RESOURCE REQUEST**

<b>Request Title</b>	Storm Pond District Name Sign Installations		
<b>Department</b>	Public Works Administration	<b>Business Unit Name</b>	155 - Public Works Operations
			<small>(If applicable)</small>
		<b>Business Unit #</b>	2360001

**7) Financial/Resource Detail**

**COMPONENTS**

	BU Acct. #	2012 Budget		
--	------------	-------------	--	--

**REVENUE - continuous operating detail**

1				
2				
3				
4				
<b>Subtotal</b>			<b>\$0</b>	

**REVENUE - one-time operating detail**

1				
2				
<b>Subtotal</b>			<b>\$0</b>	

**EXPENSES - continuous operating detail**

1				
2				
3				
4				
5				
6				
7				
<b>Subtotal</b>			<b>\$0</b>	

**EXPENSES - one-time operating detail**

1	Salary costs	2360001	\$27,305	
2	Benefits	2360001	\$2,650	
3	Signs, posts, hardware and backfill materials	2360001	\$280,000	
<b>Subtotal</b>			<b>\$309,955</b>	

**OFFSETS - cost savings, reductions, etc**

1				
2				
3				
<b>Subtotal</b>				

**TOTAL OPERATING BUDGET CHANGE**

			<b>\$309,955</b>	
--	--	--	------------------	--

**ASSOCIATED CAPITAL FUNDING**

	Project #	2012 Budget		
--	-----------	-------------	--	--

1				
2				
3				
<b>TOTAL ASSOCIATED CAPITAL FUNDING</b>			<b>\$0</b>	

**COMPLEMENTS & FTE's**

# of positions requested	<small>(calculated field - sect. 8)</small>	<b>2.00</b>		
FTE's	<small>(calculated field - sect. 8)</small>	<b>0.66</b>		
FTE reductions/offsets	<small>(Manual Field)</small>	<b>-</b>		
Net FTE's	<small>(calculated field - sect. 8)</small>	<b>0.66</b>		



**CITY OF VAUGHAN  
2012 OPERATING BUDGET**

**ADDITIONAL RESOURCE REQUEST**

**Request Title** Storm Pond District Name Sign Installations

**Department** Public Works Administration **Business Unit Name** 155 - Public Works Operations (If applicable)

**Business Unit #** 2360001

**8) 2012 Complement Details**

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.

2012 Complement Information	Position #1	Position #2	Position #3	Subtotal
Position title	Seasonal Labourer	Seasonal Labourer		
Estimated start date	June 1, 2012	June 1, 2012		
# of positions requested	1.00	1.00		2.00
Full-time equivalents (FTEs)	0.33	0.33		0.66
Position type (full time / part time)	Seasonal	Seasonal		
Position agreement classification	Union	Union		
If contract, specify term				
Business unit # and object code	2360001	22360001		
Grade level	A	A		
Estimated starting step	6 month	6 month		

**2012 Complement Annual Cost Detail**

Annual full-time \$				
Annual part-time \$	\$27,305			\$27,305
Annual shift premiums, etc. \$				\$0
Annual overtime \$				\$0
* PT vacation pay \$				\$0
* Annual benefits \$	\$2,650			\$2,650
* FT contract benefits in lieu \$				\$0
<b>Subtotal</b>	<b>\$29,955</b>	<b>\$0</b>	<b>\$0</b>	<b>\$29,955</b>
Continuous costs	<i>(BU &amp; Acct #.)</i>			
1) Material & Supplies	2360001.7330	\$280,000		\$280,000
2)				\$0
3)				\$0
4)				\$0
<b>Subtotal</b>	<b>\$280,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$280,000</b>
One-time costs	<i>(BU &amp; Acct #.)</i>			
1) Computer equip.				\$0
2) Office equip.				\$0
3) Other				\$0
<b>Subtotal</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total 2012 Complement Annual Costs</b>	<b>\$309,955</b>	<b>\$0</b>	<b>\$0</b>	<b>\$309,955</b>

**Additional Comments:**

This funding request is to provide the labour and material to install storm pond district name signs at each of the City's storm water management ponds.



# Water, Wastewater & Drainage

## 2012-13 Business Plan

### BUSINESS OVERVIEW

**Service Statement:**

The Water Division is committed to the distribution of safe, potable drinking water to all City of Vaughan residents through compliance with Provincial legislation and regulations as well as the continuous improvement of effective and efficient service in response to growth.

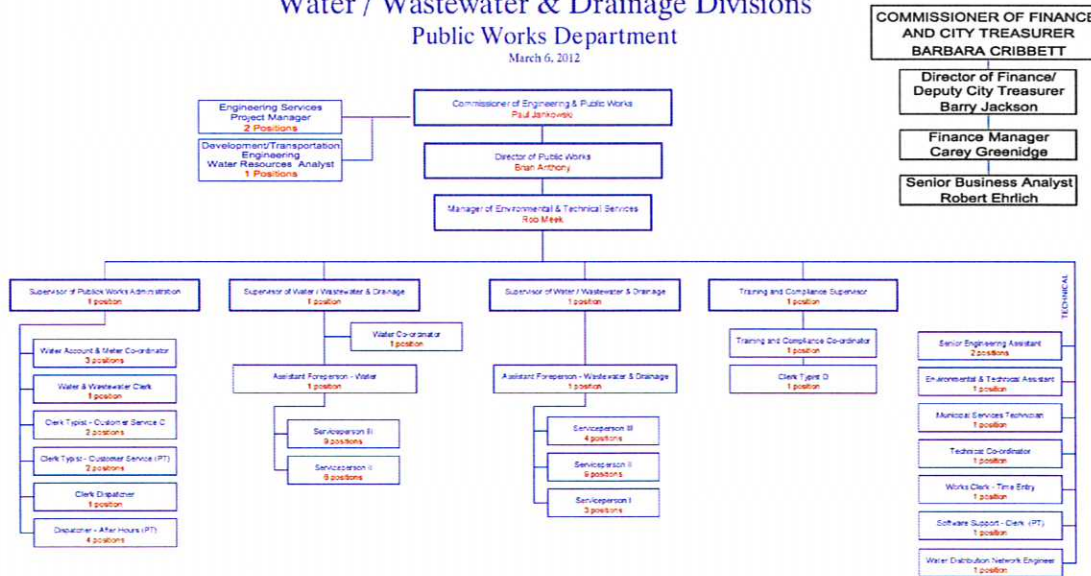
The Waste Water and Drainage Division is responsible for the maintenance of waste water and drainage collection infrastructure and the control of environmental hazards through compliance with Provincial legislation and regulations as well as the continuous improvement of effective and efficient services in response to growth.

The Finance Department coordinates with Public Works in providing revenue and cost projections for water and wastewater activities, user rates and financial reporting. As well, the Finance department coordinates with Power Stream regarding billing and collection of water and wastewater accounts.

**Service Profile:**

### Administration & Technical Divisions Water / Wastewater & Drainage Divisions Public Works Department

March 6, 2012



Public Works Services - Engineering Services Department

**Full Time, Part Time and Overtime – Budgeted Amounts**

	2009	2010	2011	2012 Base	Additional Resource Requests	
					2012	2013
Full Time	45.5	47.5	47.5	51.12	3.62 *	0
Part Time	0.93	0.93	0.93	1.59	.66 **	0
Overtime	\$ 143,282.00	\$ 171,955.00	\$192,838.00	\$214,985.00	0	0

**Key Stakeholders:**

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Citizens and Businesses of Vaughan</li> <li>• York Region</li> <li>• Conservation Authority</li> </ul> | <ul style="list-style-type: none"> <li>• Mayor and Council</li> <li>• Ministry of the Environment</li> <li>• Power stream</li> </ul> |
|---|--|

\* Includes 3.0 Engineering Positions

\*\* One-time seasonal staff

## 2012-13 Business Plan

### Work Plan:

#### Link to Vaughan Vision 2020:

Pursue Excellence in Service Delivery  
 Enhance and Ensure Community Safety, Health & Wellness  
 Lead and Promote Environmental Sustainability  
 Support the Professional Development of Staff  
 Maintain Assets & Infrastructure  
 Ensure Financial Sustainability

#### Future Pressures and Opportunities:

##### Pressures:

- Introduction of a backflow protection program in water
- Reduce the quantity of unaccounted water loss
- Provide training opportunities for staff to maintain operating licenses

##### Opportunities:

- Reduce water loss through the calibration of Industrial/commercial water meters
- Reduce inflow & infiltration into sanitary sewers through repairs to the system

#### Business Plan Objectives

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
1. PSAB process in partnership with Public Works, Engineering, and Capital Finance	Q1'10	In compliance with legislation	
2. Continual improvement of the Drinking Water Quality Management System	Q4'11	Annual audits have identified improvement opportunities	Recommendations implemented
3. Continue the lead testing program in Water	Q4'11	Ongoing	No adverse lead results
4. Continue to implement the six year financial forecast-licensing-SWDA	Q4'11	Forecast completed	Plan implemented
5. Continue to develop a rehabilitation plan to reduce inflow & infiltration (I & I) in sanitary sewers	Q4'11	Program in development	Reduce I&I in sanitary sewers

## 2012-13 Business Plan

**2011-12 Business Plan Objectives:** (Note the anticipated Timeline, Outcome and Resources (Additional Resource Request) for each objective)

<b>Business Plan Objectives:</b>	<b>Timeline</b>	<b>Outcome</b>	<b>Resources</b>
<b>2011 (Top 3 Objectives)</b>			
1. Continual improvement of the Drinking Water Quality Management System	Q4'11	System implemented and opportunities for Improvement implemented	In-house staff and consultant
2. Continue the meter calibration program to reduce unmetered water	Q4'12	Potential 1.6% reduction in unmetered water	Contracted services and in-house staff
3. Continue to develop a rehabilitation plan to reduce inflow & infiltration (I & I) in sanitary sewers	Q4'12	Program in development	In-house staff
<b>2012 (Top 3 Objectives)</b>			
1. Continual improvement of the Drinking Water Quality Management System and Operational Plan	Continuous	Opportunities for Improvement implemented and accreditation maintained.	In-house staff and consultant
2. Complete Phase 1 (meter calibration) of the ICI water meter program and commence Phase 2 (meter replacement) to reduce unmetered water	Q4'12	All meters inspected and meter replacement commenced. Potential 1.6% reduction in unmetered water	Contracted services and in-house staff
3. Continue with the development of a rehabilitation plan to reduce inflow & infiltration (I & I) in sanitary sewers	Q4'12	Program developed and improvements implemented	In-house staff and contracted services

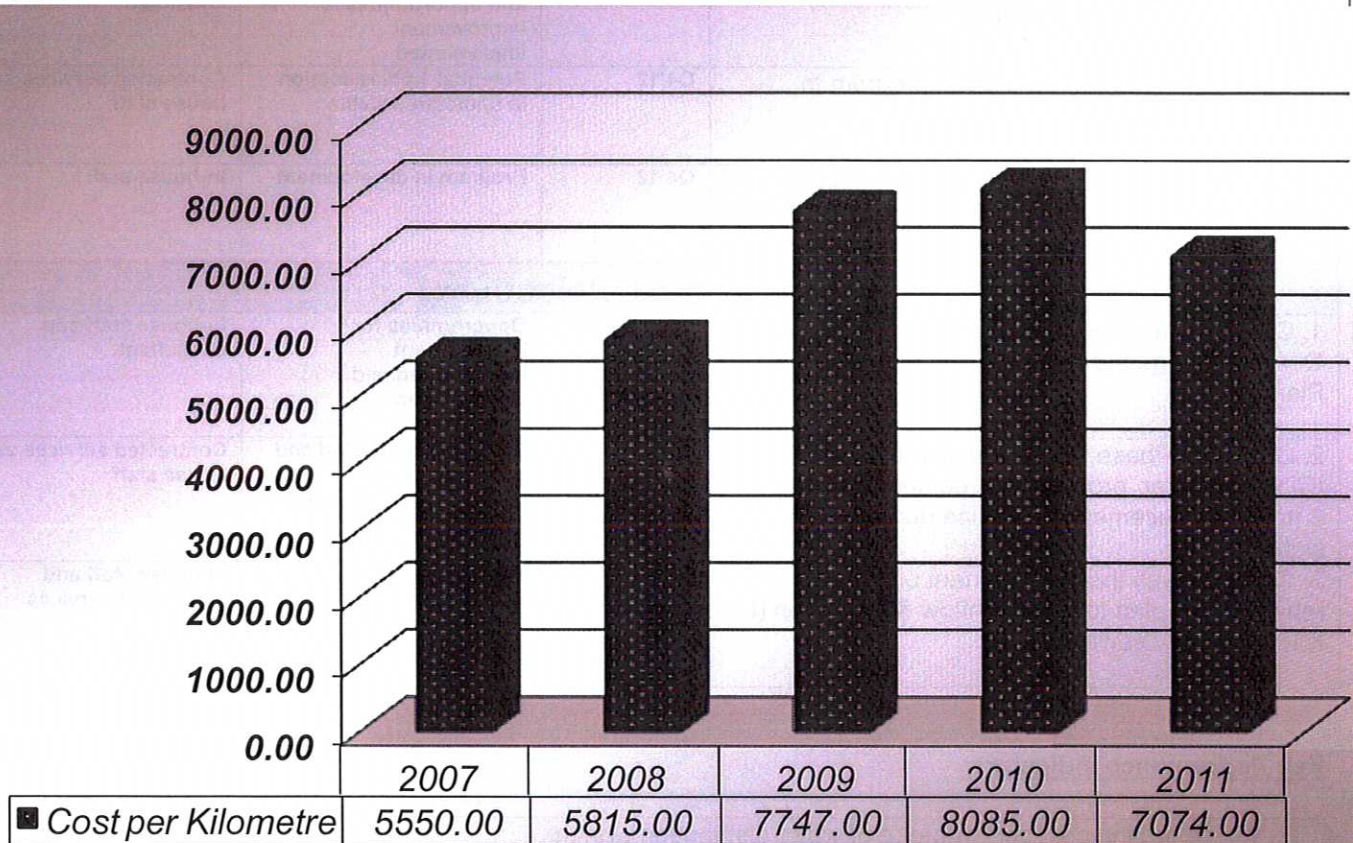
**Key Performance Indicators:**

1. Operating cost per kilometre of water distribution system
2. Operating cost per kilometre of wastewater collection system
3. Operating cost per kilometre of storm collection system
4. Number of watermain breaks per 100 kilometres of distribution pipe
5. Number of adverse samples vs. total number of samples
6. Number of kilometres of sewermain flushed per year

### BUSINESS OVERVIEW:

#### Measure: Operating Cost per Kilometre of Water Distribution System

Definition:



#### Key Conclusion:

The cost per kilometer of the water distribution system decreased from the past two years due primarily to fewer watermain breaks and emergency repairs. This reduction can partially be attributed to the ongoing corrosion protection program and milder winter conditions. As historically the rate of water main breakage has also been linked to the severity of the winter, these costs may not be indicative of an ongoing trend.

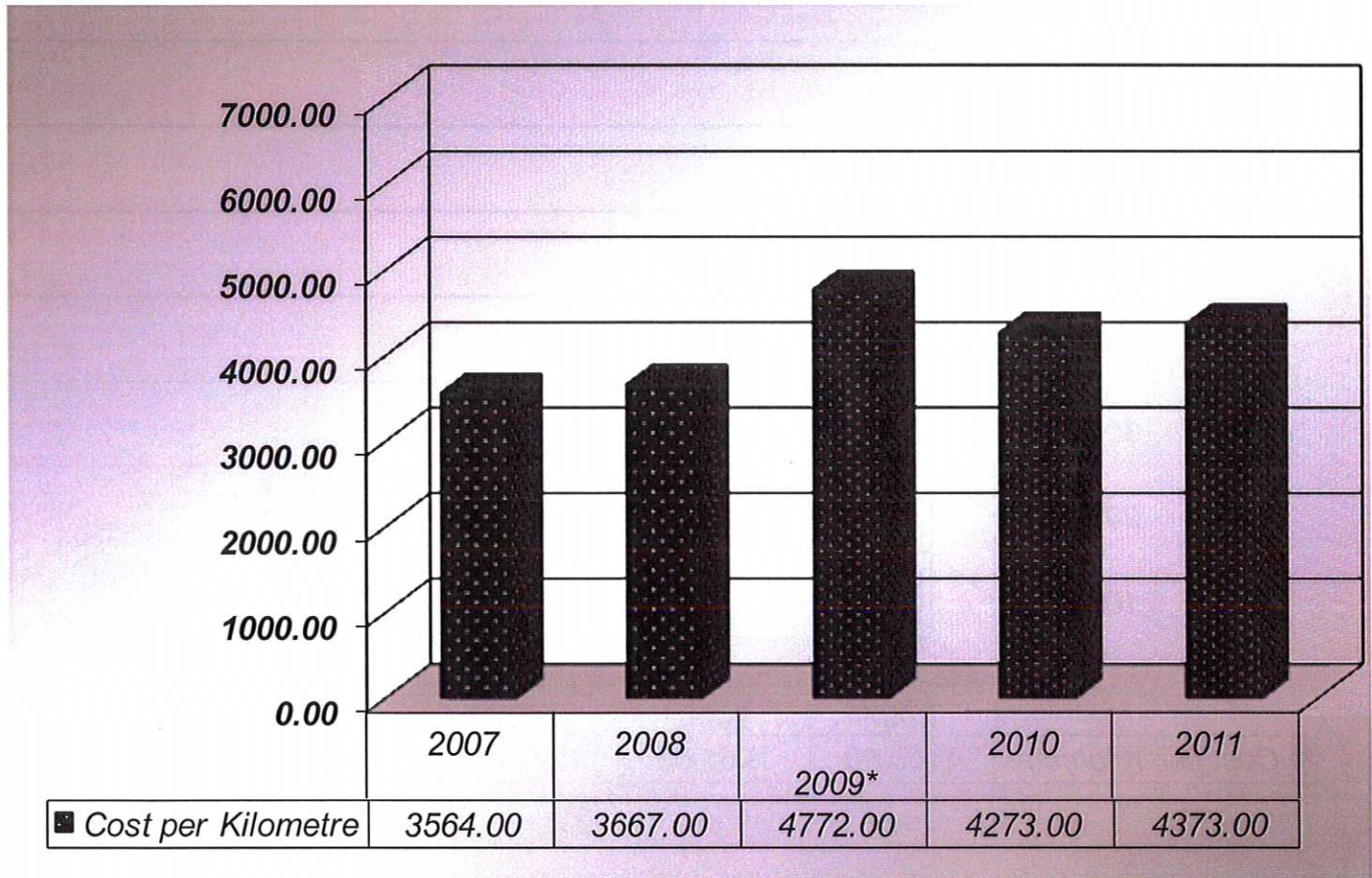
#### Notes about the Measure:

The Province changed the costing methodology in 2006 and thus the year to year comparison is impacted. 2008 to 2009 increase primarily due to operating fund transfer representing \$1,088 per km.

## 2012-13 Business Plan

### Measure: Operating Cost per Kilometre of Wastewater Collection System

Definition:



#### Key Conclusion:

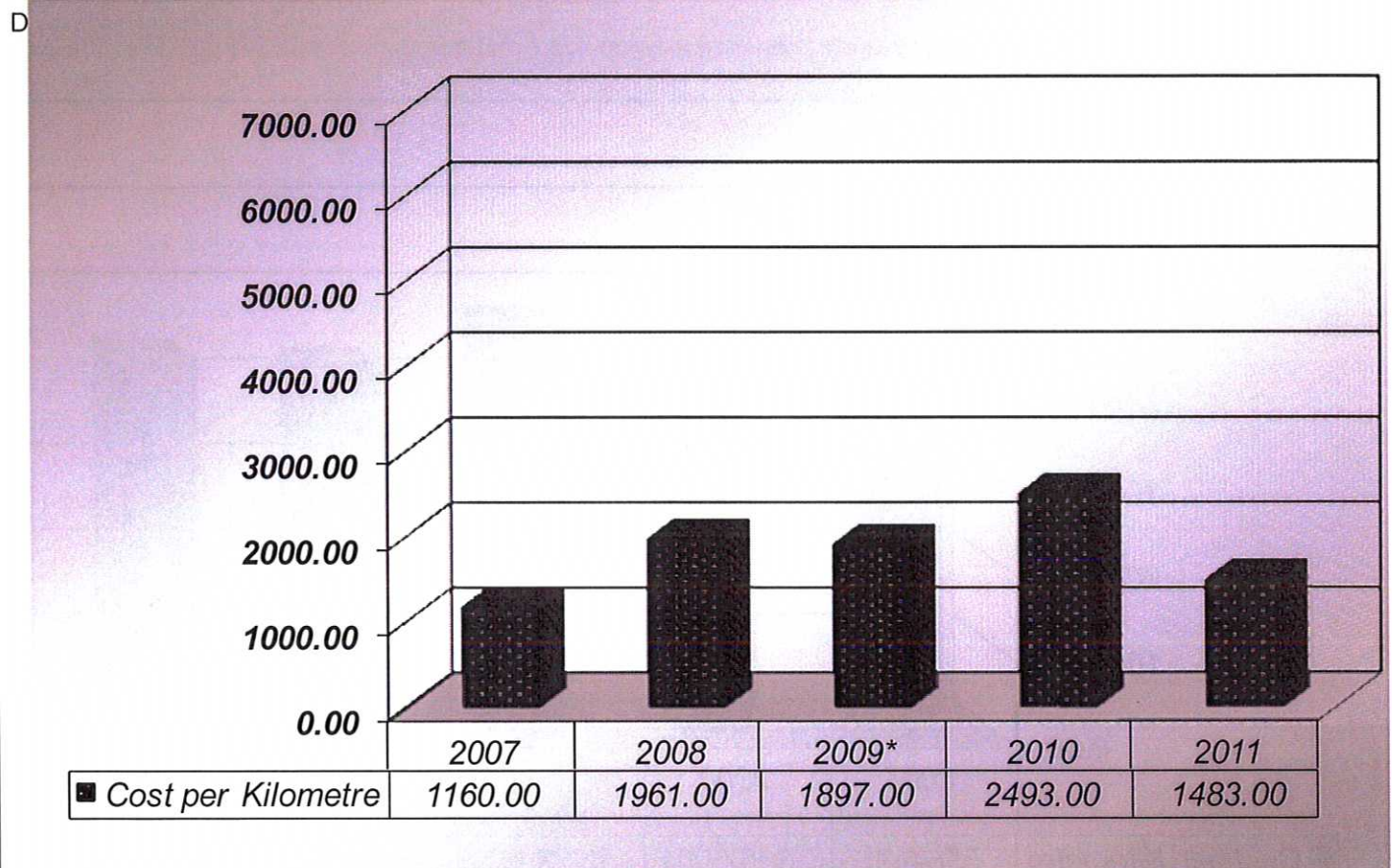
The cost per kilometer for maintenance of the wastewater collection system remained fairly consistent with 2010 expenditures. On a go forward basis, the trend is expected to remain consistent.

#### Notes about the Measure:

The Province changed the costing methodology in 2006 and thus the year to year comparison is impacted. 2008 to 2009 increase primarily due to operating fund transfer representing \$600 per km

## 2012-13 Business Plan

### Measure: Operating Cost per Kilometre of Storm Collection System



#### Key Conclusion:

The cost per kilometer of the storm collection system decreased from the past three years due primarily to fewer hazardous spill responses and fewer emergency repairs. Pro-active maintenance activities have helped to keep emergency repair costs down, and, some works previously done through the operating budget are now being done through Engineering Service's Capital Projects. It is expected that through this ongoing arrangement with Engineering Services, future operating costs will remain near the \$2000 per km of pipe range, unless significant emergency repairs are needed or large spills occur.

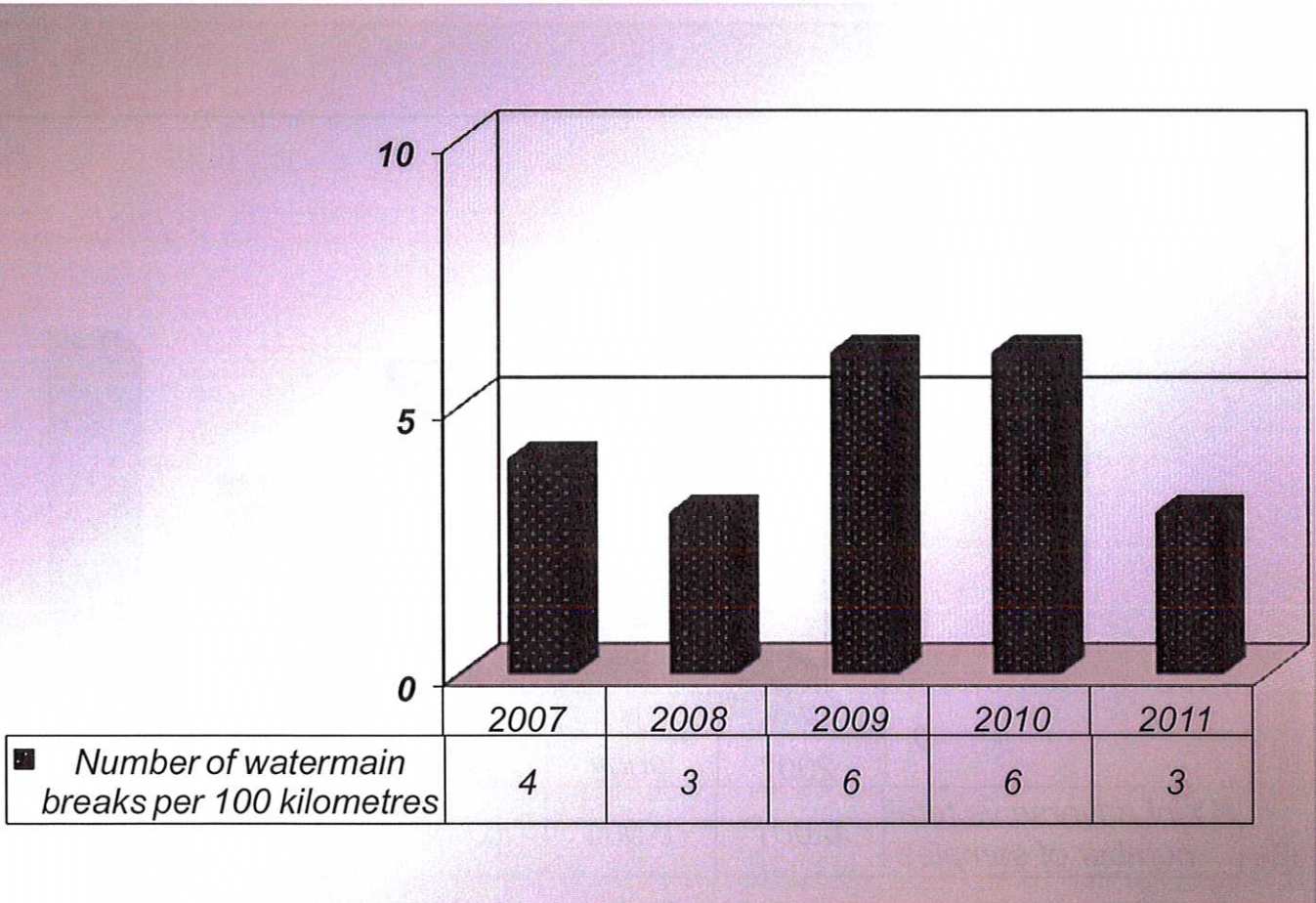
#### Notes about the Measure:

The Province changed the costing methodology in 2006 and thus the year to year comparison is impacted.

## 2012-13 Business Plan

### Measure: Number of Watermain Breaks per 100 Kilometres of Distribution Pipe

Definition:



#### Key Conclusion:

The ongoing corrosion protection program and milder winter conditions have resulted in a decrease in watermain breaks from those recorded in 2009 and 2010. The anode protection program has now been completed, and this effort, combined with water main replacements through Engineering Services, should keep the number of watermain breaks in the current 3-4 per 100 km of pipe range for the next few years.

#### Notes about the Measure:

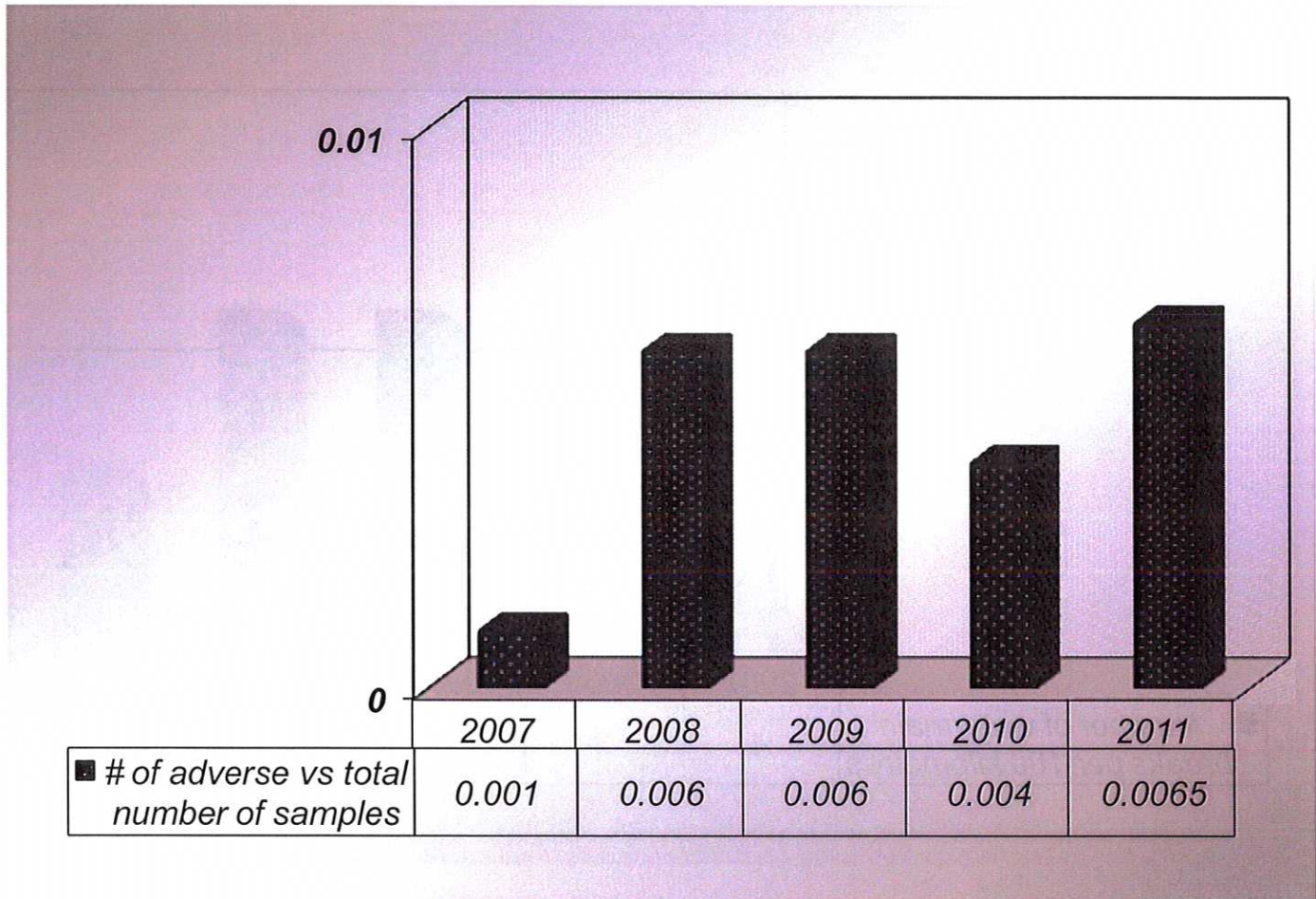
There has been no increase of break activity in areas where the anode protection program has been implemented.



## 2012-13 Business Plan

### Measure: Number of Adverse Water Samples vs. Total Number of Water Samples Taken

Definition:



#### Key Conclusion:

The number of adverse vs. total water samples in 2011 is similar to that experienced in 2008 and 2009. These occurrences are less than the Provincial average for municipalities of equivalent size.

Adverse samples are most often the result of contamination due to the method of sampling. The standard response to an adverse water quality sample is to flush the watermain and resample to confirm that the water quality meets the regulatory requirements. The samples that were deemed to be adverse were not indicative of the City's water supply, and the general public was not at risk at any time.

#### Notes about the Measure

The number of sampling points increases each year in relation to the City's population. In June 2005, the City mandated a flushing and testing program for all new developments within the City. As well, new locations were added to the existing flushing program for dead-end watermains. Both these initiatives add to the sampling program and help ensure water quality is maintained throughout the distribution systems. These changes were in response to O. Reg. 170/03 of the Safe Drinking Water Act.

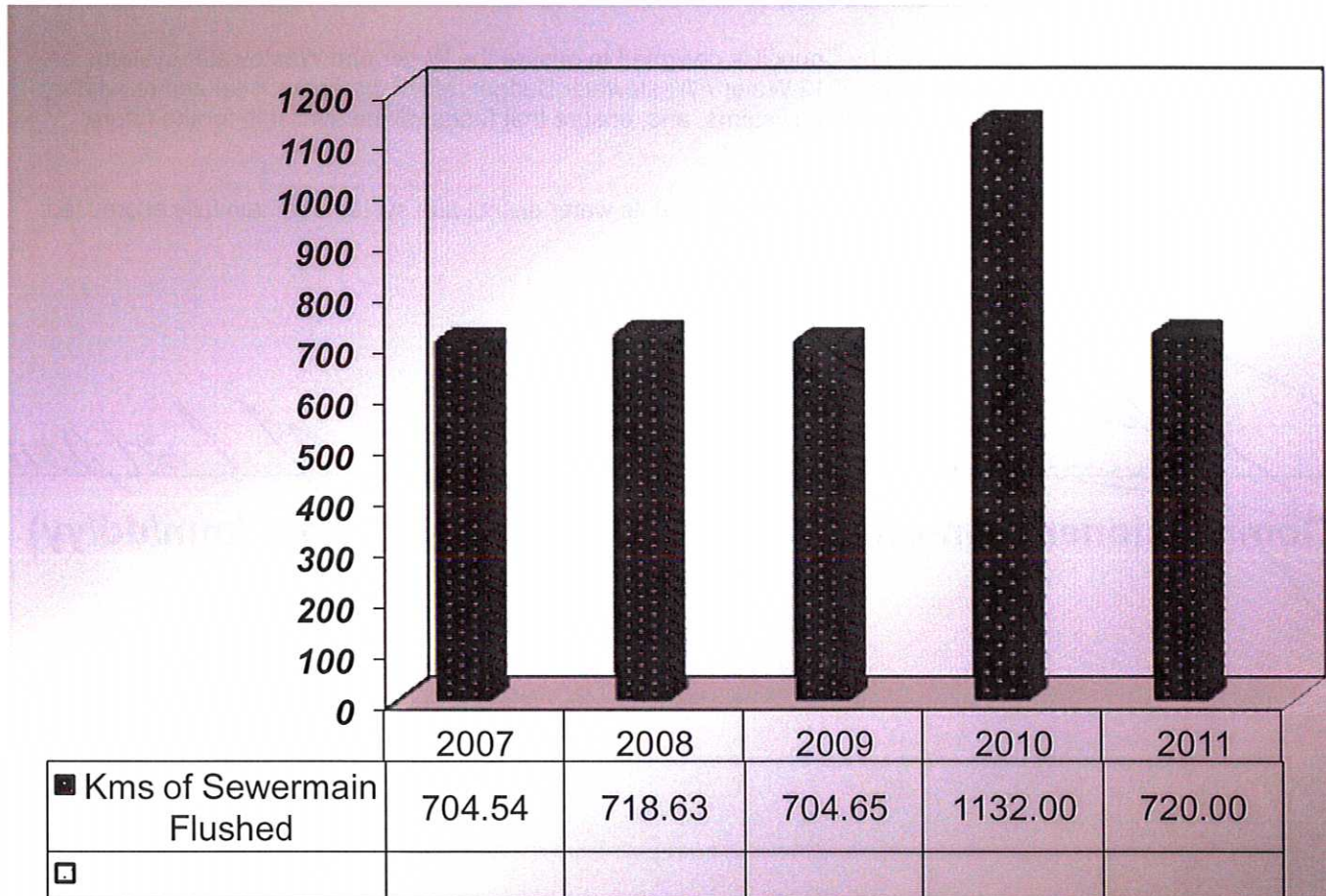
## 2012-13 Business Plan

2010 Business Plan

Attachment 4

### Measure: Number of Kilometres of Sewer Main Flushed per Year

Definition:



#### Key Conclusion:

The number of kilometers of sewers flushed in 2011 is consistent with previous years with exception of 2010. The flushing in 2010 was greater than average as additional lengths of storm sewer were completed as part of the 2010 program. Sanitary sewers are flushed annually while storm sewers are flushed on an "as needed" and less frequent basis. It is expected that the amount of local sanitary sewer kms that are flushed annually will grow steadily as the system increases in size.

#### Notes about the Measure:

This activity will continue to grow due to continuing development activity.

## 2012-13 Business Plan

### Overall Conclusion:

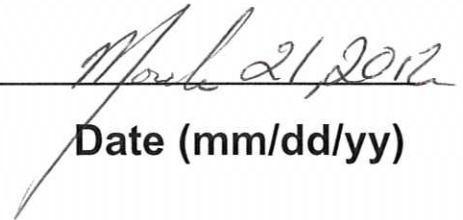
The growth of the water distribution and wastewater collection systems will continue as future development occurs. This growth, combined with additional regulatory requirements, adds additional complexity and workload on the existing complement in the two Commissions. In order to maintain the Water and Wastewater systems, the necessary funding and staff resources are required to meet these demands.

The City's Financial Plan, as approved by Council is designed to ensure the Water and Wastewater systems are fully sustainable. The rates set out in the 2012 Water / Wastewater Budget reflect the operational and regulatory needs to maintain the Water and Wastewater systems, and, ensure that funds will be available for the future replacement of this infrastructure.

The City continues to meet its regulatory requirements and its water distribution systems remain fully accredited.



**Commissioner Sign-off**



**Date (mm/dd/yy)**