Vaughan Vision 20|20

LOOKING TO OUR FUTURE

Planning For the Future 2011 -2012 Budget Book

Financial Sustainability: A Key Priority

VAUGHAN

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Vaughan

Ontario

For the Fiscal Year Beginning

January 1, 2010

President

Executive Director

Message from the Committee Chair

WARD 5 COUNCILLOR

Alan Shefman
CHAIR OF THE FINANCE
& ADMINISTRATION COMMITTEE

At a special council meeting in April, Vaughan Council approved a 1.99% tax increase for 2011. This was the lowest increase in the last ten years.

The goal of Council is to deliver the very highest of services to our residents, while providing the greatest value for property tax dollars. This year, through an arduous development and review process by staff and an extensive public consultation – ten public meetings of the Finance and Administration Committee acting as the Budget Committee were held – we have achieved our budget targets while ensuring the continuing delivery of quality services, facilities, and infrastructure.

In addition, Council approved the continuing financial contribution that is required to bring a much-needed hospital to Vaughan. This year's hospital levy of .91% will be used to help pay for the lands purchased by the City as the site of the new hospital.

The 1.99% tax increase is equal to $23.15 per year for the average home in the City – less than the cost of two people seeing a movie.

The City's Operating Budget is $217 million and our Capital Budget is $65.7 million. In considering a tax increase, the City was mindful of the fact that some residents may still be affected by the recent economic downturn.

We take great pride in managing City finances to ensure that our tax rates continue to be among the lowest in the Greater Toronto Area (GTA) while maintaining the quality of our City's services an infrastructure. It is clear to me that it is the City's vision and commitment to solid financial management in every way that we have continued to be fiscally strong.

The 2011 budget focuses on four main areas: Community Safety, with the hiring of additional firefighters; new City Services including a library in Thornhill and additional sports amenities; Financial Sustainability to maintain existing service levels, and prudent Forward Planning through the introduction of multi-year budgets.

On behalf of the committee, I want to thank all Members of Council for their support as we moved through a very demanding budget process. At the same time, the extraordinary work of the City staff and especially members of our Finance and Corporate Services Commission need to be acknowledged for their extraordinary contributions.

Mayor
Honourable
Maurizio Bevilacqua

Regional Councillor
Gino Rosati

Regional Councillor
Michael Di Biase

Regional Councillor
Deb Schulte

Ward 1 Councillor

Marilyn Iafrate

Ward 2 Councillor

Tony Carella

Ward 3 Councillor
Rosanna
DeFrancesca

Ward 4 Councillor

Sandra Yeung-Racco

Table of Contents Volume 1 of 2

Financial Overview

Section	Page
Executive Summary	1
Community History & Profile	11
Strategic Planning &Financial Master Plans	22
Budget Guidelines & Process	30
Operating Budget Approach and Guidelines	31
2011-2012 Operating Budget Timetable	38
Capital Budget Approach and Guidelines	39
2011-2012 Capital Budget Timetable	41
Operating and Capital Budgets Undergo Multiple Layers of Review	42
Financial Policies	46
2011-2012 Operating Budget Overview	51
Taxes in Perspective	52
Value for Your City Property Tax $	54
Budget Pressures	58
Major Budget Changes	61
Revenues by Major Source	66
Expenditures by Major Source	75
Department Expenditure Changes	81
Cost Structure & Staffing	89
Additional Resource Requests	94
Financial Outlook & Emerging Trends	98
Vaughan Health Campus of Care (Hospital Tax Levy)	102
Water & Wastewater Budgets & Consumption Rates	105
2011-2012 Capital Budget Overview Section	115
Reserves Structure	121
Obligatory & Discretionary Reserves	122
Continuity of Reserves	126
Tax Rate Table	128

Executive Summary

CITY OF VAUGHAN SENIOR MANAGEMENT TEAM:
Back Row: Bill Robinson, Commissioner of Engineering and Public Works, Marlon Kallideen, Commissioner of Community Services, John Zipay, Commissioner of Planning, *Middle:* Clayton Harris, City Manager
Front Row: Janice Atwood-Petkovski, Commissioner of Legal & Administrative Services, Barbara Cribbett, Commissioner of Finance & City Treasurer

We are pleased to present the 2011-12 Budget to the residents and businesses of the City of Vaughan. The budget is intended to serve as a policy document, financial plan, operations guide, and a communications device. We are presenting the budget as a holistic overview of the City's operations and associated budgets. Within the following pages is information regarding the City's Operating Budget, Hospital Tax Levy, Water and Wastewater Services budgets and Capital Budget. In addition to the financial overviews, the budget document incorporates information on our community, the strategic plan, financial policies, a future outlook, department business plans and much more. We hope you find it informative.

Financial Sustainability a Key Priority

As a result of the City's long standing dedication to financial management through progressive best practices and prudent policies, the City is in a very strong financial position relative to other municipalities. The City has always considered increasing taxes as a last resort. Through prudent policies, tight budget guidelines and strong leadership, the City has provided value to residents with high quality services.

As the City moves forward, financial sustainability must continue as one of Vaughan's key priorities. Over the next decade, the City of Vaughan is expected to undergo a tremendous transformation fuelled by sustained high growth rates, provincially driven

intensification, increasing legislative requirements and a number of vision based master plans reflecting important community needs. As the City becomes increasingly more sophisticated it will also face increasing financial pressures beyond the many factors currently placing significant strain on the property tax rate to maintain existing service levels (e.g. inflation, growth, collective agreements, contract escalation costs, fluctuating revenues, etc.). These pressures are permanent and often require continuous funding solutions, often taxation.

Planning for the Future

Vaughan has always taken the management and stewardship of public funds very seriously and continues to demonstrate financial leadership and discipline, ensuring residents receive value for their tax dollars. This year's Budget guidelines continue to build on those core values and successful business practices. Recognizing the challenges that lay ahead, and building on the financial planning efforts to date, the budget guidelines now incorporate a future focus to provide citizens with more certainty about the direction of City services, finances, and tax levels. The Operating Budget Guidelines were adopted by the Budget Committee on June 14, 2010 and consist of the following principles and actions:

Managing Our Future

1. Looking to the future by creating multi-year budgets
2. Reinforce strategic priorities through the business planning and process

This strategic action provides decision makers with future foresight and the ability to proactively identify future opportunities, address future challenges, and improve decision making by understanding the long-term financial implications of decisions.

Managing Tax Increases

3. Controlling budget pressures
4. User fee reviews to reduce the tax burden
5. Strict process to evaluate funding requests
6. Zero impact adjustments
7. Exploring opportunities & continuous improvement

The objective of these actions is to provide the lowest possible tax increase while maintaining the City's service levels. Under these actions, departments are only permitted very specific increases. There is no "across the board" inflationary increase.

Fostering Continuous Collaboration

8. Continuous public participation
9. Thorough multi-layered review process

Collaboration and engagement is essential to validate the needs of the community and balance them within available resources. Public consultation and input are important

elements of the budget process and essential to validate the needs of the community and balance them within available resources. For this reason, all Finance and Administration Committee meetings are open to the public. Community comments and input regarding the budget are received throughout this process and considered by Members of Council during budget deliberations. In the interest of increasing the community's awareness, these meetings were extensively advertised on the City's website and using local media partners. Overall, nine Finance and Administration Committee meetings were held, including two evening meetings, which generated a substantial amount of community input that was incorporated into Council's decision making process.

In addition to the above, the City hosts other committees and consultation activities, which incorporate significant public engagement. Although separate processes, public feedback obtained at these events has also migrated into the budget process.

2011-12 OPERATING BUDGET HIGHLIGHTS

The 2011 Operating Budget reflected the requirement for a taxation increase of $23.13 per year on the average home assessed at $472,368 or a 1.99% tax increase. The 2011 taxation funding increased by $2.7m over 2010. The Forecast for 2012, illustrates a taxation funding increase of $8.3m which includes the recommended additional resource requests. The 2012 Operating Budget forecast is only an estimate and is used by the City for the financial planning of the City. It should be noted, this is the first year the City has undertaken multi-year budgeting and 2012 figures may be adjusted.

As illustrated below, a substantial portion of the 2011 and 2012 taxation funding increase is directly related to traffic and transportation improvements, community safety and other general City pressures to maintain levels of service.

The 2011 Operating Budget taxation funding increase was largely driven by the following items:

1. Transportation Network Improvements - $1.0m net increase for major road repairs
2. Traffic Management - $413k increase for roads maintenance and traffic management support
3. Community Safety- $327k increase for additional firefighters in the north east quadrant;
4. Risk Management - $509k increase for insurance premiums
5. Increases for additional service improvements and general city pressures ($651k net).

Executive Summary

As this is the first year of multi budgets, 2012 is recognized and will likely be adjusted through next year process. The intent is to illustrate pressures to begin early planning discussions. The Forecast 2012 Operating Budget illustrates a taxation funding increase of $8.3m, an approximate property tax increase of $70.02 a year on the average home re-assessed at $485,122 or a 5.92% tax increase. This is largely driven by the following items:

1. Community Safety - $2.5m increase for additional firefighters and communications operators;
2. Transportation Network Improvements - $1.75m net increase for major road & surface repairs
3. Growth Management - $580k increase for a zoning by-law review
4. Infrastructure renewal - $400k increase in reserve contributions as per policy
5. Traffic Management - $170k increase for additional traffic management support
6. Increases for additional service improvements and general city pressures ($2.9 net).

2011 CAMPUS OF CARE HOSPITAL LEVY

The City has taken steps to bring a much-needed hospital and other health care resources to Vaughan. The Government of Ontario requires local communities to support the development of a hospital through a local financial contribution. In 2009, the City of Vaughan approved grant-funding spread over four years for a total tax increase of 5.45% for the Vaughan Health Campus of Care for an $80 million contribution toward the local share for land acquisition and the development of a hospital. On April 5, 2011, Council approved a change in the grant funding spread from four years to five years. This means that the remaining increase will be 0.91% each year from 2011 to 2013. The 2011 residential property tax increase associated with the separate Hospital Levy is approximately $9.68 or 0.91% for the average home assessed at $472,368. This increase is in addition to the tax rate increase illustrated above to support the City's operations.

2011 WATER AND WASTEWATER SERVICES HIGHLIGHTS

The water & wastewater services budget provides for the delivery of clean potable water and wastewater services that include ongoing infrastructure maintenance, administration, financing, overhead costs and reserve funds for the future rehabilitation of the City's underground infrastructure. Water and wastewater services are identified separately since they are entirely rate supported and self-funding. The 2011 budgets include an annual rate increase of 9.39% for water and a 10.45% increase for wastewater for a combined increase of 9.94%, of which two-thirds of the increase is a result of costs passed through by other levels of government.

Executive Summary

The rate increase is the result of:

- The Regional increase of 10% for the cost of potable water and the increase in wastewater services at 10%. This increase is based on the Regional Water and Wastewater Reserve Adequacy Study
- The impact of inflationary pressures
- The net increase in maintenance, administration, additional staffing resources and other expenditures
- The required increase in the contribution to the water and wastewater reserves
- Reduction of the cost of the Joint Services agreement

The residential customer with a consumption of 300 cubic metres of water per year will see an increase of $65 or 9.94%. The combined increase for water and wastewater represents an increase of $5 per month.

The Water Lifecycle Contribution budgeted transfer for 2011 from water operations to the water reserve is $4.0m. These funds will provide for the future requirements of the water infrastructure. The forecasted capital drawdown of the reserve in 2011 for water related infrastructure needs is expected to be $4.0 million. The Wastewater Lifecycle Contribution transfer for 2011 is $3.7m from wastewater/storm operations to the reserve. The capital drawdown of the reserve in 2011 for wastewater related infrastructure needs is expected to be low this year at $0.3 million.

2011 CAPITAL BUDGET HIGHLIGHTS

The 2011 Capital Budget was only for one year but there is an initiative to move towards multi-year budgeting for next year's process. A number of issues were taken into consideration in the preparation of the capital budget. The continued pressures of growth, maintaining existing infrastructure and the provision of new servicing are balanced against available funding, the current financial impact on the economy, the impact on future Operating Budgets and the available staff resources to undertake and properly manage the projects.

The 2011 Capital budget was funded from four main sources:

1. Development Charges
2. Reserves
3. Taxation
4. Municipal/Provincial/Federal Funding

Departments prioritized the projects within each funding source. Based on previously approved Council policies, finance staff have assessed the availability of funding and established a funding line within each funding source. The following list summarizes the financial policy areas:

Executive Summary

1. Level of Discretionary Reserves
2. Level of Working Capital
3. Level of Debt
4. Requirement of Funds to be on hand prior to project approval

The Capital Budget is $65.7m within Council approved policies and recognizes the limited amount of tax dollars available for capital work.

Highlights of the Capital Budget are as follows:

New Infrastructure $32.8 million:

- Millway Avenue widening
- New parks
- Steeles West Subway station
- Sidewalk and streetlights on Rutherford
- Multi use path on Teston Road
- New animal shelter
- 7.66 hectares of new parkland
- Implementation of Pedestrian and Bike Master Plans

Repair and Replacement $32.9 million:

- $11.1m in road repairs
- $1.2m sidewalk repairs
- $0.9m replacement for a fire truck
- $1.8m in watermain replacement in Kleinburg
- Expanded tree planting program
- Sports facilities and playground improvements (soccer, tennis,basketball)

Demonstrating Financial Stability

Over the years, City-developed policies have had a positive impact on the financial stability of the municipality. The following summarizes the key financial information ratios compared to targets approved by Council:

	Unaudited Dec. 31, 2010	**Approved Target**
Net Development Charge Balance	$92.5m	N/A
Discretionary Reserves	72.3%	>50% of own source revenues
Working Capital	13.1%	>10% of own source revenues
Debt Level *	9.7%	<10% of own source revenues

*Includes Commitments for Ontario Soccer Association & Vaughan Sports Complex.

Executive Summary

CITY BUDGET SUMMARY

Budget Component	2011 Operating Budget				2011 Capital Budget	2011 Budget Total
	City Operations	Hospital Levy	Water & Wastewater Services	Total		
REVENUES:						
Taxation	140,283,486	4,435,421		144,718,907		144,718,907
Fees/Service Charges	34,553,871		84,736,070	119,289,941		119,289,941
Transfers from Resvs & Resv Funds	18,949,064			18,949,064	26,617,560	45,566,624
Corporate	17,314,759			17,314,759		17,314,759
Grant/Payment in Lieu	2,945,240			2,945,240		2,945,240
Prior Year Surplus Carry forward	2,500,000			2,500,000		2,500,000
Local Improvements			213,200	213,200		213,200
Federal/Provincial Funding						-
Development & Special Area Charges					31,465,772	31,465,772
Transfer from Operating					6,851,152	6,851,152
Long Term Debt					-	-
Other Financing					798,105	798,105
TOTAL REVENUES	216,546,420	4,435,421	84,949,270	305,931,111	65,732,589	371,663,700
EXPENDITURES:						
Engineering Services & Public Works	38,969,059			38,969,059	41,626,016	80,595,075
Community Services	55,332,138			55,332,138	15,786,280	71,118,418
Fire & Rescue Services	34,530,250			34,530,250	990,000	35,520,250
Legal & Administrative Services	18,629,895			18,629,895	107,100	18,736,995
Vaughan Public Library	12,327,719			12,327,719	3,702,950	16,030,669
Economic & Technology Development & Corp. Communications	10,589,952			10,589,952	1,596,470	12,186,422
Planning	10,627,472			10,627,472	1,463,000	12,090,472
Debenture Payments	12,087,862		213,200	12,301,062		12,301,062
Finance & Corporate Services	7,074,940			7,074,940	460,773	7,535,713
Capital from Taxation Transfer	6,629,522			6,629,522		6,629,522
Corporate & Elections Expenses	556,637			556,637		556,637
Corporate & Elections trsfrs to Capital	4,134,000	4,435,421		8,569,421		8,569,421
Contingency	1,727,427			1,727,427		1,727,427
Council	1,384,675			1,384,675		1,384,675
Office of the City Manager	1,744,932			1,744,932		1,744,932
Office of the Integrity Commissioner	199,940			199,940		199,940
Water & Wastewater Purchases			60,346,120	60,346,120		60,346,120
Wastewater Expenses			17,134,535	17,134,535		17,134,535
Transfer to Water & Wastewater Resvs			7,255,415	7,255,415		7,255,415
TOTAL EXPENDITURES	216,546,420	4,435,421	84,949,270	305,931,111	65,732,589	371,663,700
NET BUDGET	0	0	0	0	0	0

Notes:

- The above figures exclude the Vaughan Hospital Levy and Water / Wastewater Services.
- In the January 18 Council meeting, User fees revenue of $44k were presented in the contingency budget. For transparency, this table shows the User Fees revenue reallocated to departments.
- Expenditures are net of Hydro Joint Services Revenue and Library Joint Service Charges.

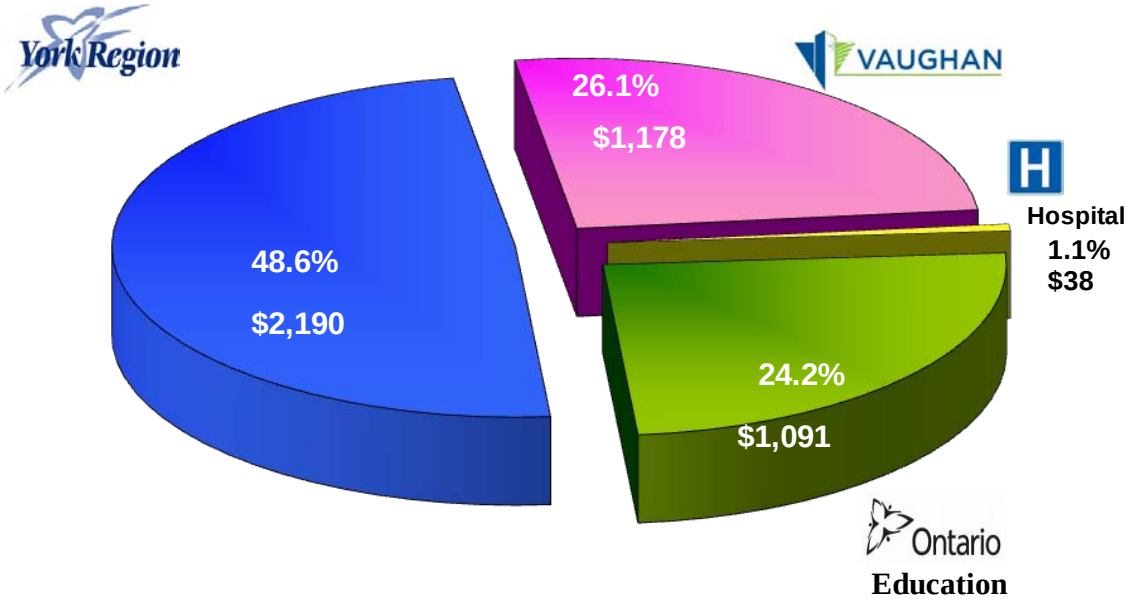
Executive Summary

CONCLUSION

The 2011 budget process was very successful and represents a responsible balance of various competing interests for limited resources. Overall, the budget maintains levels of services and in some instances enhances services, while serving an ever increasing population. The budget provides funding necessary for maintaining an expanding network of roads, parks and other infrastructure. The increasing cost of providing services such as fire and rescue, snow removal, waste collection, recreation programs as well as supporting Vaughan's strategic vision and various initiatives. This balance is being achieved while ensuring the City is financially sustainable.

It is also important to note only 26 per cent of the august property tax bill is allocated to the City to fund fire and rescue services, libraries, road maintenance, snow clearing, waste collection, parks, recreational services and other programs. The remaining 74 per cent of the property tax is collected for the province and the Region of York.

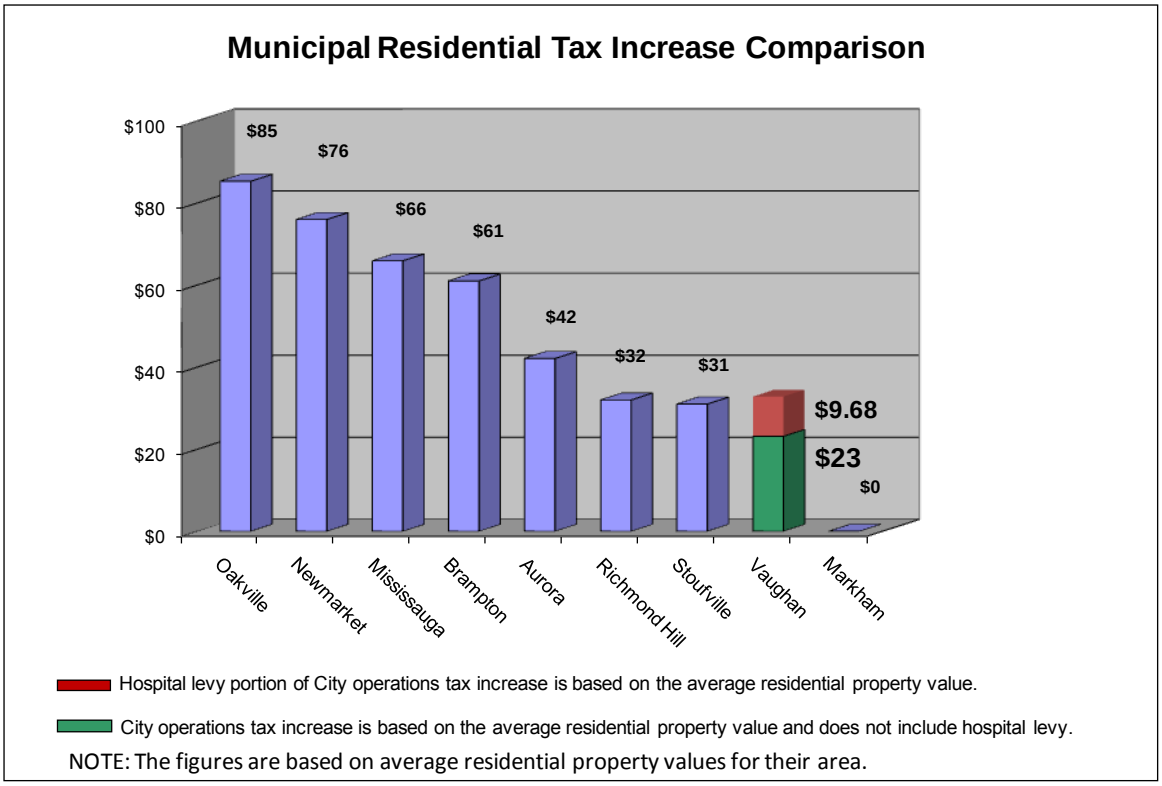
Average Residential Tax Bill $4,497



Total 2011 Property Taxes based on property valued at $472,368

Executive Summary

Our residents receive value for their property tax dollars and we have consistently had the lowest tax increase together with the lowest property tax rate in York Region. As the chart below shows, we remain one of the most affordable municipalities in the Greater Toronto Area. Vaughan provides our residents with high levels of service by committing to sound policies and strong management practices with regard to our City's revenues and expenses.



Community History

&

Profile

Community History & Profile

The City of Vaughan Corporate Seal & Flag

The Vaughan Corporate Seal was established in 1850 with the organization of municipal government. The seal contains a quartered shield with images representative of the Municipality: the sheaves of wheat represent the popular local crop; the beaver, an emblem of Canada and an industrious animal represents the City's motto "industry" found below the shield; the anvil and hammer represent blacksmithing and the loom represents weavers who weaved cloth for the local community. Around the shield is a cornucopia, or Horn of Plenty, agricultural equipment and a lamb, symbols that reinforce the importance of agriculture in the community. The hand above the shield is thought to represent The Red Hand of Ulster (Northern Ireland) from which many local residents emigrated.

The City of Vaughan flag was raised for the first time at a ceremony on May 2, 1988 after a contest organized by Vaughan's Industrial Advisory Board. Designed by then 15-year old Vaughan student Michael Vite, the flag features a white field and four blue stripes representing the communities of Kleinburg, Maple, Thornhill and Woodbridge. The four strips are joined at the centre with the symbol of Canada, the red maple Leaf.

A Brief History – City of Vaughan Website

Vaughan's History

Vaughan Township, now the City of Vaughan, was named by Lieutenant-Governor John Graves Simcoe in honour of British diplomat Benjamin Vaughan, co-negotiator of the Peace of Paris, the treaty that ended the American Revolutionary War (1775-1783).

The present City of Vaughan was part of a large tract of land purchased by the British Government from the Mississauga Indians in 1788. During the same year the area known subsequently as Upper Canada and Ontario was divided into four administrative districts. With the arrival in 1792 of Lieutenant-Governor Simcoe to govern the new Province of Upper Canada, the districts were divided into nineteen counties, with each being further subdivided into townships for the purpose of land dispersal.

During peace negotiations in 1783, American representatives suggested that Canada be ceded to the newly formed United States. Benjamin Vaughan and Richard Oswald, representing British interests under the direction of Lord Melborne, rejected this proposition for many reasons, including the necessity to secure some British American territory as a refuge for loyalists to the British cause.

The specific role of Benjamin Vaughan in the life of John Graves Simcoe remains obscured. However, it is known both served under the British in the American Revolutionary War. Despite this ambiguity, Vaughan's name remains associated with an area that was secured and settled as a direct result of his diplomatic skills.

Prior to the 1849 Robert Baldwin Act, townships had no corporate existence. In 1850 the present municipal system came into operation in Vaughan. The township would elect 5 councillors, and have the power to levy local taxes, appoint officers, supervise statute labour, and borrow certain moneys. The councillors elected a reeve and one or more deputy reeves. Votes were cast by open ballot, which meant that a voter stood before the returning officer and publicly proclaimed his preference. The first Township Hall was located on Concession 6 at Vellore.

The Baldwin Act also stipulated that hamlets of 900 or more residents were to be incorporated as villages. Thus in 1882 Woodbridge was raised to this level, and a municipal government independent of Vaughan Township's was established. This structure continued until 1971 when the Township of Vaughan became the Town of Vaughan with the Village of Woodbridge being incorporated into the latter. Exactly twenty years to the day after this event, Vaughan was designated a city (1 January 1991).

History Briefs Bulletin #8 – City of Vaughan Website

Community History & Profile

Vaughan Today

Today, the City of Vaughan is a cosmopolitan urban centre that embraces residential, commercial and industrial development, looking proudly and confidently toward the future while also preserving the past.

In the past 20 years, Vaughan has experienced unprecedented industrial and commercial growth. From a modest industrial base in 1980, the City of Vaughan is now home to more than 9,000 businesses. Vaughan stands out among Canadian cities for economic prosperity according to the Conference Board of Canada's City Magnets Study which ranked Vaughan as only one of three cities to earn an "A" grade for a strong economy. Much of this attraction is due to low taxes, a readily available labour force, and access to major transportation routes. With an extremely positive and proactive approach to business, the City of Vaughan has ambitious plans for continued growth over the next quarter century.

The City is firmly establishing itself as the gateway for economic activity in the Greater Toronto Area. Located in Canada's economic centre, Vaughan has location and accessibility to world markets. The business base is diverse and the labour force is young, well educated, and highly skilled.

Vaughan also has a wealth of recreational and shopping opportunities Large regional malls, outlet centres, small one of-a-kind shops and specialty retail stores can be found across the City.

In Woodbridge's Market Lane and along the Main Street Village of Kleinburg shopping can done at a number of unique shops and cafes.

The Promenade and Vaughan Mills malls feature many national chains as well as unique stores and entertainment venues. Visited by more than 13 million people each year, Vaughan Mills mall offers 17 anchor stores and 200 retail, dining and entertainment establishments within a unique setting that celebrates the beauty of Ontario.

Recreational and competitive sports enthusiasts have a home in Vaughan. The Sports Village and the City's 10 Community Centres and numerous parks offer facilities for recreation and sports such as baseball, soccer, tennis, swimming, skating, ice hockey and bocce. In preparation for the 2010 Winter Olympics in Vancouver, China's Women's Hockey Team established their training and practice centre at The Sports Village.

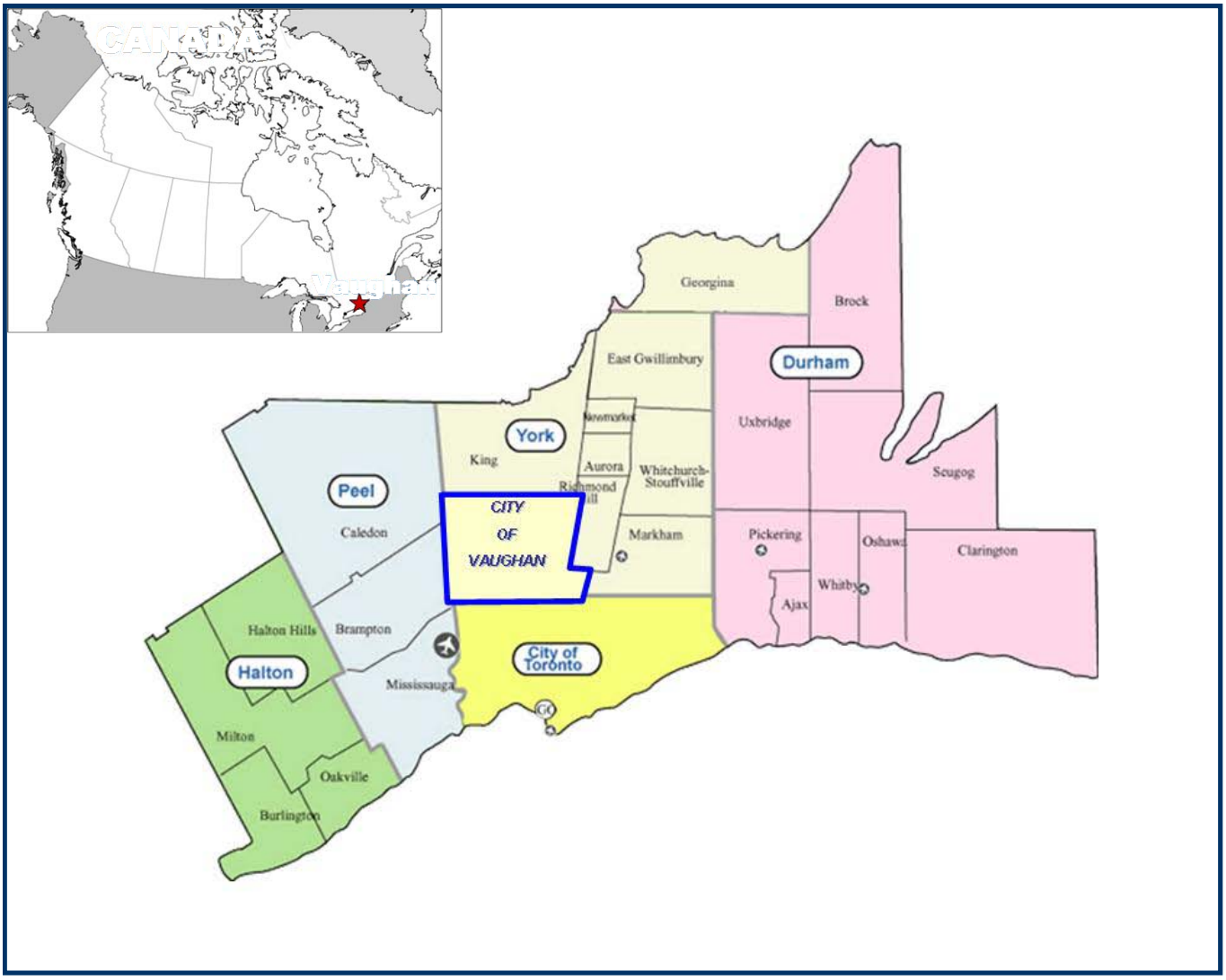
Vaughan also can boast of its World Class Attractions: Canada's Wonderland is Canada's premier amusement park. It features more than 200 attractions with 65 thrilling rides and Splash Works – a 20-acre water park. The park welcomes more than 3 million visitors annually.

Today, the population is 300,557*. This is expected to rise to 418,000* people by 2031.

*Source York Region Website - * figures updated by Vaughan*

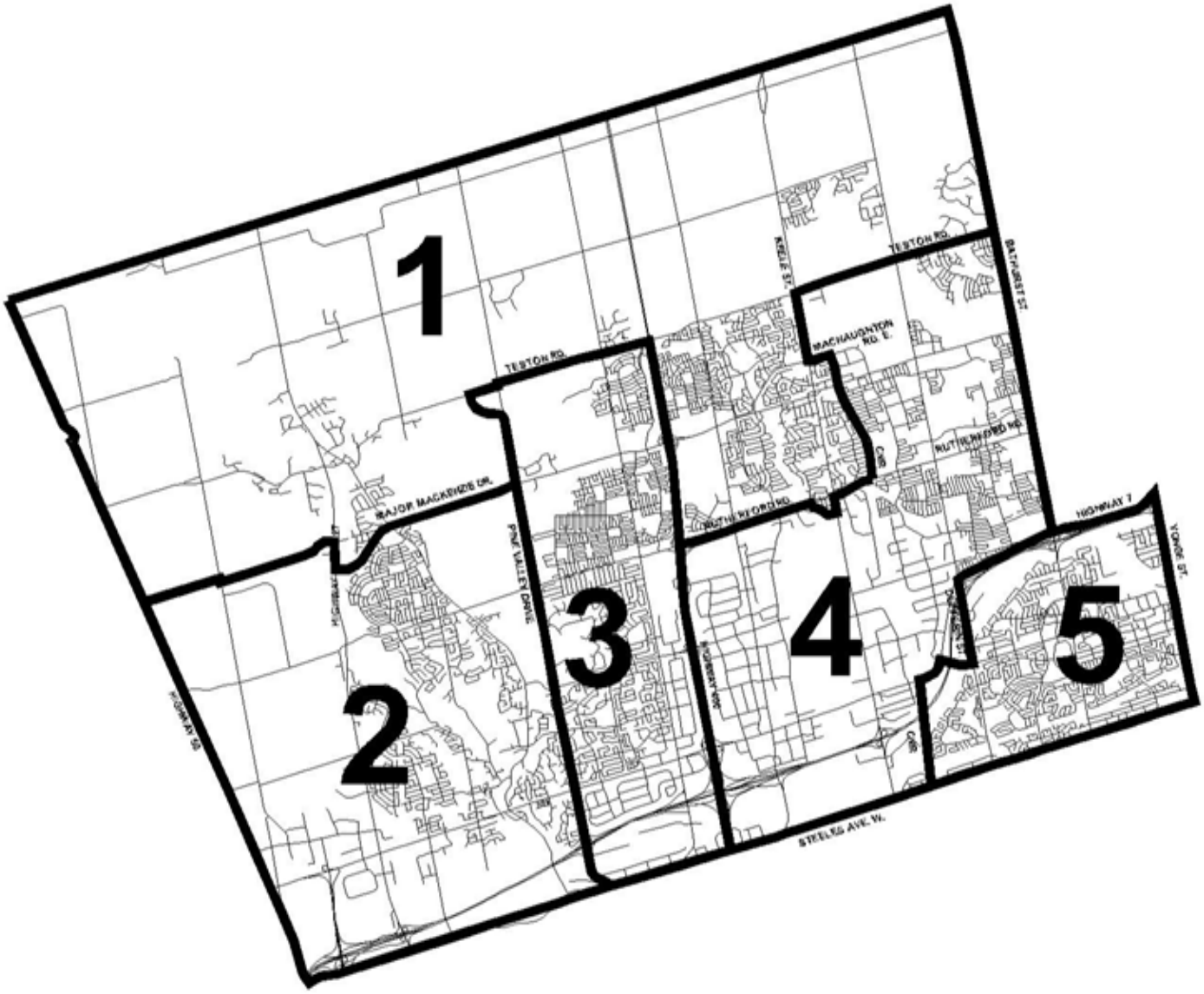
Community History & Profile

The City of Vaughan is one of Canada's fastest growing municipalities located in the heart of the Greater Toronto Area (GTA) directly north of Toronto. The City of Vaughan is part of the Region of York and its central location offers excellent accessibility.



Community History & Profile

The City of Vaughan consists of 5 wards each with a special character and unique attractions. Below is the new City Ward Map in effect after the municipal election of October 25, 2010.



Community History & Profile

QUICK FACTS

Area	275 Sq.Km
Population *(York Region Estimate in 2011)*	300,557
Communities	Concord, Kleinburg, Maple, Thornhill, Woodbridge
Businesses	more than 9,000
Competitive Taxes, Services & Utilities:	
• development charges (January 2010)	Industrial/Office: $130.07/m^2
	Retail: $255.37/m^2
• property taxes (April 2010)*	Commercial occupied: 2.152110%
	Industrial occupied: 2.451594%
• sewer rates (July 2009)*	$1.022/m^3
• water rates (July 2009)*	$0.98/m^3
• electrical power information visit www.powerstream.ca	PowerStream – second largest electricity distribution company in Ontario
• natural gas information visit www.enbridge.ca	Enbridge - Canada's largest natural gas distribution company
Housing	
• a variety of housing types, from single detached, semi-detached, townhouses, and condominiums	$250,000 - $1,000,000+
International Partnerships	
• Baguio, Philippines; Delia, Italy; Lanciano, Italy; Ramla, Israel; Sanjo, Japan; Yangzhou, China; Sora, Italy	7
Labour:	
• employment labour force	more than 158,000
• resident labour force	132,590
• access to employees in the Greater Toronto Area	3.2 million
Median Household Income, all households *(2006 Census)*	$86,616
Major Employment Sectors:	
• manufacturing, construction, retail, wholesale	52%
• arts, professional, scientific, technical, transport, other	48%
Technology	100% digital switching and state-of-the-art fibre optics
Weather - *temperatures are given officially in degrees Celsius (C)*	
• average warmest month of the year	July (23 C)
• average coldest month of the year	January (-13 C)

Community History & Profile

Source: City of Vaughan, Economic Development Department 2010; Statistics Canada, 2006 Census, York Region Employment survey 2009.

Engineering/Public Works

Roads - Lane Kms	2,095
Sidewalks - Kms	1,060
Bridges	150
Streetlights	24,385
Traffic Signals	72
Public Works Yards	3

Fire & Rescue Services

Fire Stations	10
Fire Engines/Aerials	13
Fire Tankers/Rescues/etc.	12

Library Services

Libraries & Resource Libraries	7
Library Collection (Items)	547,570

Community History & Profile

Parks & Recreation

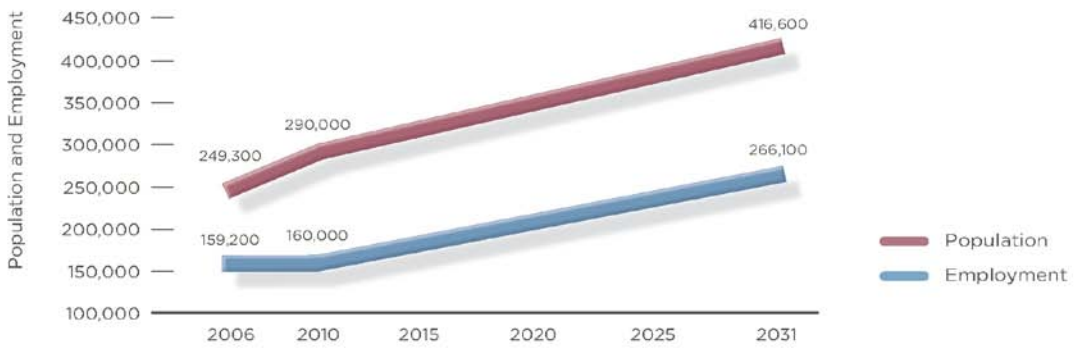
Community Centres	10
Fitness Centres	4
Theatres	1
Parkland - Hectares	1,098
Trails - Km	19
Parks	216
Playgrounds	153
Tennis Courts	128
Ball Diamonds (Multi Type)	86
Basketball/Playcourts	84
Bocce Courts	61
Water Play Facilities	19
Indoor pool tanks	10
Indoor Skating Rinks/Arenas	8
Outdoor Soccer Fields	148
Skateboard Parks	4

The above list does not represent all of the services. It is only used for illustration purposes. For a list of complete services please go to www.vaughan.ca.

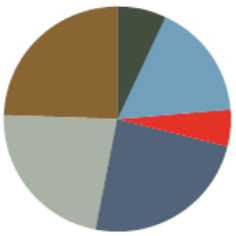
Community History & Profile

The City of Vaughan continues to be one of the fastest growing and culturally diverse municipalities in the Greater Toronto Area. Current forecasts project that the population will continue to grow in the coming decades.

POPULATION & EMPLOYMENT – GROWTH PROJECTIONS 2006-2031



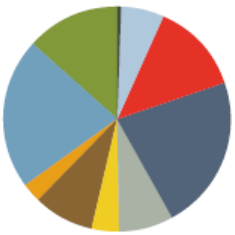
EDUCATIONAL ATTAINMENT



Apprenticeship, Trades Certificate	7.2%
College Diploma	16.5%
University Diploma below Bachelor Level	5.3%
University Degree	24.3%
No Certificate, Diploma or Degree	22.3%
High School Certificate or Equivalent	24.4%

Source: Statistics Canada, Census 2006

LABOUR FORCE BY OCCUPATION



Primary Industry	0.7%
Processing, Manufacturing, Utilities	6.0%
Management	13.2%
Business and Finance	22.2%
Natural and Applied Science	7.8%
Health	3.8%
Social Services, Education	8.6%
Art and Culture	2.7%
Sales and Services	21.8%
Trades, Transport	13.2%

Source: Statistics Canada, Census 2006

Community History & Profile

SELECTED CORPORATE HEADQUARTERS IN VAUGHAN

COMPANY NAME	# OF EMPLOYEES
AB Sciex	490
Adidas Canada	120
Allfield Industries / Martinrea	305
Aria Foods	30
Assa Abloy Canada Inc.	62
BFI Canada	70
Bausch & Lomb	107
Cara Operations	260
Cardinal Health Canada	150
Conair Consumer Products Inc.	140
Concord Confections Inc.	450
Digital Security Controls	320
Fred Deeley Imports Ltd.	97
Ganz	1,000
Jones Apparel Group of Canada Inc.	85
Longos Brothers	350
Miele Ltd.	148
Optech	250
Priszm Brandz	350
RuggedCom	215
St. Joseph Communications	300
Sanyo Canada Inc.	53
Smart!Centres	300
Toro Aluminum	345
Vision Group of Companies	1,000

Source: City of Vaughan, Economic Development Department, YRES 2010

- Vaughan's business base is comprised of 9,000 enterprises
- Diverse economic base has allowed the City to successfully weather the national and international economic challenges
- Vaughan's economic base includes manufacturing, wholesale trade, transportation & logistics and construction trades
- An innovative technology sector is emerging, with products ranging from communications, space laser instrumentation, green automotive technologies, and building technologies

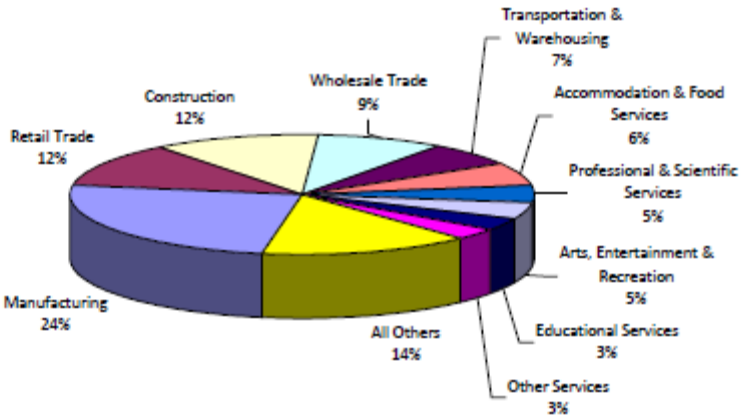
TOP 10 SECTORS BY EMPLOYMENT

Wholesale Trade	9.1%
Transport, Warehousing	6.9%
Accommodation & Food Services	6.5%
Professional, Scientific Services	5.3%
Arts & Entertainment	4.7%
Other Services	3.3%
Administration, Waste, Remediation	3.3%
Manufacturing	33.1%
Retail Trade	14.3%
Construction	13.5%

TOP 10 SECTORS BY EMPLOYMENT, 2010

Manufacturing	39,521	
Retail Trade	19,484	
Construction	18,577	
Wholesale Trade	14,052	
Transportation & Warehousing	10,562	
Accommodation & Food Services	9,416	
Professional & Scientific Services	7,626	
Arts, Entertainment & Recreation	7,284	
Educational Services	5,398	
Other Services	4,751	136,671
All Others	23,726	

TOP 10 SECTORS BY EMPLOYMENT



Community History & Profile

VAUGHAN

SELECTED GTA INDUSTRIAL & COMMERCIAL TAX RATES Sorted by Industrial Occupied Rates			
Municipality	Industrial Occupied	Commercial Occupied	Residential Occupied
Markham	2.439581%	2.141668%	0.963334%
Vaughan	**2.457994%**	**2.157674%**	**0.976898%**
Richmond Hill	2.461500%	2.160722%	0.979481%
Mississauga	2.749791%	2.384381%	0.982115%
Brampton	2.998738%	2.586404%	1.202267%
Milton	3.258323%	2.093411%	0.878423%
Toronto	3.694019%	3.598304%	0.830570%

Source: City of Vaughan, Finance Department, July 2010

AVERAGE PRICES BY TYPE AND AREA

Type of House	Maple, Woodbridge, Kleinburg	Thornhill
Detached house	$622,216	$787,932
Semi-detached house	$442,216	$441,000
Townhouse condos	$336,200	$465,000
Condo apartments	$311,814	$297,095
Link house	$346,475	$388,000
Attached/row	$408,260	$523,500

Source: Toronto Real Estate Board, February 2011

VAUGHAN
COMPARATIVE HOUSING PRICES
2011

COMPARATIVE HOUSING PRICES (SINGLE-FAMILY)

	Average Price	Median Price
Thornhill	$787,932	$600,000
Maple, Woodbridge, Kleinburg	$622,216	$572,250
Greater Toronto Area	$454,423	$379,000

Strategic Planning

And

Financial Masterplans

Vaughan Vision 20|20

LOOKING TO OUR FUTURE

Service Excellence

Providing excellent service delivery to citizens

Management Excellence

Providing leadership in the management of our City

Staff Excellence

Providing an organizational environment which fosters staff excellence

City of Vaughan Strategic Plan

Vision

A city of choice that promotes diversity, innovation and opportunity for all citizens, fostering a vibrant community life that is inclusive, progressive, environmentally responsible and sustainable.

Mission

Citizens first through service excellence.

Values

Respect, Accountability, Dedication.

Strategic Initiatives

Service Excellence

Pursue Excellence in Service Delivery

- Develop a Corporate Wide Accessibility Plan
- Develop a strategy to engage and support our diverse community
- Investigate and develop the feasibility of establishing a multi-service centre for residents in our community centres
- Expand and integrate Phase 2 of Access Vaughan
- Develop a comprehensive E-government strategy to ensure citizens have access to government 24/7

Enhance and Ensure Community Safety, Health & Wellness

- Develop and implement an emergency management program to comply with the Emergency Planning Act
- Develop a Recreation and Culture, Parks and Facilities Master Plan
- Provide continued support for development of a future hospital for Vaughan and continue to work with other levels of government and the Vaughan Health Campus of Care to provide comprehensive and integrated health care to residents
- Create a community strategy to ensure citizens are safe and have access to safety education programs (partnership with York Regional Police)

Lead and Promote Environmental Sustainability

- Develop and implement an Environmental Master Plan as part of the Growth Management Strategy 2031
- Review the Engineering Department design criteria and strategy for storm drainage and storm water management facilities to reflect climate changes and emerging legislation, and protection from significant flooding
- Develop a strategy to achieve a garbage diversion target of 95% for the Greening Vaughan program

Preserve our Heritage and Support Diversity, Arts & Culture

- Develop a strategy to support and promote arts and culture in the community
- Develop a strategy for utilization of City owned historical houses by the community

Staff Excellence

Value and Encourage a Highly Motivated Workforce

- Develop and implement a Human Resources Strategy
- Establish and implement an effective internal communications strategy throughout the organization

Attract, Retain & Promote Skilled Staff

- Establish through HR an entry-level mentorship program for recent graduates of various professional faculties
- Encourage and promote temporary secondments of selected staff to other levels of government
- Develop a strategy to encourage and support life long learning and participation in a wide variety of staff events
- Develop a strategy to continue to ensure a quality work environment and a wide array of staff benefits

Support the Professional Development of Staff

- Develop a focused corporate learning approach to staff education
- Identify and develop a management succession planning program

Management Excellence

Demonstrate Leadership and Promote Effective Governance

- Develop a strategy to strengthen youth participation in civic government
- Revise the Vaughan Vision 2007 strategic plan and publish and communicate a new Vaughan Vision 2020
- Complete a review of ward boundary redistribution and regional wards
- Create an inter-government relations strategy and advocacy plan ensuring that the City of Vaughan participates in provincial, national and international forums and collaborates with neighbouring municipalities

Strategic Initiatives

Management Excellence

- Complete a review of Committee appointments and Council structure
- Develop a strategy to encourage and recognize staff who promote Vaughan through their leadership in professional and other organizations outside the City
- Update the Communications Strategy and review redesigning the City of Vaughan website
- Develop a new model for civic engagement and enhance our public consultation strategy
- Develop a strategy for effective governance including reviewing two-tier governance
- Develop a City Branding Strategy to enhance our image and marketing position

Enhance Productivity, Cost Effectiveness and Innovation

- Develop jointly with York University a strategy for future development of railway lands (between Creditstone and Keele, Hwy 7 to Rutherford Rd.) as a science and technology research park
- Review opportunities for integrating library operations with the City
- Review opportunities to deliver Regional and Provincial services at a local level. Ensure that service is decentralized and is geographically designed to provide proximity to citizens impacted by the service
- Develop and implement a Corporate Records and Information Management System including rolling out a Corporate filing system
- Develop and implement a comprehensive employee suggestion program. Develop and implement a comprehensive public suggestion program
- Enhance the strategy to ensure Vaughan is a leading edge information technology organization in order to improve cost-effectiveness and productivity
- Integrate the Building Standards Department relational database (AMANDA) into the City's Corporate GIS enterprise solution
- Develop a strategy to promote technical services for City field staff

Maintain Assets & Infrastructure Integrity

- Ensure the development of a Corporate Asset Management strategy

- Develop a City wide risk management plan
- Develop and implement an Infrastructure Management System (IMS). Implementation of Bridges/Structures. Evaluate and assess the long term municipal road repair & reconstruction strategy. Annual reports to be completed (include all infrastructure)
- Develop a local water, wastewater and storm sewer assessment system model (piped infrastructure data set)

Ensure Financial Sustainability

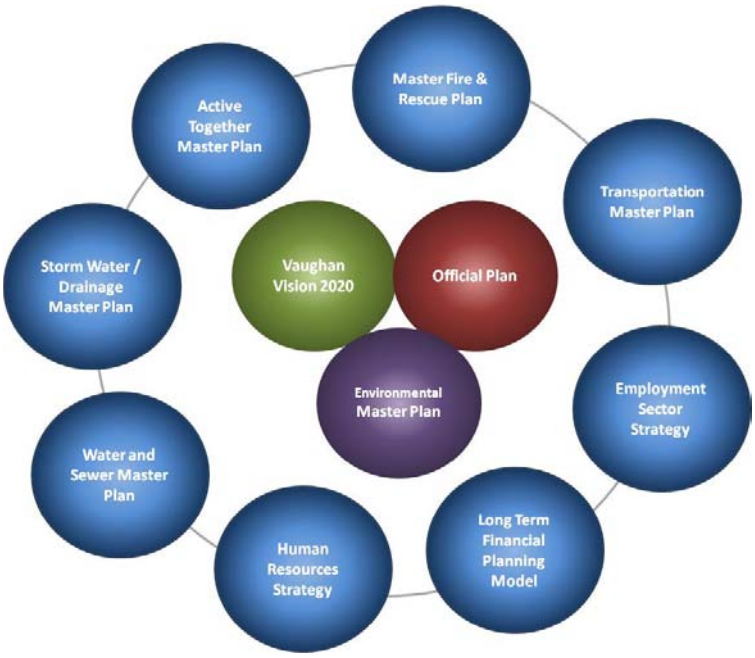
- Develop a policy to research the coordination and submitting of grants and subsidy requests across the Corporation
- Develop a citywide plan for the implementation of Public Sector Accounting Board (PSAB) asset reporting
- Finalize the financial master plan
- Review general ledger account codes and structure to improve financial reporting capabilities (Phase 1)
- Develop and implement a new citywide capital budgeting and forecasting system to aid in the development of a multi-year capital plan, improve the budgeting process and increase management reporting capabilities

Plan and Manage Growth & Economic Vitality

- Complete and implement the Growth Management Strategy
- Work with other levels of government to continue to support the expansion of the GO System, local transit and the subway to Highway 7
- Continue to support the Highway 427 extension through continued participation in the EA process
- Develop city wide Engineering master phasing and servicing/allocation plans. Servicing phase until 2011. Provide annual reports to Council
- Conduct the 5-year comprehensive review of the Official Plan as part of the Growth Management Strategy 2031
- Support and plan high capacity transit at strategic locations in the City
- Develop a strategy on completing the Langstaff, Teston and Kirby Road links
- Review the Vaughan Corporate Centre vision and develop a marketing plan
- Develop a citywide strategy for noise attenuation walls
- Prepare an employment area plan for the Vaughan enterprise zone and employment lands
- Revise and update the Economic Development Strategy
- Review the Vaughan Enterprise Zone vision and develop a marketing plan

2011-12 Strategic Planning, Master Plans & Financial Outcomes

Vaughan Vision 2020 is the City of Vaughan's Strategic Plan. It outlines the vision, mission, values, goals, objectives and initiatives of the corporation. Most strategic goals and initiatives will require City resources to successfully implement. Resources can be operational, capital, or personnel in nature. It is important for stakeholders and decision makers to gain an understanding of the timing of initiatives and availability of resources so that where gaps exist, plans can be adjusted. Below is an illustration of the City's vision and master plans:



There is always a constant struggle to balance the needs and wants of citizens, Council and departments against the City's available resources. It is therefore necessary to gain an understanding of the timing of resources required to implement strategic plans and master plans, and determine the impact on future budgets and operations.

Vaughan is currently in the process of developing a long-range financial plan that will consolidate the forecasts of individual plans; thus providing stakeholders and decision makers with a consolidated view of the future and potential pressures, enabling decision makers to make informed choices, and balancing the timing of plans and initiatives with resource requirements, primarily funded through taxation. Moving Vaughan toward this vision will require resources that will be in direct competition for resources needed to sustain current services and practices, emphasizing the need for planning and prioritization of initiatives. Following is a simple illustration depicting this competition and alignment of resources:

In addition, to complement the long-range plan and strategic process the City has taken a step towards this "big picture" mindset with the recent implementation of a multi-year budget process, phasing in a process in which the current year's budget will be presented with a 3 year forecast. The 2011/12 Budget is the first phase of this process; a budget with a 2 year forecast is anticipated for discussion in 2012, with the final phase anticipated for 2013. This multi-year approach will encompass both operating and capital requirements. To further support this mindset, a Corporate Planning Process has been formalized for next year's 2012-2014 Budget Process which sets the stage for aligning the strategic plans, operating plans, and resource decisions, while enhancing communications. This is needed to better tie budgets and strategic plans, as prioritizing and resourcing strategic initiatives is essential to ultimately achieve the City's vision.

Budget Guidelines

&

Process

Budget Guidelines & Process

Operating Budget Approach and Guidelines

The 2011-12 Operating Budget Guidelines continue to build on the core values of strict management and stewardship of public funds and successful business practices. For several years, the City's rigorous budgetary process has focused on containing costs and implementing best practices, with the goal of developing realistic and responsible financial plans. Recognizing the challenges that lay ahead and building on the financial planning efforts to date the budget guidelines now incorporate a future focus to provide citizens with more certainty about the direction of City services, finances, and tax levels. The operating budget guidelines consist of the following actions:

Managing Our Future

1. Looking to the future with multi-year budgets
2. Reinforce strategic priorities through business planning and measures

Managing Tax Increases

3. Controlling budget pressures
4. User Fee Reviews to Reduce the tax burden
5. Strict process to evaluate funding requests
6. Zero impact adjustments
7. Exploring opportunities & continuous improvement

The objective of these actions was to provide the lowest possible tax increase while maintaining the City's service levels. Under these actions, departments were only permitted to include very specific increases, typically related to predetermined agreements, contracts or Council approvals. There was no across the board increase for inflation and no automatic increase for new staffing.

Fostering Continuous Collaboration

8. Early and continuous public participation
9. Thorough multi-layered review process

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

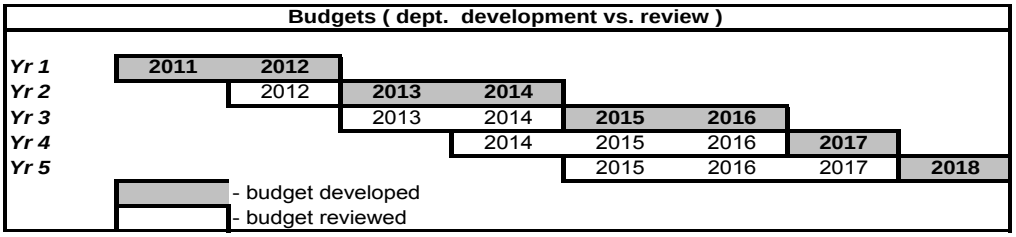
1. Looking to the future with multi-year budgets

New to the budget process is the initiation of multi-year rolling budgets. The City of Vaughan is becoming increasingly more sophisticated with each passing year and there is a need to broaden the budget horizon and unveil the future. This action will provide decision makers with added foresight and ability to

Budget Guidelines & Process

proactively grasp future opportunities, address future challenges, and reduce blind spots by understanding the longer-term financial implications of present and past decisions. This was a strategic approach intended to generate discussion on where the City's future resources should be focused to best support the City's vision, operationalize strategies, generate public value, and address pertinent challenges.

Recognizing this was a new process and given there was a learning curve and added workload involved, a phased in approach was planned. The goal was to achieve a four year rolling budget, starting with a two year rolling budget for this year's budget process i.e. (2011 and 2012) and adding an additional year to each future budget process. This provided an opportunity to review the process and augment it as required. Over the next three years, departments will need to develop two new annual budgets a year and review current and future budgets developed in prior years. For example:



Although there is an additional initial workload associated with multi-year budgeting, preliminary discussions with departments indicate support for this initiative and information. In addition, departments are well positioned as a result of recent internal developments in business planning, master planning, long-range forecasting, etc. Furthermore, base budgets are largely automated allowing departments to focus their efforts on forecasting, and determining if there are future additional resource requirements.

On a final note, it should be recognized that assumptions, estimates and uncertainty will exist and may change as new information becomes available. For this reason, it is suggested that Council approve the current year budget and recognize future budgets. In the following year, a window of opportunity will be provided to review and adjust budgets before approval. After the initial phases are underway, budgeting decisions should become easier and flow naturally as future requirements will be known, discussed and adjusted over time before approval.

2. Reinforce Strategic Priorities Through Business Planning and Measures

Business Plans continued to be part of the Operating Budget Process to help establish and reinforce connections between strategic priorities, Vaughan Vision 2020, operational plans and resources.

As a result of implementing multi-year budgeting, business plans reflected this timeframe in order to align department objectives, measures, pressures etc. with the budget horizon. This information complemented the budget process and played an important role in evaluating department efficiency, effectiveness, and productivity with objective tracking and performance measures. This information played a critical role in budget deliberations by providing a platform to better understand department pressures and an objective basis for allocating funding. This was an important step towards aligning budgets with Vaughan Vision strategic goals, objectives, and priorities. The Strategic Planning department was intricately involved with this process and assisted with updates and refinements.

3. Controlling Budget Pressures

For the 2011-12 Budget process, all account budgets remained at prior year budget levels with the exception of established commitments and pre-defined external pressures. This action limited the budget increase to the following items:

- Council approved employment agreements;
- Full year impact of prior year decisions;
- Council authorized recommendations;
- Supported external service contract commitments;
- Established utility & insurance increases, where justified;
- Debenture obligations;
- Defined corporate contingency items;.
- Adjustments related to new harmonized sales tax (HST) rules;
- Reclassifications required supporting new tangible capital asset (TCA) rules.

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

Budget Guidelines & Process

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

4. User Fee Reviews to Reduce the Tax Burden

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

- Increase user fees and charges in relation to related department annual cost increases

- Submit new user fee and service charge opportunities

As a default, it was anticipated that department user fees and service charges will increase at minimum by the rate of inflation in scheduled increments, unless justification for no increase is otherwise specified. The Statistics Canada Ontario core inflation rate increased 1.6% for the 12 month period ending March 2011-12. The 5-year historical average is approximately 1.9%. The above actions will be submitted for Senior Management review and Council approval.

5. Strict Process to Evaluate Funding Requests

Under the above guidelines, departments were only permitted to include very specific predetermined increases in their budget. To the extent that if a department required additional resources, a separate business case had to be submitted detailing strategic links, costs and benefits, implications and consequences, success indicators, timelines, etc. These are referred to as **Additional Resource Requests (ARR).** This process separated the Operating Budget into the following two classifications:

- <u>Base Budget</u> – Budget based on approved guidelines – Minimal tax increase.

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

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

Determining which resource requests moved forward was a very difficult and challenging task as all departments are experiencing challenges associated with maintaining service levels, meeting legislative requirements, and implementing initiatives to move the City forward. Recognizing the value of requests greatly exceed the amount of available limited resources, a prioritization process to evaluate each request based on a blend of associated municipal value and risk criteria was performed. New for 2011-12 Operating budget process was the implementation of a Director based working group, consisting of representatives from across the City's departments, to evaluate and prioritize additional resource requests for SMT, Finance and Administration Committee, and Council consideration. This action was intended to integrate staff experience and involvement, share the challenges associated with prioritization, and enhance corporate knowledge. Only requests approved by Council were included in the annual budget.

6. Zero Impact Adjustments

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

7. Explore Opportunities & Continuous Improvement

As the City continues to be challenged with limited resources, it was important to develop creative ways to reduce costs, improve efficiencies, and explore revenue opportunities. Taking these steps helped mitigate the budget pressures the City is facing. This *corporate action* consisted of two separate and unique processes:

- Department Suggestion Program

  Through the annual budgeting and business planning process, departments were requested to submit ideas and suggestions to reduce costs, improve efficiencies, eliminate duplication, generate revenues, etc. Any suggestions submitted were provided to the Senior Management Team to be further explored and considered.

- Continuous Improvement & Service Reviews

  The Audit and Operational Review Committee's mandate includes the following:

  - Departmental reviews;
  - Structural, functionality, and efficiency reviews; and
  - Overall management review

  As part of this mandate, a *Continuous Improvement Program (CIP)* was initiated, which is a process the City uses to drive process improvement and identify opportunities.

8. Early and Continuous Public Participation

Public involvement throughout the budget process was a key element of building the budget and consisted of the following:

Early Consultation - Public Consultation was held early in the budget process to gather community input, and assisted in building the budget. The framework and subject matter of the forum was relatively consistent with what was offered in the past and focused on the following:

- Educate and inform the public regarding city services, the cost of those services, municipal issues and their relationship with property taxes; and

- Obtain input and feedback from the public with respect to the local services provided, community priorities, and options to address the challenge.

Two events were held: a general public forum and a business community event. These events were recorded and made available on the City's website for viewing. To obtain additional feedback, a questionnaire was developed and

provided at both the forum and on the City's website. These events were heavily promoted in various media sources at least three weeks in advance.

Consistent with last year the initial setup and promotion required support from Information Technology Management and Corporate Communications departments. Responding to public input required an involvement and collaboration from all City departments. Event results were reported to Finance and Administration Committee during the budget process.

Continuous Opportunity for Input - In addition to the Budget Forum, Finance and Administration Committee meetings began in January and continued throughout the process. These meetings were open to the public and offered an opportunity for the community to provide input. All Finance and Administration Committee meeting recommendations were forwarded to Council, offering the public with another opportunity to provide input into the decision making process.

The City of Vaughan embarked on a number of strategic initiatives, incorporated significant public engagement. Although separate processes, public feedback obtained at these events migrated into the budget decision-making process.

Budget Guidelines & Process

2011-12 Operating Budget Timetable

The 2011-12 Operating Budget and Business Planning timetable and guidelines were approved by Finance and Administration Committee on June 23, 2010 and approved by Council on June 30, 2010.

The 2011-12 Operating Budget Process had a goal of obtaining a Finance and Administration Committee recommendation and Council approval in March 2011. The March target was not met as municipal elections and public deliberations were extended and final Council approval occurred on April 5th, 2011. In order to achieve this goal, it was important that departments adhere to the 2011-12 Operating Budget Process Timetable. For your reference, a budget process timeline is provided below.

City of Vaughan 2011/2012 Operating Budget Process Timetable	
Date	**Activity**
July 6, 2010	Budget instruction packages & workbooks issued to depts.
Aug. 27, 2010	Department submissions due (including funding requests, business plans & performance measures)
Sept.– Mid Oct. 2010	Submission review, analysis, & consolidation (including working group ARR prioritization)
Mid Oct. - Nov. 2010	Senior Management deliberations
Dec. 2010	Finalizing the draft budget for Budget Committee presentation
Jan. 2011 – Feb. 2011	Finance & Administration Committee deliberations
Jan. 2011	Public Information/Consultation Forum Business Community Event
March 2011	Public input meeting & Council approval (Public notice requirement is 14 days)

Budget Guidelines & Process

Capital Budget Approach and Guidelines

The City of Vaughan 2011 Capital Budget process provided a forum for long-term planning and established construction and service priorities for the future. The guidelines provided stability and balanced the need for affordable service with affordability and the requirement to meet the changing economic conditions.

In preparing the 2011 Capital Budget, departments focused on projects that maintain a standard of repair and maintenance, general efficiency, generate cost savings and the availability of staff resources to complete their capital plan. The status of outstanding existing capital projects and the timing of their completion was reviewed before entertaining requests for funding new projects.

The objective was to receive public input through a series of Public Finance and Administration Committee Meeting held January through March with Council approval of the Finance and Administration's recommendation on April 5, 2011. The purpose of public input is two fold: to educate and inform the public, and to solicit input by engaging them in the community. All capital projects were reviewed within the applicable funding source(s) based on the criteria outlined in the 2011 Capital Budget Guidelines and Procedures, corresponding to reserve by-laws where applicable and all City of Vaughan financial policies.

The City will be moving to multi-year capital budgeting. Departments were asked to consider utilizing the above resources in the preparation of multi-year capital programs for the 2011 capital budget submission.

Definition:

A capital expenditure must have a gross cost exceeding $20,000 and be required for the purpose of constructing, acquiring, or improving lands, buildings, engineering services or machinery and equipment. The project must be undertaken for the purpose of providing municipal services, have a lasting benefit beyond one year and/or extending the life of the asset.

Non-recurring studies or initiatives should be included in the capital budget as capital projects but may not be considered as tangible capital assets for PSAB reporting purposes.

An expenditure for repair or maintenance designed to maintain an asset in its original state is not a capital expenditure.

Budget Guidelines & Process

Guidelines and Procedures:

Each capital budget request included a project justification, which references appropriate source information to support the project. Examples of appropriate source information would include reference to the Development Charge Background Study, life cycle requirements as provided in the Long Range Financial Planning Model, CityWide TCA (Tangible Capital Asset) Inventory, Council Extracts, and existing Departmental programs.

The City's web-based software, CityWide, can provide reports on life cycle costing and remaining service life of TCA's to assist departments in planning capital acquisitions. The Grant Specialist reviewed all capital submissions with a view to developing external funding sources.

Capital budget requests must:

- Include a 3% administration fee to cover internal administration costs related to the project. The only exceptions to this charge are projects funded through AMO gas tax grants, ISF grants and RiNC grants.
- Identify, as accurately as possible, operating budget impacts, including additional staffing requirements relating to each capital project
- Clearly identify the anticipated and required involvement of other departments on the project, if applicable, and the impact on their resources
- Be approved by the respective department head prior to submission to Reserves and Investments

Departments were asked to consider the status of outstanding existing capital projects, and the likelihood of completion before requesting funding for new projects. Open projects were reviewed for each department and priority was given to completing outstanding open capital projects rather than new funding for additional 2011 projects.

The value of projects approved were dependent on the amount of funds available in a particular funding source and the impact on the City's overall finances. The criteria used for prioritizing funding within a funding source for a capital project included but was not limited to consideration of the following:

- Pre-Budget approval obtained
- Additional funds required to complete previously approved projects
- Legal or Regulatory requirements

Budget Guidelines & Process

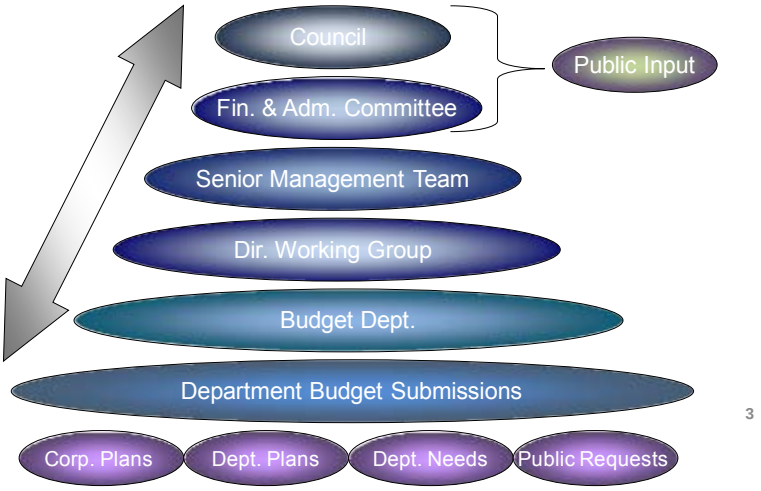
- Growth related projects
- Established programs
- Infrastructure repair projects
- Net revenue generating, cost savings or efficiency improvement projects
- New service levels

2011 Capital Budget Timetable

City of Vaughan 2011 Capital Budget Timetable	
Date	**Activity**
July 16, 2010	Capital Budget Intranet Site on VOL available to Departments
September 17, 2010	Draft Departmental Capital Budgets due to Reserves & Investments
Mid September – Mid October 2010	Departmental Capital Budgets Reviewed with Reserves & Investments
Mid October – End November 2010	Senior Management Capital Budget Review
January - February 2011	Finance & Administration Committee Deliberations
January 2011	Public Information/Consultation Forum
March 2011	Public Input Meeting & Council Approval

Budget Guidelines & Process

Operating and Capital Budgets Undergo Multiple Layers of Review



Departmental Review – Operating and Capital budget submissions are prepared by the respective department, which is reviewed and approved by the Commissioner before final submission to the appropriate budget department.

Budgeting Department Review - Budgeting departments review and analyze the operating and capital submissions for adherence to the guidelines. Once all submissions are received, budgets are consolidated, a corporate review/analysis is conducted and the results are presented to the Senior Management Team.

Director's Working Group (DWG) – Representatives from across the City's departments, to evaluate and prioritize additional resource requests for SMT, Finance and Administration Committee, and Council consideration.

Senior Management Team (SMT) - The next step in the process is to present the draft operating and capital budgets to the Senior Management Team for review and recommendation. Senior Management is comprised of the City Manager and all five of the City's Commissioners. This is a one-to-two month process and is based on a moderate level of review. During this time, Senior Management assesses the operating and capital budget issues, prioritizes requests and formulates recommendations for the Finance and Administration Committee.

Budget Guidelines & Process

Finance and Administration Committee – The Finance and Administration Committee is comprised of the Mayor and Members of Council. The budgets are presented to the Finance and Administration Committee in manageable sections. Typically, the Finance and Administration Committee performs a macro level review and focuses on department increases, capital programs and specific budget pressures. After considerable review and multiple requests for additional information, the Finance and Administration Committee either refers the budgets back to Senior Management Team for further consideration or recommends the budgets to Council for approval.

Council Review - All Members of Council, (Mayor, Regional Councillors and Local Councillors) will review and vote on the recommended operating and capital budgets resulting in either approved budgets or a referral back to Finance and Administration Committee for further consideration. Council initially approved the 2011 budgets on April 5, 2011. Budget amendments were made in June 2011 for the water and wastewater/capital 2011 budgets with information updated accordingly.

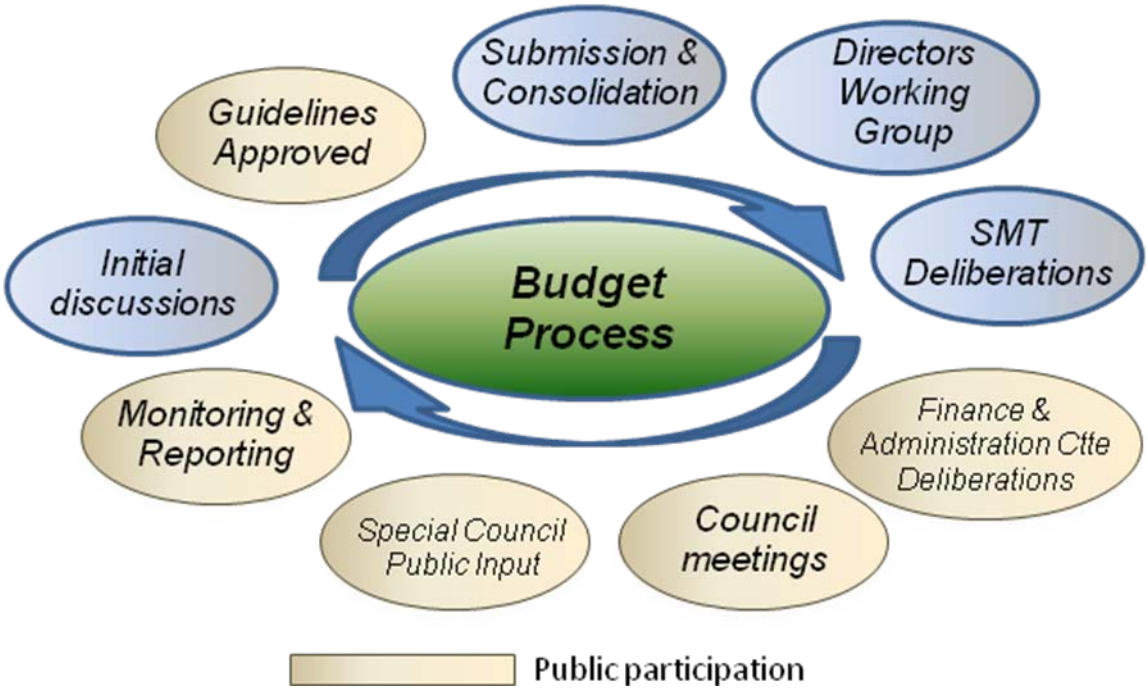
Budget Amendments – Amendments to any of the City's budgets are approved by Council. Public input with respect to a budget amendment is received and taken into consideration by Council. Notice of the intention to adopt or amend a budget is provided pursuant to *by-law 394-2002,* which details the notice form, manner and timing, typically 14 days prior to the date of the Council meeting and advertised in local media and on the City's website.

Budget Monitoring - Budget performance is monitored on a continuous basis for any significant or extraordinary variances. In instances where variances are discovered, departments are notified and if necessary SMT or Council is advised.

On a quarterly basis, actuals and results are compared to the budget and are formally presented to Council. All overruns, significant favourable positions and compliance issues are highlighted and brought to Council's attention. This is to ensure budget concerns are reported as they occur and not delayed until the end of the year. Departments are encouraged to take a proactive approach in the budget process and as a result are committed to staying within their allocated resources.

Budget Guidelines & Process

Budget Process



Financial Policies

Financial Policies

Municipal Financial Management is complex and involves a number of interconnected topics. This complexity is compounded in a high growth municipality such as Vaughan and during a period of increasing regulations and legislation.

The following list of policies is intended to provide the reader with an overview of the City's long standing commitment to financial stewardship. It is not intended to document the day to day operations or every policy of the City's finance operations, but rather to identify some of the overarching policies that guide the municipality. The policies and processes summarized in this section have been developed over time, guided by Council's vision and strategic direction, and are in place to ensure the City is fiscally sound. The result to date is that the City of Vaughan is in a relatively strong financial position. This is in part demonstrated by the following:

- Strong reserve balances
- Ranked 3rd in the province in terms of its financial position per capita
- Sound investment portfolio
- Low debt (1/5th of the Prov. limit)
- Excellent credit rating and access to short term borrowing
- One of the lowest tax rates in the GTA

Without sound financial management tax increases would be much higher.

1. ***Accrual Basis of Accounting***

   The City of Vaughan prepares its financial information in accordance with generally accepted accounting principals ("GAAP") for local governments as recommended by the Public Sector Accounting Board ("PSAB") of the Canadian Institute of Chartered Accountants (CICA). Sources of financing and expenditures are reported on the accrual basis of accounting. The accrual basis of accounting recognizes revenues as they are earned and measureable; expenditures are the cost of goods and services and are recognized when acquired in the period whether or not payments have been made or invoices received.

   The basis of budgeting differs from the basis of accounting. According to Ontario Regulation 284/09, the Operating Budget is not required to include amortization expenses, post employment benefits costs and landfill closure/post-closure costs. However, a report regarding the excluded expenses will be submitted to Council 60 days after presentation of the audited financial statements. For 2011 Operating Budget and subsequent years, Council will need to determine if amortization expense for tangible capital assets are excluded from the Operating Budget.

2. ***Balancing the Budget*** *(Municipal Act)*

   This policy is mandated by the Municipal Act to prevent municipalities from engaging in deficit spending. The policy mandates that the City's annual budget will be balanced ensuring that total sum of funds to be collected will match the total amount to be spent.

Financial Policies

3. ***Financial Planning*** *(Adopted 1996)*

Deciding how to distribute limited financial resources effectively is a very important and challenging task. Financial planning consolidates the City's strategic initiatives, master plans, and general operational/capital requirements in a single process to provide key decision makers with clear visibility on future pressures, implications and funding requirements. This is a key financial management tool which greatly aids in providing Vaughan with a vision into the future, allowing Vaughan to react early to pressures.

4. ***Utilizing Prior Year Surpluses*** *(Adopted 1994)*

Prior year surplus is brought forward to assist in reducing the current year budget impact to a maximum of $2.5 million. Any surplus amount in excess of this amount is evenly allocated to the Tax Rate Stabilization Reserve and Working Capital Reserve.

5. ***Reserves***

The City has established a number of reserves to help manage municipal finances and protect against the potential need to reduce service levels or raise taxes due to temporary revenue shortfalls or unexpected expenditure increases. These reserves are represented by the following:

Stabilization Reserves (*Adopted 1994)*
Funded by prior year surpluses to stabilize the tax rate in years where unique or extraordinary situations arise:

- Tax Stabilization *(adopted 1994)*
- Winterization Reserve *(adopted 2005)*
- Building Standards Service Continuity Reserve *(adopted 2006)*

Working Capital Reserve (*Adopted 1994)*
Funded by prior year surpluses to provide funding for in-year cash flow payment cycle requirements. Targeted at 10% of revenues.

Debenture Reserve – Funded by contributions in the year debentures are approved, funds are utilized to help smooth the impact of issuing new debt, primarily for road work.

Infrastructure Renewal Reserves (*Adopted 1998)*
As Vaughan ages and continues to transition from a rapidly growing township to a thriving mature City, infrastructure repair and replacement requirements begin to accumulate at a pace similar to which they were constructed. Recognizing this challenge, Vaughan has undertaken many studies and developed policies and reserves to partially fund future infrastructure renewal costs:

- Mandatory new facility annual contribution equal to 2% of the asset value, beginning in the year new infrastructure is approved.

- Dedicated contributions for assets
    - Building & Facilities
    - Parks Infrastructure
    - Fire Equipment
    - Vehicle Replacement
    - Heritage, etc.

Development Charge Funds

Development charges are placed in separate reserve funds and only utilized to fund eligible growth-related capital costs once all funds are collected. This reserve is funded by the development industry to pay for the City's new infrastructure requirements

6. ***One-time Funding Sources*** *(General Practice)*

One-time funding sources are matched to one-time costs to ensure operations continue to be funded by permanent and sustainable funding sources.

7. ***Cash Management - 50% discretionary reserve policy*** *(Adopted 1995)*

This policy requires that the total sum of discretionary reserve balances are maintained at minimum 50% of total City revenues in order to safeguard against economic downturns and finance operations internally. This ratio is a strong indicator of Vaughan's financial health.

8. ***Investing City Funds*** (*Adopted 2005)*

The purpose of the investment policy is to establish and maintain guidelines for investing public funds. The goal of the policy is to earn high investment returns with maximum security and accessibility to funds. The policy incorporates specific guidance on the investment types and terms.

9. ***Containing Debt*** (*Adopted 1996)*

The Debt Policy sets limitations on the use of debt in order to retain financial flexibility by avoiding long-term commitments and the high cost of interest. Limited to a maximum of 10% of total City revenue, significantly lower than the Province's 25% maximum allowable rate.

10. ***Continuous Improvement***

Another cornerstone of strong financial management is continuous improvement. As a municipality, we strive to continuously challenge ourselves to do more with less and improve the ways in which we provide community services. To this end, we aim to improve through a dedicated Continuous Improvement Program steered by the Audit and Operational Review Committee.

Financial Policies

11. Revenue Recovery Targets

In general, user charges are used to fund programs or services where specific individual benefits are received. The majority of revenue generating departments have conducted a number of in-depth studies, all resulting in the development of cost recovery policies, principles, and targets endorsed by Council. These policies account for over 85% of all user charge revenues.

12. New Complement and Vacancy Filling Policy

All new complements require Council approval through the annual budget process. City Manager approval is required prior to filling full-time vacancies.

13. Purchasing Policies *(Adopted 2005)*

The purpose of the City of Vaughan Purchasing Policy, is to promote accountability for the procurement of goods, services, and construction within the Corporation's objectives and mission statement and to outline the responsibilities and role of the Purchasing Services Department with respect to assisting the user departments to achieve their immediate and long term needs within budget.

The objective of this policy statement is to establish and maintain a high level of confidence in the purchasing process by insuring that procurement for goods, services and construction is carried out in an open, fair, transparent, efficient and competitive manner through; Call for Bids being either; Tender, Quotation, Request for Proposal (RFP), Request for Information (RFI), Request for Pre-Qualification (RFPQ) or Co-operative Purchasing Process.

14. Council Expenditure Policy *(Adopted March 2010)*

This policy guides the expenditures that support Councillors in performing their diverse roles and in representing their constituents. The approved Councillor budgets allow Councillors to administer their offices and represent the City at functions or events. This policy is intended to:

- Provide Councillors with the ability to allocate resources in the most efficient way to meet their own particular requirement.
- Identify the process that Councillors and their staff use to administer their budgets.
- Recognize Councillors' accountability for managing City resources allocated to them.
- Provide specific and clear direction regarding diverse expenses, clarifying what expenses are "eligible", "ineligible" along with some narrative.

15. Tangible Capital Asset Policy *(in progress)*

Financial Policies

Effective January 1, 2009, municipalities must conform to Section 3150 Tangible Capital Assets. This resulted in changes in financial reporting of which each department had to inventory and value all of their tangible capital assets as at December 31, 2007. A draft tangible capital asset policy is in the process of being developed to present to Council.

2011-2012 Operating Budget Overview

Operating Budget Overview

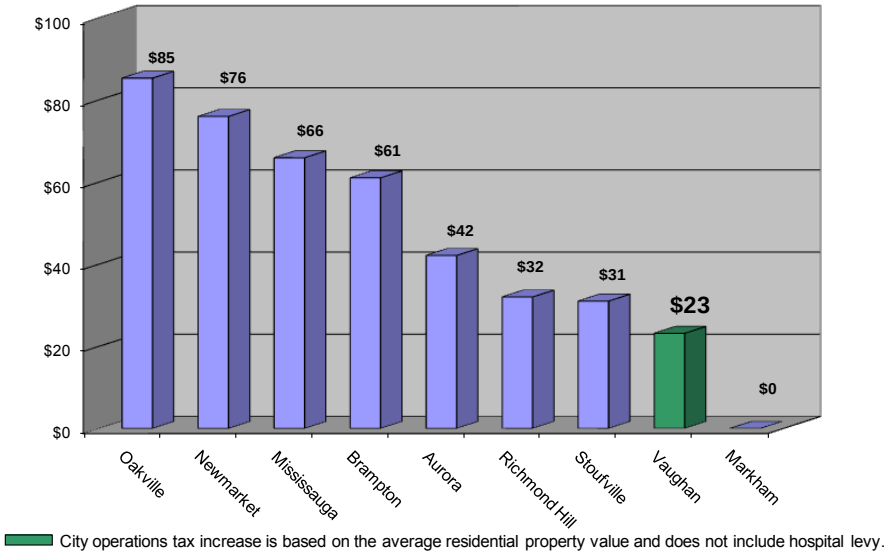
Taxes in Perspective

For 2011, Council approved a $217 million balanced operating budget resulting in a residential tax increase of approximately $23.13 per year for the average residential property in Vaughan assessed at $472,368. This represents a 1.99% tax increase, excluding the impact associated with the Vaughan Hospital Levy.

Out of Pocket - Municipal Comparison

As illustrated below Vaughan's tax rate increase is among the lowest in the GTA. More importantly, Vaughan expects to maintain its position as having one of the lowest property tax rates in the GTA.

Municipal Residential Tax Increase Comparison



NOTE: The figures are based on average residential property values for their area.

Change on a Range of Property Values

The following table illustrates the annualized residential tax increase for a range of residential assessed values, approximately $6.50 per $100,000 of property value.

Operating Budget Overview

Taxes in Perspective

Taxes Increases in Perspective

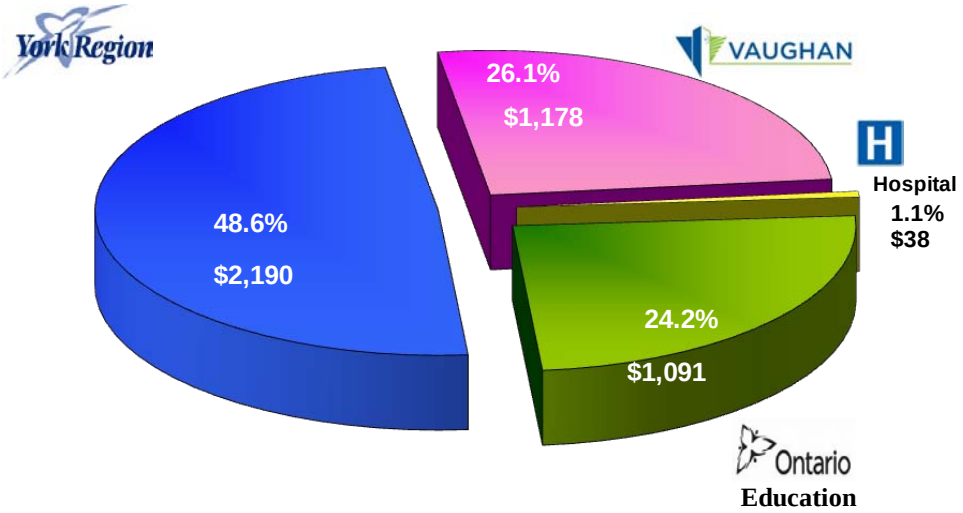
Property Value		Residential
$350,000	→	$17.62
Residential Avg. $472,368	→	$23.13
$500,000	→	$25.18
$700,000	→	$35.25

Note: The above figures exclude the Vaughan Hospital Levy

Where Do Your Property Tax Dollars Go?

The average homeowner in Vaughan with property assessed at $472,368 will pay $1,178 for City of Vaughan services in 2011. Although the City of Vaughan collects all the property taxes it only retains its portion, which is approximately 26.1% of the total property tax bill. The remaining portion of the tax bill is directed to York Region and the Province of Ontario.

Average Residential Tax Bill $4,497



Total 2011 Property Taxes based on property valued at $472,368

Operating Budget Overview

Value for Your City Property Tax $

The City provides tremendous value by offering a wide variety of services for a relatively small portion of the average household costs. In many instances the city's portion of the household tax bill is even with, if not less, than the typical annual costs for car insurance, utilities, etc. However, instead of receiving a single tangible service, the City offers many essential and quality of life services. For approximately $1,178, tax on the average home assessed at $472,368 residents receive fire and rescue protection, road infrastructure and maintenance, snow ploughing, garbage collection, recreation, parks and play facilities, cultural attractions, traffic control, by-law enforcement, planning and engineering and many other services. To illustrate this point a comparison of selected average household costs is detailed below. The enclosed chart indicates great value for your tax dollar.

Taxes In Perspective

Typical Household Costs	*Annual*	*Monthly*
Hydro (Avg. 1000 KwH monthly usage)	$1,419	$120
Natural Gas (1500-2000sqft home)	$1,995	$165
60L of gas/week	$3,400	$285
Car Insurance (Avg. GTA premium)	$2,030	$170
Dinner (2 adults 2x/month)	$1,200	$100

TOTAL CITY SERVICES	*$1,178*	*$98*

In addition to maintaining existing service levels, programs, and combating the continuous pressures related to growth and inflation (e.g. fuel, utilities, contracts, labour costs, etc.), the City was able to implement new programs and services. Listed below are a few of these budget highlights:

Transportation Improvements

- Major road repairs throughout Vaughan
- Hiring more traffic management staff

Community Safety

- Additional funding for station 7-10 Firefighters

Waste Removal & Snow Clearing

- Funding for waste and snow removal core requirements

Operating Budget Overview

Value for Your City Property Tax $

Green Spaces

- Additional Parks Staff

To further demonstrate value for your tax dollar the table below illustrates where your City tax dollars go. It is clear the majority of City tax dollars received are allocated to providing a variety of direct services to City residents. More than 80% of the City's property tax bill is required to provide fire and rescue, public works, recreation, library, parks and waste services. Development, infrastructure and other service components make up the remaining 20%.

	2011
FIRE AND RESCUE SERVICES*	**$297.23**
PUBLIC WORKS & ROAD SERVICES	**$284.67**
RECREATION*	**$108.51**
VAUGHAN PUBLIC LIBRARIES*	**$102.14**
PARKS	**$103.05**
CORPORATE DEVELOPMENT	**$81.24**
WASTE MANAGEMENT	**$71.52**
BUILDINGS AND FACILITIES	**$71.27**
CORPORATE ADMINISTRATION	**$14.81**
DEVELOPMENT	**$43.54**
TOTAL	**$1,177.98**

* Building & Facilitiy costs are included in Fire, Recreation and Library categories
NOTE: The above figures exclude the Vaughan Hospital Lew

Operating Budget Overview

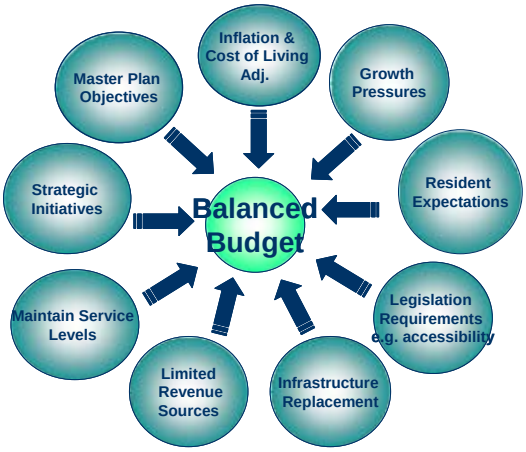
Value for Your City Property Tax $

Operating Budget Overview

Budget Pressures

Long-Term Pressures

Similar to other municipalities and organizations, the City of Vaughan faces multiple pressures annually to maintain a balanced budget. As expenditure demands increase, the City's options to meet those demands are restricted to efficiencies, user fees, and lastly taxation.



A common measure used to assess the budget and any associated increase is the Consumer Price Index (CPI), but it is important to understand what is typically not included in an inflation index. Inflation rates try to capture cost increases, however they do not incorporate other non-cost related factors associated with a municipality such as the following:

- Additional services to meet growth demands
- Infrastructure repair and replacement
- New services or initiatives
- Costs to meet new legislative requirements
- Fluctuations in revenues

These items are in addition to cost increases and would not be included in an inflation rate such as the CPI. For example, CPI may predict the price increases facing homes but not cost increases due to new family members or remodelling or unexpected home repairs.

The Consumer Price Index

The CPI is intended to illustrate cost increases experienced by the typical Canadian household. It includes retail items such as food, clothing, entertainment and other

household purchases. Municipalities are service providers and unlike an average Canadian household, municipalities' expenses are very labour, material and contract intensive. Therefore, there is not a strong relationship between the CPI and municipal budget increases.

Inflation Indexes Other than the CPI

The CPI is one index. In addition to the CPI, there are other indexes available, which are specific and better suited to gauge the price increases associated with municipal spending components. For example, the CPI is intended to measure the cost increases experienced by the typical Canadian household and includes retail items such as food, clothing, entertainment and other household purchases. Unlike an average Canadian household, municipal expenses are very labour, contract and material intensive. ***Therefore, there is not a strong relationship between the CPI and municipal budget increases.*** In addition to CPI, there are other indexes available, which are specific and better suited to gauge the price increases associated with municipal spending components.

Determining a Municipal Price Index

There are many other indexes relevant to municipal operations. Therefore an alternative approach would be using an internal municipal price index applying relevant indexes/indicators to the weighting of major expense categories. This is becoming more common in the municipal world. Using this approach, Vaughan's composite municipal price index, assuming the current expenditure structure, would be more in line with the table below.

Component	% of Budget	Inflation Figure	Source	Weighted Average
Salaries and Benefits	54.0%	3.0%	Ministry of Labour - April 2010	1.6%
Contracts and Materials	19.0%	6.5%	Average Historical Increase (budget)	1.2%
Utilities and Fuel	3.0%	6.7%	Stat's Can. Nov. 2010 - Energy CPI	0.2%
Capital Funding	8.0%	1.2%	Construction Price Index - Sept.	0.1%
All Other	16.0%	1.4%	Core Inflation - Nov. 2010	0.2%
	100.0%			3.4%

Consideration must be given to all factors when assessing the budget and associated tax increases. It is important to note the City's total department and overall City expenses include growth impacts, which are not included in the above municipal price index. This clearly demonstrates Vaughan's solid and effective financial management, as stripping growth components from Vaughan's expenditure increase would yield cost increases

below the above-illustrated guide. Consequently, adding a 3.17% growth component to the municipal index would increase the percentage guide to 6.5%. Total City expenditure increases are beating the MPI adjusted percentage guide; clearly illustrating Vaughan is managing its finances within industry ranges and providing the tax payer with value. Further discussion on the City's growth is provided in the section "Other Factors to Consider When Assessing the Budget".

Note: Vaughan's Municipal Price Index (MPI) has increased over the 2010 index, 2.21%, due to increases in the salary and benefit, utilities and fuel, and construction cost sectors. This is a positive indication the economy is returning to historical activity levels.

Although the above figure is an estimate that may require further alignment, it is consistent with the other municipal practices and clearly illustrates Vaughan is facing price increases beyond the Consumer Price Index.

Other Factors to Consider When Assessing the Budget

As illustrated above, a price index is only one component contributing to budget increases. Other non-price related factors associated with a municipality (i.e. growth, infrastructure repair, new services or initiatives, legislative requirements, revenue fluctuations, etc.) can also result in budget increases that differ from an inflationary index. Consideration must be given to all factors when assessing the budget and associated tax increases.

A good example of this is growth. For 2011 and 2012, assessment growth is estimated at approximately 3.2% and 2.8% respectively, which translates into roughly 3,200 to 3,800 new homes contributing an additional $4.1m in 2011 and $3.8m in property taxes. This is somewhat lower than the 3.7% figure experienced in 2010 and reveals a slow down in the economic recovery. Although not specifically allocated, these funds help offset the increasing service costs associated with community growth. To illustrate this point, listed below are just a few of the many 2011-12 growth additions to the City:

Growth Item	2011	2012
Road Km	19	18
Sidewalk Km	9.5	9.6
Waste/recycling stops	3300	3300
Streetlights	480	489
Parkland Ha	9	30
Trail Ha	2	3
New City Hall	1	
Fire Engines	1	1

Operating Budget Overview

Budget Pressures

All the above additions require funds to operate and maintain service levels. Included in the 2011-12 Operating Budget are the following estimates for major staffing, contract, utility, maintenance, and associated renewal costs supporting growth:

Growth Impacts	**2011**		**2012**	
	$ Change		***$ Change***	
Maj. Expenditure Volume Increases				
ARR carry forward	80,000		-	
Fire Station 7-10	375,000		623,000	
Contracts	860,000		583,000	
Utilities	101,000		211,000	
Recreation	385,000		180,000	
LTD- roads program	1,000,000		1,500,000	
New facility future replacement cont	-		400,000	
		2,801,000		3,497,000
Maj. Revenue Volume Increases				
Recreation	(90,000)		(285,000)	
Other dept. net increases	(309,167)		210,299	
		(399,167)		(74,701)
Net Base Budget Growth Impact		2,401,833		3,422,299
Plus growth related ARRs		1,831,833		3,198,000
Less: Assessment Growth		(4,130,432)		(3,773,921)
Assessment Shortfall		**103,234**		**2,846,378**

As illustrated above, the costs associated with growth, excluding the cost of new infrastructure co-funding or infrastructure repair and replacement significantly exceed the amount of additional taxation received through new assessment. As a result, there is always an increased burden on the tax rate.

Operating Budget Overview

Major Budget Changes

As illustrated below, the 2011 net levy increased by approximately $8.2m or 6.4% including a 2010 surplus carry forward of $2.5m. This net levy is offset by an estimated 3.17% or $4.1m increase in assessment growth, netting the effective taxation increase to $2.7m, which translates into $23.13 ($1.93/month) for the average home in Vaughan or a 1.99% tax increase.

The table also illustrates the upcoming pressures in the Forecast 2012 Budget where net levy increase is expected at $12.1m. This net levy is offset by an estimated 2.75% or $3.8m increase in assessment growth, netting the base taxation increase to $3.7m. The 2012 recognized and recommended additional resources at $4.1m will be reviewed during the 2012-14 budget process.

	2010 BUDGET	2011 BUDGET	INC. / (DEC.) $	INC. / (DEC.) %	FORECAST 2012 BUDGET	INC. / (DEC.) $	INC. / (DEC.) %
REVENUES	73,926,738	76,812,934	2,886,196	3.9%	78,770,152	1,957,218	2.5%
EXPENDITURES	205,454,423	216,546,423	11,092,000	5.4%	230,620,003	14,073,580	6.5%
NET EXPENDITURES	131,527,685	139,733,489	8,205,804	6.2%	151,849,851	12,116,362	8.7%
PRIOR YEAR SURPLUS CARRY FORWARD TO REDUCE TAX LEVY	2,500,000	2,500,000	0	0.0%	2,500,000	0	0.0%
LEVY	129,027,685	137,233,489	8,205,804	6.4%	149,349,851	12,116,362	8.8%
LESS: ASSESSMENT GROWTH (2011 @ 3.17% & 2012 @ 2.75%	3.17%		4,130,432		7,904,352	3,773,920	
LESS: POA TAXATION ADJUSTMENT			1,393,268		1,393,268	-	
			5,523,700		9,297,620	3,773,920	
BASE BUDGET			805,270			3,676,997	
NET ADDITIONAL RESOURCE REQUESTS			1,876,833			4,120,798	
2011-12 OPERATING BUDGET TAXATION INCREASE FUNDING REQUIRED			2,682,104			8,342,444	
AVERAGE TAX RATE INCREASE IN PERCENTAGE TERMS (rounded to 2 decimal places)			1.99%			5.92%	
INCREASE FOR AN AVERAGE HOUSEHOLD ASSESSED AT $472,368 (2011) & $485,122 (2012)			$23.13			$70.02	

Notes:

- The above figures exclude the Vaughan Hospital Levy and Water/Wastewater services.
- User fees temporarily presented in the contingency budget have been reallocated to departments.

Main Components Driving the Increases

Although there are many components to the 2011 Operating Budget, the $2.7m increase is largely driven by the following:

1. Transportation Network Improvements - $1.0m net increase for major road repairs
2. Traffic Management - $413k increase for roads maintenance and traffic management support

Operating Budget Overview

Major Budget Changes

3. Community Safety- $327k increase for additional firefighters in the north east quadrant;
4. Risk Management - $509k increase for insurance premiums
5. Increases for additional service improvements and general city pressures ($451k).

The Forecast 2012 Operating Budget illustrates an increase of $8.3m, an approximate property tax increase of $70.02 a year ($5.84 per month) on the average home re-assessed at $485,122 or a 5.92% tax increase. This is largely driven by the following items:

1. Community Safety - $2.5m increase for additional firefighters and communications operators;
2. Transportation Network Improvements - $1.75m net increase for major road & surface repairs
3. Growth Management - $580k increase for a zoning by-law review
4. Infrastructure renewal - $400k increase in reserve contributions as per policy
5. Traffic Management - $170k increase for additional traffic management support
6. Increases for additional service improvements and general city pressures ($2.9m net).

As illustrated above, a substantial portion of the 2011 and 2012 taxation funding increase is directly related to community safety, traffic and transportation improvements and other general City pressures to maintain levels of service.

Base Budget

Although there are many components to the City's base budget, there are specific adjustments to be highlighted. Technically, in the absence of these specific adjustments there would be a decrease in the base budget. These items and their effect on the budget are illustrated in the following table.

Operating Budget Overview

Major Budget Changes

Major 2011/2012 Base Budget Adjustments	2011		2012	
	$	Rate incr.	$	Rate incr.
Major Improvements & Servicing Increases				
Roads Program - debenture repayments	1,000,000	0.74%	1,500,000	1.06%
Insurance Premiums	509,000	0.38%	200,000	0.14%
Station 7-10 annualized impact	375,000	0.28%	623,000	0.44%
Infrastructure Contribution			400,000	0.28%
Subtotal	1,884,000	1.40%	2,723,000	1.92%
Unanticipated Revenue Reductions				
Planning Reserve	500,000	0.37%		
Assessment Growth - $ decline	388,000	0.29%	390,000	0.27%
Investment Income Realignment			500,000	0.35%
Subtotal	888,000	0.66%	890,000	0.63%
Total Major 2011/2102 Base Budget Adjustments	2,772,000	2.06%	3,613,000	2.54%
Base Budget Change	805,270	0.60%	3,676,997	2.59%
Base Budget Change Excluding Major Adjustments	(1,966,730)	-1.46%	63,997	0.05%

This represents a significant accomplishment, which further demonstrates the City's diligent commitment to financial management and service excellence in these very difficult economic times. The objective of the budget guidelines was to limit budget increases to only external pressures and established commitments. Any funding requests not accommodated within the guidelines were separately and individually reviewed through a process that infuses a high degree of objectivity and transparency. Excluding the isolated and in some cases unanticipated pressures indicated above, the City's tax rate would be a decrease of approximately 1.46% for 2011 and a slight increase of 0.05% for 2012. This clearly indicates the approved strict guidelines and cost containment initiatives in place were followed, keeping tax increases to a minimum, while continuing to offering tremendous value to Vaughan residents.

Additional Resource Requests (ARR's)

As previously noted, Additional Resource Requests are submitted on an individual basis and are assessed on their respective merits. Initially, there were over 90 requests totalling a combined $10.7m for 2011 and 2012, which by themselves represented 4.9% and a 3.2% tax increase respectively. It is important to note, all funding requests submitted have merit, however they must be prioritized and ranked.

Recognizing the challenges, City Manager, Senior Management and the Directors Working Group spent a significant amount of time reviewing and optimizing the requests, which resulted in a number of requests being partially funded internally and

some deferred to future budget years for consideration, without guarantee or special status. Although it is understood that 2012 will reveal many opportunities and issues to be discussed, it is vitally important to begin planning resources beyond a single year to improve financial visibility and to proactively grasp and address future opportunities and challenges. The result is a recommendation to support $1.9m in 2011 and to advise there are requests totalling $4.1m in 2012, which translates into a $23 and a $70 increase per year, respectively to the average residential property in Vaughan, equivalent to a 1.99% and 5.92% tax increase, respectively. The 2012 ARRs will be re-evaluated during the 2012-14 Operating Budget process and are only included to portray next year's budget pressures.

Combined Base Budget and Additional Resource Requests

The combined impact of the base budget and the additional resource requests on the average home for 2011 and 2012 is as follows:

	2011	2012
Avg. residential assessment value	$ 472,368	$ 485,122
Avg. annual residential City tax incr.	$ 23.13	$ 70.02
Avg residential City tax incr.	1.99%	5.92%

Operating Budget Overview

Major Budget Changes

REVENUE AND EXPENDITURE SUMMARY

	2010 BUDGET	APPROVED 2011 BUDGET	INC. / (DEC.) $	%	FORECAST 2012 BUDGET	INC. / (DEC.) $	%
REVENUES:							
2010 TAXATION	129,027,685	131,709,786			135,840,218		
'- POA TAX ADJUSTMENT		1,393,268	1,393,268	1.1%	1,393,268		
'- ASSESSMENT GROWTH		4,130,435	4,130,435	3.2%	3,773,921	-356,514	2.8%
BASE TAXATION	129,027,685	137,233,489	8,205,804	6.4%	141,007,407	(356,514)	-0.3%
SUPPLEMENTAL TAXATION	2,200,000	3,050,000	850,000	38.6%	3,050,000	0	0.0%
GRANT / PAYMENT IN LIEU / OTHER	2,945,240	2,945,240	0	0.0%	2,945,240	0	0.0%
RESERVES	17,192,431	18,949,064	1,756,633	10.2%	20,659,972	1,710,908	9.0%
CORPORATE	18,247,529	17,314,759	(932,770)	-5.1%	16,824,667	(490,092)	-2.8%
FEES AND SERVICE CHARGES	33,341,538	34,553,871	1,212,333	3.6%	35,290,273	736,402	2.1%
PRIOR YEAR'S SURPLUS CARRYFORWARD	2,500,000	2,500,000	0	0.0%	2,500,000	0	0.0%
TOTAL REVENUES	205,454,423	216,546,423	11,092,000	5.1%	222,277,559	1,600,704	0.7%
EXPENDITURES:							
DEPARTMENTAL	182,378,736	191,410,975	9,032,239	5.0%	203,471,089	12,060,114	6.3%
CORPORATE AND ELECTION	6,469,015	4,690,637	(1,778,378)	-27.5%	3,916,250	(774,387)	-16.5%
LONG TERM DEBT	9,000,000	12,087,862	3,087,862	34.3%	14,059,289	1,971,427	16.3%
CONTINGENCY	977,150	1,727,427	750,277	76.8%	2,543,853	816,426	47.3%
CAPITAL FROM TAXATION	6,629,522	6,629,522	0	0.0%	6,629,522	0	0.0%
TOTAL EXPENDITURES	205,454,423	216,546,423	11,092,000	5.4%	230,620,003	14,073,580	6.5%
FUNDING REQUIREMENT							
2011 TAXATION INCREASE	0	0	2,682,104				
2012 TAXATION INCREASE						8,342,444	
AVERAGE TAX RATE INCREASE IN PERCENTAGE TERMS			1.99%			5.92%	
INCREASE FOR AN AVERAGE HOUSEHOLD ASSESSED AT $472,368 (2011) & $485,122 (20			$23.13			$70.02	

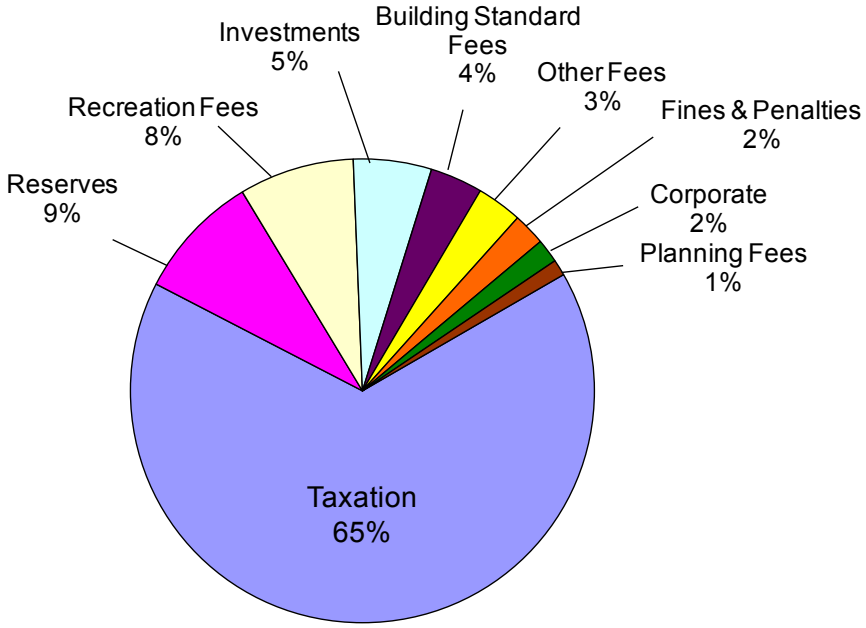
Notes:

- The above figures exclude the Vaughan Hospital Levy and Water/Wastewater services.
- User fees temporarily presented in the contingency budget have been reallocated to departments.
- For the 2011 figure assessment growth is included in the taxation balance
- Forecast 2012 includes Council approved 2011 ARRs

Operating Budget Overview

Revenues by Major Source

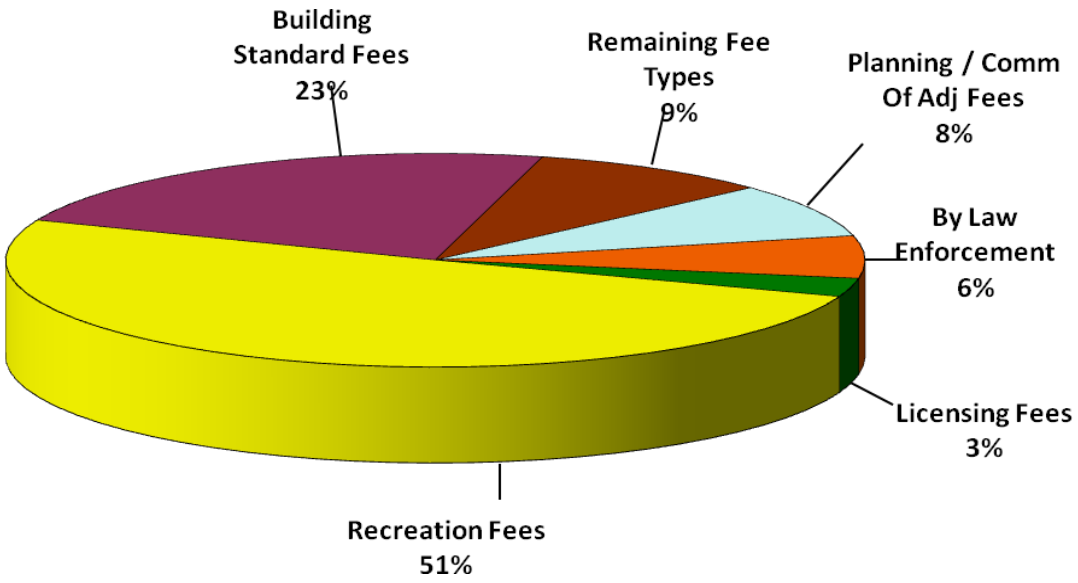
Although increasing taxes is always considered a last resort, legislative restraints often force municipalities to default to this revenue source to fund ongoing budgetary pressures, which are conveyed through property tax rate increases. To clarify the process, increases in average property values do not generate additional revenue for the City, as the property tax rates are adjusted annually to account for global changes in property assessment resulting in a neutral impact. Over 65% of the City's budget is funded through property taxes. The following chart provides a good illustration of the City's revenue sources.



The remaining 35% of the City's revenues consist of user fees (such as recreation, building standard fees, etc.), reserve transfers, and corporate revenues primarily investment income and fines/penalties. Although these revenue streams are vital to providing services, they are very limited in nature and frequently restricted by legislative requirements and market conditions. Of interest is that the majority of the City's user fees are related to only five sources, Building Standards, Recreation, Licensing, Enforcement Services and Planning fees, which are discussed in the following pages. The City is continually looking for alternative revenue sources in order to reduce the burden on taxpayers. However, generating increased revenue from these sources is very challenging.

Operating Budget Overview

Revenues by Major Source



User Fees and Cost Recovery Ratios

As illustrated below approximately 97% of the City's Fees and Service Charges are generated by the five areas, such as Recreation, Building Standards, Enforcement, Licensing and Planning. As a result, the majority of these departments, with exception for Enforcement Services, have conducted fee studies. Some studies were initiated by legislative requirements or other assessments but all resulted in the development of cost recovery policies, principles, or targets endorsed by Council. Detailed below is a summary of department level and estimated full cost recovery ratios for these areas based on 2011 budget and 2012 forecast budget figures.

Approximately 90% of the City's user fees are generated by the following 5 areas:

- Recreation
- Building Standards
- Planning and Committee of Adjustment (COA)
- Enforcement Services
- Licensing

As a result, the majority of the above departments have conducted various fee studies. Some studies resulted from legislative requirements and others were staff-initiated in-depth studies, resulting in the development of cost recovery policies, principals, and

Operating Budget Overview

Revenues by Major Source

targets endorsed by Council. Detailed below is a summary of department and estimated full cost recovery ratios for these areas:

Department Budgeted Recovery (Figures in Thousands)	Recreation	Licensing	Enforcement Services	Planning	COA	Building Standards (OBC)	Building Standards (Non-OBC)
2011 Dept Budget Recovery							
Revenues	$ 17,382	$ 967	* $ 2,217	$ 2,432	$ 402	** $ 8,161	$ 407
Expenditures	$ 18,611	$ 598	$ 4,832	$ 2,761	$ 540	$ 5,702	$ 669
Subsidy/(Surplus)	**$ 1,229**	**$ (368)**	**$ 2,615**	**$ 329**	**$ 138**	**$ (2,459)**	**$ 262**
Dept Budget Recovery Ratio	**93%**	**162%**	**46%**	**88%**	**74%**	**143%**	**61%**
2012 Dept Budget Recovery							
Revenues	$ 18,039	$ 1,070	* $ 2,223	$ 2,486	$ 402	** $ 8,395	$ 426
Expenditures	$ 19,024	$ 623	$ 5,041	$ 2,885	$ 556	$ 5,933	$ 696
Subsidy/(Surplus)	**$ 985**	**$ (447)**	**$ 2,818**	**$ 399**	**$ 154**	**$ (2,463)**	**$ 270**
Dept Budget Recovery Ratio	**95%**	**172%**	**44%**	**86%**	**72%**	**142%**	**61%**
2010 Budget recovery Ratio	94%	159%	43%	95%	70%	161%	53%
Full Cost Estimate (ABC Model)							
2011 Full Cost Recovery Ratio	44%	66%	50%	49%	43%	99%	32%
Subsidy/(Surplus)	*** $ 22,193	$ 498	$ 2,196	$ 2,526	$ 541	$ 41	$ 855
2012 Full Cost Recovery Ratio	44%	70%	48%	48%	41%	99%	34%
Subsidy/(Surplus)	*** $ 22,588	$ 451	$ 2,369	$ 2,690	$ 574	$ 116	$ 836
2010 Budget Full Cost Recovery Ratio	44%	73%	42%	45%	41%	100%	28%
Policy Recovery Goal	95% Dept. Cost	100% Full Cost		100% Full Cost	100% Full Cost	100% Full Cost	

* Enforcement revenues no longer includes POA revenues. 2010 ratio adjusted for comparison purposes.

** Building Standards revenues include a $779k draw from Building Standards Continuity Reserve in 2011 & $1,388k in 2012.

*** Recreation Building & Facility costs approximately $15.3m in 2011 and $15.8m in 2012.

As illustrated above, most areas are recovering more than 70% of their department budgets.

- Building Standards continues to maintain a 100% building code full cost recovery target in 2011 and 2012 with a draw from the Building Standards Service Continuity Reserve in anticipation of lower volumes created by regional level capacity issues and slow economic recovery.
- Licensing also continues to achieve their target of recovering business licensing full costs in 2011 & 2012. It should be noted, the department full cost recovery illustrated is lower than 100% due to a portion of the department being devoted to risk management and some licensing fee restrictions are applied to lottery, livestock, and other licenses.
- Recreation is planning to recover 93% of their departmental costs, slightly lower than last year due to the impacts of HST on product demand. 2012 illustrates a 95% recovery, which is in line with their policy target.

Operating Budget Overview

Revenues by Major Source

- Enforcement Services recovery has increase from low 40% to 50% figure as it illustrates the revised recovery ratios are relatively stable for 2011 and 2012. The recovery ratio is anticipated to improve over time with the implementation of the Administration Monetary Penalties initiative which is intended to streamline the process and improve City collection efforts. It should be noted, that a recovery policy is not in place for enforcement services, as this service is driven by compliance.
- Planning and COA revenues are falling significantly short of achieving the goal of full cost recovery, and falling slightly under department cost recover at almost 90% for Planning and mid 70% for COA. Fee increases are planned for 2011 and 2012, but they are intended to maintain or slightly improve recovery levels. The recovery shortfall is largely a result of declining application volumes caused by the slow economic recovery and housing capacity allocation restrictions.

As demonstrated above, most areas are recovering a large portion of their budgeted department costs and a significant portion of full costs. In addition, departments have performed various benchmarking comparisons and external consultants indicating Vaughan's recovery targets are on par or better than neighbouring municipalities. This is another indication of the City managing its finances in a prudent manner.

Revenue Variance Review

Overall, 2011 revenues increased $2.0m or 2.9% from 2010 levels and 2012 revenues increased $1.9m or 2.6% from 2011 levels. These figures exclude any impact associated with assessment growth and base taxation adjustments. The primary factors contributing to the increases are as follows:

Funding from Reserves:

2011 increase of $1.8m:

- The largest component of the increase is related to an increase in funding from the debenture reserve. This is due to change in reporting methodology, from a net basis to more specific account allocations. The debenture payment expense also increased and when consolidated, the net figure is $9.5m, a $1m increase over 2010 levels.
- Adjustments occurred in the Fleet and Parks reserves as a result of activity, departmental cost changes, and anticipated growth trends.
- A $507k increase in the insurance reserve withdrawal to offset premium allocations.

Operating Budget Overview

Revenues by Major Source

- The finance from capital budget increased by $240k to better reflect the historical trend in City's actual position.
- An increase of $220k in cost recovery between the City and Water/Waste Water services was a result of an in-house study conducted in 2009 on the cost sharing of administration activities.
- There is also a $579k increase in the Building Standards reserve, which is actually neutralized by a reduction in Building Standards revenue and increase in associated expenses.
- The above increases were offset by the following:
  - Decrease in funding from the elections reserve of $985k, which is fully offset by a reduction in election expenses, resulting in a net zero impact.
  - Removal of the Planning reserve withdrawal, $500k, as this funding is not anticipated to occur for the intended purpose of subsidizing Planning revenues to 100% full cost recovery.
  - Completion of the 2009 winter control contract increase three-year phase-in. In 2011, the reserve withdrawal is reduced from $350k to $0.
  - Engineering reserve withdrawal adjustment of $196k based on a revised costing of the 3.5% subdivision fee activity.

2012 increase of $1.7m:

- $850k in adjustments occurred in the Engineering, Fleet, Building Standards, and CIL Recreation Land reserves and recoveries from Water/Waste Water services as a result of activity, departmental cost changes, and anticipated growth trends.
- $521k increase in funding from the debenture reserve.
- A $200k increase in the insurance reserve withdrawal to offset premium allocations.
- The finance from capital budget increased by $150k to reflect the increase in capital projects and the historical trend in City's actual position.

User Fees / Service Charges

2011 increase of $1.2m:

Operating Budget Overview

Revenues by Major Source

- Fire & Rescue Services revenue increased $170k due to projected increases in call out volume, price and retail service in the mechanical division.
- Clerk's revenue increased approximately $121k, largely due to projected volume and price increases in licensing and committee of adjustment applications.
- Enforcement Services revenue increased approximately $393k due to the planned implementation of in-house animal control services and associated new revenue expected from inter-municipal service agreements with King and Bradford and East Gwillimbury Townships.
- Recreation revenues increased by $461k largely due to the climbing demand for services in the new North Thornhill Community Centre and Vellore aquatics programmes. This increase is largely offset by similar expenditure value increases.
- Cultural Services revenues increased by $85k due to the transfer of events activities and associated sponsorship revenue from Corporate Communications. This increase is met by a corresponding decrease in Corporate Communications.
- Public Works revenue increased by $368k due to an increase in the regional WDO recycling grant based on the tonnage of waste diverted.
- The above increases were offset by the following:
  - Building Standards revenues decreased $245k reflecting an anticipated drop in volumes due to regional level capacity issues and slow economic recovery. The reduction in revenue is neutralized by a corresponding increase in reserve funding.
  - Economic & Business Development revenue decreased $264k as a result of actions stemming from the recently approved Economic Development Strategy, the conversion of VBEC to an independent entity and the elimination of the Tourism Strategy and associated sponsorship revenue.

2012 increase of $736k:

- Clerk's revenue increased approximately $102k, largely due to volume increase in licensing applications.
- Recreation revenues increased by $657k largely due to continuing climbing demand for services in North Thornhill and the opening of a new

fitness centre in the Vellore Community Center. This increase is largely offset by similar expenditure value increases.

- Development Transportation and Engineering and Development Planning departments had a combined increase of $300k. Most of the increase was attributable to a forecasted development engineering fee increase by $247k. Similarly, it is forecasted a smaller increase of $53k in the Development Planning department due to volume in revenue of service charges.
- The above increases were offset by a $347k decrease in Building Standards revenues reflecting a continued drop in volumes due to regional level capacity issues and slow economic recovery. The reduction in revenue is neutralized by a corresponding increase in reserve funding.

Corporate Revenues

2011 decrease of $933k:

- The main cause for this decrease is due to the shift of Provincial Offences Act (POA) revenue to York Region, approximately $890k. The POA revenue shift is intended to have an overall neutral impact on the City, as the Region will offset the municipal revenue it will now receive by reducing the regional tax levy by an equivalent amount in 2011.
- The remaining balance is related to a $100k reduction in fines and penalties to better reflect the historical trend in City's actual position.

2012 decrease of $490k:

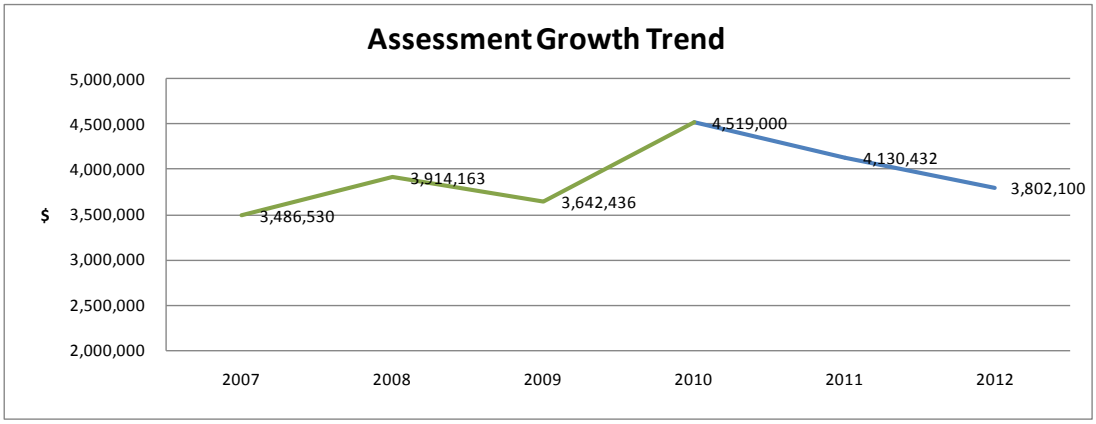
- The reduction is the result of a change in investment income allocation methodology between the operating budget and the various reserve accounts. Beginning in 2012, a phased in approach will begin to allocate a more representative portion of the generated investment income to capital reserves.

Assessment Growth

For 2011 and 2012 assessment growth is estimated at 3.2% and 2.8%, respectively, which translates into roughly 3,400-3,800 new homes contributing an additional $4.1m and $3.8m in new property taxes.

Operating Budget Overview

Revenues by Major Source



This is somewhat lower than the 2010 3.7% growth figure and the 2012 projection is very reflective of the levels experienced in 2008/2009. Although not specifically allocated, these funds help offset the increasing service costs associated with community growth. To illustrate this point, listed below are just a few of the many growth additions planned for the City:

Growth Item	2011	2012
Road Km	19	18
Sidewalk Km	9.5	9.6
Waste/recycling stops	3300	3300
Streetlights	480	489
Parkland Ha	9	30
Trail Ha	2	3
New City Hall	1	
Fire Engines	1	1

Supplemental Taxation

2011 increased $850k, returning to pre-economic downturn levels. It is anticipated that supplemental taxes will plateau over the next few years due to the slow economic recovery and regional housing capacity allocation restrictions.

Operating Budget Overview

Revenues by Major Source

The following table provides a summary of the City's revenue sources for 2011-12 and budgeted and actual revenues in 2010.

REVENUE BY MAJOR SOURCE

	2010 ACTUAL	2010 BUDGET	2011 BUDGET	INC. / (DEC.) $	INC. / (DEC.) %	FORECAST 2012 BUDGET	INC. / (DEC.) $	INC. / (DEC.) %
TAXATION								
Supplementals	6,428,113	2,200,000	3,050,000	850,000	38.6%	3,050,000	0	0.0%
GRANT								
Library Grant	196,686	145,240	145,240	0	0.0%	145,240	0	0.0%
PAYMENT IN LIEU / OTHER								
Payment In Lieu / Other	2,805,491	2,800,000	2,800,000	0	0.0%	2,800,000	0	0.0%
RESERVES								
Engineering Reserve	4,000,770	4,500,000	4,303,849	(196,151)	-4.4%	4,400,921	97,072	2.3%
By-Election Cost	1,625			0	0.0%		0	0.0%
Inauguration Sponsorship	38,000			0	0.0%		0	0.0%
Roads Infrastructure Reserve		0	78,195	78,195	0.0%	0	(78,195)	-100.0%
Election	893,438	985,000	0	(985,000)	-100.0%	0	0	0.0%
CIL Recreation Land Reserve	640,000	640,000	644,310	4,310	0.7%	664,310	20,000	3.1%
DC Mgmt Studies Reserve (Legal OP)		0	112,910	112,910	0.0%	112,910	0	0.0%
Finance - From Capital	1,868,067	1,110,000	1,350,000	240,000	21.6%	1,500,000	150,000	11.1%
Fleet Management Reserve	790,154	925,021	934,305	9,284	1.0%	968,036	33,731	3.6%
Planning Reserve		500,000	0	(500,000)	-100.0%	0	0	0.0%
Building Standards Service Continuity Reserve		200,000	778,674	578,674	289.3%	1,388,182	609,508	78.3%
Insurance Reserve	3,345,154	2,660,000	3,167,000	507,000	19.1%	3,367,000	200,000	6.3%
Tax Rate Stabilization Reserve		2,757,410	2,757,410	0	0.0%	2,757,410	0	0.0%
Debenture Payment Reserve		565,000	2,602,862	2,037,862	360.7%	3,124,289	521,427	20.0%
Winterization Reserve		350,000	0	(350,000)	-100.0%	0	0	0.0%
Water & Wastewater Recovery	2,000,000	2,000,000	2,219,549	219,549	11.0%	2,376,914	157,365	7.1%
TOTAL RESERVES	13,577,208	17,192,431	18,949,064	1,756,633	10.2%	20,659,972	1,710,908	9.0%
FEES/SERVICE CHARGES/RECOVERIES								
CITY MANAGER								
Fire And Rescue Services	757,410	389,561	559,678	170,117	43.7%	568,433	8,755	1.6%
COMMISSIONER OF LEGAL & ADMIN. SERV.								
Clerks	35,015	30,496	31,875	1,379	4.5%	34,258	2,383	7.5%
Clerks - Licensing	1,028,953	877,145	966,529	89,384	10.2%	1,070,256	103,727	10.7%
Committee Of Adjustment	445,317	372,207	402,215	30,008	8.1%	402,223	8	0.0%
Legal Services	68,632	83,300	83,990	690	0.8%	85,453	1,463	1.7%
Enforcement Services	2,059,171	1,824,450	2,217,397	392,947	21.5%	2,223,295	5,898	0.3%
COMMISSIONER OF COMMUNITY SERVICES								
Communities In Bloom Sponsorship	41,868	15,000	15,000	0	0.0%	15,000	0	0.0%
Non-Profit Housing	8,962	9,000	9,000	0	0.0%	0	(9,000)	
Community Grants & Advisory Comm.	4,380			0	0.0%			
Recreation	16,665,011	16,920,850	17,382,160	461,310	2.7%	18,039,207	657,047	3.8%
Culture Services		0	85,050	85,050	0.0%	85,050	0	0.0%
Buildings And Facilities	352,863	181,275	186,140	4,865	2.7%	187,340	1,200	0.6%
Parks Operations	116,401	41,561	46,640	5,079	12.2%	50,070	3,430	7.4%
Cemeteries	74,483	71,855	102,515	30,660	42.7%	103,131	616	0.6%
COMMISSIONER OF PLANNING								
Development Planning	2,932,669	2,433,738	2,432,460	(1,278)	-0.1%	2,485,890	53,430	2.2%
Building Standards - Licenses/Permits	7,790,318	7,332,500	6,956,125	(376,375)	-5.1%	6,589,615	(366,510)	-5.3%
- Plumbing Permits	726,733	445,000	500,000	55,000	12.4%	500,000	0	0.0%
- Service Charges	791,398	385,650	461,475	75,825	19.7%	481,450	19,975	4.3%
COMMISSIONER OF ECONOMIC & TECHNOLOGY DEVELOPMENT & COMMUNICATIONS								
Economic And Business Development	47,610	268,655	5,000	(263,655)	-98.1%	5,000	0	0.0%
Corporate Communications	161,619	84,530	0	(84,530)	-100.0%	0	0	0.0%
COMMISSIONER OF ENGINEERING & PUBLIC WORKS								
Development And Transport. Engineering	394,586	294,167	441,409	147,242	50.1%	688,494	247,085	56.0%
Engineering Services	142,695	116,322	132,509	16,187	13.9%	134,923	2,414	1.8%
Public Works - Operations	982,555	886,006	1,254,014	368,008	41.5%	1,254,015	1	0.0%
VAUGHAN PUBLIC LIBRARIES	325,539	278,270	282,690	4,420	1.6%	287,170	4,480	1.6%
TOTAL FEES / SERVICE CHARGES	35,954,188	33,341,538	34,553,871	1,212,333	3.6%	35,290,273	736,402	2.1%
TOTAL CORPORATE REVENUES	19,383,761	18,247,529	17,314,759	(932,770)	-5.1%	16,824,667	(490,092)	-2.8%
TOTAL REVENUE	78,345,447	73,926,738	76,812,934	2,886,196	3.9%	78,770,152	1,957,218	2.5%

Notes:

- The above figures exclude the Vaughan Hospital Levy and Water/Wastewater services.
- At the April 5, 2011 Council meeting, user fees revenue of $29k in 2011 and $53k were presented in the contingency budget. For transparency, this table shows the user fees revenue reallocated to departments.

Operating Budget Overview

Expenditures by Major Source

Approximately $9.0m of the 2011 budget expenditure increase of $11.1m was related to pressures experienced in departments, including the $666k Library Board increase. This represents an increase of 5.0% over the 2010 departmental operating budget.

The forecasted 2012 operating budget is expected to increase by a net $8.3m which represents an increase of 5.92% over the 2011 department operating budget. The 2012 forecast represents full year impact of ten additional firefighters, cost of living increases for the City's workforce recommended and recognized additional resources. Thus, the 2012 Operating Budget Forecast is only an estimate and it is used to show the upcoming pressures for the City.

Department Increases

For 2011, the budget increase was made of the following major components:

- The largest component, approximately 80% or $5.3m, is related to changes to support the City's workforce. In addition to cost of living increases, approximately $3.3m, the following increases occurred:
    - $375k increase for the impact of station 7-10 firefighters.
    - $350k increase to top up the funding required for the implementation of fire retention remuneration. This increase is being phased in over time with a declining offsetting balance spread over 2 years.
    - $650k increase for staffing to perform animal control in-house. This cost is offset by a similar reduction in related contract costs.
    - The remaining balance is related to progressions, job-evaluations part-time surveys, market adjustments etc. Approximately $100k is related to increases in the Library due to a 2010 management market survey.
- The second largest component to the departmental expenditure budget increase is related to Council approved $2.5m ($1.9m net) in additional resources to address significant pressures placed on departments to service new and evolving City needs. As a result the departments are able to maintain service levels, manage growth, meet legislative requirements and implement corporate initiatives. These items are further detailed in a later section.
- Another large component of the department expenditure budget increase is related to pressures from contract services ($774k) and utilities ($161k).

Operating Budget Overview

Expenditures by Major Source

These increases are typically the result of increasing demands on services due to growth and industry price obligations. Overall, contract service lines increased by 1.4% and are mainly related to waste management, winter control, ITM services, parks maintenance, etc. This figure is understated when compared to historical trends due to a $700 reallocation of funds between contracts and labour accounts to perform in-house animal control services. Utilities increased 2.1%, which is much less than anticipated due to a $360k savings in the natural gas budget resulting from energy conservation efforts.

- Insurance expense premiums and planned deductibles increased by $507k or 19% as a result of recent negotiations and are related to an increase in facilities and shared use facilities. In line with the above, allocations to departments increased $367k; the remaining balance is associated with corporate requirements. The above is offset by a reserve transfer netting the overall City budget adjustment to $507k.

- The remaining balance is related to reductions in the base budget by management These are mainly:

Budget Saving Initiatives	Savings
· Utilizing in-house staff for professional engagements	$140k
· Utilizing contingent funds to phase in the partial impact of fire retention	$300k
· Economic Development	$100k
	$540k
Excludes the following budget savings captured in previous labour/contract sections	
· Improved energy conservation efforts	$300k
· Efficiencies in ITM communication contracts	$75k

2012 increase of $6.54m, including the $493k Library Board increase. This represents an increase of 3.5% over the 2011 departmental budget, and largely due to the following items:

- Of the total departmental budget increase, approximately 68% or $4.5m is related to changes to support the City's workforce. The majority of the increase is related to regular cost of living increases. This increase is elevated over 2011 figures as the effective rate increases from 2.65% to 4.02%. In addition, benefit rates increased from 25.5% to 26% due to pressures on OMERS contributions and increasing EI and CPP thresholds. Also, there is an increase of for full year impact from the additional

firefighters in Station 7-10. A small portion is also related to staff experience progressions.

- The second largest component of the department expenditure budget increase is related to pressures from contract services ($1m) and utilities ($470k). These increases are typically the result of increasing demands on services due to growth and industry price obligations. Overall contract service lines increased 3.2% and are mainly related to waste management, winter control, ITM services, parks maintenance, etc. Utilities increased 6%, due to associated price and volume increases. These figures are higher than the previous year increases as they are not masked by the reallocation of animal control service contract funds or reductions in natural gas due to conservation efforts, which occurred in 2011.

- Insurance expense premiums and planned deductibles increased by $200k or 6.3% as a result of recent negotiations and are related to an increase in facilities and premium adjustments. In line with the above, allocations to departments increased $145k; the remaining balance is associated with corporate requirements. The above is offset by a reserve transfer netting the overall City budget adjustment to $200k.

Long-term Debt

- For 2011 Budget, the repayment of long-term debt increased by $3.1m for debt previously issued primarily to fund major road projects. In part, a significant portion of the increase is due to a change in reporting methodology from a net basis to more specific account allocations. The debenture reserve also increased, and when combined, the net figure is $9.5m, $1.0m higher than 2010 levels.

- The 2012 Forecast Budget, repayment of long term debt increased by $2.0m for debt intended to be issued in 2011 primarily to fund major road projects. The debenture reserve also increased and when combined, the net figure is $11m, $1.5m higher than 2011 levels.

Corporate Contingency

- For 2011 Budget, a $487k expenditure increase is also experienced in the City's contingency account and relates to future negotiations and certain foreseeable events i.e. fee increases, corp. reorganizations, etc. Once the outcomes of these events are determined, balances will be reallocated to the appropriate department budgets. For 2012 Budget Forecast, an $805k expenditure increase is also experienced in the City's contingency account

and relates to anticipated negotiations and certain foreseeable events i.e. fee increases, corp. reorganizations, etc. Once the outcomes of these events are determined, balances will be reallocated to the appropriate department budgets.

Corporate and Election Expenditures

- For 2011 Budget, corporate and election expenses decreased by $1.8m, mainly as a result of the $985k budget removal for funds to administer the 2010 municipal election. This cost is fully funded by a transfer from the election reserve and therefore results in a net neutral budget impact. A $1.0m increase is also experienced in corporate labour savings to phase in increases over 2 years to better reflect the historical turnover rate. The above reductions in corporate expenses are partially offset by increases in corporate insurance and a $100k increase in the election reserve contribution to meet future election expenses, as approved by Council. Increases were also experienced in other minor accounts i.e. bank charges, etc.

- The 2012 Forecast Budget, corporate and election expenses decreased by $774k, mainly as a result of the $1m budget removal for City Hall funding, which reverts to LTD to fund related City Hall debenture payments issued in the fall of 2011. Corporate labour savings increased another $1.0m, the final year phase-in, to better reflect the historical turnover rate. The above reductions in corporate expenses were partially offset by a $400k increase in infrastructure contributions, as per policy, related to North Thornhill, Station 7-10, and fitness centre expansions. Minor increases were also experienced in other accounts i.e. tax adjustments, bank charges, joint services etc.

Capital from Taxation

Capital from taxation did not increase in 2011 and is not expected to change in 2012. Capital projects identified for taxation funding are non-growth projects that have no other source of financing such as infrastructure maintenance and repairs. In addition, included in the funding request from taxation is the 10% co-funding requirement of the Development Charges Act for certain growth related services (libraries, recreational complexes, parks, vehicles and growth related studies). Details on the capital projects are included in the Capital Budget Overview section.

Operating Budget Overview

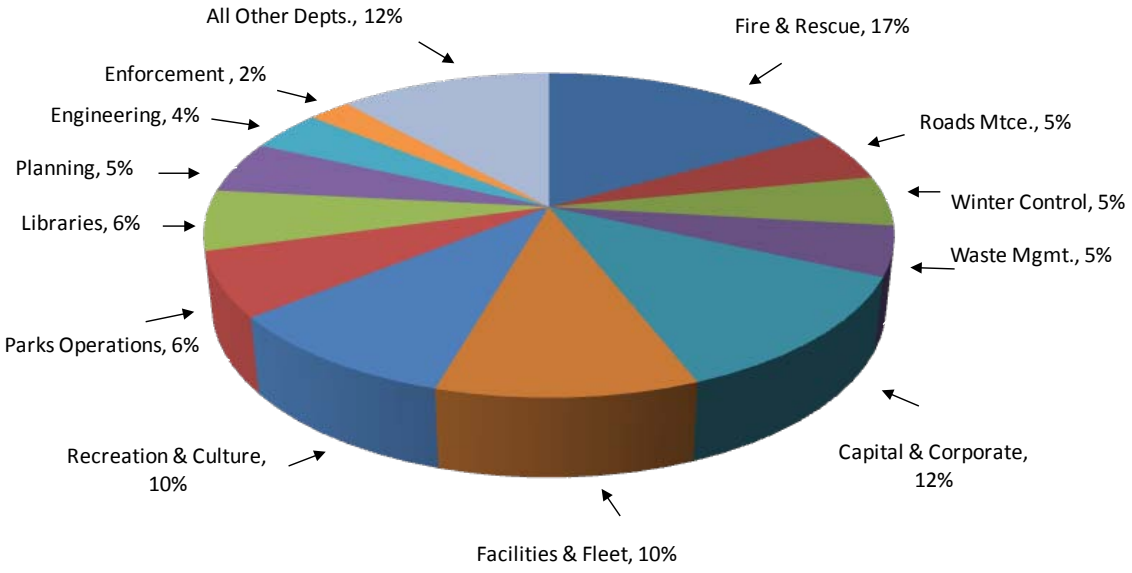
Expenditures by Major Source

Recent Budget Adjustments – HST

Harmonized Sales Tax – In December 2009, the Province approved the new Harmonized Sales Tax (HST) structure which came into effect on July 1st, 2010. Overall, the impact associated with HST was mostly offsetting and relatively minor, but requires the realignment of a number of account budgets to reflect the new rules. The overall adjustment associated with 2011 and 2012 was an approximately $12k and $22k, respectively and was incorporated into the operating budget.

The following chart provides a good illustration of the City's expenditures by service group. It's important to note that the majority of the City's expenditures are focused on areas that provide services directly to the residents of Vaughan. Another key fact is, although the City provides many diversified services, a significant portion of the City's total expenditures are focused on three core groups: Community Services, Engineering and Public Works, and Fire and Rescue Service.

City Expenditures by Department



Operating Budget Overview

Expenditures by Major Source

The following table provides a summary of the City's revenue sources for 2011 and 2012 and budgeted and actual revenues in 2010.

Expenditure By Major Cateogory

	2010 ACTUAL	2010 BUDGET	2011 BUDGET	INC. / (DEC.) $	INC. / (DEC.) %	FORECAST 2012 BUDGET	$	%
COUNCIL	1,575,504	1,352,306	1,384,675	32,369	2.4%	1,409,641	24,966	1.8%
OFFICE OF THE INTEGRITY COMMISSIONER	155,794	199,940	199,940	0	0.0%	199,940	0	0.0%
City Manager	565,977	803,045	769,085	(33,960)	-4.2%	809,162	40,077	5.2%
Operational Audit	154,750	184,200	173,143	(11,057)	-6.0%	194,948	21,805	12.6%
Strategic Planning	186,575	210,375	244,318	33,943	16.1%	296,123	51,805	21.2%
Environment Sustainability	177,995	259,735	248,272	(11,463)	-4.4%	262,950	14,678	5.9%
Corporate Policy	125,331	127,395	130,659	3,264	2.6%	136,282	5,623	4.3%
Fire and Rescue Services	33,165,817	32,595,831	34,530,250	1,934,419	5.9%	38,278,628	3,748,378	10.9%
Emergency Planning	171,101	176,010	179,455	3,445	2.0%	184,751	5,296	3.0%
TOTAL CITY MANAGER	34,547,546	34,356,591	36,275,182	1,918,591	5.6%	40,162,844	3,887,662	10.7%
Commissioner of Finance and City Treasurer	353,556	401,050	399,156	(1,894)	-0.5%	413,852	14,696	3.7%
City Financial Services	2,519,739	2,747,365	2,849,492	102,127	3.7%	2,998,575	149,083	5.2%
Budgeting and Financial Planning	1,289,882	1,338,291	1,446,769	108,478	8.1%	1,581,562	134,793	9.3%
Reserves and Investments	947,744	1,037,056	1,066,820	29,764	2.9%	1,125,508	58,688	5.5%
Purchasing Services	1,251,532	1,192,407	1,312,703	120,296	10.1%	1,430,237	117,534	9.0%
TOTAL COMM. OF FINANCE AND CITY TREASURER	6,362,453	6,716,169	7,074,940	358,771	5.3%	7,549,734	474,794	6.7%
Commissioner of Legal and Administrative Services	358,722	376,635	385,680	9,045	2.4%	400,396	14,716	3.8%
City Clerk	3,869,515	3,946,466	3,990,353	43,887	1.1%	4,127,000	136,647	3.4%
Clerks - Licensing	567,476	557,366	598,186	40,820	7.3%	623,050	24,864	4.2%
Committee of Adjustment	512,462	533,094	540,190	7,096	1.3%	556,425	16,235	3.0%
City Clerk - Insurance	3,345,154	2,660,000	3,167,000	507,000	19.1%	3,367,000	200,000	6.3%
Legal Services	2,063,193	1,674,260	1,932,643	258,383	15.4%	2,006,311	73,668	3.8%
Enforcement Services	4,023,011	4,300,145	4,832,064	531,919	12.4%	5,131,956	299,892	6.2%
Human Resources	3,021,752	3,124,344	3,183,779	59,435	1.9%	3,577,653	393,874	12.4%
TOTAL COMM. OF LEGAL AND ADMINISTRATIVE SERVICES	17,761,285	17,172,310	18,629,895	1,457,585	8.5%	19,789,791	1,159,896	6.2%
Commissioner of Community Services	410,306	498,955	441,360	(57,595)	-11.5%	457,325	15,965	3.6%
Communities In Bloom	138,792	115,070	80,140	(34,930)	-30.4%	115,140	35,000	43.7%
Community Grants and Advisory Committees	51,200	162,030	105,670	(56,360)	-34.8%	97,695	(7,975)	-7.5%
Recreation	18,320,414	18,119,698	18,611,254	491,556	2.7%	19,024,144	412,890	2.2%
Cultural Services	679,027	801,934	1,384,769	582,835	72.7%	1,473,414	88,645	6.4%
Buildings and Facilities	18,326,857	19,907,508	20,464,816	557,308	2.8%	21,165,162	700,346	3.4%
Fleet Management	799,438	930,361	964,220	33,859	3.6%	1,000,211	35,991	3.7%
Parks Operations	11,348,257	11,517,710	12,153,906	636,196	5.5%	12,628,005	474,099	3.9%
Parks Development	976,779	1,083,079	1,126,006	42,927	4.0%	1,184,629	58,623	5.2%
TOTAL COMMISSIONER OF COMMUNITY SERVICES	51,051,070	53,136,345	55,332,141	2,195,796	4.1%	57,145,725	1,813,584	3.3%
Commissioner of Planning	350,724	350,775	359,850	9,075	2.6%	374,701	14,851	4.1%
Development Planning	2,369,494	2,585,701	2,761,198	175,497	6.8%	3,464,663	703,465	25.5%
Policy Planning	1,279,459	1,314,836	1,135,510	(179,326)	-13.6%	1,202,921	67,411	5.9%
Building Standards	5,621,344	6,087,592	6,370,914	283,322	4.7%	6,628,652	257,738	4.0%
TOTAL COMMISSIONER OF PLANNING	9,621,021	10,338,904	10,627,472	288,568	2.8%	11,670,937	1,043,465	9.8%
Commissioner of Economic and Technology Development and Communications	3,150	236,980	248,808	11,828	5.0%	259,741	10,933	4.4%
Economic and Business Development	1,225,504	1,502,972	1,270,776	(232,196)	-15.4%	1,410,916	140,140	11.0%
Access Vaughan	687,698	717,617	771,758	54,141	7.5%	915,317	143,559	18.6%
Information and Technology Management	6,566,020	6,951,989	7,267,141	315,152	4.5%	7,461,838	194,697	2.7%
Corporate Communications	1,501,916	1,556,960	1,031,469	(525,491)	-33.8%	1,239,321	207,852	20.2%
TOTAL COMMISSIONER OF ECONOMIC AND TECHNOLOGY DEVELOPMENT AND CORPORATE COMMUNICATI	9,984,288	10,966,518	10,589,952	(376,566)	-3.4%	11,287,133	697,181	6.6%
Commissioner of Engineering and Public Works	338,591	344,490	353,000	8,510	2.5%	367,696	14,696	4.2%
Development and Transport. Engineering	3,296,636	3,684,356	3,973,362	289,006	7.8%	4,456,303	482,941	12.2%
Engineering Services	2,994,610	3,545,371	3,980,415	435,044	12.3%	4,338,777	358,362	9.0%
Public Works	28,282,457	28,903,986	30,662,282	1,758,296	6.1%	32,204,562	1,542,280	5.0%
TOTAL COMMISSIONER OF ENGINEERING SERVICES AND PUBLIC WORKS	34,912,294	36,478,203	38,969,059	2,490,856	6.8%	41,367,338	2,398,279	6.2%
VAUGHAN PUBLIC LIBRARIES	11,496,768	11,661,450	12,327,719	666,269	5.7%	12,888,008	560,289	4.5%
TOTAL DEPARTMENTAL EXPENDITURES	177,468,023	182,378,736	191,410,975	9,032,239	5.0%	203,471,091	12,060,116	6.3%
CORPORATE AND ELECTION	9,233,735	6,469,015	4,690,637	(1,778,378)	-27.5%	3,916,250	(774,387)	-16.5%
LONG TERM DEBT	8,435,000	9,000,000	12,087,862	3,087,862	34.3%	14,059,289	1,971,427	16.3%
CONTINGENCY	603,629	977,150	1,727,427	750,277	76.8%	2,543,853	816,426	47.3%
CAPITAL FROM TAXATION	6,629,522	6,629,522	6,629,522	0	0.0%	6,629,522	0	0.0%
TOTAL EXPENDITURES	202,369,909	205,454,423	216,546,423	11,092,000	5.4%	230,620,005	14,073,582	6.5%

Notes:

- Expenses are net of hydro joint services revenue and library joint service charges.
- The above figures exclude the Vaughan Hospital Levy and Water/Wastewater services.
- At the April 5, 2011 Council meeting, user fees revenue of $157k in 2011 and $214k were presented in the contingency budget. For transparency, this table shows the user fees revenue reallocated to

Operating Budget Overview

Department Expenditure Changes

The 2011 Operating Budget departmental expenditures increased over 2010 by $9.0m, or 5.0% as illustrated previously in the "Expenditures by Major Source" table. All of the increases from these departments were allowed within the approved parameters of the Council approved 2011 Operating Budget Guidelines. The Forecast 2012 Operating Budget increased by $12m or 6.3% over 2011 and included increases within the 2011 budget guidelines and recognized and recommended additional resource requests. However, the resource requests will be reviewed in 2012-14 Operating Budget process. Overall, several departmental budgets increased year over year, while others decreased by varying amounts. Detailed below is a brief high level overview of the rational behind the 2011 and 2012 department budget changes for departments with the 2011 increase in excess of $100,000.

- **Fire and Rescue Services**

  2011 Increase of $1,934,419 (5.9%)
  The increase is mostly in full time salaries and benefits expense resulting from $375k full year impact of ten firefighters approved in 2010 and $1,098k full year impact of recently implemented retention program and arbitrated adjustments for assistant captain and communication operator positions, and the remainder in progressions and management cost of living adjustments. The implementation of the retention program is partially offset by $0.3m transfer from reserves to minimize the budget impact. It should be noted that the current collective agreement expires December 31, 2010. In addition, Council approved 10 additional firefighters for Station 7-10 which is the second phase to effectively provide community safety in the north east part of the City. These firefighters are expected to start in September 2011 and only a portion ($327k) of the salary was added to the Operating Budget. Also, an Emergency Vehicle Technician position was approved by Council to meet the growing fleet of fire vehicles which increased the budget by $57k.

  There were higher operating costs of $115k for a new dispatch system and $56k related to higher City Insurance costs. Other minor increases make up the remaining balance and comply with the Operating Budget Guidelines.

  2012 Increase of $3,748,378 (10.9%)
  The main part of the variance was in labour accounts for an increase of $3.5m. The largest increase was to recognize a recommended additional resource request of $1.7m for twenty firefighters. There was a $0.7m full year impact of 10 firefighters approved in 2011. A part of the increase was related to staff progressions ($1.1m) and a reduction in transfer from reserves ($150k). The remaining increase is due to increase in capital funding, tools and equipment for the additional firefighters and insurance allocation cost increase.

Operating Budget Overview

Department Expenditure Changes

- **City Financial Services**

  2011 Increase of $102,127 (3.7%)
  The variance was related to an increase in salaries and benefits as per new union agreements, economic adjustments and progressions. In addition, Council approved the request to convert a contract position to a full time position and the impact to the budget was zero.

  2012 Increase of $149,083 (5.2%)
  The variance is related to an increase in salaries and benefits as per new union agreements, economic adjustments and progressions.

- **Budgeting and Financial Planning**

  2011 Increase of $108,478 (8.1%)
  The variance was related to an increase in salaries and benefits as per new union agreements, economic adjustments and progressions. In addition, Council approved $53k for the request for an one Senior Budget Analyst to be hired in July 2011.

  2012 Increase of $134,793 (9.3%)
  The variance was related to an increase in salaries and benefits as per new union agreements, economic adjustments and progressions and the full year impact $44k for the 2011 approved complement.

- **Purchasing**

  2011 Increase of $120,296 (10.1%)
  The variance was mainly related the variance is attributable to the Council approved resource request for an additional Buyer for an increase of $88k. In addition, the variance included an increase in salaries and benefits as per new union agreements, economic adjustments and progressions.

  2012 Increase of $117,534 (9.0%)
  The variance was largely related to a $71k increase attributable a recognized and recommended additional resource request for one Senior Technical Clerk to address workload. In addition, the favourable variance was related to an increase in salaries and benefits as per new union agreements, economic adjustments and progressions

- **City Clerk – Insurance**

  2011 Increase of $507,000 (19.1%)
  The variance was primarily related to an increase in premium insurance, higher deductible claims and additional insurance for new facilities. These expenditure increases are fully offset by a transfer from the insurance reserve fund, resulting in a $0 net increase to the 2011/2012 Draft Operating Budget.

Operating Budget Overview

Department Expenditure Changes

The insurance increase was reflected within departments through general allocations and net overall adjustment to the City's budget is $507,000.

2012 Increase of $200,000 (6.3%)
The variance was primarily related to an increase in premium insurance, higher deductible claims and additional insurance for new facilities. As illustrated above, this expense is reflected within the departments.

- **Legal Services**

2011 Increase of $258,383 (15.4%)
The largest increase of $178k is related to Council approved resource requests for 2 positions. First position is for a contract lawyer that will be focused on OMB matters which will mostly be offset by development revenues. Second position is for a full time law clerk to address case loads for OMB hearings, litigations and prosecutions. The remainder of the variance is related to an increase in salaries and benefits as per new union agreements, economic adjustments and progressions.

2012 Increase of $73,668 (3.8%)
The variance is related to an increase in salaries and benefits as per new union agreements, economic adjustments and progressions.

- **Enforcement Services**

2011 Increase of $531,919 (12.4%)
The majority of the budget adjustment was in labour costs for $951k. This variance was made up of $729k, a result of a previously approved Council directive to provide animal control services in-house for the City and nearby municipalities of King and Bradford West Gwillimbury. The overall City impact is actually favourable, as the increase is more than offset by expenses of inter municipal recoveries from King Township. Also, Council approved two complement positions ($171k) of Licensing Field Enforcement Officer which is partially offset with additional revenue and By-law Enforcement Property Standards Officer. The balance of the labour cost increase was largely related to increases as per recently approved agreements and staffing progressions. There was also an increase of $135k in vehicle and building leases for the operations of the animal services division. The remainder of the increase ($110k) was related to other expenses related to the operations of the animal services

The increase was offset with $664k elimination of contracted animal services.

2012 Increase of $299,892 (6.2%)
The increase was mostly related to progressions and economic adjustments in salaries and benefits as per labour agreements. There was $90k increase to recognize a recommended additional resource request for a Property Standards Officer.

Operating Budget Overview

Department Expenditure Changes

- **Recreation**

2011 Increase of $491,556 (2.7%)
A large portion of the increase, $407k, was related to increases in labour accounts due to progressions, market rate adjustments, and labour agreement economic adjustments. Also, Council approved one position for the Vellore Community Centre Fitness staff which was gapped. In addition, the expenses increased due to climbing demand for service in North Thornhill, Vellore aquatics, and other general programs, estimated at $385k. These increases are partially offset by revenue increases, with an overall budgeted department direct cost recovery of 93%. The remainder of the increase was in other operational related costs such as corporate accounts, Vaughan Hockey Association subsidy among other accounts.

2012 Increase of $412,890 (2.2%)
Similar to 2011, a large portion of the increase, $314k, was related to increases in labour accounts due to progressions, market rate adjustments, and labour agreement economic adjustments. In addition, expenses increased due to climbing demand for service in North Thornhill, the Vellore fitness centre expansion, and other general programs, estimated approximately $99k. These increases are partially offset by revenue increases, with an overall budgeted department direct cost recovery of 95%, which is in line with current policy.

- **Cultural Services**

2011 Increase of $582,835 (72.7%)
The main increase in expenditures was for the transfer of the events function from Corporate Communications department to Cultural Services department. The complement transfers were for one full time and two part time positions and associated costs for community events. Also, the variance includes Council approval of one position for part of the year for a Special Events Coordinator for $49k.

2012 Increase of $88,645 (6.4%)
The majority of the increase was in labour accounts as a result of a recognize a recommended additional resource request for Special Events Supervisor position, full year impact of the 2011 complement approval and labour agreement economic adjustments and progressions.

- **Buildings and Facilities**

2011 Increase of $557,308 (2.8%)
There was an increase of $368k is in labour accounts as a result of $260k labour agreement economic adjustments and progressions. The remainder of the variance in labour accounts was the Council approved complement for one Mechanical Supervisor. Utilities decreased by $173k due energy conservation practices, but were offset by new facility volume increases ($189k) i.e. North Thornhill Community Centre. The balance of the budget adjustment was the result of increases in insurance costs, janitorial supplies, cleaning service contracts and other minor accounts.

Operating Budget Overview

Department Expenditure Changes

2012 Increase of $700,346 (3.4%)

The increase was primarily in labour accounts ($396k) related to job evaluation, labour agreement economic adjustments and progression. In addition, price and volume adjustments ($249k) were required in utility, insurance, general maintenance and other related accounts. Also, there was an increase of $68k to recognize the recommended additional resource request for facilitiy operator at the Vellore Community Centre.

The 2012 adjustment is higher than the previous year because it is not masked by the 2011 reduction in natural gas due to conservation efforts.

- **Park Operations**

2011 Increase of $636,196 (5.5%)

The increase of $543k was primarily related to $311k in labour and benefit adjustments for full year staffing, staff progressions, and labour agreement economic adjustments. The remainder of the increase in the labour account was for five positions approved by Council to maintain additional parks and outdoor facilities. Utilities increased by $85k due to volume increased requirements to service the North Thornhill Community Centre and sports fields and outdoor facilities, as allowed under the guidelines. The remaining portion of the budget adjustment was due to an increase in the contracts and maintenance of areas for new sub-divisions assumed during the year.

2012 Increase of $474,099 (3.9%)

The majority of the increase was by $158k in labour accounts as a result of progressions and labour agreement economic adjustments.There was a $78k increase to recognize a recommended additional resource request for additional seasonal employees and GPS systems for sidewalk plow machines. The remainder of the adjustment is related to increases in contracts, maintenance costs and utilities associated with additional sub-divisions, properties, premium baseball fields and higher anticipated prices. These increases are in accordance with the Operating Budget Guidelines.

- **Development Planning**

2011 Increase of $175,497 (6.8%)

The increase was primarily in labour accounts related to a position transferred back from Policy Planning ($139k), and job evaluation, progression, and labour agreement economic adjustments.

2012 Increase of $703,465 (25.5%)

The increase of $579k was mainly to recognize the recommended additional resource requests for six additional contract positions to fulfill a provincial requirement to review the City's zoning by-laws. The remainder was related to adjustments in labour accounts for job evaluation, progression and labour agreement economic adjustments.

Operating Budget Overview

Department Expenditure Changes

- **Building Standards**

  2011 Increase of $283,322 (4.7%)
  The increase was mainly related to adjustments in labour accounts for job evaluation, progression and labour agreement economic adjustments. In addition, for an increase of $137k, Council approved two positions for Plans Examiner and Clerk Typist which will be completely offset by additional permits revenues.

  2012 Increase of $257,738 (4.0%)
  The increase was primarily related to adjustments in labour accounts for job evaluation, progression and labour agreement economic adjustments.

- **Information and Technology Management**

  2011 Increase of $315,152 (4.5%)
  The increase was primarily related to $196k adjustments in labour accounts for job evaluation, progression and labour agreement economic adjustments. In addition, Council approved two positions, Security Analyst and Enterprise Data Architect, which increased the budget by $200k. There were contract price increases of $12k in the Business Services division, which was offset by a decrease of $75k in the ITM Communications division.

  2012 Increase of $194,697 (2.7%)
  The increase was primarily related to adjustments in labour accounts for job evaluation, progression and labour agreement economic adjustments.

  The 2012 adjustment is higher than the previous year because it is not masked by the 2011 reduction in communications contracts due to efficiencies.

- **Development Transportation and Engineering**

  2011 Increase of $289,006 (7.8%)
  The increase was primarily related to the approval from Council of $206k for one contract position related to the Spadina Subway construction which will be paid by the Toronto Transit Commission and one full time position related to Municipal Services Inspection for Erosion Sediment Control which will be offset by increased revenues. The remainder of the increase was for adjustments in labour accounts for job evaluation, progression and labour agreement economic adjustments.

  2012 Increase of $482,941 (12.2%)
  The increase was primarily related to $435k adjustments in labour accounts for job evaluation, progression and labour agreement economic adjustments. The remainder of the increase was to recognize a recommended additional resource for one clerical position to meet increased demand.

Operating Budget Overview

Department Expenditure Changes

- **Engineering Services**

  2011 Increase of $435,022 (12.3%)
  The increase was primarily related to $302k adjustments in labour accounts for three Council approved positions for an Administrative Assistant, Manager of Traffic Engineering and Municipal Services Inspector. The latter position will be full offset with additional revenues from the Roads Reserve and Water and Wastewater Recovery. The remainder of the increase was in job evaluation, progression and labour agreement economic adjustments.

  2012 Increase of $358,362 (9.0%)
  The increase was primarily related to $357k adjustments to recognize recommendations of additional resource requests for a total of five positions. Three positions, one Project Manager and two design draftpeople, are fully recovered by increases reserves transfer and two positions for a Traffic Analyst and Traffic Technician to address road congestion. The remainder of the increase was in labour accounts for job evaluation, progression and labour agreement economic adjustments.

- **Public Works Operations**

  2011 Increase of $1,758,296 (6.1%)
  The expenditure increase is primarily a result of $1,050k in contractor and contract materials, $323k in labour costs, $266k in utility expenses and $133k in insurance.

  - The Waste Management budget increased $619k for price and volume increases in contracted waste related activities, almost 70% of the waste management contract increase is related to volume and the remainder was related to price.

  - The Roads and Streetlight Maintenance budget increased by $926k. The main increase of $400k was in the labour accounts. Also, Council approved positions of $213k for one Roads Supervisor and two sign crews; $142k transfer for two positions from Winter Operations and the remainder was for job evaluation, progression and labour agreement economic adjustments. In addition, the variance was in utility costs increasing by $266k due to volume and price increases and the remaining increase of was related to maintenance contract adjustments, of which 84% is related to increases in volume.

  - Winter Operations costs increased by $29k. The increase was a result of $175k adjustment in contracted stand by charges and an increase of $57k for anticipated anti-icing and salt material increases. 88% of the winter control contract increase relates to volume, as multiple subdivision assumptions continue, and the remainder is related to price. The increase was offset by a decrease of $142k in labour accounts as a result of two positions transferred to Roads and Streetlight Maintenance division.

  - The balance is related to insurance allocation price adjustments.

Operating Budget Overview

Department Expenditure Changes

2012 Increase of $1,542,280 (5.0%)

The expenditure increase was primarily a result of $1,040k contractor and contract materials, $269k in utility expenses, $182k in labour costs and $52k in insurance.

- The Waste Management budget increased by $654k, mostly for split price and volume increases in contracted waste related activities.

- The Roads and Streetlight Maintenance budget increased by $801k. This increase included $470k increase in service contracts and materials which consisted of $250k recognized and recommended additional resource request for micro milling and the remainder in volume and prices increases. There was also an increase of $269k in utility costs and the remainder in maintenance and material contract charges.

- The Winter Operations budget increased by $226k for price and volume increases in anti-icing and salt purchases. Based on the extended contract winter control contracts are not anticipated to increase in 2012.

- Utility and insurance price and volume increases are anticipated, as multiple subdivision assumptions continue.

- **Vaughan Public Libraries**

  2011 Increase of $666,629 (5.7%)

  The Vaughan Public Library Board recommended an increase in the Library budget by $667k. The increase was primarily in labour accounts related to job evaluation, progressions, and labour agreement economic adjustments. Included in this figure is a $90k budget adjustment for 2010 approved management market adjustments.

  2012 Increase of $560,289 (4.5%)

  The Vaughan Public Library Board recommended an increase in the Library budget by $560k. The increase was primarily related to labour accounts related to job evaluation, progression and labour agreement economic adjustments. In addition, there is a recognized and recommended request for an inflationary increase of $32k for library resources.

All of the increases from these departments were allowed within the approved parameters of the Council approved 2011-12 Operating Budget Guidelines. The 2012 Forecast is only used for financial planning purposes and the recognition of additional resource requests were recommendations by SMT.

Operating Budget Overview

Cost Structure & Staffing

City's Cost Structure

The following summary illustrates how the City's expenses are allocated to major expense types.

Operating Expenses	2011 Budget ($m)	% of 2011 Budget	Cummulative %	2012 Budget ($m)	% of 2012 Budget	Cummulative %
Salaries & Benefits	121.8	55%	55%	126.9	55%	55%
Contracted Services	27.3	13%	68%	28.2	12%	67%
Maintenance / Materials	10.9	5%	73%	11.1	5%	72%
Reserve Contributions	10.8	5%	78%	10.6	5%	77%
Long Term Debt	11.6	5%	83%	13.5	6%	83%
Utilities	7.9	4%	87%	8.4	4%	87%
Capital from Taxation	6.6	3%	90%	6.6	3%	90%
Professional Fees	2.3	1%	91%	2.3	1%	91%
Contingency	1.7	1%	92%	2.5	1%	92%
Insurance	3.1	1%	93%	3.3	1%	93%
Tax Adjustments	1.5	1%	94%	1.5	1%	94%
Vaughan Hockey Subsidy	1.2	1%	95%	1.2	1%	95%
All Other	9.8	5%	100%	10.1	5%	100%
Total	216.5	100.0%		226.2	100.0%	

Note: 2012 Budget does not include recognized 2012 ARR's in the amount of $4.4m

The summary above illustrates the City has limited flexibility in any given year to significantly alter the City's cost structure in the short term. Many of the costs are committed through existing collective agreements or service contracts (69%). Other reductions will directly impact the maintenance and repair of the City's infrastructure or current service levels.

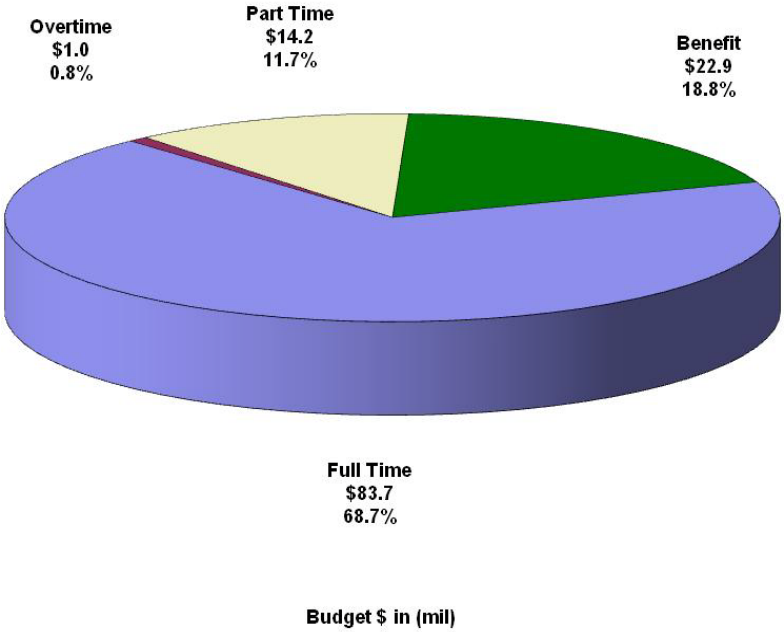
Staffing Costs

Salaries and labour costs represent approximately 55% of the City's expenses, 1% higher than 2010. This increase is in part attributable to the collective agreements that were negotiated. This is anticipated as the City provides services that are very labour intensive (e.g. Fire and Rescue, Enforcement, Snow Removal, Recreation, etc). Similar to other organizations, general economic pressures and annual wage and benefit increases continue to impact the City. Approximately 70% of the City's salary and labour costs are based on five collective agreements. Non-union staff, casual part-time, and contracted labour account for the remaining 30%. It is important to note that employee benefits (Canada Pension Plan, Employment Insurance, Insurance, etc) are factored into the above figures.

Operating Budget Overview

Cost Structure & Staffing

The chart below illustrates, the salaries and labour costs by major component. Accordingly, the benefit component represents almost 20% of the total salary and labour cost.



Full-Time Equivalents

The City complements the staffing review process by utilizing Full-Time Equivalent (FTEs) tracking to monitor and report staffing. The FTE process essentially converts all positions to a standard measure (e.g. % of a full-time 35 hour work week). This is necessary as the City has many labour arrangements, particularly with part-time staff and utilizing FTE's provides a consistent measure to track changes and identify staffing variances.

Operating Budget Overview

Cost Structure & Staffing

Summary of FTE variances

For 2011, City-wide FTEs increased by 51.2FTEs or 3.4%. The largest component of this increase, approximately 29.4 FTEs was related to Council approved new staffing required to service and support the community and 23.2 FTEs associated to full year impact of 2010 approved staffing. Details on the 2011 approved additional resource requests are provided in the following section: *Additional Resource Requests.*

The remaining net 4.6 FTEs increase consists of multiple offsetting components. The largest driver is related to the full-year impact of 2009 approved complements and associated gapping, which was partially offset by a reduction in overtime, a 2009 approved staffing reduction and an increase in city gapping to replicate a 2% turnover rate. In addition there were staff transfers between departments, which do not impact the overall FTE count.

The following table is a summary of above noted changes in FTEs followed by a detailed illustration of department FTE adjustments.

Full Time Equivalent Analysis			***2011 FTE Inc. / (Dec.)***
Department Transfers			
City Manager		(1.0)	
Economic & Business Development		(1.0)	
Environmental Sustainability		2.0	0.0
Corporate Communications		(3.3)	
Cultural Services		3.3	0.0
Safe City Committee		(1.0)	
Parks Operations		1.0	0.0
Policy Planning		(1.0)	
Development Planning		1.0	0.0
As per Budget Guidelines			
2010 Complement Gapping		6.8	
-Fire Department	*3.8*		
-Multiple departments (ITM, Bldg & Facilities etc.)	*3.0*		
2011 Allowable Adjustments within Guidelines		23.2	
-Recreation	*18.0*		
-Enforcement	*10.4*		
-Fire	*3.8*		
-Other (Economic & Bus. Dev., VPL etc)	(9.0)		
City Turn-over Gapping Increase		(8.2)	
			21.8
2011 Council Approved Complements (including gapping)			**29.4**
Total Change in FTE's			**51.2**

Operating Budget Overview

Cost Structure & Staffing

The table below illustrates department FTE total positions and variances, highlighting interdepartmental transfers, adjustments as per budget guidelines, approved complement additions and gapping.

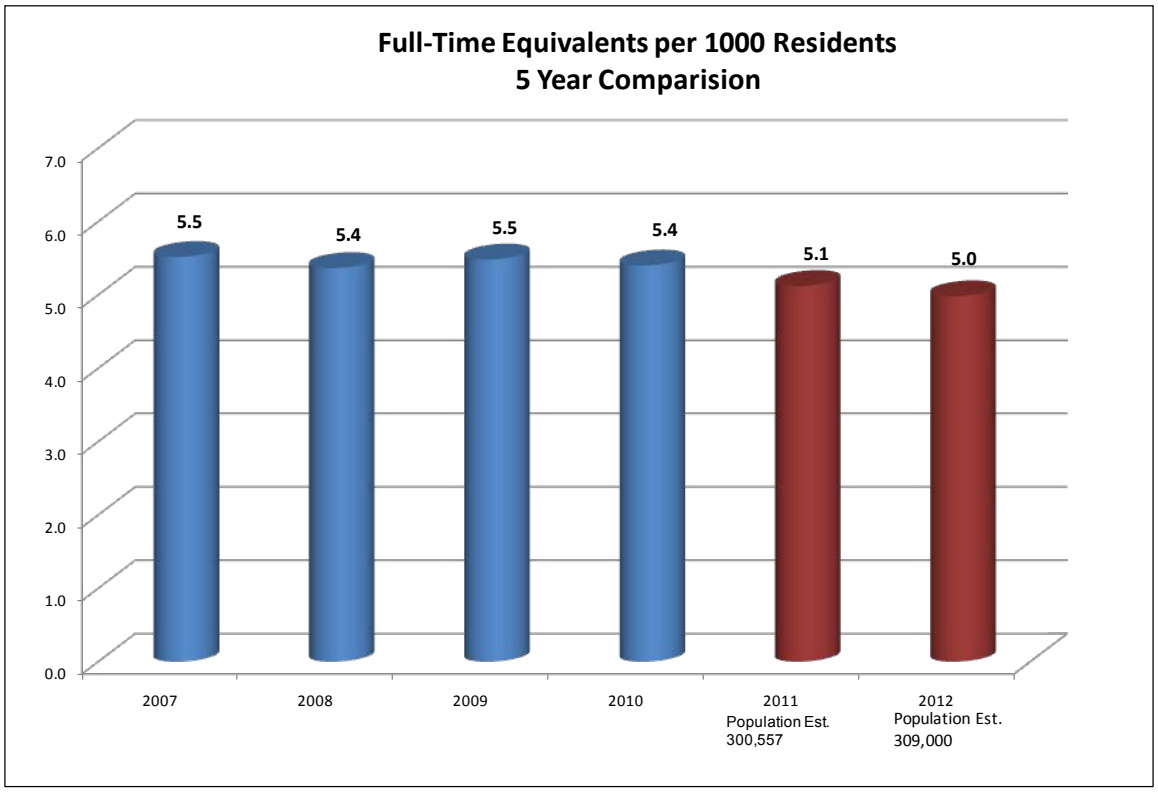
FULL TIME EQUIVALENTS (FTEs)
FTE CHANGE SUMMARY

Department	2010 FTEs	2011						2012		
		Allowable Adjustments	Approved 2011 FTEs	Gapping (1)	2011 FTEs	Net Change FTEs	Net Change %	2011 Gapping Impact	2012 Recommended FTEs	Forecast 2012 FTEs
City Manager	6.0	(1.0)			5.0	(1.0)	-16.7%			5.0
Operational Audit	1.0				1.0	0.0	0.0%			1.0
Strategic Planning	1.0				1.0	0.0	0.0%			1.0
Environmental Sustainability	0.0	2.0			2.0	2.0				2.0
Corporate Policy	1.0				1.0	0.0	0.0%			1.0
Fire and Rescue Services	283.4	3.8	11.0	(6.7)	291.5	8.1	2.9%	6.7	22.0	320.2
Emergency Planning	1.3				1.3	0.0				1.3
Sub-Total	***293.7***	4.8	***11.0***	***(6.7)***	**302.8**	**9.1**	**3.1%**	**6.7**	**22.0**	**331.5**
Comm. of Finance and Corporate Services	2.7				2.7	0.0	0.0%			2.7
City Financial Services	31.1	0.2			31.3	0.2	0.6%			31.3
Budgeting and Financial Planning	12.0		1.0	(0.5)	12.5	0.5	4.2%	0.5		13.0
Reserves and Investments	10.0				10.0	0.0	0.0%			10.0
Purchasing Services	12.2	0.1	1.0		13.3	1.1	9.0%		1.0	14.3
Sub-Total	***68.0***	***0.3***	***2.0***	***(0.5)***	***69.8***	**1.8**	**2.6%**	**0.5**	**1.0**	**71.3**
Comm. of Legal and Administrative Services Administrative Services	2.0				2.0	0.0	0.0%			2.0
City Clerk	47.9	(0.1)			47.8	(0.1)	-0.2%			47.8
Legal Services	11.7		2.0		13.7	2.0	17.1%			13.7
Enforcement Services	40.7	10.4	2.0		53.1	12.4	30.5%		1.0	54.1
Human Resources	63.8		1.0	0.5	65.3	1.5	2.4%	(0.5)	3.0	67.8
Sub-Total	***166.1***	***10.3***	***5.0***	***0.5***	**181.9**	**15.8**	**9.5%**	**(0.5)**	**4.0**	**185.4**
Comm. of Community Services	2.8				2.8	0.0	0.0%			2.8
Safe City Committee	1.0	(1.0)			0.0	(1.0)	-100.0%			0.0
Recreation	283.9	18.0	3.0	(2.3)	302.5	18.7	6.6%	2.3		304.9
Cultural Services	6.2	2.6			8.8	2.6	42.0%		1.0	9.8
Buildings and Facilities	106.5	0.6	1.0		108.1	1.6	1.5%		1.0	109.1
Fleet Management	9.0		0.3		9.3	0.3	3.3%			9.3
Parks Operations	112.1	1.3	4.6	(0.8)	117.2	5.1	4.6%	0.8	0.8	118.8
Parks Development	11.5	(0.1)			11.4	(0.1)	-0.9%			11.4
Sub-Total	***532.9***	***21.4***	***8.9***	***(3.1)***	***560.1***	**27.2**	**5.1%**	**3.1**	**2.8**	**566.1**
Comm. of Planning	2.0				2.0	0.0	0.0%			2.0
Development Planning	26.4	1.0			27.4	1.0	3.8%		6.0	33.4
Policy Planning	10.0	(1.0)			9.0	(1.0)	-10.0%			9.0
Building Standards	63.7	(0.3)	2.0		65.4	1.7	2.7%			65.4
Sub-Total	***102.1***	***(0.3)***	***2.0***	***0.0***	***103.8***	**1.7**	**1.7%**	**0.0**	**6.0**	**109.8**
Comm. of Economic & Technology Development and Communications	1.0				1.0	0.0	0.0%			1.0
Econ. and Business Development	11.7	(3.0)	1.0		9.7	(2.0)	-17.1%		1.0	10.7
Access Vaughan	9.6		1.4	(1.0)	10.0	0.4	3.6%	1.0	1.4	12.4
Information and Technology Mgmt.	38.0	0.5	2.0		40.5	2.5	6.6%			40.5
Corporate Communications	10.3	(3.3)			7.0	(3.3)	-32.0%		2.0	9.0
Sub-Total	***70.6***	***(5.8)***	***4.4***	***(1.0)***	***68.2***	**(2.5)**	**-3.5%**	**1.0**	**4.4**	**73.6**
Comm. of Engineering and Public Works	2.0				2.0	0.0	0.0%			2.0
Development/Transport. Engineering	36.3	0.1	2.0		38.4	2.1	5.8%		3.0	41.4
Engineering Services	33.6		3.0		36.6	3.0	8.9%		5.0	41.6
Public Works - Operations	63.9	0.8	2.0		66.7	2.8	4.4%			66.7
Sub-Total	***135.9***	***0.9***	***7.0***	***0.0***	***143.8***	**7.9**	**5.8%**	**0.0**	**8.0**	**151.8**
Vaughan Public Library (VPL)	**143.2**	(1.6)			**141.6**	(1.6)	-1.1%		0.5	142.1
Citywide Turnover/General Gapping	**(25.6)**	(8.2)			**(33.8)**	(8.2)	32.0%			(33.8)
Total	**1,486.9**	**21.8**	**40.3**	**(10.9)**	**1,538.1**	**51.2**	**3.4%**	**10.9**	**48.7**	**1,597.7**

Operating Budget Overview

Cost Structure & Staffing

As the City of Vaughan continues to grow, it is anticipated that staffing requirements will increase as the City strives to maintain existing service levels and provide service excellence. It should be noted that as a result of process efficiencies and strict budget guidelines limiting budgetary increases, the City's full-time equivalents per 1,000 residents has remained very consistent and even dropped slightly over the past five years, while service standards have remained the same or improved. This is another indication of the City exercising prudent resource management and balancing resource deployment and growth.

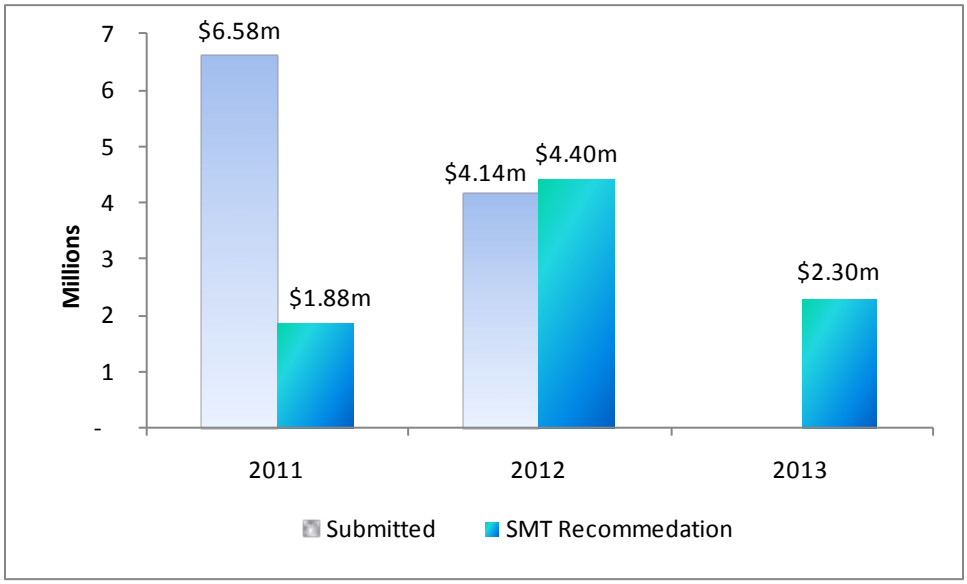


Operating Budget Overview

Additional Resource Requests

As indicated earlier in this report, the budget guidelines were complemented by a process that allowed departments to formally submit business cases for essential resources not permitted by the budget guidelines for the Finance and Administration Committee and Council's consideration. Additional Resource Requests are submitted on an individual basis and are assessed on their respective merits. Initially, there were over 90 requests totalling a combined $10.7m for 2011 and 2012, which by themselves represented 4.9% and a 3.2% tax increase respectively. It is important to note, all funding requests submitted have merit, however they must be prioritized and ranked. The table below shows that in 2011, more than half of the resource requests were not approved. However, most of the 2012 resource requests were recognized and recommended although submissions were not as high as 2011. The reason could be that departments are not accustomed to multi year budgeting process. As a result, ARRs are expected to be higher for the 2012-14 Operating Budget process.

Additional Resources Submitted vs Approved



Recognizing the challenges, a significant amount of time was spent reviewing and optimizing the requests, which resulted in a number of requests being partially funded internally and some deferred to future budget years for consideration, without guarantee or special status. Although it is understood that 2012 will reveal many opportunities and issues to be discussed, it is vitally important to begin planning resources beyond a single year to improve financial visibility and to proactively grasp and address future opportunities and challenges. The result is a recommendation to support $1.9m in 2011 and to advise there are recognized and recommended requests

totalling $4.14m in 2012, which translates into a $16 and a $34 increase per year, respectively to the average residential property in Vaughan, equivalent to a 1.39% and 2.90% tax increase, respectively. Understanding the current economic climate, departments have demonstrated financial constraint and have only put forward requests they consider absolutely necessary, despite the tremendous challenges to maintain existing service levels. This is clearly demonstrated by a 65% reduction in the additional resource requests from last year's process.

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

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

The process infuses a high-degree of objectivity and transparency and the end result of this process is a significantly reduced recommended list of additional resource requests based on a blend of associated municipal risk exposure, service levels and the Vaughan Vision initiatives.

It is important to note that all funding requests addressed legitimate City concerns, but the present economic climate requires a focus on financial constraint and tightening the budget. As a result, some requests were deferred, without guarantee or special consideration, to next year's process. Executing this type of financial constraint may initially reduce the City's ability to consistently maintain service levels.

The result was a Council approved recommendation totalling $1.9m, an $16 increase per year to the average residential property in Vaughan or 1.39%.

The approved 2011 Additional Resource Requests are summarized below.

Operating Budget Overview

Additional Resource Requests

Approved 2011 Additional Resource Requests

Order	Note 1	Department	Description	# of Positions	2011 Net FTE	2011 Budget Change	Cum $ Net Change	Tax Rate % Incr.	Cum Tax Rate % Incr.
								0.60%	0.60%
A1		Engineering Services	Municipal Services Inspector	1	1.00	-	-	0.00%	0.60%
A2	V	Dev./ Transp.Eng.	Spadina Subway TTC Sr. Eng. Asst. (Contract)	1	1.00	-	-	0.00%	0.60%
A3		Building Standards	1 Plans Examiner (Zoning)	1	1.00	-	-	0.00%	0.60%
A4		Building Standards	1 Clerk Typist D	1	1.00	-	-	0.00%	0.60%
A5		Fleet	Filing Clerk (FT Conv.)	1	0.31	-	-	0.00%	0.60%
A6	MP	Enviro. Sustain.	Sustainability Coordinator (Contract Conv.)	1	-	-	-	0.00%	0.60%
A7		City Financial Services	Finance Business / Project Manager	1	1.00	-	-	0.00%	0.60%
A8	V	Dev./ Transp.Eng.	Municipal Services Inspect.Erosion Sediment Cont	1	1.00	-	-	0.00%	0.60%
1	V	Strategic Planning	Vision 2020 Strategic Plan Update	-	-	15,000	15,000	0.01%	0.61%
2	V	Legal Services	Junior Lawyer OMB Contract	1	1.00	30,444	45,444	0.02%	0.63%
3	MP	Fire & Rescue Services	7-10 Engine Crew (6 FF & 4 Cap) (Gapped)	10	3.33	326,715	372,159	0.24%	0.88%
4		Info & Tech.Management	ITM Security Analyst	1	1.00	99,888	472,047	0.07%	0.95%
5		Fire & Rescue Services	Mechanic - Emergency Vehicle Technician	1	1.00	56,674	528,721	0.04%	0.99%
6		Engineering Services	Administrative Assistant	1	1.00	75,348	604,069	0.06%	1.05%
7		Engineering Services	Manager of Traffic Engineering	1	1.00	125,527	729,596	0.09%	1.14%
8	MP	Recreation Culture	Vellore CC Fitness Centre Staff (Gapped)	2	0.17	14,471	744,067	0.01%	1.15%
9		Parks Ops	2 Park Attendants	2	2.00	45,210	789,276	0.03%	1.19%
10		Human Resources	Crossing Guard Coordinator (FT Conv.)	1	0.50	45,312	834,588	0.03%	1.22%
11		Enforcement Services	Licensing Enforcement Field Officer	1	1.00	39,493	874,082	0.03%	1.25%
12	S	Eco. Dev	Research Coordinator	1	1.00	75,473	949,555	0.06%	1.30%
13		Info & Tech.Management	Enterprise Data Architect	1	1.00	99,888	1,049,443	0.07%	1.38%
14		Buildings & Facilities	Mechanical Supervisor	1	1.00	110,945	1,160,388	0.08%	1.46%
15		Parks Ops	Assistant Foreperson (Horticulture)	1	1.00	97,788	1,258,177	0.07%	1.53%
16		PW / Roads	Roads Supervisor	1	1.00	108,545	1,366,722	0.08%	1.61%
17		Purchasing Services	Buyer	1	1.00	87,861	1,454,583	0.07%	1.68%
18		Enforcement Services	Property Standards Officer	1	1.00	86,988	1,541,572	0.06%	1.74%
19		Legal Services	Law Clerk	1	1.00	67,885	1,609,457	0.05%	1.79%
20		PW / Roads	Sign Crew (2 Equipment Operators)	2	2.00	104,393	1,713,850	0.08%	1.87%
21	MP	Budgeting & FP	Budget Analyst *(1/2 yr gapped)*	1	0.50	52,844	1,766,694	0.04%	1.91%
22		Parks Ops	2 Temp Seasonal Employees *(1/2 yr gapped)*	2	0.84	35,267	1,801,961	0.03%	1.94%
23		Recreation Culture	Special Events Coordinator *(1/2 yr gapped)*	1	0.50	48,974	1,850,935	0.04%	1.97%
24	V	Access Vaughan	1 Citizen Service Representatives *(1/2 yr gapped)*	1	0.69	25,897	1,876,833	0.02%	1.99%
				44	30.83	$ 1,876,833		1.39%	

Note 1:

V = Link to Vaughan Vision 2020

MP = Link to City of Vaughan Master Plan

S = Link to Departmental Strategy

Operating Budget Overview

Additional Resource Requests

The table below illustrates the 2012 recognized and recommended Additional Resource Requests. For the 2012-14 Operating Budget process, the requests will be reviewed thoroughly by the Director's Working Group, Senior Management Team, Finance & Administration Committee and Council.

Recognized 2012 Additional Resource Requests

#	Note 1	Department	Description	# of Positions	2012 Net FTE	2012 Budget Change	Cum $ Net Change	Tax Rate % Incr.	Cum Tax Rate % Incr.
2012 Base Budget Increase *adjusted"								2.96%	2.96%
Zero Budget Impact									
A1	V	Dev./ Transp.Eng.	TTC Muni. Inspector Contract Position	1	1.00	-	-	0.00%	2.96%
A2	V	Dev. Transp. Eng.	TDM Coordinator	1	1.00	-	-	0.00%	2.96%
A3		Engineering Services	Project Manager	1	1.00	-	-	0.00%	2.96%
A4		Engineering Services	Capital Design Team	2	2.00	-	-	0.00%	2.96%
Budget Impact									
1		Engineering Services	Traffic Analyst	1	1.00	84,862	84,862	0.06%	3.02%
2	MP	Fire Services	Station 75 - Engine Crew (16 FF & 4 Cap	20	20.00	1,711,015	1,795,877	1.20%	4.23%
3	MP	Dev. Planning	Zoning By-law Review Contract Staff	6	6.00	579,480	2,375,357	0.41%	4.63%
4		Engineering Services	Traffic Technician	1	1.00	58,487	2,433,844	0.04%	4.67%
5	MP	Fire & Rescue Services	Communication Operators	2	2.00	154,761	2,588,605	0.11%	4.78%
6	S	Human Resources	HR Partner	1	1.00	103,341	2,691,947	0.07%	4.86%
7	S	Human Resources	Learning/Dev.Specialist & Coordinator	2	2.00	165,436	2,857,382	0.12%	4.97%
8	S	Eco. Dev	Business Development Officer	1	1.00	87,573	2,944,955	0.06%	5.03%
9	V	Corporate Comm	Web Content Mgmt Position	1	1.00	87,591	3,032,546	0.06%	5.10%
10		Dev. Transp. Eng.	Clerical Assistant	1	1.00	47,737	3,080,282	0.03%	5.13%
11		PW/Roads	Micro Milling		-	250,000	3,330,282	0.18%	5.31%
12		Enforcement Services	Property Standards Officer	1	1.00	90,476	3,420,758	0.06%	5.37%
13		Purchasing Services	Sr. Technical Position	1	1.00	71,453	3,492,211	0.05%	5.42%
14		Parks Ops	Temp Seasonal Employees	1	0.84	35,267	3,527,478	0.02%	5.44%
15	V	Access Vaughan	Citizen Service Representatives	2	1.38	96,743	3,624,221	0.07%	5.51%
16		Recreation Culture	Special Events Supervisor	1	1.00	110,491	3,734,712	0.08%	5.59%
17	MP	Library	E-Media Pilot Specialist (Cont.) gapped	1	0.50	34,955	3,769,667	0.02%	5.61%
18		Buildings & Facilities	Vellore CC FC Facility Operator I -	1	1.00	68,039	3,837,706	0.05%	5.66%
19		Parks Ops	GPS - Sidewalk Snow Plow Machines		-	42,723	3,880,429	0.03%	5.69%
20		Library	Resource Purchasing Power Protection		-	32,120	3,912,549	0.02%	5.72%
Moved from 2011 as per Committee Direction									
1	V	Strategic Planning	On-Line Citizen Engagement Survey	-	-	75,000	3,987,549	0.05%	5.77%
2	S	Human Resources	Prof.Fees - Engagement Survey	-	-	50,000	4,037,549	0.04%	5.80%
3	V	Corporate Comm	Public relations staff	1	1.00	83,249	4,120,798	0.06%	5.86%
Total of ARRs Recognized by Senior Management Team				50	48.72	4,120,798		2.90%	

Note 1:

V = Link to Vaughan Vision 2020

MP = Link to City of Vaughan Master Plan

S = Link to Departmental Strategy

Financial Outlook & Emerging Trends

Complementing the existing budget process, the Budgeting and Financial Planning Department, with the assistance, support, and cooperation of other departments, has begun preliminary work on the City's Long Range Financial Forecast which is scheduled for 2011. This strategic initiative is vital to the City, as it articulates Vaughan's long-term operational and capital funding trends and helps staff and Council, to gain a better understanding of Vaughan's future financial pressures and challenges. Although not a precise science, the ability to consolidate and summarize key future financial trends and identify long-term implications and their aggregated effects on debt service levels, reserves and the tax rate enables staff to envision future issues and test a variety of financial approaches. It also provides a framework in which to develop progressive fiscally prudent processes, policies and strategies that complement Vaughan's vision and guide important financial decisions. This information will play an integral role in planning and is one of many significant steps in managing Vaughan's sustainable future.

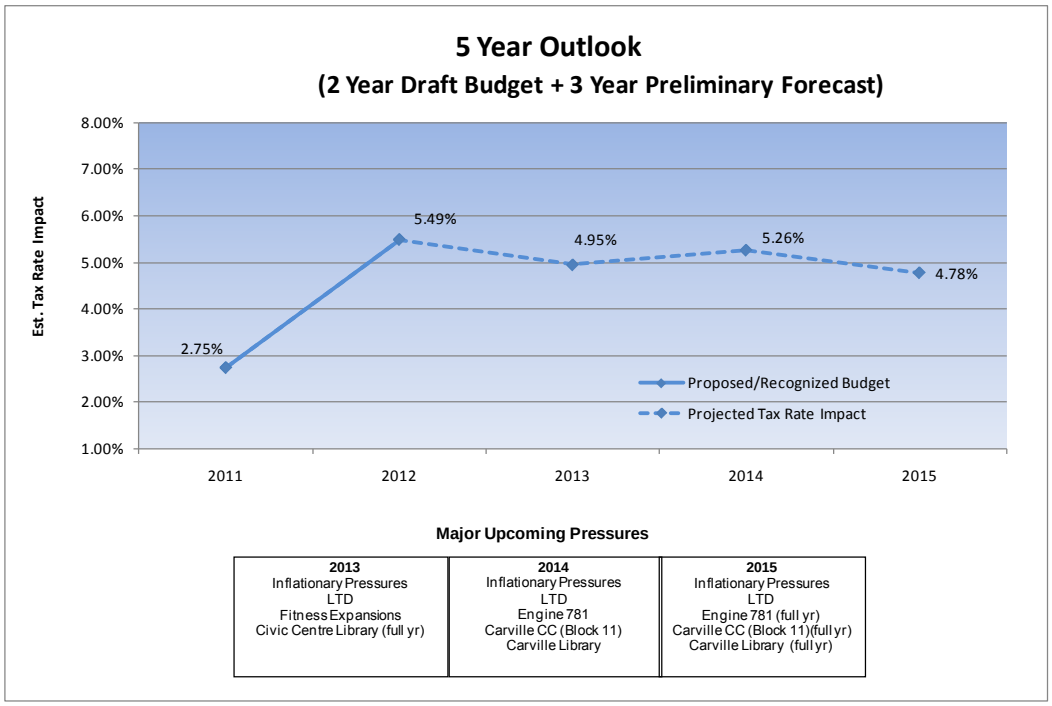
The long-range forecast is starting to provide a glimpse into the future and illustrate some of the many pressures the community is facing, for example:

- New facility incremental costs (community centres, libraries, fire stations, etc)
- Labour and service contract costs
- Escalating utility costs (e.g. significant increases in gas)
- Expanding road replacement program
- Service requirements, etc.

Long Range Financial Planning - Five Year Preliminary Outlook

To illustrate these pressures, a five year outlook is provided below, built on the 2011/2012 budget plus a three year preliminary outlook based on general assumptions and trends. The intent of this section is to incorporate a future focus and provide decision makers and citizens with more certainty about the direction of City services, finances, and tax levels. It is also important to consider that deferring costs to the following year will only magnify the anticipated pressures; this is particularity the case for 2013-2015, which will see the addition of two libraries, the Carville Community Centre, a fire engine for station 7-8, additional parkland, etc. The City's Financial Master Plan is scheduled for late 2011, which will provide greater depth on these figures, policy recommendations, and further discussion regarding the City's infrastructure.

Financial Outlook & Emerging Trends



Infrastructure Funding Gap

A significant benefit to the Long-Range Financial Planning work performed is the ability to estimate the financial impact and timing of infrastructure repair and replacement. Over the last two decades, Vaughan has experienced tremendous growth and as a result of that growth significant investments in infrastructure occurred, funded primarily by the development industry.

The prevailing theme throughout the long-range financial planning process was that infrastructure replacement is significantly under funded and an infrastructure funding strategy is essential to begin addressing the backlog of unfunded projects and future infrastructure requirements. This challenge and funding strategies were presented to Council in prior years.

A new challenge is how to financially manage the repair and replacement of Vaughan's rapidly aging infrastructure, which will require significant investment decisions in the near future to ensure infrastructure continues to remain operational. This is typically referred to as the

Financial Outlook & Emerging Trends

Infrastructure Challenge or Infrastructure Gap and is rapidly emerging as a top issue for most Canadian municipalities.

Without further infrastructure investment, Vaughan's infrastructure network will deteriorate, potentially compromising community health, safety and service levels. The condition and state of municipal infrastructure is an important factor in assessing a community's overall quality of life and economic health. Consequently, it is critical to understand that there is a great need and benefit for further infrastructure investment in order to protect, sustain and maximize the use of Vaughan's infrastructure assets.

Vaughan Health campus of Care

(hospital tax levy)

Vaughan Health Campus of Care
Hospital Tax Levy

On January 27, 2003, Vaughan Council took the first step toward establishing additional health care resources in the City by creating the Vaughan Health Care Facility Study Task Force. The Vaughan Health Care Foundation and the Vaughan Health Campus of Care (VHCC) were subsequently established. The Foundation has been working with the City, the Region of York, the Government of Ontario, the Central Local Health Integration Network (LHIN) to bring a hospital and other health care resources to Vaughan.

The Government of Ontario requires local communities to support the development of hospitals in their communities. Recognizing this, the City of Vaughan approved in principle the provision of a significant financial contribution to the Vaughan Health Campus of Care in June 2008.

On April 27, 2009, the City received a presentation from the Vaughan Health Campus of Care requesting a financial contribution of $80 million from the City for the site acquisition and development of a hospital in Vaughan, which will form part of the community's local share. Vaughan's contribution is only one component of the local share. The final determination of the total local share ultimately depends on the land costs, the total hospital development costs, including furniture, fixtures and equipment. VHCC advised the estimated local share to be $300m to $400m.

On July 21, 2011, the provincial government gave the final approval for the first hospital in the City of Vaughan.

<u>Protection of the Public Interest</u>

Section 11(1) (6) of the Municipal Act confers a broad power on municipalities to enact bylaws respecting health, safety and well being of persons. Section 11(1) (5) also empowers municipalities to pass bylaws for the economic, social and environmental well-being of the municipality. Hospital facilities are major job generators and have the capacity to attract significant related development. Accordingly, the City has a significant interest pursuant to its economic development sphere of jurisdiction in providing the land necessary to support the preferred operational model for the core hospital facilities. It should also ensure that other lands are available to advance related opportunities for economic development. Future Council decision making will then involve Council making appropriate determinations with respect to economic development planning and advancing the health, safety and well-being of Vaughan residents.

Vaughan Health Campus of Care Hospital Tax Levy

After much deliberation and public consultation Council approved funding for the VHCC request for a local contribution on June 15, 2009. To fund this request the following actions were performed by the City:

- Issued a $30m debenture in 2009
- Funded $30m from City Reserves in 2009 for a total of $60m
  - Issue $10m in debentures in 2010 and $20m in debentures in 2011 to repay City reserves
- Issue $20m in debentures when the hospital is approved (assumed 2012) for a total of $80m

The above was to be funded by a total tax increase of 5.45% over four (4) years, which will be implemented as follows: 2.04% in 2009, 0.69% in 2010, 1.36% in 2011 and 1.36% in 2012. However, in April 5, 2011, Council approved an amendment to change the remaining tax increases from two to three years. Therefore, there was an increase of 0.91% in 2011 and there will be similar increases of 0.91% in 2012 and 2013. For 2011 and 2012, it means a $9.68 and $10.72 increase respectively on the Hospital Tax Levy based on the average property assessed at $472,368 for 2011 and $485,122 for 2012. The funding of a grant to the VHCC is not part of the City's operations and for transparency will be shown separately on the property tax bills. Residents should be aware that they are contributing towards the local share for a hospital in the City of Vaughan.

It is important to note that the contribution funding will not impact the funding of the capital infrastructure projects that have already been approved by Council. Future infrastructure requests related to growth such as roads, libraries, community centres, fire halls will continue to be funded through the development community from development charges collected. Repair and/or replacement of existing infrastructure such as buildings, roads, sewers, and water will continue to be funded in part through discretionary reserves set aside for these specific purposes by Council. In addition, Council has received an infrastructure funding strategy which is not compromised by the recommendation in this report.

Water & Wastewater

Water & Wastewater
Budgets & Consumption Rates

The major source of revenue for water and wastewater operations is consumption rates, totalling $83.4 million for 2011. The consumption rate revenues net of operating costs and Region of York purchases are transferred to the respective water and wastewater reserves. The net earnings provide for both the delivery of clean potable water, wastewater services and for the future renewal and replacement of the City's underground infrastructure.

Water sales will generate a net contribution of $4.0 million to the water reserve and wastewater services will generate $3.7 million to the wastewater reserve thereby providing the necessary funds to maintain financially sustainable water and wastewater systems for the future.

Annual Residential Impact

The average residential customer with a consumption of 300 cubic meters of water per annum will see an increase of $65 ($41 is the Region of York portion) or 9.94%. The combined increase for water and wastewater rates is $5 per month.

The 2011 budgets include an annual rate increase of 9.39% for water and a 10.45% increase for wastewater for a combined increase of 9.94%.

The net rate increase impact is the result of:

- The Regional increase of 10% for the cost of potable water and the increase of 10% for wastewater services. This increase is based on Regional water and wastewater reserve adequacy study.
- The impact of inflationary pressures.
- The net increase in maintenance, administration, additional staffing resources and other expenditures.
- The required increase in the contribution to the water and wastewater reserves.
- Reduction of the cost of the Joint Services agreement.

2011 COMBINED RATE INCREASE

Potable Water & Wastewater Purchased Services	6.17%	York Region
Unmetered Water	0.43%	
Maintenance	0.89%	
Administration, Financing, & Overheads	(0.06)%	
Joint Services	(0.42)%	
Infrastructure Contribution	2.93%	Reserves
2011 Increase	**9.94%**	

Water & Wastewater
Budgets & Consumption Rates

Rate Components - Increase

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 10%. 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 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 consumption rates are now supported by the study and are continuing to move in the direction of full cost recovery.

The 2011 water and wastewater rate components and cost impacts are as follows:

Rate Components	Water	Wastewater	Combined
Regional Purchased Services	$0.6973	$0.7900	$1.4873
Unmetered Water	0.1022	0.00	0.1022
Maintenance	0.1225	0.1486	0.2711
Other	0.1063	0.0609	0.1672
Lifecycle Contribution – Reserve	0.1343	0.2463	0.3806
Total	**$1.1626**	**$1.2458**	**$2.4084**

Cost Increase Impact	Water	Wastewater	Combined
Region	64%	61%	62%
City	36%	39%	38%

Water Conservation

Water conservation is an important issue for the future growth and development of York Region. 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.

Water & Wastewater
Budgets & Consumption Rates

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.

Until sufficient users are in place to ensure a changeover of water takes place in new development watermains, 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.

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. The latest initiatives 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;
- 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

2011 Water Budget - Revenue & Expenditure Highlights

Additional Resource Request

Staff complement in Public Works required to meet growing demands and City initiatives.

Water & Wastewater
Budgets & Consumption Rates

1 FTE Contract Person – Create New Water & Sewer Use By Laws

Funding for Industrial, Commercial and Institutional water meter calibration, water filling station maintenance and hydrant painting are the primary non-staff related budget increases. These increases are in response to Ministry of the Environment recommendations and the Safe Water Drinking Act, 2002.

2011 Water Budget Factors

The budgeted 2011 water billing revenue includes a 3.0% residential growth factor, 1.75% commercial growth factor and a 9.39% water rate increase. The consumption volume is conservatively estimated based on expected growth and does not reflect any weather predictions.

The Regional cost of potable water has increased by 10% annually over the period 2009 to 2011, 2012 to 2013 will be 5% annually and 2% annually thereafter. Other expenditure increases reflect general inflationary pressures, renegotiated joint services costs and the funding requirement to provide a sustainable water system for the future.

2011 Water Budget Highlights

Revenues:

The water rate of $1.1626 per cubic meter is based on the operating and capital budgets and represents the next step in achieving full cost recovery as supported by the rate study.

The budgeted water billings in 2011 include a 9.39% rate increase and an increase in residential and commercial growth. The revenues are expected to be $40.8 million with water purchases from the Region at $28.7 million, including unmetered water, resulting in a gross margin of $12.1 million.

Other revenue for bulk water sales remains constant year over year at $0.2 million. Installation activity is expected to be similar to last year's budgeted level at $1.1 million. Interest revenue is expected to exceed 2010 due to higher interest rates.

Expenditures:

2011 budgeted expenditures total $9.4 million covering maintenance, administration, financing, overhead and other costs which are the same as last year's budget. Maintenance increases of 5.5% due to additional resource requests and increased funding for existing programs are offset by lower overhead allocations down by 10.5% and joint services costs down by 19% based on the

draft renegotiated joint services agreement. General administration is up slightly due to two new staff at 6%.

Unmetered Water Consumption:

Unmetered water 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, water used by builders in the construction of new homes, etc. Main flushing maintains the City's ability to provide potable water thereby meeting Ministry of Environment requirements.

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

The 2011 unmetered water is budgeted at 13% the same level as last year. The unmetered water loss for 2010 was 13.2%. In part this is the result of a reduced need to flush water mains in new subdivisions. The actual unmetered water over the past number of years range from 9.3% to 16.8% reflecting the growth of the City. The National Research Council of Canada reported that range for unmetered water can be anywhere from 20 - 30%.

Water Lifecycle Contribution - Reserve

The 2011 budgeted transfer of $4.0 million from water operations to the water reserve is higher by $0.8 million over last year's budget. The capital drawdown on the reserve in 2011 for water related infrastructure needs is expected to be at $4.0 million.

Committed capital costs represent approved capital projects not yet begun or completed and total $5.1 million.

The budgeted reserve balance at the end of 2011 is projected to be $21.2 million 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.

2011 Wastewater Budget - Revenue & Expenditure Highlights

Additional Resource Requests

Staff complements in Public Works required in meeting growing demands and addressing a Region of York initiative.

2 FTE Serviceperson II – Inflow and Infiltration Reduction Program

Water & Wastewater
Budgets & Consumption Rates

Additional funding for the mandated inflow and infiltration reduction program with new funding for CCTV sewer assessment and valve exercising are the primary non-staff related budget increases. These increases are in response to Ministry of the Environment legislation and recommendations.

2011 Wastewater Budget Factors

The budgeted 2011 wastewater billing revenue includes a 3.0% residential growth factor, 1.75% commercial growth factor and a 10.45% wastewater rate increase. The volume of wastewater is not metered. The wastewater consumption volume is based on water sold to the consumer.

The Regional cost of wastewater services will have increased by 10% annually over the period 2009 to 2013 and by 5% annually thereafter. Other expenditure increases reflect general inflationary pressures, renegotiated draft joint services costs and the funding requirement to provide a sustainable wastewater system for the future.

2011 Wastewater Budget Highlights

Revenues:

The wastewater rate of $1.2458 per cubic meter is based on the operating and capital budgets and represents the next step in achieving full cost recovery as supported by the rate study.

The budgeted wastewater billings in 2011 include a 10.45% rate increase and an increase in residential and commercial growth. The revenues are expected to reach $42.6 million with the expected wastewater services from the Region at $31.7 million leaving a gross margin of $11.0 million. The cost of wastewater disposal service from the Region includes a 10.0% increase. The Region's treatment cost for wastewater is based on potable water purchased by the City.

Installation and service fees are budgeted at $0.2 million, down by $0.1 million from last year as these are driven by demand. The 2011 local improvement revenue is budgeted at $213,200 and is offset by the cost of debentures of $213,200. Interest revenue is expected to be higher in 2011 due to higher interest rates and higher reserve balance.

Expenditures:

2011 budgeted expenditures total $7.9 million covering maintenance, administration, storm sewer financing, joint services, overhead and other costs which are up by 5.4% over last year's budget. The largest increases year over year are in maintenance and general administration, primarily due to additional funding for existing programs, resource requests and projects previously funded from capital transferred to operating. These increases are offset by renegotiated draft joint service agreement, down by 19%.

Water & Wastewater
Budgets & Consumption Rates

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 is based on having an annual maximum funding cap of $112,500, to be funded from the Wastewater Reserve. Based on a maximum subsidy of $750 per property, the City can approve 150 applications per year, if all received the maximum subsidy. In 2010, there were four applicants. Funding for the continuation of this program has been included in the base 2011 Wastewater Budget.

Wastewater Lifecycle Contribution - Reserve

The 2011 budgeted transfer of $3.7 million from wastewater/storm operations to the reserve is higher by $0.4 million over last year's budget. The capital drawdown on the reserve in 2011 for wastewater related infrastructure needs is expected to be at $0.3 million.

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

The budgeted reserve balance at the end of 2011 is projected to be $23.7 million after committed capital projects, a net increase of $3.4 million. These funds will provide for the future requirements of the wastewater infrastructure to ensure the City's wastewater system are financially sustainable.

The Corporation of the City of Vaughan
2011 Operating Budget and
2010 Statement of Operations for the Year Ending December 31, 2010
Wastewater Reserve Fund

Description	2011 Annual Budget	% of Sales	2010 Annual Budget	% of Sales	2010 Year End Actual	% of Sales
Wastewater Revenues [1]						
Residential Billings	26,352,520		23,287,000		23,369,216	
Commercial Billings	16,290,180		14,982,000		15,704,453	
	$42,642,700		**$38,269,000**		**$39,073,669**	
Wastewater Expenses						
Regional Treatment Charges	**$31,673,225**	**74.3%**	**$28,051,500**	**73.3%**	**$29,433,987**	**75.3%**
GROSS MARGIN	**$10,969,475**	**25.7%**	**$10,217,500**	**26.7%**	**$9,639,682**	**24.7%**
Other Revenues						
Local Improvements	213,200		213,200		208,451	
Installation and Service Fees	225,000		325,000		114,977	
Interest	230,000		55,000		103,742	
Other	-		-		139,270	
	$668,200	**1.6%**	**$593,200**	**1.6%**	**$566,440**	**1.4%**
Expenses [2]						
Maintenance and Installation Cost	3,645,670		3,221,325		2,767,799	
General Administration	394,765		385,500		381,314	
Storm Sewer Maintenance	2,104,605		2,096,050		1,477,909	
Joint Service Costs	487,720		604,755		604,753	
Debenture Payments	213,200		213,200		208,451	
Administration Overhead	880,000		829,825		721,000	
Insurance Allocation	198,170		166,530		166,530	
	$7,924,130	**18.6%**	**$7,517,185**	**19.6%**	**$6,327,756**	**16.2%**
LIFECYCLE CONTRIBUTION - RESERVE	**$3,713,545**	**8.7%**	**$3,293,515**	**8.6%**	**$3,878,366**	**9.9%**

(1) Wastewater Rate change effective July 1, 2011
(2) New Complement Additional Resource Requests have been budgeted at 25% of the year.

Statement of Continuity - Wastewater Reserve

Description		2011 Annual Budget	2010 Annual Budget	2010 Year End Actual
Reserve Balance - Beginning - Actual		$20,304,939	$16,513,936	$18,062,926
Lifecycle contribution from Wastewater Operations		3,713,545	3,293,515	3,878,366
Capital Fund Transfer	- Year End Actual	-	-	(403,250)
	- Yearly Budget	(303,900)	(280,675)	-
	- Committed	-	-	(1,233,103)
Reserve Balance - Ending - Committed / Actual		**$23,714,584**	**$19,526,776**	**$20,304,939**

The Corporation of the City of Vaughan
2011 Operating Budget and
2010 Statement of Operations for the Year Ending December 31, 2010
Water Reserve Fund

Description	2011 Annual Budget	% of Sales	2010 Annual Budget	% of Sales	2010 Year End Actual	% of Sales
Water Revenues [1]						
Residential Billings	25,073,925		22,424,000		22,625,347	
Commercial Billings	15,496,335		13,922,000		14,857,616	
Other	223,110		212,000		248,555	
	$40,793,370		**$36,558,000**		**$37,731,518**	
Water Purchases						
Metered Water Purchases	24,945,810		21,981,000		22,724,996	
Unmetered Water	3,727,085	**13.0%**	3,285,000	**13.0%**	3,449,199	**13.2%**
	$28,672,895		**$25,266,000**		**$26,174,195**	
GROSS MARGIN	**$12,120,475**	**29.7%**	**$11,292,000**	**30.9%**	**$11,557,323**	**30.6%**
Other Revenues						
Installation and Service Fees	1,075,000		1,175,000		980,619	
Interest	220,000		58,000		134,396	
Other	-		-		2,874	
	$1,295,000	**3.2%**	**$1,233,000**	**3.4%**	**$1,117,889**	**3.0%**
Expenses [2]						
Maintenance and Installation Cost	5,545,950		5,256,995		5,027,785	
General Administration	1,435,295		1,354,750		1,196,801	
Joint Service Costs	731,580		907,130		907,130	
Debenture Payments	202,790		202,790		210,197	
Administration Overhead	1,320,000		1,475,245		1,279,000	
Insurance Allocation	187,990		157,975		157,975	
	$9,423,605	**23.1%**	**$9,354,885**	**25.6%**	**$8,778,888**	**23.3%**
LIFECYCLE CONTRIBUTION - RESERVE	**$3,991,870**	**9.8%**	**$3,170,115**	**8.7%**	**$3,896,324**	**10.3%**

(1) Water Rate change effective July 1, 2011
(2) New Complement Additional Resource Requests have been budgeted at 25% of the year.

Statement of Continuity - Water Reserve

Description	2011 Annual Budget	2010 Annual Budget	2010 Year End Actual
Reserve Balance - Beginning - Actual	$21,224,751	$17,276,765	$23,989,927
Lifecycle contribution from Water Operations	3,991,870	3,170,115	3,896,324
Capital Fund Transfer - Year End Actual	-	-	(1,518,824)
- Yearly Budget	(4,027,350)	(2,577,875)	-
- Committed	-	-	(5,142,676)
Reserve Balance - Ending - Committed / Actual	**$21,189,271**	**$17,869,005**	**$21,224,751**

2011 Capital Budget Overview Section

Quick Facts

Total 2011 Capital Budget	$66m
# of projects	162
Discretionary Reserve Ratio	72.3%
Long-Term Debt Ratio	9.7%
Total Reserve Balance (Net of Commitments)	$148.5m

Capital Budget Overview

Council approved the 2011 Capital Budget totalling $65.7m, funded from development charges ($31.5m), grants ($0.8m), reserves ($26.6m) and taxation ($6.8m). The Capital Budget is within Council approved policies and recognizes the limited amount of tax dollars available for capital work. The future Operating Budget impact of the proposed capital budget is $1,291,660 or a 0.92% tax increase.

A number of issues were taken into consideration in the preparation of the Capital Budget. The continued pressures of growth, maintaining existing infrastructure and the provision of new servicing are balanced against available funding, the current financial impact on the economy, the impact on future Operating Budgets and the available staff resources to undertake and properly manage the projects.

During the summer of 2009, the Federal and Provincial Governments announced the listing of successful projects totalling $30.9m, which received funding under the Infrastructure Stimulus Fund (ISF) and the Recreational Infrastructure Program (RiNC). In total, 177 projects were approved. Given the stringent program timelines for these projects, (March 2011 extended to October 2011), staff have given top priority to these initiatives and assigned staff accordingly. The proposed 2011 Capital Budget submission reflects the available staff resources to undertake or manage the projects being submitted for consideration.

Capital projects are funded from four main sources:

1. Development Charges
2. Reserves
3. Taxation
4. Grants & Other Financing

Departments have prioritized the projects within each funding source. Based on previously approved Council policies, finance staff have assessed the availability of funding and established a funding line within each funding source. The following list summarizes the financial policy areas:

1) Level of Discretionary Reserves
2) Level of Working Capital
3) Level of Debt
4) Requirement of Funds to be on hand prior to project approval

Over the years, these policies have had a positive impact on the financial stability of the municipality. The key financial information/ratios approved by Council are being met.

The following summarizes the key financial information ratios compared to targets approved by Council:

	Projected Dec. 31, 2010	Approved Target
Net Development Charge Balance	$92.5M	N/A
Discretionary Reserve Ratio	72.3%	> 50% of own source revenue
Working Capital	13.1%	> 10% of own source revenue
Debt Level *	9.7%	< 10% of own source revenue

*Includes commitments for Ontario Soccer Association and Vaughan Sports Complex.

Capital Budget Overview

Debt Financing

The Municipal Act requires annual payments relating to debt and financial obligations be less than 25% of own source revenues. City of Vaughan policy limits annual payments relating to debt and annual financial obligations to 10% of own source revenue. Tax levy supported debt for 2011 and 2012 is illustrated in the following table.

	2010	2011			2012		
Tax Levy Supported Debt	Outstanding Debt Principal	2011 Debt Principal Payment	2011 Interest Payment	2011 Principal and Interest Payment	2012 Debt Principal Payment	2012 Interest Payment	2012 Principal and Interest Payment
Roads	40,341,521.16	5,216,232.21	2,161,973.93	7,378,206.14	5,249,139.98	2,125,068.16	7,374,208.14
Sanitary Sewers	908,509.16	152,372.71	54,625.34	206,998.05	154,712.15	59,139.78	213,851.93
Waterworks	1,168,884.56	139,028.86	71,044.91	210,073.77	140,773.65	63,575.84	204,349.49
Recreation	718,729.80	89,516.62	32,458.00	121,974.62	89,611.38	32,349.16	121,960.54
Municipal Buildings							
	43,137,644.68	5,597,150.40	2,320,102.18	7,917,252.58	5,634,237.16	2,280,132.94	7,914,370.10

Development Charge Reserves

For the projects submitted to be funded from development charges, the following guidelines previously approved by Council were taken into consideration:

1) No service category with a positive balance should be placed into a pre-financing position, unless endorsed by Council (requirement of funds to be on hand)
2) With the exception of Management Studies, no service category pre-financing should be increased
3) Commit no more than 50% of anticipated revenues for any service category that is already pre-financed

Each department prioritized the capital projects within each development charge-funding source.
Based on the above-endorsed guidelines, Finance staff have assessed the funding availability and established a specific funding line for each service.

Taxation

Capital projects identified for taxation funding are non-growth projects that have no other source of financing such as infrastructure maintenance and repairs. In addition, included in the funding request from taxation is the 10% co-funding requirement of the Development Charges Act for certain growth related services (libraries, recreational complexes, parks, vehicles and growth related studies).

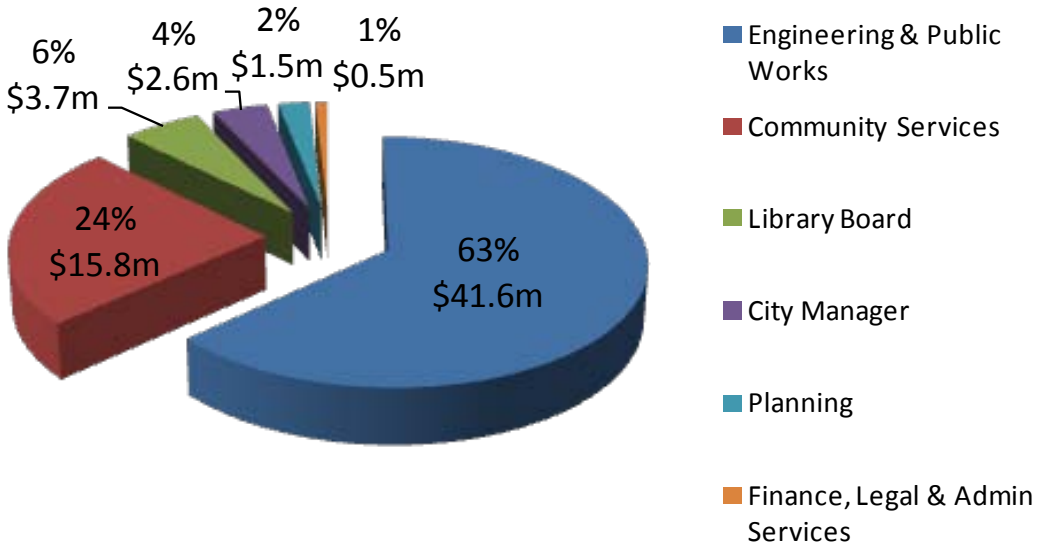
The amount of funding available for taxation-funded projects from the 2011 Operating Budget is $6,629,532. Staff identified a surplus funding of $221,620 from previously approved taxation funded capital projects. As a result, the total amount available for taxation funded capital projects is $6,851,152. Any approval of taxation funded capital requests in excess of $6,851,152 would have an additional impact on the 2011 Operating Budget and the property tax rate.

Operating Budget Implications

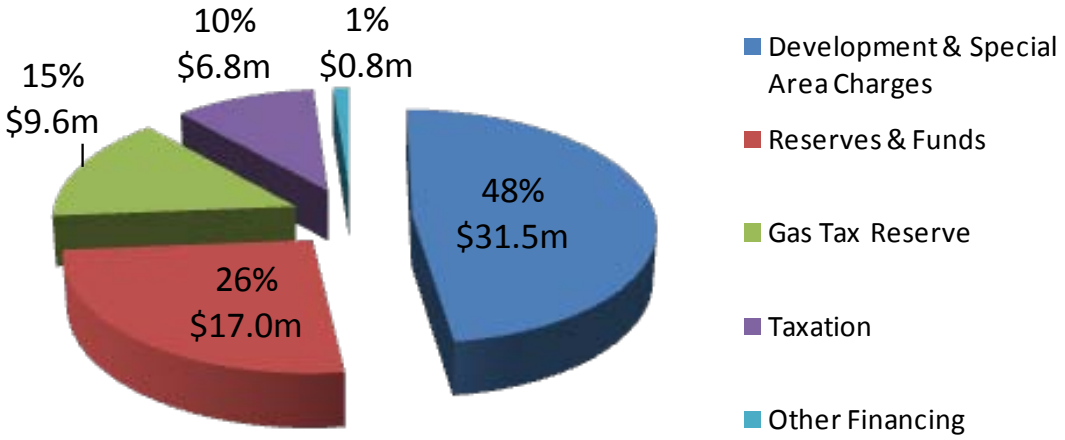
The approved 2011 Capital Budget will have associated future operating costs estimated at $1,291,660 or 0.92% property tax rate increase when the projects are complete. This excludes any life cycle costs associated with the projects.

Capital Budget Overview

2011 Expense Summary - Capital Budget $65.7m



2011 Revenue Summary - Capital Budget $65.7m



Capital Budget Overview

Capital Budget Expenditure Summary

	2010	2011
City Manager		
Access Vaughan	128,750	50,470
Fire and Rescue Services	3,437,485	990,000
Corporate	-	340,900
Information & Tech. Management	1,205,100	1,205,100
Total:	**4,771,335**	**2,586,470**
Commissioner of Community Services		
Buildings & Facilities	5,947,270	6,209,958
Fleet Management	1,951,100	883,500
Parks Development	6,920,800	7,043,210
Parks Operations	1,328,390	951,727
Recreation & Culture	100,000	697,885
Total:	**16,247,560**	**15,786,280**
Commissioner of Engineering & Public Works		
Development & Transportation	10,240,420	15,781,560
Engineering Services	10,349,870	23,870,640
Public Works	1,967,300	1,973,816
Total:	**22,557,590**	**41,626,016**
Commissioner of Finance & City Treasurer		
Budgeting Department	51,500	91,273
Reserves and Investments	227,000	369,500
Total:	**278,500**	**460,773**
Commissioner of Legal & Admin. Serv.		
City Clerk	28,000	**0**
Enforcement Services	458,400	107,100
Total:	**486,400**	**107,100**
Commissioner of Planning		
Building Standards		741,600
Development Planning	2,084,524	**0**
Policy Planning & Urban Design	99,500	721,400
Total:	**2,184,024**	**1,463,000**
Library Board		
Library Services	3,538,000	3,702,950
Total:	**3,538,000**	**3,702,950**
Grand Total:	**$ 50,063,409**	**$ 65,732,589**

Capital Budget Overview

Capital Budget Revenue Summary

	2010	2011
Development & Special Area Charges:		
41010 - 8820 - City Wide DC - Engineering	12,074,058	19,347,726
41020 - 8820 - City Wide DC - Fire	3,042,410	-
41040 - 8820 - City Wide DC - Library Buildings	2,227,500	2,702,250
41050 - 8820 - City Wide DC - Library Materials	783,000	-
41060 - 8820 - City Wide DC - General Government	227,400	768,500
41080 - 8820 - City Wide DC - Park Development	4,940,916	4,488,318
41090 - 8820 - City Wide DC - Fleet / Public Works	1,020,780	618,600
41100 - 8820 - City Wide DC - Recreation	3,872,700	3,540,378
45153 - 8827 - SADC-D18 West Major Mackenzie Watermain	100,000	-
45158 - 8827 - SADC-D23 Dufferin/Teston Sanitary Sewer	60,000	-
Total:	**28,348,764**	**31,465,772**
Grants and Other Financing:		
50000 - 8836 - Federal Grant	-	128,750
50000 - 8840 - Shared Costs	173,434	50,000
50000 - 8839 - Other Recoveries	228,433	42,500
50000 - 8838 - Municipal Contributions	977,046	576,855
61025 - 8844 - Gas Tax Reserve	2,269,610	9,627,825
75000 - 8847 - Debenture Financing	4,579,000	-
50000 - 8843 - Transfer from Taxation	6,779,522	6,851,152
Total:	**15,007,045**	**17,277,082**
Transfers from Reserve & Reserve Funds:		
60010 - 8844 - Pre Bldg & Facility Infrastructure Reserve	964,100	1,745,750
60030 - 8844 - City PlayHouse Reserve	-	46,835
60070 - 8844 - Fire Equipment Reserve	173,990	1,083,700
60090 - 8844 - Heritage Reserve	66,950	201,900
60115 - 8844 - Keele Valley Landfill Reserve	715,380	-
60130 - 8844 - Roads Infrastructure Reserve	72,100	2,435,460
60150 - 8844 - Sewer Reserve	280,675	303,900
60171 - 8844 - Post 98 - Bldg & Facility Infrastructure	423,420	146,350
60172 - 8844 - Building Standard Reserve		741,600
60180 - 8844 - Water Reserve	2,577,875	4,027,350
60188 - 8844 - Parks Infrastructure Reserve	408,060	409,050
60190 - 8844 - Vehicle Reserve	916,900	-
60195 - 8844 - Uplands Capital Improvement Reserve	77,250	103,000
60196 - 8844 - Uplands Revenue Reserve	30,900	-
61012 - 8844 - Tire Replacement Reserve		25,000
61051 - 8844 - Municipal Roads Grant		1,257,694
61025 - 8844 - Investing in Ontario Grant		4,307,646
70020 - 8845 - Recreation Land Reserve	-	154,500
Total:	**6,707,600**	**16,989,735**
Grand Total:	**$ 50,063,409**	**$ 65,732,589**

Reserves

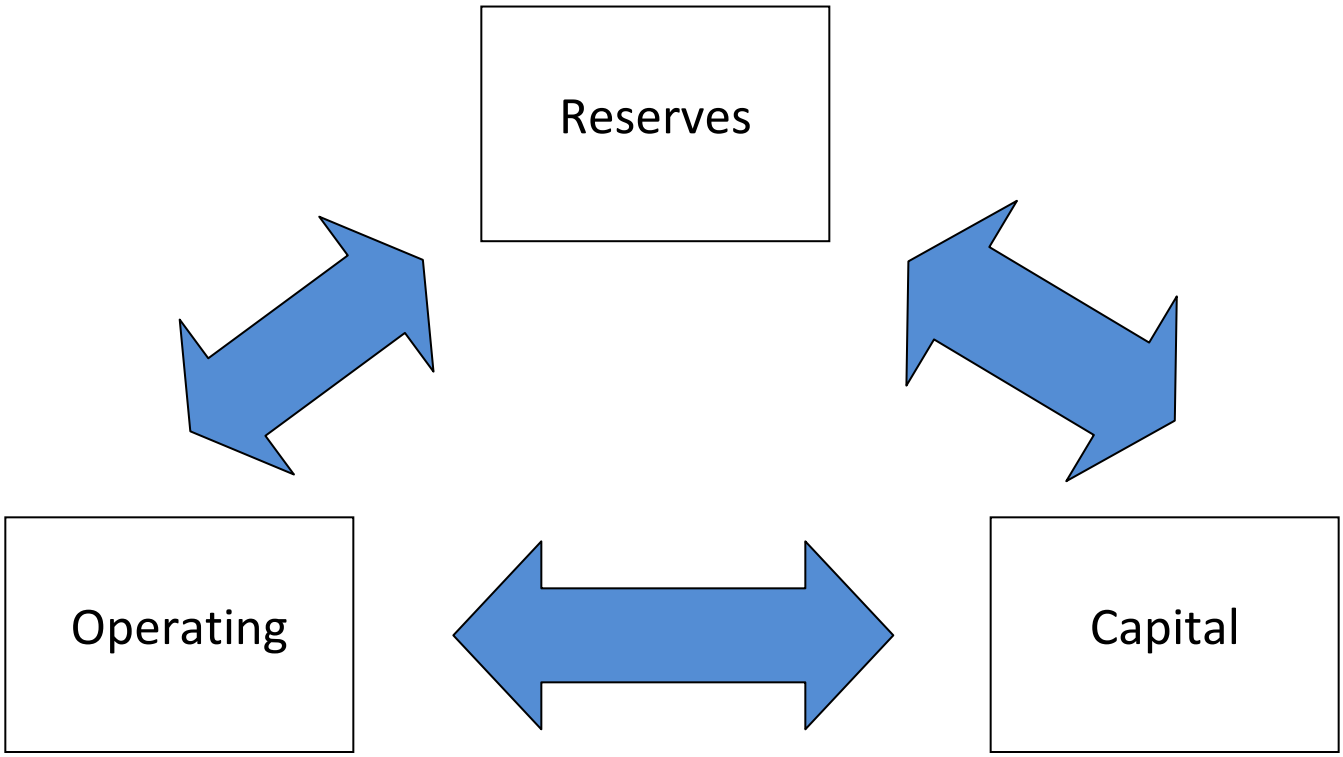
Reserves Structure

There are two types of reserves, discretionary and obligatory reserves.

1) Obligatory reserves are required under provincial statute or legal agreement. Contributions and expenditures are regulated by the particular provincial statute or legal agreement.

2) Discretionary reserves are allocations of accumulated net revenue established by Council for a particular purpose. The City has established a number of discretionary reserves to help manage municipal finances and protect against the potential need to reduce service levels or raise taxes due to temporary revenue shortfalls or unexpected expenditure increases.

The chart below shows the relationships between the Operating, Capital and Reserve Funds.



Below is a list of obligatory and discretionary reserves and the respective descriptions.

Obligatory Reserves	Descriptions
Building Standards Continuity	Used to fund Ontario Building Code activities; funded annually by contributions from the Building Standards Ontario Building Code revenue surpluses
Subdividers Contribution – Royal Palm	Used to fund extension to Royal Palm Drive; funded by developers per subdividers agreement.
Subdividers Contributions	Used to fund development projects; funded by developers per subdividers agreement.
Geodetic Bench	Used to fund capital expenditures on geodetic bench monuments; funded by developers per agreements.
Tree Replacement	Used to fund tree replacement; funded by developer cash outs and a tree replacement fee in developer agreements.
Greenways WEA	Used to fund greenways in the Woodbridge Expansion Area; funded by developer agreement.
Open Space WEA	Used to fund open space in the Woodbridge Expansion Area; funded by developer agreement.
Sewer Camera Inspection	Used to fund sewer inspections; funded by inspection charge in developer agreements.
Catch Basin Repairs	Used to fund catch basin repairs; funded by developer.
Recreation Land	Used to fund the acquisition of parkland; funded by cash-in-lieu of parkland payments by developers as permitted by the Planning Act.
Gas Tax Reserve	Used to fund eligible capital projects as per the agreement with AMO; funded by semi-annual grant from the federal government.
Entry Feature – 427	Used to fund Entry Feature – 427; funded by developer agreement.
Municipal Roads & Infrastructure Grant	Used to fund eligible capital projects as per provincial grant conditions; funded by one time grant from provincial government.
Investing in Ontario Grant	Used to fund eligible capital projects as per provincial grant conditions; funded by one time grant from provincial government.
City Wide Development Charges – Engineering	Used to fund growth related capital projects as per the Development Charges Act; funding through charges to developers as defined in the latest Development Charges Study and municipal development charges by-law.
City Wide Development Charges – Fire	Used to fund growth related capital projects as per the Development Charges Act; funding through charges to developers as defined in the latest Development Charges Study and municipal development charges by-law.
City Wide Development Charges – Library Buildings	Used to fund growth related capital projects as per the Development Charges Act; funding through charges to developers as defined in the latest Development Charges Study and municipal development charges by-law.
City Wide Development Charges – Library Materials	Used to fund growth related capital projects as per the Development Charges Act; funding through charges to developers as defined in the latest Development Charges Study and municipal development charges by-law.

Obligatory Reserves	Descriptions
City Wide Development Charges – Management Studies	Used to fund growth related capital projects as per the Development Charges Act; funding through charges to developers as defined in the latest Development Charges Study and municipal development charges by-law.
City Wide Development Charges – Parks Development	Used to fund growth related capital projects as per the Development Charges Act; funding through charges to developers as defined in the latest Development Charges Study and municipal development charges by-law.
City Wide Development Charges – Public Works	Used to fund growth related capital projects as per the Development Charges Act; funding through charges to developers as defined in the latest Development Charges Study and municipal development charges by-law.
City Wide Development Charges – Recreation	Used to fund growth related capital projects as per the Development Charges Act; funding through charges to developers as defined in the latest Development Charges Study and municipal development charges by-law.
D8-Rainbow Creek Drainage	Used to fund growth related capital projects as per the Development Charges Act; funding through area specific charges to developers as defined in the latest Development Charges Study and municipal development charges by-law.
D13-Woodlot Acquisition	Used to fund purchase of woodlots; funding through charges to developer per development agreements.
D15-PD#5 West Woodbridge Watermain	Used to fund growth related capital projects as per the Development Charges Act; funding through area specific charges to developers as defined in the latest Development Charges Study and municipal development charges by-law.
D18 – PD#6 West Major Mackenzie Watermain	Used to fund growth related capital projects as per the Development Charges Act; funding through area specific charges to developers as defined in the latest Development Charges Study and municipal development charges by-law.
D19 – PD#6 East Rutherford Watermain	Used to fund growth related capital projects as per the Development Charges Act; funding through area specific charges to developers as defined in the latest Development Charges Study and municipal development charges by-law.
D20 – PD#7 Watermain West	Used to fund growth related capital projects as per the Development Charges Act; funding through area specific charges to developers as defined in the latest Development Charges Study and municipal development charges by-law.
D23 – Dufferin Teston Sanitary	Used to fund growth related capital projects as per the Development Charges Act; funding through area specific charges to developers as defined in the latest Development Charges Study and municipal development charges by-law.
D24 – Ansley Grove Sanitary	Used to fund growth related capital projects as per the Development Charges Act; funding through area specific charges to developers as defined in the latest Development Charges Study and municipal development charges
D25 – Zenway/Fogal Sub-Trunk	Used to fund growth related capital projects as per the Development Charges Act; funding through area specific charges to developers as defined in the latest Development Charges Study and municipal development charges by-law.

Discretionary Reserves	Descriptions
General Working Capital	Used to offset fluctuations in working capital; funding from 50% of prior year operating surpluses.
Tax Rate Stabilization	Used to offset future significant fluctations in the tax rate; funding from 50% of prior year operating surpluses.
Vehicle Replacement	Used to fund vehicle (excluding fire vehicles) operating and replacement costs; funding by contributions from the operating budget.
Fire Equipment Replacement	Used to fund fire capital expenditures; funding by contributions from the operating budget.
Insurance	Used to fund the cost of repair of equipment and property under claims deductible; funded from the excess of insurance premiums in the operating budget.
Water	Used to fund repair and maintenance of water infrastructure and related capital assets; funded from the surplus in the water operating budget.
Wastewater (Sanitary Sewer)	Used to fund repair and maintenance of wastewater infrastructure and related capital assets; funded from the surplus in the wastewater operating budget.
Cemetery	Used to fund capital improvements on city owned cemeteries; no additional funding provided from the operating budget.
Suggestion Program	Used to fund employee awards programs; funded from one time human resources operating surplus.
Garnet A. Williams Community Centre	Used for future repairs, renovations, monthly maintenance or capital improvements relating to the space utilized by Family Day Care Services; funded by facility rent revenue received from Family Day Care Services per legal agreement.
Industrial Development	Used to fund the acquisition and development of industrial land; funded by the sale of city owned land for industrial purposes.
City Playhouse	Used to support theatre groups, performers, the acquisition of specialty equipment, permanent works of art and educational opportunities in the arts; funded by third party donations, net theatre program proceeds and a percentage of theatre ticket sales.
Engineering Reserve	Used to offset significant operating budget impacts resulting from large shifts in development activity; funded from engineering fees earned from the review of development agreements.
Sale of Public Lands	Used to finance capital expenditures; funded from sale of public lands.
Management	Used to grant performance bonuses to management; funded periodically from the operating budget
Winterization	Used to offset significant operating budget impacts resulting from severe winter conditions; funded from public works winterization operating budget surpluses.
Kleinburg Parking	Used to for the purpose of land acquisition, construction of parking lot, landscaping, lighting of parking lot, and long term maintenance of parking lot, landscaping and lighting; funded by cash-in-lieu revenue received from future development in the community of Kleinburg.
Election	Used to offset elections costs during any election year; annual funding of election costs through operating budget.

Discretionary Reserves	Descriptions
Employer Benefit Contribution	Used to offset future benefit cost increases or unexpected one time benefit related expenditures; funded by health experience and benefit related refunds.
WSIB Claims	Used to offset claims up to the deductible of stop-loss insurance; annual funding of WSIB claims through operating budget.
Heritage	Used for repair and replacement of historical buildings; annual funding of heritage fund through the operating budget
Pre-1999 Buildings and Facilities	Used for major facility repairs for facilities constructed in 1998 or prior; annual funding of pre-1999 building and facilities through the operating budget
Post-1999 Buildings and Facilities	Used for major facility repairs for facilities constructed in 1999 or after; annual funding of post-1999 building and facilities at 2% of the capital cost of the project beginning in the year of project approval.
Planning	Used to offset significant operating budget impacts resulting from large shifts in development activity; funded from planning operating budget surpluses.
Road Infrastructure	Used for major road reconstruction, resurfacing and repair costs; funded from annual contributions from the operating budget.
Parks Infrastructure	Used for major park repair costs; funded from annual contributions from the operating budget.
Artificial Soccer Turf	Used for major artificial soccer turf rehabilitation costs; funded with the net difference in revenue received from the rental revenue of a premium soccer field versus that of revenue from any future artificial turf field conversions.
Keele Valley Landfill	Used to fund streetscape improvements in Maple; funded through royalites from Eastern power from methane gas from Keele Valley landfill site.
City Hall	Used to fund new city hall; funded through hydro dividends and 3% capital administration charge on city hall construction.
Uplands Capital Improvement	Used to fund repair and maintenance on Uplands Ski and Golf Course as per management agreement; funded through improvement fees per management agreement.
Uplands Revenue	Used to fund repair and maintenance on Uplands Ski and Golf Course as per management agreement; funded through percentage of revenues earned per management agreement.
Year End Expenditure	Used to fund the acquisition of specific goods and services approved in prior year budgets; funded from prior year unexpended budgeted funds.
Senior Citzen Bequests	Used to for the purposes identified in wills of donors; funded from bequests.
Debenture Payments	Used to fund principal and interest on debentures; principal and interest for capital projects funded by long term debt are budgeted in the operating budget at the time of capital project approval. Long term debt is issued when capital projects are complete. Surpluses in the operating budget are transferred to this reserve.
Debenture Payments City Hall	Used to fund principle and interest on City Hall Debenture; principal and interest for the new City hall capital project funded by long term debt was budgeted in the operating budget at the time of capital project approval. Long term debt is issued when capital projects are complete. Surpluses in the operating budget are transferred to this reserve.

Below is a table with a list of reserves and corresponding balances.

Continuity of Reserves and Reserve Funds
As of December 31, 2010

Reserve Number	Description	Opening Balance January 1, 2010	Total Revenue	Total Expense	Closing Balance December 31, 2010	Commitments	Balance After Commitments	2011 Capital Budget	2011 Operating Budget Revenue	2011 Operating Budget Expenses	Available after 2011 Capital Budget
60172	Bldg Standards Continuity	17,303,458.15	1,215,940.24	-	18,519,398.39		18,519,398.39	741,600.00		778,674.00	16,999,124.39
61009	Subdiv. Contrib. Royal Palm	112,471.28	941.00	-	113,412.28		113,412.28				113,412.28
61010	Subdivider Contributions	3,286,227.34	387,215.34	50,000.00	3,623,442.68		3,623,442.68				3,623,442.68
61011	Geodetic Bench	895,681.34	48,740.00	48,301.85	896,119.49	50,000.00	846,119.49				846,119.49
61012	Tree Replacement Fee	649,554.27	3,500.00	-	653,054.27		653,054.27	25,000.00			628,054.27
61013	Greenways - WEA	526,060.00	-	-	526,060.00		526,060.00				526,060.00
61014	Open Space - WEA	15,286.34	-	-	15,286.34		15,286.34				15,286.34
61015	Sewer Camera Inspection	1,539,035.67	28,661.78	-	1,567,697.45		1,567,697.45				1,567,697.45
61016	Catch Basin Repairs	78,000.00	-	-	78,000.00		78,000.00				78,000.00
61020	Recreation Land	45,446,404.66	6,066,894.18	7,179,174.28	44,334,124.56	1,213,154.00	43,120,970.56	154,500.00		644,310.00	42,322,160.56
61025	Gas Tax Reserve	10,871,247.82	7,460,085.94	1,938,581.00	16,392,752.76	6,537,777.00	9,854,975.76	9,627,825.00	7,327,215.00		7,554,365.76
61050	Entry Feature 427 / Hwy 7	134,590.53	1,126.06	-	135,716.59		135,716.59				135,716.59
61051	Municipal Rds & Infra Grant	1,835,108.27	14,973.88	80,908.11	1,769,174.04	510,463.00	1,258,711.04	1,257,694.00			1,017.04
61052	Investing in Ontario Grant	7,186,434.79	47,465.28	2,388,803.30	4,845,096.77	535,940.00	4,309,156.77	4,307,646.00			1,510.77
62010	CWDC - Engineering	53,067,900.28	13,043,006.34	(4,941,599.26)	71,052,505.88	32,605,140.00	38,447,365.88	19,347,726.00			19,099,639.88
62020	CWDC - Fire	1,903,052.02	968,805.35	494,077.59	2,377,779.78	4,346,122.00	(1,968,342.22)				(1,968,342.22)
62040	CWDC - Library Buildings	11,777,161.29	1,337,389.79	2,227,581.00	10,886,970.08	899,919.00	9,987,051.08	2,702,250.00			7,284,801.08
62050	CWDC - Library Materials	6,236,300.22	816,329.39	252,336.08	6,800,293.53	1,313,664.00	5,486,629.53				5,486,629.53
62060	CWDC - Management Studies	(2,144,299.05)	841,965.52	913,147.80	(2,215,481.33)	674,269.00	(2,889,750.33)	768,500.00		112,910.00	(3,771,160.33)
62080	CWDC - Parks Development	19,676,594.67	7,064,030.02	4,863,270.77	21,877,353.92	11,359,104.00	10,518,249.92	4,488,318.00			6,029,931.92
62090	CWDC - Public Works	8,684,019.85	1,102,991.91	1,512,636.41	8,274,375.35	2,101,480.00	6,172,895.35	618,600.00			5,554,295.35
62100	CWDC - Recreation	27,793,424.62	10,179,938.43	16,520,189.63	21,453,173.42	5,233,039.00	16,220,134.42	3,540,378.00			12,679,756.42
63070	D8-Rainbow Creek Drainage	2,688,311.10	150,191.25	2,701.03	2,835,801.32	41,562.00	2,794,239.32				2,794,239.32
63120	D13-Woodlot Acquisition	2,813,700.65	2,532,342.87	(3,174,065.00)	8,520,108.52	4,666,650.00	3,853,458.52				3,853,458.52
63150	D15-PD#5 W. Wdbridge Waterma	33,899.18	93,574.34	-	127,473.52		127,473.52				127,473.52
63153	D18-PD#6 W. Major Mac. Water	808,331.82	25,395.49	832,457.69	1,269.62		1,269.62				1,269.62
63154	D19-PD#6 E. Rutherford Water	(971,719.29)	99,892.41	(1,120,980.29)	249,153.41		249,153.41				249,153.41
63155	D20-PD#7 Watermain West	1,444,438.34	95,448.15	(810,442.04)	2,350,328.53		2,350,328.53				2,350,328.53
63158	D23-Dufferin/Teston Sanitary	731,188.79	36,975.18	-	768,163.97		768,163.97				768,163.97
63159	D24-Ansley Grove Sanitary	200,397.18	1,676.63	-	202,073.81		202,073.81				202,073.81
63160	D25 Zenway/Fogal Sub-Trunk	138,600.06	1,159.61	-	139,759.67		139,759.67				139,759.67
	Subtotal	**224,760,862.19**	**53,666,656.38**	**29,257,079.95**	**249,170,438.62**	**72,088,283.00**	177,082,155.62	47,580,037.00	7,327,215.00	1,535,894.00	135,293,439.62

Continuity of Reserves and Reserve Funds
As of December 31, 2010

Reserve Number	Description	Opening Balance January 1, 2010	Total Revenue	Total Expense	Closing Balance December 31, 2010	Commitments	Balance After Commitments	2011 Capital Budget	2011 Operating Budget Revenue	2011 Operating Budget Expenses	Available after 2011 Capital Budget
			-	-							
60000	General Working Capital	24,149,248.58	2,707,660.05	-	26,856,908.63		26,856,908.63				26,856,908.63
60010	Tax Rate Stabilization Fund	19,091,818.39	2,665,346.88	-	21,757,165.27		21,757,165.27			2,757,410.00	18,999,755.27
60020	Vehicle Replacement	4,433,487.56	1,043,646.20	2,080,093.12	3,397,040.64	1,718,565.00	1,678,475.64			934,305.00	744,170.64
60030	Fire Equipment Replacement	3,423,153.57	1,129,428.95	1,536,359.94	3,016,222.58	448,884.00	2,567,338.58	1,083,700.00	1,096,150.00		2,579,788.58
60040	Insurance	1,621,532.89	2,984,480.00	3,323,707.22	1,282,305.67		1,282,305.67		3,167,000.00	3,167,000.00	1,282,305.67
60050	Water	23,989,925.95	3,896,323.52	1,518,824.07	26,367,425.40	5,142,676.00	21,224,749.40	4,027,350.00	42,088,370.00	38,108,229.00	21,177,540.40
60060	Waste Water (Sewer)	18,062,925.90	5,356,274.55	1,881,159.13	21,538,041.32	1,233,103.00	20,304,938.32	303,900.00	43,310,900.00	39,605,175.00	23,706,763.32
60070	Cemetery	13,342.38	-	-	13,342.38		13,342.38				13,342.38
60080	Suggestion Program	33,302.00	-	-	33,302.00		33,302.00				33,302.00
60085	Garnet A. Williams C.C. Rese	288,301.73	50,496.35	-	338,798.08		338,798.08		24,600.00		363,398.08
60090	Industrial Development	26,370.00	220.63	-	26,590.63		26,590.63				26,590.63
60100	City Playhouse	58,918.51	15,609.00	-	74,527.51		74,527.51	46,835.00	15,000.00		42,692.51
60110	Engineering Reserve	17,858,826.80	1,495,121.05	4,032,131.24	15,321,816.61	118,639.00	15,203,177.61		2,500,000.00	4,303,849.00	13,399,328.61
60120	Sale of Public Lands	3,199,124.69	2,423,930.72	87,822.88	5,535,232.53	6,442,728.00	(907,495.47)				(907,495.47)
60121	Management By Law Reserve	91,529.92	765.79	-	92,295.71		92,295.71				92,295.71
60122	Winterization Reserve	3,780,752.49	2,055,858.03	37,426.63	5,799,183.89		5,799,183.89				5,799,183.89
60125	Kleinburg Parking Reserve	62,234.27	(19,510.56)	-	42,723.71		42,723.71				42,723.71
60130	Election Reserve	1,055,679.74	209,002.66	881,427.24	383,255.16		383,255.16		300,000.00		683,255.16
60140	Employer Benefit Contributio	8,189,357.82	2,337,598.25	-	10,526,956.07		10,526,956.07				10,526,956.07
60145	WSIB Claims	481,495.03	79,145.63	-	560,640.66		560,640.66				560,640.66
60150	Heritage Fund	766,257.08	207,512.13	170,994.64	802,774.57	406,080.00	396,694.57	201,900.00	200,000.00		394,794.57
60170	Pre 99 -Bldgs. & Facil.	9,396,473.28	905,673.09	1,223,619.10	9,078,527.27	2,076,408.00	7,002,119.27	1,745,750.00	825,000.00		6,081,369.27
60171	Post 98 - Bldgs. & Facil.	6,483,249.02	1,450,818.37	264,972.61	7,669,094.78	1,761,209.00	5,907,885.78	146,350.00	1,259,000.00		7,020,535.78
60175	Planning Reserve	929,554.83	7,777.15	-	937,331.98		937,331.98				937,331.98
60180	Roads Infrastructure	8,551,988.09	545,552.61	977,214.30	8,120,326.40	1,469,152.00	6,651,174.40	2,435,460.00	475,000.00	78,195.00	4,612,519.40
60188	Parks Infrastructure	2,039,433.41	290,753.26	797,401.68	1,532,784.99	1,041,959.00	490,825.99	409,050.00	275,000.00		356,775.99
60189	Artificial Soccer Turf Reser	8,866.76	150,475.51	-	159,342.27		159,342.27		75,000.00		234,342.27
60190	Keele Valley Landfill	2,221,042.88	116,436.73	99,185.96	2,238,293.65	1,953,391.00	284,902.65		100,000.00		384,902.65
60192	City Hall Reserve	3,785,353.33	1,087,870.90	176,322.57	4,696,901.66	4,345,306.00	351,595.66				351,595.66
60195	Uplands Capital Improv. Res.	105,168.09	7,206.97	9,564.48	102,810.58	67,686.00	35,124.58				35,124.58
60196	Uplands Revenue Reserve	418,254.37	175,550.02	21,853.15	571,951.24	42,851.00	529,100.24	103,000.00			426,100.24
60200	Year End Expend. Reserve	1,873,856.98	1,075,225.00	154,586.65	2,794,495.33		2,794,495.33				2,794,495.33
61000	Senior Citizen Bequests	192,281.60	1,608.73	-	193,890.33		193,890.33				193,890.33
61030	Debenture Payments	18,924,318.97	2,261,903.60	-	21,186,222.57		21,186,222.57			2,602,862.00	18,583,360.57
61032	Debenture Payment-City Hall	7,695,837.74	1,072,125.04	-	8,767,962.78	6,000,000.00	2,767,962.78		1,000,000.00		3,767,962.78
	Subtotal	**193,303,264.65**	**37,787,886.81**	**19,274,666.61**	**211,816,484.85**	**34,268,637.00**	**177,547,847.85**	**10,503,295.00**	**96,711,020.00**	**91,557,025.00**	**172,198,547.85**
	Grand Total(s)	**418,064,126.84**	**91,454,543.19**	**48,531,746.56**	**460,986,923.47**	**106,356,920.00**	**354,630,003.47**	**58,083,332.00**	**104,038,235.00**	**93,092,919.00**	**307,491,987.47**

City of Vaughan

Tax Rate Table

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

2011 TAX RATES

ASSESSMENT CATEGORY	TAX CODES	TAX RATES					
		Municipal GENERAL	Municipal HOSPITAL	Municipal TOTAL	Regional	Education	TOTAL
Residential							
Taxable Full	RT	0.00249378	0.00008060	0.00257438	0.00463520	0.00231000	**0.00951958**
Taxable: Shared Payment-In-Lieu	RH	0.00249378	0.00008060	0.00257438	0.00463520	0.00231000	**0.00951958**
Multi Residential							
Taxable Full	MT	0.00249378	0.00008060	0.00257438	0.00463520	0.00231000	**0.00951958**
Taxable: Farmland I	M1	0.00062345	0.00002015	0.00064360	0.00115880	0.00057750	**0.00237990**
Commercial							
Commercial Taxable Full	CT,DT,ST	0.00285065	0.00009213	0.00294278	0.00529850	0.01204043	**0.02028171**
Commercial: Taxable Shared Payment-In-Lieu	CH	0.00285065	0.00009213	0.00294278	0.00529850	0.01204043	**0.02028171**
Commercial: Taxable Excess Land	CU,DU,SU	0.00199545	0.00006449	0.00205994	0.00370895	0.00842830	**0.01419719**
Commercial New Construction: Taxable Full	XT	0.00285065	0.00009213	0.00294278	0.00529850	0.01204043	**0.02028171**
Commercial New Construction: Taxable Excess Land	XU	0.00199545	0.00006449	0.00205994	0.00370895	0.00842830	**0.01419719**
Office Building New Construction: Taxable Full	YT	0.00285065	0.00009213	0.00294278	0.00529850	0.01204043	**0.02028171**
Shopping Centre New Construction: Taxable Full	ZT	0.00285065	0.00009213	0.00294278	0.00529850	0.01204043	**0.02028171**
Shopping Centre New Construction: Taxable Excess Land	ZU	0.00199545	0.00006449	0.00205994	0.00370895	0.00842830	**0.01419719**
Commercial: Taxable Vacant Land	CX	0.00199545	0.00006449	0.00205994	0.00370895	0.00842830	**0.01419719**
Commercial: Taxable Farmland I	C1	0.00062345	0.00002015	0.00064360	0.00115880	0.00057750	**0.00237990**
Parking Lot: Taxable Full	GT	0.00285065	0.00009213	0.00294278	0.00529850	0.01204043	**0.02028171**
Industrial							
Industrial: Taxable Full	IT,LT	0.00331798	0.00010724	0.00342522	0.00616713	0.01375265	**0.02334500**
Industrial: Taxable Shared Payment-In-Lieu	IH	0.00331798	0.00010724	0.00342522	0.00616713	0.01375265	**0.02334500**
Industrial: Taxable Excess Land	IU,LU	0.00215669	0.00006970	0.00222639	0.00400864	0.00893922	**0.01517425**
Industrial: Taxable Excess Land Shared Payment-In-Lieu	IK	0.00215669	0.00006970	0.00222639	0.00400864	0.00893922	**0.01517425**
Industrial: Taxable Vacant Land	IX	0.00215669	0.00006970	0.00222639	0.00400864	0.00893922	**0.01517425**
Industrial: Taxable Farmland I	I1	0.00062345	0.00002015	0.00064360	0.00115880	0.00057750	**0.00237990**
Industrial New Construction: Taxable Full	JT	0.00331798	0.00010724	0.00342522	0.00616713	0.01330000	**0.02289235**
Industrial New Construction: Taxable Excess Land	JU	0.00215669	0.00006970	0.00222639	0.00400864	0.00893922	**0.01517425**
Large Industrial New Construction: Taxable Full	KT	0.00331798	0.00010724	0.00342522	0.00616713	0.01330000	**0.02289235**
Pipeline Taxable Full	PT	0.00229178	0.00007407	0.00236585	0.00425975	0.01585785	**0.02248345**
Farm							
Taxable Full	FT	0.00062345	0.00002015	0.00064360	0.00115880	0.00057750	**0.00237990**
Managed Forest Taxable Full	TT	0.00062345	0.00002015	0.00064360	0.00115880	0.00057750	**0.00237990**

Prepared By:

The Budgeting and Financial Planning Department
City of Vaughan

Volume 2:

2011 Department Business Plans & Budget Summaries

Table of Contents Volume 2 of 2

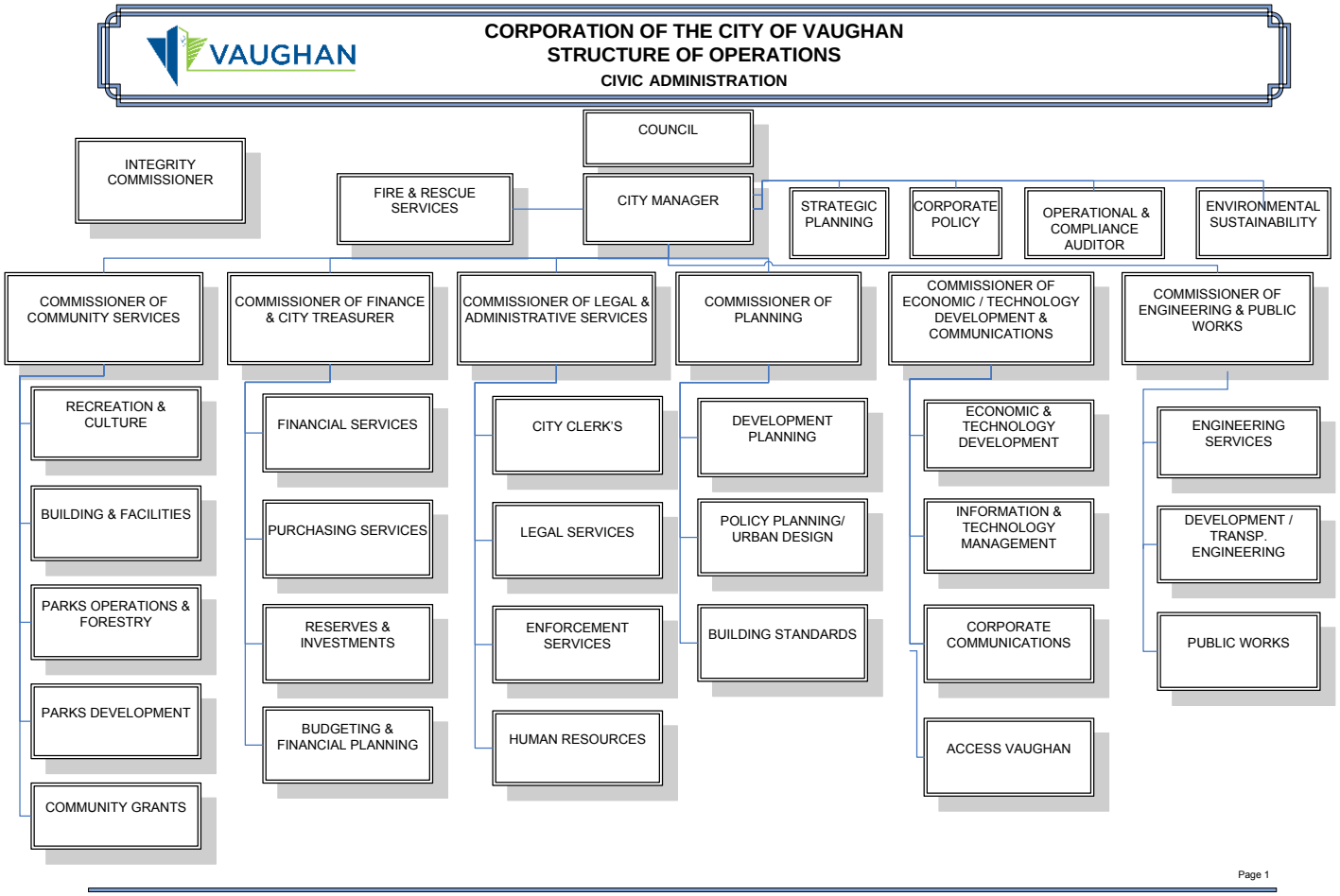
2011-2012 Department Business Plans & Budget Summaries

Section	Page
2011-2012 Department Business Plans & Budget Summaries	
City Department Business Plans & Budget Summaries	132
Members of Council	136
Integrity Commissioner	146
Office of the City Manager	148
Operational Audit	151
Strategic Planning	158
Environmental Sustainability	165
Corporate Policy	172
Fire and Rescue Services	182
Emergency Planning	228
Commissioner of Finance and City Treasurer	238
Financial Services	241
Budgeting & Financial Planning	253
Reserves & Investments	266
Purchasing	275
Commissioner of Legal and Administrative Services	282
Office of the City Clerk	285
Legal Services	302
Enforcement Services	315
Human Resources	329
Commissioner of Community Services	344
Community Grants & Advisory Committee	347
Recreation & Culture	348
Building & Facilities	364
Fleet Department	376
Parks and Forestry Operations	387
Parks Development	400
Commissioner of Planning	410
Development Planning	413
Policy Planning	435
Building Standards	449
Commissioner of Economic/Technology Development and Communications	461
Economic and Business Development	464
Access Vaughan	471
Information & Technology Management	486
Corporate Communications	501
Commissioner of Engineering and Public Works	515
Development Transportation Engineering	518
Engineering Services	533
Public Works	551
Vaughan Public Libraries	592
Corporate Accounts	604
Water & Wastewater Budgets & Consumption Rates	607
Glossary & Acronyms	**621**

City Department Business Plans & Budget Summaries

In this section, the City's departmental business plans, operating budgets and capital budgets are presented in detail. Presented below is the corporate organizational chart, followed by a net budget impact summary and capital budget summary by department.

The order of this section will follow the flow of the net summary illustration starting with the Member of Council budgets, followed by the summaries for each Commissioner's area of responsibility & the Vaughan Pubic Library. Each section contains a message from the City Manager, Commissioner, or representative followed by an organizational chart, departmental business plans and operating and capital financial summaries. Departmental business plans include a service statement, links to the vision, business planning objectives, and where applicable performance measures. This information helps to enhance transparency and resident awareness of service delivery and performance pressures. The section then concludes with corporate account budget detail.



City Departmental Business Plans and Financial Summaries

Department	2010 Actual Net	2010 Budget Net	2011 Budget Revenues	2011 Budget Expenditures	2011 Budget Net	2012 Forecast Budget Revenues	2012 Forecast Budget Expenditures	2012 Forecast Budget Net
Council	1,575,504	1,352,306	-	1,352,306	1,352,306	-	1,352,306	1,352,306
Integrity Commissioner	155,794	199,940	-	199,940	199,940	-	199,940	199,940
City Manager	565,977	803,045	-	769,085	769,085	-	809,162	809,162
Operational Audit	154,750	184,200	-	173,143	173,143	-	194,948	194,948
Strategic Planning	186,575	210,375	-	244,318	244,318	-	296,123	296,123
Environmental Sustainability	177,995	259,735	-	248,272	248,272	-	262,950	262,950
Corporate Policy	125,331	127,395	-	130,659	130,659	-	136,282	136,282
Fire and Rescue Services	32,408,662	32,206,270	(559,678)	35,530,250	34,970,572	(568,433)	38,278,628	37,710,195
Emergency Planning	171,101	176,010	-	179,455	179,455	-	184,751	184,751
Commissioner of Finance and City Treasurer	353,556	401,050	-	399,156	399,156	-	413,852	413,852
City Financial Services	2,097,886	2,212,986	(461,609)	2,849,492	2,387,883	(471,517)	2,998,575	2,527,058
Budgeting and Financial Planning	1,289,882	1,338,291	-	1,446,769	1,446,769	-	1,581,562	1,581,562
Reserves and Investments	895,171	1,012,056	(25,000)	1,066,820	1,041,820	(25,000)	1,125,508	1,100,508
Purchasing Services	1,130,316	1,141,707	(80,700)	1,312,703	1,232,003	(80,700)	1,430,237	1,349,537
Commissioner of Legal and Administrative Services	358,722	376,635	-	385,680	385,680	-	400,396	400,396
City Clerk	3,418,720	3,757,079	(4,567,619)	8,295,729	3,728,110	(4,873,737)	8,673,475	3,799,738
Legal Services	1,843,173	1,439,573	(364,328)	1,932,643	1,568,315	(370,272)	2,006,311	1,636,039
Enforcement Services	1,963,839	2,475,695	(2,217,397)	4,832,064	2,614,667	(223,295)	5,131,956	4,908,661
Human Resources	3,021,752	3,124,344	-	3,183,779	3,183,779	-	3,577,653	3,577,653
Commissioner of Community Services	507,230	599,025	(15,000)	521,500	506,500	(15,000)	572,465	557,465
Community Grants and Advisory Committees	37,858	153,030	(9,000)	105,670	96,670	-	97,695	97,695
Recreation	1,655,405	1,198,848	(17,382,160)	18,611,254	1,229,094	(18,039,207)	19,024,144	984,937
Cultural Services	672,817	801,415	(85,050)	1,384,769	1,299,719	(85,050)	1,473,414	1,388,364
Buildings and Facilities	17,973,994	19,726,233	(309,140)	20,464,816	20,155,676	(475,435)	21,165,162	20,689,727
Fleet Management	9,284	5,340	(948,305)	964,220	15,915	(980,536)	1,000,211	19,675
Parks Operations	11,152,198	11,404,294	(149,155)	12,153,906	12,004,751	(153,201)	12,628,005	12,474,804
Parks Development	488,166	594,466	(476,882)	1,126,006	649,124	(492,401)	1,184,629	692,228
Commissioner of Planning	350,724	350,775	-	359,850	359,850	-	374,701	374,701
Development Planning	(563,175)	(348,037)	(2,432,460)	2,761,198	328,738	(2,485,890)	3,464,663	978,773
Policy Planning	1,257,348	1,314,836	-	1,135,510	1,135,510	-	1,202,921	1,202,921
Building Standards	(3,687,105)	(2,275,559)	(8,696,274)	6,370,914	(2,325,360)	(8,696,274)	6,628,652	(2,067,622)
Commissioner of ETD and Corp. Communications	3,150	236,980	-	248,808	248,808	-	259,741	259,741
Economic and Business Development	1,177,893	1,234,317	(5,000)	1,270,776	1,265,776	(5,000)	1,410,916	1,405,916
Access Vaughan	687,698	717,617	-	771,758	771,758	-	915,317	915,317
Information and Technology Mgmt.	6,566,021	6,951,988	(40,000)	7,267,141	7,227,141	(41,500)	7,461,838	7,420,338
Corporate Communications	1,340,297	1,472,430	-	1,031,469	1,031,469	-	1,239,321	1,239,321
Commissioner of Engineering and Public Works	338,591	344,490	-	353,000	353,000	-	367,696	367,696
Development and Transportation Engineering	(1,098,720)	(1,109,811)	(4,745,258)	3,973,362	(771,896)	(5,089,415)	4,456,303	(633,112)
Engineering Services	2,851,569	3,429,049	(132,509)	3,980,415	3,847,906	(134,923)	4,338,777	4,203,854
Public Works - Operations	26,879,901	27,247,980	(1,752,209)	30,662,282	28,910,073	(1,674,015)	32,204,562	30,530,547
Vaughan Libraries	10,974,544	11,237,940	(427,930)	12,327,719	11,899,789	(432,410)	12,888,008	12,455,598
Corporate and Capital Accounts	(2,442,709)	(852,849)	(33,430,271)	24,167,817	(9,262,454)	(35,856,941)	27,206,247	(8,650,694)
Taxation	(129,027,685)	(137,233,489)	(137,233,489)	-	(137,233,489)	(141,007,407)	-	(141,007,407)
NET	**-**	**-**	**(216,546,423)**	**216,546,423**	**-**	**(222,277,559)**	**230,620,003**	**8,342,444**

Notes:
* Department revenues associated grants, reserves, fees, and service charges, etc.

Capital Budget Expenditure Summary

	2010	2011
City Manager		
Access Vaughan	128,750	50,470
Fire and Rescue Services	3,437,485	990,000
Corporate	-	340,900
Information & Tech. Management	1,205,100	1,205,100
Total:	**4,771,335**	**2,586,470**
Commissioner of Community Services		
Buildings & Facilities	5,947,270	6,209,958
Fleet Management	1,951,100	883,500
Parks Development	6,920,800	7,043,210
Parks Operations	1,328,390	951,727
Recreation & Culture	100,000	697,885
Total:	**16,247,560**	**15,786,280**
Commissioner of Engineering & Public Works		
Development & Transportation	10,240,420	15,781,560
Engineering Services	10,349,870	23,870,640
Public Works	1,967,300	1,973,816
Total:	**22,557,590**	**41,626,016**
Commissioner of Finance & City Treasurer		
Budgeting Department	51,500	91,273
Reserves and Investments	227,000	369,500
Total:	**278,500**	**460,773**
Commissioner of Legal & Admin. Serv.		
City Clerk	28,000	**0**
Enforcement Services	458,400	107,100
Total:	**486,400**	**107,100**
Commissioner of Planning		
Building Standards		741,600
Development Planning	2,084,524	**0**
Policy Planning & Urban Design	99,500	721,400
Total:	**2,184,024**	**1,463,000**
Library Board		
Library Services	3,538,000	3,702,950
Total:	**3,538,000**	**3,702,950**
Grand Total:	**$ 50,063,409**	**$ 65,732,589**

Capital Budget Revenue Summary

	2010	2011
Development & Special Area Charges:		
41010 - 8820 - City Wide DC - Engineering	12,074,058	19,347,726
41020 - 8820 - City Wide DC - Fire	3,042,410	-
41040 - 8820 - City Wide DC - Library Buildings	2,227,500	2,702,250
41050 - 8820 - City Wide DC - Library Materials	783,000	-
41060 - 8820 - City Wide DC - General Government	227,400	768,500
41080 - 8820 - City Wide DC - Park Development	4,940,916	4,488,318
41090 - 8820 - City Wide DC - Fleet / Public Works	1,020,780	618,600
41100 - 8820 - City Wide DC - Recreation	3,872,700	3,540,378
45153 - 8827 - SADC-D18 West Major Mackenzie Watermain	100,000	-
45158 - 8827 - SADC-D23 Dufferin/Teston Sanitary Sewer	60,000	-
Total:	**28,348,764**	**31,465,772**
Grants and Other Financing:		
50000 - 8836 - Federal Grant	-	128,750
50000 - 8840 - Shared Costs	173,434	50,000
50000 - 8839 - Other Recoveries	228,433	42,500
50000 - 8838 - Municipal Contributions	977,046	576,855
61025 - 8844 - Gas Tax Reserve	2,269,610	9,627,825
75000 - 8847 - Debenture Financing	4,579,000	-
50000 - 8843 - Transfer from Taxation	6,779,522	6,851,152
Total:	**15,007,045**	**17,277,082**
Transfers from Reserve & Reserve Funds:		
60010 - 8844 - Pre Bldg & Facility Infrastructure Reserve	964,100	1,745,750
60030 - 8844 - City PlayHouse Reserve	-	46,835
60070 - 8844 - Fire Equipment Reserve	173,990	1,083,700
60090 - 8844 - Heritage Reserve	66,950	201,900
60115 - 8844 - Keele Valley Landfill Reserve	715,380	-
60130 - 8844 - Roads Infrastructure Reserve	72,100	2,435,460
60150 - 8844 - Sewer Reserve	280,675	303,900
60171 - 8844 - Post 98 - Bldg & Facility Infrastructure	423,420	146,350
60172 - 8844 - Building Standard Reserve		741,600
60180 - 8844 - Water Reserve	2,577,875	4,027,350
60188 - 8844 - Parks Infrastructure Reserve	408,060	409,050
60190 - 8844 - Vehicle Reserve	916,900	-
60195 - 8844 - Uplands Capital Improvement Reserve	77,250	103,000
60196 - 8844 - Uplands Revenue Reserve	30,900	-
61012 - 8844 - Tire Replacement Reserve		25,000
61051 - 8844 - Municipal Roads Grant		1,257,694
61025 - 8844 - Investing in Ontario Grant		4,307,646
70020 - 8845 - Recreation Land Reserve	-	154,500
Total:	**6,707,600**	**16,989,735**
Grand Total:	**$ 50,063,409**	**$ 65,732,589**

Members of Council

Back row (left to right): Regional Councillor Gino Rosati, Councillor Tony Carella (Ward 2), Councillor Rosanna DeFrancesca (Ward 3), Regional Councillor Deb Schulte, Councillor Alan Shefman (Ward 5),

Front Row: (left to right): Councillor Marilyn Iafrate (Ward 1), Mayor, The Honourable Maurizio Bevilacqua, Councillor Sandra Yeung Racco (Ward 4), Regional Councillor Michael Di Biase.

City of Vaughan
Revenue/Expenditure Summary Report
2011-12 Operating Budget

			2010 Actual	2010 Budget	2011 Budget	2011 % of Total Budget	2011 Budget Variance $	2011 Budget Variance %	2012 Forecast
010003 - Mayor Bevilacqua	Labour Costs	Staffing Costs (incl Benefits)	14,431	0	180,601	72.4%	180,601	0.0%	139,494
	Other Expenses	Office Supplies& Expenses	405	0	22,538	9.0%	22,538	0.0%	0
		Operating Leases	3,273	0	8,645	3.5%	8,645	0.0%	0
		Communications	403	0	7,402	3.0%	7,402	0.0%	0
		Meals & Travel	0	0	5,000	2.0%	5,000	0.0%	0
		Utilities & Fuel	0	0	4,965	2.0%	4,965	0.0%	0
		General Mtce & Repairs	0	0	4,750	1.9%	4,750	0.0%	0
		Community Advertising & Promotion	0	0	4,355	1.7%	4,355	0.0%	0
		Office Equipment & Furniture	0	0	4,200	1.7%	4,200	0.0%	0
		Corporate Accounts	0	0	3,505	1.4%	3,505	0.0%	0
		Staff Development & Training	247	0	3,000	1.2%	3,000	0.0%	0
		Other	0	0	580	0.2%	580	0.0%	115,586
		Joint Services & Department Transfers	0	0	0	0.0%	0	0.0%	0
		Total Non Labour Costs	**4,328**	**0**	**68,940**	**27.6%**	**68,940**	**0.0%**	**115,586**
	Total Expenses		**18,759**	**0**	**249,541**	**100.0%**	**249,541**	**0.0%**	**255,080**
	Net Expenditures		**18,759**	**0**	**249,541**		**249,541**	**0.0%**	**255,080**

City of Vaughan
Revenue/Expenditure Summary Report
2011-12 Operating Budget

			2010 Actual	2010 Budget	2011 Budget	% of Total Budget	Budget Variance $	Budget Variance %	2012 Forecast
010004 - Reg. Councillor Rosati	Labour Costs	Staffing Costs (incl Benefits)	123,703	123,421	140,678	86.1%	17,257	13.98%	89,909
	Other Expenses	Meals & Travel	8,898	12,198	9,216	5.6%	(2,982)	-24.45%	0
		Office Supplies& Expenses	3,217	9,850	4,500	2.8%	(5,350)	-54.31%	0
		Community Advertising & Promotion	50	6,750	4,204	2.6%	(2,546)	-37.72%	0
		Communications	1,985	2,700	3,150	1.9%	450	16.67%	0
		Staff Development & Training	150	2,000	750	0.5%	(1,250)	-62.5%	0
		Office Equipment & Furniture	346	3,800	600	0.4%	(3,200)	-84.21%	0
		Other	0	472	200	0.1%	(272)	-57.63%	77,058
		Staffing Costs (incl Benefits)	200	2,400	0	0.0%	(2,400)	-100.0%	0
		Total Non Labour Costs	**14,845**	**40,170**	**22,620**	**13.9%**	**(17,550)**	**-43.69%**	**77,058**
	Total Expenses		**138,548**	**163,591**	**163,298**	**100.0%**	**(293)**	**-0.18%**	**166,967**
	Net Expenditures		**138,548**	**163,591**	**163,298**		**(293)**	**-0.18%**	**166,967**

City of Vaughan
Revenue/Expenditure Summary Report
2011-12 Operating Budget

			2010 Actual	2010 Budget	2011 Budget	2011 % of Total Budget	2011 Budget Variance $	2011 Budget Variance %	2012 Forecast
010005 - Reg. Councillor Di Biase	Labour Costs	Staffing Costs (incl Benefits)	9,078	0	126,846	77.7%	126,846	0.0%	89,909
	Other Expenses	Community Advertising & Promotion	0	0	10,534	6.5%	10,534	0.0%	0
		Meals & Travel	768	0	9,716	5.9%	9,716	0.0%	0
		Office Supplies& Expenses	280	0	5,600	3.4%	5,600	0.0%	0
		Office Equipment & Furniture	1,846	0	5,500	3.4%	5,500	0.0%	0
		Communications	494	0	4,000	2.4%	4,000	0.0%	0
		Staff Development & Training	0	0	700	0.4%	700	0.0%	0
		Other	0	0	402	0.2%	402	0.0%	77,058
		Total Non Labour Costs	**3,389**	**0**	**36,452**	**22.3%**	**36,452**	**0.0%**	**77,058**
	Total Expenses		**12,467**	**0**	**163,298**	**100.0%**	**163,298**	**0.0%**	**166,967**
	Net Expenditures		**12,467**	**0**	**163,298**		**163,298**	**0.0%**	**166,967**

City of Vaughan
Revenue/Expenditure Summary Report
2011-12 Operating Budget

			2010 Actual	2010 Budget	2011 Budget	% of Total Budget	Budget Variance $	Budget Variance %	2012 Forecast
010007 - Reg. Councillor Schulte	Labour Costs	Staffing Costs (incl Benefits)	7,560	0	114,231	70.0%	114,231	0.0%	89,909
	Other Expenses	Community Advertising & Promotion	0	0	14,500	8.9%	14,500	0.0%	0
		Meals & Travel	0	0	10,758	6.6%	10,758	0.0%	0
		Office Supplies& Expenses	299	0	10,050	6.2%	10,050	0.0%	0
		Office Equipment & Furniture	1,980	0	5,500	3.4%	5,500	0.0%	0
		Staff Development & Training	0	0	5,500	3.4%	5,500	0.0%	0
		Communications	250	0	2,700	1.7%	2,700	0.0%	0
		Other	0	0	59	0.0%	59	0.0%	77,058
		Total Non Labour Costs	**2,528**	**0**	**49,067**	**30.0%**	**49,067**	**0.0%**	**77,058**
	Total Expenses		**10,089**	**0**	**163,298**	**100.0%**	**163,298**	**0.0%**	**166,967**
	Net Expenditures		**10,089**	**0**	**163,298**		**163,298**	**0.0%**	**166,967**

City of Vaughan
Revenue/Expenditure Summary Report
2011-12 Operating Budget

			2010 Actual	2010 Budget	2011 Budget	2011 % of Total Budget	2011 Budget Variance $	2011 Budget Variance %	2012 Forecast
010009 - Councillor Iafrate	Labour Costs	Staffing Costs (incl Benefits)	7,637	0	104,028	79.5%	104,028	0.0%	89,909
	Other Expenses	Meals & Travel	768	0	9,466	7.2%	9,466	0.0%	0
		Office Supplies& Expenses	753	0	8,119	6.2%	8,119	0.0%	0
		Community Advertising & Promotion	271	0	7,000	5.4%	7,000	0.0%	0
		Communications	407	0	2,185	1.7%	2,185	0.0%	0
		Office Equipment & Furniture	894	0	0	0.0%	0	0.0%	0
		Other	94	0	0	0.0%	0	0.0%	42,650
		Staff Development & Training	0	0	0	0.0%	0	0.0%	0
		Total Non Labour Costs	**3,186**	**0**	**26,770**	**20.5%**	**26,770**	**0.0%**	**42,650**
	Total Expenses		**10,823**	**0**	**130,798**	**100.0%**	**130,798**	**0.0%**	**132,559**
	Net Expenditures		**10,823**	**0**	**130,798**		**130,798**	**0.0%**	**132,559**

City of Vaughan
Revenue/Expenditure Summary Report
2011-12 Operating Budget

			2010 Actual	2010 Budget	2011 Budget	2011 % of Total Budget	2011 Budget Variance $	2011 Budget Variance %	2012 Forecast
010010 - Councillor Carella	Labour Costs	Staffing Costs (incl Benefits)	93,513	92,817	100,518	76.8%	7,701	8.3%	89,909
	Other Expenses	Meals & Travel	8,943	10,048	11,466	8.8%	1,418	14.11%	0
		Community Advertising & Promotion	4,396	7,981	10,140	7.8%	2,159	27.05%	0
		Office Supplies& Expenses	3,433	6,900	5,414	4.1%	(1,486)	-21.54%	0
		Communications	1,714	3,000	2,300	1.8%	(700)	-23.33%	0
		Staff Development & Training	192	100	960	0.7%	860	860.0%	0
		Office Equipment & Furniture	0	100	0	0.0%	(100)	-100.0%	0
		Other	147	1,000	0	0.0%	(1,000)	-100.0%	42,650
		Staffing Costs (incl Benefits)	200	2,400	0	0.0%	(2,400)	-100.0%	0
		Total Non Labour Costs	**19,025**	**31,529**	**30,280**	**23.2%**	**(1,249)**	**-3.96%**	**42,650**
	Total Expenses		**112,538**	**124,346**	**130,798**	**100.0%**	**6,452**	**5.19%**	**132,559**
	Net Expenditures		**112,538**	**124,346**	**130,798**		**6,452**	**5.19%**	**132,559**

City of Vaughan
Revenue/Expenditure Summary Report
2011-12 Operating Budget

			2010 Actual	2010 Budget	2011 Budget	2011 % of Total Budget	2011 Budget Variance $	2011 Budget Variance %	2012 Forecast
010011 - Councillor Shefman	Revenue	Ward Sponsorships	(300)	0	0		0	0.0%	0
	Total Revenues		**(300)**	**0**	**0**		**0**	**0.0%**	**0**
	Labour Costs	Staffing Costs (incl Benefits)	95,512	96,096	106,884	79.4%	10,788	11.23%	89,909
	Other Expenses	Community Advertising & Promotion	5,570	6,200	12,140	9.0%	5,940	95.81%	0
		Meals & Travel	348	2,650	5,300	3.9%	2,650	100.0%	0
		Communications	1,554	2,500	3,904	2.9%	1,404	56.16%	0
		Staff Development & Training	1,451	1,300	2,350	1.7%	1,050	80.77%	0
		Office Supplies& Expenses	607	2,930	2,220	1.6%	(710)	-24.23%	0
		Office Equipment & Furniture	87	700	1,250	0.9%	550	78.57%	0
		Other	174	400	500	0.4%	100	25.0%	46,570
		Staffing Costs (incl Benefits)	200	2,400	0	0.0%	(2,400)	-100.0%	0
		Total Non Labour Costs	**9,991**	**19,080**	**27,664**	**20.6%**	**8,584**	**44.99%**	**46,570**
	Total Expenses		**105,503**	**115,176**	**134,548**	**100.0%**	**19,372**	**16.82%**	**136,479**
	Net Expenditures		**105,203**	**115,176**	**134,548**		**19,372**	**16.82%**	**136,479**

City of Vaughan
Revenue/Expenditure Summary Report
2011-12 Operating Budget

			2010 Actual	2010 Budget	2011 Budget	2011 % of Total Budget	2011 Budget Variance $	2011 Budget Variance %	2012 Forecast
010012 - Councillor Yeung Racco	Revenue	Ward Sponsorships	0	0	0		0	0.0%	0
	Total Revenues		**0**	**0**	**0**		**0**	**0.0%**	**0**
	Labour Costs	Staffing Costs (incl Benefits)	92,128	93,309	95,308	79.1%	1,999	2.14%	89,909
	Other Expenses	Meals & Travel	9,153	10,948	12,466	10.3%	1,518	13.87%	0
		Office Supplies& Expenses	1,630	4,900	3,700	3.1%	(1,200)	-24.49%	0
		Community Advertising & Promotion	1,607	3,800	3,400	2.8%	(400)	-10.53%	0
		Communications	2,717	3,500	3,250	2.7%	(250)	-7.14%	0
		Office Equipment & Furniture	87	1,500	1,500	1.2%	0	0.0%	0
		Staff Development & Training	0	0	700	0.6%	700	0.0%	0
		Other	112	505	224	0.2%	(281)	-55.64%	31,945
		Staffing Costs (incl Benefits)	200	2,400	0	0.0%	(2,400)	-100.0%	0
		Total Non Labour Costs	**15,506**	**27,553**	**25,240**	**20.9%**	**(2,313)**	**-8.39%**	**31,945**
	Total Expenses		**107,633**	**120,862**	**120,548**	**100.0%**	**(314)**	**-0.26%**	**121,854**
	Net Expenditures		**107,633**	**120,862**	**120,548**		**(314)**	**-0.26%**	**121,854**

City of Vaughan
Revenue/Expenditure Summary Report
2011-12 Operating Budget

			2010 Actual	2010 Budget	2011 Budget	2011 % of Total Budget	2011 Budget Variance $	2011 Budget Variance %	2012 Forecast
010013 - Councillor DeFrancesca	Labour Costs	Staffing Costs (incl Benefits)	7,738	0	101,733	79.1%	101,733	0.0%	89,909
	Other Expenses	Meals & Travel	768	0	11,106	8.6%	11,106	0.0%	0
		Community Advertising & Promotion	310	0	9,444	7.3%	9,444	0.0%	0
		Office Supplies& Expenses	1	0	3,400	2.6%	3,400	0.0%	0
		Communications	250	0	1,735	1.3%	1,735	0.0%	0
		Staff Development & Training	0	0	1,130	0.9%	1,130	0.0%	0
		Office Equipment & Furniture	843	0	0	0.0%	0	0.0%	0
		Other	0	0	0	0.0%	0	0.0%	40,300
		Total Non Labour Costs	**2,171**	**0**	**26,815**	**20.9%**	**26,815**	**0.0%**	**40,300**
	Total Expenses		**9,909**	**0**	**128,548**	**100.0%**	**128,548**	**0.0%**	**130,209**
	Net Expenditures		**9,909**	**0**	**128,548**		**128,548**	**0.0%**	**130,209**

Integrity Commissioner

Suzanne Craig

Commissioner's Message:

The mandate of the Integrity Commissioner is to ensure that the Code of Conduct and ethics governing elected officials is objectively applied, working in collaboration with City Council and the City's administration.

This may entail:

- Conducting inquiries into requests made by a member of the public, Council, or a Member of Council, into whether a Member of Council has contravened any applicable Code of Conduct.

- Determining whether a Member of Council has in fact contravened Council's Code of Conduct and report any violation with any recommendation for sanction, in accordance with the Municipal Act and any prevailing City protocols or policies, to a public meeting of Council and to the general public through the City's website.

- Providing written and oral advice to individual Members of Council about their own situation under the Code of Conduct and other policies and protocols governing the ethical behaviour of Council.

- Providing Council with specific and general opinions and advice on the City's policies and protocols regulating the conduct of Members of Council and issues of compliance with those policies and protocols.

- Publishing an annual report on the work of the Office of the Integrity Commissioner, including examples in general terms of advice rendered and complaints received and disposed of.

- Providing general advice to Members of Council and working with City of Vaughan staff on issues of ethics and integrity including codes of conduct, policies, protocols and office procedures, and emphasizing the importance of ethics for public confidence in municipal government.

City of Vaughan
Revenue/Expenditure Summary Report
2011 Operating Budget

					2011				
			2010 Actual	2010 Budget	2011 Budget	% of Total Budget	Budget Variance $	Budget Variance %	2012 Forecast
Integrity Commissioner	Labour Costs	Staffing Costs (incl Benefits)	147,475	150,000	150,000	75.0%	0	0.0%	150,000
	Other Expenses	Professional Fees	4,950	15,000	15,000	7.5%	0	0.0%	15,000
		Staff Development & Training	350	15,000	15,000	7.5%	0	0.0%	15,000
		Office Supplies& Expenses	2,436	12,400	12,400	6.2%	0	0.0%	12,400
		Office Equipment & Furniture	0	6,000	6,000	3.0%	0	0.0%	6,000
		Communications	582	1,000	1,000	0.5%	0	0.0%	1,000
		Meals & Travel	0	360	360	0.2%	0	0.0%	360
		Other	0	180	180	0.1%	0	0.0%	180
		Total Non Labour Costs	**8,319**	**49,940**	**49,940**	**25.0%**	**0**	**0.0%**	**49,940**
	Total Expenses		**155,794**	**199,940**	**199,940**	**100.0%**	**0**	**0.0%**	**199,940**
	Net Expenditures		**155,794**	**199,940**	**199,940**		**0**	**0.0%**	**199,940**

Office of the City Manager

Clayton D. Harris

City Manager's Message:

My role as City Manager is to lead the administration of the City and to provide sound professional advice to Council, and to implement their vision, while delivering on the City's commitment to put *Citizens First Through Service Excellence*. The City's many successes are the result of the leadership provided by Council and management, supported by the professionalism and dedication of our employees.

We continue to make tremendous progress in building a city that is inclusive, progressive, environmentally responsible and sustainable. Our commitment to the well-being and prosperity of our residents extends to our role as a preferred employer in providing a positive environment that fosters staff excellence.

The City Manager's office consists of the following business units:

Strategic Planning is responsible for the management and implementation of the Vaughan Vision strategic plan in coordination with the Senior Management Team.

Corporate Policy is responsible for the management of corporate-level initiatives in coordination with the Senior Management Team, including administrative policies, special studies, and the development and implementation of the consolidated growth management strategy.

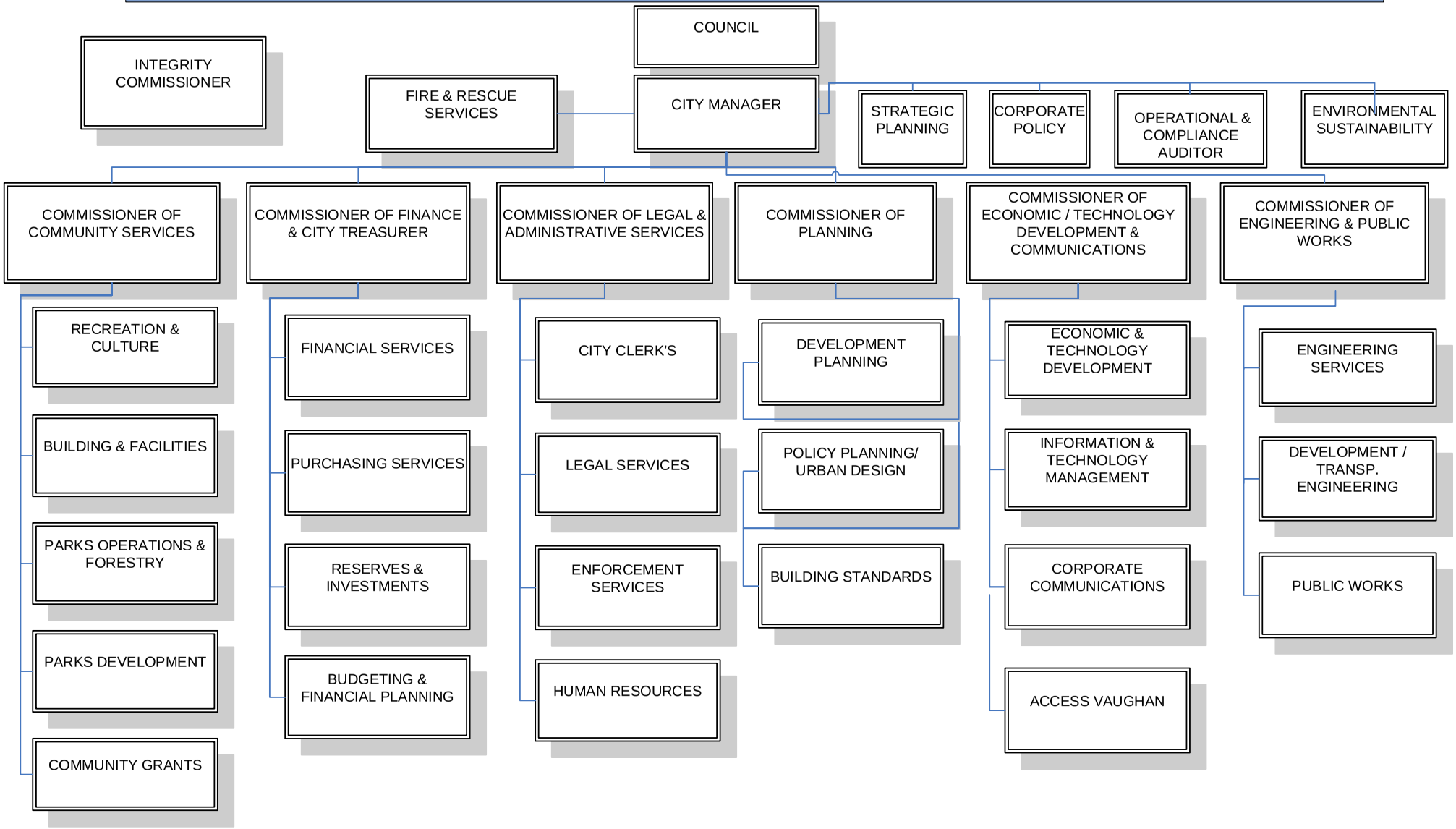
Operational Audit assists the City in achieving its objectives by bringing a systematic, disciplined approach to evaluating and improving the effectiveness of risk management, internal controls, and governance processes.

Environmental Sustainability is responsible for championing the implementation of *Green Directions Vaughan*, the City's Sustainability and Environmental Master Plan.

Vaughan Fire & Rescue Service responds to all emergency situations and provides programs to ensure the safety and well-being of Vaughan residents and property.

Emergency Planning is responsible for developing, implementing, maintaining, and evaluating plans, procedures and strategies to prevent, mitigate, respond and recover from emergencies and disasters.

CORPORATION OF THE CITY OF VAUGHAN
STRUCTURE OF OPERATIONS
CIVIC ADMINISTRATION



City of Vaughan
Revenue/Expenditure Summary Report
2011-12 Operating Budget

			2010 Actual	2010 Budget	2011 Budget	2011 % of Total Budget	2011 Budget Variance $	2011 Budget Variance %	2012 Forecast
020001 - City Manager	Labour Costs	Staffing Costs (incl Benefits)	522,850	696,655	667,000	86.7%	(29,655)	-4.26%	706,787
	Other Expenses	Professional Fees	970	29,860	29,860	3.9%	0	0.0%	29,860
		Staff Development & Training	2,265	19,670	15,670	2.0%	(4,000)	-20.34%	15,670
		Office Supplies& Expenses	5,223	11,530	11,530	1.5%	0	0.0%	11,530
		Other	6,173	10,170	10,170	1.3%	0	0.0%	10,170
		Operating Leases	9,558	10,320	9,290	1.2%	(1,030)	-9.98%	9,290
		Meals & Travel	5,902	6,200	6,200	0.8%	0	0.0%	6,200
		Utilities & Fuel	5,688	5,910	5,910	0.8%	0	0.0%	5,910
		Communications	2,386	4,820	4,820	0.6%	0	0.0%	4,820
		Corporate Accounts	3,810	3,810	4,535	0.6%	725	19.03%	4,825
		General Mtce & Repairs	228	2,550	2,550	0.3%	0	0.0%	2,550
		Office Equipment & Furniture	926	1,450	1,450	0.2%	0	0.0%	1,450
		Joint Services & Department Transfers	0	100	100	0.0%	0	0.0%	100
		Total Non Labour Costs	**43,127**	**106,390**	**102,085**	**13.3%**	**(4,305)**	**-4.05%**	**102,375**
	Total Expenses		**565,977**	**803,045**	**769,085**	**100.0%**	**(33,960)**	**-4.23%**	**809,162**
	Net Expenditures		**565,977**	**803,045**	**769,085**		**(33,960)**	**-4.23%**	**809,162**

Operational Audit

City of Vaughan
Revenue/Expenditure Summary Report
2011-12 Operating Budget

					2011				
			2010 Actual	2010 Budget	2011 Budget	% of Total Budget	Budget Variance $	Budget Variance %	2012 Forecast
Operational Audit	Labour Costs	Staffing Costs (incl Benefits)	150,090	149,515	153,458	88.6%	3,943	2.64%	160,263
	Other Expenses	Staff Development & Training	2,875	10,050	7,800	4.5%	(2,250)	-22.39%	10,300
		Office Equipment & Furniture	0	10,035	4,285	2.5%	(5,750)	-57.3%	9,285
		Office Supplies& Expenses	227	3,500	2,500	1.4%	(1,000)	-28.57%	4,000
		Meals & Travel	627	2,100	2,100	1.2%	0	0.0%	2,100
		Communications	854	4,000	2,000	1.2%	(2,000)	-50.0%	4,000
		Other	77	2,750	750	0.4%	(2,000)	-72.73%	2,750
		Professional Fees	0	2,250	250	0.1%	(2,000)	-88.89%	2,250
		Total Non Labour Costs	**4,660**	**34,685**	**19,685**	**11.4%**	**(15,000)**	**-43.25%**	**34,685**
	Total Expenses		**154,750**	**184,200**	**173,143**	**100.0%**	**(11,057)**	**-6.0%**	**194,948**
	Net Expenditures		**154,750**	**184,200**	**173,143**		**(11,057)**	**-6.0%**	**194,948**

Operational Audit Dept

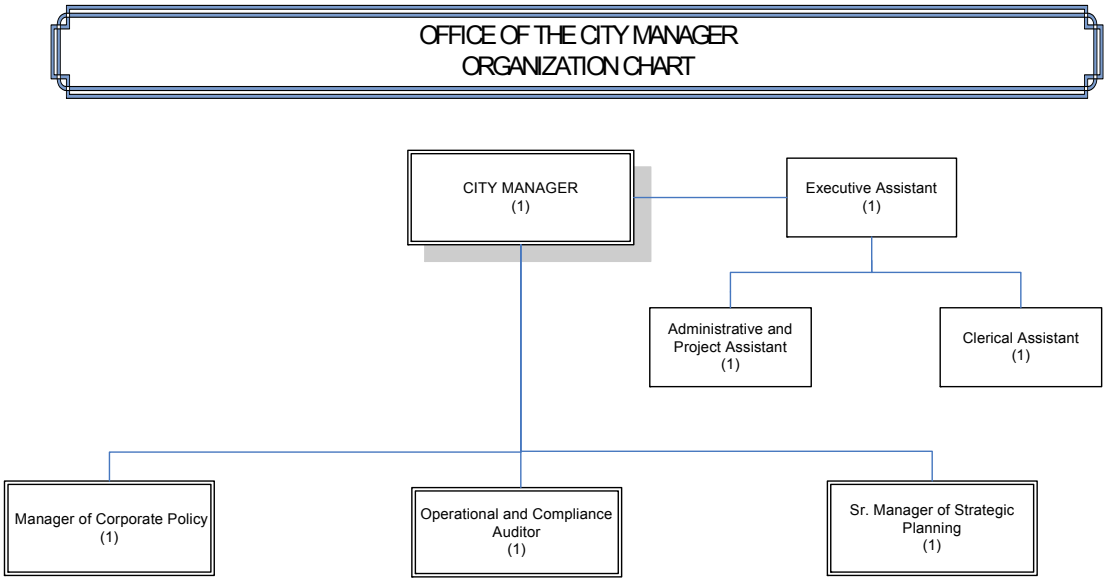
2011-12 Business Plan

BUSINESS OVERVIEW

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

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

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



Full Time, Part Time and Overtime – Budgeted Amounts

					Additional Resource Requests	
	2008	2009	2010	2011 Base	2011	2012
Full Time	1	1	1	1	0	0
Part Time						
Overtime						

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

Audit Committee and Council
Senior Management Team
Directors and managers of City departments which have been audited
Staff of City departments which have been audited
City of Vaughan residents
External Auditors

Operational Audit Dept

2011-12 Business Plan

Work Plan:

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

A1- Pursue Excellence in Service Delivery
C-1 Demonstrate Leadership and Promote Effective Governance
C-2- Enhance Productivity, Cost Effectiveness and Innovation
C3- Maintain Assets & Infrastructure Integrity
C-4 Ensure Financial Sustainability

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

The major challenge facing this position is to do as much as possible with only one staff member in the department. The complete cycle is approximately every 6-7 years.

Internal Audit improves the business in a number of ways e.g:

Improves integrity of financial information
Improves compliance to policies, procedures, rules and regulations.
Improves safeguarding of assets.
Improves risk management.
Improves efficient and effective use of resources.
Improves corporate governance.
Improves internal control.
Improves the attainment of corporate objectives.

Business Plan Objectives (list the status of 2010 business plan objectives and the method of measuring successful implementation. As well, list 2011-12 business plan objectives in the appropriate section)

Prior Year Business Plan Objectives / Accomplishments: To complete audits as per 2010 workplan	**Year 2010**	**Status-** In progress	**Outcome/Results** In Progress.
To complete remainder of 2010 and some 2011 Audit Workplan	2011		
To complete 2011 audit work plan. To do risk assessment of audit universe and prepare a new 3 year audit workplan 2012-2014	2012		
To complete audits for 2012 as planned in the new 3 yr audit workplan	2012		

Operational Audit Dept

2011-12 Business Plan

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

Business Plan Objectives:	Timeline	Outcome	Resources
2011 (Top 3 Objectives)			
To complete remainder of 2010 Audit Workplan To complete some 2011 audit work plan.	2011		
Develop a ranking system for issues identified	2011		
2012 (Top 3 Objectives)			
To complete 2011 audit work plan	2012		
. To do risk assessment of audit universe and prepare a new 3 year audit workplan 2012-2014	2012		
To complete audits for 2012 as planned in the new 3 yr audit workplan	2012		

Operational Audit Dept

2011-12 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2010, 2011 and 2012)

.The **number of audit reports completed** in each year should only be used as a rough guide and is not a reliable indicator. The audits completed may not be exactly as per the work plan as there may be special projects requested by the City Manager or Audit Committee. The number of audits completed in each year may also vary according to the scope of the audit and the deficiency findings from each audit which may require additional time to complete the audit. To exercise due diligence, extra time may be required to complete an audit. No two audits are the same.

BUSINESS OVERVIEW:

Key Conclusion: (What are some assumptions about the performance measure which should be stated)

The key assumption is that audits will be completed in a timely manner where the scope of the audits are very similar and where there is no requirement for major additional audit work. In some audits, additional audit work may be required in exercising due diligence when a serious matter(s) has been discovered. There may be some special request audits which may not be included in the workplan.

Notes about the Measure: (What are some assumptions about the performance measure which should be stated)

Operational Audit Dept

2011-12 Business Plan

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

The audit workplan may not include audit work (special requests) which are performed due to special requests by the City Manager or Audit Committee. As a result the audit workplan may not be accomplished as planned.
As the only staff member in the Internal Audit department, it is required of me to do almost "everything" without much assistance. This leaves less time for purely audit work.

The department is making a valuable contribution to the City from recommendations to improve controls, effectiveness and efficiency, safeguard the City's assets, verify compliance to policies and procedures, improve risk management and corporate governance and be a watchdog of financial integrity.

Commissioner Sign-off **Date (mm/dd/yy)**

Strategic Planning

City of Vaughan
Revenue/Expenditure Summary Report
2011-12 Operating Budget

			2010 Actual	2010 Budget	2011 Budget	2011 % of Total Budget	2011 Budget Variance $	2011 Budget Variance %	2012 Forecast
020030 - Strategic Planning	Labour Costs	Staffing Costs (incl Benefits)	150,090	149,515	153,458	62.8%	3,943	2.64%	160,263
	Other Expenses	Professional Fees	19,442	32,300	62,300	25.5%	30,000	92.88%	107,300
		Meals & Travel	10,584	12,750	12,750	5.2%	0	0.0%	12,750
		Office Supplies& Expenses	2,475	6,260	6,260	2.6%	0	0.0%	6,260
		Staff Development & Training	1,078	4,900	4,900	2.0%	0	0.0%	4,900
		Office Equipment & Furniture	846	2,075	2,075	0.8%	0	0.0%	2,075
		Communications	686	1,665	1,665	0.7%	0	0.0%	1,665
		Other	573	910	910	0.4%	0	0.0%	910
		Capital Funding	800	0	0	0.0%	0	0.0%	0
		Total Non Labour Costs	**36,485**	**60,860**	**90,860**	**37.2%**	**30,000**	**49.29%**	**135,860**
	Total Expenses		**186,575**	**210,375**	**244,318**	**100.0%**	**33,943**	**16.13%**	**296,123**
	Net Expenditures		**186,575**	**210,375**	**244,318**		**33,943**	**16.13%**	**296,123**

2011 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2011 Impact		Net 2012 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget $	FTE	Budget $	FTE	Budget $	FTE	Budget $
Vision 2020 Update	n/a		30,000	(15,000)	15,000			-	15,000	-	(15,000)

2012 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2012 Impact		Net 2013 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget $	FTE	Budget $	FTE	Budget $	FTE	Budget $
On-line Engagement Survey	n/a		75,000		75,000			-	75,000	-	25,000

Strategic Planning

2011-12 Business Plan

BUSINESS OVERVIEW

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

The Strategic Planning department is responsible for the management and implementation of the Vaughan Vision strategic plan in coordination with the Senior Management Team (SMT) and Strategic Planning Committee. This includes completing research and analysis, corporate projects management, business planning implementation, strategic planning coordination and stakeholder consultation, organizational restructuring and business process improvement in collaboration with SMT, and City departments.

Service Profile: (Provide the Organizational Chart for your department

Full Time, Part Time and Overtime – Budgeted Amounts

	2010	2011 Base	Approved 2011 ARR	2011 Final	Carry Forward Gapping to 2012	2012 ARR
Full Time	1	1	0	1	0	0
Part Time	0	0	0	0	0	0
Overtime	-	-	-	-	-	-

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

Council
Strategic Planning Committee
Senior Management Team
City departmental staff

Strategic Planning

2011-12 Business Plan

Work Plan:

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

Pursue Excellence in Service Delivery
Demonstrate Leadership & Promote Effective Governance
Enhance Productivity, Cost Effectiveness and Innovation

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

The Vaughan Vision 2020 strategic plan will be redesigned with the new term of Council in 2011. In preparation for this review stakeholder feedback will be gathered from staff and citizens on what are the key priorities as well as ideas on how to improve the plan. New technology will be considerd to communicate the strategic plan through the use of wiki's, surveys and focus groups.

Business Plan Objectives (list the status of 2010 business plan objectives and the method of measuring successful implementation. As well, list 2011-12 business plan objectives in the appropriate section)

Prior Year Business Plan Objectives / Accomplishments:	Year	Status	Outcome/Results
Implementation of Vaughan Vision 2020 including engagement with internal and external stakeholders	2009/10	Ongoing	Chamber of Commerce, Seniors, Youth, Citizen engagement
To collaborate with Finance in the implementation of departmental business plans specifically the establishment of performance measurement targets	2009/10	Ongoing	Completion of business plans for all departments
Collaborate with City departments on implementation of departmental projects	2009/10	Ongoing	Works dep't, continuous improvement reviews and Community Services
Corporate Values exercise	2009/10	Ongoing	Publicizing of values through staff coffee mug giveaway
2009 Successes Report	2010	Completed	Completed in collaboration with Corporate Communications
Diversity Strategy	Q2/10	Completed	Council approval of Diversity strategy in collaboration with Community Services department

Strategic Planning

2011-12 Business Plan

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

Business Plan Objectives:	Timeline	Outcome	Resources
2011 (Top 3 Objectives)			
1. Redesign of Vaughan Vision 2020 strategic plan	Q4/11	New strategic plan	ARR request for funding
2. Citizen Survey – Focus Groups and Virtual Town Hall	Q3/11	Information on citizen expectations to be incorporated into the decision making prcoess	ARR request for funding
3. Development of departmental strategic objectives aligned with the VV 2020	Q4/11	Departmental objectives will provide a goal which is aligned with the Corporate strategic plan	TBD
Other - Corporate Values ongoing rollout -2011 Council/SMT Symposium/Workshop -2010 Successes Report - 2011 Council Priorities	Q2/11		
2012 (Top 3 Objectives)			
1. Rollout of VV 2020 strategic plan to internal and external stakeholders	Q1/12	Communication of the revised VV 2020 to stakeholders	ARR request for funding
2. Development of a Strategic Performance Indicator dashboard	Q4/12	Performance indicators to measure success in achieving strategic goals	TBD
3. Alignment of VV 2020 with organizational decision making process and communication of strategic successes	Q4/12	Ensure strategic communications of VV 2020 strategic goals and objectives	
Other - 2012 Council/SMT Symposium/Workshop -2011 Successes Report - 2012 Council Priorities			

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2010, 2011 and 2012)

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

BUSINESS OVERVIEW:

Key Conclusion: (What are some assumptions about the performance measure which should be stated)

Notes about the Measure: (What are some assumptions about the performance measure which should be stated)

Strategic Planning

2011-12 Business Plan

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

The strategic planning department is focused on implementing the mechanisms which will ensure the Vaughan Vision 2020 is a 'living' strategic plan. This includes organizing stakeholder meetings to obtain input on the Vaughan Vision 2020. The Corporate values has been a focus in 2010 with rollout across the Corporation. Collaboration with the Finance department continues in the implementation of a business planning process integrated with the budgeting process. Further, work will continue on developing a performance measurement framework to be able to evaluate organizational success in achieving the strategic goals and objectives.

Commissioner Sign-off **Date (mm/dd/yy)**

Environmental Sustainability

City of Vaughan
Revenue/Expenditure Summary Report
2011-12 Operating Budget

			2010 Actual	2010 Budget	2011 Budget	2011 % of Total Budget	2011 Budget Variance $	2011 Budget Variance %	2012 Forecast
020032 - Environmental Sustainability	Labour Costs	Staffing Costs (incl Benefits)	129,340	209,585	207,957	83.8%	(1,628)	-0.78%	229,153
	Other Expenses	Staff Development & Training	13,800	13,500	21,403	8.6%	7,903	58.54%	17,973
		Community Advertising & Promotion	15,109	16,350	10,500	4.2%	(5,850)	-35.78%	9,689
		Service Contracts and Materials	11,752	12,800	7,550	3.0%	(5,250)	-41.02%	5,404
		Meals & Travel	186	0	500	0.2%	500	0.0%	500
		Other	2,929	4,000	362	0.1%	(3,638)	-90.95%	231
		Capital Funding	1,541	0	0	0.0%	0	0.0%	0
		Communications	704	0	0	0.0%	0	0.0%	0
		Joint Services & Department Transfers	17	0	0	0.0%	0	0.0%	0
		Office Equipment & Furniture	173	3,500	0	0.0%	(3,500)	-100.0%	0
		Office Supplies& Expenses	238	0	0	0.0%	0	0.0%	0
		Professional Fees	2,204	0	0	0.0%	0	0.0%	0
		Total Non Labour Costs	**48,654**	**50,150**	**40,315**	**16.2%**	**(9,835)**	**-19.61%**	**33,797**
	Total Expenses		**177,995**	**259,735**	**248,272**	**100.0%**	**(11,463)**	**-4.41%**	**262,950**
	Net Expenditures		**177,995**	**259,735**	**248,272**		**(11,463)**	**-4.41%**	**262,950**

2011 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2011 Impact		Net 2012 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget $	FTE	Budget $	FTE	Budget $	FTE	Budget $
Sustainability Coordinator	FT	-	79,749	(79,749)	0			-	0	-	0

Environmental Sustainability

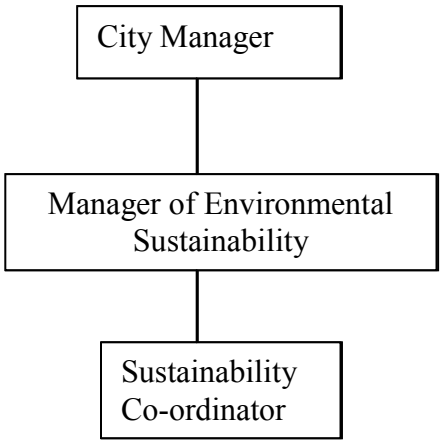
2011-12 Business Plan

BUSINESS OVERVIEW

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

Environmentally Sustainability is responsible for championing the implementation of Green Directions Vaughan-the community sustainability and environmental master plan and its goals, objectives, ethics and principles. This business unit works in partnership with internal and external stakeholders to achieve a healthy natural environment, vibrant communities and a strong economy. The Environmentally Sustainability business unit provides expertise and guidance to staff on sustainability.

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



Full Time, Part Time and Overtime – Budgeted Amounts

	2010	2011 Base	Approved 2011 ARR	2011 Final	Carry Forward Gapping to 2012	2012 ARR
Full Time	1	1	1	2	0	0
Part Time	1	1	- 1	0	0	0
Overtime	-	-	-	-		-

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

Council and Committees
Senior Management Team
Departmental staff
Public – Residents, industry, commercial, institutional, non-profits
Other municipalities within York Region and GTA

Environmental Sustainability

2011-12 Business Plan

Work Plan:

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

- Lead and Promote Environmental Sustainability
- Enhance and Ensure Community Health, Safety and Wellness
- Plan and Manage Growth and Economic Vitality

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

Pressures

- Maintaining momentum for existing environmental sustainability programs, initiatives and campaigns.
- Developing rapport and credibility with other departments as the requirement for implementation support for Green Directions Vaughan heightens.
- Assisting departments address competing priorities, financial resource limitations and time constraints as the implementation of Green Directions Vaughan continues.
- Ensuring new staff are quickly brought up to speed on key projects and initiatives in order to contribute to key objectives.
- Achieving buy-in from internal and external stakeholders on actions outlined in Green Directions Vaughan
- Prioritizing environmental sustainability with senior government officials with the dissolution of the Environment Committee.
- Keeping Green Directions Vaughan current in a changing environment.
- Fulfilling the federal requirement for a municipal integrated community sustainability plan.

Opportunities

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

Business Plan Objectives (list the status of 2010 business plan objectives and the method of measuring successful implementation. As well, list 2011-12 business plan objectives in the appropriate section)

Prior Year Business Plan Objectives / Accomplishments:	**Year**	**Status**	**Outcome/Results**
Initial implementation of Green Directions Vaughan-the Community Sustainability and Environmental Master Plan.	2010	On-going	Administrative adjustments completed; Budget and staffing support secured and in – place,

Environmental Sustainability

2011-12 Business Plan

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

Business Plan Objectives:	Timeline	Outcome	Resources
2011 (Top 3 Objectives)			
1. Develop and implementation of Green Directions Vaughan Employee Education Program	Q3	Employee Education Strategy and workplan; Initiatives completed	No additional resources
2. Collaborate with City Departments on the implementation of actions identified under Green Directions Vaughan	On-going	-# projects initiated - # projects completed	No additional resources
3.Develop a reporting framework to communicate on successes in advancing environmental sustainability	Q4	Revised Spotlight on Environmental report	No additional resources
2012 (Top 3 Objectives)			
1.Develop an emissions reduction plan and local action plan to address Climate Change	Q2	- To meet emission reduction targets - Stakeholder buy-in to the local climate change plan	No additional resources
2. Foster the development of an community outreach strategy on Green Directions Vaughan and subsequent Workplan	Q2	-Green Directions Community Outreach strategy and Workplan - Improved communication with, and awareness of, community stakeholders in Green Directions Vaughan	No additional resource
3. Establish a recognition program that acknowledges the efforts of employees in advancing environmental sustainability.	Q1	- Successful start-up of recognition program and acceptance by employees	No additional resource

Environmental Sustainability

2011-12 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2010, 2011 and 2012)

- Number of requests for information/support received and addressed
- Number of projects completed per year
- Number of actions completed under Green Directions Vaughan
- Percentage reduction in City corporation energy/gas consumption
- Percentage reduction in the City corporation carbon footprint

BUSINESS OVERVIEW:

Key Conclusion: (What are some assumptions about the performance measure which should be stated)

Environmental Sustainability is a new, service orientated department that advances the principles of sustainability in Vaughan by realizing environmental, cultural, social and economic objectives. Assumptions about performance measures include:

- Much of the work is carried out in partnership with other departments and outcomes are dependant on the level of effort put forth by the department on guidance received from environmental sustainability
- Individual projects will have specific indicators to track the successes
- As the capacity of internal and external stakeholder's increase, the time to address requests for information should reduce.
- Factors which influence environmental, cultural, social and economic issues fluctuate
- Completion of actions assigned to other departments in Green Directions Vaughan is dependent on time, and availability of resources at the individual department level

Notes about the Measure: (What are some assumptions about the performance measure which should be stated)

N/A

Environmental Sustainability

2011-12 Business Plan

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

The primary focus of the Environmentally Sustainability business unit is championing the implementation of Green Directions Vaughan-the Community Sustainability and Environmental Master Plan. This involves providing expertise and guidance to staff on actions identified within the master plan as well as other issues related to sustainability. In order to further environmental sustainability within the City of Vaughan, partnerships will continue to be established to execute a number of projects. Work will be initiated on a monitoring and reporting framework in order to evaluate organizational successes in the implementation of the community sustainability and environmental master plan.

As a new business unit with new staff, considerable effort will be placed on establishing relationships and developing rapport with both internal and external stakeholders. In addition, staff education on sustainability will be a predominant area of emphasis.

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

Commissioner Sign-off **Date (mm/dd/yy)**

Corporate Policy

City of Vaughan
Revenue/Expenditure Summary Report
2011-12 Operating Budget

			2010 Actual	2010 Budget	2011 Budget	2011 % of Total Budget	2011 Budget Variance $	2011 Budget Variance %	2012 Forecast
020035 - Corporate Policy	Labour Costs	Staffing Costs (incl Benefits)	124,045	123,564	126,829	97.1%	3,265	2.64%	132,452
	Other Expenses	Staff Development & Training	797	1,790	1,790	1.4%	0	0.0%	1,790
		Meals & Travel	149	1,030	1,030	0.8%	0	0.0%	1,030
		Office Supplies& Expenses	278	1,010	1,010	0.8%	0	0.0%	1,010
		Other	63	0	0	0.0%	0	0.0%	0
		Total Non Labour Costs	**1,286**	**3,830**	**3,830**	**2.9%**	**0**	**0.0%**	**3,830**
	Total Expenses		**125,331**	**127,394**	**130,659**	**100.0%**	**3,265**	**2.56%**	**136,282**
	Net Expenditures		**125,331**	**127,394**	**130,659**		**3,265**	**2.56%**	**136,282**

CORPORATE POLICY

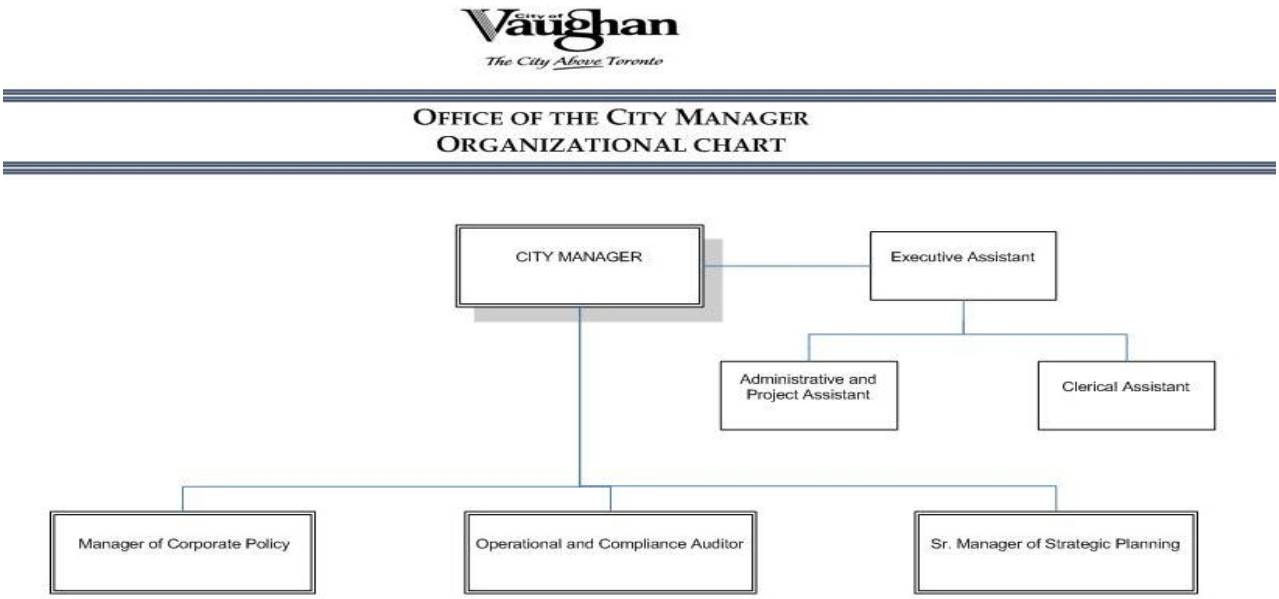
2011-12 Business Plan

BUSINESS OVERVIEW

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

Corporate Policy is responsible for the management of corporate-level initiatives within, but not limited to, the areas of growth management, the environment, policy development, special studies and projects and issue research/response. This includes retention of consulting resources, consultant supervision, stakeholder consultation, reporting and post-approval implementation and monitoring. The department will also: Provide on-going management/staff support for the operations of the Environment Committee and other committees; support the work of internal departments when dealing with matters of corporate priority; and represent the City's corporate position to public and private agencies/organizations, as required.

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



Full Time, Part Time and Overtime – Budgeted Amounts

					Additional Resource Requests	
	2008	2009	2010	2011 Base	2011	2012
Full Time	1	1	1	1	0	0
Part Time						
Overtime						

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

Council and Committees
Senior Management Team
City Departmental Staff (At all levels)
Public (Project Consultation and Outreach)

CORPORATE POLICY

2011-12 Business Plan

Work Plan:

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

Enhance and Ensure Community Safety, Health & Wellness
Lead & Promote Environmental Sustainability
Demonstrate Leadership and Promote Effective Governance
Plan and Manage Growth & Economic Vitality

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

Business Plan Objectives (list the status of 2010 business plan objectives and the method of measuring successful implementation. As well, list 2011-12 business plan objectives in the appropriate section)

Prior Year Business Plan Objectives / Accomplishments:	Year	Status	Outcome/Results
Continued participation in the Vaughan Tomorrow process, working with Policy Planning on the integration of the OP Review process Green Directions and with Economic Development on the Employment Sector Strategy Study.	2009-10	**Policies of Green Directions and the Employment Sector Strategy Study incorporated into the new OP.**	**New OP scheduled for adoption on September 7, 2010 with policies included. As a member of the OP Review Team provided comments on the draft OP focusing on sustainability and economic issues.**
New duties added: May to September 2010 - OP Review.	2010	**May to September commitment to completion of the new Official Plan to Council Adoption.**	**Provided support in the preparation and coordination of the July 28, 2010 Staff**

			Report on responses to the draft Official Plan. **Prepared the August 31, 2010 Staff Report on the responses to the draft North Kleinburg-Nashville Secondary Plan** **Both reports resulted in direction to finalize the plans for adoption.**
Develop responses as directed to issues affecting the corporation that may arise throughout the year, for the consideration of SMT/Committees/Council.	**2009-10**	**Prepared report and letter to Council and letter to Prime Minister advising of the City's support for the reduction of Greenhouse Gas Emissions in respect of the Copenhagen Conference.**	**Direction received. Letter prepared and sent, December 2009.**
Completion of involvement with Green Directions Vaughan Community Sustainability and Environmental Master Plan.	**2009-10**	**Launched in 2009. Implementation process underway. Handed over responsibility over to the new Manager of Environmental Sustainability in Q2 -10**	**Major Update reports in May December 2009 and May 2010. Drafted job description and participated in the recruitment process for the Manager of Environmental Sustainability position. (Q2 - 10) Initiated work on the Green Directions Employee Education Plan (Q1)**
Continued the Advancement of the Vaughan	**2009-10**	**Study now underway with targeted completion for**	**Reported to and received**

District Energy Feasibility Study		**Q1 2011. Phase 1 completed**.	**direction from Vaughan Holdings Inc. in December 2009 to proceed with the VDEFS. Prepared Terms of Reference/RFP for the recruitment and consultant and conducted the evaluation process (Q1-10, Q2 -10). Consultant retained June 2010**
Working in conjunction with Engineering and Policy Planning in the review of the Spadina Subway Extension Station Design (TTC and York Region)	**2009-10**	**All three subway stations at or near 60% design. Design issues are still outstanding with the VMC and Steeles West Stations.**	**Continuing challenges exist due to budget pressures. Implications of UPS issues still emerging.**
Finalization of Employment Sectors Strategy Study	**2009-10**	**Study Completed and approved in Q2 – 2010. Q4 - 09 to Q1- 10 content incorporated into draft Official Plan**	**Continued role as co- manager of the study. The study was approved by the Economic Development Committee and ratified by Council in May of 2010**
Building on the Employment Sectors Strategy Study served on the Consultant Selection Committee for the Economic Development Strategy and the Kleinburg Economic Development Strategy.	**2010**	**Evaluation Committee has met and recommendations were provided.**	**Recommended consultants were confirmed and studies are underway.**

Assigned role as Staff Liaison to the Vaughan Health Campus of Care/York Central Hospital "collaboration" respecting the development of the Jane Street-Major Mackenzie Drive Campus.	**2010 and beyond**	**Involvement pending the YCH/VHCC"collaboration" establishing an external agency development subcommittee and undertaking its master planning and master programming exercises.**	**Objectives are to ensure that the City's interests are protected; ensuring that technical information is provided to the collaboration on a timely basis; and supporting the City's objectives for the hospital and the development of the campus.**
To Continue Monitoring/Participating in Internal/External Growth Management and Environmental Policies including: • Highway 427 Extension; • Spadina Subway Extension; • MoveOntario2020 program measures, e.g. Yonge Subway Extension; Viva BRT Services; • GTA West Corridor EA; • Corporate Centre Links 4 and 5 EA; • Highway 407 Transitway EA; • Western Vaughan EA.	**2010**	**Ongoing** **All identified projects remain active. Departmental files opened and monitoring continues.**	**Continued monitoring, participation, collaboration with other departments and reporting as required** **Continuing, collaboration with external agencies.**

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

Business Plan Objectives:	Timeline	Outcome	Resources
2011 (Top 3 Objectives)			
1. Wrap up of Vaughan Tomorrow Porjects	On-going 2011	Completion of Vaughan Tomorrow studies/OP: Possibly a wrap-up document and website providing descriptions of the finalized Vaughan Tomorrow Plan for public use.	Not Anticipated

2. Finalization of Vaughan District Energy Feasibility Study	Q1, 2011	Approved study: If directed, to proceed with further studies to move forward with the implementation of a District Energy System.	Further funding may be required through Vaughan Holdings Inc. and possibly through grants from senior levels of government.
3. Completion, to the extent possible, the planning processes for the subway extension into Vaughan.	On-going	Facilitating the subway extension, while optimizing the development opportunities around the station sites.	Not anticipated.
Other			
Vaughan Health Campus of Care/YCH: Jane-Major Mackenzie Campus development in accordance with OPA 715. Supporting the Master Planning program for the hospital and facilitating the planning submission to the Province, while ensuring that the City's design and development objectives are being met.	On-going	Supporting the objective of having the Ministry of Health and Long Term Care give approval for the next phase in the development program.	Not anticipated.
Investigate with Policy Planning and Economic Development the opportunity to develop an eco-industrial park strategy and develop standards for Community Energy Plans.	Not Determined	Direction to proceed with study (SMT/Council)	Not anticipated at this writing. External resources may be required subject to further investigation.
Continued availability to respond to requests for special studies, reports and policy development exercises.	On demand	Product as requested.	Not anticipated but would depend on the nature of the request and the desired project.
2012 (Top 3 Objectives)			
1. Completion of projects. New projects for initiation will emerge during 2011.			
2.			
3.			
Other			

CORPORATE POLICY

2011-12 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2010, 2011 and 2012)

1. Projects or assignments that have been given direction to proceed (TBD);
2. Meeting of timelines and milestones (TBD);
3. Completion of projects or assignments in accordance with the prescribed deliverables;
4. Completion of required monitoring programs.

BUSINESS OVERVIEW:

Key Conclusion: (What are some assumptions about the performance measure which should be stated)

As indicated by the performance measures, the City is in the process of completing a major planning phase that will be substantially completed by the end of 2011. The work undertaken was diverse and cross-disciplinary and sometimes attached to other processes, often run by other departments. Participation is time-consuming but is necessary to maintaining an informed perspective. The resulting participatory role is reflected in the completion of other processes.

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

The 2010 Perspective – Corporate Policy

The GTA and the City of Vaughan is nearing completion of a major transformation as a result a number of forces. New planning policies (e.g. *Places to Grow*, the Greenbelt Plan), environmental and sustainability issues, new population and growth targets, major infrastructure investments, a changing economy and a shift away from manufacturing and Vaughan's lifecycle (i.e. approaching build-out) will all present major challenges going forward. This has resulted in responses by the city in the form of the CSEMP, the new OP and the supporting master plans. In addition a number of concurrent focused area (land use) and infrastructure studies have been prepared to facilitate infrastructure investments that will reflect and implement the new Provincial policies.

With the adoption of the new Official Plan (September 2010) and the completion of the Master Plans (the last probably no later than Q1 2011), it is expected that next year will see a shift toward plan implementation. This should result in a new cycle of initiatives. In addition, a new Council may have particular initiatives that will require further studies and policy development. Some of these issues may not be predictable at this time and may result from Council and/or SMT direction.

Monitoring of overall implementation of the growth management (Vaughan Tomorrow) strategy will continue to be an important part of the job. Strategic initiatives, policy development, research, special studies and issue management will remain important functions. To some extent it is impossible to predict the workload associated with these tasks. Many are in response to unplanned priority requests, like research, special studies and issue management. Major studies or policy development exercises can emerge on a reactive basis but there is a greater level of predictability to these tasks. Committee attendance and support is another area where time has become increasingly devoted. However, this may be mitigated with the emergence of the new committee structure.

CORPORATE POLICY

2011-12 Business Plan

Overall, there is a substantial element of workload unpredictability inherent in Corporate Policy. However, in the past this has been accommodated. This should continue as long as the variable tasks remain at levels consistent with the past few years. However, major undertakings, such as the work with the new Official Plan, can overwhelm other duties in the short-term.

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

Commissioner Sign-off **Date (mm/dd/yy)**

Fire and Rescue Services

City of Vaughan
Revenue/Expenditure Summary Report
2011-12 Operating Budget

			2010 Actual	2010 Budget	2011 Budget	% of Total Budget	Budget Variance $	Budget Variance %	2012 Forecast
					2011				
Fire and Rescue Services	Revenue	Rev. frm Recov. Exp	(19,325)	(7,664)	(14,757)	2.6%	(7,093)	92.55%	(21,851)
		Fees from Other Municip.	(35,000)	(35,000)	(35,000)	6.3%	(0)	0.0%	(35,000)
		Dept. Misc. Revenues	(702,830)	(346,897)	(509,921)	91.1%	(163,024)	46.99%	(511,582)
	Total Revenues		**(757,155)**	**(389,561)**	**(559,678)**	**100.0%**	**(170,117)**	**43.67%**	**(568,433)**
	Labour Costs	Staffing Costs (incl Benefits)	29,860,016	29,524,152	31,558,692	91.4%	2,034,540	6.89%	35,047,971
	Other Expenses	Capital Funding	1,096,150	1,096,150	796,150	2.3%	(300,000)	-27.37%	946,150
		Tools & Equipment	508,830	468,603	475,072	1.4%	6,469	1.38%	557,909
		General Mtce & Repairs	513,666	378,283	390,086	1.1%	11,803	3.12%	390,786
		Corporate Accounts	293,960	293,960	349,990	1.0%	56,030	19.06%	372,095
		Communications	211,310	187,869	305,761	0.9%	117,892	62.75%	305,563
		Service Contracts and Materials	264,348	220,851	215,983	0.6%	(4,868)	-2.2%	216,537
		Staff Development & Training	192,649	134,027	136,390	0.4%	2,363	1.76%	136,390
		Office Equipment & Furniture	27,866	65,334	71,556	0.2%	6,222	9.52%	71,753
		Utilities & Fuel	49,874	60,786	66,699	0.2%	5,913	9.73%	68,928
		Other	64,336	60,261	60,260	0.2%	(1)	0.0%	60,260
		Community Advertising & Promotion	29,483	46,644	46,644	0.1%	0	0.0%	46,645
		Office Supplies& Expenses	41,025	37,633	35,891	0.1%	(1,742)	-4.63%	36,562
		Meals & Travel	11,405	15,626	15,400	0.0%	(226)	-1.45%	15,401
		Joint Services & Department Transfers	792	3,108	3,108	0.0%	0	0.0%	3,110
		Professional Fees	0	2,244	2,285	0.0%	41	1.83%	2,285
		Operating Leases	108	300	283	0.0%	(17)	-5.67%	283
		Total Non Labour Costs	**3,305,801**	**3,071,679**	**2,971,558**	**8.6%**	**(100,121)**	**-3.26%**	**3,230,657**
	Total Expenses		**33,165,817**	**32,595,831**	**34,530,250**	**100.0%**	**1,934,419**	**5.93%**	**38,278,628**
	Net Expenditures		**32,408,662**	**32,206,270**	**33,970,572**		**1,764,302**	**5.48%**	**37,710,195**

2011 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2011 Impact		Net 2012 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget $	FTE	Budget $	FTE	Budget $	FTE	Budget $
Fire Fighters and Assistant Captains	FT	10.0	959,746	0	959,746	(6.7)	(633,031)	3.33	326,715	6.67	622,831
Mechanic - EVT	FT	1.0	81,674	(25,000)	56,674			1.00	56,674	-	0

2012 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2012 Impact		Net 2013 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget $	FTE	Budget $	FTE	Budget $	FTE	Budget $
Fire Fighters and Assistant Captains	FT	20.0	1,711,015	0	1,711,015			20.00	1,711,015	-	(10,200)
Communication Operators	FT	2.0	154,761		154,761			2.00	154,761	-	0

Capital Budget

City Manager
Fire and Rescue Services

Year Identified	Project #	Project Name	Project Type	Total Budget	Operating Budget Impact	TCA
2007	FR-3508-11	Breathing Apparatus Replacements	Infrastructure Replacement	$45,100		Y
2007	FR-3509-11	Furniture and Equipment Replacement	Infrastructure Replacement	$47,700		Y
2006	FR-3504-11	Replace Tele-Squirt Unit 79-30	Infrastructure Replacement	$851,100		Y
2009	FR-3550-11	Upgrade Protective Footwear, Firefighters	Equipment Replacement	$46,100	$2,000	Y
				$990,000		

City of Vaughan
Revenue/Expenditure Summary Report
2011-12 Operating Budget

			2010 Actual	2010 Budget	2011 Budget	2011 % of Total Budget	2011 Budget Variance $	2011 Budget Variance %	2012 Forecast
100001 - Fire & Rescue Services-Admin.	Labour Costs	Staffing Costs (incl Benefits)	642,168	644,306	700,636	60.7%	56,330	8.74%	762,591
	Other Expenses	Corporate Accounts	287,140	287,140	341,870	29.6%	54,730	19.06%	363,460
		Other	40,982	44,501	44,500	3.9%	(1)	0.0%	44,500
		Office Supplies& Expenses	16,968	19,572	18,439	1.6%	(1,133)	-5.79%	18,439
		General Mtce & Repairs	19,984	8,532	8,680	0.8%	148	1.73%	8,680
		Utilities & Fuel	11,975	4,501	7,484	0.6%	2,983	66.27%	7,724
		Capital Funding	6,530	6,530	6,530	0.6%	0	0.0%	6,530
		Office Equipment & Furniture	4,325	6,666	6,279	0.5%	(387)	-5.81%	6,279
		Communications	3,008	5,666	5,354	0.5%	(312)	-5.51%	5,354
		Tools & Equipment	3,434	5,290	4,984	0.4%	(306)	-5.78%	4,984
		Staff Development & Training	4,339	4,852	4,940	0.4%	88	1.81%	4,940
		Meals & Travel	2,993	1,651	1,570	0.1%	(81)	-4.91%	1,570
		Professional Fees	0	1,464	1,491	0.1%	27	1.84%	1,491
		Service Contracts and Materials	1,231	490	462	0.0%	(28)	-5.71%	462
		Operating Leases	81	204	193	0.0%	(11)	-5.39%	193
		Joint Services & Department Transfers	0	0	0	0.0%	0	0.0%	0
		Total Non Labour Costs	**402,989**	**397,059**	**452,776**	**39.3%**	**55,717**	**14.03%**	**474,606**
	Total Expenses		**1,045,157**	**1,041,365**	**1,153,412**	**100.0%**	**112,047**	**10.76%**	**1,237,197**
	Net Expenditures		**1,045,157**	**1,041,365**	**1,153,412**		**112,047**	**10.76%**	**1,237,197**

Fire Administration

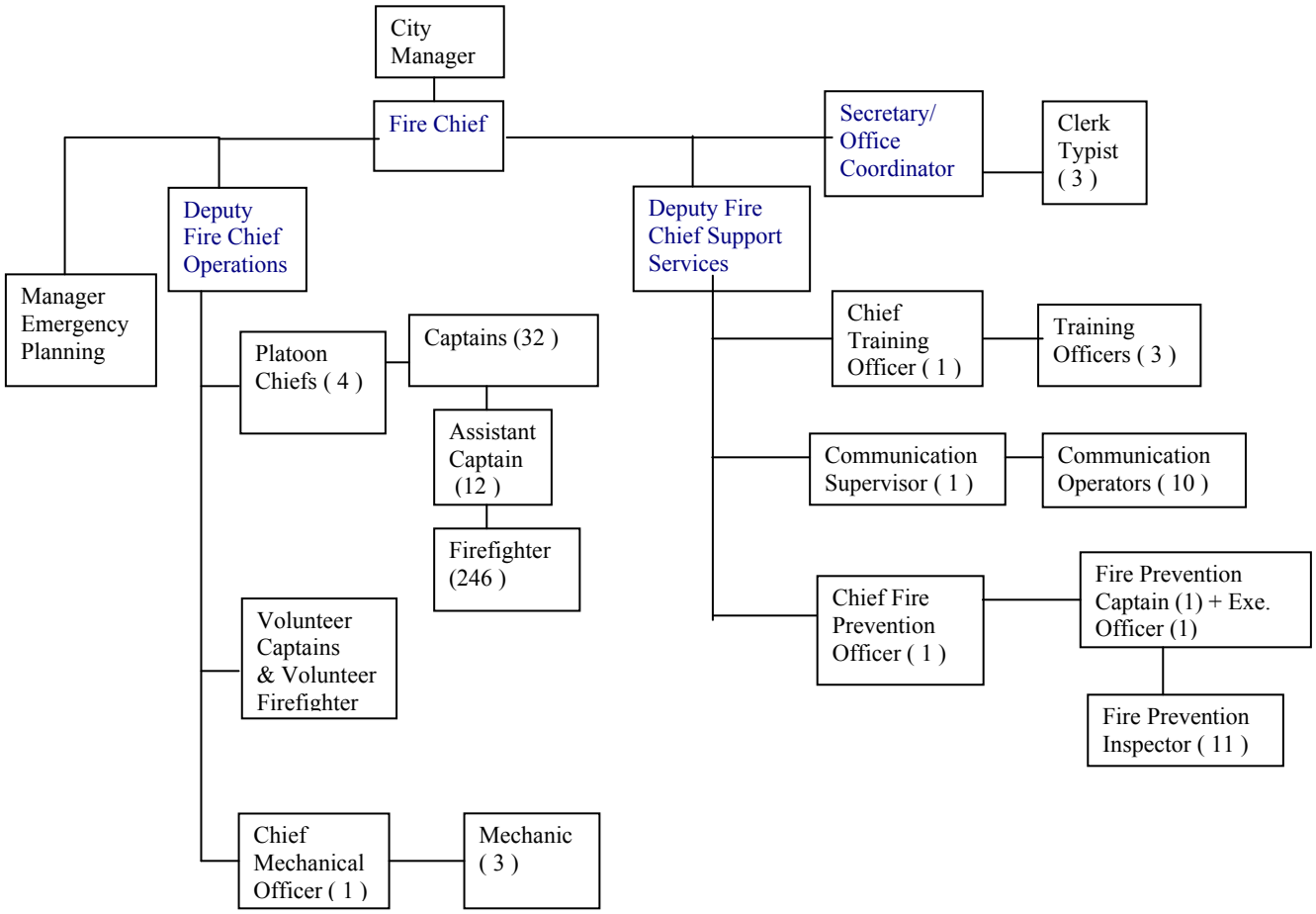
2011-12 Business Plan

BUSINESS OVERVIEW

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

The **Vaughan Fire & Rescue Service** (**VFRS**) with the continued support of Council and the strong direction of the City Manager, continues to be recognized in Ontario as leaders in emergency service. The 2011 commissioning of Fire Station 7-10 will improve the response capabilities in the North East Quadrant of the city. Our response strategies and programs are constantly under review in an effort to effectively manage the demands for emergency response service in our vibrant, growing community. The Operations Division provides a wide range of emergency services to the citizens of Vaughan including all fire response, emergency medical aid, hazardous materials response, motor vehicle extrication, confined space rescue, trench rescue and water/ice rescue. The Fire Prevention Division provides plans review, field inspections, fire investigation and public education services. The Fire Communications Division is first point of contact for customers requesting assistance through the 911 system. The Fire Training Division ensures that staff are provided with up-to-date knowledge and skills as well as managing the multitude of certifications & re-certifications. The Fire Mechanical Division ensures the entire fleet of VFRS readiness as well as offering a retail repair shop for other municipalities and manufacturers of fire apparatus.

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



Fire Administration

2011-12 Business Plan

Full Time, Part Time and Overtime – Budgeted Amounts

					Additional Resource Requests	
	2008	**2009**	**2010**	**2011 Base**	**2011**	**2012**
Full Time	**4**	**4**	**4**	**4**	**0**	**0**
Part Time	**n.a**	**n.a**	**n.a**	**n.a**	**n.a**	**n.a**
Overtime	**n.a**	**n.a**	**n.a**	**n.a**	**n.a**	**n.a**

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

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

Fire Administration

2011-12 Business Plan

Work Plan:

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

Pursue Excellence in Service Delivery
Enhance and Ensure Community Safety, Health & Wellness
Lead and Promote Environmental Sustainability
Value and Encourage a Highly Motivated Workforce
Attract, Retain and Promote Skilled Staff
Support the Professional Development of Staff
Enhance Productivity, Cost Effectiveness and Innovation

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

Future pressures: anticipated retirement of some experienced staff, resulting in loss of expertise. Overall succession planning for the department.

Opportunities: In 2011, the commissioning of Fire Station 7-10 will improve the response capabilities in the North East Quadrant of the city. Also the addition of the fully staffed aerial apparatus in service at Fire Station 7-3 has improved response capabilities in the western portion of the city and VFRS will continue to closely monitor its progress.

Business Plan Objectives (list the status of 2010 business plan objectives and the method of measuring successful implementation. As well, list 2011-12 business plan objectives in the appropriate section)

Prior Year Business Plan Objectives / Accomplishments:	Year	Status	Outcome/Results
1. Augment staff training and enhance level of service to the citizens of Vaughan through training programs like technical rescue and structural collapse training as well as standardized medical training/preparation for health pandemic, and CBRN rescue (Chemical, Biological, Radiological and Nuclear). Immediate and ongoing	2010	Ongoing	45% Operational Staff Complete
2. Develop a program for succession planning that will provide training, education and mentoring to VFRS employees to assist them in preparing for greater career growth and responsibilities. As such the succession planning takes into consideration of replacing "talent drain" attributed to retirement of some experienced staff	2010	Ongoing	Senior Command Team Enrolled 2ND Phase Executive Dev. Junior Officer Program
3. Provide better organization, management and distribution of the fire safety public education (ongoing).	2010	Ongoing	30% Increase in Public Education Program
	2010	Ongoing	Case Tracking

4. Ensure proper fire safety inspections are performed in the City and that all commercial/industrial occupancies are inspected on a regular basis (ongoing).			Underway
5. Improve control, management, and distribution of the VFRS's materials, supplies, parts and other inventory (Council approval required, recommended by Internal Audit and the Master Fire Plan).	2010	Ongoing	Limited Improvement to Date Requires Staff
6. Ensure that all required training to maintain and expand the scope of service for the citizens of Vaughan is completed and delivered in a timely manner (ongoing).	2010	Ongoing	Tracking and Completion Rate Improved
7. Investigate and report on the feasibility of acquiring a fire training facility either as a partnership or a Vaughan-only project (ongoing).	2010	Ongoing	Under Review GTAA Partnership Explored
8. Commence construction of Fire Station 7-10 in the area of Dufferin Street and Teston Road for opening in 2010 (Council approval required).	2010	Ongoing	Approved By Council Aug/10 Tender
9. Recommend to Council and budget hiring 20 new firefighters, staffing the new Fire Station 7-10.	2010	Ongoing	50% Hired July, 19/10
10. Purchase land for relocating Fire Station 7-3.	2010	Ongoing	2011 Capital Project

Fire Administration

2011-12 Business Plan

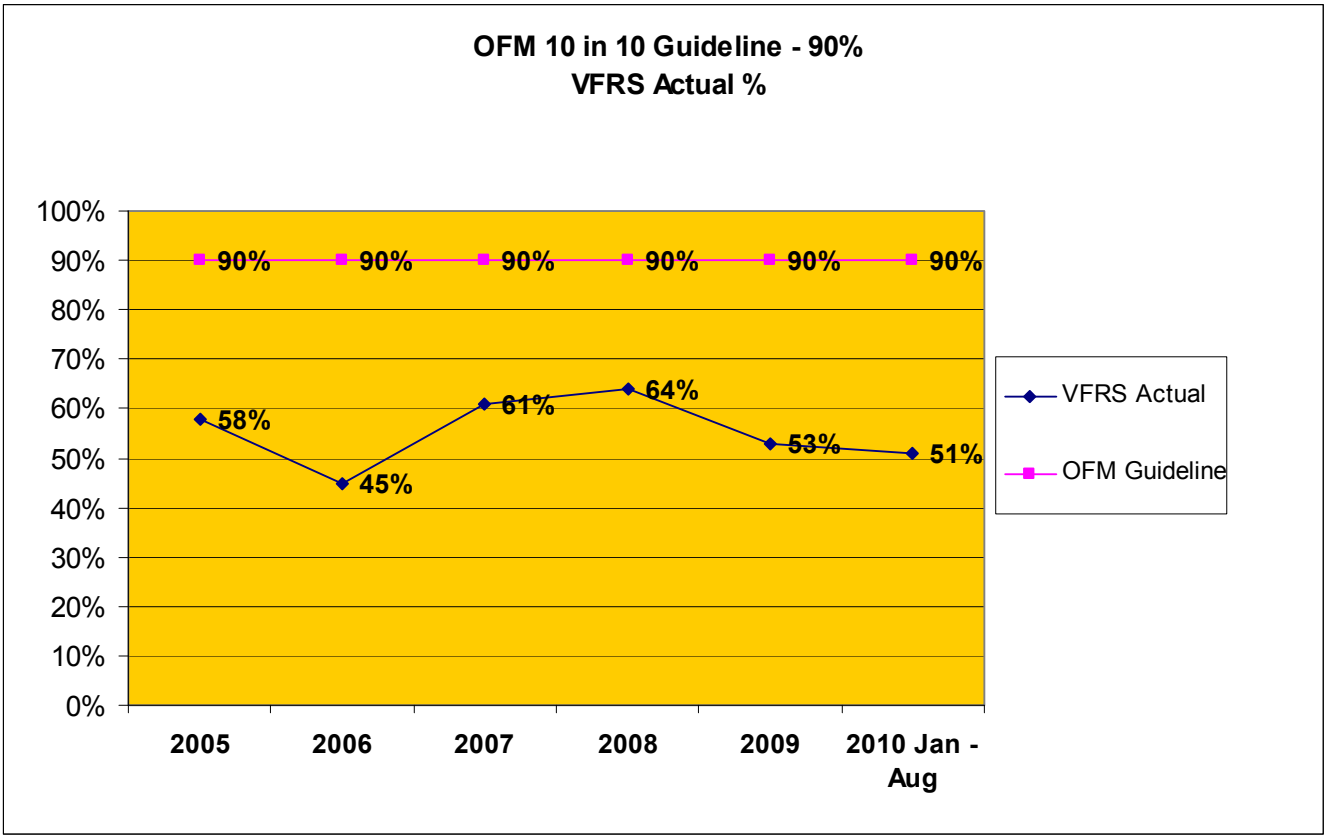
2011-12 Business Plan Objectives: (Note the anticipated Timeline, Outcome and Resources (Additional Resource Request) for each objective)

Business Plan Objectives:	Timeline	Outcome	Resources
2011 (Top 3 Objectives)			
Commission Stn. 7-10 and Complete Staffing.	2011	Improve response capabilities in the north east quadrant	Council Approval Required
Purchase Land for Stn. 7-3 and Design.	2011	Improve response capabilities in the west	Council Approval Required
Purchase Engine 751	2011	Improve response capabilities in the central area	Council Approval Required
2012 (Top 3 Objectives)			
Build Stn. 7-3	2012	Improve response capabilities in the west of the City	Council Approval Required
Staff Engine 751	2012	Improve response capabilities in the central area	Council Approval Required

Fire Administration

2011-12 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2010, 2011 and 2012)



BUSINESS OVERVIEW:

Key Conclusion: (What are some assumptions about the performance measure which should be stated)

The key conclusion is that 10 in 10 standards requires improvement.

Failure to achieve 10 in 10 consistently elevates liability for City.

Notes about the Measure: (What are some assumptions about the performance measure which should be stated)

Ontario Fire Marshal Public Fire Safety Guideline (PFSG) 04-08-12 – commonly know as "10 in 10" – recommended staffing for emergency response to benchmark fire conditions in a single family dwelling.

Ontario Fire Marshal Office response standard of 10 in 10 and NFPA 1710 are the only validated measurable response standard by which fire emergency services are measured in Ontario.

NFPA 1710 – standard for the organization and deployment of fire suppression operations, emergency medical operations, and special operations to the public by career fire departments.

Fire Administration

2011-12 Business Plan

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

VFRS will need to improve OFM's 10 in 10 Guidelines to bench mark fire conditions in a single family dwelling.

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

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

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

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

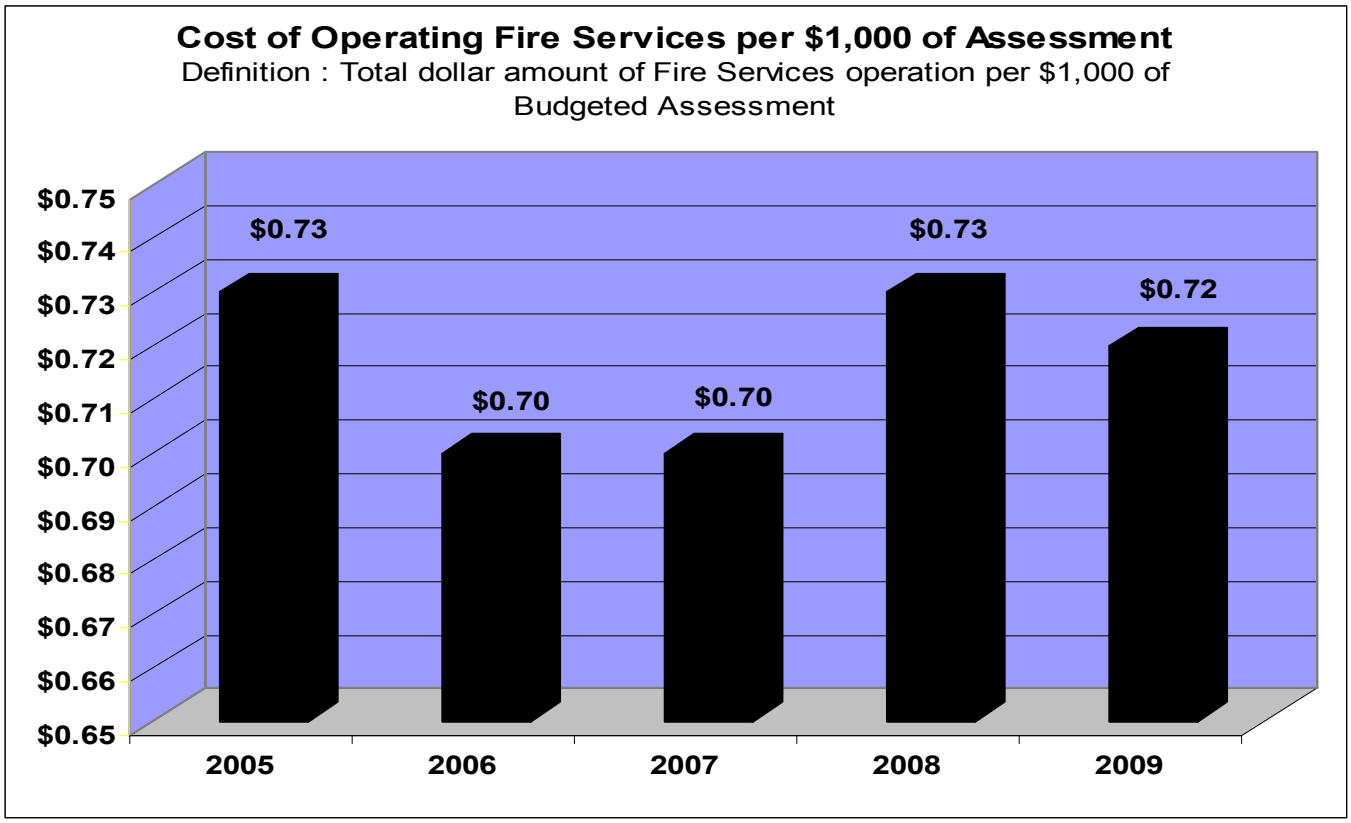
Only current, validated industry standards and measurement benchmarks are used as building blocks forming the basis for the VFRS Business Plan.

- **Ontario Fire Marshal Public Safety Guideline (PFSG) 04-08-12 – commonly known as '10-in-10' - recommended staffing for emergency response to benchmark fire conditions in a single family dwelling**
- **NFPA 1710 – Standard for the organization and deployment of fire suppression operations, emergency medial operations, and special operations to the public by career fire departments.**
- **NFPA 1221 – Standard for communication centre procedures specifies that emergency call processing and dispatching shall be completed within 90 seconds.**
- **Fire Underwriters Survey – evaluation of public fire protection & determination of required fire companies and personnel.**
- **Emergency Response Industry Best Practices.**

Fire Administration

2011-12 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2010, 2011 and 2012)



BUSINESS OVERVIEW:

Key Conclusion: (What are some assumptions about the performance measure which should be stated)

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

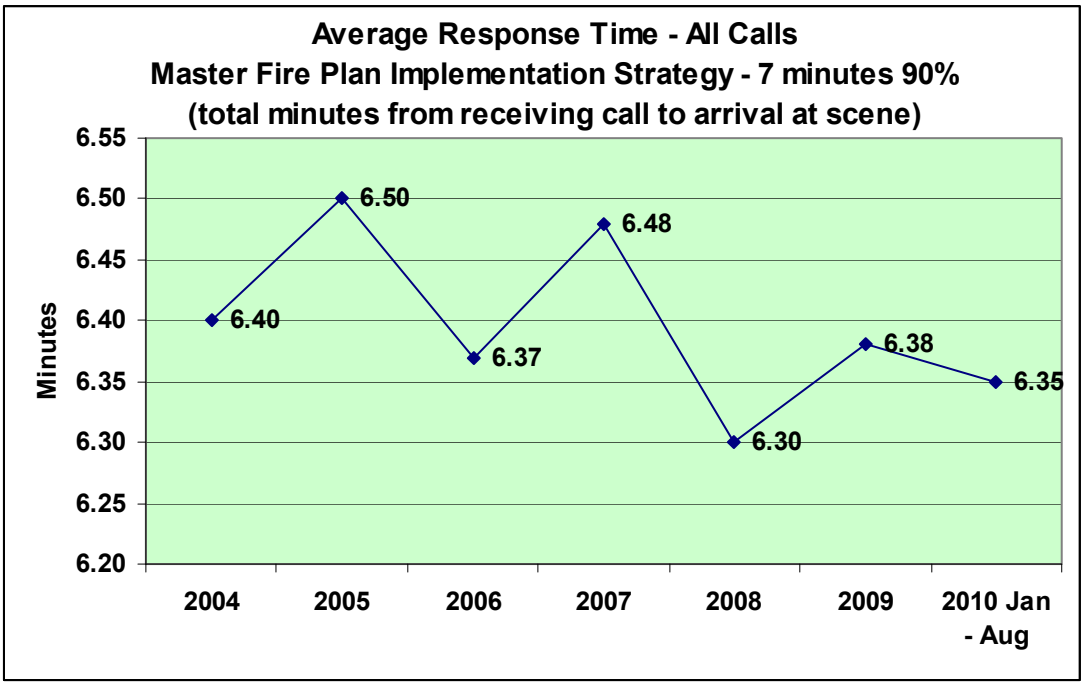
Notes about the Measure: (What are some assumptions about the performance measure which should be stated)

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

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

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures

support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2010, 2011 and 2012).



BUSINESS OVERVIEW:

Key Conclusion: (What are some assumptions about the performance measure which should be stated)

Achieved planned response time of 7 minutes as recommended in the Master Fire Plan Implementation Strategy adopted by Council on Feb. 24, 2009.

Notes about the Measure: (What are some assumptions about the performance measure which should be stated)

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

VFRS will continue to monitor/analyze and ensure consistent emergency response time across the city.

Commissioner Sign-off **Date (mm/dd/yy)**

City of Vaughan
Revenue/Expenditure Summary Report
2011-12 Operating Budget

			2010 Actual	2010 Budget	2011 Budget	2011 % of Total Budget	2011 Budget Variance $	2011 Budget Variance %	2012 Forecast
100176 - Fire Communication	Revenue	Fees from Other Municip.	(35,000)	(35,000)	(35,000)	100.0%	(0)	0.0%	(35,000)
	Total Revenues		**(35,000)**	**(35,000)**	**(35,000)**	**100.0%**	**(0)**	**0.0%**	**(35,000)**
	Labour Costs	Staffing Costs (incl Benefits)	996,510	953,715	1,054,841	78.7%	101,126	10.6%	1,069,588
	Other Expenses	Communications	157,853	122,940	242,433	18.1%	119,493	97.2%	242,433
		Office Equipment & Furniture	1,767	13,961	13,154	1.0%	(807)	-5.78%	13,153
		Tools & Equipment	7,719	9,960	9,384	0.7%	(576)	-5.78%	9,384
		Staff Development & Training	7,040	8,090	8,232	0.6%	142	1.76%	8,232
		Capital Funding	5,440	5,440	5,440	0.4%	0	0.0%	5,440
		Office Supplies& Expenses	4,527	2,732	2,574	0.2%	(158)	-5.78%	2,577
		Service Contracts and Materials	622	2,447	2,306	0.2%	(141)	-5.76%	2,304
		Meals & Travel	1,016	1,850	1,856	0.1%	6	0.32%	1,856
		Total Non Labour Costs	**185,985**	**167,420**	**285,379**	**21.3%**	**117,959**	**70.46%**	**285,379**
	Total Expenses		**1,182,494**	**1,121,135**	**1,340,220**	**100.0%**	**219,085**	**19.54%**	**1,354,967**
	Net Expenditures		**1,147,494**	**1,086,135**	**1,305,220**		**219,085**	**20.17%**	**1,319,967**

2012 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2012 Impact		Net 2013 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget $	FTE	Budget $	FTE	Budget $	FTE	Budget $
Communication Operators	FT	2.0	154,761		154,761			2.00	154,761	-	0

Fire Communication Division

2011-12 Business Plan

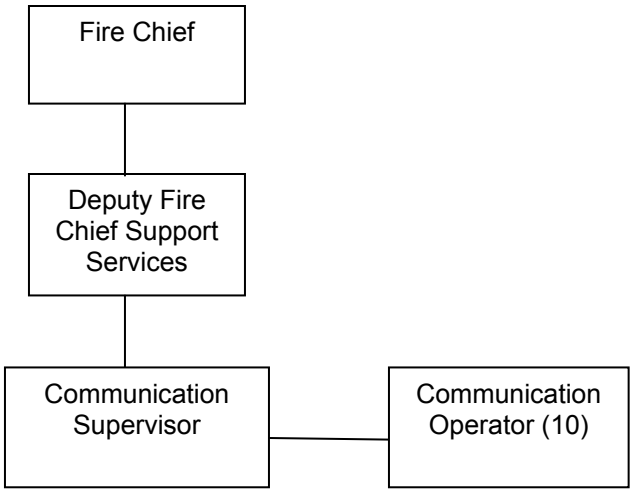
BUSINESS OVERVIEW

Service Statement:

FIRE COMMUNICATION DIVISION

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

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



Full Time, Part Time and Overtime – Budgeted Amounts

					Additional Resource Requests	
	2008	**2009**	**2010**	**2011 Base**	**2011**	**2012**
Full Time	**10**	**11**	**11**	**11**	**0**	**2**
Part Time	**n.a**	**n.a.**	**n.a.**	**n.a**	**n.a.**	**n.a.**
Overtime	**$29,730**	**$28,430**	**$25,586**	**$25,586**	**Nil**	**Nil**

Fire Communication Division

2011-12 Business Plan

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

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

Work Plan:

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

Pursue Excellence in Service Delivery
Value and Encourage a Highly Motivated Workforce
Attract, Retain and Promote Skilled Staff
Support the Professional Development of Staff
Enhance Productivity, Cost Effectiveness and Innovation
Enhance and Ensure Community Safety, Health and Wellness

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

Increasing Call Volumes as City continues to grow.

Seven 9-1-1 lines that need to be answered.

CAD needs upgrading with Versadex version 7.3

Introduction of new Mobile Display Terminals (MDT) in fire apparatus with Automatic Vehicle Locating technology.

Fire Communication Division

2011-12 Business Plan

Business Plan Objectives (list the status of 2010 business plan objectives and the method of measuring successful implementation. As well, list 2011-12 business plan objectives in the appropriate section)

Prior Year Business Plan Objectives / Accomplishments:	**Year**	**Status**	**Outcome/Results**
Aim to achieve 95% of incoming calls dispatched within 60seconds. Plan to perform better than NFPA standard when the new CAD system is fully operational	2010	ONGOING	49% Success rate for calls being dispatched in < 60 seconds
100% of time dispatched the correct type of fire apparatus	2010	ONGOING	98% Success rate
Significantly improve overall capability of VFRS Communication Division to manage multiple 911 emergency calls	2010	ONGOING	Additional Resources Required
NFPA 1221 (Communication) – standard for communication centre procedures specify that 95% of emergency call processing and dispatching shall be completed within 60 seconds.	2010	ONGOING	49% Success rate for calls being dispatched in < 60 seconds

Fire Communication Division

2011-12 Business Plan

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

Business Plan Objectives:	Timeline	Outcome	Resources
2011 (Top 3 Objectives)			
1. Improve Ability to Handle Sudden Flooding of 9-1-1 lines.	Q1 2011	Better Handling of 911 influx of calls during large emergencies	2 Additional Communications Operators
2. Fully Implement Mobile Display Terminals in Fire Apparatus	Q1 2011	AVL, Mapping in apparatus, Accurate communications	Resources approved in 2010
3. Implement Version 7.3 of Versadex software	Q2 2011	Enhanced and upgraded CAD	Training for Communications Operators on software
Test Radio Repeater in Platoon Chief's Vehicle	Q2 2011	Better portable radio reception in buildings	One radio repeater installed in Platoon Chief's vehicle
2012 (Top 3 Objectives)			
1. Enhance Use of Existing Technology (Versadex, Firehouse RMS)	Q1 2012	Full Benefits from Technology Features	Training for Communications Operators
2. Investigate Partnership with MTO and 407 ETR regarding Live Feed from Highway Cameras	Q2 2012	Real Time Information regarding Highway Conditions/Incident Location	Connection/Feed from MTO and 407 ETR
3. Phase 2 of MDT Implementation – RMS on MDTs	Q3 2012	Captains Able to Complete Reports in Real Time	Installation of Firehouse RMS licenses on MDTs and Training
Expand Radio Repeater Program (Phase 2)	Q2 2012	Better Portable Radio Reception in Buildings	Three Radio Repeaters installed in Fire Apparatus

Fire Communication Division

2011-12 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2010, 2011 and 2012)

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

BUSINESS OVERVIEW:

Key Conclusion: (What are some assumptions about the performance measure which should be stated)

VFRS needs to improve on capability to manage multiple 911 emergency calls given that the new CAD system incorporates seven 911 lines which is based on the population for Vaughan.

Notes about the Measure: (What are some assumptions about the performance measure which should be stated)

Emergency Communications is the core business of the Fire Communications Division and its performance directly impacts the ability of the VFRS to deliver its fire and rescue services. The performance of the Fire Communications Division counts for 16 % of the VFRS ability to reach its NFPA 1710 Standard and 10% of the effort to reach the OFM "10 in 10" standard.

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

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

Commissioner Sign-off **Date (mm/dd/yy)**

City of Vaughan
Revenue/Expenditure Summary Report
2011-12 Operating Budget

			2010 Actual	2010 Budget	2011 Budget	2011 % of Total Budget	2011 Budget Variance $	2011 Budget Variance %	2012 Forecast
100177 - Fire Mechanical	Revenue	Dept. Misc. Revenues	(80,095)	(10,365)	(55,496)	100.0%	(45,131)	435.42%	(55,992)
	Total Revenues		**(80,095)**	**(10,365)**	**(55,496)**	**100.0%**	**(45,131)**	**435.42%**	**(55,992)**
	Labour Costs	Staffing Costs (incl Benefits)	450,562	470,521	557,784	81.3%	87,263	18.55%	566,030
	Other Expenses	Service Contracts and Materials	104,587	59,716	56,264	8.2%	(3,452)	-5.78%	56,263
		Tools & Equipment	17,017	26,663	25,122	3.7%	(1,541)	-5.78%	25,119
		General Mtce & Repairs	26,588	17,712	19,879	2.9%	2,167	12.23%	19,985
		Capital Funding	10,870	10,870	10,870	1.6%	0	0.0%	10,870
		Office Equipment & Furniture	3,766	6,410	6,039	0.9%	(371)	-5.79%	6,039
		Staff Development & Training	2,776	4,362	4,439	0.6%	77	1.77%	4,437
		Joint Services & Department Transfers	0	3,108	3,108	0.5%	0	0.0%	3,110
		Office Supplies& Expenses	2,789	1,074	1,112	0.2%	38	3.54%	1,113
		Meals & Travel	320	670	656	0.1%	(14)	-2.09%	656
		Communications	414	609	583	0.1%	(26)	-4.27%	584
		Operating Leases	27	0	0	0.0%	0	0.0%	0
		Other	2,183	0	0	0.0%	0	0.0%	0
		Total Non Labour Costs	**171,337**	**131,194**	**128,072**	**18.7%**	**(3,122)**	**-2.38%**	**128,176**
	Total Expenses		**621,899**	**601,715**	**685,856**	**100.0%**	**84,141**	**13.98%**	**694,206**
	Net Expenditures		**541,805**	**591,350**	**630,360**		**39,010**	**6.6%**	**638,214**

2011 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2011 Impact		Net 2012 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget $	FTE	Budget $	FTE	Budget $	FTE	Budget $
Mechanic - EVT	FT	1.0	81,674	(25,000)	56,674			1.00	56,674	-	0

Fire Mechanical

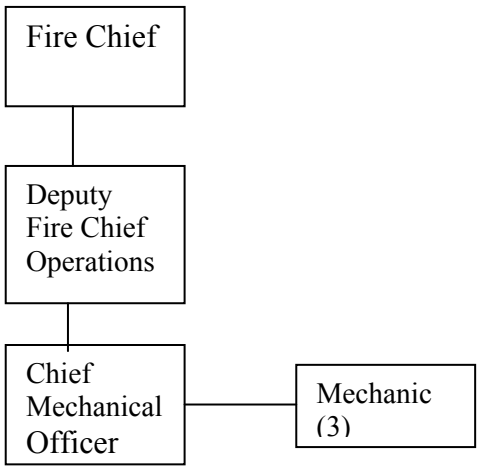
2011-12 Business Plan

BUSINESS OVERVIEW

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

The Mechanical Division keeps all emergency firefighting apparatus/equipment in prime operationally ready condition using NFPA guidelines as our benchmark. It is extremely important to the Mechanical Division that our firefighters have the utmost confidence in our front line machines and can count on that reliability without hesitation. As such it is imperative that continuous testing and maintenance is conducted throughout the year on all equipment. The Mechanical Division attended multiple Emergency Vehicle Technician courses throughout the year in an effort to keep all of our staff current with the rapidly changing, dynamic industry and the higher standards of maintenance that our service demands and complement the generally accepted fire industry standards complying NFPA standards i.e. 1911, 1914, 1915 & 1932. The Division continues to provide both in-shop and mobile mechanical service for a number of our Regional Emergency Service partners as well as a warranty repair depot for major fire service equipment suppliers and manufacturers.

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



Full Time, Part Time and Overtime – Budgeted Amounts

	2010	2011 Base	Approved 2011 ARR	2011 Final	Carry Forward Gapping to 2012	2012 ARR
Full Time	4	4	1	5		0
Part Time	0	0	0	0		0
Overtime	$170	$170	-	$170	-	-

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

VFRS divisions: Fire Administration, Fire Prevention, Fire Operations, Fire Training; and manufacturers of fire apparatus; Peer fire departments; York Regional Police; Emergency Planning; Emergency Management Ontario.

Fire Mechanical

2011-12 Business Plan

Work Plan:

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

Pursue Excellence in Service Delivery
Value and Encourage a Highly Motivated Workforce
Attract, Retain and Promote Skilled Staff
Support the Professional Development of Staff
Enhance Productivity, Cost Effectiveness and Innovation

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

The growth of the fire fleet, and increasing demand on unscheduled repairs due to call volume increase challenge the efficiency and effectiveness of the existing three full-time mechanics and one chief mechanical officer. In-house workload is compounded by repair requests by peer departments.

The Mechanical Division continues to exceed the budgeted retail revenue while completing in-house work on time.

Business Plan Objectives (list the status of 2010 business plan objectives and the method of measuring successful implementation. As well, list 2011-12 business plan objectives in the appropriate section)

Prior Year Business Plan Objectives / Accomplishments:	Year	Status	Outcome/Results
1. In 2010 Continue to maintain and improve 90% maintenance of VFRS fleet; and at the same time continue to generate retail revenue.	2010	Ongoing	To July, 2010 74% Achievement Rate
2. In 2010 continue to conduct pump tests and non destructive ladder tests as per manufacturers' guidelines	2010	Ongoing	Completed as Scheduled
3. In 2010 continue to manage VFRS clothing & SCBA & acquire commercial vehicle maintenance program	2010	Ongoing	Requires Staff (Quarter Master)
4. Target 1st quarter in 2010 ensure that the new Command Vehicle will achieve 100% operational functions.	2010	Ongoing	Complete
5. In 1st quarter 2010 complete final specifications & criteria for the new engine/pumper for Fire Station 7-10.	2010	Ongoing	Complete

Fire Mechanical

2011-12 Business Plan

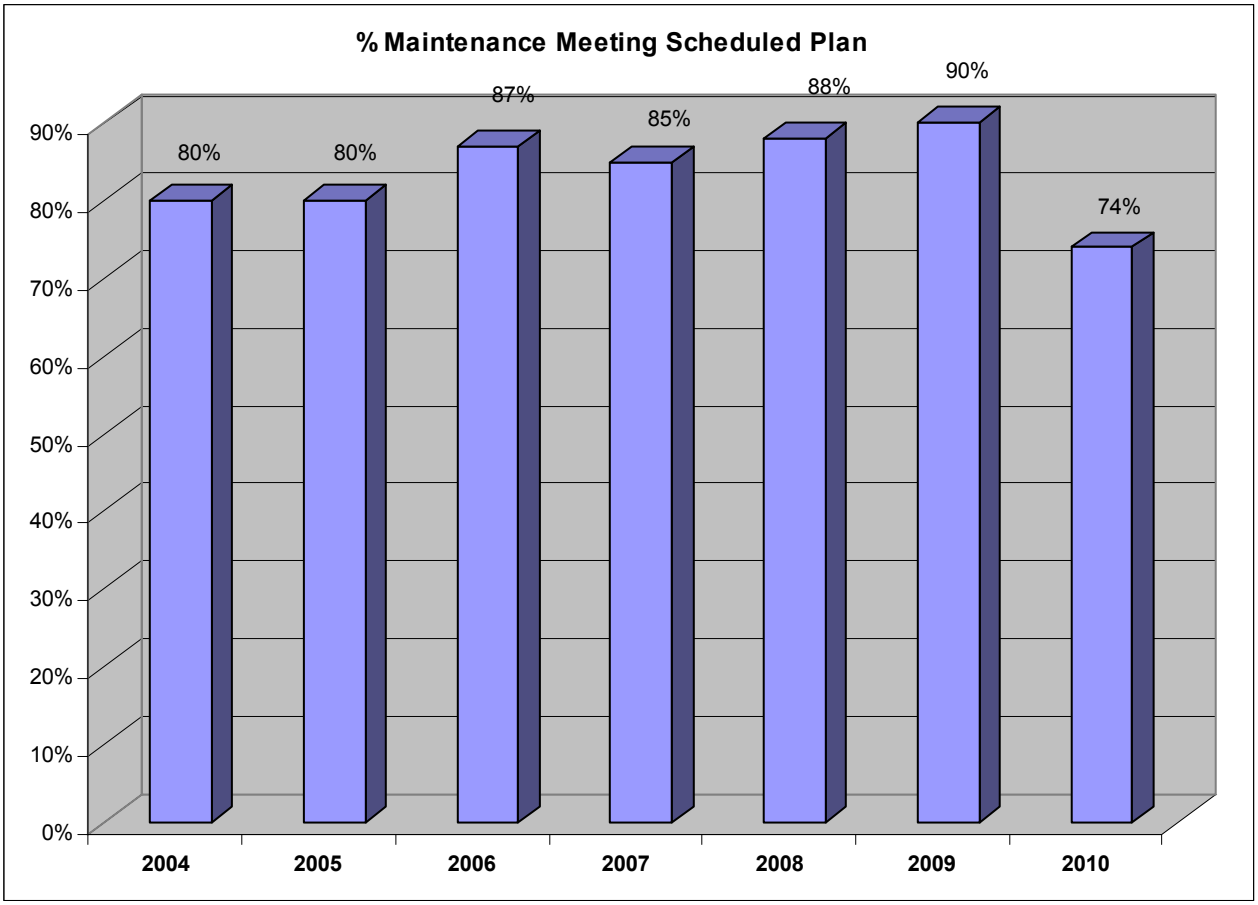
2011-12 Business Plan Objectives: (Note the anticipated Timeline, Outcome and Resources (Additional Resource Request) for each objective)

Business Plan Objectives:	Timeline	Outcome	Resources
2011 (Top 3 Objectives)			
Improve Ability to Achieve 90% Maintenance Goal	2011	Ensure operational readiness	Requires Staff Mechanic (EVT)
Improve ability to Manage Protective Clothing Inventory, SCBA inventory, Station Supplies and Parts.	2011	Ensure more timely supply chain	Requires Staff (Quarter Master)
Fully Refurbish Aerial 7968	2011	Extend life cycle	Capital Project
2012 (Top 3 Objectives)			
Fleet Maintenance Program	2012	Elevate efficiency	Complete Research Purchase Program
Full Refurbish Unit# 7965	2012	Extend life cycle	Capital Project
Full Refurbish Unit# 7967	2012	Extend life cycle	Capital Project

Fire Mechanical

2011-12 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2010, 2011 and 2012)



Fire Mechanical

2011-12 Business Plan

BUSINESS OVERVIEW:

Key Conclusion: (What are some assumptions about the performance measure which should be stated)

Failed to achieve 90% maintenance target as scheduled by the annual maintenance master plan. Rationale for achieving less than 100% maintenance of VFRS fleet included, (1) mechanics devoted time to perform unscheduled work and stocking/re-stocking & ordering parts, SCBA maintenance and repair, protective clothing program and related inventory; (2) revenue has decreased and will continue to decrease due to limited available Mechanic's time.

Notes about the Measure: (What are some assumptions about the performance measure which should be stated)

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

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

Acquisition of a computerized vehicle maintenance program will lead to improvement.

This is recommended that one additional full-time Mechanic (EVT) be added to improve the ability to achieve 90% maintenance target. A Full Time stores person (Quarter Master) be added in 2011 to manage the protective clothing program, parts inventory, station supplies and general inventory control.

Commissioner Sign-off **Date (mm/dd/yy)**

City of Vaughan
Revenue/Expenditure Summary Report
2011-12 Operating Budget

			2010 Actual	2010 Budget	2011 Budget	2011 % of Total Budget	2011 Budget Variance $	2011 Budget Variance %	2012 Forecast
100178 - Fire Prevention	Revenue	Rev. frm Recov. Exp	138	(5,000)	(5,000)	12.8%	(0)	0.0%	(5,000)
		Dept. Misc. Revenues	(36,527)	(33,260)	(34,009)	87.2%	(749)	2.25%	(34,758)
	Total Revenues		**(36,389)**	**(38,260)**	**(39,009)**	**100.0%**	**(749)**	**1.96%**	**(39,758)**
	Labour Costs	Staffing Costs (incl Benefits)	1,472,362	1,618,723	1,681,267	90.4%	62,544	3.86%	1,713,249
	Other Expenses	Community Advertising & Promotion	29,483	46,644	46,644	2.5%	0	0.0%	46,645
		General Mtce & Repairs	24,298	38,568	42,750	2.3%	4,182	10.84%	43,304
		Capital Funding	21,740	21,740	21,740	1.2%	0	0.0%	21,740
		Office Equipment & Furniture	5,311	18,121	17,074	0.9%	(1,047)	-5.78%	17,073
		Tools & Equipment	14,039	17,870	16,837	0.9%	(1,033)	-5.78%	16,837
		Staff Development & Training	13,201	13,529	13,767	0.7%	238	1.76%	13,768
		Service Contracts and Materials	2,391	7,490	7,400	0.4%	(90)	-1.2%	7,400
		Communications	3,890	6,500	6,124	0.3%	(376)	-5.78%	6,124
		Office Supplies& Expenses	3,284	3,599	3,392	0.2%	(207)	-5.75%	3,393
		Meals & Travel	482	1,865	1,862	0.1%	(3)	-0.16%	1,862
		Operating Leases	0	96	90	0.0%	(6)	-6.25%	90
		Other	3,995	0	0	0.0%	0	0.0%	0
		Total Non Labour Costs	**122,114**	**176,022**	**177,680**	**9.6%**	**1,658**	**0.94%**	**178,236**
	Total Expenses		**1,594,476**	**1,794,745**	**1,858,947**	**100.0%**	**64,202**	**3.58%**	**1,891,485**
	Net Expenditures		**1,558,087**	**1,756,485**	**1,819,938**		**63,453**	**3.61%**	**1,851,727**

Fire Prevention

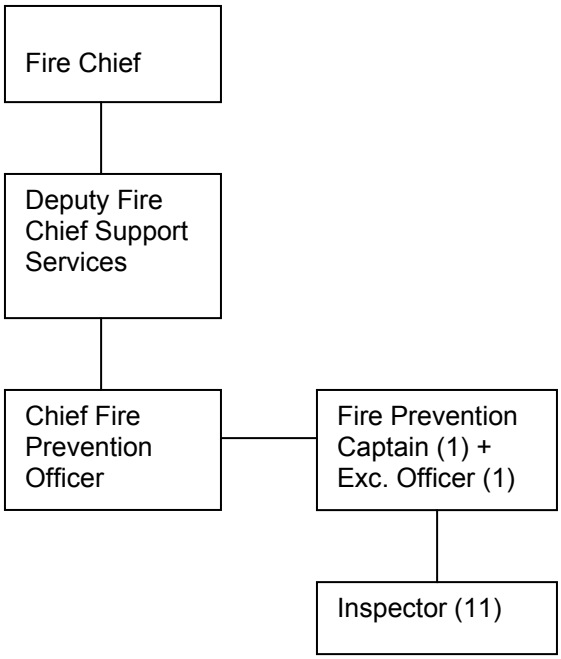
2011-12 Business Plan

BUSINESS OVERVIEW

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

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

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



Fire Prevention

2011-12 Business Plan

Full Time, Part Time and Overtime – Budgeted Amounts

					Additional Resource Requests	
	2008	**2009**	**2010**	**2011 Base**	**2011**	**2012**
Full Time	**13**	**14**	**14**	**14**	**0**	**0**
Part Time	**n.a**	**n.a**	**n.a**	**n.a**	**n.a.**	**n.a**
Overtime	**$3,260**	**$3,555**	**$3,199**	**$3,199**	**0**	**0**

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

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

.

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

Fire Prevention

2011-12 Business Plan

Work Plan:

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

Pursue Excellence in Service Delivery
Value and Encourage a Highly Motivated Workforce
Attract, Retain and Promote Skilled Staff
Support the Professional Development of Staff
Enhance Productivity, Cost Effectiveness and Innovation
Enhance Community Safety, Health and Wellness

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

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

Business Plan Objectives (list the status of 2010 business plan objectives and the method of measuring successful implementation. As well, list 2011-12 business plan objectives in the appropriate section)

Prior Year Business Plan Objectives / Accomplishments:	Year	Status	Outcome/Results
1. Improve turn around time of inspection request by late 2010 (contingent upon contact agreement)	2010	Achieved	Complaints assigned daily. Addressed weekly and Compliance in 90 days
2. Track and consolidate complaint calls and improve turn around time	2010	Yes	Target achieved
3. Continuous enforcement & remediation of marijuana grow operations throughout the year	2010	Yes	Significant reduction in # of grow ops 6 to date
4. Track 2nd dwelling complaints and take appropriate actions	2010	Achieved	54 complaints Fire code compliant

Fire Prevention

2011-12 Business Plan

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

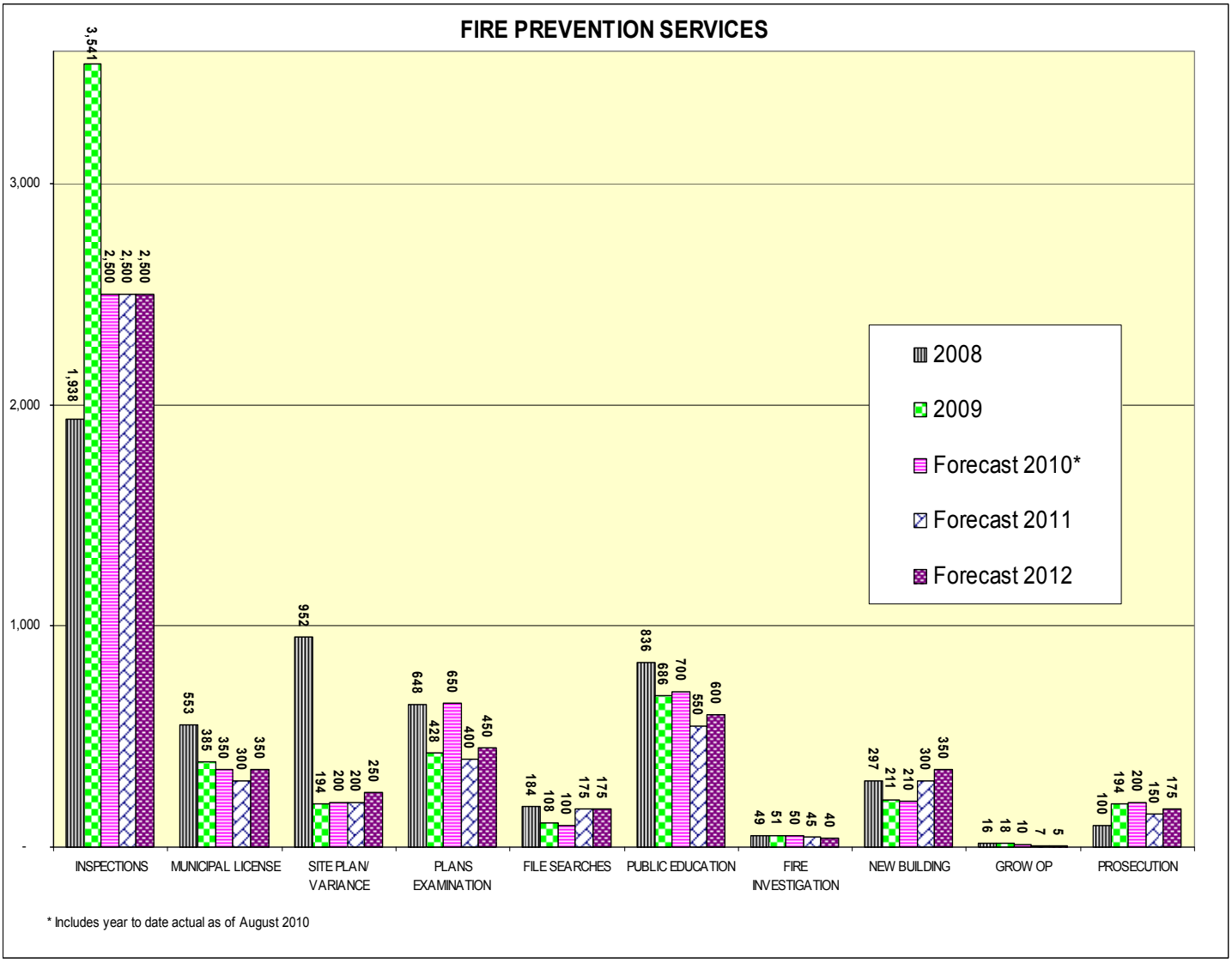
Business Plan Objectives:	Timeline	Outcome	Resources
2011 (Top 3 Objectives)			
Develop and deliver Public Education Programs to seniors on high rise safety and action. Translate programs to meet multi-cultural needs	2011	Programs to be developed, field tested and validated 3 locations	Fire Prevention Inspectors, Suppression crews,
Provide specialized training for certification of staff on fire Investigation	2011	Certify 3 more staff to NFPA 921	Register for courses as they are available Training Time
Train Fire prevention Inspectors to meet changes in building stock inspection requirements Replace loss of expertise due to retirement.	2011	Trained inspectors on Objective based code submissions and complex structures.	Registration for courses as they are available. Training time
2012 (Top 3 Objectives)			
Expand on Public Education program based on needs	2012	Deliver program to all seniors in High Rise Buildings	Staff and DVD's handouts.
Conduct audit of fire related events. To evaluate effectiveness of all public education programs	2012	Report on effectiveness of public education programs and recommendations	Staff Time to conduct evaluation and report
Implementation of the AMANDA RMS with hand held tablets to maximize available technology	2012	Effective partnership with Building standards leads to service excellence	Purchase of Amanda software tablets, training, IT involvement.

Fire Prevention

2011-12 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2010, 2011 and 2012)

The Fire Prevention Division continues to analyze workload and inspection turn around time in order to implement work volume quantity in relation to the number of staff.



Fire Prevention

2011-12 Business Plan

BUSINESS OVERVIEW:

Key Conclusion: (What are some assumptions about the performance measure which should be stated)

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

Notes about the Measure: (What are some assumptions about the performance measure which should be stated)

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

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

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

Commissioner Sign-off **Date (mm/dd/yy)**

City of Vaughan
Revenue/Expenditure Summary Report
2011-12 Operating Budget

			2010 Actual	2010 Budget	2011 Budget	2011 % of Total Budget	2011 Budget Variance $	2011 Budget Variance %	2012 Forecast
100179 - Fire Operations	Revenue	Rev. frm Recov. Exp	(19,463)	(2,664)	(9,757)	2.3%	(7,093)	266.25%	(16,851)
		Dept. Misc. Revenues	(458,411)	(303,272)	(420,416)	97.7%	(117,144)	38.63%	(420,832)
	Total Revenues		**(477,874)**	**(305,936)**	**(430,173)**	**100.0%**	**(124,237)**	**40.61%**	**(437,683)**
	Labour Costs	Staffing Costs (incl Benefits)	26,014,621	25,267,635	27,005,718	94.1%	1,738,083	6.88%	30,369,690
	Other Expenses	Capital Funding	1,014,300	1,014,300	714,300	2.5%	(300,000)	-29.58%	864,300
		Tools & Equipment	418,734	390,520	401,503	1.4%	10,983	2.81%	484,343
		General Mtce & Repairs	407,428	305,107	310,476	1.1%	5,369	1.76%	310,474
		Service Contracts and Materials	92,375	106,672	102,362	0.4%	(4,310)	-4.04%	102,920
		Utilities & Fuel	37,899	56,285	59,215	0.2%	2,930	5.21%	61,204
		Communications	45,527	50,150	49,379	0.2%	(771)	-1.54%	49,179
		Staff Development & Training	20,476	21,833	22,218	0.1%	385	1.76%	22,220
		Other	17,155	15,760	15,760	0.1%	0	0.0%	15,760
		Office Equipment & Furniture	724	5,580	15,257	0.1%	9,677	173.42%	15,457
		Meals & Travel	4,231	8,594	8,487	0.0%	(107)	-1.25%	8,488
		Office Supplies& Expenses	5,086	2,940	3,103	0.0%	163	5.54%	3,770
		Joint Services & Department Transfers	664	0	0	0.0%	0	0.0%	0
		Total Non Labour Costs	**2,064,598**	**1,977,741**	**1,702,060**	**5.9%**	**(275,681)**	**-13.94%**	**1,938,115**
	Total Expenses		**28,079,219**	**27,245,376**	**28,707,778**	**100.0%**	**1,462,402**	**5.37%**	**32,307,805**
	Net Expenditures		**27,601,345**	**26,939,440**	**28,277,605**		**1,338,165**	**4.97%**	**31,870,122**

2011 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2011 Impact		Net 2012 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget $	FTE	Budget $	FTE	Budget $	FTE	Budget $
Fire Fighters and Assistant Captains	FT	10.0	959,746	0	959,746	(6.7)	(633,031)	3.33	326,715	6.67	622,831

2012 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2012 Impact		Net 2013 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget $	FTE	Budget $	FTE	Budget $	FTE	Budget $
Fire Fighters and Assistant Captains	FT	20.0	1,711,015	0	1,711,015			20.00	1,711,015	-	(10,200)

Fire Operations

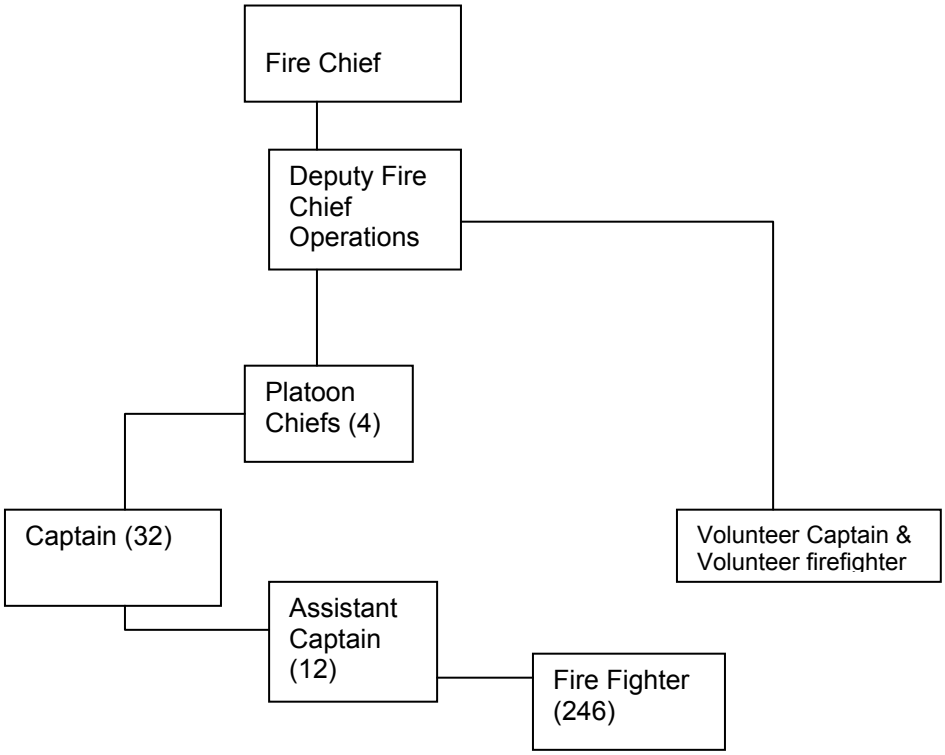
2011-12 Business Plan

BUSINESS OVERVIEW

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

The Operations Division provides 'Full Service emergency Response' which includes fire incidents, sudden medical emergencies, technical rescue, hazard materials and CBRN capabilities. Currently, to protect 270,000 residents and visitors to this 275 square kilometre city, the Operations Division operates out of nine fire stations. All emergency response apparatus (engines, aerials, rescues) carry advanced life support equipment and are staffed with OFM certified firefighters. In addition, this division provides a number of specialized teams, including a Hazardous Material Response team, Technical Rescue teams (for trench, confined space, low angle rescue) and a Public Order Support Team (in conjunction with the York Regional Police Service). In 2009, the division responded to 11,147 emergencies resulting in 15,407 vehicle responses averaging 42 emergency movements per day. As reported by the Ontario Fire Marshal, the City sustained fire losses of $10,929,130 with ten reported injuries due to fire.

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



Full Time, Part Time and Overtime – Budgeted Amounts

	2010	2011 Base	Approved ARR	2011 Final	Carry Forward Gapping to 2012	2012 ARR
Full Time	241	246	3.33	249.33	6.67	20
Part Time	0	0	0	0	0	0
Overtime	$95,255	$95,255	-	$95,255	-	-

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

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

Fire Operations

2011-12 Business Plan

Work Plan:

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

Pursue Excellence in Service Delivery
Enhance and Ensure Community Safety, health & Wellness
Value and Encourage a Highly Motivated Workforce
Attract, Retain and Promote Skilled Staff
Support the Professional Development of Staff
Enhance Productivity, Cost Effectiveness and Innovation

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

Retirement and turn-over of fully trained staff.

The span of control of each of the four Platoon Chiefs is excessively heavy. Each Platoon Chiefs manages 58 full-time staff . Upon the opening of the new Fire Station 7-10, implementation of the position of District Chief will provide for more consistent span of control and application of Ontario Occupational Health and Safety Guidelines.

Business Plan Objectives (list the status of 2010 business plan objectives and the method of measuring successful implementation. As well, list 2011-12 business plan objectives in the appropriate section)

Prior Year Business Plan Objectives / Accomplishments:	Year	Status	Outcome/Results
1. Consistent turnout time from fire station = 90 seconds;	2010	Ongoing	90% Success Rate
2. Arrival of the first due engine company at a fire suppression incident = 4 minutes (240 seconds) (travel time);	2010	Ongoing	57.5% Requires Improvement
3. Arrival 2nd due Engine, Rescue or Aerial Company at a fire suppression incident = 8 minutes;	2010	Ongoing	81% Success Rate
4. Minimum response benchmark of 10 firefighters in 10 minutes at a working structure fire incident;	2010	Ongoing	51% Requires Improvement
5. Average full response to a fire suppression incident to be 14 to 17 emergency responders;	2010	Ongoing	85% Success Rate
6. 4 minutes or less for the arrival of a unit with advanced care or higher level of capability at an emergency medical incident	2010	Ongoing	57.5% Requires Improvement

Fire Operations

2011-12 Business Plan

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

Business Plan Objectives:	Timeline	Outcome	Resources
2011 (Top 3 Objectives)			
Complete Staffing Stn. 7-10	2011	Improve response capabilities in the north east quadrant	Council Approval Required
Ist Due Engine Company = 4 minutes	2011	Consistent bench-mark	Continue to Monitor and Improve
"10 in 10" Benchmark	2011	Consistent bench-mark	Continue to Monitor and Improve
NFPA 1710 Benchmark	2011	Consistent bench-mark	Continue to Monitor and Improve
2012 (Top 3 Objectives)			
"10 in 10" Benchmark	2012	Consistent bench-mark	Continue to Monitor and Improve
NFPA 1710 Benchmark	2012	Consistent bench-mark	Continue to Monitor and Improve
Meet NFPA 472 Standard - Hazmat Response	2012	Technician Level 60	Training Division and Platoon Instructor

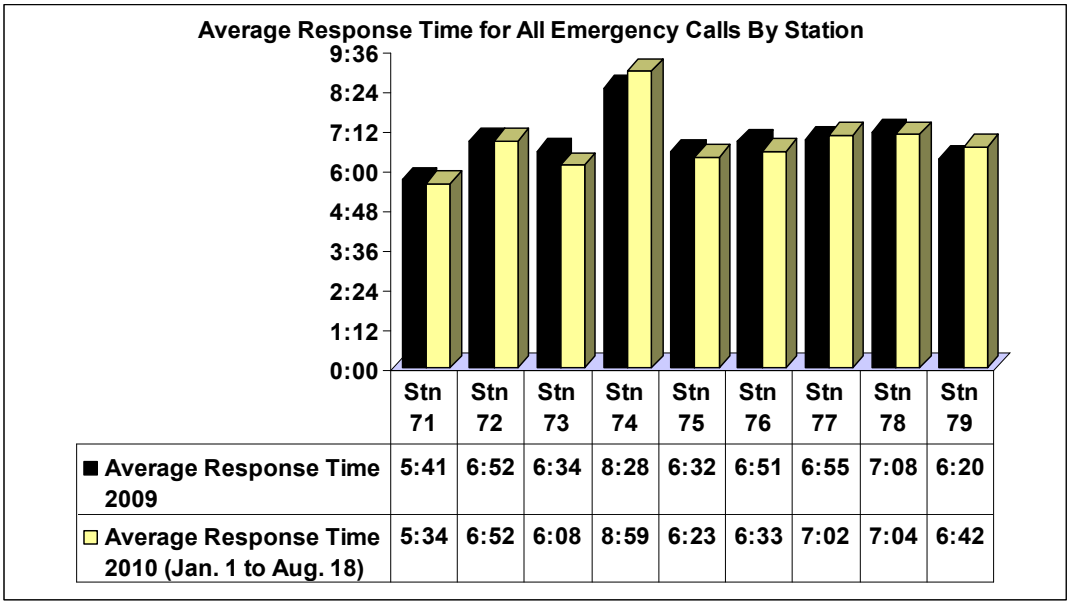
Fire Operations

2011-12 Business Plan

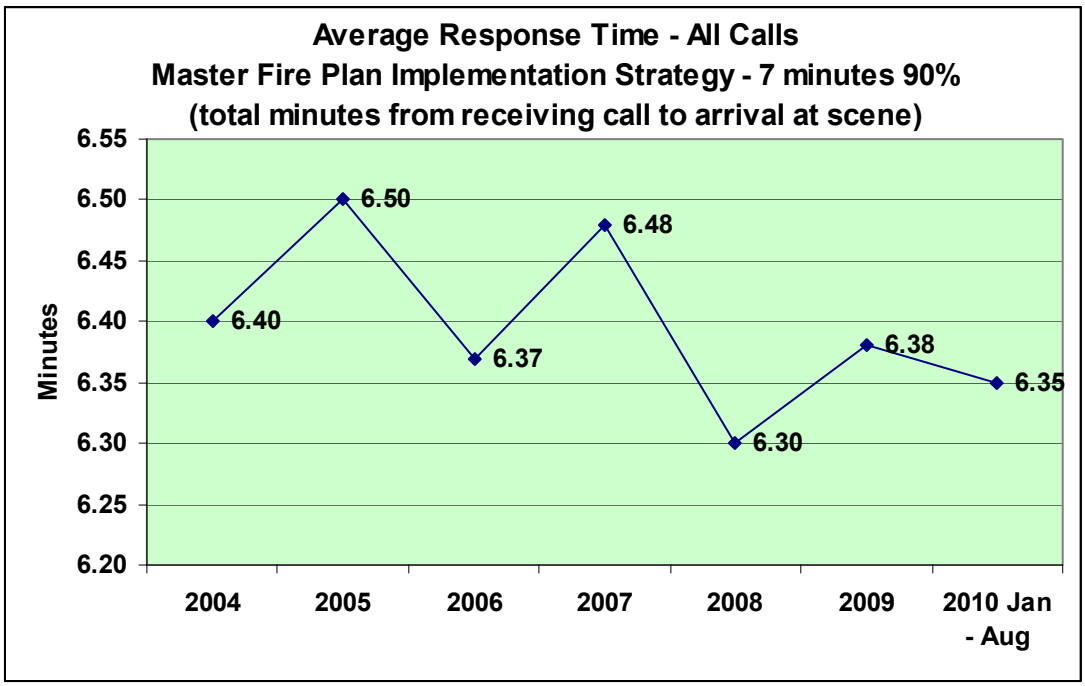
Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2010, 2011 and 2012)

"10 in 10" – Ontario Fire Marshal Public Fire Safety Guideline 04-08-12 recommended staffing for emergency response to benchmark fire conditions in a single family dwelling

NFPA 1710 – standard for the organization and deployment of fire suppression operations, emergency medical operations, and special operations to the public by career fire departments



	Stn 71	Stn 72	Stn 73	Stn 74	Stn 75	Stn 76	Stn 77	Stn 78	Stn 79
Average Response Time 2009	5:41	6:52	6:34	8:28	6:32	6:51	6:55	7:08	6:20
Average Response Time 2010 (Jan. 1 to Aug. 18)	5:34	6:52	6:08	8:59	6:23	6:33	7:02	7:04	6:42



Fire Operations

2011-12 Business Plan

BUSINESS OVERVIEW:

Key Conclusion: (What are some assumptions about the performance measure which should be stated)

To improve north east quadrant response capabilities and in consideration of construction time lines for Station 7-10 (Dufferin/Teston) VFRS recommended that (1) the first cohort of 10 firefighters for this station be hired in July 2010 which was accomplished and (2) the balance of the required staffing (6 firefighters + 4 Captains) being hired in January 2011 to achieve full staffing of Fire Station 7-10.

The preceding 2-stage staffing process has taken into consideration the present economic climate and Council's long standing dedication to sound financial management through progressive best practices and prudent fiscal policies to maintain sustainable emergency service.

These additional resources are consistent with the Master Fire Plan and Implementation Strategy, February 24, 2009.

Notes about the Measure: (What are some assumptions about the performance measure which should be stated)

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

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

Response time is directly impacted by the number of staff per shift and per fire station.

Commissioner Sign-off **Date (mm/dd/yy)**

City of Vaughan
Revenue/Expenditure Summary Report
2011-12 Operating Budget

			2010 Actual	2010 Budget	2011 Budget	% of Total Budget	Budget Variance $	Budget Variance %	2012 Forecast
100180 - Fire Training	Revenue	Dept. Misc. Revenues	(127,710)	0	0		0	0.0%	0
	Total Revenues		**(127,710)**	**0**	**0**		**0**	**0.0%**	**0**
	Labour Costs	Staffing Costs (incl Benefits)	283,794	569,252	558,446	79.4%	(10,806)	-1.9%	566,823
	Other Expenses	Staff Development & Training	139,542	66,781	67,957	9.7%	1,176	1.76%	67,956
		Capital Funding	21,740	21,740	21,740	3.1%	0	0.0%	21,740
		Tools & Equipment	46,989	15,850	14,934	2.1%	(916)	-5.78%	14,934
		Office Equipment & Furniture	11,972	14,596	13,753	2.0%	(843)	-5.78%	13,752
		Service Contracts and Materials	29,642	11,550	10,882	1.5%	(668)	-5.78%	10,882
		Office Supplies& Expenses	8,370	7,716	7,271	1.0%	(445)	-5.77%	7,270
		General Mtce & Repairs	16,031	5,040	5,169	0.7%	129	2.56%	5,210
		Communications	619	2,004	1,888	0.3%	(116)	-5.79%	1,889
		Meals & Travel	2,364	996	969	0.1%	(27)	-2.71%	969
		Joint Services & Department Transfers	128	0	0	0.0%	0	0.0%	0
		Other	21	0	0	0.0%	0	0.0%	0
		Total Non Labour Costs	**277,418**	**146,273**	**144,563**	**20.6%**	**(1,710)**	**-1.17%**	**144,602**
	Total Expenses		**561,212**	**715,525**	**703,009**	**100.0%**	**(12,516)**	**-1.75%**	**711,425**
	Net Expenditures		**433,502**	**715,525**	**703,009**		**(12,516)**	**-1.75%**	**711,425**

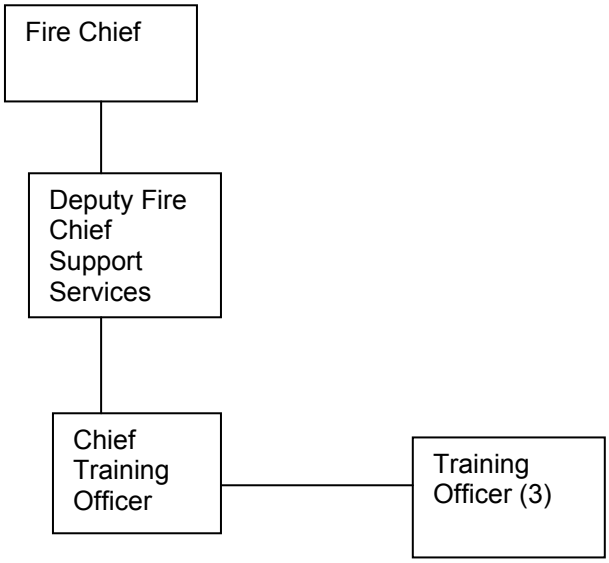
Fire Training

2011-12 Business Plan

BUSINESS OVERVIEW

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

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



Full Time, Part Time and Overtime – Budgeted Amounts

					Additional Resource Requests	
	2008	2009	2010	2011 Base	2011	2012
Full Time	4	4	4	4	0	0
Part Time	n.a	n.a	n.a	n.a	n.a	n.a
Overtime	$5,525	$5,715	$5,145	5,145	/	/

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

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

Fire Training

2011-12 Business Plan

Work Plan:

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

Pursue Excellence in Service Delivery
Value and Encourage a Highly Motivated Workforce
Attract, Retain and Promote Skilled Staff
Support the Professional Development of Staff
Enhance Productivity, Cost Effectiveness and Innovation
Enhance and ensure community safety, health and wellness

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

The Training Division is required to maintain continuous, consistent and certified training for all VFRS staff. It is anticipated that with Council approval, ten more new recruits will come on board in mid-2011, in order to staff the new Fire Station 7-10 in the north-east quadrant of the City. New recruits are also anticipated to replace retirees.

Workload of the Training Division has increased significantly which is attributed to training of new recruits and accelerated training for staff progressions related to retirement.

Enhanced emergency patient care medical training provides a broader skill sets to staff when dealing with medical and related emergency.

Business Plan Objectives (list the status of 2010 business plan objectives and the method of measuring successful implementation. As well, list 2011-12 business plan objectives in the appropriate section)

Prior Year Business Plan Objectives / Accomplishments:	**Year**	**Status**	**Outcome/Results**
Training Program		**Timeline**	**# Staff to be trained**
Emergency Patient Care Level II First Aid	2010	100% complete	226
De-Fib/CPR yearly certification and training - all full-time personnel & 17 volunteers	2010	100% complete	243
Classification Examinations for Firefighters	2010	100% complete	43
Live fire training	2010	100% complete	93
NFPA 1670 Technical Rescue Rope Rescue Stokes basket, low angle	2010	100% complete	44
NFPA 1670 Technical Rescue Confined Space Operations Level	2010	100% complete	226
NFPA 472 Standard for responders to Hazardous Material Incident: Operations Level - 150 & Technician Level - 50	2010	Ongoing Oct 2010	226
NFPA 1670 Technical Rescue Ice/Water rescue	2010	100% completed	226
NFPA 1670 Technical Rescue Trench Rescue: Operations Level - 150 & Technician Level - 50	2010	Ongoing Nov 2010	226

Fire Training

2011-12 Business Plan

NFPA 1410 Initial Fire Attack Performance Standards	2010	Ongoing Dec 2010	226
Captain's Qualifying Examination - Routine Suppression	2010	Ongoing Oct 2010	40
Captain's Qualifying Examination - Routine Prevention	2010	Ongoing Oct 2010	3
Officer Development Course	2010	Ongoing Sept 2010	40
Ontario Fire College Pumper Operations Course	2010	100% complete	23
VFRS Drivers Course	2010	100% complete	23
Driver Training - all full-time personnel + 17 volunteers	2010	100% complete	241
Tanker shuttle accreditation	2010	100% complete	150
Auto Extrication Training	2010	100% complete	241
Ontario Firefighter Certification	2010	Ongoing	7
To maintain Ontario Fire Marshal certification	2010	Ongoing	226

Fire Training

2011-12 Business Plan

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

Business Plan Objectives:	Timeline	Outcome	Resources
2011 (Top 3 Objectives)			
1. Recruit Training	Q_2 2011	10 (+retiree replacements) trained and ready for deployment	All Training Division staff
2. Live Fire Training	Q_1 2011	Complete 100 FF	All Training Division staff + burn building rental
3. Incident Command Certification for Officers	Q_3 2011	Train 60 Officers	2 Instructors
Other - Structural Collapse Awareness Level	Q_4 2011	236 Awareness Level	2 Instructors
2012 (Top 3 Objectives)			
1. Recruit Training	Q_2 2012	Retiree replacements + 20 for 751	All staff
2. Live Fire Training	Q_1 2012	Complete 100 FF	All staff + burn building rental
3. Delivery of Ontario Fire College Officer Program In-house	Q_3 2012	40 Acting Captains	2 Instructors
Other - Complete CBRN Training	$Q_{3\,\&\,4}$ 2012	Train 246 (+)	4 Instructors
Other - Structural Collapse Operations Level	$Q_{3\,\&\,4}$ 2012	Complete 100 FF	2 Instructors + Props and Tools

Fire Training

2011-12 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2010, 2011 and 2012)

See Objectives.

BUSINESS OVERVIEW:

Key Conclusion: (What are some assumptions about the performance measure which should be stated)

Meeting training target date is directly related to deployment of staff

Notes about the Measure: (What are some assumptions about the performance measure which should be stated)

N/A

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

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

Commissioner Sign-off **Date (mm/dd/yy)**

City of Vaughan
Revenue/Expenditure Summary Report
2011-12 Operating Budget

			2010 Actual	2010 Budget	2011 Budget	2011 % of Total Budget	2011 Budget Variance $	2011 Budget Variance %	2012 Forecast
100181 - Emergency Medical Program	Other Expenses	Service Contracts and Materials	33,499	32,486	36,307	44.8%	3,821	11.76%	36,306
		Capital Funding	15,530	15,530	15,530	19.2%	0	0.0%	15,530
		Staff Development & Training	5,276	14,580	14,837	18.3%	257	1.76%	14,837
		Corporate Accounts	6,820	6,820	8,120	10.0%	1,300	19.06%	8,635
		General Mtce & Repairs	19,336	3,324	3,132	3.9%	(192)	-5.78%	3,133
		Tools & Equipment	898	2,450	2,308	2.8%	(142)	-5.8%	2,308
		Professional Fees	0	780	794	1.0%	14	1.79%	794
	Total Expenses		**81,360**	**75,970**	**81,028**	**100.0%**	**5,058**	**6.66%**	**81,543**
	Net Expenditures		**81,360**	**75,970**	**81,028**		**5,058**	**6.66%**	**81,543**

Emergency Planning

City of Vaughan
Revenue/Expenditure Summary Report
2011-12 Operating Budget

					2011				
			2010 Actual	2010 Budget	2011 Budget	% of Total Budget	Budget Variance $	Budget Variance %	2012 Forecast
Emergency Planning	Revenue	Dept. Misc. Revenues	(255)	0	0	0.0%	0	0.0%	0
	Total Revenues		**(255)**	**0**	**0**		**0**	**0.0%**	**0**
	Labour Costs	Staffing Costs (incl Benefits)	118,932	119,240	122,225	68.1%	2,985	2.5%	127,336
	Other Expenses	Staff Development & Training	35,126	31,960	31,960	17.8%	0	0.0%	31,960
		Tools & Equipment	7,378	8,520	8,520	4.7%	0	0.0%	8,520
		General Mtce & Repairs	1,516	4,225	4,225	2.4%	0	0.0%	4,225
		Office Supplies& Expenses	2,775	3,610	3,610	2.0%	0	0.0%	3,610
		Other	858	3,080	3,080	1.7%	0	0.0%	3,080
		Corporate Accounts	2,425	2,425	2,885	1.6%	460	18.97%	3,070
		Communications	659	1,300	1,300	0.7%	0	0.0%	1,300
		Office Equipment & Furniture	1,285	1,200	1,200	0.7%	0	0.0%	1,200
		Meals & Travel	147	450	450	0.3%	0	0.0%	450
		Total Non Labour Costs	**52,169**	**56,770**	**57,230**	**31.9%**	**460**	**0.81%**	**57,415**
	Total Expenses		**171,101**	**176,010**	**179,455**	**100.0%**	**3,445**	**1.96%**	**184,751**
	Net Expenditures		**170,846**	**176,010**	**179,455**		**3,445**	**1.96%**	**184,751**

Emergency Planning

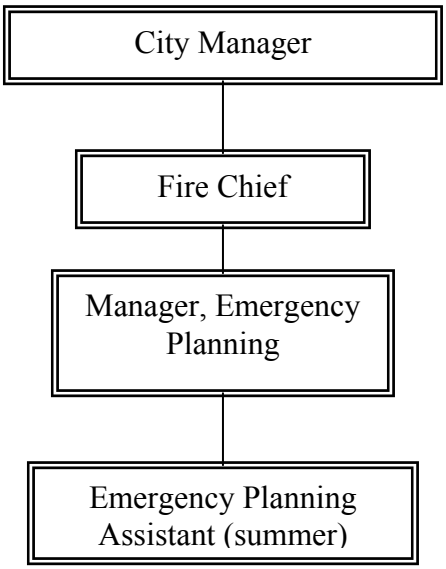
2011-12 Business Plan

BUSINESS OVERVIEW

Service Statement:

The Emergency Planning Program is responsible for developing, implementing, maintaining, and evaluating plans, procedures, programs and strategies to prevent, mitigate, prepare for, respond to and recover from natural, technological and human-caused emergencies that can affect the municipality. The program must maintain compliance with the *Emergency Management and Civil Protection Act and* Regulations. The program is also responsible for coordinating with all business units to develop, implement, maintain and evaluate Business Continuity Plans.

Service Profile:



Full Time, Part Time and Overtime – Budgeted Amounts

					Additional Resource Requests	
	2008	2009	2010	2011 Base	2011	2012
Full Time	1	1	1	1	0	0
Part Time	0.33	0.33	0.33	0.3	0	0
Overtime						

Key Stakeholders:

- Council, All City Commissions/Divisions, Vaughan Public Libraries
- Region of York: Police, EMS, Community and Health Services, Emergency Management and GIS
- Private Industry, Utilities, Community Agencies and Non-Government Organizations,
- Emergency Management Ontario, Neighbouring municipal Emergency Management Programs
- Media
- Public and community groups

Emergency Planning

2011-12 Business Plan

- **Work Plan:**

Link to Vaughan Vision 2020:

Pursue excellence in service delivery.
Enhance and Ensure Community Safety, Health and Wellness.
Support the professional development of staff.
Enhance productivity, cost effectiveness and innovation.

Future Pressures and Opportunities:

1. **Developing a Flood Emergency Response Plan as stated in the Draft Official Plan**
2. **Review and revision of Severe Storm Plan based on recommendations in the Stormwater Drainage Study**
3. **Increase delivery of emergency public awareness and education in the community**
4. **Meeting increasing requests from Long Term Care Facilities and Industry to conduct joint emergency exercises with City departments**
5. **Coordinating emergency planning with future hospital**
6. **Coordinating emergency planning with TTC and Metrolinks related to the extension of the subway into Vaughan**

Business Plan Objectives

Prior Year Business Plan Objectives / Accomplishments:	**Year**	**Status**	**Outcome/Results**
1. Maintain essential level emergency management program elements in accordance with the Act and Regulations	2010	Completion Q4/10	Confirmation by Emergency Management Ontario.
2. Implement Council approved action items from the August 20, 2009 Tornado after Action Report. a. Revise the Emergency Response Plan b. Revise Department Sub Plans c. Develop an outreach procedure for services available in emergency shelters d. Revise notification procedure to include scribes and runners e. Revise Emergency Operations Centre procedures f. Annual training for Emergency Management Team and Staff g. Training twice/year for scribes h. Conduct up to three exercises annually i. Incorporate recommendations into design and equipping of permanent EOC with in approved budget. j. Inclusion of Insurance Industry and Insurance Bureau of Canada (IBC) into emergency response procedures	 2010 2010 2011 2010 2011 2010 2010 2010 2010 2010	Completion Q3/10 Q4/10 In progress Q3/10 In progress Q4/10 Q1/10 Q4/10 Q3/10 Q4/10 Q3/10	a. Plan approved by Council, By-Law amended b. All Sub Plans updated c. Procedure developed and implemented d. Developed, implemented and tested e. Updated procedures, f. staff trained in procedures and revised plan g. First scribe training completed Feb 10 h. Two exercises conducted i. In progress j. IBC included in revised Plan k.
3. Complete CSA Z1600 Standards in progress	Defer	In progress	Deferred to 2011 due to

	to 2011		Tornado Emergency After Action Items implementation

2011-12 Business Plan Objectives:

Business Plan Objectives:	Timeline	Outcome	Resources
2011 (Top 3 Objectives)			
1. Maintain essential level emergency management program elements in accordance with the Act and Regulations. a. Maintain Community Emergency Management Coordinators b. Maintain Emergency Management Program Committee c. Review and revise the community hazard risk analysis, critical infrastructure database and vulnerable populations database d. Review and revise emergency plans and procedures e. Maintain an emergency operations centre f. Conduct annual training for the Emergency Management Team, staff and bi-annual training for scribes g. Conduct up to three exercises annually for City staff h. Maintain Public Information Officers i. Deliver a public education program that addresses the City's identified hazards and risks	Q4/11	Confirmation by Emergency Management Ontario	• ARR #2 Consultant to design conduct and provide an evaluation report on the Emergency Management Team Exercise. • Emergency Management Team and city staff. • Emergency Planning Working Group • Emergency Management Program • Manager Emergency Planning
2 Develop Emergency Planning Program to meet CSA Z1600 Standards a. Hazard specific Emergency Flood Response Plan (also per draft Official Plan) b. Procedure Manual	Q3/11 Q3/11	Approved Plan Approved Procedures	• Manager of Emergency Planning • Emergency Planning Working Group • Emergency Management Program Committee
3.Develop accessible alternate formats and communication supports and services for public on emergency and public safety information.	Q4/11	Emergency and public safety information conforms to accessibility standards	• Manager Emergency Planning
2012 (Top 3 Objectives)			
1. Maintain essential level emergency management program elements in accordance with the Act and Regulations. a. Maintain Community Emergency Management Coordinators	Q4/12	Confirmation by Emergency Management Ontario	• Emergency Management Team and staff • Emergency Planning Working • Emergency Management Program Committee

b. Maintain Emergency Management Program Committee c. Review and revise the community hazard risk analysis, critical infrastructure database and vulnerable populations database d. Review and revise emergency plans and procedures e. Maintain an emergency operations centre f. Conduct annual training for the Emergency Management Team, staff and bi-annual training for scribes g. Conduct up to three exercises annually for City staff h. Maintain Public Information Officers i. Deliver a public education program that addresses the City's identified hazards and risks			• Manager Emergency Planning
2. Develop business continuity plans for City activities based on criticality and projected recovery time objective.	Q4/12	Business continuity plans for each department	• Senior staff from all departments • Manager Emergency Planning
3. An independent third party to conduct an audit of the program.	Q3/12	Independent audit of program and recommendations for future direction	• Manager Emergency Planning • ARR to be determined based on consultation with other Cities conducting reviews 10 2010/2011

Emergency Planning

2011-12 Business Plan

Key Performance Indicators:

Emergency Management Program	2007	2008	2009	2010 Projected	2011 Projected	2012 Projected
Appoint a Community Emergency Management Coordinator (2005 addition of alternatives)	Primary Appointed Alternate Appointed 2 Additional Alternates appointed	Maintain Appointments of Primary and Alternate CEMC's	Maintain Appointments of Primary and Alternate CEMC's	Maintain Appointments of Primary and Alternate CEMC's	Maintain Appointments of Primary and Alternate CEMC's	Maintain Appointments of Primary and Alternate CEMC's
Establish and maintain an Emergency Management Program Committee	Emergency Planning Working Group and Emergency Management Program Committee maintained	Emergency Planning Working Group and Emergency Management Program Committee maintained	Emergency Planning Working Group and Emergency Management Program Committee maintained	Emergency Planning Working Group and Emergency Management Program Committee maintained	Emergency Planning Working Group and Emergency Management Program Committee maintained	Emergency Planning Working Group and Emergency Management Program Committee maintained
Perform and maintain a community risk profile	Under review and updated Q4/2007	Comprehensive review and revision completed Q4/08	Flood risk assessment in progress to be completed Q4/09	Reviewed annually and updated as necessary	Reviewed annually and updated as necessary	Reviewed annually and updated as necessary
Identify and maintain critical infrastructure identification	Under review and to be updated Q4/2007	Comprehensive review and revision to be completed Q4/08	Review and update of databases annually	Review and update of databases annually	Review and update of databases annually	Review and update of databases annually
Develop, review and update an Emergency Plan	Exercised and under review	Revised Plan Q4/08	Exercise Plan	Plan revised to include Council approved Action Items from Tornado Emergency	Review and exercise Plan	Revise plan based on exercise recommendations
An EOC with appropriate telecommunications	EOC Adhoc Committee to be struck Q3/Q4 2007	EOC Adhoc Committee to investigate other EOC'S for best practices. Temporary EOC created	Maintain temporary EOC, planning of permanent EOC	Planning of permanent EOC, move to new location	Maintain permanent EOC, upgrade telecommunications	Maintain permanent EOC
Staff Training	346 Staff Trained	270 staff trained	273 staff trained	250 staff to be trained	250 staff to be trained	250 staff to be trained
Annual Exercise (increasing in complexity)	3 exercises involving 288 participants	3 exercises involving 423 participants	2 exercises involving 300 City Staff, 2 exercise with external agencies and a declared emergency	2 exercises involving 110 participants, 2 exercise with external agencies	3 exercises involving approximately 200 participants and 2 exercises with external agencies	3 exercises involving approximately 200 participants and 2 exercises with external agencies
Designate a Public Information Officer	Maintained	Maintained	Maintained	Maintained	Maintained	Maintained
Public Awareness Program	14 events, 8000 pieces of information distributed. EM portal page created	35 events, 21,720 pieces of literature distributed.	26 events, 22,260 pieces of literature distributed	Complete VOL page, awareness message on VIVA buses for 3 months, 19 events and 24,486 pieces of literature distributed	Develop web page for program, 23 events and 26,940 pieces of literature distributed	23 events and 29,630 pieces of literature distributed

Emergency Planning

2011-12 Business Plan

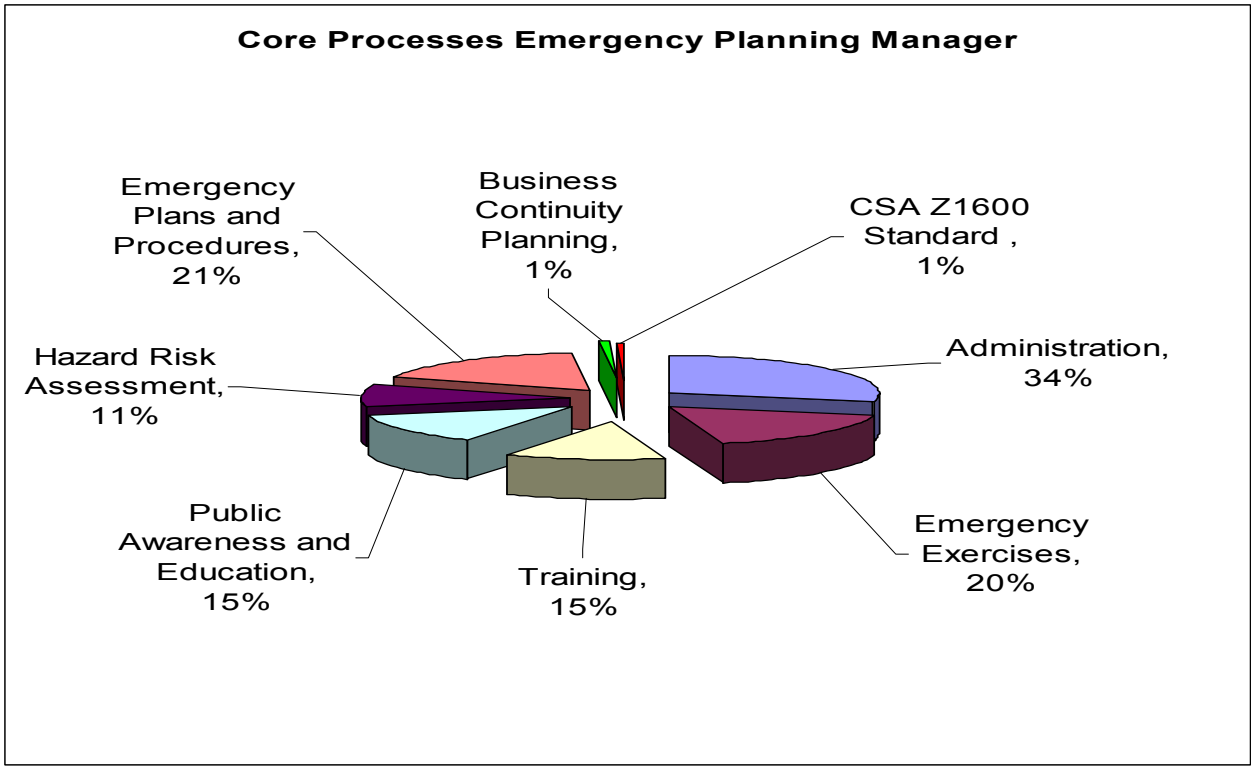
Performance Indicator	2007	2008	2009	2010	2011	2012
Develop Program to meet CSA Z1600 Standard a. Hazard specific flood emergency response plan b. Recovery plan c. Procedure manual	a. Partially covered in Severe Storms Plan b. n/a c. Basic EOC procedures developed	a. Partially covered in Severe Storms Plan b. Research initiated, outline developed c. Additional procedures added	a. Partially covered in Severe Storms Plan b. Identification or roles and responsibilities during recovery c. Additional EOC procedures developed	a. Flood risk assessment completed b. Revise draft Recovery plan to include lessons learned from Tornado Emergency c. Review, revise and develop EOC procedures to includeTornado lessons learned	a. Complete Flood Emergency Response Plan b. Complete Recovery Plan c. Exercise EOC procedures	a. Exercise Flood Emergency Response Plan b. Exercise Recovery Plan c. Revise EOC procedures including lessons learned in 2011 exercise
Conduct a comprehensive review of the Business Impact Analysis for all business units	Validation of data obtained in the Business Impact Analysis	Maintain Data	Maintain data	Maintain data	Maintain data	Comprehensive review to identify organizational, technology, service delivery, criticality and recovery time objective changes
Develop business continuity plans for City activities based on criticality and projected recovery time objectives	Criticality of services and recovery time objectives ranked	Development of continuity strategies for high ranking critical activities with short recovery time objectives	Strategies maintained	Development of strategies for H1N1 Vaccine clinic	Strategies Maintained	Develop business continuity plan template and prioritize activities that require review of existing plans and development of plans

Emergency Planning

2011-12 Business Plan

BUSINESS OVERVIEW:

Key Conclusions.



From the inception of the Emergency Planning Program in 2004, the Manager has been operating at approximately 120% capacity. The above chart does not include the hours of work performed by a summer student and unpaid volunteer field placement students over the course of a year.

The focus on the core processes of the program of administration, developing and maintaining emergency plans and procedures, developing, conducting and evaluating emergency exercises, public awareness and education and training staff in emergency plans and procedures has resulted in a gap between the City's emergency management capabilities and our business continuity capabilities.

Additional City-wide projects of Vaughan On Line, Accessibility of information (Public Awareness and Education) and the Flood Emergency Response Plan will require an increase of labour hours to these core processes and a reduction of labour hours devoted to all other core processes.

Notes about the Measure:

Performance measures for the program do not factor in reallocation of limited resources in the event of an emergency situation. In the event of an emergency situation, all program activities cease and all resources of the program are allocated to response and recovery activities.

Overall Conclusion:

The program has been operating overcapacity for six years. The program has met the primary objective of maintaining the mandatory essential level elements of an Emergency Management Program in accordance with the Emergency Management and Civil Protection Act.

Emergency Planning

2011-12 Business Plan

The objectives of business continuity planning and meeting the CSA Z1600 Standards have been deferred due to other Council approved priorities and limited resources. Additional staff resources are required to maintain service delivery levels and meet program objectives.

Commissioner Sign-off **Date (mm/dd/yy)**

Commissioner of Finance & City Treasurer

Barbara Cribbett

Commissioner's Message:

The City of Vaughan is committed to providing service excellence and value for their property tax dollar to our residents and businesses. Achieving this mandate requires the management of corporate resources, which falls under the responsibility of the Commissioner of Finance & City Treasurer.

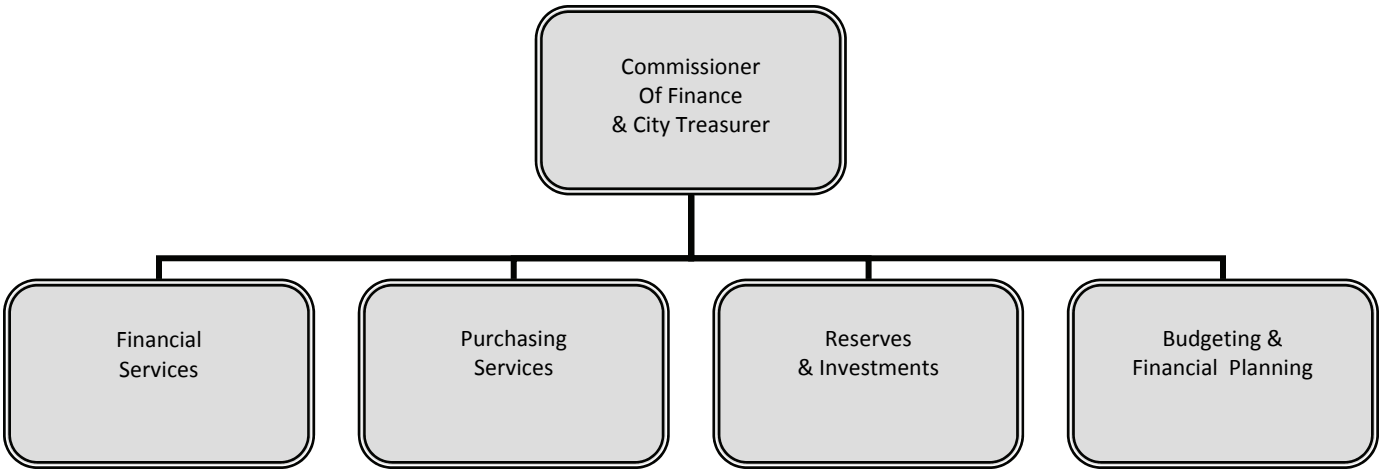
Included in the portfolio of the Commissioner of Finance & City Treasurer are the following departments: Budget and Financial Planning, Financial Services, Reserves and Investments and Purchasing. They provide financial support and corporate guidance to the City's departments, Senior Management and Council with a focus on financial planning, resource management, process compliance, and reporting, consistent with Council's policies and direction.

Vaughan's tremendous growth continues to present a number of challenges. Maintaining effective service delivery and balancing financial resources between investment in new infrastructure to support growth and the repair and replacement of our existing infrastructure are key priorities for the City of Vaughan. With the support of Council and Senior Management, a number of policies and programs have been put in place to begin addressing these challenges.

The City's Vision Statement has served as a guide and our approach continues to be the early identification of issues and the development of responsive action plans. This has resulted in very positive results, such as Vaughan's ability to offer one of the lowest tax rates in the GTA and being ranked third in the province in terms of its financial position by BMA Management Consulting Group, an independent research firm.

We are proud to serve the City of Vaughan.

Commissioner of Finance & City Treasurer Organizational Chart



VAUGHAN

City of Vaughan
Revenue/Expenditure Summary Report
2011-12 Operating Budget

					2011				
			2010 Actual	2010 Budget	2011 Budget	% of Total Budget	Budget Variance $	Budget Variance %	2012 Forecast
Comm of Fince & City Treasurer	Labour Costs	Staffing Costs (incl Benefits)	318,293	351,471	351,135	88.0%	(336)	-0.1%	365,631
	Other Expenses	Operating Leases	10,737	9,315	8,098	2.0%	(1,217)	-13.06%	8,098
		Utilities & Fuel	2,757	7,455	7,586	1.9%	131	1.76%	7,586
		Staff Development & Training	1,549	5,160	5,251	1.3%	91	1.76%	5,251
		Other	6,715	4,320	4,320	1.1%	0	0.0%	4,320
		Office Equipment & Furniture	6,098	4,450	4,193	1.1%	(257)	-5.78%	4,193
		Community Advertising & Promotion	3,412	4,000	3,769	0.9%	(231)	-5.78%	3,769
		Office Supplies& Expenses	509	3,750	3,533	0.9%	(217)	-5.79%	3,533
		Meals & Travel	250	3,365	3,225	0.8%	(140)	-4.16%	3,225
		Corporate Accounts	2,645	2,645	3,150	0.8%	505	19.09%	3,350
		Communications	472	3,120	2,940	0.7%	(180)	-5.77%	2,940
		General Mtce & Repairs	118	2,000	1,956	0.5%	(44)	-2.2%	1,956
		Total Non Labour Costs	**35,263**	**49,580**	**48,021**	**12.0%**	**(1,559)**	**-3.14%**	**48,221**
	Total Expenses		**353,556**	**401,051**	**399,156**	**100.0%**	**(1,895)**	**-0.47%**	**413,852**
	Net Expenditures		**353,556**	**401,051**	**399,156**		**(1,895)**	**-0.47%**	**413,852**

Financial Services

City of Vaughan
Revenue/Expenditure Summary Report
2011-12 Operating Budget

			2010 Actual	2010 Budget	2011 Budget	2011 % of Total Budget	2011 Budget Variance $	2011 Budget Variance %	2012 Forecast
City Financial Services	Revenue	Dept. Misc. Revenues	(9)	0	0	0.0%	0	0.0%	0
		Rev. frm Recov. Exp - Pd Duty	1,680	(1,825)	(6,664)	1.4%	(4,839)	265.15%	(7,358)
		Service Charges	(423,525)	(532,554)	(454,945)	98.6%	77,609	-14.57%	(464,159)
	Total Revenues		**(421,854)**	**(534,379)**	**(461,609)**	**100.0%**	**72,770**	**-13.62%**	**(471,517)**
	Labour Costs	Staffing Costs (incl Benefits)	2,353,499	2,539,378	2,651,971	93.1%	112,593	4.43%	2,801,056
	Other Expenses	Office Supplies& Expenses	54,857	85,742	81,412	2.9%	(4,330)	-5.05%	81,413
		Service Contracts and Materials	109,592	71,243	72,498	2.5%	1,255	1.76%	72,499
		Office Equipment & Furniture	5,009	37,192	30,334	1.1%	(6,858)	-18.44%	30,334
		Staff Development & Training	4,675	19,776	20,122	0.7%	346	1.75%	20,119
		Other	998	5,400	5,400	0.2%	0	0.0%	5,400
		Community Advertising & Promotion	4,447	4,500	4,240	0.1%	(260)	-5.78%	4,240
		Meals & Travel	972	3,407	3,354	0.1%	(53)	-1.56%	3,354
		Communications	932	1,401	1,320	0.0%	(81)	-5.78%	1,319
		Operating Leases	675	800	754	0.0%	(46)	-5.75%	754
		General Mtce & Repairs	0	796	749	0.0%	(47)	-5.9%	749
		Capital Funding	21,500	0	0	0.0%	0	0.0%	0
		Joint Services & Department Transfers	(37,417)	(22,270)	(22,662)	-0.8%	(392)	1.76%	(22,662)
		Total Non Labour Costs	**166,240**	**207,987**	**197,521**	**6.9%**	**(10,466)**	**-5.03%**	**197,519**
	Total Expenses		**2,519,740**	**2,747,365**	**2,849,492**	**100.0%**	**102,127**	**3.72%**	**2,998,575**
	Net Expenditures		**2,097,886**	**2,212,986**	**2,387,883**		**174,897**	**7.9%**	**2,527,058**

2011 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2011 Impact		Net 2012 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget $	FTE	Budget $	FTE	Budget $	FTE	Budget $
Project Manager	FT	1.0	109,098	(109,098)	0			1.00	0	-	0

ACCOUNTING SERVICES

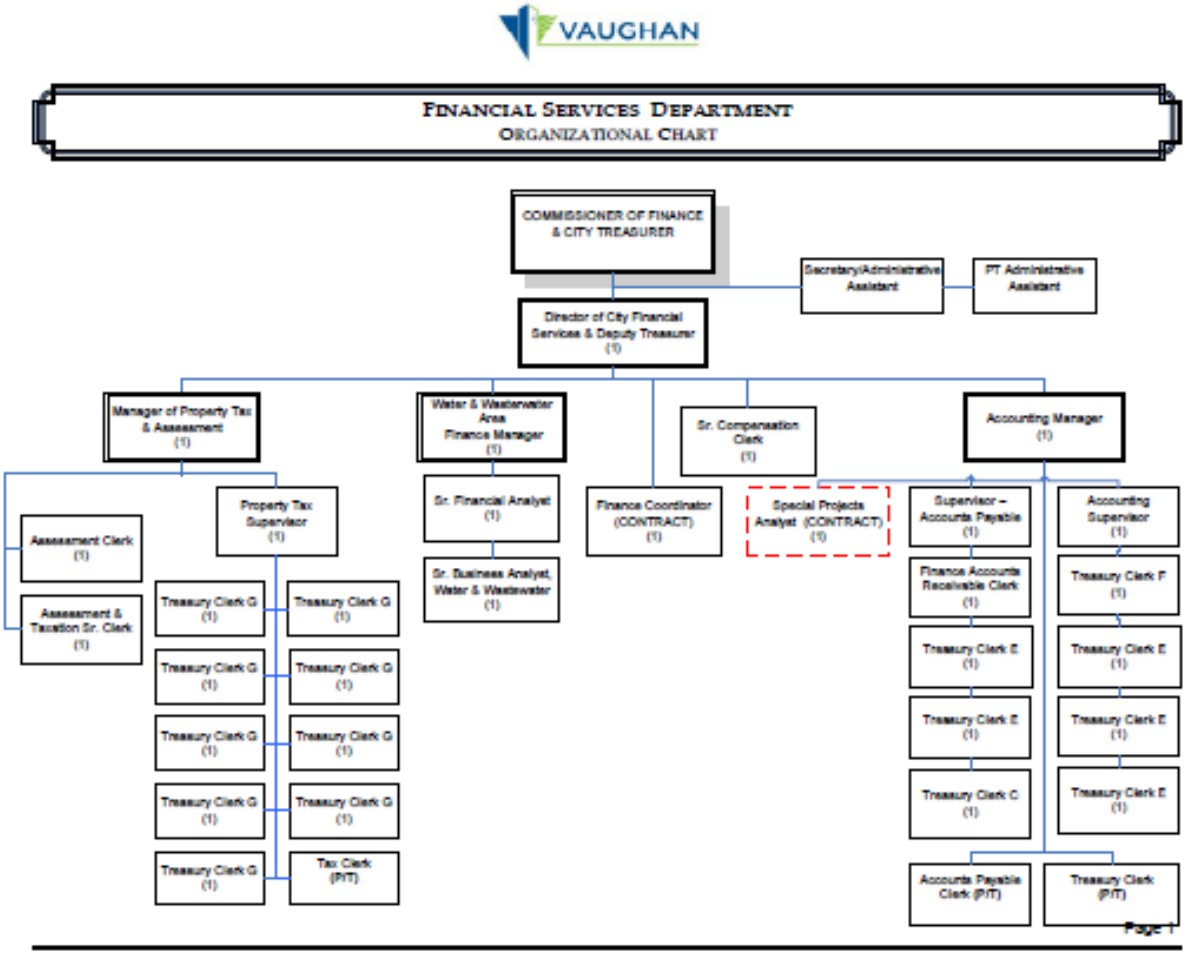
2011-12 Business Plan

BUSINESS OVERVIEW

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

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

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



Full Time, Part Time and Overtime – Budgeted Amounts

	2010	2011 Base	Approved 2011 ARR	2011 Final	Carry Forward Gapping to 2012	2012 ARR
Full Time	11.52	12	1	13	0	0
Part Time	1.833	2.833	0	2.833	0	0
Overtime	$7,500	$7,500	-	$7,500		-

ACCOUNTING SERVICES

2011-12 Business Plan

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

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

Work Plan:

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

PURSUE EXCELLENCE IN SERVICE DELIVERY

ENSURE FINANCIAL SUSTAINABILITY

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

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

Business Plan Objectives (list the status of 2010 business plan objectives and the method of measuring successful implementation. As well, list 2011-12 business plan objectives in the appropriate section)

Prior Year Business Plan Objectives / Accomplishments:	Year	Status	Outcome/Results
Comply with all statutory financial reporting requirements including any legislative changes	2010	Ongoing	2009 FIR/MPMP reports submitted by July 31, 2009 (due date June 30, 2010)
Prepare for revision of statutory financial reports due to implementation of PSAB 3150 - completion May 2010	2010	ongoing	2009 FIR/MPMP reports submitted by July 31, 2009 (due date June 30, 2010) Established project team now working with Capital department
Assumption and transition of Civic Centre cashiering function from PowerStream.	2010	delayed	
Development of plan for point of sale technology	2010	delayed	
Review General Ledger account codes and structure to improve financial reporting capabilities – phase 1	2010	delayed	

ACCOUNTING SERVICES

2011-12 Business Plan

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

Business Plan Objectives:	Timeline	Outcome	Resources
2011 (Top 3 Objectives)			
1. Comply with all statutory financial reporting requirements including any legislative changes	May 2011		Accounting & Capital/reserves staff
2. Make use additional JDE software resources for revision of statutory financial reports due to implementation of PSAB 3150	May 2011 thru 2012		Accounting, Capital/reserves staff, ITM
3. Review General Ledger account codes and structure to improve financial reporting capabilities – phase 1	June 20011 thru Nov 2011		Accounting, Capital/reserves staff, ITM, new project Mgr.
Other			
2012 (Top 3 Objectives)			
1. Comply with all statutory financial reporting requirements including any legislative changes	May 2012		Accounting & Capital/reserves staff
2. Make use additional JDE software resources for revision of statutory financial reports due to implementation of PSAB 3150	May 2011 thru 2012		Accounting, Capital/reserves staff, ITM
3. Assumption and transition of Civic Centre cashiering function from PowerStream.	2012		Accounting staff, ITM, PowerStream
Other			

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2010, 2011 and 2012)

1. DUE DATES FOR SUBMISSION OF ANNUAL STATUATORY FINANCIAL REPORTS
2. TOTAL NUMBER OF ACCOUNTS PAYABLE INVOICES PROCESSED PER FTE

3. MONTHLY CORPORATE AND DEPARTMENTAL FINANCIAL REPORTS AVAILABLE TO MANAGEMENT PER PRESCRIBED SCHEDULE

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

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

BUSINESS OVERVIEW:

Key Conclusion: (What are some assumptions about the performance measure which should be stated)

TOTAL NUMBER OF ACCOUNTS PAYABLE INVOICES PROCESSED PER FTE (SEE ATTACHED SCH 1):

AFTER STEADILY INCREASING THROUGH 2006, THE ADDITION OF AN ACCOUNTS PAYABLE SUPERVISOR COMBINED WITH AN ALMOST 10% REDUCTION IN THE NUMBER OF INVOICES BEING PROCESSED THROUGH THE DEPARTMENT SAW THE MEASURE DECREASE IN 2007. WITH THE NUMBER OF A/P INVOICES BEING SUBMITTED TO THE CITY INCREASING AGAIN A PORTION OF AN FTE COMPLIMENT ALLOCATED TO OTHER FINANCE AREAS HAS BEEN REALLOCATED BACK TO AP. PROJECTION FOR 2010 SHOWS A SLIGHT DECREASE.

Notes about the Measure: (What are some assumptions about the performance measure which should be stated)

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

Commissioner Sign-off **Date (mm/dd/yy)**

Financial Services
- Property Tax & Assessment -

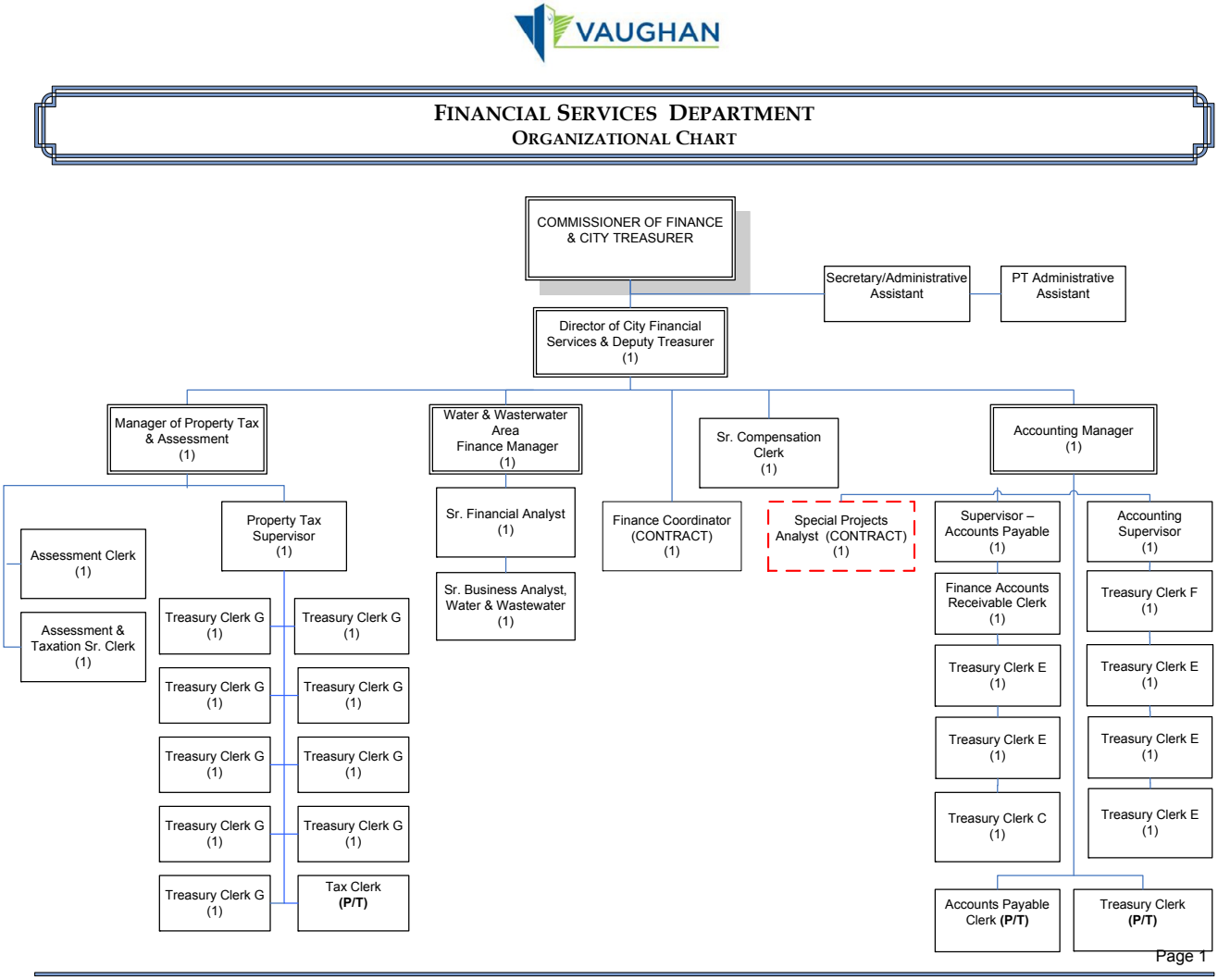
2011-12 Business Plan

BUSINESS OVERVIEW

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

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

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



Full Time, Part Time and Overtime – Budgeted Amounts

					Additional Resource Requests	
	2008	2009	2010	2011 Base	2011	2012
Full Time	13	13	13	13	13	13
Part Time	0.69	0.69	0.69	0.69	0.69	0.69

Overtime	.6	.6	.6	.6	.6	.6

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

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

Work Plan:

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

Service Excellence: **Pursue Excellence in Service Delivery**

Management Excellence: **Ensure Financial Sustainability**
Enhance Productivity, Cost Effectiveness & Innovation

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

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

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

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

Financial Services
- Property Tax & Assessment -

2011-12 Business Plan

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

Business Plan Objectives (list the status of 2010 business plan objectives and the method of measuring successful implementation. As well, list 2011-12 business plan objectives in the appropriate section)

Prior Year Business Plan Objectives / Accomplishments:	Year	Status	Outcome/Results
Levy and bill property taxes according to Legislation for all property classes	2010	Continuing	$ 620 million billed
Promotion and encouragement of Pre-Authorization payment plan for taxes	2010	Continuing	1.4% increase in participation
Protect and enhance the assessment base for the City of Vaughan	2010	Continuing	Growth over 4.17%

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

Business Plan Objectives:	Timeline	Outcome	Resources
2011 (Top 3 Objectives)			
1. **Levy and bill property taxes according to Legislation for all property classes**	2011	City portion tax levies expected to increase 2-3%; there is expected increase to Regional levies and collection	ALL staff
2. **Percentage of outstanding tax levies indicated by % o/s vs amount billed**	2011	Increase in population directly increases # of tax bills issued and not paid; Collection efforts must increase in order to keep Tax Receivables % in line	ALL staff
3. **PAP program participation; Customer service levels phone & front counter;**	Q2 2011	Increase participation in PAP payment program; increase in service level in pho\ne calls/inquiry counter	ALL staff

2011-12 Business Plan

4. **Protect and enhance the assessment base for the City of Vaughan**	**Q3 2011**	Increase site inspections; more hands-on approach with ARB / MPAC; increase in assessment growth necessary to keep the tax rate increase minimum	ARO Staff
2012 (Top 3 Objectives)			
1. **Levy and bill property taxes according to Legislation for all property classes**	**2012**	City portion tax levies expected to increase 2-3%; there is expected increase to Regional levies and collection	ALL staff
2. **Percentage of outstanding tax levies indicated by % o/s vs amount billed**	**2012**	Increase in population directly increases # of tax bills issued and not paid; Collection efforts must increase in order to keep Tax Receivables % in line	ALL staff
3. **Protect and enhance the assessment base for the City of Vaughan**	**Q3 2012**	Increase site inspections; more hands-on approach with ARB / MPAC; increase in assessment growth necessary to keep the tax rate increase minimum	ARO Staff
Other			

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2010, 2011 and 2012)

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

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

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

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

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

BUSINESS OVERVIEW:

Key Conclusion: (What are some assumptions about the performance measure which should be stated)

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

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

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

* payment processing, applications and procedures will become increasingly crucial

Notes about the Measure: (What are some assumptions about the performance measure which should be stated)

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

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

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

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

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

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

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

Commissioner Sign-off **Date (mm/dd/yy)**

Budgeting

&

Financial Planning

City of Vaughan
Revenue/Expenditure Summary Report
2011-12 Operating Budget

			2010 Actual	2010 Budget	2011 Budget	2011 % of Total Budget	2011 Budget Variance $	2011 Budget Variance %	2012 Forecast
070115 - Budgeting & Financial Planning	Labour Costs	Staffing Costs (incl Benefits)	1,230,597	1,283,359	1,381,757	95.5%	98,398	7.67%	1,520,299
	Other Expenses	Office Supplies& Expenses	17,971	21,912	16,865	1.2%	(5,047)	-23.03%	16,865
		Staff Development & Training	9,125	13,830	16,373	1.1%	2,543	18.39%	16,495
		Office Equipment & Furniture	14,857	10,536	12,518	0.9%	1,982	18.81%	8,518
		Service Contracts and Materials	0	0	7,444	0.5%	7,444	0.0%	7,573
		Professional Fees	11,163	501	4,223	0.3%	3,722	742.91%	4,223
		Communications	2,392	3,380	3,929	0.3%	549	16.24%	3,929
		Meals & Travel	2,398	3,420	2,910	0.2%	(510)	-14.91%	2,910
		Other	1,129	1,353	750	0.1%	(603)	-44.57%	750
		Joint Services & Department Transfers	252	0	0	0.0%	0	0.0%	0
		Total Non Labour Costs	**59,285**	**54,932**	**65,012**	**4.5%**	**10,080**	**18.35%**	**61,263**
	Total Expenses		**1,289,882**	**1,338,291**	**1,446,769**	**100.0%**	**108,478**	**8.11%**	**1,581,562**
	Net Expenditures		**1,289,882**	**1,338,291**	**1,446,769**		**108,478**	**8.11%**	**1,581,562**

2011 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2011 Impact		Net 2012 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget $	FTE	Budget $	FTE	Budget $	FTE	Budget $
Budget Analyst	FT	1.0	100,788	0	100,788	(0.5)	(47,944)	0.50	52,844	0.50	43,944

Capital Budget

Comm. of Finance & City Treasurer
Budgeting Department

Year Identified	Project #	Project Name	Project Type	Total Budget	Operating Budget Impact	TCA
2011	BU-0002-11	Questica Budget Software site license for City depts.	Technology	$91,273		N
				$91,273		

Budgeting and Financial Planning

2011-12 Business Plan

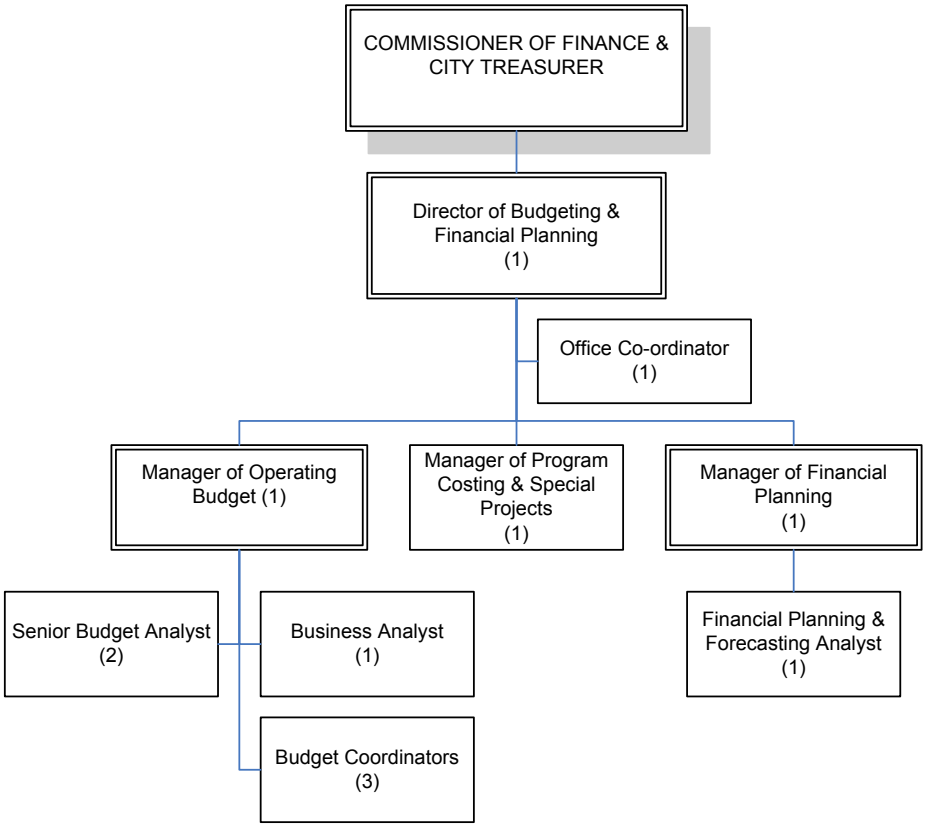
BUSINESS OVERVIEW

Service Statement:

The Budgeting and Financial Planning Department is committed to providing valuable and useful financial information to better assist members of Council, Senior Management Team, and all operating departments in financial and strategic decision-making. Our department is primarily responsible for budgeting, long-range financial planning, and activity based costing. These activities are essential and ensure the City of Vaughan has the necessary tools and information to make well-informed financial and strategic decisions.

Service Profile

BUDGETING & FINANCIAL PLANNING DEPARTMENT
ORGANIZATIONAL CHART



Full Time, Part Time and Overtime – Budgeted Amounts

	2010	2011 Base	Approved 2011 ARR	2011 Final	Carry Forward Gapping to 2012	2012 ARR
Full Time	**12**	**12**	0.5	12.5	0.5	-
Part Time	**0**	**0**	-	-	-	-
Total FTE	**12**	**12**	0.5	12.5	0.5	-
Overtime	$935	$935	-	$935	-	-

Budgeting and Financial Planning

2011-12 Business Plan

Key Stakeholders:

Internal

- Council
- Senior Management Team (SMT)
- All City Departments
- Library Board

External

- Residents
- Other Municipal and Government Agencies
- Consultants/External Auditors
- Power Stream

Work Plan:

Link To Vaughan Vision 2020:

The Budgeting & Financial Planning Department business objectives, listed in the section below, are consistent with the following Vaughan Vision strategic priorities:

- Service Excellence
- Staff Excellence
- Management Excellence

In addition to the above activities, the Budgeting and Financial Planning Department provides assistance, support, and guidance to all departments, thereby contributing to the successful completion of their respective strategic priorities and goals.

Future Pressures and Opportunities:

Challenge & Opportunity - "Growth & Sophistication Transition". The City continues to experience significant growth, but it is also transitioning from a suburban area to an emerging metropolis. As a result many initiatives and processes have been added to the Budgeting and Financial Planning Department i.e. multi-year budgeting, business and master planning, policy development, greater in-depth analysis, performance measures & tracking, developing prioritization models, enhanced reporting, user fee costing, infrastructure funding analysis, and many random "one off" requests/special projects, etc. As a result, the department is experiencing great pain trying to balance existing processes and emerging needs with current resources. Recently, Council approved a phased-in approach towards multi-year budgeting, which will be particularly challenging and significantly compound the efforts required during the 2011 and following processes.

Opportunities to alleviate the above pressures relate to increasing resources, implementing IT solutions, reevaluating core business process, and transferring previously assumed processes to responsible departments. Funding was secured in 2010 to implement an integrated operating budget system, which is currently underway and efficiencies and process enhancements are anticipated, but this will form only a partial response to the pressures illustrated above.

Budgeting and Financial Planning

2011-12 Business Plan

Prior Year (2010) Business Plan Objectives / Accomplishments:	**Year**	**Status**	**Outcome/Results**
Early Budget Approval	2010	Complete	Jan. 18th – one of the earliest budget approvals to date
Select & implement a budgeting software program	2010	Anticipated completion Q3-Q4	Questica solution selected and implementation is underway
GFOA Budget Presentation Award Submission	2010	Complete	Received the GFOA 2009 distinguished budget award, (2010 budget submission pending)
Finalize the LRFP forecast – Develop the master plan	2010	Underway	Financial Master Plan draft started
Continue to refine LRFP policies	2010	Underway	Multiple meetings held
Assist in fee costing (Eng. Fee)	2010	Underway – Anticipated completion Q4	Kick off meeting scheduled for Aug. 27th
Assist fleet in reviewing current machine time process	2010	Underway – Anticipated completion date Q4	Multiple meetings held – Recommendation to be developed in fall/winter 2010

2011-12 Business Plan Objectives:

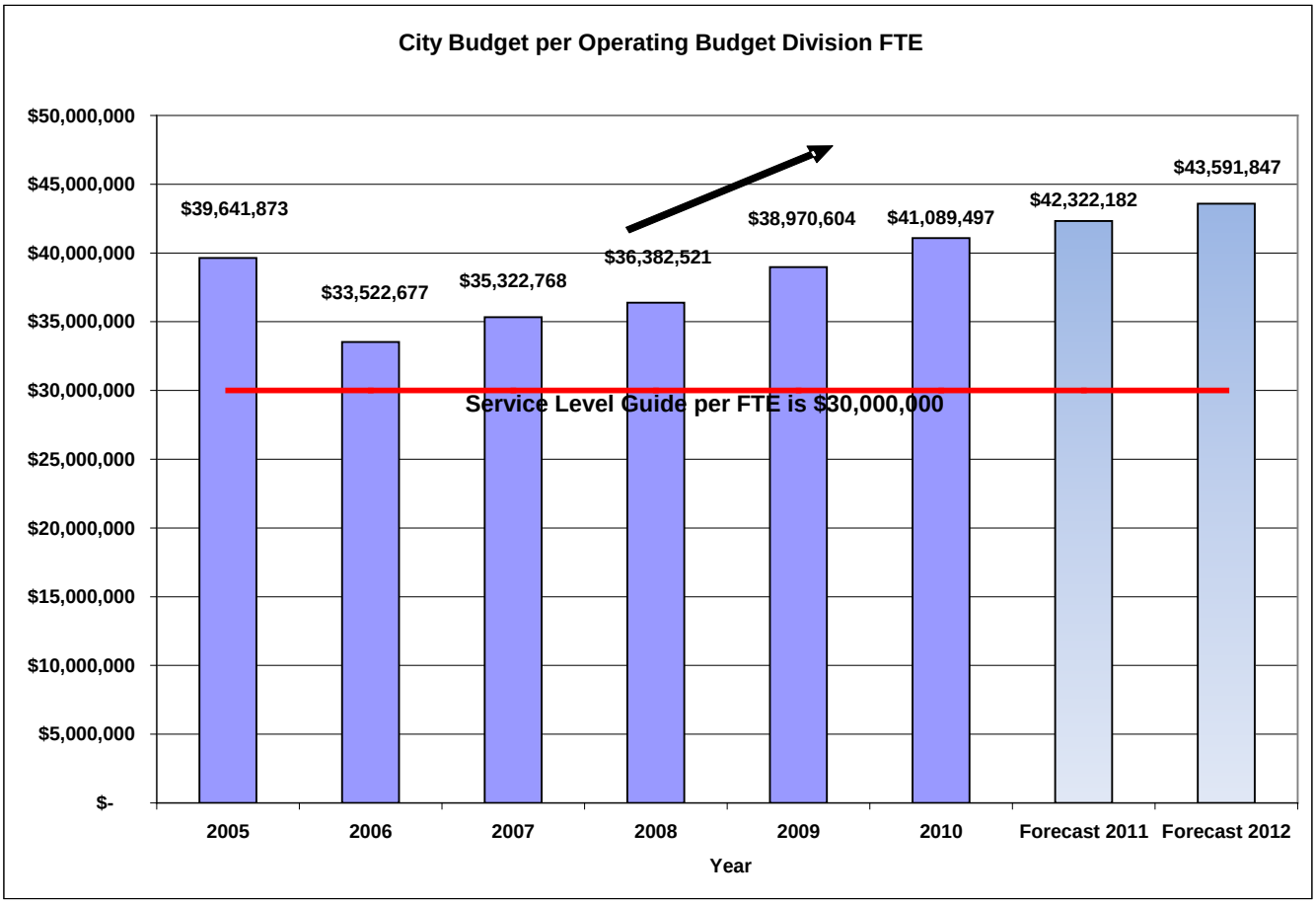
Business Plan Objectives:	**Timeline**	**Outcome**	**Resources**
2011 (Top Objectives)			
1. Financial Master Plan (FMP) Report	Q2	Report on forecasted outcomes and recommended actions/policies	Existing staffing levels Consultant work potentially required
2. Phase 1 - multi-yr budget process (2011/12)	Q1 - Q2	Committee/Council deliberation on 2011/12 multi yr-budgets 1st yr approval – 2nd yr recognition	Existing staffing levels due to process timing – Resources will eventually be required.
3.Questica phase 2 – department rollout	Q2-Q3	Selected departments working from the system (budget development, reporting, approvals, and variance commentary)	- Requires funding for additional licenses and associated maintenance costs. - Training in-house - Capital request to be submitted.

2011-12 Business Plan

4. Phase 2 - multi-yr budget development (2012/13/14)	Q2 –Q4	Preparation and set-up – leverage new Questica software – pending funding	Staffing required as department efforts will be significantly compounded
5. Master plans and user fee costing	Q2 –Q4	Staff to assist departments in selected costing activities – i.e. environment master plan financial impact	Existing staffing levels
2012 (Top Objectives)			
1.Implementation of Council adopted FMP actions	Q1 – Q2	Decision making and strategy formulation required to develop the FMP	Dependant on Council decisions
2.Updated Financial Master Plan	Q4	Incorporation of Council decisions to develop the FMP	Dependant on Council decisions
3. Phase 2 - multi-yr budget process (2012/13/14)		Committee/Council deliberation on 2011/12/13 multi yr-budgets 1st yr approval – 2nd & 3rd yr recognition	See 2011 item # 3 & #4
4. Phase 3 - multi-yr budget development (2013/14/15/16)	Q2 –Q4	Preparation and set-up	See 2011 item # 3 & #4

2011-12 Business Plan

Key Performance Indicators:



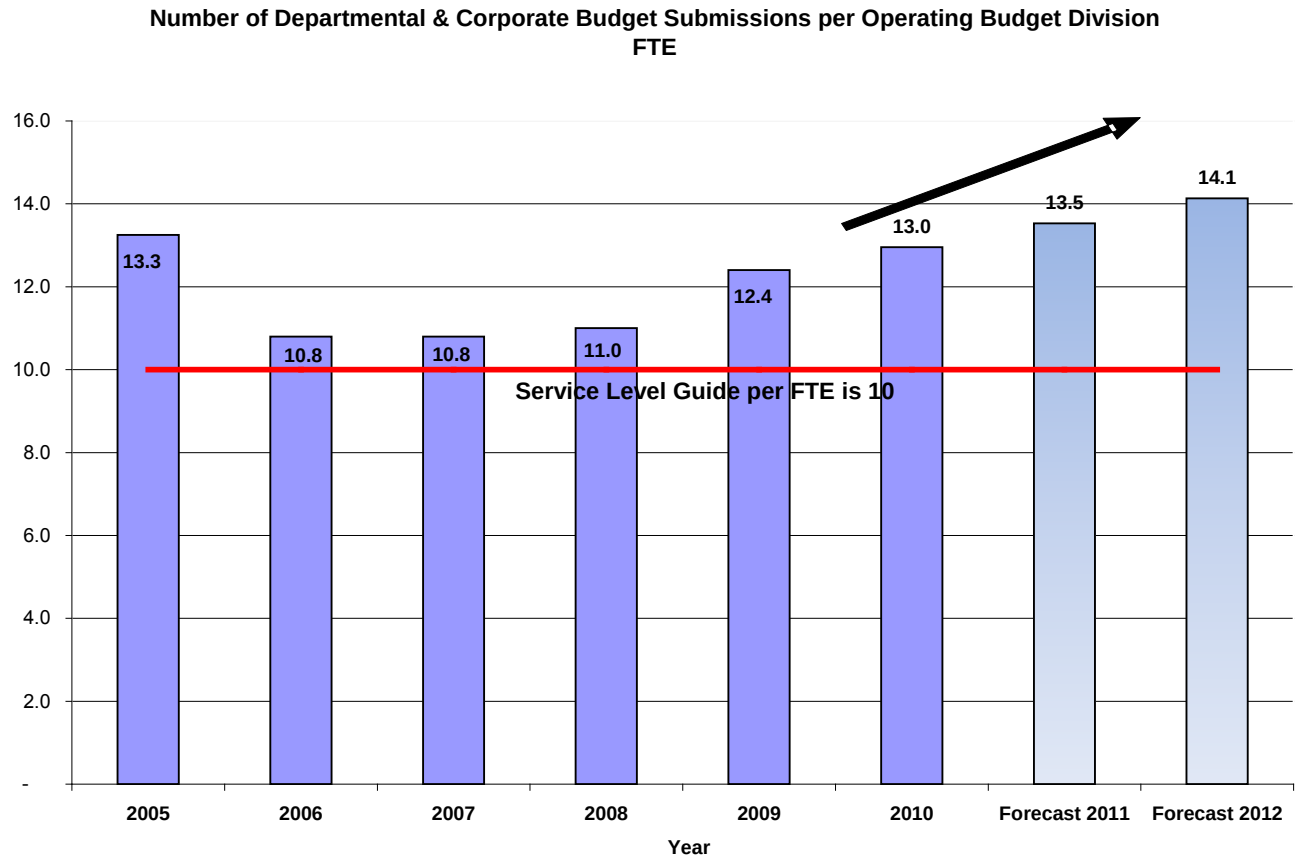
Forecast 2011 and 2012 - Assumption of 3% budget increase per year

Key Conclusion:

The graph illustrates total City budget dollars per Budget Division FTE, which is one indication of department workload. An increase in this measure translates into rising work volumes and associated analysis per FTE i.e. new initiative, staffing, contract, utility, etc. analysis, and reporting. As represented by the graph there has been a significant increase in levels between 2006 and 2010, approximately 22%. This pressure is anticipated to double into 2011 because of the adoption of multi year budgeting. The Budgeting and Financial Planning department has demonstrated increased efficiency by developing tools to absorb the above-illustrated increases in workload since 2006. These tools have been maximized and the department has reached saturation where analysis and services to departments are constrained.

To help assess the measure a **service level guide** has been incorporated. This is based on the trend illustrated between 2005 - 2012. As indicated, pressure was alleviated in 2006 with an additional resource relieving work pressures to more manageable levels. This trend has evolved and gains in automation and process improvements have delayed the need for additional resources. Please note, the addition of a service level guide is new and is intended to compliment the data by providing a reference point, which will likely change as monitoring continues.

What is not captured in this performance measure is the overall increase in general internal and external service requests and the implementation of multi year budgets, new processes, and additional analysis to better meet budget and financial planning requirements.



Key Conclusion:

The graph illustrates the number of budget submissions per Budget Division FTE, which is one indication of department workload. An increase in this measure translates into rising work volumes and associated analysis per FTE. As represented by the graph there has been an increase in levels between 2006 to 2010 approximately 30%. This pressure is anticipated to continue as multi year budgets are implemented gradually. Not represented in the above measure is the complexity of multi year budgets in each submission, associated ad hoc analysis, or the number of submission revisions / adjustments. This is extremely difficult to measure as resource requirements for each request is inconsistent. The in-depth analysis performed on departmental budget submissions provides Commissioners/Departments with the data to identify major impacts and issues and provides concise and reliable data for Commissioners to present to the Budget Committee and/or Council. The great majority of the work and analysis completed during the 12 month budget process significantly supports and clarifies department's budget requests to Budget Committee, SMT, and Council.

To help assess the measure a **service level guide** has been incorporated based on experience and trends. An additional resource was requested as multi year budgets and business plans has been added to the Operating Budget responsibilities.

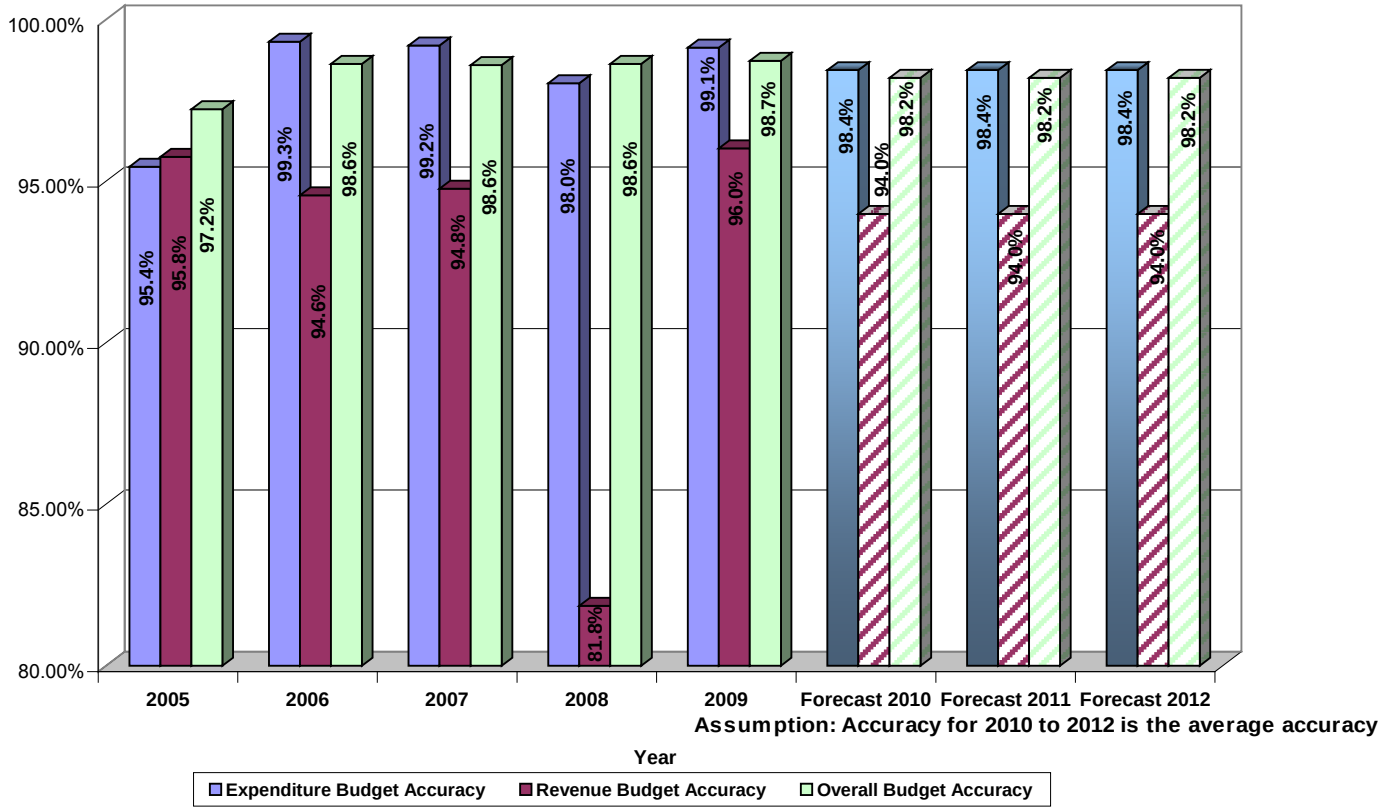
2010 to 2012 Forecast – based on historical trends

Key Conclusion:

The graph illustrates the number of budget accounts requiring analysis per Budget Division FTE, which is one indication of department workload. An increase in this measure translates into rising work volumes and associated analysis per FTE. As represented by the graph there has been an increase in levels from 2006-2010, approximately 25%. This pressure is anticipated to increase significantly as a result of the implementation of multi year budgets and account analysis. In addition, the Budgeting and Financial Planning Department has experienced an overall increase in general internal and external service requests. A budget software system is being implemented, however, the implications to the workload are unknown as it is expected that additional analysis will be required with multi year budgets. The Budgeting and Financial Planning department has demonstrated increased efficiency by absorbing the above-illustrated increases in workload.

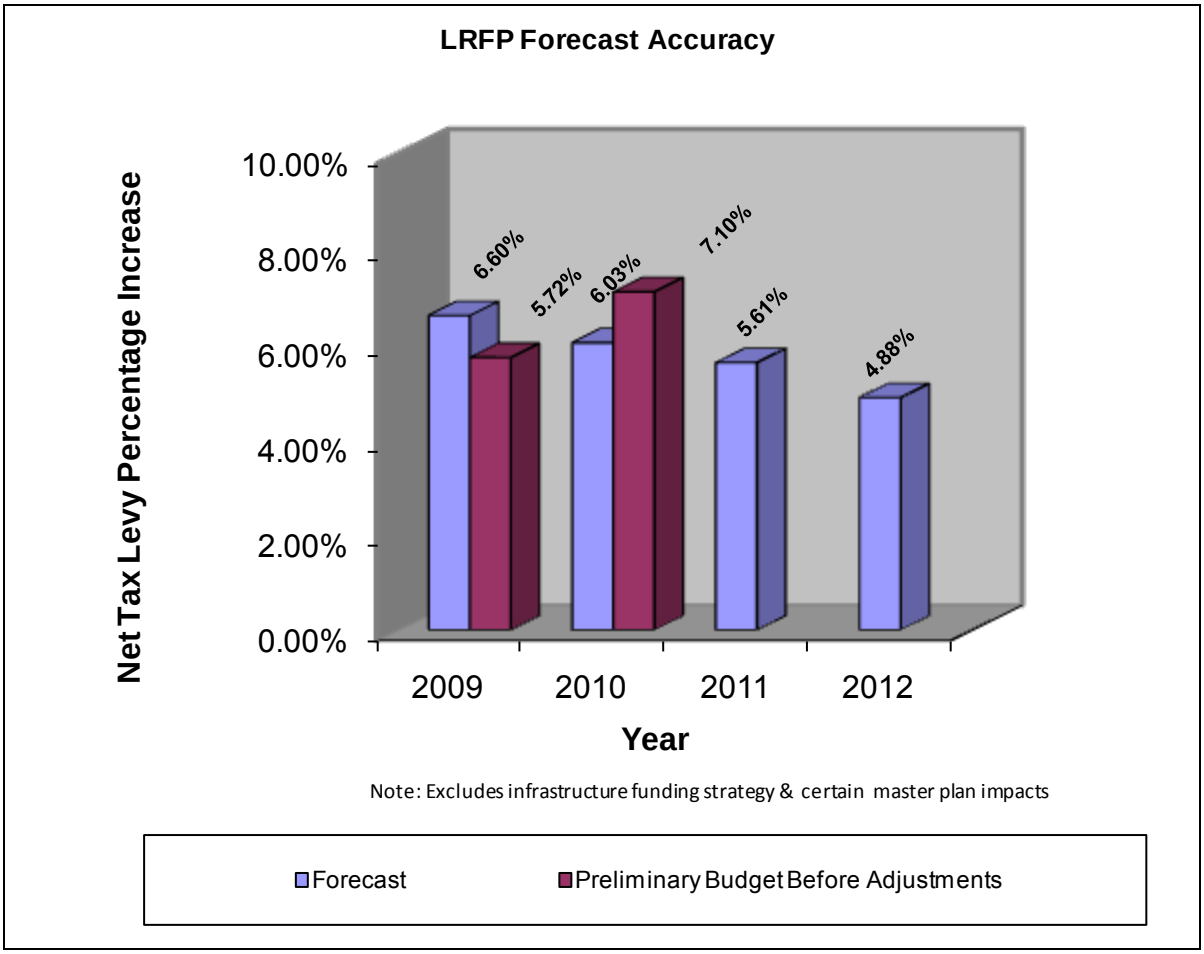
To help assess the measure a **service level guide** has been incorporated based on experience and trends. An additional resource was secured in 2006 relieving work pressures to more manageable levels, but this trend is evolving again and an additional resource will be requested in the future.

Budget Accuracy - City Budget vs. Actual Result Comparisons



Key Conclusion:

The above graph demonstrates the budget's forecasting accuracy. As illustrated above, the Budgeting and Financial Planning department continues to maintain highly accurate short-term forecasts. Over the past 5 years, the operating budget has reflected aggregate actual figures within a 2-5% margin. This is a very impressive figure provided the complexity and number of variables within the operating budget e.g. growth pressures, legislative requirements, new service/initiatives, etc. However, a downward revenue accuracy trend is illustrated and is largely a result of volatile revenues experienced as a result of the economic conditions.



The Preliminary Budget or "Draft Budget" is based on dept. submissions and adjusted accordingly throughout the budget process before a final budget is approved. The above graph compares the forecasted net levy impact to the initial preliminary or "Draft Budget" net levy impact. The measure is intended to illustrate the division's predicative ability. 2011 and 2012 illustrate forecast years only, as this business plan was developed before department submissions were received.

Key Conclusion:

Starting in 2009, the department presented a 3 year budget forecast. The above graph demonstrates the financial planning forecasting accuracy as compared to initial budget drafts. This is a very valuable exercise as it provides decision makers with a context in which to make decisions. A better reflection of the preliminary forecast accuracy will be provided as history catches up. Moving forward financial planning will be of great importance to assist key decision makers prioritize available funding for multiple initiatives, master plans, infrastructure, etc.

Budgeting and Financial Planning

2011-12 Business Plan

Overall Conclusion:

The Budgeting and Financial Planning Department is dedicated to providing quality information to assist City officials in decision making. A critical component of the department's service is the development and monitoring or annual and long-term plans in effort to support the City's strategic priorities, while balancing financial sustainability.

The Budget & Financial Planning Department continues to deliver exceptional and efficient service. As the department objectives and performance indicators confirm, the number of new initiatives and workload per FTE continue to rise while service and delivery is maintained or enhanced. Also illustrated by the measures, is the rise in levels consistent to years where a compliment was added to relieve pressure, which despite efficiency improvements is currently being felt in the department through overtime, frequent timeline rescheduling and employee stress. The addition of multi-year budgeting is anticipated to further compound these pressures.

Commissioner Sign-off **Date (mm/dd/yy)**

Reserves & Investments

City of Vaughan
Revenue/Expenditure Summary Report
2011-12 Operating Budget

			2010 Actual	2010 Budget	2011 Budget	2011 % of Total Budget	2011 Budget Variance $	2011 Budget Variance %	2012 Forecast
070118 - Reserves and Investments	Revenue	Dept. Misc. Revenues	(1,695)	0	0	0.0%	0	0.0%	0
		Administrative Fee Revenue	(50,878)	(25,000)	(25,000)	100.0%	(0)	0.0%	(25,000)
	Total Revenues		**(52,573)**	**(25,000)**	**(25,000)**	**100.0%**	**(0)**	**0.0%**	**(25,000)**
	Labour Costs	Staffing Costs (incl Benefits)	926,607	1,003,910	1,034,849	97.0%	30,939	3.08%	1,093,539
	Other Expenses	Office Equipment & Furniture	19,542	15,952	15,028	1.4%	(924)	-5.79%	15,028
		Staff Development & Training	10,580	8,300	8,446	0.8%	146	1.76%	8,446
		Office Supplies& Expenses	6,725	5,622	5,297	0.5%	(325)	-5.78%	5,295
		Other	155	1,776	1,775	0.2%	(1)	-0.06%	1,775
		Communications	1,052	1,200	1,131	0.1%	(69)	-5.75%	1,131
		Meals & Travel	269	296	294	0.0%	(2)	-0.68%	294
		Capital Funding	(17,186)	0	0	0.0%	0	0.0%	0
		Total Non Labour Costs	**21,137**	**33,146**	**31,971**	**3.0%**	**(1,175)**	**-3.54%**	**31,969**
	Total Expenses		**947,744**	**1,037,056**	**1,066,820**	**100.0%**	**29,764**	**2.87%**	**1,125,508**
	Net Expenditures		**895,171**	**1,012,056**	**1,041,820**		**29,764**	**2.94%**	**1,100,508**

Reserves & Investments

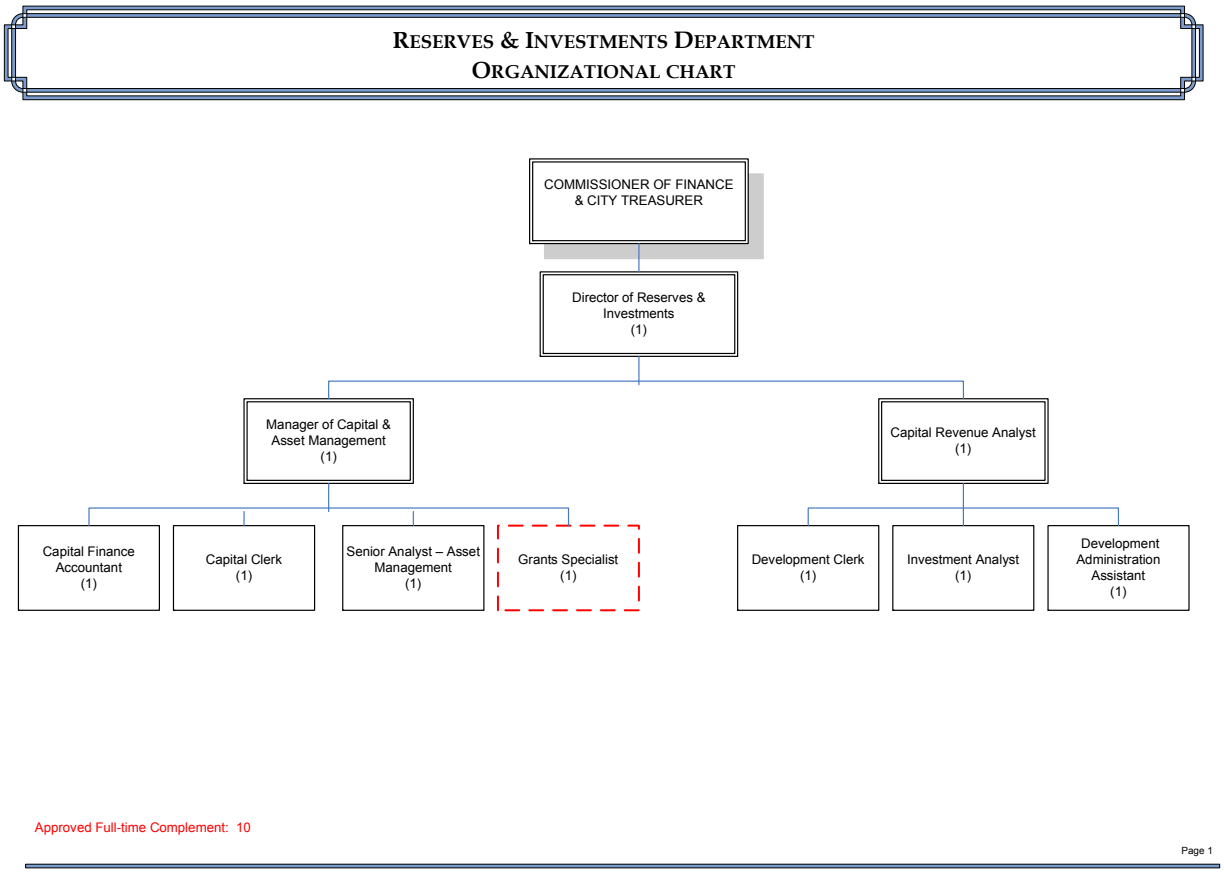
2011-12 Business Plan

BUSINESS OVERVIEW

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

The Reserves & Investments Department is responsible for the preparation of the Capital Budget, capital project financial administration, capital payments, reporting of tangible capital assets (PSAB), long term debt. Financial Information Return (FIR) reporting and related financial transactions. The Department provides investment services and maintains and analyzes all reserves and trust accounts The Department prepares the Development Charges Background Study, determines development charges and administers financial obligations including cash securities and letters of credit under various agreements including development, site plan, subdivisions, severances, conditional building permits, and pool agreements. The department provides internal and external financial reporting in compliance with all provincial statutes, city bylaws and policies.

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



Full Time, Part Time and Overtime – Budgeted Amounts

					Additional Resource Requests	
	2008	2009	2010	2011 Base	2011	2012
Full Time	8.0	9.0	10.0	10.0	0.00	1.0
Part Time	1.0	1.0	0.0	0.0	0.0	0.0
Overtime						

Reserves & Investments

2011-12 Business Plan

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

- City of Vaughan Departments
- Senior Management Team
- City of Vaughan Council
- Citizens of Vaughan
- Members of the Development and Real estate Community
- Region of York
- Financial Institutions
- Financial Partners
- Provincial and federal Governments
- Library Board
- Boards of Education
- Regulatory Bodies

Reserves & Investments

2011-12 Business Plan

Work Plan:

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

Ensure Financial Sustainability

Initiative Ref #7 - Finalize the financial master plan and procedures and incorporate results into the decision making process.

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

Future Pressures
Given the worldwide financial instability, the unknown investment returns on the City's investment portfolio.

Opportunities
Development of a multi-year capital plan in improving the capital budgeting process and increase management reporting capabilities.

Business Plan Objectives (list the status of 2010 business plan objectives and the method of measuring successful implementation. As well, list 2011-12 business plan objectives in the appropriate section)

Prior Year Business Plan Objectives / Accomplishments:	Year	Status	Outcome/Results
Continue with investigating, coordination, submission and reporting of grant and subsidy requests	2010	Ongoing	Ongoing
Continue mandatory reporting of ISF and RinC funded programs	2011	Ongoing	To be completed Q2/11
Maintaining a city wide asset inventory	2010	Ongoing	Ongoing
Given the worldwide financial instability , investigate opportunities to improve the City's investment income	2010	Ongoing	Ongoing

Reserves & Investments

2011-12 Business Plan

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

Business Plan Objectives:	Timeline	Outcome	Resources
2011 (Top 3 Objectives)			
1. DC Background Study - Initiate the new Development Charges Background Study as a result of the new OP	Q3/11	Development Charges Background Study approved by Council	External Consultant, City Department staff
2.Grants Funding - Develop and Implement external funding procurement program	Q4/11	Procurement Funding Program	Impacted Departments, Grants Specialists
3.Financial Securities – Automated of Financial Securities Phase 1 (Letters of Credit and Cash Deposits)	Q2/12	Automated tracking system for financial securities (Cash Deposits)	Reserves, Building and ITM staff
2012 (Top 3 Objectives)			
1.PSAB - Initiation of JDE systems changes reporting for PSAB	Q4/12	PSAB Reporting System	External Consultant, Impacted Departments
2.Capital Budget – Review opportunities to integrate Questica Capital Budget System with CityWide Asset System	Q3/12	Integrated Asset Reporting System	External Consultants, Impacted Departments
3.Financial Securities – Automation of Financial Securities Phase 2 (Development Charges Tracking)	Q4/12	Automated tracking system for financial securities (DC's)	Reserves, Building and ITM staff

Reserves & Investments

2011-12 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2010, 2011 and 2012)

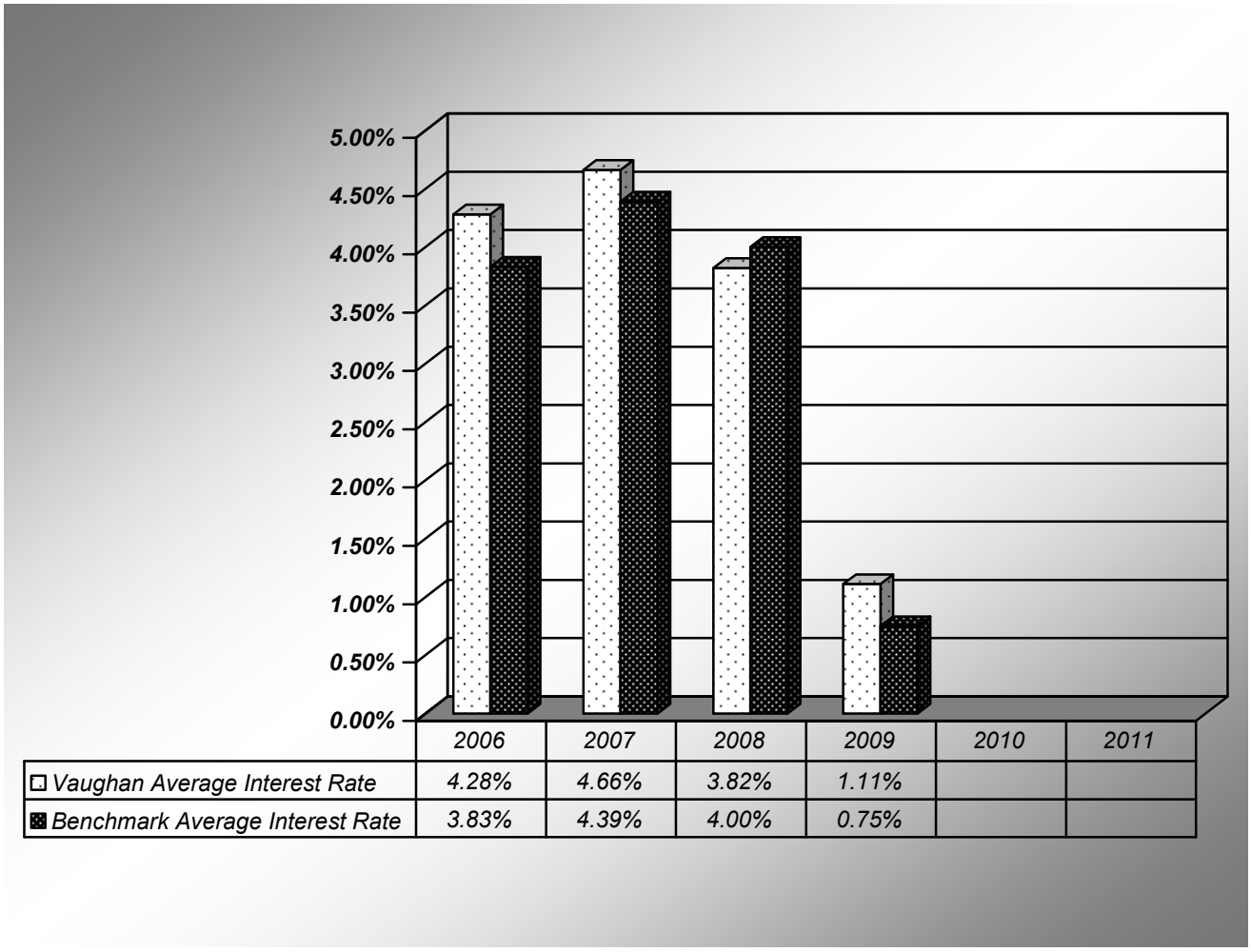
1. Average Interest Rate of Return versus the Benchmark Average Interest Rate of Return (One Fund)
2. Total Reserves and Reserve Funds per Capita

Reserves & Investments

2011-12 Business Plan

BUSINESS OVERVIEW:

Measure : Average Interest Rate of Return versus the Benchmark Average Interest Rate of Return (One Fund)



	2006	2007	2008	2009	2010	2011
Vaughan Average Interest Rate	4.28%	4.66%	3.82%	1.11%		
Benchmark Average Interest Rate	3.83%	4.39%	4.00%	0.75%		

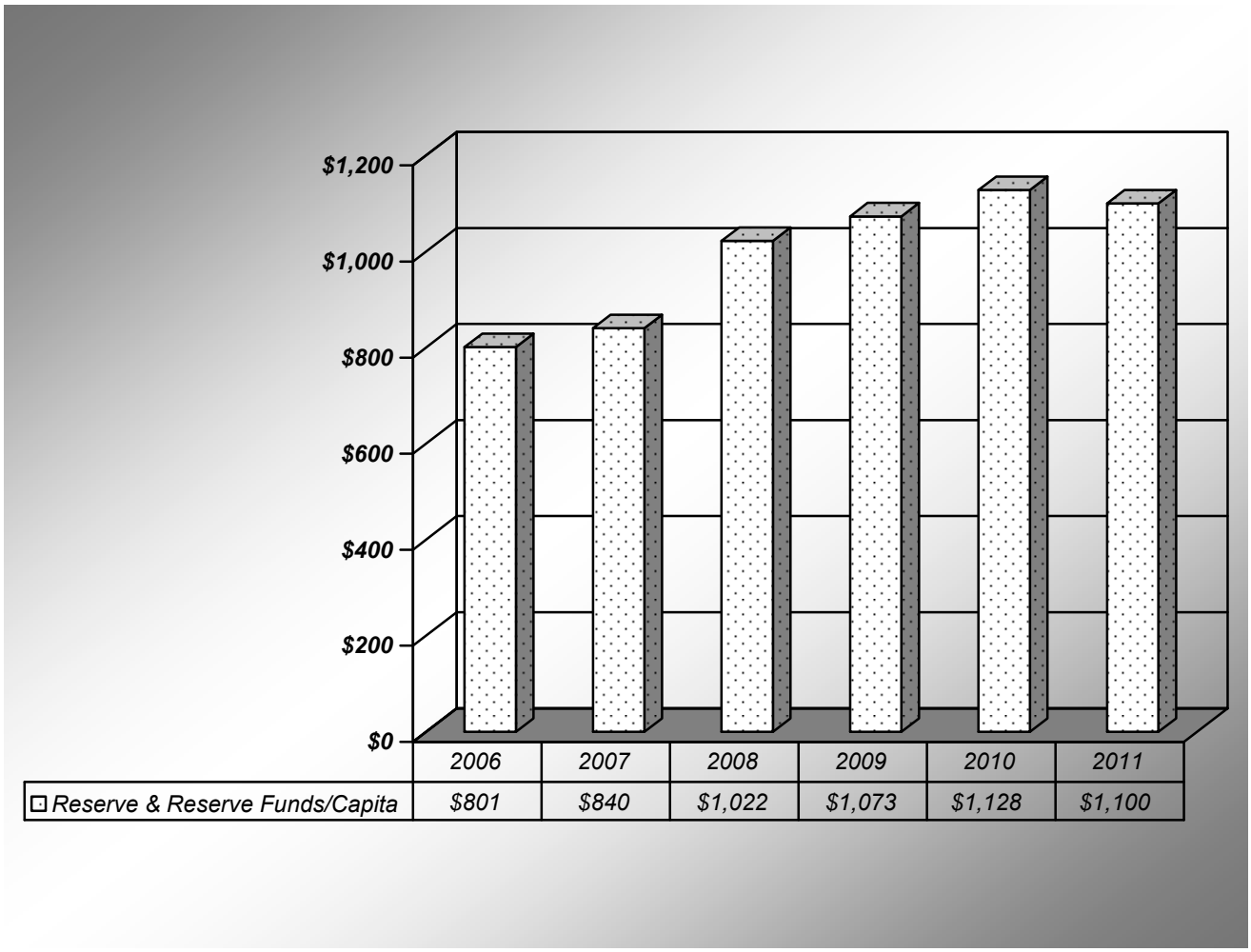
Key Conclusion:
The City of Vaughan attempts to optimize investment returns within its statutory limitations while preserving capital and maintaining liquidity to meet ongoing financial demands

Notes about the Measure: (What are some assumptions about the performance measure which should be stated)
With the exception of 2008, the City of Vaughan has been able to continuously obtain better average rates of return than its comparative benchmark. The 2010 comparable is not available. With the instability of the financial markets, staff are not able to provide forecasts for 2011 ands 2012.

Reserves & Investments

2011-12 Business Plan

Measure : Total Reserves and Reserve Funds per Capita



	2006	2007	2008	2009	2010	2011
Reserve & Reserve Funds/Capita	$801	$840	$1,022	$1,073	$1,128	$1,100

Key Conclusion:
There has been significant increase in the amount of Reserves & Reserves Funds per Capita since 2006. Estimates are provided for years 2010 and 2011.

Notes about the Measure: (What are some assumptions about the performance measure which should be stated)
As a result of sound financial management together with approved Council policies, Reserves & Reserve Funds per capita is continuously improving bringing financial stability to the City of Vaughan.

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

Commissioner Sign-off **Date (mm/dd/yy)**

Purchasing

City of Vaughan
Revenue/Expenditure Summary Report
2011-12 Operating Budget

			2010 Actual	2010 Budget	2011 Budget	2011 % of Total Budget	2011 Budget Variance $	2011 Budget Variance %	2012 Forecast
070110 - Purchasing Services	Revenue	Dept. Misc. Revenues	(28,167)	(40,700)	(30,700)	38.0%	10,000	-24.57%	(30,700)
		Sale of Fixed Assets	(93,049)	(10,000)	(50,000)	62.0%	(40,000)	400.0%	(50,000)
	Total Revenues		**(121,216)**	**(50,700)**	**(80,700)**	**100.0%**	**(30,000)**	**59.17%**	**(80,700)**
	Labour Costs	Staffing Costs (incl Benefits)	1,107,669	1,108,943	1,222,660	93.1%	113,717	10.25%	1,343,971
	Other Expenses	Office Supplies& Expenses	22,073	50,300	47,499	3.6%	(2,801)	-5.57%	47,499
		Staff Development & Training	10,036	12,510	14,211	1.1%	1,701	13.6%	14,211
		Office Equipment & Furniture	4,799	700	7,160	0.5%	6,460	922.86%	4,160
		Operating Leases	5,840	6,741	6,351	0.5%	(390)	-5.79%	6,351
		Communications	4,099	6,074	6,241	0.5%	167	2.75%	6,239
		Other	2,506	3,130	4,130	0.3%	1,000	31.95%	3,130
		Corporate Accounts	2,970	2,970	3,535	0.3%	565	19.02%	3,760
		General Mtce & Repairs	915	2,150	2,128	0.2%	(22)	-1.02%	2,128
		Meals & Travel	577	1,545	1,516	0.1%	(29)	-1.88%	1,516
		Community Advertising & Promotion	0	344	325	0.0%	(19)	-5.52%	325
		Capital Funding	93,049	0	0	0.0%	0	0.0%	0
		Joint Services & Department Transfers	(3,000)	(3,000)	(3,053)	-0.2%	(53)	1.77%	(3,053)
		Total Non Labour Costs	**143,863**	**83,464**	**90,043**	**6.9%**	**6,579**	**7.88%**	**86,266**
	Total Expenses		**1,251,532**	**1,192,407**	**1,312,703**	**100.0%**	**120,296**	**10.09%**	**1,430,237**
	Net Expenditures		**1,130,316**	**1,141,707**	**1,232,003**		**90,296**	**7.91%**	**1,349,537**

2011 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2011 Impact		Net 2012 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget $	FTE	Budget $	FTE	Budget $	FTE	Budget $
Buyer	FT	1.0	87,861	0	87,861			1.00	87,861	-	(7,500)

2012 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2012 Impact		Net 2013 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget $	FTE	Budget $	FTE	Budget $	FTE	Budget $
Sr Technical Clerk	FT	1.0	71,453	0	71,453			1.00	71,453	-	(3,500)

Purchasing Services

2011-12 Business Plan

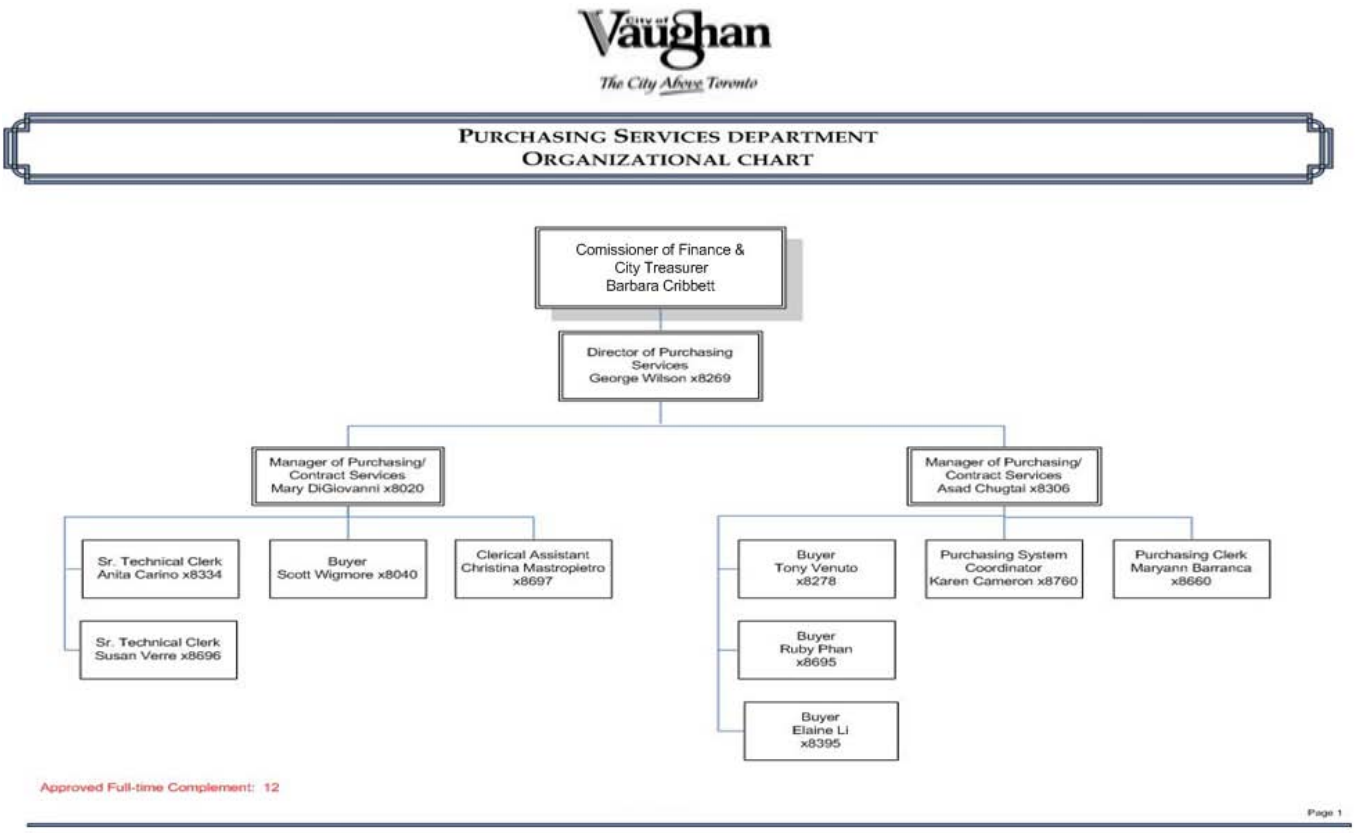
BUSINESS OVERVIEW

Service Statement:

The Purchasing Services Department is committed to the procurement of goods, services and construction in a timely and cost effective manner through contracts and other pre-determined methods.

Purchasing Services consists of, Construction Services and Supplies & Services who are responsible for the procurement of capital and operating requirements necessary for the operation of the municipality.

Service Profile:



Full Time, Part Time and Overtime – Budgeted Amounts

	2010	2011 Base	Approved 2011 ARR	2011 Final	Carry Forward Gapping to 2012	2012 ARR
Full Time	**12**	**12**	1	13	-	1
Part Time	**0.3**	**0.3**	-	0.3	-	-
Total FTE	**12.3**	**12.3**	1	13.3	-	-
Overtime	$2,820	$2,835	-	$2,835	-	-

Purchasing Services

2011-12 Business Plan

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

- Internal Departments
- Council
- External Vendors / Businesses

Work Plan:

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

Pursue Excellence in Service Delivery

Integrity, transparency and accountability

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

Challenges

- Increased demand on staff time, due to increased number of bids, proposal evaluation and training
- Increasing legal complexity and changes due to recent court decisions
- Staff , buyers group's training to keep themselves current with changes due to legal decisions , public procurement trends

Opportunities

- Provide additional Services to user departments once relocated to civic centre
- Participate in vendor awareness program launched by York Buyers Cooperative on " how to do business with the City and Basics of the bid process"
- Internal training programs for City Staff on Purchasing processes
- Consider sale and distribution of bid documents to the Bidders through Bidingo.com

Business Plan Objectives (list the status of 2010 business plan objectives and the method of measuring successful implementation. As well, list 2011-12 business plan objectives in the appropriate section)

Prior Year Business Plan Objectives / Accomplishments:	**Year**	**Status**	**Outcome/Results**
Review and update policies and procedures i.e. incorporate all legal / governmental amendments.	2010	Departmental review completed	Updated policies and procedures
Streamline the procurement process: continuously review the procurement processes in order to improve efficiency and results i.e. enhance payment options, methods for bid payments.	2010	Ongoing	Turnaround time for the bids and process improvements
Use of external professional development and in house corporate training courses in order to enhance staff professional	2010	Ongoing	Professionally trained staff

skills and professional knowledge i.e. through PMAC, NIGP, OPBA , ISM and OSGOODE			
Identify and assess opportunities to implement Green purchasing guidelines i.e. GIPPER, Environmental Seminars	2010	Ongoing	# of implemented green guidelines
Coordination with user departments to improve vendor performance	2010	Ongoing	Improved collaboration

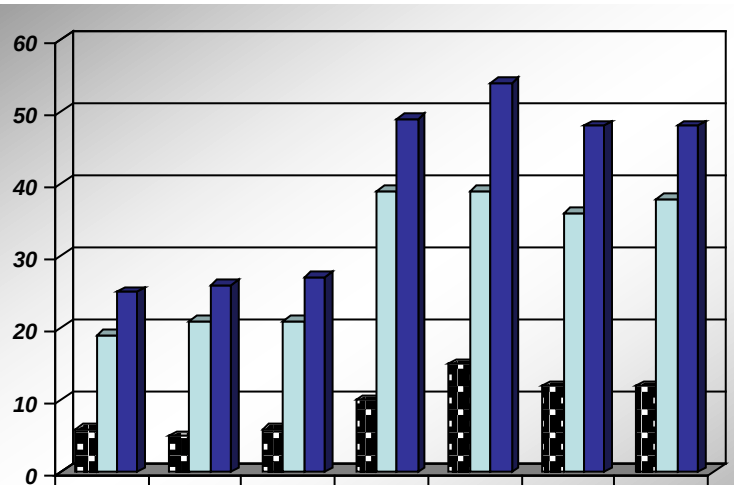
2011-12 Business Plan Objectives: (Note the anticipated Timeline, Outcome and Resources (Additional Resource Request) for each objective)

Business Plan Objectives:	Timeline	Outcome	Resources
2011 (Top 3 Objectives)			
1. Review all bid document and contract templates through Legal department's assistance	3rd Qtr 2011	Bullet proof bid documents	Purchasing and Legal Staff
2. Develop in house professional training programs for buyers and purchasing staff	4th Qtr 2011	Professional staff Consistent application of Purchasing Policies & Procedures	Purchasing Staff and Professional Associations
3. Review, develop and implement City wide P-Card Program	4th Qtr 2011	Enhanced efficiency and reduced costs through rebates, less paperwork and save staff time	Finance and Purchasing staff
Other All newspaper ads go to Corporate Communication Dept except for Bid Notices. Streamline Newspapers ads process to save purchasing staff time.	4th Qtr 2011	Purchasing staff focus on primary duties	Corporate Communication Staff
2012 (Top 3 Objectives)			
1. Purchasing performance survey internal clients	2nd Qtr 2012	Benchmark and enhance service levels	Purchasing and user departments staff
2. Enhance contract tracking System to update contractor's Insurances and WSIB clearance certificates	3rd Qtr 2012	Enhanced system efficiency and reduce City's risk and liability	Purchasing and user departments staff
3. Develop and launch Purchasing training programs for City department's staff on Purchasing policies and procedures as requested by the departments. (survey results)	4th Qtr 2012	Enhance staff knowledge on Purchasing	Purchasing and user departments staff
Other			

Purchasing Services

2011-12 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2010, 2011 and 2012)



	2006	2007	2008	2009	2010	2011 Projected	2012 Projected
Number of bids >$100,000 per FTE	6	5	6	10	15	12	12
Number of bids < $100,000 per FTE	19	21	21	39	39	36	38
Total Bids per FTE	25	26	27	49	54	48	48

BUSINESS OVERVIEW:

Number of Bids per FTE

Key Conclusion: (What are some assumptions about the performance measure which should be stated)

On average, Purchasing Department is consistently handling the bid workload at 25 bids per FTE. The number of bids for 2009 has exceeded the average due to ISF and RINC projects. Purchasing is also working towards establishing Vendor of Records agreements for Supplies and Services. This result has increase in total bids for 2010 by over 55 %. However it will stabilize in 2011 and 2012 with 35 to 40% increased numbers.

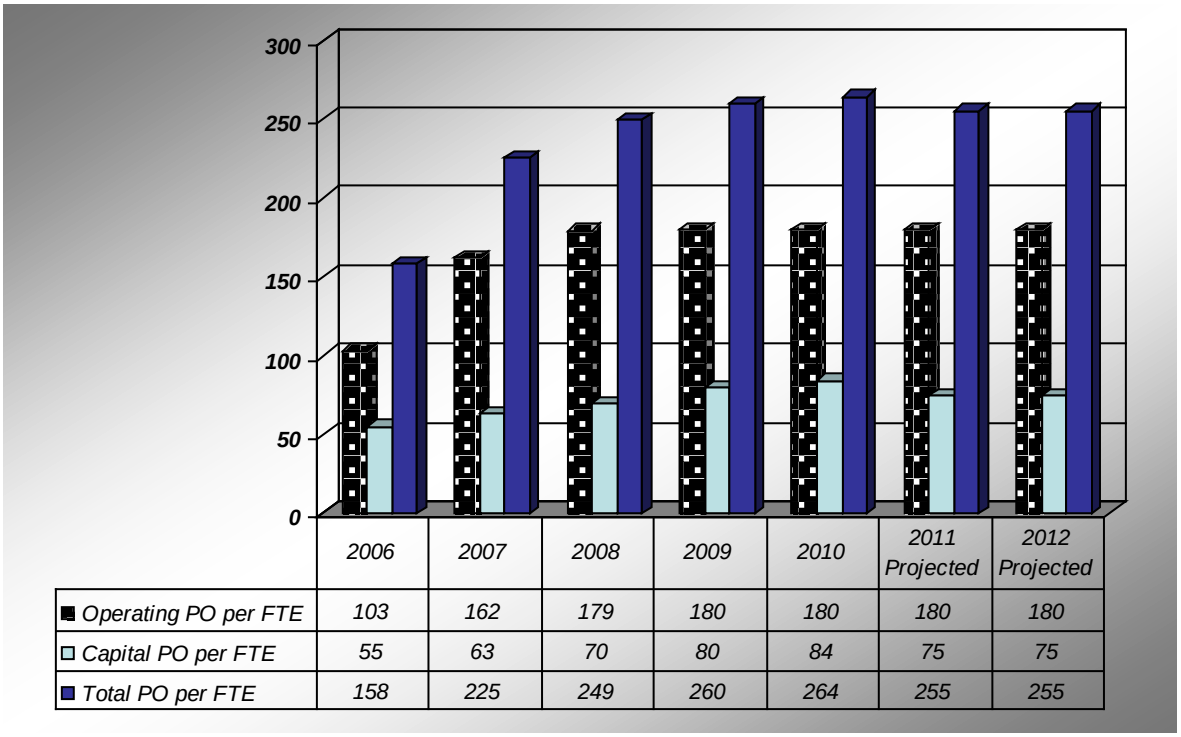
Notes about the Measure: (What are some assumptions about the performance measure which should be stated)
To provide a cost effective supply system to receive the greatest value possible for the corporation a combination of quality, price, product service and delivery, and environmental considerations are managed by the department through the bid process. At the same time ensuring our supplier recourses are maximized and supplier interests are respectively represented.

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

Purchasing Services

2011-12 Business Plan

Number of Purchase Orders per FTE



	2006	2007	2008	2009	2010	2011 Projected	2012 Projected
Operating PO per FTE	103	162	179	180	180	180	180
Capital PO per FTE	55	63	70	80	84	75	75
Total PO per FTE	158	225	249	260	264	255	255

Key Conclusion:

On average, Purchasing Department is consistently handling workload. The total Purchase Orders handled by the department from 2005- 2006 has been on average 158. The final year's figures for 2007 onwards have exceeded the average by over 42%. 2010 / 2011 figures are expected increase further due to Infrastructure Stimulus funded projects and due to departments' compliance of $3000 limit for field purchase orders.

Notes about the Measure:

Purchase orders are one component of the bid process.

Commissioner Sign-off **Date (mm/dd/yy)**

Commissioner of Legal and Administrative Services

Janice Atwood -Petkovski

Commissioner's Message:

With a diverse population of over 300,000 people, Vaughan is one of Canada's fastest growing municipalities. The four departments within my commission are Legal Services, Clerks, Enforcement Services and Human Resources.

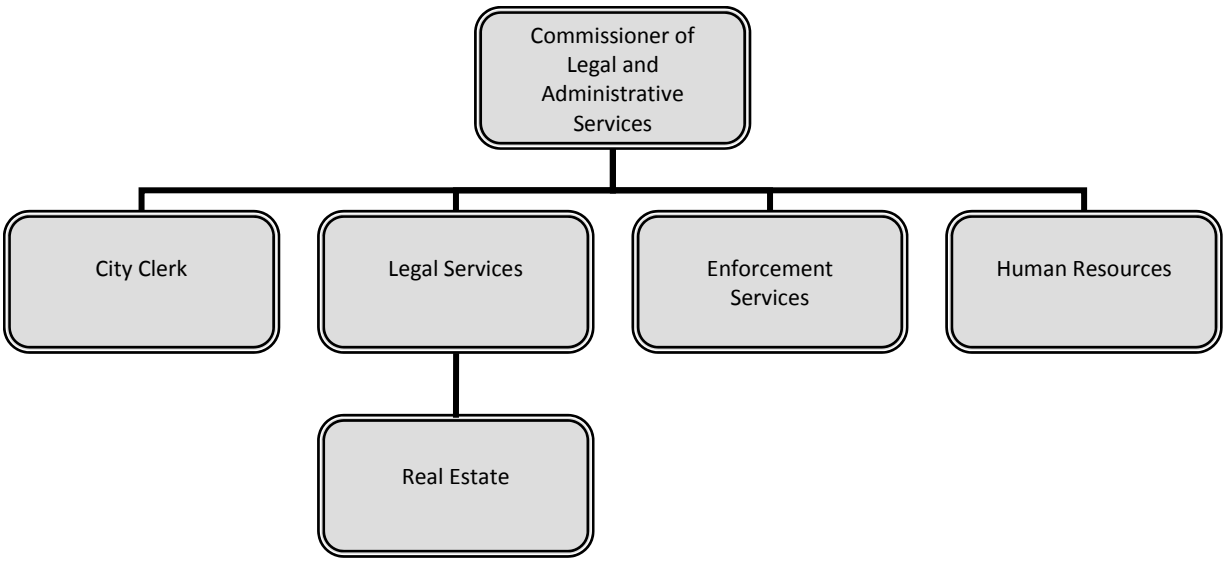
Legal Services, which includes Real Estate, provides legal advice and expertise to Council, its committees and staff in the various City departments. Lawyers in the department represent the City in court, before the Ontario Municipal Board and at other administrative tribunals, as well as monitoring legislative changes and jurisprudence for matters affecting the municipality. Real Estate provides title searching, document preparation and conveyancing services necessary for real estate transactions involving the Corporation.

The Clerk's Department provides legislative and secretariat services to Council, its numerous committees and the Committee of Adjustment. The Clerk's Department also conducts municipal elections, administers licensing, registers vital statistics, issues marriage licenses, administers the Municipal Freedom of Information and Protection of Privacy Act and manages corporate records.

Enforcement Services is responsible for enforcing City by-laws on private property and municipally owned lands, including parking by-laws, property standards by-laws, zoning by-laws, sign, noise and animal control by-laws. Staff patrol parks, inspect licensed businesses and respond to complaints regarding reported by-law contraventions. Staff in Enforcement Services seek to ensure compliance with the City's by-laws. Vaughan's Enforcement Services successfully implemented Administrative Penalties to support parking compliance, one of the first municipalities in Ontario to do so.

Vaughan values its workforce and Human Resources supports staff through the development and implementation of progressive programs in recruitment, employee training and development, labour relations and compensation and benefits. As a contemporary workplace, Human Resource partners with other City departments to create a quality work environment which supports performance excellence, continuous learning and leadership development. Vaughan's Human Resources department successfully partnered with the Schulich School of Business Executive Education Centre to provide Municipal Leadership Training to municipal management.

Commissioner of Legal And Administrative Services Organizational Chart



City of Vaughan
Revenue/Expenditure Summary Report
2011-12 Operating Budget

					2011				
			2010 Actual	2010 Budget	2011 Budget	% of Total Budget	Budget Variance $	Budget Variance %	2012 Forecast
Comm. of Legal & Admin. Serv.	Labour Costs	Staffing Costs (incl Benefits)	319,757	318,525	326,930	84.8%	8,405	2.64%	341,426
	Other Expenses	Professional Fees	9,951	19,580	19,580	5.1%	0	0.0%	19,580
		Operating Leases	9,488	9,645	9,730	2.5%	85	0.88%	9,730
		Staff Development & Training	3,685	8,480	8,655	2.2%	175	2.06%	8,655
		Utilities & Fuel	5,938	6,360	6,360	1.6%	0	0.0%	6,360
		Office Supplies& Expenses	2,906	5,640	5,640	1.5%	0	0.0%	5,640
		Corporate Accounts	2,910	2,910	3,465	0.9%	555	19.07%	3,685
		Meals & Travel	2,163	2,580	2,580	0.7%	0	0.0%	2,580
		Office Equipment & Furniture	0	1,575	1,400	0.4%	(175)	-11.11%	1,400
		Communications	841	1,000	1,000	0.3%	0	0.0%	1,000
		Other	63	265	265	0.1%	0	0.0%	265
		General Mtce & Repairs	1,019	75	75	0.0%	0	0.0%	75
		Total Non Labour Costs	**38,964**	**58,110**	**58,750**	**15.2%**	**640**	**1.1%**	**58,970**
	Total Expenses		**358,722**	**376,635**	**385,680**	**100.0%**	**9,045**	**2.4%**	**400,396**
	Net Expenditures		**358,722**	**376,635**	**385,680**		**9,045**	**2.4%**	**400,396**

Office of the City Clerk

City of Vaughan
Revenue/Expenditure Summary Report
2011-12 Operating Budget

					2011				
			2010 Actual	2010 Budget	2011 Budget	% of Total Budget	Budget Variance $	Budget Variance %	2012 Forecast
City Clerk	Revenue	Insurance Claims Revenue	(21,447)	0	0	0.0%	0	0.0%	0
		Taxable Sales-Postage Fees	(1,252)	(7,278)	(1,972)	0.0%	5,306	-72.9%	(2,050)
		General Revenue	(6,465)	(10,063)	(4,530)	0.1%	5,533	-54.98%	(4,710)
		Dept. Misc. Revenues	(27,358)	(17,155)	(25,381)	0.6%	(8,226)	47.95%	(27,514)
		Service Charges	(445,129)	(372,207)	(402,207)	8.8%	(30,000)	8.06%	(402,207)
		Licenses and Permits	(1,029,081)	(873,144)	(966,529)	21.2%	(93,385)	10.7%	(1,070,256)
		Trsf. Fm Res. & Res Funds	(3,345,154)	(2,660,000)	(3,167,000)	69.3%	(507,000)	19.06%	(3,367,000)
	Total Revenues		**(4,875,886)**	**(3,939,847)**	**(4,567,619)**	**100.0%**	**(627,772)**	**15.93%**	**(4,873,737)**
	Labour Costs	Staffing Costs (incl Benefits)	4,059,868	4,091,707	4,207,037	50.7%	115,330	2.82%	4,380,944
	Other Expenses	Corporate Accounts	3,342,105	2,643,590	3,151,275	38.0%	507,685	19.2%	3,350,590
		Office Supplies& Expenses	614,286	571,600	562,201	6.8%	(9,399)	-1.64%	562,201
		Operating Leases	96,700	129,600	122,538	1.5%	(7,062)	-5.45%	122,536
		Meals & Travel	19,104	27,010	42,523	0.5%	15,513	57.43%	42,523
		Community Advertising & Promotion	15,029	50,519	32,203	0.4%	(18,316)	-36.26%	22,863
		Staff Development & Training	7,152	29,380	30,468	0.4%	1,088	3.7%	30,468
		Other	26,583	21,890	30,043	0.4%	8,153	37.25%	30,043
		Service Contracts and Materials	33,469	31,690	29,859	0.4%	(1,831)	-5.78%	29,859
		Staffing Costs (incl Benefits)	21,358	26,320	26,320	0.3%	(0)	0.0%	26,320
		Communications	12,757	19,170	21,918	0.3%	2,748	14.34%	21,918
		General Mtce & Repairs	21,413	20,320	20,439	0.2%	119	0.59%	20,439
		Professional Fees	6,533	20,000	20,000	0.2%	0	0.0%	20,000
		Office Equipment & Furniture	2,532	18,210	8,291	0.1%	(9,919)	-54.47%	17,157
		Library Books & Periodicals	2,583	2,500	2,544	0.0%	44	1.76%	2,544
		Awards, Sponsorships & Grants	30,800	6,100	1,036	0.0%	(5,064)	-83.02%	6,036
		Tools & Equipment	253	790	743	0.0%	(47)	-5.95%	743
		Joint Services & Department Transfers	(17,918)	(13,470)	(13,709)	-0.2%	(239)	1.77%	(13,709)
		Total Non Labour Costs	**4,234,739**	**3,605,219**	**4,088,692**	**49.3%**	**483,473**	**13.41%**	**4,292,531**
	Total Expenses		**8,294,606**	**7,696,926**	**8,295,729**	**100.0%**	**598,803**	**7.78%**	**8,673,475**
	Net Expenditures		**3,418,720**	**3,757,079**	**3,728,110**		**(28,969)**	**-0.77%**	**3,799,738**

Office of the City Clerk

2011-12 Business Plan

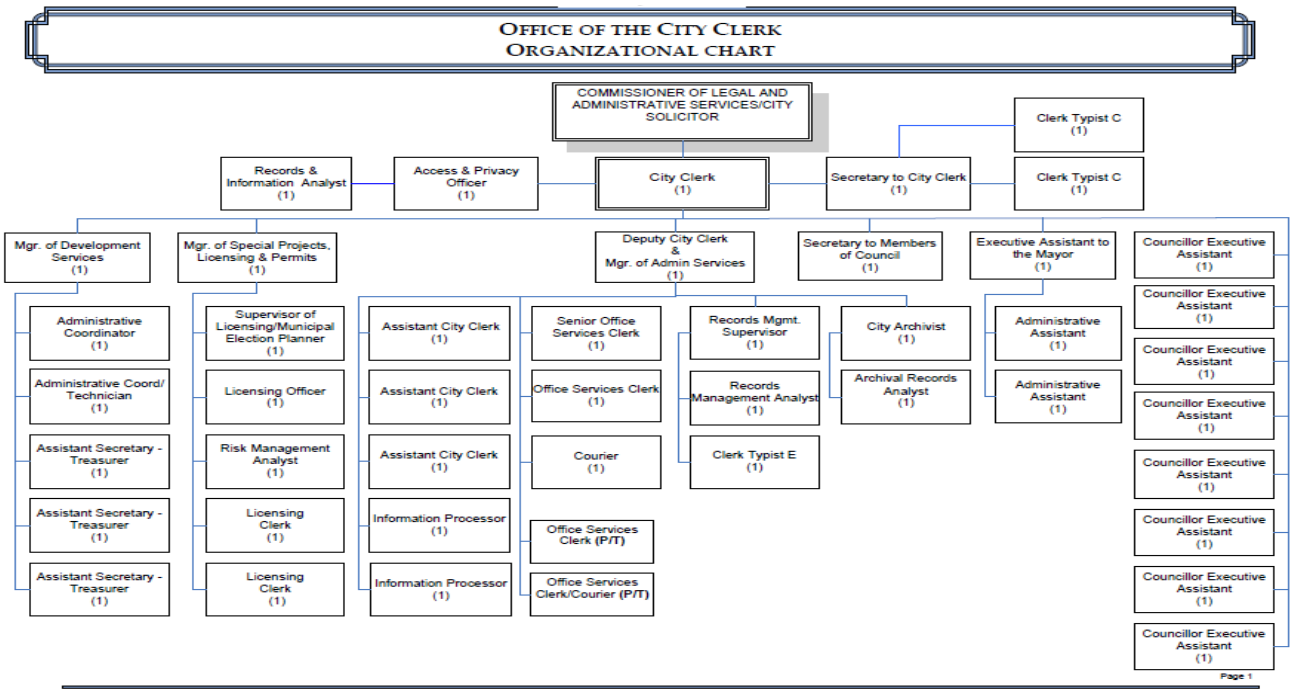
BUSINESS OVERVIEW

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

The City Clerk's Department provides quality secretariat services to Council and its standing, advisory and ad hoc Committees as well as Task Forces. The Records and Archives Division is responsible for maintaining all corporate records including appropriate records retention and disposal. The Access & Privacy Office responds to Freedom of Information requests from the public, and oversees the City's responsibility for the protection of personal information.

Staff also issue a full range of licenses and permits including marriage, business and lottery licenses. The Committee of Adjustment processes minor variances and consents under the Planning Act. Clerk's staff are also responsible for conducting municipal elections and providing a full mailing and printing service for the Corporation. In addition, staff manage the Corporation's Insurance and Risk Management programs.

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



Full Time, Part Time and Overtime – Budgeted Amounts

					Additional Resource Requests	
	2008	2009	2010	2011 Base	2011	2012
Full Time	44	44	44	44	0	0
*Part Time	3	4	2	2		
*Overtime	$23,205	$25,180	$22,665	$22,665		

*City Clerk's Office only

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

- Council
- Boards
- Statutory and Non-statutory Committees
- City of Vaughan Internal Departments

Other levels of government and external agencies
Residents and Businesses

Office of the City Clerk

2011-12 Business Plan

Work Plan:

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

Pursue Excellence in Service Delivery
Enhance Productivity, Cost Effectiveness and Innovation
Demonstrate Leadership & Promote Effective Governance

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

- The Departmental move into new City Hall, bringing together staff from three separate locations;
- Significant demands from other City departments as they undertake their own moves and consolidations; shedding or reorganizing their records holdings in the process;
- Significant activities associated with the acquisition and implementation of EDMS;
- Lack of detailed population data for budget and election purposes;
- The implementation of Vaughan On-line will give the Clerk's Office greater control over its web postings; but with a commensurate burden on staff resources; and
- Restructuring of municipal election polls a staff management assistant, and possible ward boundary review.

2011 will also see a marked expansion in the City's privacy protection program, and greater involvement in enterprise records management through EDMS. 2011 will also see the development of an electronic interface for Members for use during Council and Committee meetings. These activities will have prominence for several years beyond 2011.

Office of the City Clerk

2011-12 Business Plan

Business Plan Objectives

Prior Year Business Plan Objectives / Accomplishments:	Year	Status	Outcome/Results
Continue to provide a high level of Secretariat services	2010	Ongoing	Accurate recording of Council decisions and timely dissemination of such information to internal & external stakeholders
Completed a review of ward boundary redistribution and regional wards	Q4/09	Completed	Implemented change in ward boundaries
Explore enhanced use of technology in the Secretariat divisions' practices and procedures, including implementation of electronic/digital equipment in Council chambers	2010	Ongoing	New technology implemented in new City Hall
Completed business case and functional specifications of corporate electronic document management system (EDMS)	2010	Completed	Business Case and functional specifications completed
Complete a review of the committee structure and passed procedural by-law	2010	completed	Report approved by Council
Formalize a City wide risk management plan- Q4/09	2010	Ongoing	Awaiting finalization
Establish corporate privacy program implementation 2010 and beyond	2010	Ongoing	Corporate privacy program
Organized and administered 2010 municipal election	Q4/10	Completed	Election held in October 2010

Office of the City Clerk

2011-12 Business Plan

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

Business Plan Objectives:	Timeline	Outcome	Resources
2011 (Top 3 Objectives)			
RFP for Electronic Document Management System (EDMS) implementation and preliminary work for system integration, and review of records management business processes.	Q4/11	Completion of RFP and initiation of system implementation	Two proposed ARR's
Implementation of Council Chamber Systems for conduct of Committee and Council meetings	Q2/11	Implementation of Control and Content Tools for Council meeting management and participation.	City Clerk's Office; ITM; Buildings & Facilities and City Hall Contractors
2010 election close-out activities and beginning of preparation for Ward Boundary Review and 2014 election event.	2011	Payment of Rebates; Ward Boundary Review Design; Program Plan 2014 election	One proposed ARR
2012 (Top 3 Objectives)			
Implementation of EDMS and new records management processes.	2012	More effective records management	TBD
Ward Boundary Review and 2014 election preparation	2012	Adoption of By-law	One 2011 ARR
Insurance Recovery Management Subregation	2012	Improved effectiveness of insurance management process	N/A

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2010, 2011 and 2012)

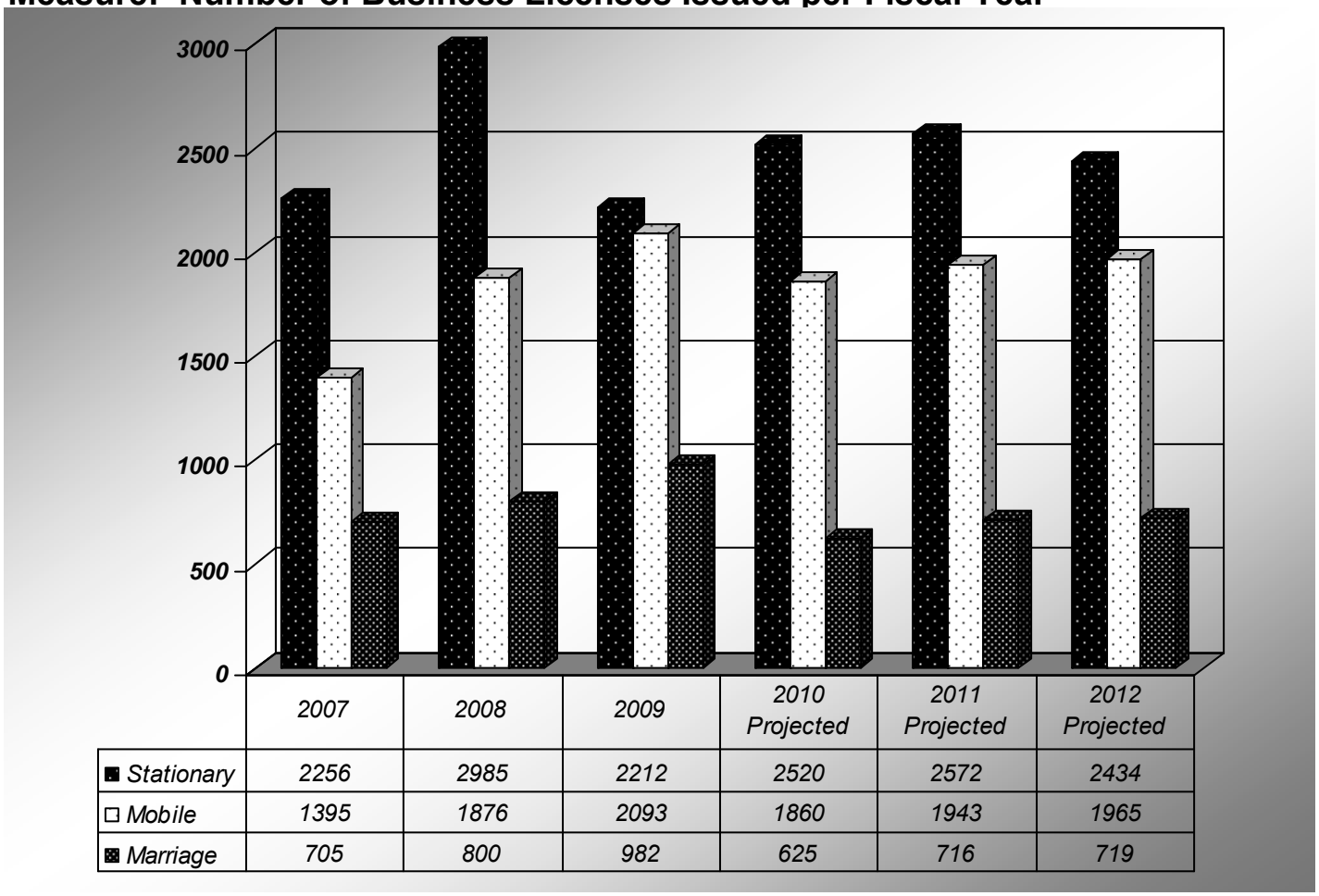
1. Number of licenses issued per fiscal year
2. Cost per license issued
3. Average turnaround time per business license application (Business Weeks)
4. Number of Requests and Appeals and Privacy Complaints
5. Compliance for access and privacy requests within the 30 day statutory timeline
6. Number of JOC records centre requests per annum
7. Archival Services Information/Research Requests per Annum
8. Quantity of Archival Records Processed per Annum
9. # of Committee of Adjustment applications
10. # of registrations/FTE

Office of the City Clerk

2011-12 Business Plan

BUSINESS OVERVIEW

Measure: Number of Business Licenses Issued per Fiscal Year



	2007	2008	2009	2010 Projected	2011 Projected	2012 Projected
Stationary	2256	2985	2212	2520	2572	2434
Mobile	1395	1876	2093	1860	1943	1965
Marriage	705	800	982	625	716	719

Key Conclusion:
The number of total licenses processed across the stationary and mobile licence categories has increased on average 18% from 2007 to 2010. Policy and process adjustments increased the availability of processing service hours to accommodate the increased demand.

Notes about the Measure:
The 2011 – 2012 Stationary and Mobile type license projections are based on a three year average.
The Marriage License increase in 2009 was a result of the City of Toronto strike in the summer of 2009, which would otherwise have indicated a decline in issuance for that year. A downturn in the economy in 2009, and the raising of the Marriage License fee closer to that of surrounding municipalities has had a negative effect on issuance in 2010.
The 2011 projections are reflective of a nominal economic recovery that usually follows a downturn. Although a minor increase in some of the sub-categories of the Mobile Licensing category is expected, a small decrease in 2010 Driving School Instructors (due to a provincial strike in late 2009 that resulted in instructors leaving the industry) and a variety of economic and tax reporting factors is expected to minimize increases in the taxi industry. This has minimized the overall issuance, and will prolong any significant increases.

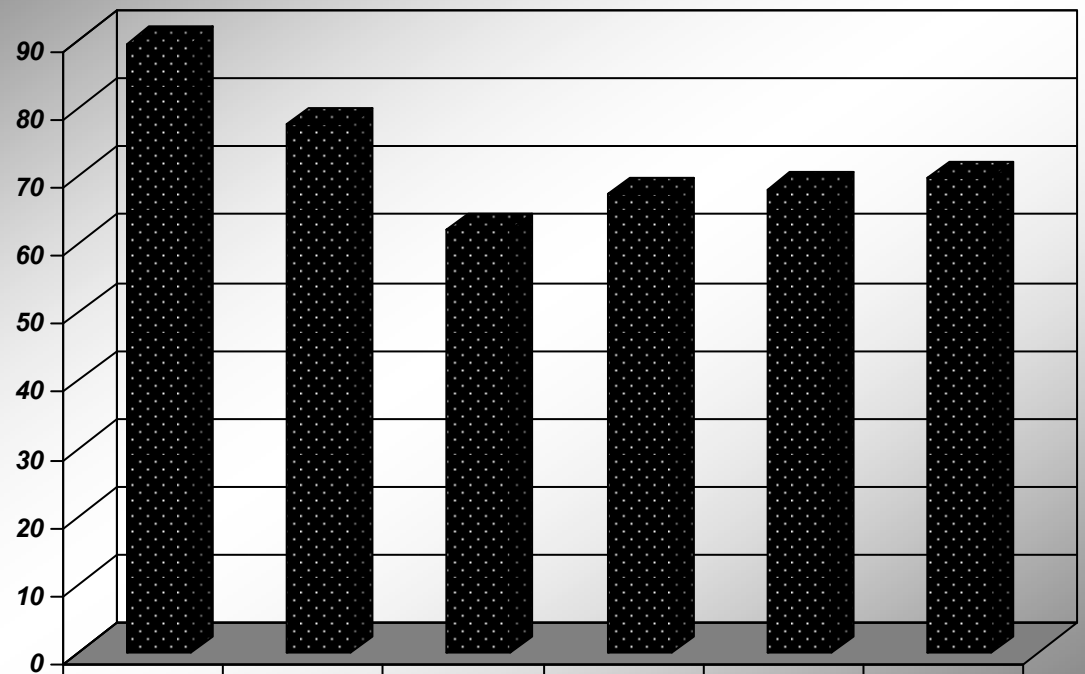
Office of the City Clerk

2011-12 Business Plan

BUSINESS OVERVIEW

Measure: Cost per Processed License

Definition: Gross operating cost of staff involved in processing stationary and mobile licenses per processed license or per budgeted processing service hour.



	2007	2008	2009	2010 Projected	2011 Projected	2012 Projected
Cost per License Processed	89.31	77.38	61.96	67.21	67.98	69.48

Key Conclusion:
Unit costs have decreased from 2005 to 2009 as license volumes processed have increased in most licensing categories. Slightly higher 2010 – 2012 projected costs are a result of a part time position being converted to full time to meet the increased workload associated with the increase in issuance.

Notes about the Measure:
Costs include only Licensing staff. An allocated percentage of Managerial wages was removed from the cost of each processed license in order to more accurately reflect the performance of the Department.

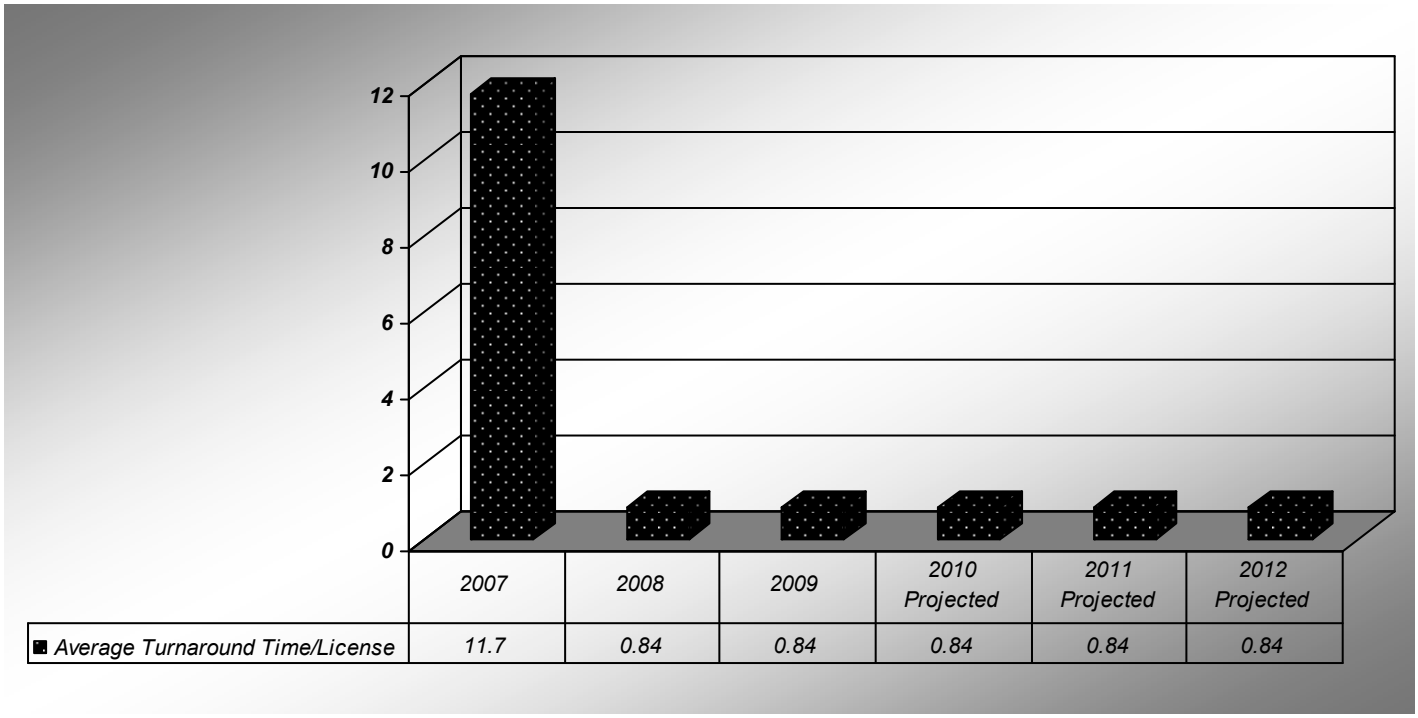
Office of the City Clerk

2011-12 Business Plan

BUSINESS OVERVIEW

Measure: Average Turnaround Time per License Application (Business Weeks)

Definition: Average number of business weeks required to process a business license from the date of application (including Building & Fire Inspections and remedial actions required of the applicant).



	2007	2008	2009	2010 Projected	2011 Projected	2012 Projected
Average Turnaround Time/License	11.7	0.84	0.84	0.84	0.84	0.84

Key Conclusion:
License application turnaround time has decreased 93% over the 2007 to 2010 time period. The steep decline in the turnaround time of the licensing process has occurred mainly as a result of the flip-side of productivity growth in the number of licenses being processed and the streamlining of processes that include mail in renewals, batchwork of normally fragmented duties and a process change that now only requires the upfront qualification of Zoning compliance for license issuance. Compliance on outstanding Building and Occupancy permits, Fire and Health Issues are no longer a prerequisite of license issuance, and are now brought into compliance accordingly by the agency having jurisdiction.

Notes about the Measure:
Although new Stationary Type licenses has an average 5 day turnaround time, Marriage and Mobile type licenses are issued same day. Future turnaround time measurement by staff can only be improved by excluding the external turnaround time associated with zoning clearance from the Building

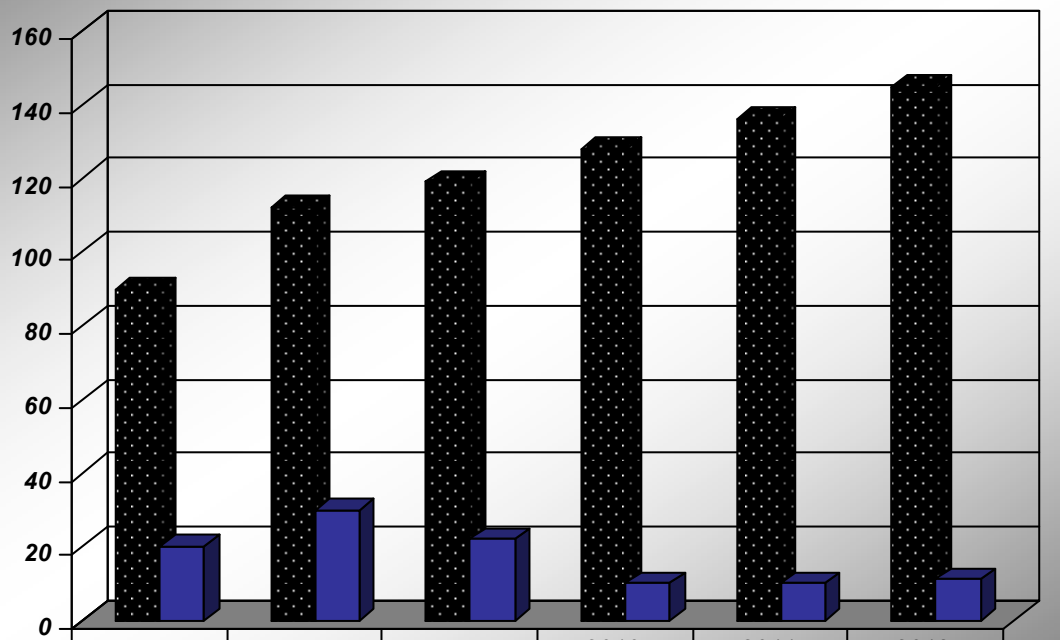
Office of the City Clerk

2011-12 Business Plan

BUSINESS OVERVIEW

Measure: Number of Access Requests and Appeals and Privacy Complaints

Definition: The total number of requests, appeals and privacy complaints pursuant to the Municipal Freedom of Information and Protection of Privacy Act



	2007	2008	2009	2010 Projected	2011 Projected	2012 Projected
Number of Requests	90	112	119	128	136	145
Appeals and Privacy Complaints	20	30	22	10	10	11

Key Conclusion:
Between 2007 and 2009 there was a 25% increase in the number of access requests under the Municipal Freedom of Information and Protection of Privacy Act and a decrease in the number of appeals and privacy complaints. It is projected that the number of requests totals for 2010-12 will increase by 12%.

Notes about the Measure:
Information was requested on a variety of topics, primarily financial/accounts payable records and enforcement related matters.

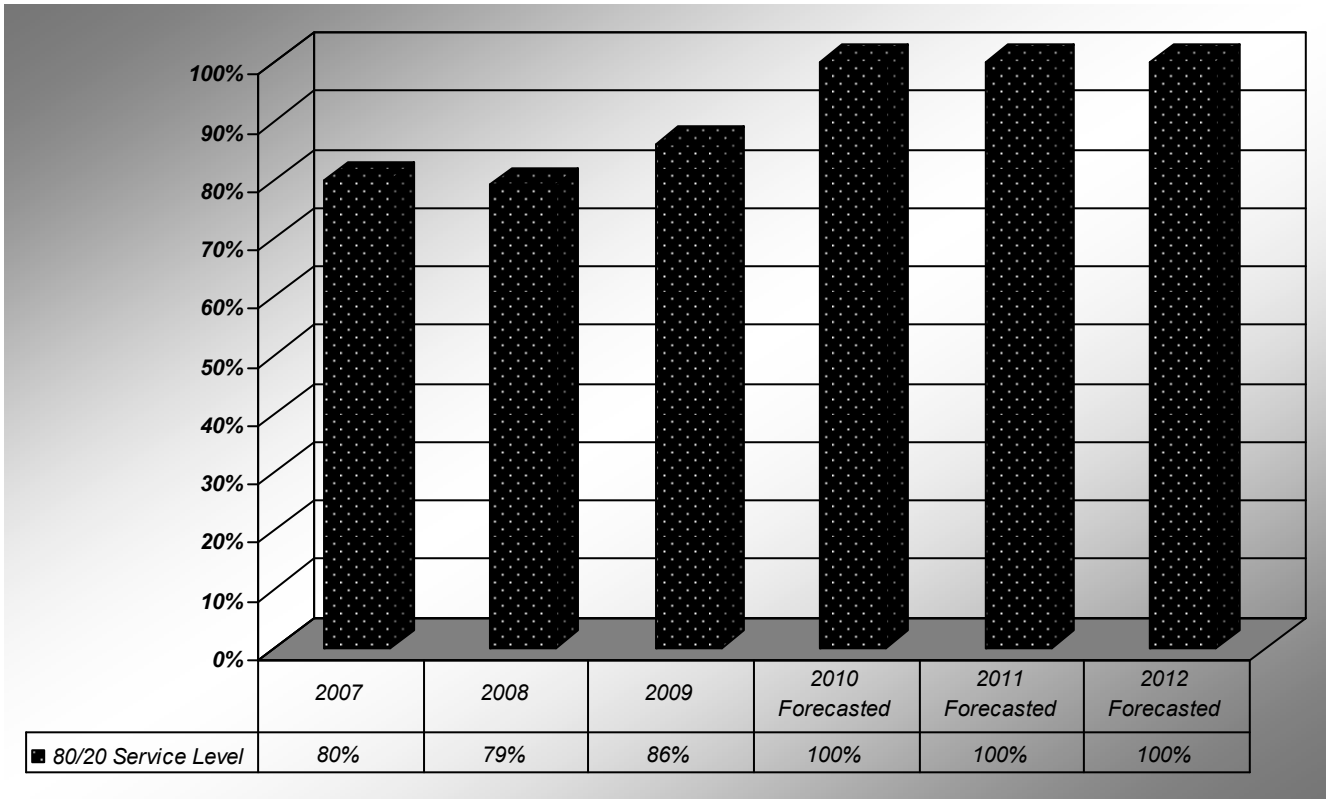
Office of the City Clerk

2011-12 Business Plan

BUSINESS OVERVIEW

Measure: Access and Privacy Compliance within 30 day Statutory Timeline

Definition: The percentage of compliance for access and privacy requests within the 30 day statutory timeline



	2007	2008	2009	2010 Forecasted	2011 Forecasted	2012 Forecasted
80/20 Service Level	80%	79%	86%	100%	100%	100%

Key Conclusion:
Between 2007-2010, there has been a 20 % increase in the percentage of access and privacy compliance within the 30 day statutory timeline. It is projected the rate for 2011 and 2012 will remain at 100%.

Notes about the Measure:
The departments standard is for 100% compliance on access and privacy requests within the 30 day timeline.

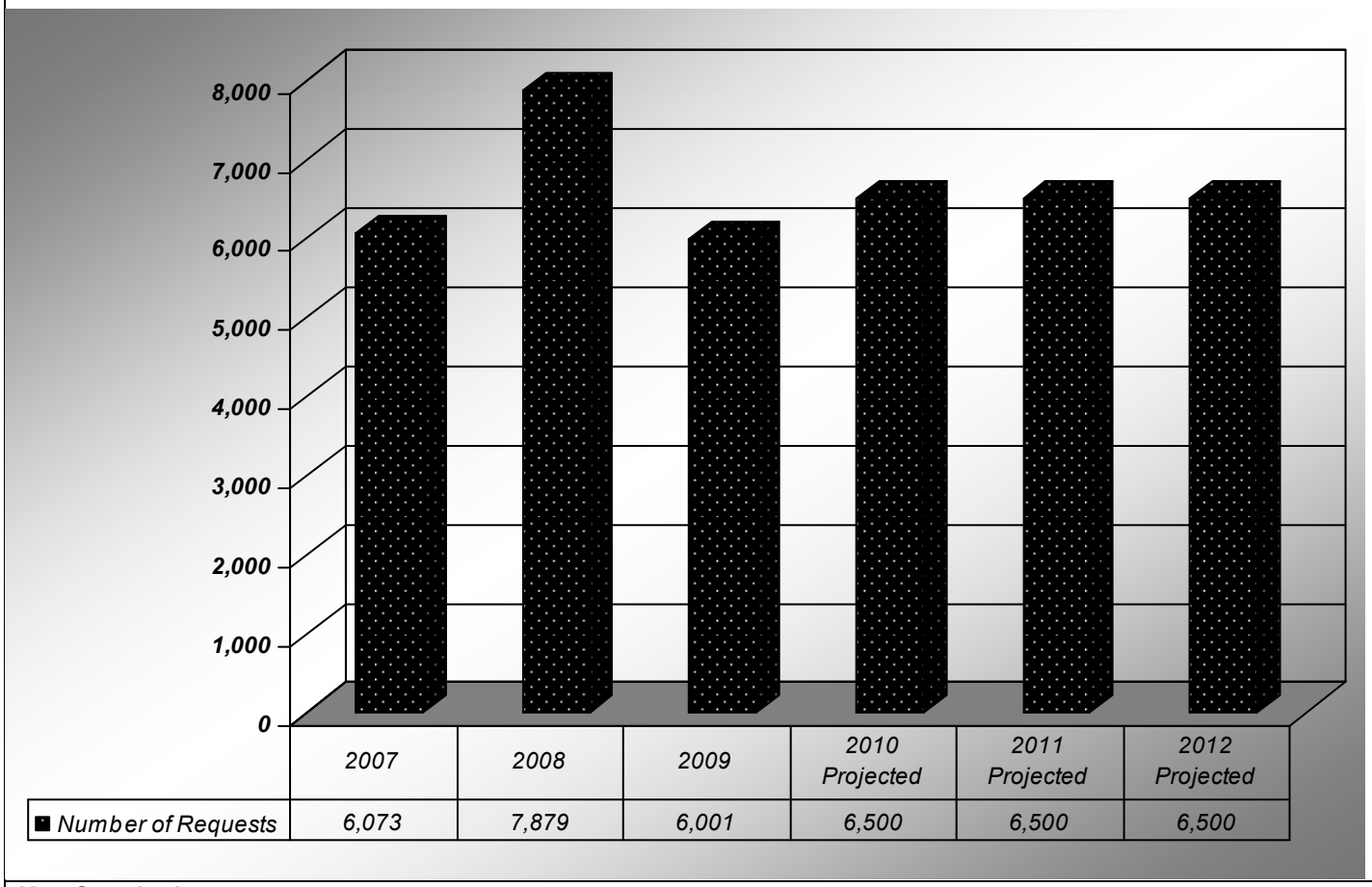
Office of the City Clerk

2011-12 Business Plan

BUSINESS OVERVIEW

Measure: Number of JOC Records Centre Requests per Annum

Definition: The total number of JOC records centre requests per annum



	2007	2008	2009	2010 Projected	2011 Projected	2012 Projected
Number of Requests	6,073	7,879	6,001	6,500	6,500	6,500

Key Conclusion:
It is expected that the number of requests for business records from the JOC Records Centre will remain constant for 2011 and 2012. In 2010, there has been a substantial increase in the number of records returned to the Centre as well as the interfile of business records due to the fact that staff have cleaned out their offices prior to the move to the new City Hall.

Notes about the Measure:
Information was requested on a variety of topics including building permit architectural drawings, by-law enforcement investigations, purchasing documents, account payable records, various City prosecutions etc. Automation of the Records Management record request process necessitated the need to alter the calculation method for record requests. The interfile of business records and the return of business records are no longer included in our Records Centre statistical analysis calculations. As a result, the number of requests projected for 2010-12 has decreased.

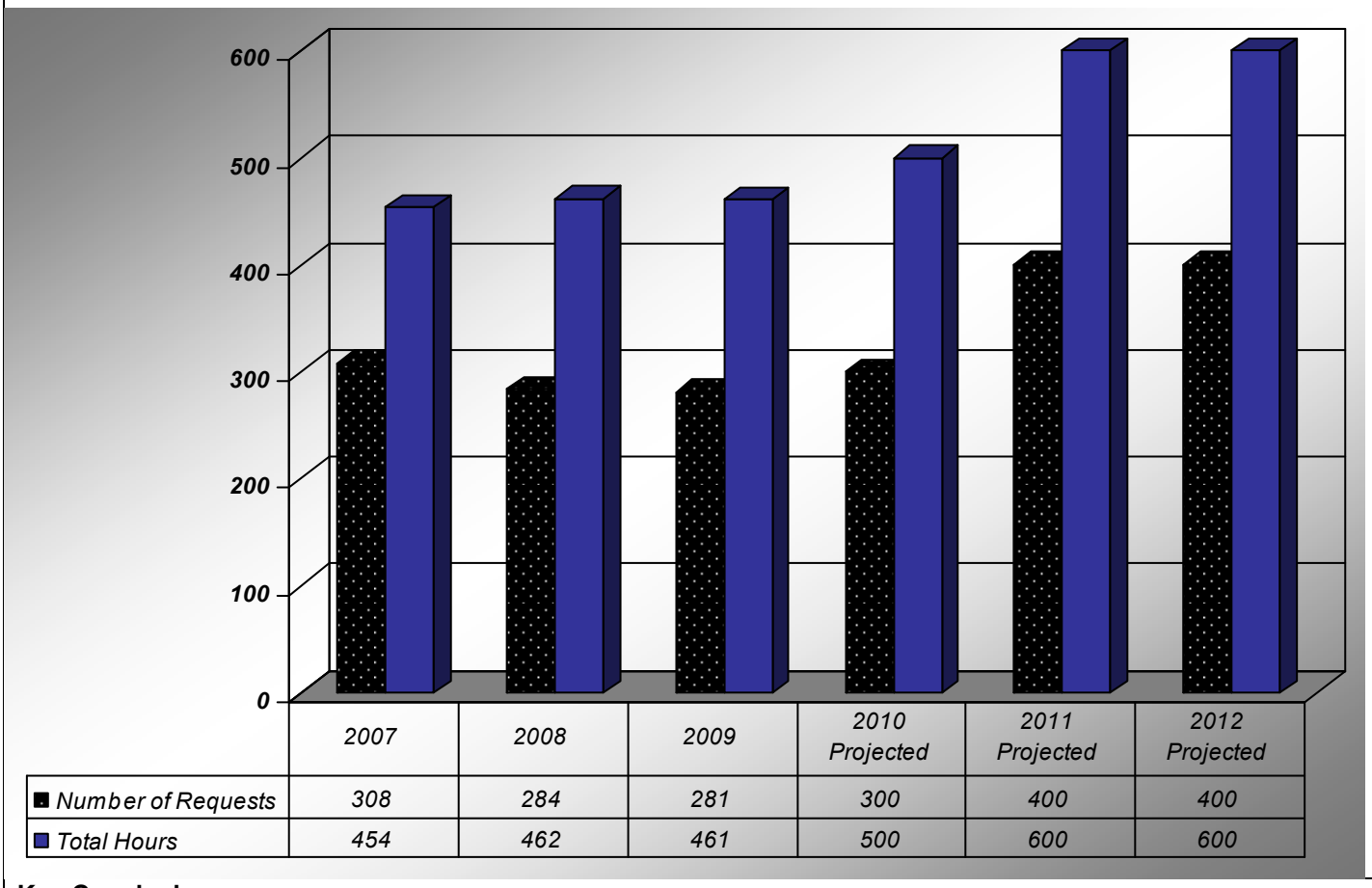
Office of the City Clerk

2011-12 Business Plan

BUSINESS OVERVIEW

Measure: Archival Services Information/Research Requests per Annum

Definition: The total number and total hours of information research requests per annum.



	2007	2008	2009	2010 Projected	2011 Projected	2012 Projected
Number of Requests	308	284	281	300	400	400
Total Hours	454	462	461	500	600	600

Key Conclusion:
The total number of archival information research requests has varied over the years. However, the total hours has increased each year other than between 2008 and 2009. Increases in information requests are anticipated as a result of the move of the City Archives administrative offices and research facilities to new Civic Centre (greater accessibility to staff and public is anticipated to generate increased rates).

Notes about the Measure:

Measure relates to requests for information from City staff, other levels of government, residents, etc. requiring Archival Services staff to either conduct research on behalf of the requester, or undertake a detailed search for records. Each request generally takes .5 to 3 hours.

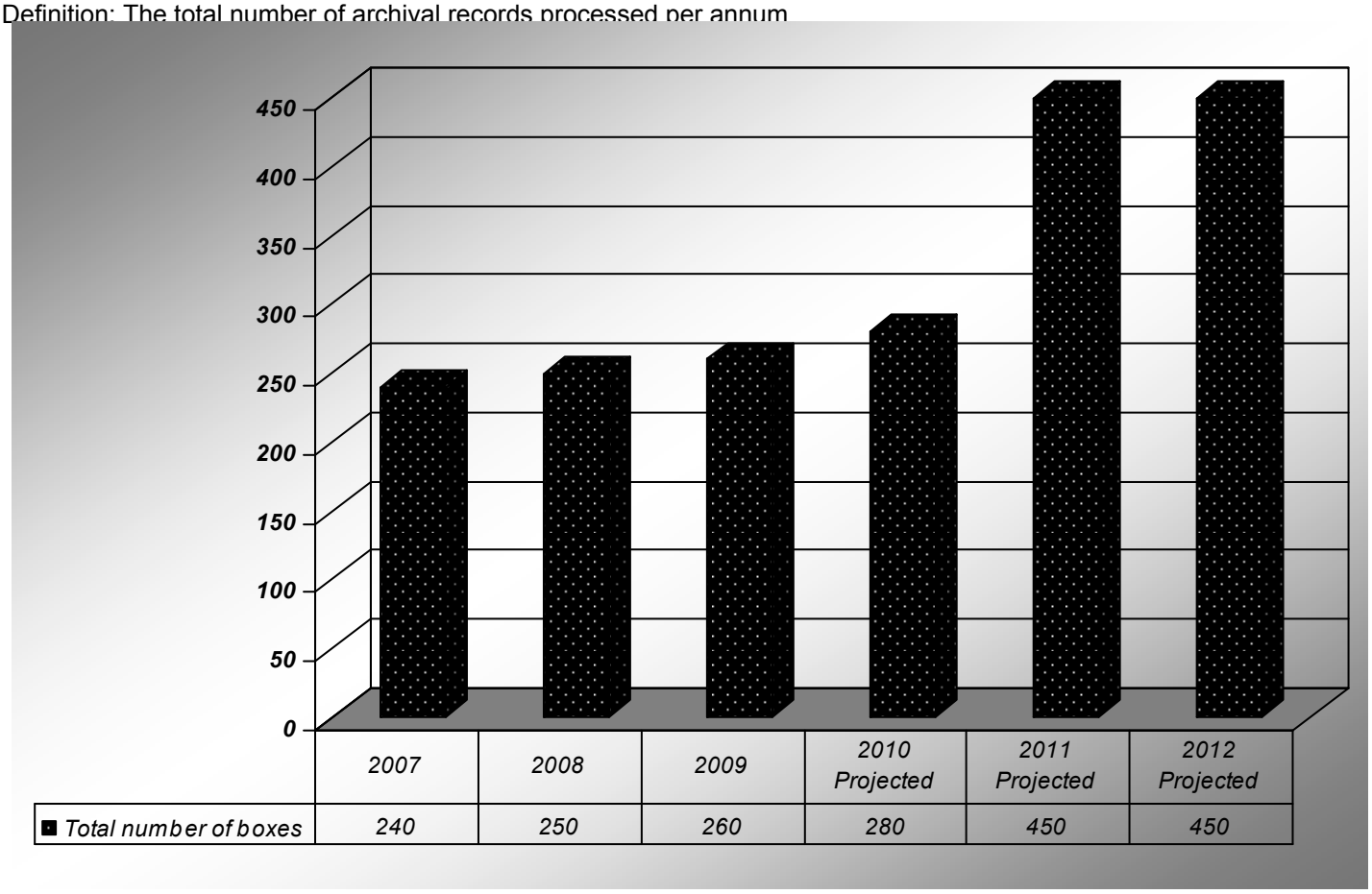
Office of the City Clerk

2011-12 Business Plan

BUSINESS OVERVIEW

Measure: Quantity of Archival Records Processed per Annum

Definition: The total number of archival records processed per annum



	2007	2008	2009	2010 Projected	2011 Projected	2012 Projected
Total number of boxes	240	250	260	280	450	450

Key Conclusion:
The total number of archival records processed per annum is projected to increase 53% from 2007-2012. Quantity of records processed in 2010 will be limited by secondment of Archival Records Analyst to Election duties from Aug-Oct. Increases in records processed in 2011 and 2012 is projected to occur to accommodate continued growth of City's long-term value records and the division will be able to manage the surge due to return of Archival Records Analyst.

Notes about the Measure:
Refers to records processing, the professional activities undertaken to make records accessible: appraisal (determining what has sufficient importance to retain for the long term); content/functional analysis, arrangement, and description/indexing in accordance with national archival standards. "Processing" of records is labour intensive, as indicating in following guidelines.

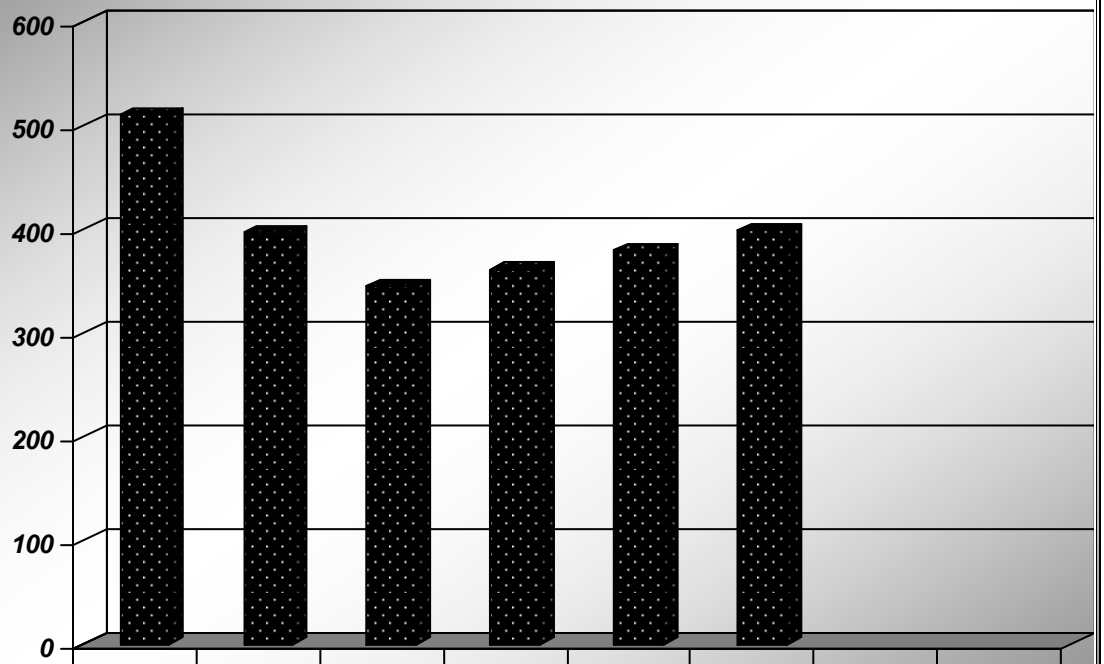
Office of the City Clerk

2011-12 Business Plan

BUSINESS OVERVIEW

Measure: Number of Committee of Adjustment Applications

Definition: Number of Committee of Adjustment Applications.



	2007	2008	2009	2010 Projected	2011 Projected	2012 Projected		
Number of Cmte of Adjustment Applications	511	397	345	362	380	399		

Key Conclusion:
The downturn in the economy has been reflected in fewer committee of adjustment applications for 2008 and 2009. It is expected that the decline in number of applications will stabilize for 2010.

Notes about the Measure:
The total number of applications include both minor Variance and Consent applications. Number of staff has remained constant from 2002 to 2009.

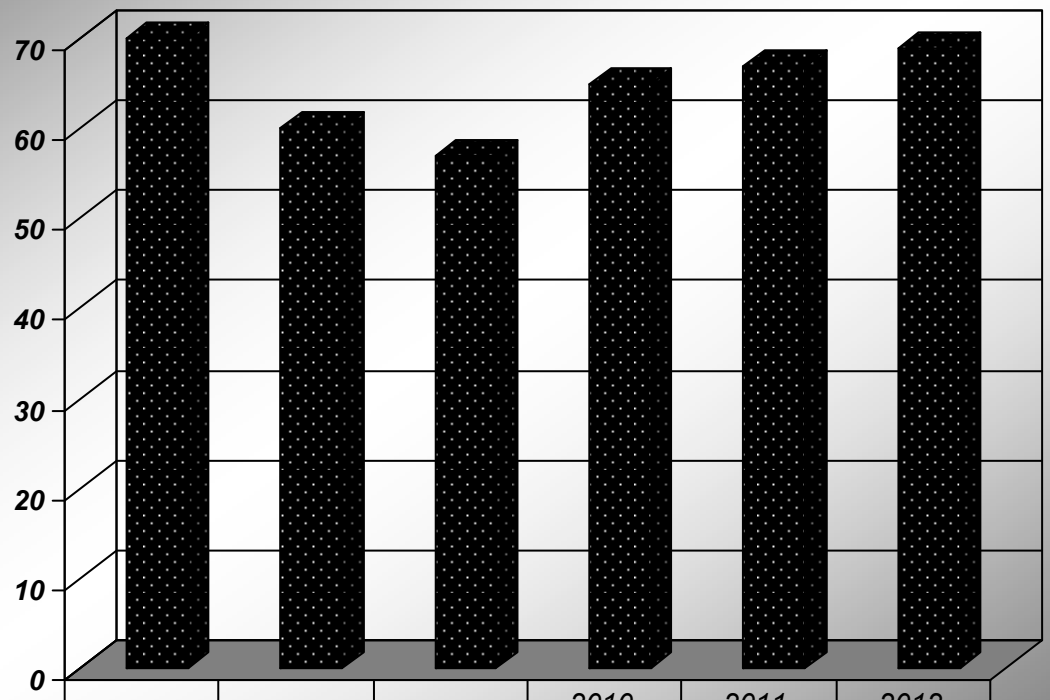
Office of the City Clerk

2011-12 Business Plan

BUSINESS OVERVIEW

Measure: Number of Registrations/FTE

Definition: Number of registrations processed per FTE.



	2007	2008	2009	2010 Projected	2011 Projected	2012 Projected
Number of registrations/FTE	70	60	57	65	67	69

Key Conclusion:
Number of registrations have fluctuated greatly over the past few years.

Notes about the Measure:
Total number of registrations include subdivisions and site plans. Measure does not include condominium agreements (averaging 5-7 per year) or development agreements (averaging 6-8 registrations per year). Number of applications have increased as a result of an increase in development applications in the City.

Office of the City Clerk

2011-12 Business Plan

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

The Office of the City Clerk is positioned to move forward with the mandate of greater transparency and accountability while delivering service excellence. In delivering the services under its mandate the department is continually looking for ways to improve as well as be seen as a leader in the municipal government field. To do so it will require the collaboration of key departments such as Information Technology Management and the organizational support to implement cutting edge technological systems such as an Electronic Document Management System (EDMS). As well the department values striving for continuous improvement and in future years will be reviewing its business processes to ensure it continues to add value to the Corporation.

Lessons learned from the administration of the 2010 General Municipal Election point to two critical concerns:

1) poll redistribution is required; and
2) proper staff management requires a new approach to training and recruitment.

Both of these outcomes are dependent on dedicated election resources within the election hiatus period.

Commissioner Sign-off **Date (mm/dd/yy)**

Legal Services

City of Vaughan
Revenue/Expenditure Summary Report
2011-12 Operating Budget

			2010 Actual	2010 Budget	2011 Budget	% of Total Budget	Budget Variance $	Budget Variance %	2012 Forecast
					2011				
Legal Services	Revenue	Dept. Misc. Revenues	(68,632)	(83,300)	(83,990)	23.1%	(690)	0.83%	(85,453)
		Trsf. Fm Res. & Res Funds	(151,387)	(151,387)	(280,338)	76.9%	(128,951)	85.2%	(284,819)
	Total Revenues		**(220,019)**	**(234,687)**	**(364,328)**	**100.0%**	**(129,641)**	**55.2%**	**(370,272)**
	Labour Costs	Staffing Costs (incl Benefits)	1,463,042	1,466,905	1,718,752	88.9%	251,847	17.17%	1,797,233
	Other Expenses	Professional Fees	493,998	112,988	114,979	5.9%	1,991	1.76%	114,979
		Staff Development & Training	35,956	38,931	39,615	2.0%	684	1.76%	39,615
		Service Contracts and Materials	4,341	24,999	25,440	1.3%	441	1.76%	25,440
		Office Supplies& Expenses	15,449	15,420	14,525	0.8%	(895)	-5.8%	14,525
		Office Equipment & Furniture	3,667	7,121	11,486	0.6%	4,365	61.3%	6,708
		Meals & Travel	3,564	5,802	5,871	0.3%	69	1.19%	5,871
		Other	44,466	2,028	2,030	0.1%	2	0.1%	2,030
		Communications	488	1,740	1,639	0.1%	(101)	-5.8%	1,639
		General Mtce & Repairs	221	326	306	0.0%	(20)	-6.13%	306
		Joint Services & Department Transfers	(2,000)	(2,000)	(2,000)	-0.1%	(0)	0.0%	(2,035)
		Total Non Labour Costs	**600,151**	**207,355**	**213,891**	**11.1%**	**6,536**	**3.15%**	**209,078**
	Total Expenses		**2,063,192**	**1,674,260**	**1,932,643**	**100.0%**	**258,383**	**15.43%**	**2,006,311**
	Net Expenditures		**1,843,173**	**1,439,573**	**1,568,315**		**128,742**	**8.94%**	**1,636,039**

2011 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2011 Impact		Net 2012 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget $	FTE	Budget $	FTE	Budget $	FTE	Budget $
Junior Lawyer - OMB Contract	Contract	1.0	142,664	(112,220)	30,444			1.00	30,444	-	(2,389)
Law Clerk	FT	1.0	67,885	0	67,885			1.00	67,885	-	(2,389)

Legal Services

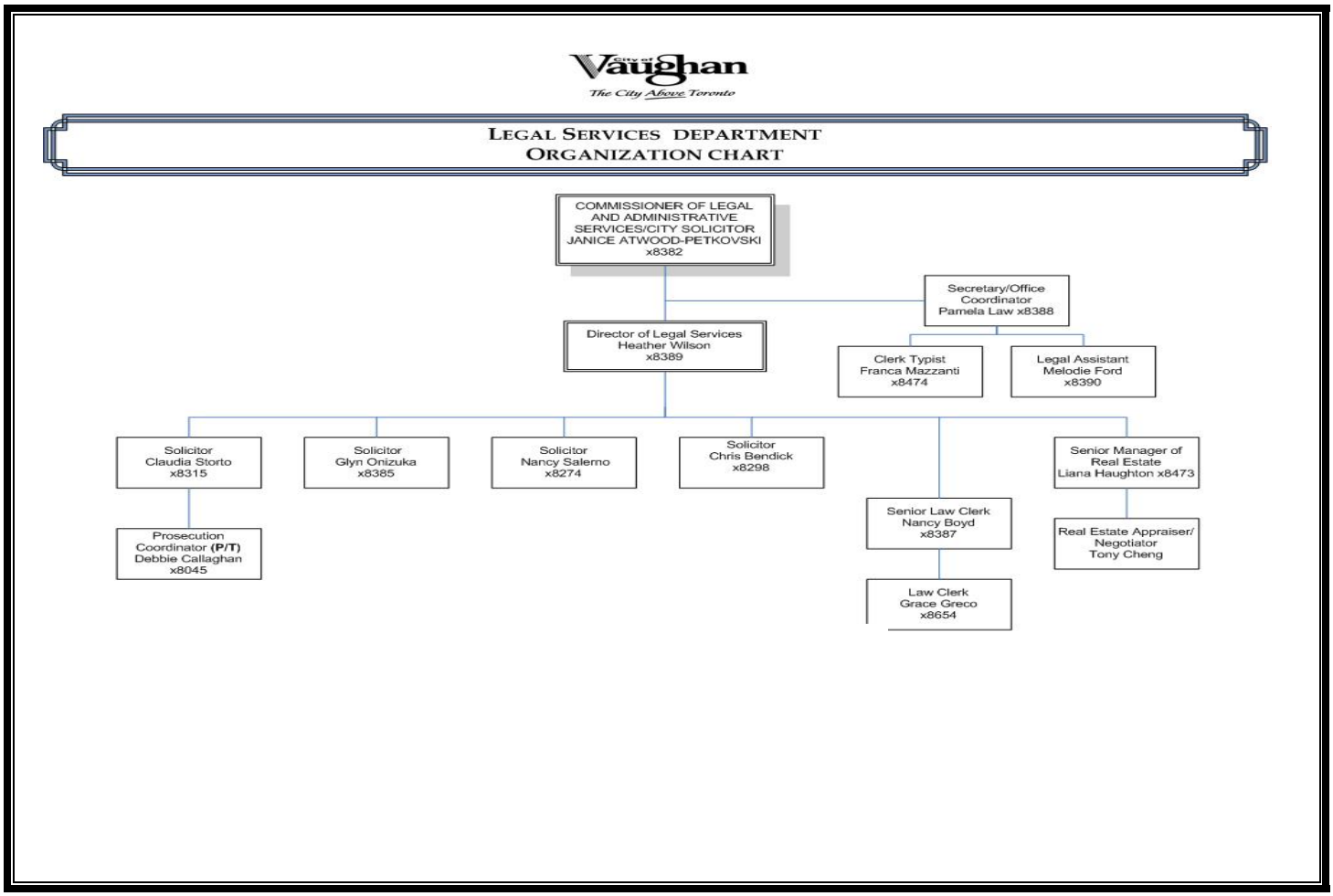
2011-12 Business Plan

BUSINESS OVERVIEW

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

The Legal Services Department supports, promotes and reinforces the City's corporate objectives and the Vaughan Vision through the provision of timely, accurate, relevant and strategic legal advice and real estate services.

Service Profile:



Full Time, Part Time and Overtime – Budgeted Amounts

	2010	2011 Base	Approved 2011 ARR	2011 Final	Carry Forward Gapping to 2012	2012 ARR
Full Time	11	11	1	12	0	0
Part Time	1	1	1	2	0	0
Overtime	-	-	-	-	-	-

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

- Council
- Senior Management
- Internal Departments and City Staff
- External lawyers
- Vaughan Public Libraries

Legal Services

2011-12 Business Plan

Work Plan:

Link to Vaughan Vision 2020:

Lead and Promote Environmental Sustainability
Plan and Manage Growth and Economic Vitality
Enhance Productivity, Cost Effectiveness and Innovation
Pursue Excellence in Service Delivery
Demonstrate Leadership and Promote Effective Governance

Future Pressures and Opportunities:

Continuing growth, legislative changes and increasing complexity of OMB, real estate, general municipal matters and litigation, create a future challenge to continue to ensure service levels. Additional lawyers/law clerks will be needed.

Continued growth also creates a future challenge for land acquisition to fulfill City requirements. Additional real estate staff will be needed to ensure timely acquisition for all City requirements including capital projects.

As a service department, any future pressures/challenges identified by all City Departments impact Legal Services. Legal and Real Estate Services contribute to the numerous initiatives undertaken by all City Departments.

Business Plan Objectives (list the status of 2010 business plan objectives and the method of measuring successful implementation. As well, list 2011-12 business plan objectives in the appropriate section)

Prior Year Business Plan Objectives / Accomplishments:	**Year**	**Status**	**Outcome/Results**
Provide timely advice to Council/staff on all legal aspects of municipal law, operations and policy, and by-laws	2010	Ongoing	
Represent and defend the City at all Ontario Municipal Board Hearings and other tribunals	2010	Ongoing	
Conduct and defend legal actions by and against the City in the Ontario court system	2010	Ongoing	
Draft or review all agreements and documents	2010	Ongoing	
Negotiate, prepare and complete acquisitions and sales of real property	2010	Ongoing	
Provide advice regarding existing, new or proposed legislation for municipal impact	2010	Ongoing	
Determination of amounts of cash-in-lieu of parkland payable to the City	2010	Ongoing	
Develop an acquisition plan for land for various municipal purposes	2010	Ongoing	

Legal Services

2011-12 Business Plan

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

Business Plan Objectives:	Timeline	Outcome	Resources
2011 (Top 3 Objectives)			
1.Provide timely advice to Council/staff on all legal aspects of municipal law operations and policy, and by-laws	Ongoing		Existing complement
2. Defend/Resolve Appeals of OP 2010	2011 – 2013		Additional lawyer and law clerk required
3. Represent and defend the City at all Ontario Municipal Board Hearings and other tribunals	Ongoing		Existing complement
4. Fulfill Acquisition Plan	2011 – 2013		Additional resources required
2012 (Top 3 Objectives)			
1.Provide timely advice to Council/staff on all legal aspects of municipal law operations and policy, and by-laws	Ongoing		Existing complement
2. Defend/Resolve Appeals of OP 2010	2011 – 2013		
3. Represent and defend the City at all Ontario Municipal Board Hearings and other tribunals	Ongoing		Existing complement
4. Fulfill Acquisition Plan	2011 – 2013		

Key Performance Indicators:

1. # of Lawyers per # of Employees
2. # of Lawyers per # of Residents
3. Dollar Value of Cash-in-lieu Determinations
4. # of Days Required for OMB Hearings and Litigation
5. Dollar Value of Acquisitions and Sales; # of Acquisitions and Sales

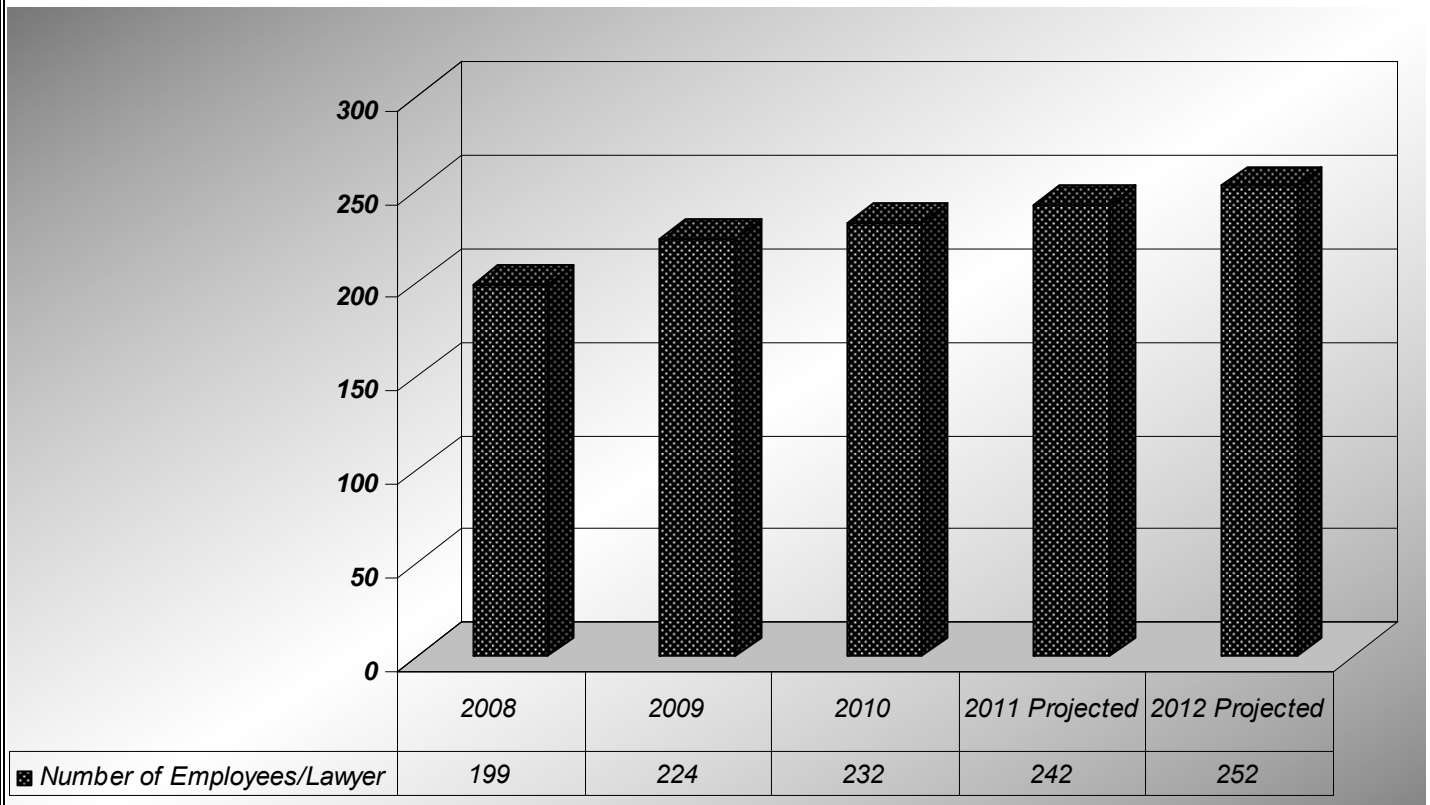
Legal Services

2011-12 Business Plan

BUSINESS OVERVIEW

Measure: Number of Lawyers per Number of Employees

Definition: The total number of lawyers in the Legal Services Department per the number of employees at the City of Vaughan



	2008	2009	2010	2011 Projected	2012 Projected
Number of Employees/Lawyer	199	224	232	242	252

Key Conclusion:

The number of employees per lawyer has increased from 2008-2010.

Notes about the Measure:

Continued growth in Vaughan and in the civic administration will mean the number of employees per lawyer will continue to increase.

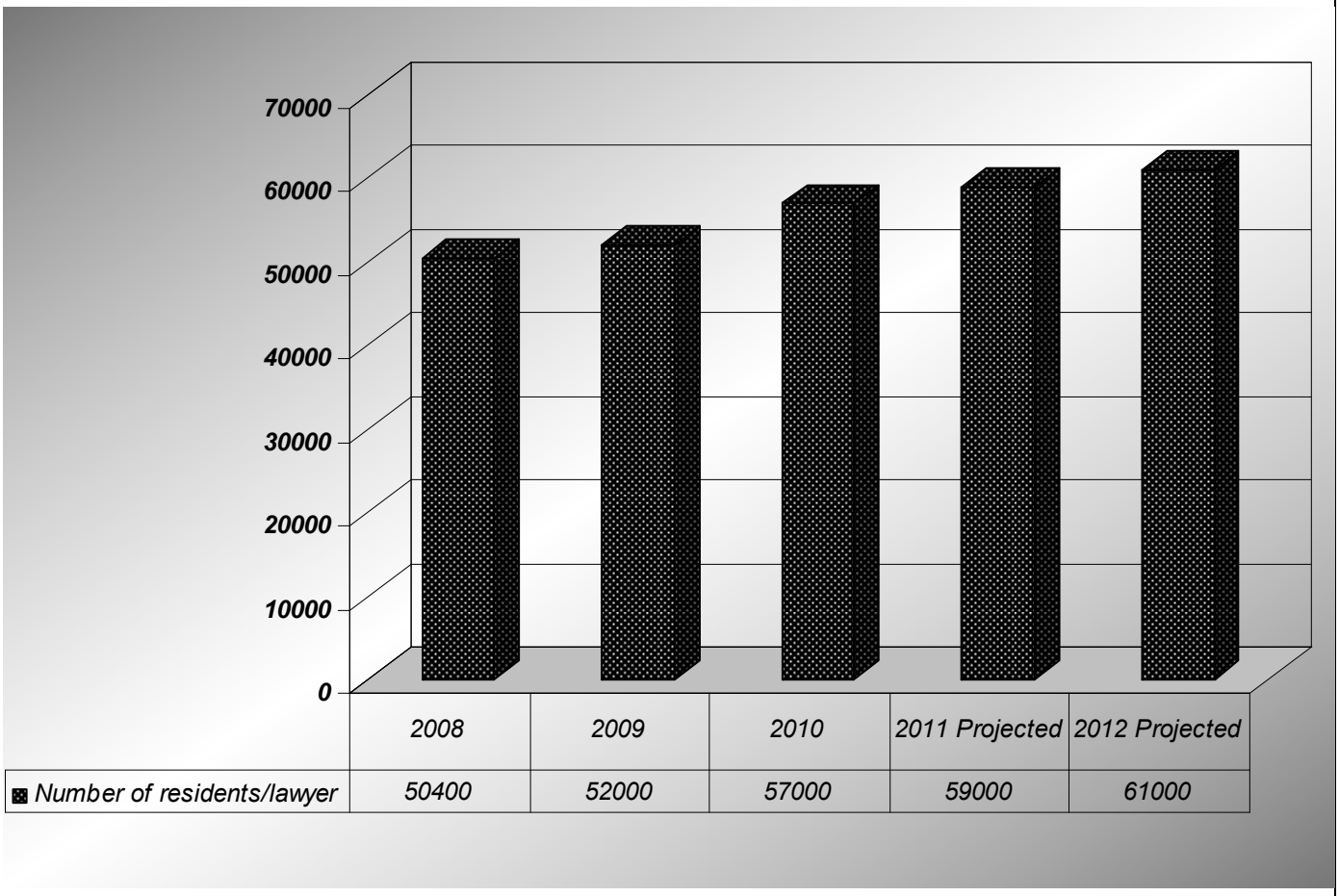
BUSINESS OVERVIEW

Legal Services

2011-12 Business Plan

Measure: Number of Lawyers per Number of Residents

Definition: The total number of lawyers in the Legal Services Department per the number of City of Vaughan residents



Key Conclusion:

The number of residents per lawyer has increased 17**%** from 2008 – 2010.

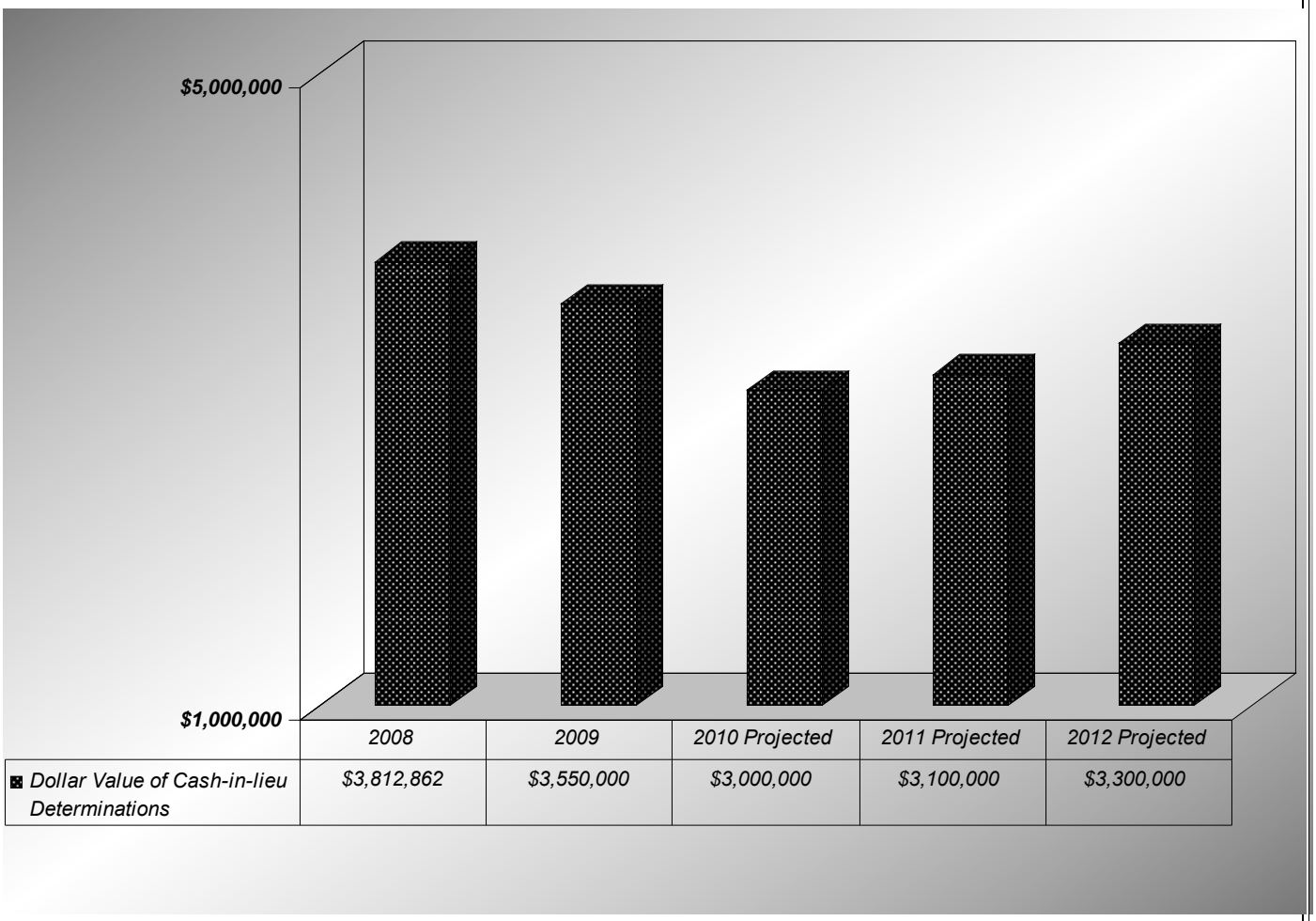
Notes about the Measure:
As the population continues to grow, the number of residents per lawyer will increase. A population figure of 285,000 was used for 2010, for 2011 – 295,000, and for 2012 – 305,000.

Legal Services

2011-12 Business Plan

BUSINESS OVERVIEW

Measure: Dollar Value of Cash-in-Lieu Determinations



Key Conclusion:

Although the dollar value of cash-in-lieu payments has decreased, the number of appraisals has remained constant. While development slowed marginally as a result of the economic downturn, predictions are that it will slowly increase in 2011 and 2012.

Notes about the Measure:

Every $160,000 of cash-in-lieu collected represents an overall average of approximately 35 hours of labour.

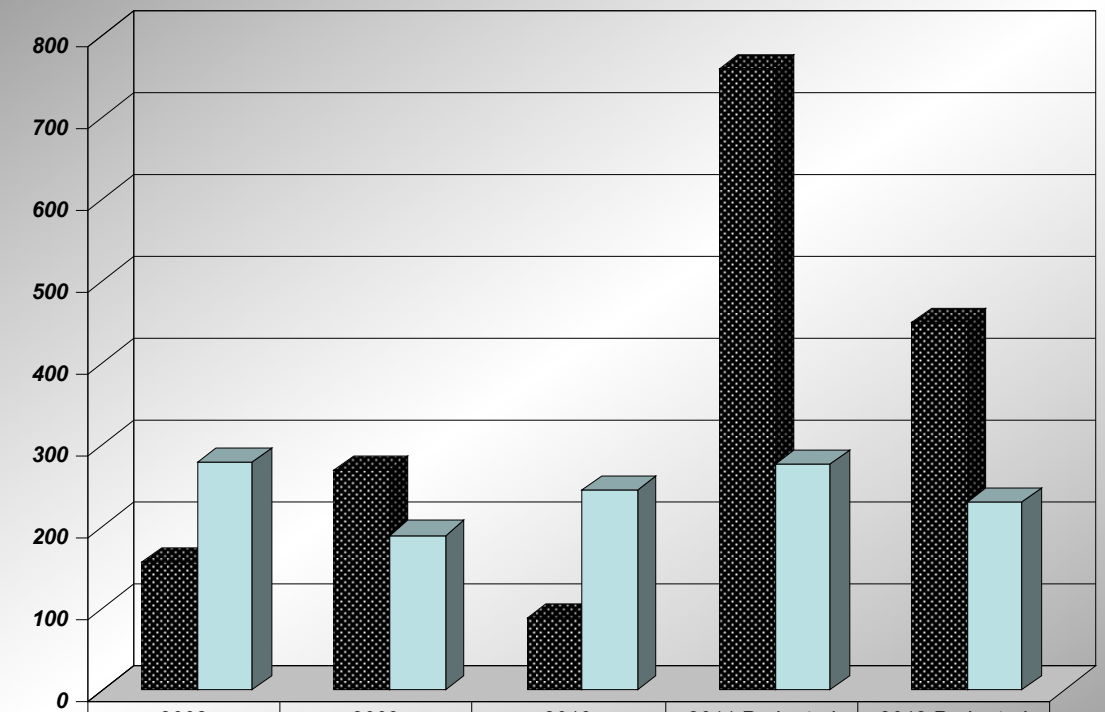
Legal Services

2011-12 Business Plan

BUSINESS OVERVIEW

Measure: Number of Days Required for OMB Hearings and Litigation

Definition: The total number of days booked for OMB hearings/litigation for internal and external lawyers



	2008	2009	2010	2011 Projected	2012 Projected
Number of Days - OMB	156	270	88	760	450
Number of Days - Litigation	278	190	245	276	230

Key Conclusion:

Notes about the Measure:
External and internal legal counsel are both involved in representing the City at the OMB hearings. When external counsels are used, internal lawyers assist. The significant complexity of three OMB matters in 2009 reflected additional days of preparation and follow-up for each hearing day held. The shorter OMB matters include 3 days, with the adoption on September 7, 2010 of the City of Vaughan Official Plan 2010, including a number of secondary Plans, appeals are anticipated in the spring of 2011, with some prehearings, mediations and hearings projected for mid – late 2011. Longer, more complicated hearings are projected for 2012, which results in very high projected numbers.

Litigation statistics have been fully represented and include all lawsuits (including Small Claims Court), arbitrations, grievances and other hearings for all the lawyers. While claims against the municipality are difficult to anticipate, general litigation is decreasing. Decreasing numbers of grievances is reflective of the legal participation and the

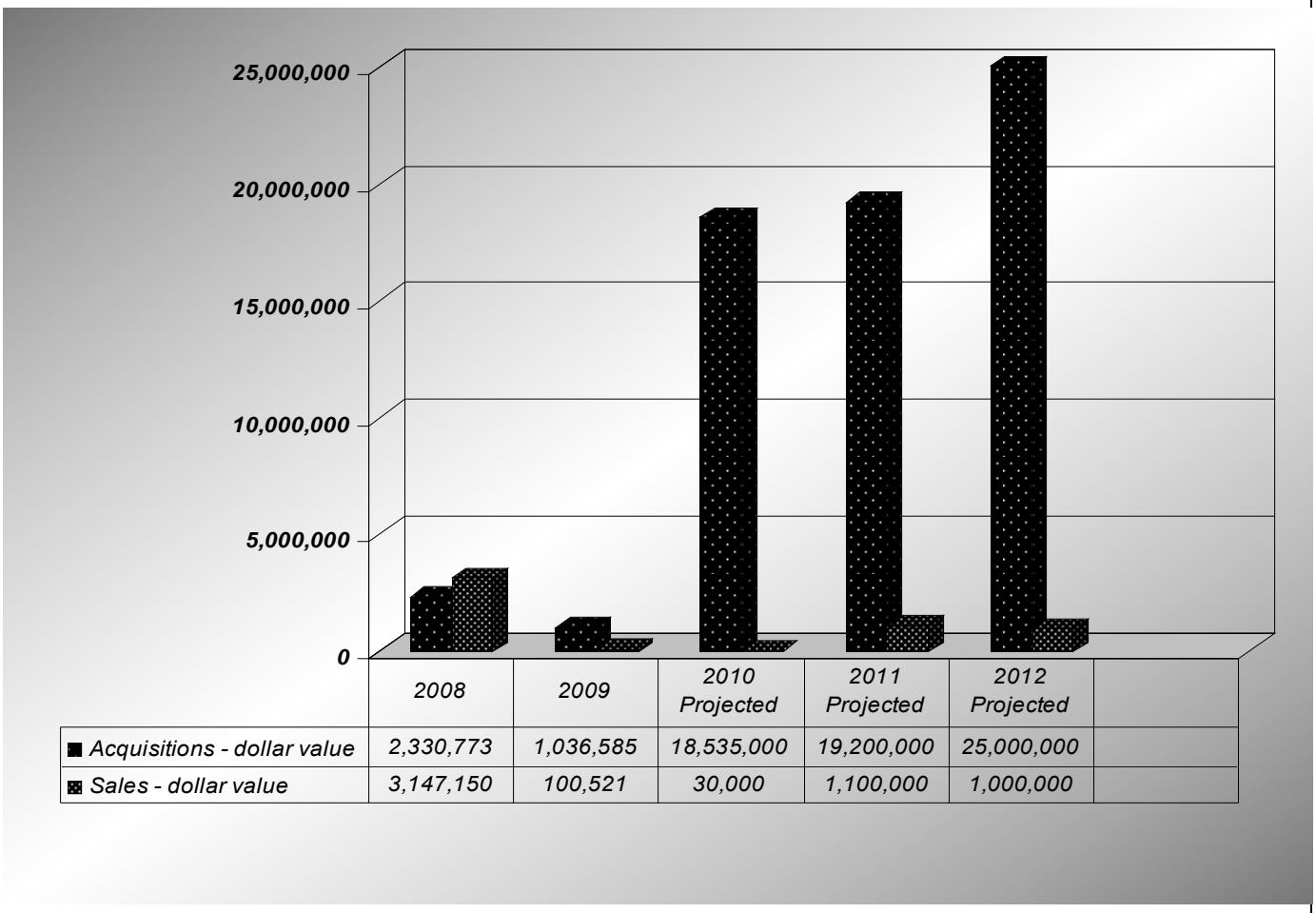
assistance of the Human Resources Department in training staff and working toward resolution of matters. 2008 litigation days included an injunction application to prohibit an unauthorized rodeo.

The increase in the monetary limit of Small Claims Court from $10,000 per claim to $25,000 per claim is expected to result in an increase in claims. Continued growth and the increasing complexity of prosecution matters means increased involvement by City lawyers, along with increased numbers of hearings on other matters, such as the Licensing Committee.

BUSINESS OVERVIEW

Measure: Dollar Value of Acquisitions and Sales
Number of Acquisitions and Sales

Definition: The number of acquisitions and sales in dollar value from 2008 to 2012



	2008	2009	2010 Projected	2011 Projected	2012 Projected
Number of acquisitions	4	6	7	7	5
Number of sales	8	8	8	2	1

Key Conclusion:

General Real Estate activity has remained constant over the last few years, but a significant jump in acquisitions is expected.

Acquisitions for fire hall sites, parks, works yards and road capital projects are expected in 2011 and 2012, as identified in the Development Charges Background Study, 2008, the Fire Master Plan, the Active Together Master Plan, and the Vaughan Official Plan 2010.

Sales are expected to decline as most of the City's surplus land has been sold from 2005 to 2008.

Notes about the Measure:

The significant increase in 2010 is attributable to three large acquisitions: the Block 11 community centre and Library site, the former Avondale site, and the Kleinburg location for the future Discovery Centre.

2011 and 2012 include projected large park purchases.

BUSINESS OVERVIEW:

Key Conclusion: (What are some assumptions about the performance measure which should be stated)

With the expected jump in OMB activity, significant time is devoted to working toward resolving issues to avoid hearings, so that even if anticipated hearings do not occur, considerable staff time is still required.

Larger acquisitions require significant time for valuation and negotiation. If agreed settlements are not reached, expropriation proceedings may result, which are time consuming and expensive, placing further demands on both Real Estate and Legal staff.

Notes about the Measure: (What are some assumptions about the performance measure which should be stated)

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

Performance measures continue to show increases in requirements for legal and real estate services. The Department has been operating at capacity for the last few years. Significant OMB activity is expected in 2011 and 2012. Increased participation in prosecutions results in increasing litigation days.

With the adoption of the Active Together Master Plan and the Fire Master Plan, and in accordance with the Development Charges Background Study, 2008, significant acquisitions are anticipated in 2011 and 2012. This means increased staff workload for both Real Estate and Legal Services. Continued economic recovery will increase the time required for cash-in-lieu valuations.

Commissioner Sign-off **Date (mm/dd/yy)**

Enforcement Services

City of Vaughan
Revenue/Expenditure Summary Report
2011-12 Operating Budget

			2010 Actual	2010 Budget	2011 Budget	% of Total Budget	Budget Variance $	Budget Variance %	2012 Forecast
					2011				
Enforcement Services	Revenue	Dept. Misc. Revenues	(19,757)	(3,700)	(58,500)	2.6%	(54,800)	1,481.08%	(59,200)
		General Revenue	(16,307)	(39,826)	(68,050)	3.1%	(28,224)	70.87%	(71,950)
		Rev. frm Recov. Exp	(8,009)	(6,490)	(319,847)	14.4%	(313,357)	4,828.31%	(320,645)
		Licenses and Permits	(2,015,098)	(1,774,434)	(1,771,000)	79.9%	3,434	-0.19%	(1,771,500)
	Total Revenues		**(2,059,171)**	**(1,824,450)**	**(2,217,397)**	**100.0%**	**(392,947)**	**21.54%**	**(2,223,295)**
	Labour Costs	Staffing Costs (incl Benefits)	2,980,960	3,168,341	4,119,119	85.2%	950,778	30.01%	4,397,895
	Other Expenses	Service Contracts and Materials	781,100	820,784	156,284	3.2%	(664,500)	-80.96%	156,285
		General Mtce & Repairs	108,041	137,870	138,787	2.9%	917	0.67%	138,787
		Operating Leases	706	980	136,317	2.8%	135,337	13,809.9%	136,317
		Other	2,822	2,745	50,025	1.0%	47,280	1,722.4%	71,155
		Corporate Accounts	59,449	41,680	47,546	1.0%	5,866	14.07%	49,781
		Office Equipment & Furniture	2,849	21,925	45,041	0.9%	23,116	105.43%	38,791
		Office Supplies& Expenses	41,590	36,920	34,786	0.7%	(2,134)	-5.78%	34,786
		Communications	18,920	30,290	33,617	0.7%	3,327	10.98%	34,617
		Staff Development & Training	15,301	22,115	26,522	0.5%	4,407	19.93%	28,522
		Professional Fees	0	0	25,440	0.5%	25,440	0.0%	25,440
		Tools & Equipment	9,802	14,790	16,877	0.3%	2,087	14.11%	17,877
		Meals & Travel	841	1,005	1,003	0.0%	(2)	-0.2%	1,003
		Joint Services & Department Transfers	630	700	700	0.0%	0	0.0%	700
		Total Non Labour Costs	**1,042,051**	**1,131,804**	**712,945**	**14.8%**	**(418,859)**	**-37.01%**	**734,061**
	Total Expenses		**4,023,011**	**4,300,145**	**4,832,064**	**100.0%**	**531,919**	**12.37%**	**5,131,956**
	Net Expenditures		**1,963,839**	**2,475,695**	**2,614,667**		**138,972**	**5.61%**	**2,908,661**

2011 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2011 Impact		Net 2012 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget $	FTE	Budget $	FTE	Budget $	FTE	Budget $
Licensing Enforcement Field Officer	FT	1.0	84,493	(45,000)	39,493			1.00	39,493	-	(2,250)
Bylaw Enforcement - Property Standards Officers	FT	1.0	86,988	0	86,988			1.00	86,988	-	(4,000)

2012 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2012 Impact		Net 2013 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget $	FTE	Budget $	FTE	Budget $	FTE	Budget $
Bylaw Enforcement - Property Standards Officer	FT	1.0	90,476	0	90,476			1.00	90,476	-	(4,000)

Capital Budget

Comm. of Legal & Admin. Serv.
Enforcement Services

Year Identified	Project #	Project Name	Project Type	Total Budget	Operating Budget Impact	TCA
2010	BY-2508-10	Animal Shelter Lease Hold Improvements	Growth/Development	$107,100		Y
				$107,100		

Enforcement Services

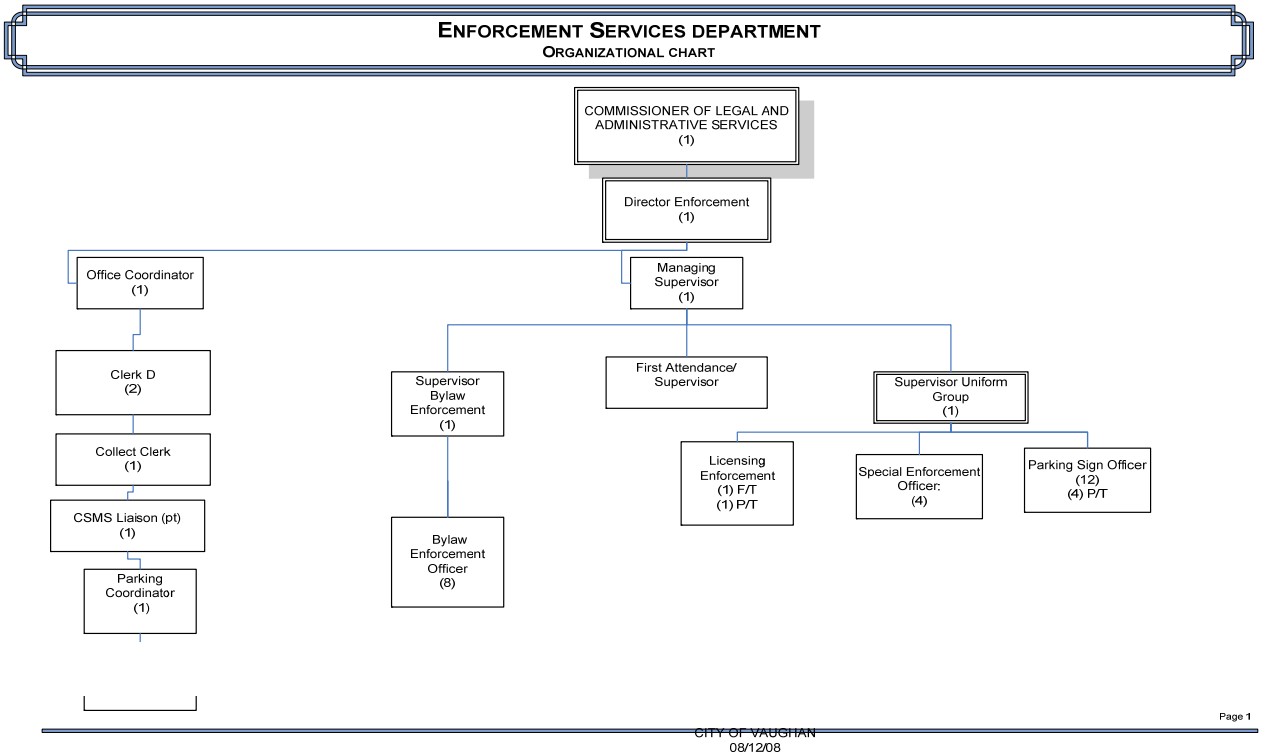
2011-12 Business Plan

BUSINESS OVERVIEW

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

Enforcement Services is responsible for encouraging the compliance with 41 City of Vaughan Bylaws through a combination of reactive and proactive enforcement methodologies in both a uniformed and non-uniformed presence in the community. In 2011, the department will assume direct responsibility for the delivery of Animal Services.

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



Full Time, Part Time and Overtime – Budgeted Amounts

	2010	2011 Base	Approved 2011 ARR	2011 Final	Carry Forward Gapping to 2012	2012 ARR
Full Time	35	42	2	44	0	1
Part Time	4.8	8.3	0	8.3	0	0
Overtime	$17,285	$17,285	$1,000-	$18,285		$500

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

- Residents and Businesses
- Council

- Other internal departments
- External Enforcement Agencies
- Other municipalities and levels of government

Work Plan:

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

Pursue Excellence in Service Delivery

Enhance and Ensure Community Safety, Health and Wellness

Lead and Promote Environmental Sustainability

Value and Encourage a Highly Motivated Workforce

Support the Professional Development of Staff

Enhance Productivity, Cost Effectiveness and Innovation

Plan and Manage Growth & Economic Vitality

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

Continued growth within the community continues to outpace staffing growth causing an erosion of service delivery. This will continue for the foreseeable future.

The department will be rolling out an online animal licensing program in 2011 which will assist in increasing the level of compliance with animal licensing provisions while reducing the level of manual labour involved in the animal licensing program.

Business Plan Objectives (list the status of 2010 business plan objectives and the method of measuring successful implementation. As well, list 2011-12 business plan objectives in the appropriate section)

Prior Year Business Plan Objectives / Accomplishments:	Year	Status	Outcome/Results
Blackberry Initiative – increase efficiency by reducing amount of time per day by permitting records management information downloaded onto blackberry device by Officers on the road, real time	2010	**Pending since 2007- awaiting ITM implementation**	**Awaiting ITM to activate project**
Create a community safety strategy to ensure citizens are safe and have access to safety education programs (partnership with York Regional Police)	2010	ongoing	Web linkage to go live with external VOL
Implementation and evaluation of Administrative Monetary Penalty Program	2010	complete	Program success
Monitoring and maintaining standard operating procedures	2010	ongoing	Processes maintained up to date

Enforcement Services

2011-12 Business Plan

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

Business Plan Objectives:	Timeline	Outcome	Resources
2011 (Top 3 Objectives)			
1. Open and operate Animal Shelter	2011	Target January 2011	Accounted for
2. Blackberry Initiative – increase efficiency by reducing amount of time per day by permitting records management information downloaded onto blackberry device by Officers on the road, real time	2011	Target January 2011	ITM Department
3. Implement new Property Standards Bylaw, including new standards for Heritage Properties	2011	Enactment in late 2010 – full year impact in 2011	Accounted for
Other: Create a community safety strategy to ensure citizens are safe and have access to safety education programs (partnership with York Regional Police)	2011	Web linkage to YRP programs	None required
2012 (Top 3 Objectives)			
1. Evaluate Full Year of Animal Services Delivery	2012	Ensuring best practices	
2. Major Bylaw Reviews	2012	Improve quality of Bylaw and processes	
3.			
Other			

Enforcement Services

2011-12 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2010, 2011 and 2012)

1. Enforcement Services Complaint-Driven Requests – excluding animal control
2. Number of online ticket payments
3. Service standard response
4. Number of Complaint Driven Service Request per Field Officer
5. Amount of parking revenue generated/received per annum
6. Number of service requests completed per annum

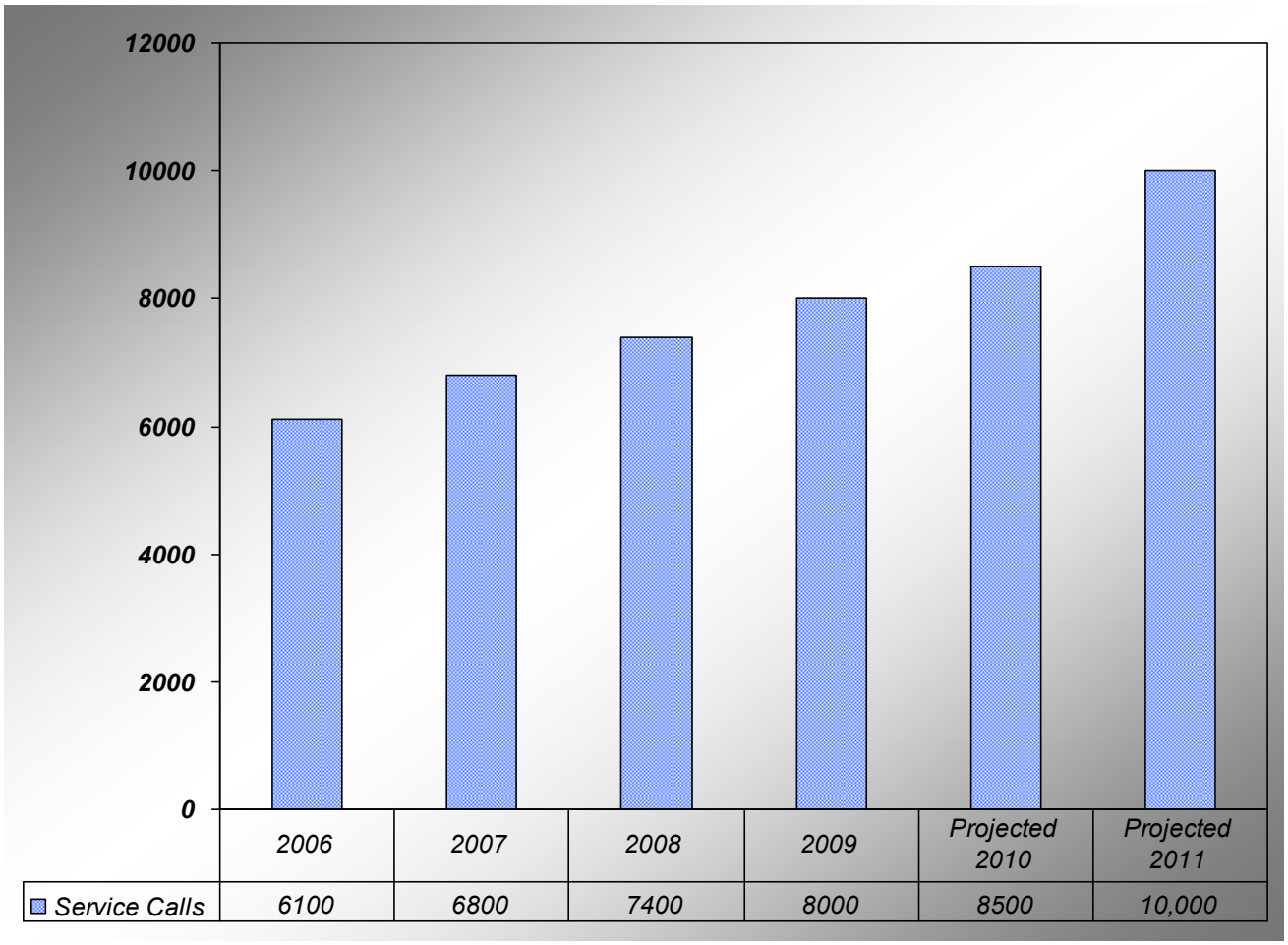
Enforcement Services

2011-12 Business Plan

BUSINESS OVERVIEW:

Measure: Enforcement Services Complaint-Driven Requests

Definition: The number of complaint driven service requests (files) requiring investigation and/or resolution driven by Enforcement Services staff.



	2006	2007	2008	2009	Projected 2010	Projected 2011
Service Calls	6100	6800	7400	8000	8500	10,000

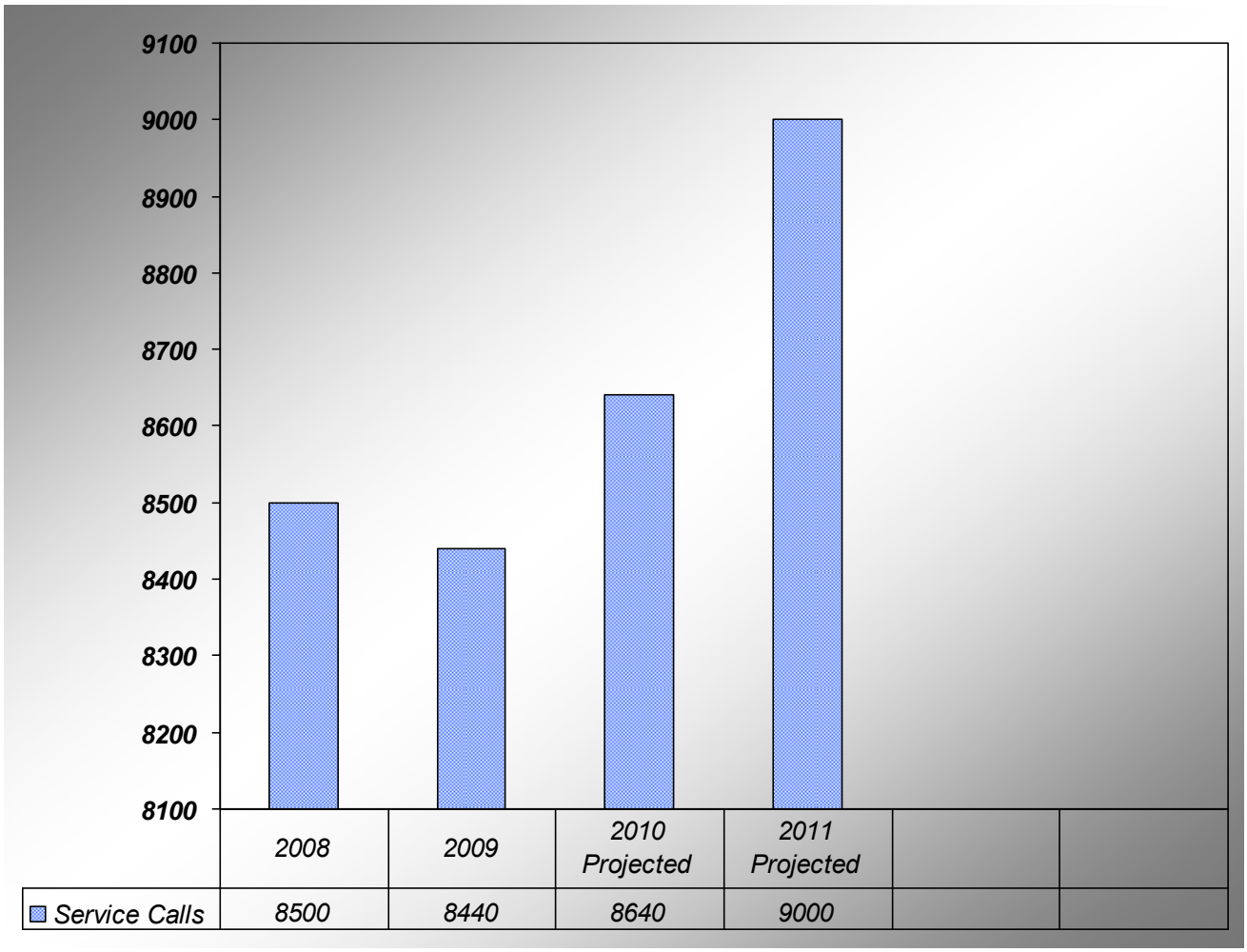
Key Conclusion:
The number of complaint driven service requests have increased 24% over the 2006 to 2009 period, including an 8% increase from 2008-2009. As the population rate continues to increase, so too will the call volume.

Notes about the Measure:
The measure demonstrates the continual increase in demand for service from Enforcement Services. It provides the basis for the service delivery standards and call to officer ratios that were accepted in 2004.

The current number of enforcement service hours available to respond to escalating service request volumes is **inadequate to maintain established service standard due to the continual increase in call volume**.

Measure: Number of Online Ticket Payments

Definition: The number of complaint of online ticket payments per annum

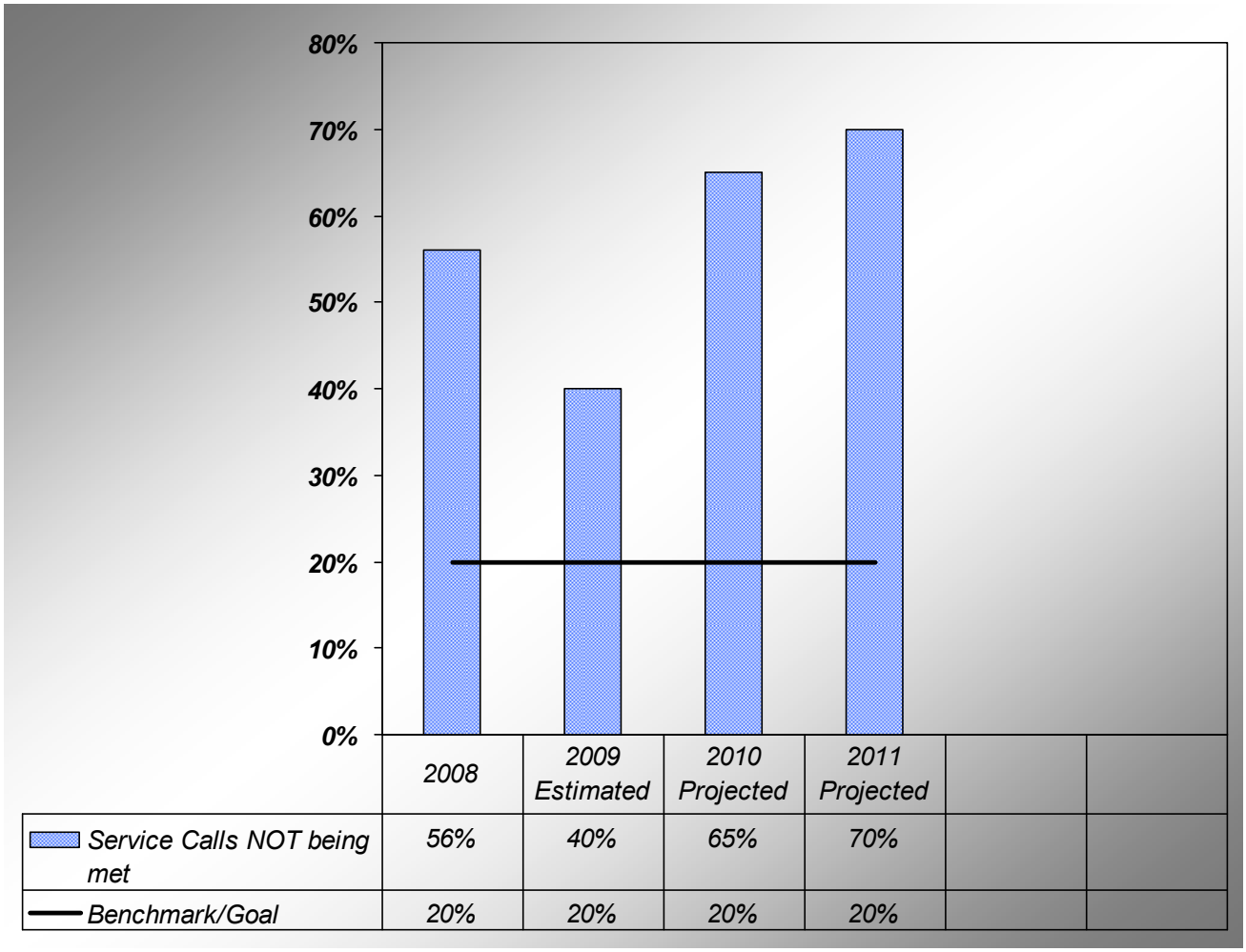


Key Conclusion:
The implementation of the Ticket Online Payment process is a valuable customer service, that is being used at a satisfactory level

Notes about the Measure:
Continued and consistent usage of the system indicates that the service is useful to residents

Measure: Service Standard Response

Definition: The percentage of complaints unable to be responded to with the accepted service standard of 5 -10 business days



	2008	2009 Estimated	2010 Projected	2011 Projected		
Service Calls NOT being met	56%	40%	65%	70%		
Benchmark/Goal	20%	20%	20%	20%		

Key Conclusion: The ability of staff to initially respond to a call for service is within 5 – 10 days. In conjunction with the number of calls per officer, the numbers here demonstrate the impact of the workload on the department's ability to provide timely service.

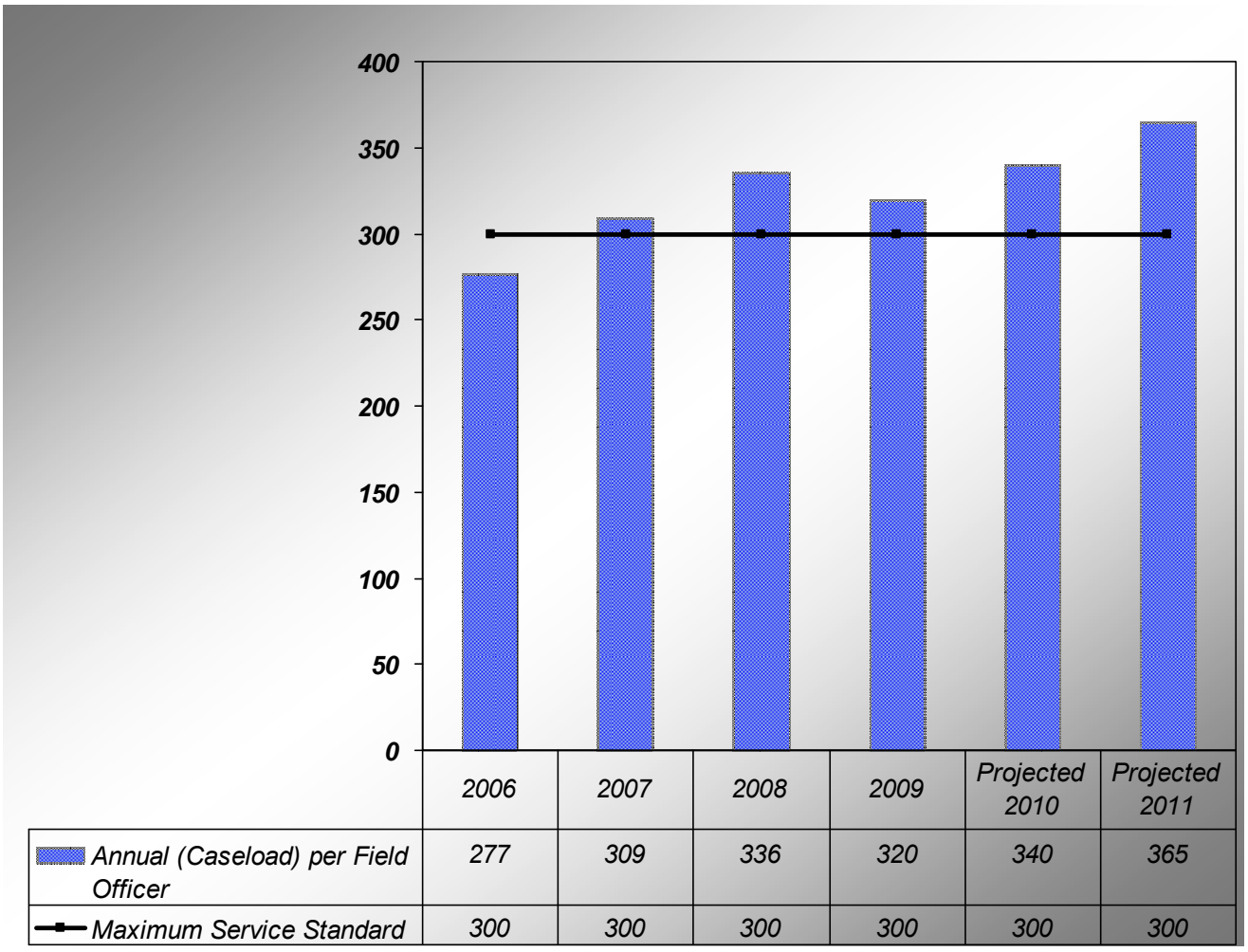
The statistic above are captured from snapshots of data over the year

Notes about the Measure:

The goal for initial response is 5-10 days

Measure: Number of Complaint Driven Service Requests per Field Officer

Definition: The number of complaint-driven service requests per Field Officer who are handling such requests

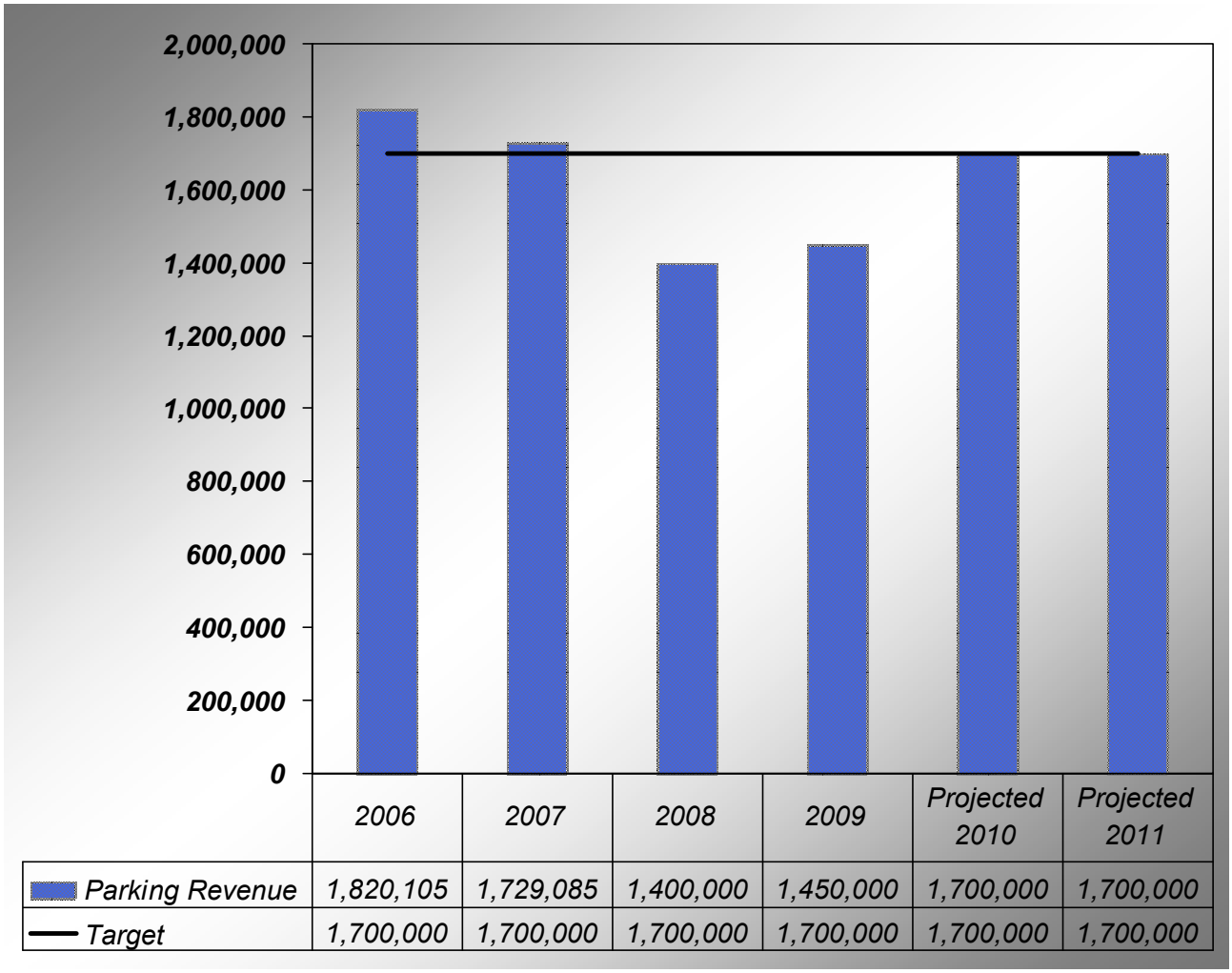


Key Conclusion:
The number of complaints that each Field Officer is required to investigate rose by 20% from 2006 to 2009 period. This trend will continue which will result in slowing service delivery. **A case load of over 300 per officer will diminish the service delivery standard of response in 5-10 days.**

Notes about the Measure:
In 2009 3 officers were added with the intention of maintaining or improving service delivery levels. Please note that the 2008 ratio is 336 as per the number of complaints per field officer. By adding staff the ratio diminished, but only slightly, and only for one year. In 2010 the caseload is expected to increase to 340:1

Measure: Amount of Parking Revenue Generated/Received per Annum

Definition:



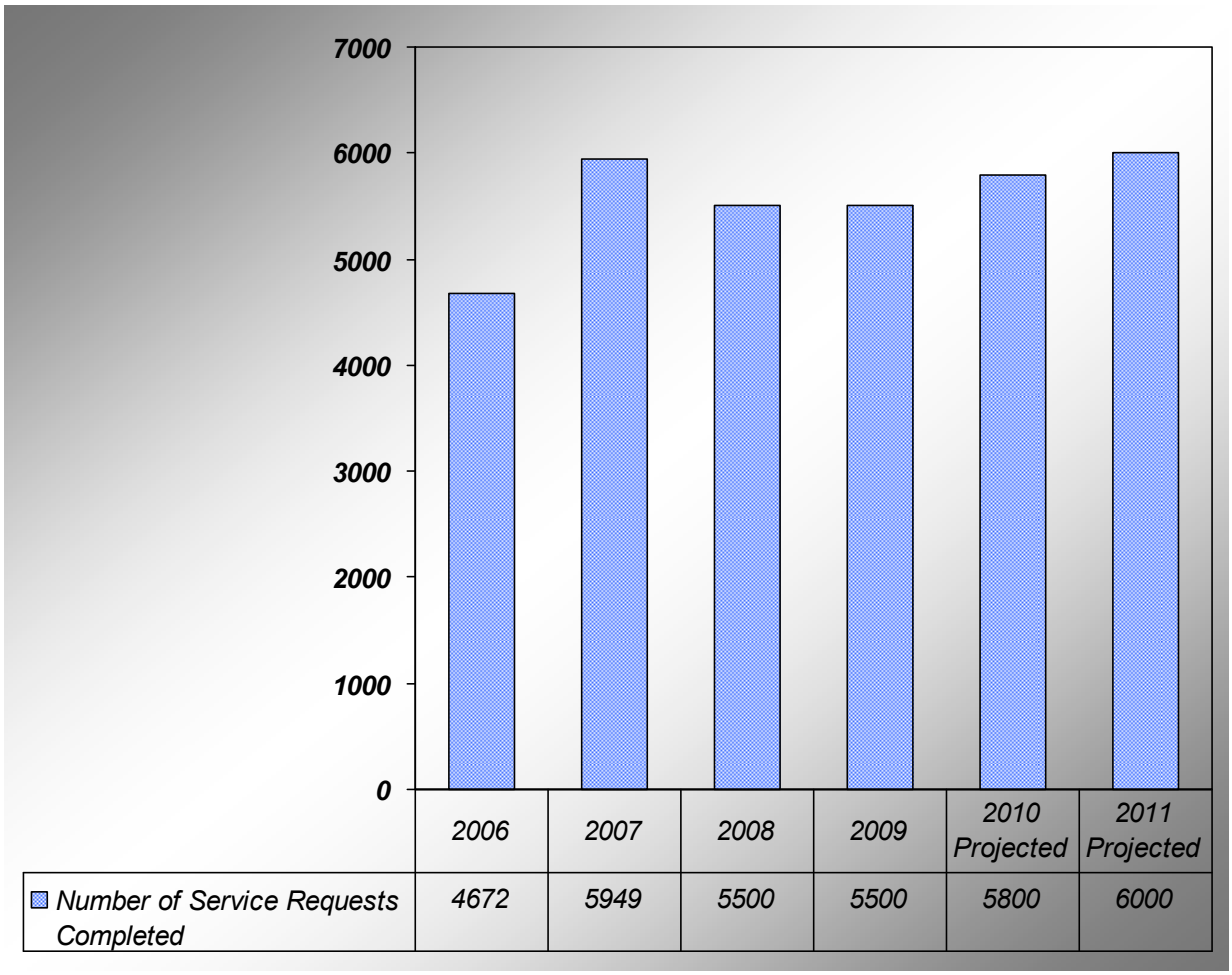
	2006	2007	2008	2009	Projected 2010	Projected 2011
Parking Revenue	1,820,105	1,729,085	1,400,000	1,450,000	1,700,000	1,700,000
Target	1,700,000	1,700,000	1,700,000	1,700,000	1,700,000	1,700,000

Key Conclusion: Call volume increases, and other increasing enforcement demands such as sign enforcement, and permit parking negatively impacted fine revenue in 2009. Administrative Monetary Penalties is indicating a possible recovery in 2010 to potentially 2007 levels

Notes about the Measure: Revenue received cannot be controlled or accurately projected by staff. Revenue generated was a measure of the productivity of staff. However, the time required to now inspect the growing number of parking permits across the city quite dramatically impacts productivity. Parking Permits also tend to reduce fine revenue.

Measure: Number of Service Requests Completed per Annum

Definition: The total number of Service Requests which are completed and closed by Enforcement Services staff



	2006	2007	2008	2009	2010 Projected	2011 Projected
Number of Service Requests Completed	4672	5949	5500	5500	5800	6000

Key Conclusion:
The number of service requests completed per year by Enforcement Services staff will vary from year to year based on call volume and call case load.

Notes about the Measure:
As the length of time to investigate and complete files increases which will impact the number of service requests completed per year. Operational and procedural changes implemented by the Enforcement Services staff have improved the timelines of file closing.

Enforcement Services

2011-12 Business Plan

BUSINESS OVERVIEW

Overall Conclusion:

Call volumes have continued to increase to a point where despite recent staffing increases, the established service delivery standards and revenue targets cannot be sustained.

Year-to-date 2010, staff have been able to respond to 35% of calls within the established service standard. This leaves 65% of calls that are not responded to within 5-10 days. All efficiencies have been implemented to increase investigational effectiveness, however, the call volume is exceeding the staff's ability.

Revenue will meet projections this year. Although a customer service related initiative, the increasing volume of parking permits have a negative impact on the productivity of parking enforcement staff and have the potential to diminish fine revenue.

Commissioner Sign-off **Date (mm/dd/yy)**

Human Resources

City of Vaughan
Revenue/Expenditure Summary Report
2011-12 Operating Budget

			2010 Actual	2010 Budget	2011 Budget	% of Total Budget	Budget Variance $	Budget Variance %	2012 Forecast
					2011				
Human Resources	Revenue	Reserves Revenue	(1,216,088)	0	0	0.0%	0	0.0%	0
	Total Revenues		**(1,216,088)**	**0**	**0**		**0**	**0.0%**	**0**
	Labour Costs	Staffing Costs (incl Benefits)	2,450,658	2,481,681	2,541,115	79.8%	59,434	2.39%	2,878,388
	Other Expenses	Professional Fees	355,959	294,168	387,988	12.2%	93,820	31.89%	437,990
		Staff Development & Training	74,359	124,746	124,746	3.9%	0	0.0%	124,745
		Community Advertising & Promotion	55,618	143,820	50,000	1.6%	(93,820)	-65.23%	50,000
		Awards, Sponsorships & Grants	55,971	35,000	35,000	1.1%	0	0.0%	35,000
		Office Supplies& Expenses	26,401	27,504	27,504	0.9%	0	0.0%	29,105
		Other	16,633	16,748	16,749	0.5%	1	0.01%	16,750
		Service Contracts and Materials	7,934	14,680	14,680	0.5%	0	0.0%	14,680
		Tools & Equipment	2,163	10,830	10,830	0.3%	0	0.0%	10,830
		Communications	3,847	6,820	6,820	0.2%	0	0.0%	8,220
		Office Equipment & Furniture	7,930	5,416	5,416	0.2%	0	0.0%	9,015
		Meals & Travel	4,040	1,951	1,951	0.1%	0	0.0%	1,950
		General Mtce & Repairs	0	980	980	0.0%	0	0.0%	980
		Capital Funding	1,216,088	0	0	0.0%	0	0.0%	0
		Joint Services & Department Transfers	(39,760)	(40,000)	(40,000)	-1.3%	(0)	0.0%	(40,000)
		Total Non Labour Costs	**1,787,182**	**642,663**	**642,664**	**20.2%**	**1**	**0.0%**	**699,265**
	Total Expenses		**4,237,841**	**3,124,344**	**3,183,779**	**100.0%**	**59,435**	**1.9%**	**3,577,653**
	Net Expenditures		**3,021,752**	**3,124,344**	**3,183,779**		**59,435**	**1.9%**	**3,577,653**

2011 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2011 Impact		Net 2012 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget $	FTE	Budget $	FTE	Budget $	FTE	Budget $
Crossing Guard Coordinator (FT Conv.)	FT	0.5	78,907	(33,595)	45,312			0.50	45,312	-	0

2012 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2012 Impact		Net 2013 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget $	FTE	Budget $	FTE	Budget $	FTE	Budget $
HR Business Partner	FT	1.0	103,341	0	103,341			1.00	103,341	-	(1,200)
Learning/Dev Specialist & Coordinator	FT	2.0	165,436	0	165,436			2.00	165,436	-	(2,400)
Prof Fees - Engagement Survey	n/a	0.0	50,000	0	50,000			-	50,000	-	0

Human Resources

2011-12 Business Plan

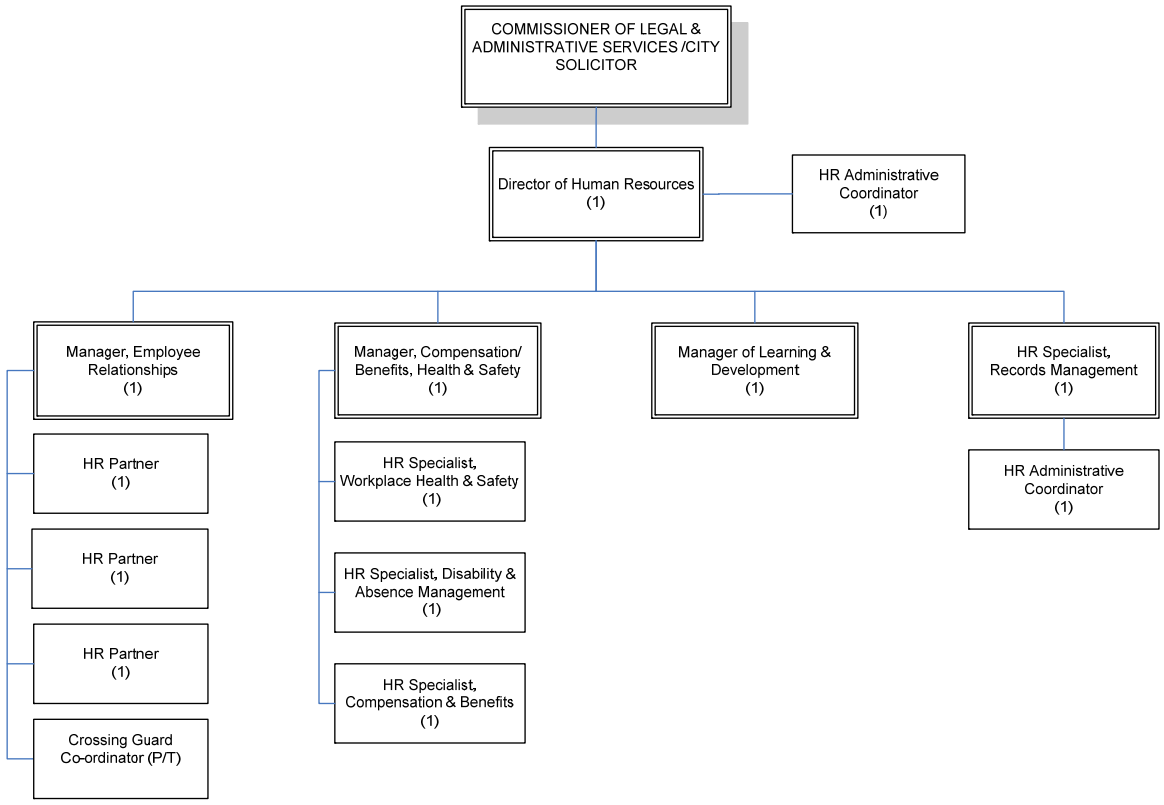
BUSINESS OVERVIEW

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

As a department, we strive to contribute to the achievement of corporate goals and objectives and the satisfaction and well being of the employees of the City of Vaughan. The services we provide encompass multiple professional specialties which contribute to the engagement of all employees of the City of Vaughan.

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

HUMAN RESOURCES DEPARTMENT
ORGANIZATIONAL CHART



Page 1

Full Time, Part Time and Overtime – Budgeted Amounts

	2010	2011 Base	Approved 2011 ARR	2011 Final	Carry Forward Gapping to 2012	2012 ARR
Full Time	13	13	1	14	0	3
Part Time	0.6	0.5	- 0.5	0	0	0
Overtime	-	-	-	-	-	-

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

- Public / Candidates
- Council
- Employees/unions and Management of the Corporation
- WSIB
- Ministry of Labour
- OMERS
- Great West Life (Benefits)
- Local Executives and Political bodies

Human Resources

2011-12 Business Plan

Work Plan:

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

B-1 Value and encourage a highly motivated workforce
B-2 Attract, retain & promote skilled staff
B-3 Support the professional development of staff

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

The economic slowdown has put pressure on our ability to negotiate with our bargaining partners. Collective agreement renewal – possible strikes – salary compression issues
The Implementation of the Human Resources Strategy will require additional resources to deliver the initiatives that we have committed to our senior management team and our employees. This is an opportunity for the City to improve its reputation as an employer of choice and develop its human capital to be the best in our industry. Also it is an opportunity to attract top talent both from other municipalities and from the private sector.

Business Plan Objectives (list the status of 2010 business plan objectives and the method of measuring successful implementation. As well, list 2011-12 business plan objectives in the appropriate section)

Prior Year Business Plan Objectives / Accomplishments:	Year	Status	Outcome/Results
Identify and Develop a management succession program	2010	Ongoing	Part of HR strategy
Successfully negotiated a renewal of the full time CUPE agreements.	2010	Complete	Part of Vaughan Vision 2020
Develop a strategy to encourage and support life long learning and participation in a wide variety of staff events	2011	Development complete / ongoing implementation	Part of Vaughan Vision 2020
Completed the non-union part time survey and recommended adjustments to the pay rates in accordance with the analysis	2010	Complete	Part of Vaughan Vision 2020
Implemented the City Manager's Award of Excellence	2010	Complete	Part of Vaughan Vision 2020
Develop a strategy to continue to ensure a quality work environment and a wide array of staff benefits.	2011	Ongoing	Part of HR strategy
Develop a focused corporate learning approach to staff education	2011	Ongoing	Part of HR strategy

Establish through HR an entry level mentorship program for recent graduates of various professional faculties	2016	Ongoing	Part of HR strategy
Encourage and promote temporary secondments of selected staff to other levels of government.	2016	Ongoing	Part of HR strategy

Human Resources

2011-12 Business Plan

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

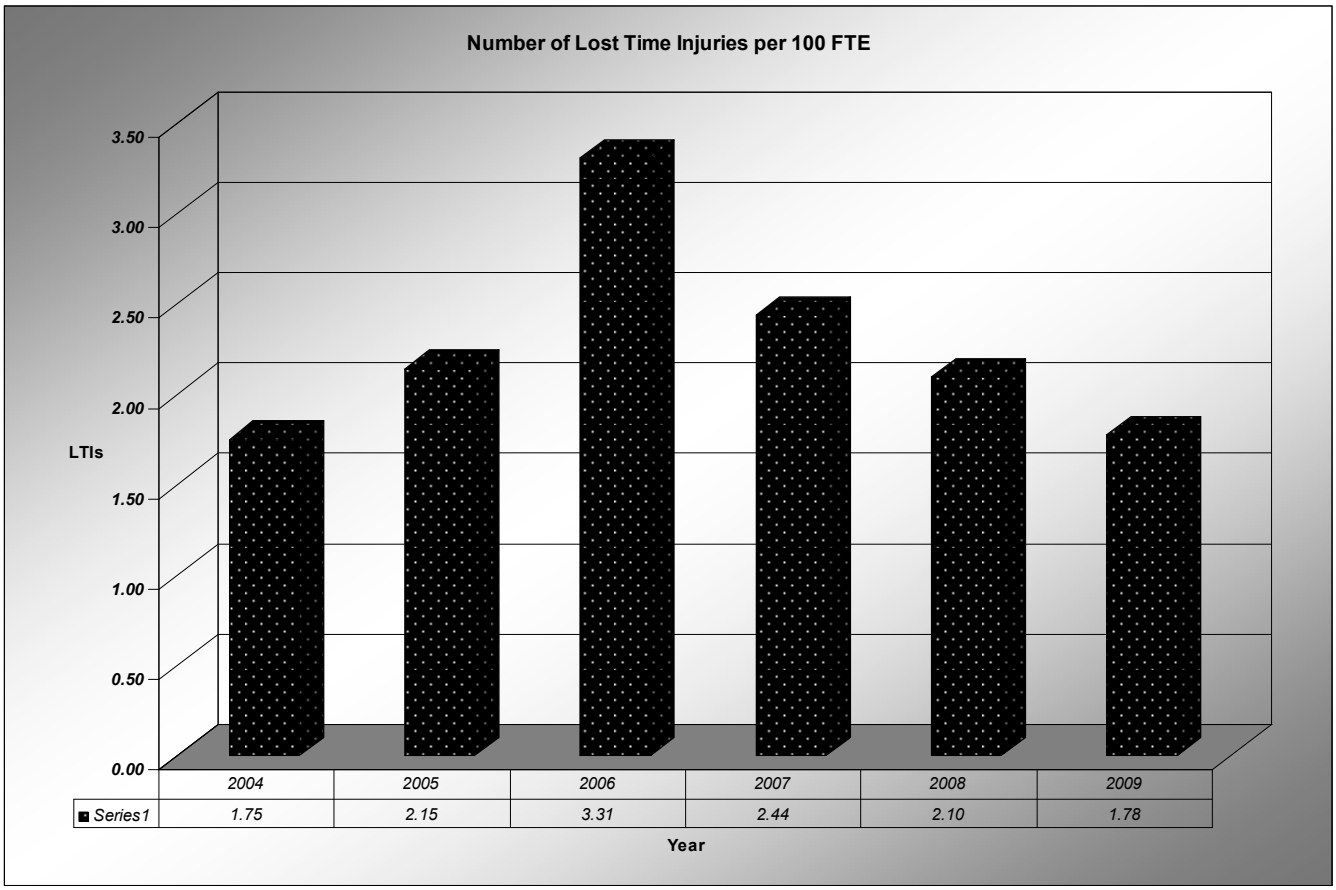
Business Plan Objectives:	Timeline	Outcome	Resources
2011 (Top 3 Objectives)			
1.Engagement Survey	2nd quarter	Recommendations to Improve engagement of employees	Consulting / Professional fees
2. Implementation of Learning and Development Strategy	4th quarter	Movement towards achieving Vaughan Vision 2020 objectives	3 additional FTEs.
3. Finalize Total Rewards Strategy	3rd quarter	Movement towards achieving Vaughan Vision 2020 objectives	Existing Resources
2012 (Top 3 Objectives)			
1.Continue with implementation of Learning and Development Strategy	4th quarter	Movement towards achieving Vaughan Vision 2020 objectives	Existing resources (see 2011 resource requirement)
2.Develop programs to support management consistency across the organization	4th quarter	HR Strategy	1 additional HR Partner
3.Phase III development of HRIS	4th quarter	HR Strategy	1 Contract FTE – Capital funding
Other			

Human Resources

2011-12 Business Plan

Key Performance Indicators

MEASURE#1 NUMBER OF LOST TIME INJURIES (LTIS) PER 100 FTES



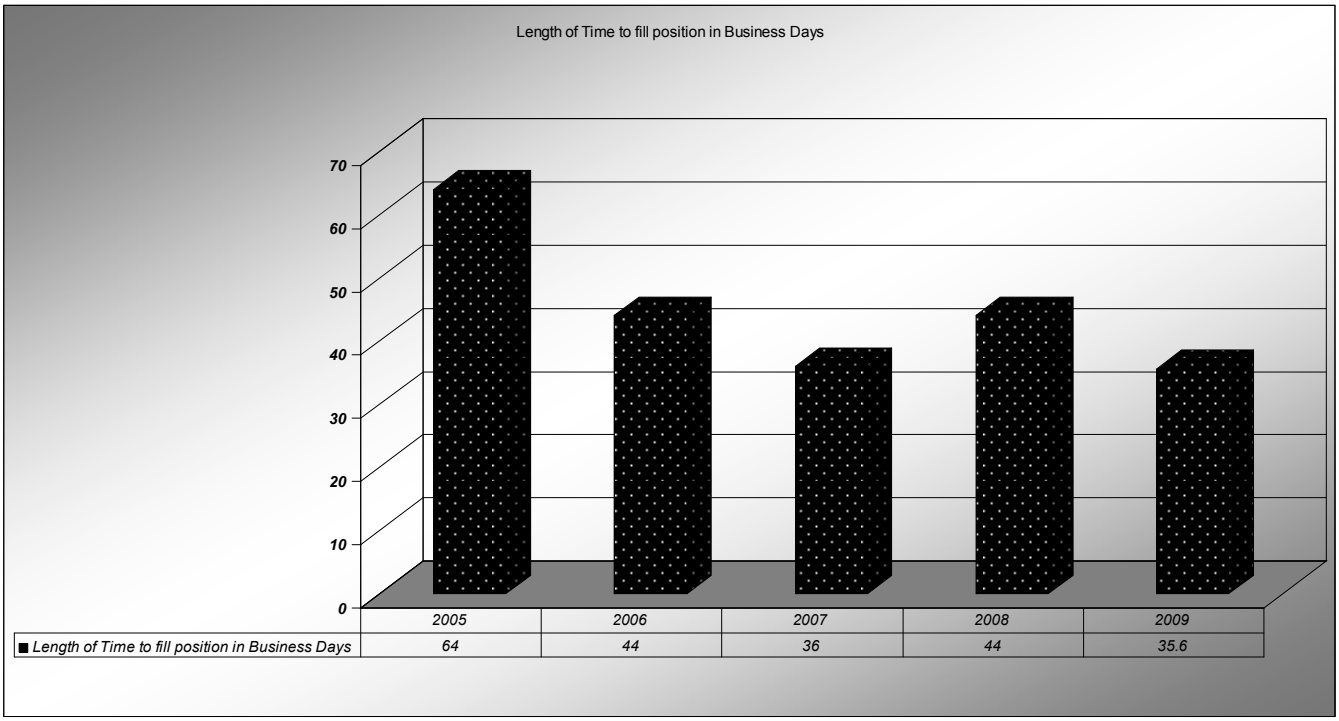
Key Conclusion:
The number of workplace accidents per 100 FTE is an indicator of the frequency of workplace lost time accidents. The industry average for 2009 was 1.90 Lost Time Injury per 100 FTEs and our frequency is well below the average at 1.780 LTIs per 100 FTEs. Our projected LTI rate for 2010 is expected around 1.6 LTIS per 100 FTEs which is still below the industry average.

Notes about the Measure:
The number of workplace accidents per year that result in lost time is heavily influenced by each Department's effectiveness in Health and Safety. Human Resources staff partner with the business units to develop programs and procedures that safeguard our employees. We also assist the departments in providing appropriate workplace accommodations so that we can prevent or minimize the amount of lost time.

Human Resources

2011-12 Business Plan

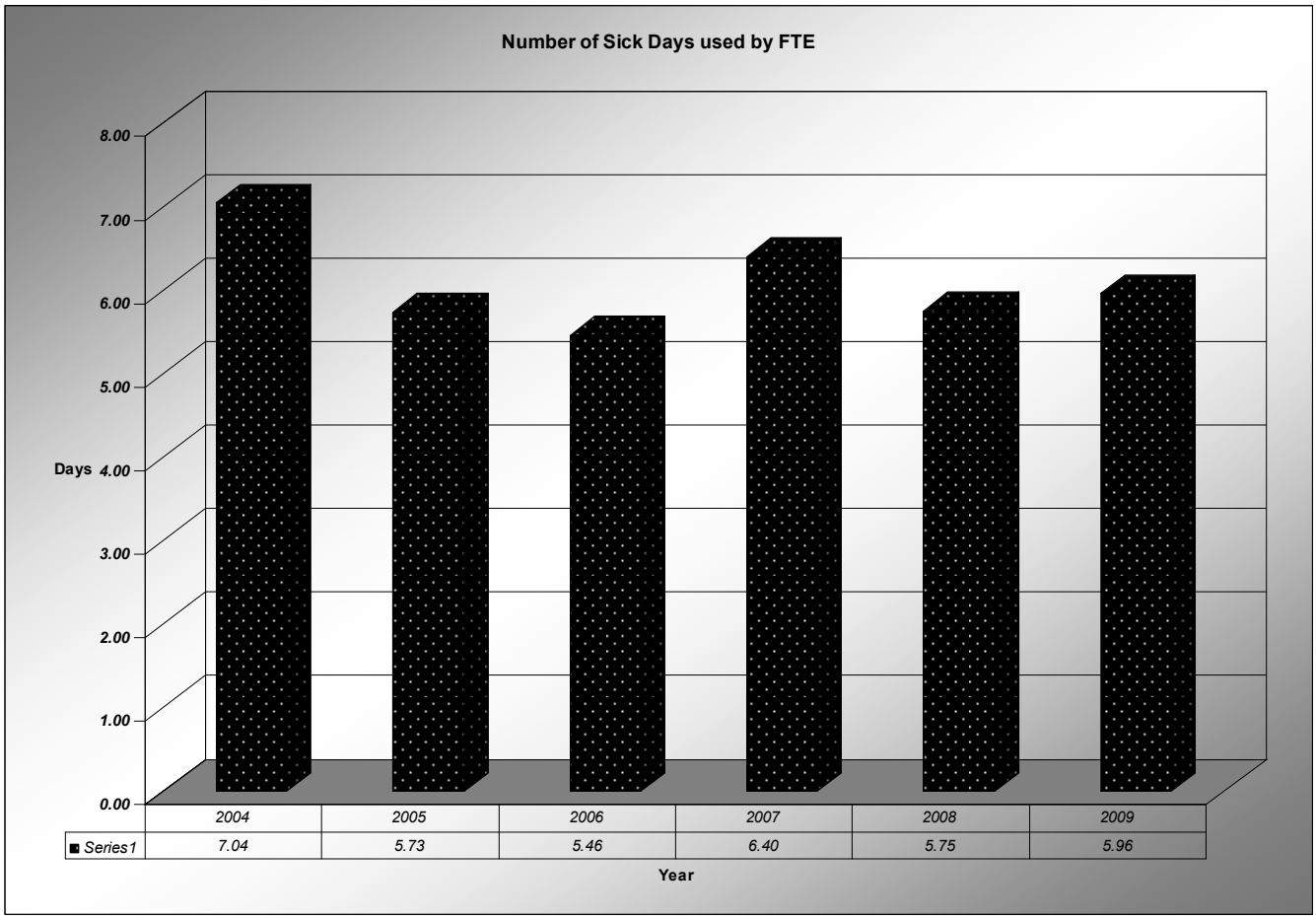
MEASURE#2 NUMBER OF BUSINESS DAYS TAKEN TO FILL A POSITION



Key Conclusion:
The average number of days it takes to fill a position has dropped from 2008 to 2009 by another 20%. This decrease is a reflection of the efforts of the Human Resources Partners working aggressively with the hiring departments to plan out the recruitment process and follow a disciplined process in achieving the desired outcomes.

Notes about the Measure:
The measure is based on the day the request is approved by the Commissioner/City Manager to the day that an offer is made to the a potential candidate. The number of business days taken to fill a position is heavily dependent on the hiring department as they are responsible for completing a job description and being available for interviews. Human Resources staff manage the recruitment process and support the hiring department. We have also been tracking the various steps in the process over the past two years in order to identify gaps and develop practices and procedures to speed up the entire process. With the implementation of the next phase in the HRIS project we anticipate that the improved technology will speed up the approval and requisition process.

MEASURE#3 NUMBER OF DAYS LOST ON SICK TIME PER ANNUM

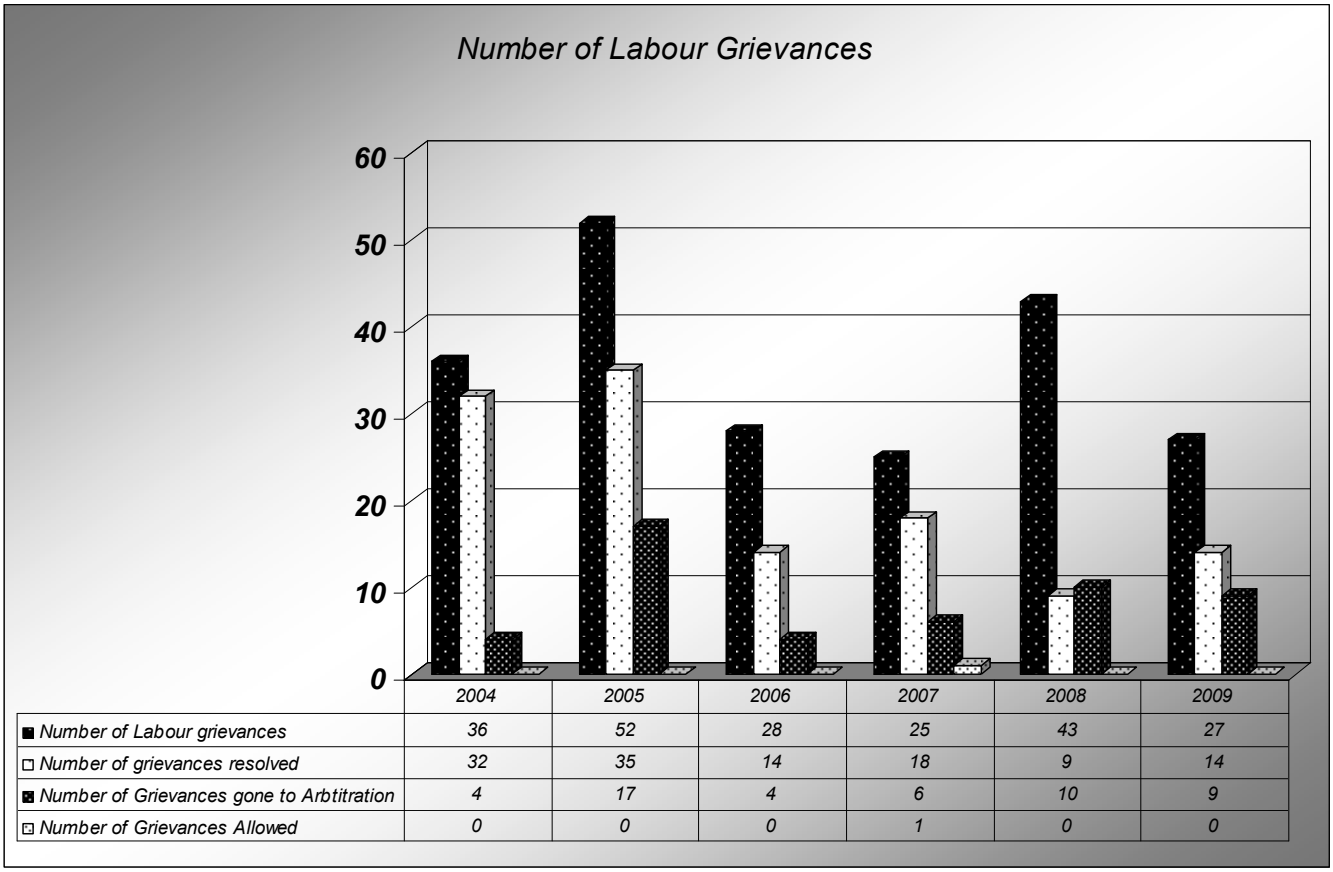


Key Conclusion:
The number of sick days per FTE has increased slightly in 2009. In 2010 we revised the attendance management process in order to ensure that each department head is addressing their particular staff that require attention under our Attendance Management policy.

Notes about the Measure:
The measure is influenced by each department's effectiveness in managing absences. With the assistance and guidance from the Human Resources staff departments are able to address absences in a way that supports and assists employees to be present at work. We are taking a more aggressive approach to assisting employees in their return to work following an absence and to ensure that we hav appropriate medical substantiation for the time off. As employee engagement improves we anticipate improved outcomes in this measure as well.

BUSINESS OVERVIEW:

MEASURE#4 NUMBER OF LABOUR GRIEVANCES

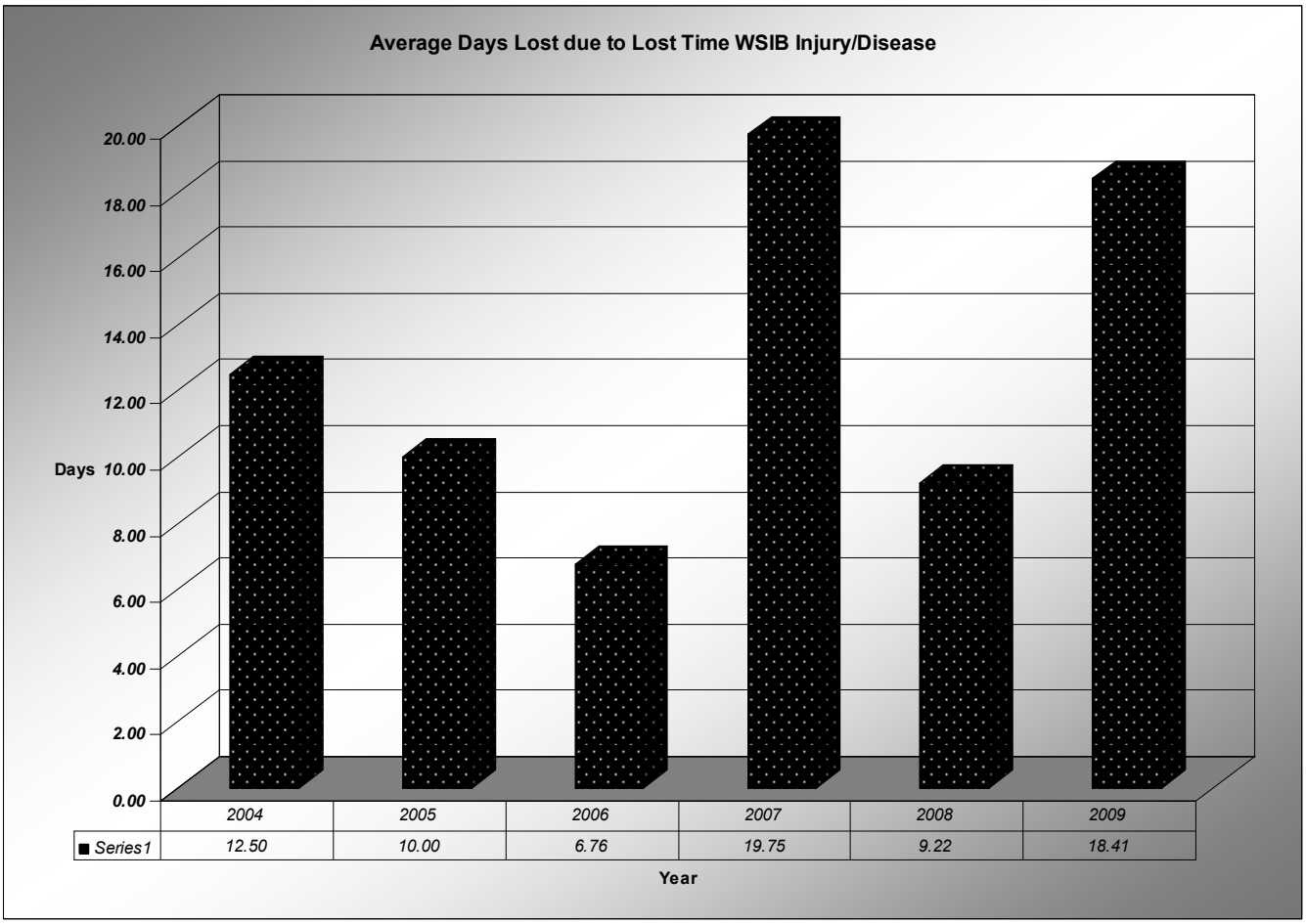


	2004	2005	2006	2007	2008	2009
Number of Labour grievances	36	52	28	25	43	27
Number of grievances resolved	32	35	14	18	9	14
Number of Grievances gone to Arbtitration	4	17	4	6	10	9
Number of Grievances Allowed	0	0	0	1	0	0

Key Conclusion: There has been a dramatic decrease in the total number of grievances in 2009 as compared to 2008. Approximately 62% less grievances in total. While more than half have been resolved some have gone on to arbitration where a mediated settlement was reached or they were withdrawn or denied.

Notes about the Measure:
The Human Resources Department assists Departments in resolving grievances before they go to arbitration. The number of grievances are influenced by each business department. If the issues are not resolved in a satisfactory way for both workplace parties, the number of grievances increases. HR plays a role in assisting departments resolve the grievances before they reach the arbitration level. Grievances filed are directly related to the collective bargaining process and how quickly or slowly the new agreement is settled. As well a number of grievances is influenced by how employees are managed. HR continues to provide training for managers and supervisors to assist them in their supervisory roles. It is of interest to note that annually many grievances are withdrawn by the employee/ union and many more are abandoned.

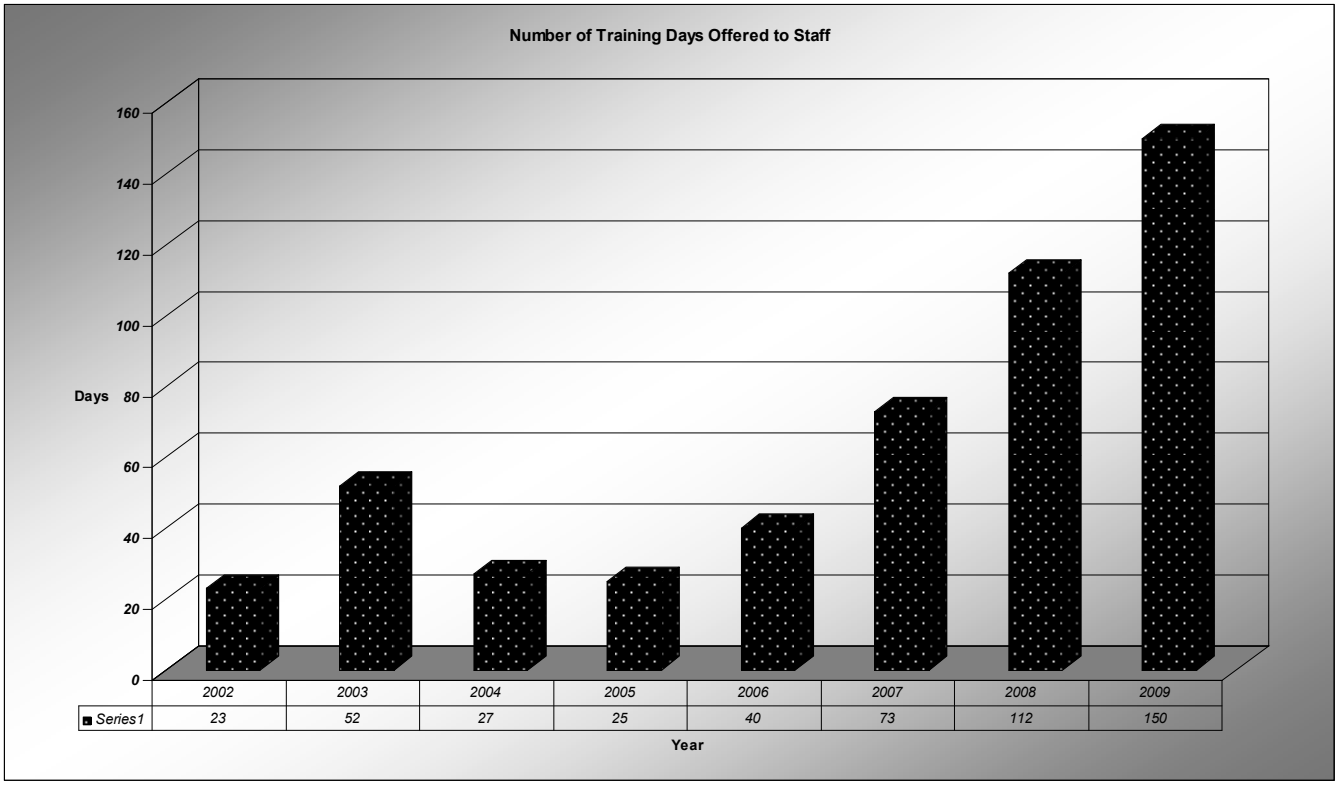
MEASURE#5 AVERAGE NUMBER OF LOST DAYS DUE TO A LOST TIME INJURY (WSIB)



Key Conclusion:
The number of lost days has increased in 2009 when compared to the rest of the years (except 2007) mainly due to one particular injury to an employee. Our 2009 average number of lost days (18.41 days) is well below the industry average of 124 days for the same year. We expect the average days lost to drop by over 20% in 2010 in part because of the one occurrence we had in 2009.

Notes about the Measure:
The average number of lost days due to a lost time injury is derived by dividing the total number of lost days by the number of lost time injuries in the particular year. The Human Resources department works with department supervisors and managers to assist injured employees in returning to work as early and safely as possible. In the years 2007 and 2009 we experienced more days lost mainly due to injuries from a particular group of employees. Unfortunately the injured employee group tends to be older with limited skills and limited in terms of their employability.

MEASURE#6 NUMBER OF TRAINING DAYS OFFERED



Key Conclusion:
The number of training days has steadily increased over the past few years. In 2009 we scheduled and completed a total of 150 training days which included training on corporate policies, management and leadership training as well as accessibility training required by the new regulations. We continue to develop and provide training opportunities.

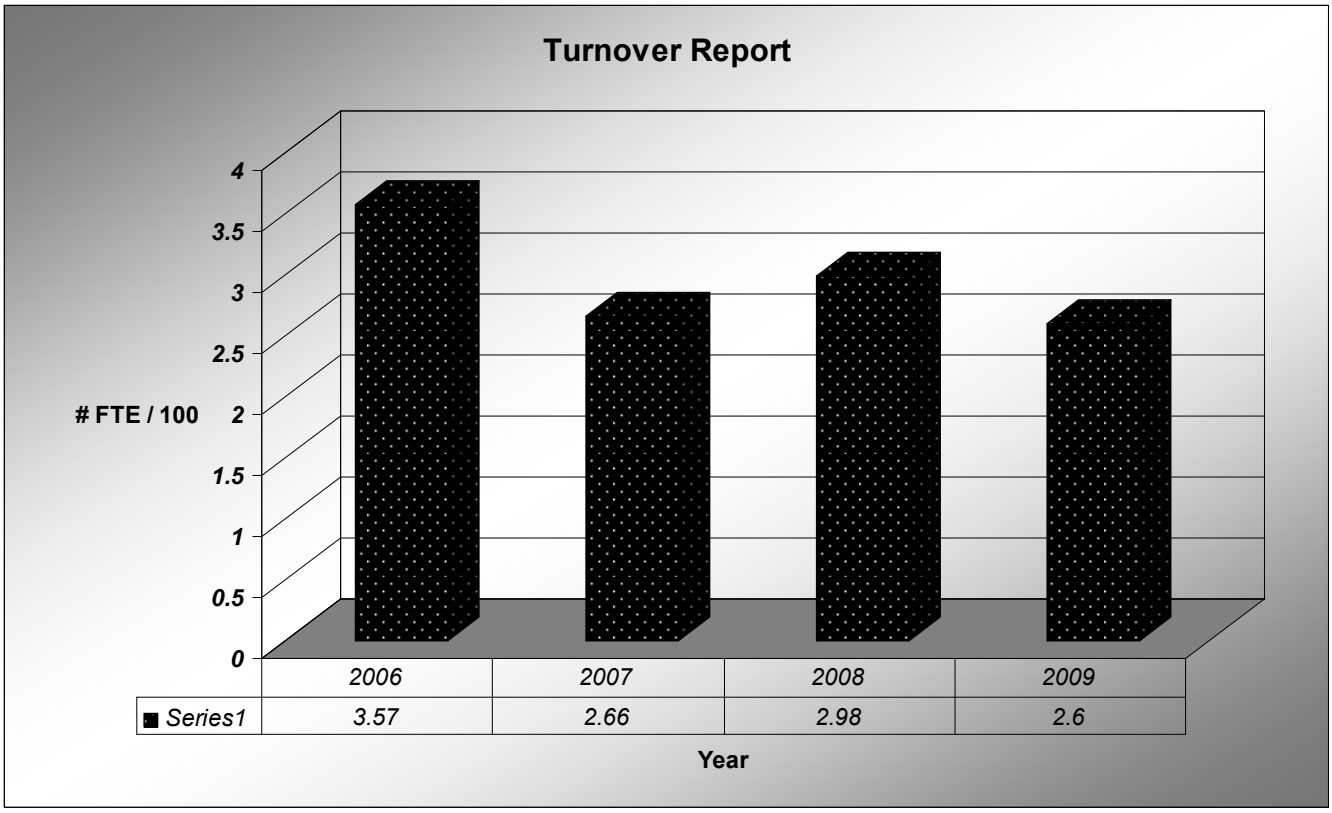
Notes about the Measure:
This measure tracks the number of training days offered to City staff. This includes workshops, seminars, courses on a wide variety of topics including, health and safety, wellness, communications, management and leadership skills.

We are also capturing training days by each employee.

Human Resources

2011-12 Business Plan

MEASURE#7 TURNOVER RATIO



Key Conclusion:

Our voluntary turnover ratio in 2009 has decreased in comparison to 2008. In part this is due to higher levels of staff engagement. The municipal average is 4.1% as collected by OMBI survey which is consistent with our comparators.

Notes about the Measure:

The Human Resources Department tracks all voluntary departing employees and compares it to the total employees for the particular year. Our overall turnover in higher when we take into account involuntary terminations and deaths.

Human Resources

2011-12 Business Plan

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

Human Resources staff continue to work towards enhancing the services we provide to customers including employees and departments. We are working on implementing several initiatives that are part of our HR Strategy to assist the organization in achieving employee excellence, management excellence and service excellence.

Our focus is to provide a comprehensive service to our clients in the most cost effective manner while at the same time minimizing the risk to the organization.

Commissioner Sign-off **Date (mm/dd/yy)**

Commissioner of Community Services

Marlon H. Kallideen

Commissioner's Message:

Vaughan continues to be one of the fastest growing cities in Canada. This impressive growth presents a continuous need for new parks, facilities and programming. The City has responded to this challenge by adding new facilities and programs throughout Vaughan, as outlined in the Active Together Master Plan.

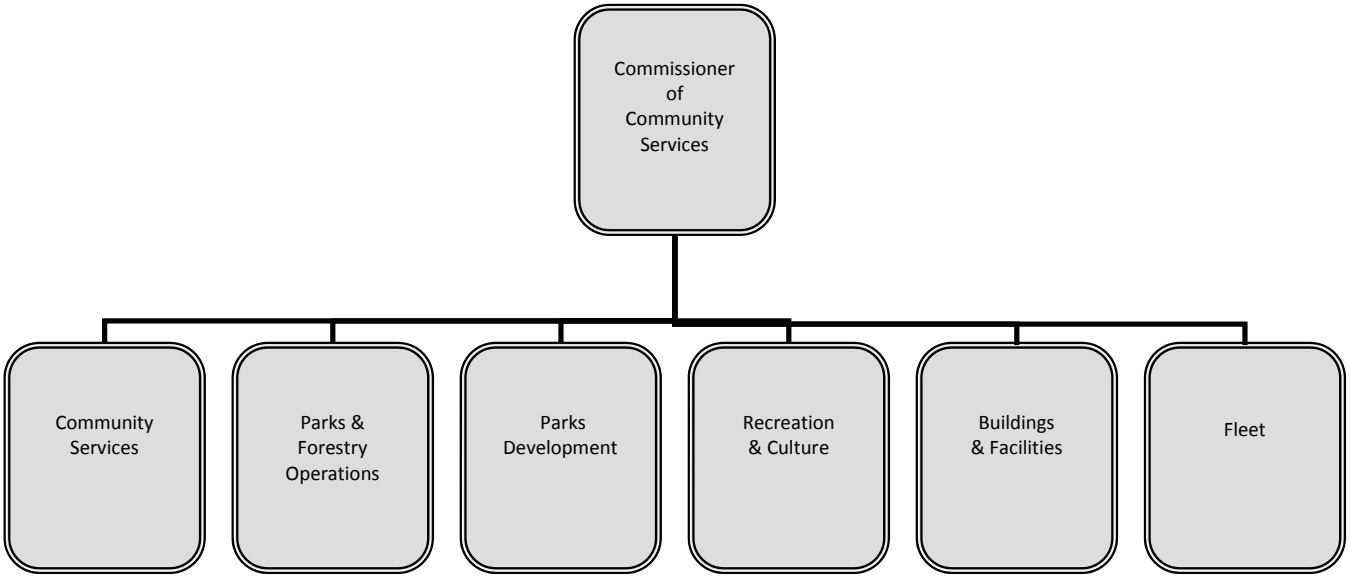
The Building and Facilities Department oversees the planning, design, and construction, as well as the operation and maintenance of all City of Vaughan owned buildings. This includes community centres, heritage buildings, fire stations and libraries. The Fleet Services Department is responsible for the acquisition of City of Vaughan vehicles and machinery equipment, along with the maintenance.

The Recreation and Culture Department offers recreational programs and cultural services to the residents of Vaughan through a team of staff, volunteers, and community partners as outlined in the seasonal Community Services Guide to Recreation and Parks.

The Parks Department is committed to providing quality, safe and functional parks, sports fields, playscapes and open space trail facilities that meet the outdoor recreational needs of the community. This includes but is not limited to grass cutting, maintenance of playscapes, and floral displays throughout the City. The Forestry section prides itself in a pro-active tree maintenance and replacement program throughout the municipality, as outlined in the Tree Planting Strategy. The Parks Development Division administers and provides innovative planning, design and construction of all municipal parks, playgrounds and open space systems throughout the City of Vaughan.

As the community grows, the City of Vaughan continues to expand fitness facilities, build new community centres, libraries and parks and provide quality services for all residents to enjoy.

Commissioner of Community Services Organizational Chart



City of Vaughan
Revenue/Expenditure Summary Report
2011-12 Operating Budget

					2011				
			2010 Actual	2010 Budget	2011 Budget	% of Total Budget	Budget Variance $	Budget Variance %	2012 Forecast
Commissioner of Commty. Serv.	Revenue	Outside Contributions	(41,868)	(15,000)	(15,000)	100.0%	(0)	0.0%	(15,000)
	Total Revenues		**(41,868)**	**(15,000)**	**(15,000)**		**(0)**	**0.0%**	**(15,000)**
	Labour Costs	Staffing Costs (incl Benefits)	380,635	394,680	403,600	77.4%	8,920	2.26%	419,365
	Other Expenses	Other	129,924	94,325	59,325	11.4%	(35,000)	-37.11%	94,325
		Professional Fees	15,371	90,000	25,000	4.8%	(65,000)	-72.22%	25,000
		Operating Leases	8,626	10,320	8,370	1.6%	(1,950)	-18.9%	8,370
		Office Supplies& Expenses	5,359	7,400	7,400	1.4%	0	0.0%	7,400
		Staff Development & Training	1,341	3,955	3,955	0.8%	0	0.0%	3,955
		Communications	1,605	3,600	3,600	0.7%	0	0.0%	3,600
		Utilities & Fuel	2,210	0	3,500	0.7%	3,500	0.0%	3,500
		Corporate Accounts	2,645	2,645	3,150	0.6%	505	19.09%	3,350
		Meals & Travel	3,045	2,510	2,510	0.5%	0	0.0%	2,510
		General Mtce & Repairs	1,337	4,100	600	0.1%	(3,500)	-85.37%	600
		Office Equipment & Furniture	0	490	490	0.1%	0	0.0%	490
		Capital Funding	(3,000)	0	0	0.0%	0	0.0%	0
		Total Non Labour Costs	**168,463**	**219,345**	**117,900**	**22.6%**	**(101,445)**	**-46.25%**	**153,100**
	Total Expenses		**549,098**	**614,025**	**521,500**	**100.0%**	**(92,525)**	**-15.07%**	**572,465**
	Net Expenditures		**507,230**	**599,025**	**506,500**		**(92,525)**	**-15.45%**	**557,465**

City of Vaughan
Revenue/Expenditure Summary Report
2011 Operating Budget

					2011				
			2010 Actual	2010 Budget	2011 Budget	% of Total Budget	Budget Variance $	Budget Variance %	2012 Forecast
Commty. Grants & Advisory Comm	Revenue	Dept. Misc. Revenues	(4,380)	0	0		0	0.0%	0
		Rev. frm Recov. Exp	(8,962)	(9,000)	(9,000)		(0)	0.0%	0
	Total Revenues		**(13,342)**	**(9,000)**	**(9,000)**		**(0)**	**0.0%**	**0**
	Labour Costs	Staffing Costs (incl Benefits)	0	89,770	0		(89,770)	-100.0%	0
	Other Expenses	Professional Fees	0	1,958	35,368		33,410	1,706.33%	36,368
		Other	12,604	23,890	23,890		0	0.0%	23,645
		Office Supplies& Expenses	5,830	16,644	16,144		(500)	-3.0%	16,144
		Awards, Sponsorships & Grants	16,799	10,200	10,200		0	0.0%	10,200
		Joint Services & Department Transfers	8,732	8,730	8,730		0	0.0%	0
		Service Contracts and Materials	1,058	3,434	4,934		1,500	43.68%	4,934
		Community Advertising & Promotion	6,075	3,924	3,924		0	0.0%	3,924
		Meals & Travel	69	0	2,000		2,000	0.0%	2,000
		Staff Development & Training	0	3,480	480		(3,000)	-86.21%	480
		Office Equipment & Furniture	32	0	0		0	0.0%	0
		Total Non Labour Costs	**51,200**	**72,260**	**105,670**		**33,410**	**46.24%**	**97,695**
	Total Expenses		**51,200**	**162,030**	**105,670**		**(56,360)**	**-34.78%**	**97,695**
	Net Expenditures		**37,858**	**153,030**	**96,670**		**(56,360)**	**-36.83%**	**97,695**

Recreation

&

Cultural Services

City of Vaughan
Revenue/Expenditure Summary Report
2011-12 Operating Budget

			2010 Actual	2010 Budget	2011 Budget	% of Total Budget	Budget Variance $	Budget Variance %	2012 Forecast
					2011				
Recreation	Revenue	Revenues for Specific Funct.	(24,042)	0	0	0.0%	0	0.0%	0
		Taxable Sales-Postage Fees	(1,879)	0	0	0.0%	0	0.0%	0
		Tourism/Rec'n Grant	(48,110)	0	0	0.0%	0	0.0%	0
		Advertising Revenue	(143,524)	(114,710)	(127,435)	0.7%	(12,725)	11.09%	(127,435)
		Vending Commissions	(127,855)	(131,720)	(131,720)	0.8%	(0)	0.0%	(131,720)
		Transit Fares	(1,542,352)	(1,050,000)	(1,050,000)	6.0%	(0)	0.0%	(1,050,000)
		Rents and Concessions	(4,072,877)	(4,235,693)	(4,379,610)	25.2%	(143,917)	3.4%	(4,446,657)
		Dept. Misc. Revenues	(10,704,372)	(11,388,725)	(11,693,395)	67.3%	(304,670)	2.68%	(12,283,395)
	Total Revenues		**(16,665,011)**	**(16,920,849)**	**(17,382,160)**	**100.0%**	**(461,311)**	**2.73%**	**(18,039,207)**
	Labour Costs	Staffing Costs (incl Benefits)	13,608,553	13,882,322	14,352,398	77.1%	470,076	3.39%	14,665,999
	Other Expenses	Vaughan Hockey Association Subsidy	1,108,877	1,124,185	1,150,020	6.2%	25,835	2.3%	1,173,021
		YRT Tickets	1,585,845	1,030,000	1,030,000	5.5%	0	0.0%	1,030,000
		Service Contracts and Materials	569,264	581,246	573,927	3.1%	(7,319)	-1.26%	590,390
		Corporate Accounts	392,480	363,635	404,125	2.2%	40,490	11.13%	416,110
		Office Supplies& Expenses	357,087	380,696	365,931	2.0%	(14,765)	-3.88%	365,931
		Operating Leases	103,935	159,875	170,516	0.9%	10,641	6.66%	188,016
		Tools & Equipment	124,942	183,693	152,162	0.8%	(31,531)	-17.17%	163,362
		Other	108,063	133,211	132,023	0.7%	(1,188)	-0.89%	132,023
		General Mtce & Repairs	65,259	77,915	84,879	0.5%	6,964	8.94%	102,879
		Professional Fees	94,395	79,129	75,473	0.4%	(3,656)	-4.62%	75,473
		Staff Development & Training	20,067	33,000	33,393	0.2%	393	1.19%	34,329
		Meals & Travel	23,703	29,135	29,934	0.2%	799	2.74%	30,138
		Office Equipment & Furniture	4,861	27,499	25,263	0.1%	(2,236)	-8.13%	25,263
		Communications	16,328	18,665	15,756	0.1%	(2,909)	-15.58%	15,756
		Capital Funding	136,756	15,000	15,000	0.1%	0	0.0%	15,000
		Community Advertising & Promotion	0	490	454	0.0%	(36)	-7.34%	454
		Total Non Labour Costs	**4,711,863**	**4,237,375**	**4,258,856**	**22.9%**	**21,481**	**0.51%**	**4,358,145**
	Total Expenses		**18,320,416**	**18,119,697**	**18,611,254**	**100.0%**	**491,557**	**2.71%**	**19,024,144**
	Net Expenditures		**1,655,405**	**1,198,848**	**1,229,094**		**30,246**	**2.52%**	**984,937**

2011 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2011 Impact		Net 2012 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget $	FTE	Budget $	FTE	Budget $	FTE	Budget $
Vellore CC Fitness Centre Staff	FT	2.0	173,648	-	173,648	(1.8)	(159,177)	0.17	14,471	1.83	159,177

City of Vaughan
Revenue/Expenditure Summary Report
2011-12 Operating Budget

			2010 Actual	2010 Budget	2011 Budget	% of Total Budget	Budget Variance $	Budget Variance %	2012 Forecast
					2011				
Cultural Services	Revenue	General Revenue	(5,880)	0	0	0.0%	0	0.0%	0
		Rev. frm Recov. Exp	0	0	(37,030)	43.5%	(37,030)	0.0%	(37,030)
		Dept. Misc. Revenues	(329)	(520)	(48,020)	56.5%	(47,500)	9,135.33%	(48,020)
	Total Revenues		**(6,209)**	**(520)**	**(85,050)**	**100.0%**	**(84,530)**	**16,257.03%**	**(85,050)**
	Labour Costs	Staffing Costs (incl Benefits)	401,169	490,501	828,377	59.8%	337,876	68.88%	917,022
	Other Expenses	Capital Funding	204,600	200,000	200,000	14.4%	0	0.0%	200,000
		Service Contracts and Materials	26,445	34,379	177,585	12.8%	143,206	416.54%	177,585
		Office Supplies& Expenses	31,441	39,450	77,450	5.6%	38,000	96.33%	78,300
		Professional Fees	0	0	44,652	3.2%	44,652	0.0%	44,652
		Office Equipment & Furniture	423	8,125	18,241	1.3%	10,116	124.51%	18,441
		Meals & Travel	2,160	8,000	10,638	0.8%	2,638	32.98%	10,638
		Staffing Costs (incl Benefits)	3,970	9,000	9,000	0.6%	0	0.0%	9,000
		Community Advertising & Promotion	6,864	7,480	7,047	0.5%	(433)	-5.79%	7,047
		Staff Development & Training	1,661	3,700	6,577	0.5%	2,877	77.76%	6,577
		Communications	65	400	2,652	0.2%	2,252	563.07%	1,602
		Other	230	900	2,550	0.2%	1,650	183.33%	2,550
		Total Non Labour Costs	**277,858**	**311,434**	**556,392**	**40.2%**	**244,958**	**78.66%**	**556,392**
	Total Expenses		**679,026**	**801,935**	**1,384,769**	**100.0%**	**582,834**	**72.68%**	**1,473,414**
	Net Expenditures		**672,817**	**801,415**	**1,299,719**		**498,304**	**62.18%**	**1,388,364**

2011 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2011 Impact		Net 2012 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget $	FTE	Budget $	FTE	Budget $	FTE	Budget $
Special Events Coordinator	FT	1.0	88,599	-	88,599	(0.5)	(39,625)	0.50	48,974	0.50	33,125

2012 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2012 Impact		Net 2013 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget $	FTE	Budget $	FTE	Budget $	FTE	Budget $
Special Events Supervisor	FT	1.0	110,491	-	110,491			1.00	110,491	-	(6,500)

Capital Budget

Comm. of Community Services
Recreation & Culture

Year Identified	Project #	Project Name	Project Type	Total Budget	Operating Budget Impact	TCA
2011	RE-9513-11	City Playhouse Theatre- Lighting and Sound Equipment	Infrastructure Replacement	$46,835		Y
2011	RE-9503-10	Fitness Centre Equipment Replacement	Infrastructure Replacement	$100,000		Y
2011	RE-9514-11	MacMillan Farm Business Plan	Studies	$103,000		N
2011	RE-9516-11	Pierre Berton Museum Study	Studies	$92,700		N
2011	RE-9511-11	Vellore Fitness Centre Equipment	Growth/Equipment	$355,350		Y
				$697,885		

Recreation and Culture

2011-12 Business Plan

BUSINESS OVERVIEW

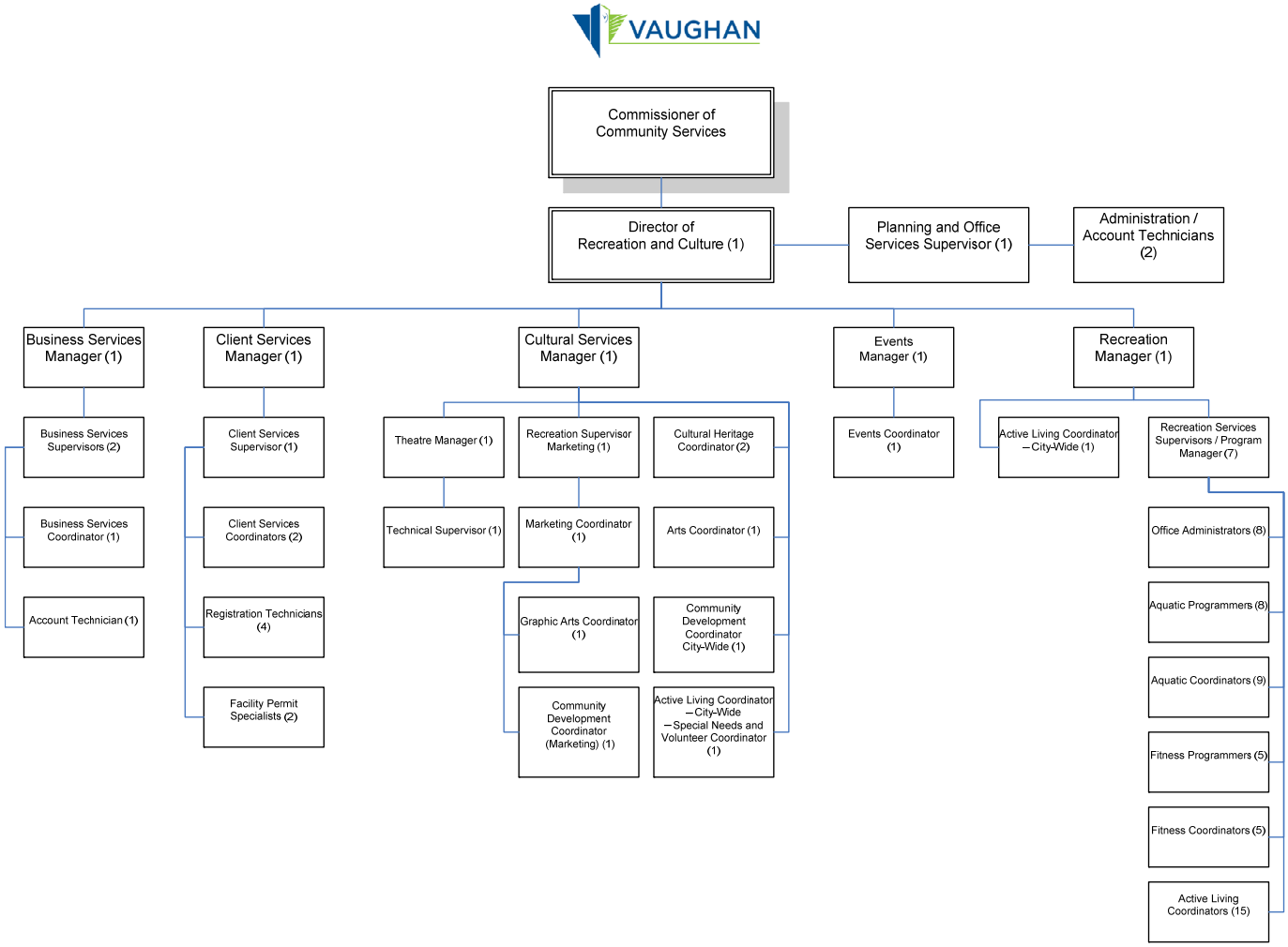
Service Statement:

The City of Vaughan, Recreation and Culture Department is committed to providing quality recreation and cultural programs and services in an accessible, equitable and efficient manner so as to ensure that all Vaughan citizens have the opportunity to enhance their leisure and quality of life.

The Recreation and Culture Department is guided by the following principles:

- The Department will strive to provide a variety of recreation and cultural programs that promote health, wellness and active living for all ages;
- The Department will ensure its recreation and cultural programs; services and facilities support the needs of diverse individuals and groups in Vaughan.

Service Profile: (Human Resources to provide the Organizational Chart for the department)



Full Time, Part Time and Overtime – Budgeted Amounts

Recreation

	2010	2011 Base	Approved 2011 ARR	2011 Final	Carry Forward Gapping to 2012	2012 ARR
Full Time	89	89	0.67	89.67	2.33	2.83
Part Time	199.54	199.54	0	213.26		0
Overtime	$6,460	$6,460	-	$6,460	-	-

Culture:

			Additional Resource Requests	
	2010	2011 Base	2011	2012
Full Time (# FTE's)	4	4		
Part Time (# FTE's)	2.057	2.057		
Overtime ($)	$2,715	$2,715		

Key Stakeholders:

External:

- Residents of Vaughan
- Community Service Organizations and Advisory Groups (i.e. Sports Groups, Older Adult Groups)
- Social Service Agencies (i.e. Reena Foundation)
- Region of York (i.e. Public Health)
- York Boards of Education
- Ministry of Health and Culture
- Libraries

Internal:

- Council / SMT
- Most internal departments within the City of Vaughan

Work Plan:

Link To Vaughan Vision 2020:

Service Excellence – Providing service excellence to citizens:
- Pursue Excellence in Service Delivery
- Enhance and Ensure Community Safety, Health & Wellness
- Lead and Promote Environmental Sustainability
- Preserve our Heritage and Support Diversity, Arts & Culture

Staff Excellence – Providing an organizational environment which fosters staff excellence:
- Value and Encourage a Highly Motivated Workforce
- Attract, Retain and Promote Skilled Staff
- Support the Professional Development of Staff

Management Excellence – Providing excellence in the management of our city:
- Demonstrate Leadership and Promote Effective Governance
- Enhance Productivity, Cost Effectiveness and Innovation
- Maintain Assets and Infrastructure
- Ensure Financial Sustainability
- Plan & Manage Growth and Economic Vitality

Future Pressures and Opportunities:

Future Pressures:

- Demographic changes (e.g. some areas aging, new Canadian population)
- Decline in elementary school enrolment (e.g. Thornhill).
- Continued rollout of Full Day Kindergarten in 2011 and beyond will impact preschool programs.
- Examination of community profiles and demographics has identified a growing level of competition from the private sector.
- Identified in a benchmarking analysis of user fees, Vaughan's fees are higher than its comparators in most cases.
- Continued impact of HST.

Opportunities:

- The department will continue to seek opportunities to create new sources of funding such as advertising and sponsorship opportunities.
- The department will continue to search for ways to contain operating costs associated with the delivery of recreation and cultural programs and services.
- The department will work towards mitigating expenses through continuous improvement and performance measures.

Recreation and Culture

2011-12 Business Plan

Business Plan Objectives

Prior Year Business Plan Objectives / Accomplishments:	**Year**	**Status**	**Outcome/Results**
Develop a strategy to support and promote Arts and Culture in the community	2010	Complete	The creation of Vaughan's *Creative Together Plan*
Implement Year 2 recommendations of the *Youth in Action Strategy*	2010	Complete	Increased Youth Participation
Implement Year 2 recommendations of the *Physical Activity Strategy*	2010	Complete	Increased Physical Activity
Opening of the North Thornhill Community Centre (Block 10)	2010	Complete	Official opening on June 21, 2010

Recreation and Culture

2011-12 Business Plan

2011-12 Business Plan Objectives:

Business Plan Objectives:	Timeline	Outcome	Resources
2011 (Top 3 Objectives)			
1. Implement Year 1 recommendations of the *Creative Together Plan*, including[1] o Develop a Vaughan investment strategy and incentives for cultural development, strengthen capacity and organizational sustainability across Vaughan's cultural sector, etc.	2011-2016	To guide cultural development in Vaughan and to integrate cultural planning across municipal departments	
2. Continuous improvement initiatives	On-going	Contain operating costs associated with the delivery of recreation and cultural programs and services.	
3. Implement the *Diversity Strategy,* including[2]: o Host Annual Round Table, partner with lead government agencies, establish communication campaign, expand language line services	2011-2013	Protect human rights, promote equality & inclusiveness, and encourage creative cultural expression	
2012 (Top 3 Objectives)			
1. Implement Year 2 recommendations of the *Creative Together Plan*, including[1] o Develop a Vaughan investment strategy and incentives for cultural development, strengthen capacity and organizational sustainability across Vaughan's cultural sector, etc.	2012-2016	To guide cultural development in Vaughan and to integrate cultural planning across municipal departments	
2. Continuous improvement initiatives	On-going	Contain operating costs associated with the delivery of recreation and cultural programs and services.	
3. Implement the *Diversity Strategy*, including[2]: o Establish City protocol/procedures, integrate activities showcasing diversity, develop programs that facilitate cultural expression, etc.	2012-2013	Protect human rights, promote equality & inclusiveness, and encourage creative cultural expression	

[1] Refer to the *Creative Together Plan* document for a complete list of initiatives and/or action items.
[2] Refer to the *Diversity Strategy* document for a complete list of initiatives and/or action items.

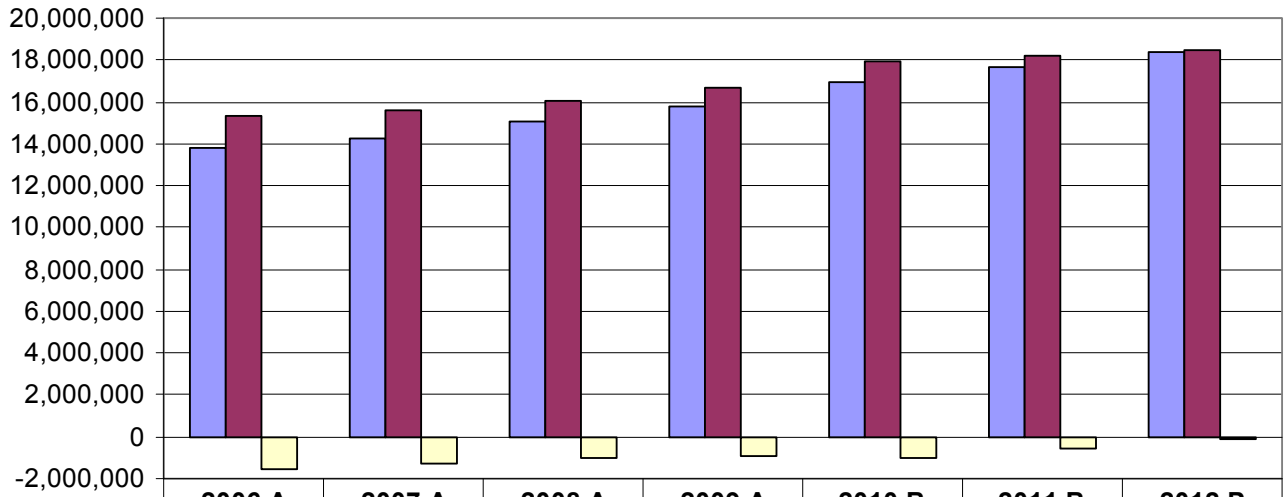
Key Performance Indicators:

1. Operating Actuals (Revenue, Expenses, Net)
2. Program Fill Rate
3. Facility Utilization Rate
4. Customer Satisfaction Levels on Program Delivery
5. City Playhouse Utilization Rate

BUSINESS OVERVIEW:

Key Performance Indicator #1: Operating Actuals (Revenues, Expenses, Net)

Definition: The operating actuals for all departmental programs and services and the corresponding recovery levels.



	2006 A	2007 A	2008 A	2009 A	2010 B	2011 B	2012 P
Revenues	13,759,891	14,243,405	15,020,591	15,743,040	16,920,849	17,621,660	18,377,205
Expenses	15,343,085	15,557,624	16,027,432	16,684,160	17,894,335	18,214,140	18,474,530
Net	(1,583,194)	(1,314,219)	(1,006,841)	(941,120)	(973,486)	(592,480)	(97,325)

Notes: A = Actual; B = Budget; P = Projected

Key Conclusion:

The department continues to strive towards greater cost recovery through operational efficiencies and revenue generating initiatives despite challenges such as rising operating costs and inflationary pressures, demographic changes, and a growing level of competition from the private sector.

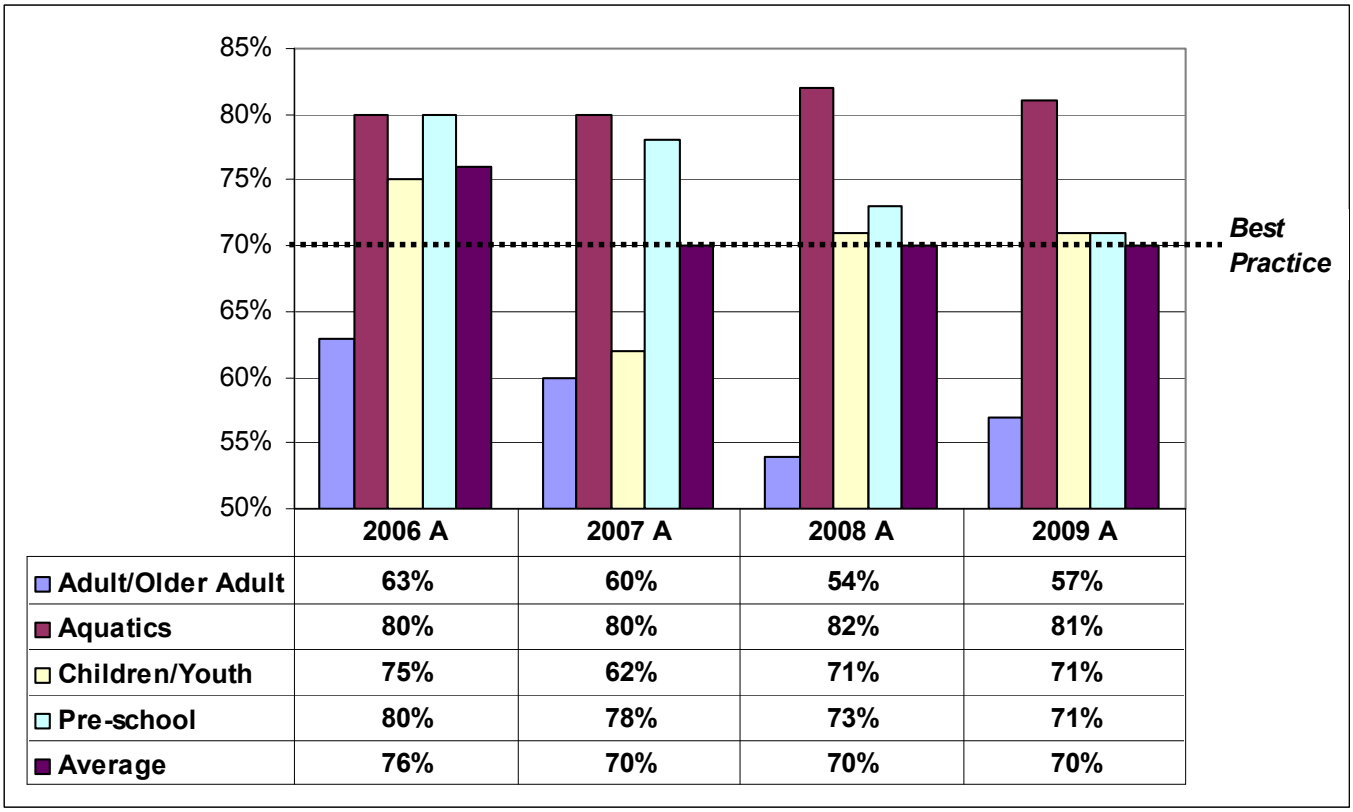
Notes about the Measure:

****2011B & 2012P does not include the Full Time Collective Agreement increase**

Consists of all direct departmental expenditures and revenues associated with program delivery.
Excludes building utilities (i.e. hydro) and building maintenance costs.

Key Performance Indicator #2: Program Fill Rate

Definition: The rate at which registered program capacities are filled.



	2006 A	2007 A	2008 A	2009 A
Adult/Older Adult	63%	60%	54%	57%
Aquatics	80%	80%	82%	81%
Children/Youth	75%	62%	71%	71%
Pre-school	80%	78%	73%	71%
Average	76%	70%	70%	70%

Notes: A = Actual

Key Conclusion:

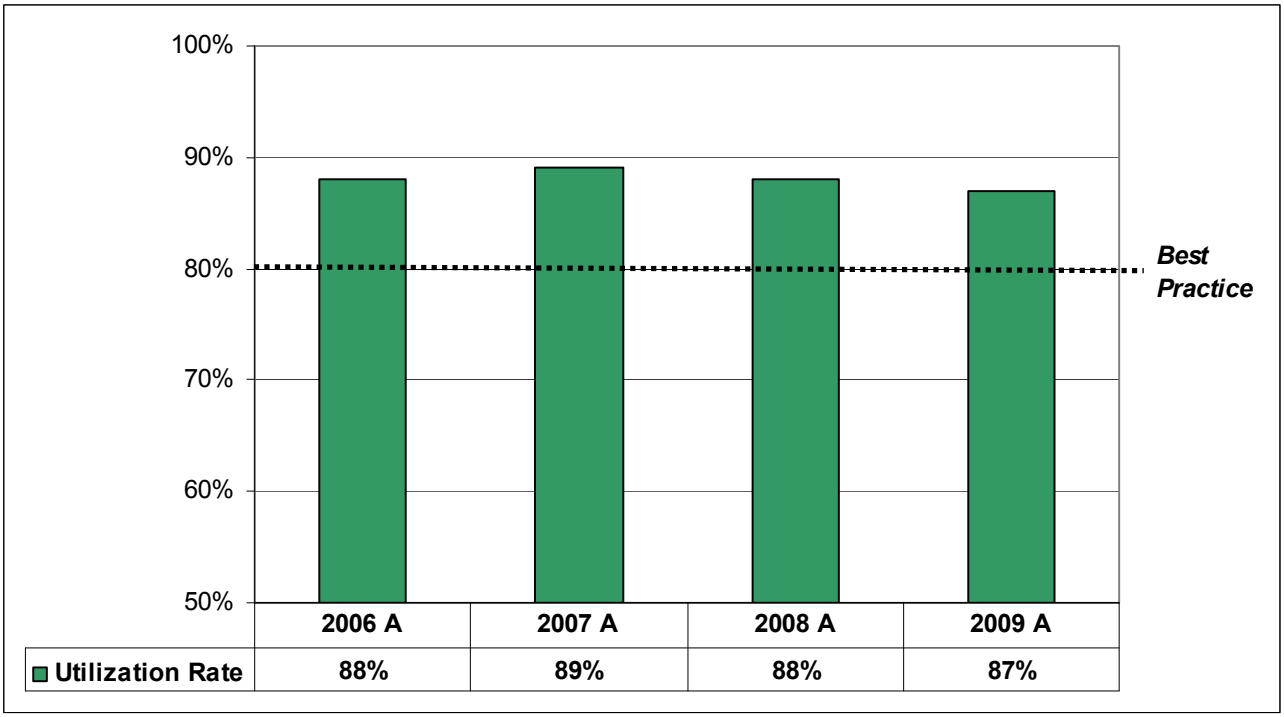
The department's average fill rate has remained fairly stable (+/- 5%) despite challenges in the last few years due to increased competition in the market place and increases to user fees.

Notes about the Measure:

Consists of participation rates for registered programs city-wide.
Best practice measure set at average of 70%.

Key Performance Indicator #3: Facility Utilization Rate

Definition: The rate at which facilities are utilized based on their prime-time availability, and based on a sample week.



	2006 A	2007 A	2008 A	2009 A
Utilization Rate	88%	89%	88%	87%

Notes: A = Actual

Key Conclusion:

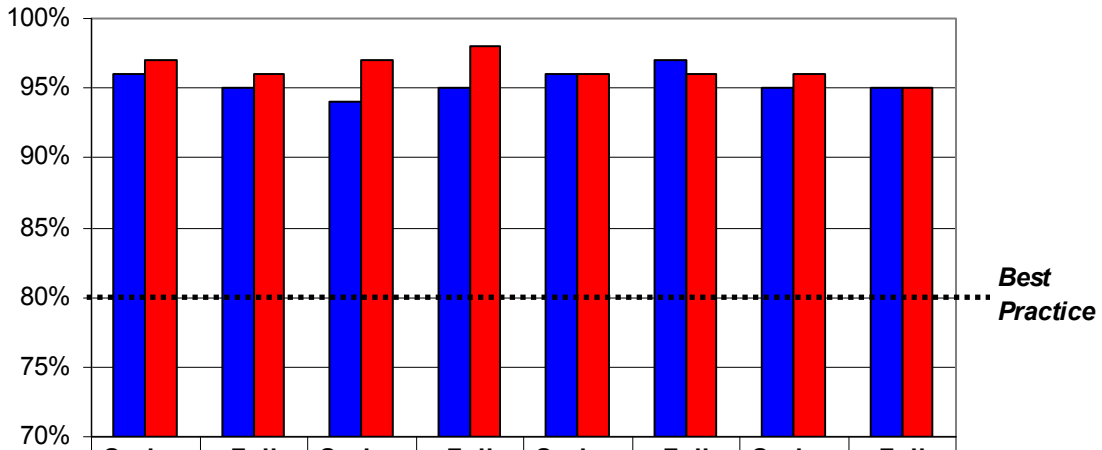
Through operational efficiencies and stable program fill rates, utilization rates have remained relatively consistent since 2006. Demand from Community Service Organizations, private residents and organizations continue to grow resulting in a positive usage rate for facilities.

Notes about the Measure:

Consists of facility components such as arenas, sports fields, gyms and rooms City-wide in a typical week.
Best practice measure set at average of 80%.

Key Performance Indicator #4: Customer Satisfaction Levels on Program Delivery

Definition: Customer feedback on their level of satisfaction with programs and staff.



	Spring 2006	Fall 2006	Spring 2007	Fall 2007	Spring 2008	Fall 2008	Spring 2009	Fall 2009
Satisfaction with Programs (Good and Very Good)	96%	95%	94%	95%	96%	97%	95%	95%
Satisfaction with Staff (Good and Very Good)	97%	96%	97%	98%	96%	96%	96%	95%

Key Conclusion:

Overall, customers are extremely satisfied with both programs and staff. The results are from surveys issued in Spring and Fall of 2006, 2007, 2008 and 2009.

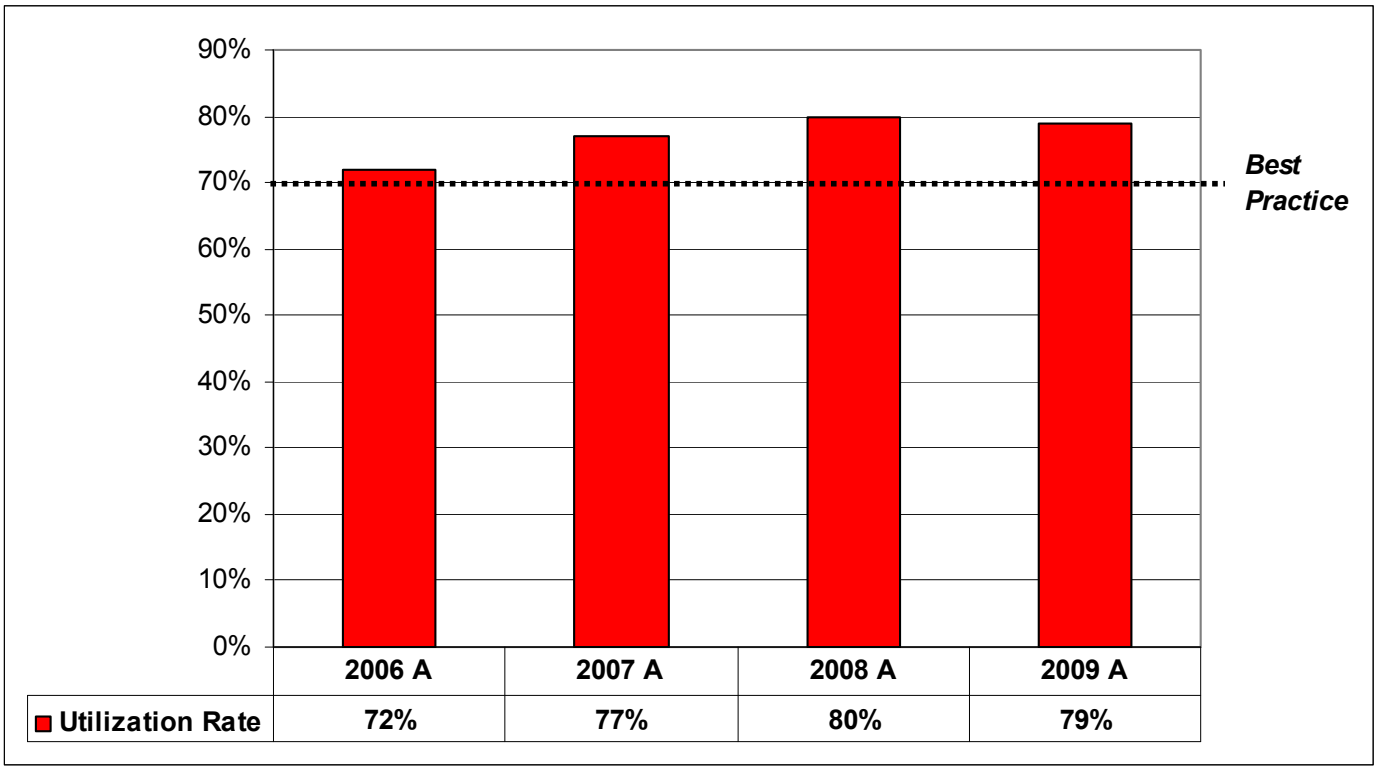
Notes about the Measure:

The numbers shown consist of individuals who have expressed good or very good satisfaction levels with programs and staff. The program areas included: Preschool, Children & Youth, Adult, Older Adult and Aquatics. The average number of responses is 600 from centres city wide. The margin of error is expected to be less than 5%.

Best practice measure set at 80%.

Key Performance Indicator #5: City Playhouse Utilization Rate

Definition: The rate at which the City Playhouse/Westmount is utilized based on the # of days booked from available dates.



	2006 A	2007 A	2008 A	2009 A
Utilization Rate	72%	77%	80%	79%

Notes: A = Actual

Key Conclusion:

Through targeted promotion and loyalty programs, the utilization rate remains consistently high.

Notes about the Measure:

Consists of the City Playhouse Auditorium/Westmount.
Best practice measure set at 70%.

Recreation and Culture

2011-12 Business Plan

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

The City of Vaughan, Recreation and Culture Department continues to provide quality recreation and cultural programs and services in an accessible, equitable and efficient manner. Based on the department's program fill rates and customer satisfaction surveys, citizens continue to give our programming and staff high ratings.

Despite challenges such as rising operating costs and inflationary pressures, demographic changes, and a growing level of competition from the private sector, the department continues to strive towards greater cost recovery through operational efficiencies and revenue generating initiatives. As a result, utilization rates have remained relatively consistent since 2006.

Overall, the department continues to achieve its goals in providing Service Excellence, Staff Excellence and Management Excellence.

Commissioner Sign-off **Date (mm/dd/yy)**

Building & Facilities

City of Vaughan
Revenue/Expenditure Summary Report
2011-12 Operating Budget

			2010 Actual	2010 Budget	2011 Budget	% of Total Budget	Budget Variance $	Budget Variance %	2012 Forecast
					2011				
Buildings and Facilities	Joint Service Revenue	Joint Service Revenue	(288,508)	(294,160)	(123,000)	39.8%	171,160	-58.19%	(126,500)
						0.0%			
	Revenue	Dept. Misc. Revenues	(12,653)	0	0	0.0%	0	0.0%	0
		Reserves Revenue	(225,291)	0	0	0.0%	0	0.0%	0
		General Revenue	(20,932)	(25,000)	(25,000)	8.1%	(0)	0.0%	(25,000)
		Rev. frm Recov. Exp	(209,795)	(57,050)	(56,250)	18.2%	800	-1.4%	(56,250)
		Rents and Concessions	(109,484)	(99,225)	(104,890)	33.9%	(5,665)	5.71%	(106,090)
	Total Revenues		**(866,663)**	**(475,435)**	**(309,140)**	**100.0%**	**166,295**	**-34.98%**	**(313,840)**
	Labour Costs	Staffing Costs (incl Benefits)	7,098,440	7,813,888	8,181,483	39.7%	367,595	4.7%	8,655,981
	Other Expenses	Utilities & Fuel	4,148,905	5,187,520	5,056,091	24.6%	(131,429)	-2.53%	5,031,552
		General Mtce & Repairs	4,146,304	4,006,090	4,041,817	19.6%	35,727	0.89%	4,063,242
		Service Contracts and Materials	2,088,902	2,153,800	2,188,298	10.6%	34,498	1.6%	2,253,818
		Corporate Accounts	562,920	562,920	670,215	3.3%	107,295	19.06%	712,540
		Operating Leases	492,347	254,640	269,424	1.3%	14,784	5.81%	269,791
		Tools & Equipment	158,619	176,580	173,673	0.8%	(2,907)	-1.65%	174,173
		Communications	87,395	125,880	119,977	0.6%	(5,903)	-4.69%	119,977
		Staff Development & Training	16,214	22,030	22,418	0.1%	388	1.76%	22,418
		Other	30,761	21,790	21,790	0.1%	0	0.0%	21,790
		Meals & Travel	18,075	19,770	19,777	0.1%	7	0.04%	19,777
		Office Equipment & Furniture	7,713	17,420	18,495	0.1%	1,075	6.17%	15,745
		Office Supplies& Expenses	23,702	14,850	13,697	0.1%	(1,153)	-7.76%	13,697
		Community Advertising & Promotion	0	680	641	0.0%	(39)	-5.74%	641
		Capital Funding	225,291	0	0	0.0%	0	0.0%	0
		Professional Fees	39,454	29,400	0	0.0%	(29,400)	-100.0%	0
		Joint Services & Department Transfers	(304,385)	(205,590)	(209,980)	-1.0%	(4,390)	2.14%	(209,980)
		Total Non Labour Costs	**11,742,217**	**12,387,780**	**12,406,333**	**60.3%**	**18,553**	**0.15%**	**12,509,181**
	Total Expenses		**18,840,657**	**20,201,668**	**20,587,816**	**100.0%**	**386,148**	**1.91%**	**21,165,162**
	Net Expenditures		**17,973,994**	**19,726,233**	**20,278,676**		**552,443**	**2.8%**	**20,851,322**

2011 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2011 Impact		Net 2012 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget $	FTE	Budget $	FTE	Budget $	FTE	Budget $
Mechanical Supervisor	FT	1.0	110,945	-	110,945			1.00	110,945	-	(2,750)

2012 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2012 Impact		Net 2013 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget $	FTE	Budget $	FTE	Budget $	FTE	Budget $
Vellore Village CC - Facility Operator	FT	1.0	68,039	-	68,039			1.00	68,039	-	0

Capital Budget

Comm. of Community Services
Buildings & Facilities

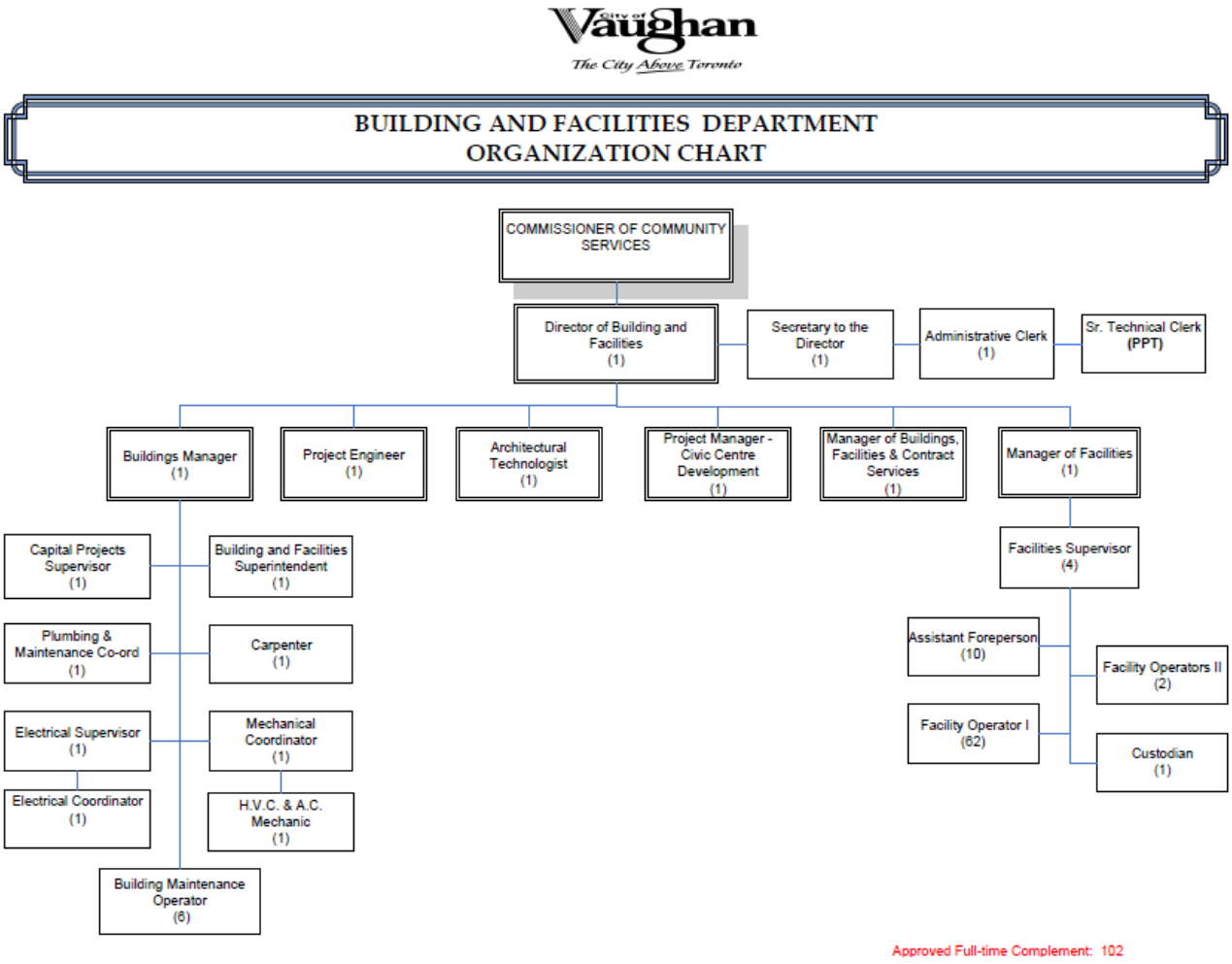
Year Identified	Project #	Project Name	Project Type	Total Budget	Operating Budget Impact	TCA
2011	BF-8316-11	Al Palladini C.C. Outdoor Lighting Replacement	Infrastructure Replacement	$41,200		Y
2011	BF-8330-11	Al Palladini C.C. Wall and Floor Tile Replacement	Infrastructure Replacement	$41,200		Y
2011	BF-8348-11	Baker Homestead First Floor Reinforcing	Infrastructure Replacement	$46,350		Y
2011	BF-8341-11	Chancellor C.C. Replacement of Exit Walkway	Infrastructure Replacement	$46,350		Y
2011	BF-8309-11	Charlton House Wood Siding Replacement	Infrastructure Replacement	$36,100		Y
2010	BF-8273-11	City Playhouse - Install Metal Siding	Infrastructure Replacement	$110,300		Y
2010	BF-8272-11	City Playhouse - Install New Roof	Infrastructure Replacement	$159,350		Y
2011	BF-8338-11	Dufferin Clark C.C. Bocce Court Resurfacing	Infrastructure Replacement	$41,200		Y
2009	BF-8246-11	Dufferin Clark C.C. Replace Basement Floor Tiles	Infrastructure Replacement	$27,300		Y
2010	BF-8295-11	Dufferin Clark C.C. Replace the Fire Protection Sprinklers - Pool	Infrastructure Replacement	$154,500		Y
2011	BF-8368-11	Electrical Cabinet for Maple Park	New Infrastructure	$21,630		Y
2010	BF-8285-11	Father Ermanno Bulfon C.C. - Fitness Centre Expansion	Growth/Development	$3,638,578	$129,417	Y
2011	BF-8342-11	Father Ermanno Bulfon C.C. Sidewalk and Curbing Replacement	Infrastructure Replacement	$46,350		Y
2011	BF-8306-11	Fire Station 71 Interior Renovations	Infrastructure Replacement	$45,300		Y
2011	BF-8307-11	Fire Station 72 Interior Renovations	Infrastructure Replacement	$48,400		Y
2011	BF-8349-11	Gallanough Park Walkway Lighting Replacements	Infrastructure Replacement	$36,100		Y
2011	BF-8332-11	Garnet A. Williams C.C. Exterior Siding Replacement	Infrastructure Replacement	$154,500		Y
2011	BF-8333-11	Garnet A. Williams C.C. Replace Pool Lighting	Infrastructure Replacement	$49,450		Y
2011	BF-8362-11	Glen Shields Park Decommission Amenities	Cost Efficiency	$92,700	$(41,585)	Y
2011	BF-8314-11	Joint Operations Centre Gen. Office Improv. Various Departments	Infrastructure Replacement	$92,700		Y
2011	BF-8308-11	MacDonald House Exterior Upgrades	Infrastructure Replacement	$61,800		Y
2009	BF-8229-11	Maple C.C. Arena Refurbishments	Infrastructure Replacement	$163,800		Y
2011	BF-8326-11	Maple CC Arena Domestic Piping & Plumbing Fixture Replacements	Infrastructure Replacement	$87,600		Y
2007	BF-8167-11	Maple Community Centre Northwest Parking Lot Replacement	Infrastructure Replacement	$262,650		Y
2011	BF-8320-11	Merino Rd Facility Replace the Roof Top Unit and Furnace	Infrastructure Replacement	$36,050		Y
2011	BF-8337-11	Rosemount C. C. Replace Arena Hall Flooring	Infrastructure Replacement	$41,200		N
2010	BF-8277-11	Rosemount Community Centre - Roof Restoration	Infrastructure Replacement	$290,500		Y
2011	BF-8351-11	Security Camera and Equipment Replacements	Infrastructure Replacement	$87,550		Y
2011	BF-8367-11	Uplands Golf & Ski Centre, Buildings General Capital	Infrastructure Replacement	$103,000		Y
2011	BF-8315-11	Vellore School Emergency Stair Replacement	Infrastructure Replacement	$28,800		Y
2011	BF-8310-11	Wallace House Waterproof Foundation Walls & Install New Cedar Roc	Infrastructure Replacement	$28,850		Y
2011	BF-8335-11	Woodbridge Pool & Arena C.C. Arena Painting	Infrastructure Replacement	$28,850		Y
2011	BF-8334-11	Woodbridge Pool & Arena C.C. Replace Arena Lobby Flooring	Infrastructure Replacement	$30,900		Y
2011	BF-8336-11	Woodbridge Pool & Arena Wall & Floor Tile Replacement	Infrastructure Replacement	$28,850		Y
				$6,209,958		

Building & Facilities

2011-12 Business Plan

BUSINESS OVERVIEW

Service Statement:
The Building and Facilities Department is responsible for providing office accommodations and security for City buildings. Additionally, the Department is responsible for providing plant services and security for employees, residents and users in addition to overseeing the construction of new and renovations to existing buildings, and maintenance of the City buildings (ie. recreation community centres, firehalls, libraries, parks, sports fields, administrative buildings and walkway lighting).



Full Time, Part Time and Overtime – Budgeted Amounts

	2010	2011 Base	Approved 2011 ARR	2011 Final	Carry Forward Gapping to 2012	2012 ARR
Full Time	**100.95**	**102**	1	103	-	1
Part Time	**5**	**5**	-	5	-	-
Total FTE	**105.95**	**107**	1	108	-	1
Overtime	$53,865	$55,405		$55,405		

Building & Facilities

2011-12 Business Plan

Key Stakeholders:

- Internal Departments within the City of Vaughan
- Libraries
- Residents/facility users
- Contractors/suppliers
- Sports Groups in Vaughan
- Business Community/Developers
- School Boards

Work Plan:

Link to Vaughan Vision 2020:
Pursue excellence in service delivery
Enhance and ensure community safety, health and wellness
Lead and promote environmental sustainability
Maintain assests & infrastructure
Enhance Productivity, cost effectiveness & innovation
Support the professional development of staff

Future Pressures and Opportunities:
There are growing expectations regarding service level and facility expansion will have to be addressed in the future by department. Opportunities exist for retrofitting of existing buildings to accommodate accessibility legislation. As well environmental initiatives (LEED/ Green Buildings) will be need to be addressed and enhanced as well as planning for recycling initiatives and energy and water savings.

Prior Year Business Plan Objectives / Accomplishments:	Year	Status	Outcome/Results
Develop and adopt a Facilities Master Plan to guide the planning and implementation of new facilities	2009	Ongoing	Master Plan approved by Council implementation proceeding
Work with Finance Department to develop key measures for Long Range Financial Plan	2009	Ongoing	Used as a tool for building analysis for maintenance audits and Capital Forecasting
Create work order system electronically with ITM and	2009	Implemented	Creation of

implement the CTS program into Building and Facilities			benchmarking for productivity and effectiveness evaluation
Perform building audits under the Accessibility Plan	2009	Audits performed, analysis continuous and ongoing	Addition of more automatic doors, enhancement of building designs for both new and renovations, submissions put forth in base specifications for ongoing enhancements
Perform energy audits on City buildings and implement recommendations for energy and environmental efficiencies	2010	ongoing	Working with Powerstream on solar panels to be installed on roofs of City Buildings

Business Plan Objectives:	Timeline	Outcome	Resources
2011 (Top 3 Objectives)			
Organize and hold a strategic visioning session for the department	Q2-11	Engage front-line staff in seeking improvements to customer and building service levels	
Enhance training programs to bring newer technologies and methods into day-to-day practices	Q3-11	Increase effectiveness of maintenance	
Implement a customer service feedback survey to internal City Departments	Q2-11	Evaluate expectations against resources to identify gaps in service levels.	
2012 (Top 3 Objectives)			

1. Continue to implement energy reduction enhancements
2. Implement continuous improvement initiatives
3. Implement Electronic Work Order System into the Facilities

Building & Facilities

2011-12 Business Plan

Key Performance Indicators:

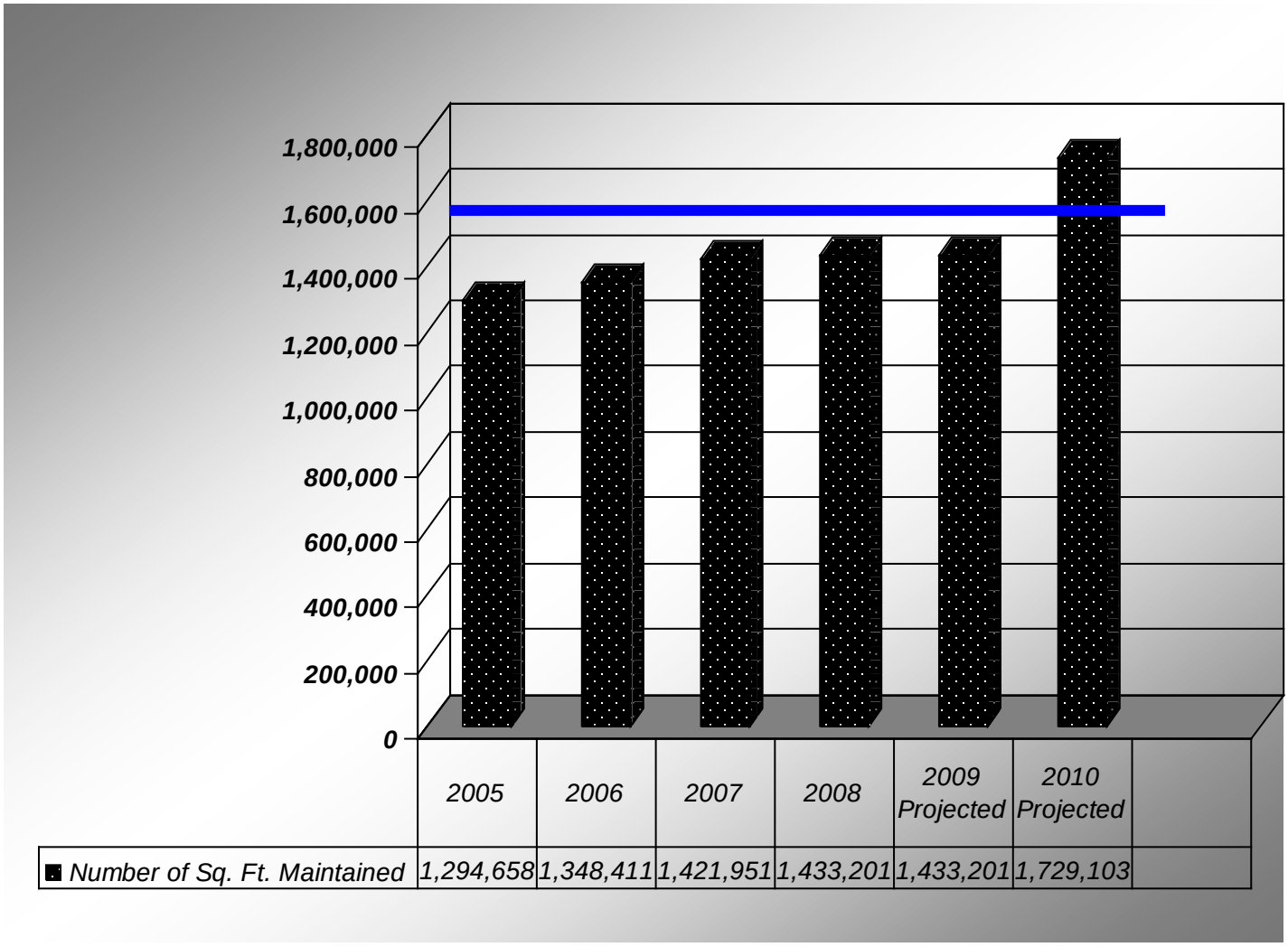
1. Quantity of Building Square Feet Maintained
2. Number of Building Square Feet Maintained per Maintenance FTE
3. Cost per Building Square Feet Maintained
4. Total Square foot of new construction per construction FTE
5. Utilities Consumption per Square Foot for all Major Buildings (to be developed)
6. Number of Work Orders per FTE, and Average turn Around Time (to be developed)
7. Number of Unscheduled Disruptions (to be developed)

Building & Facilities

2011-12 Business Plan

Measure: Quantity of Building Square Feet Maintained

Definition: The total number of building square feet maintained



	2005	2006	2007	2008	2009 Projected	2010 Projected
Number of Sq. Ft. Maintained	1,294,658	1,348,411	1,421,951	1,433,201	1,433,201	1,729,103

Key Conclusion:
The number of building square feet maintained has increased 25% over the 2005-2010 period.

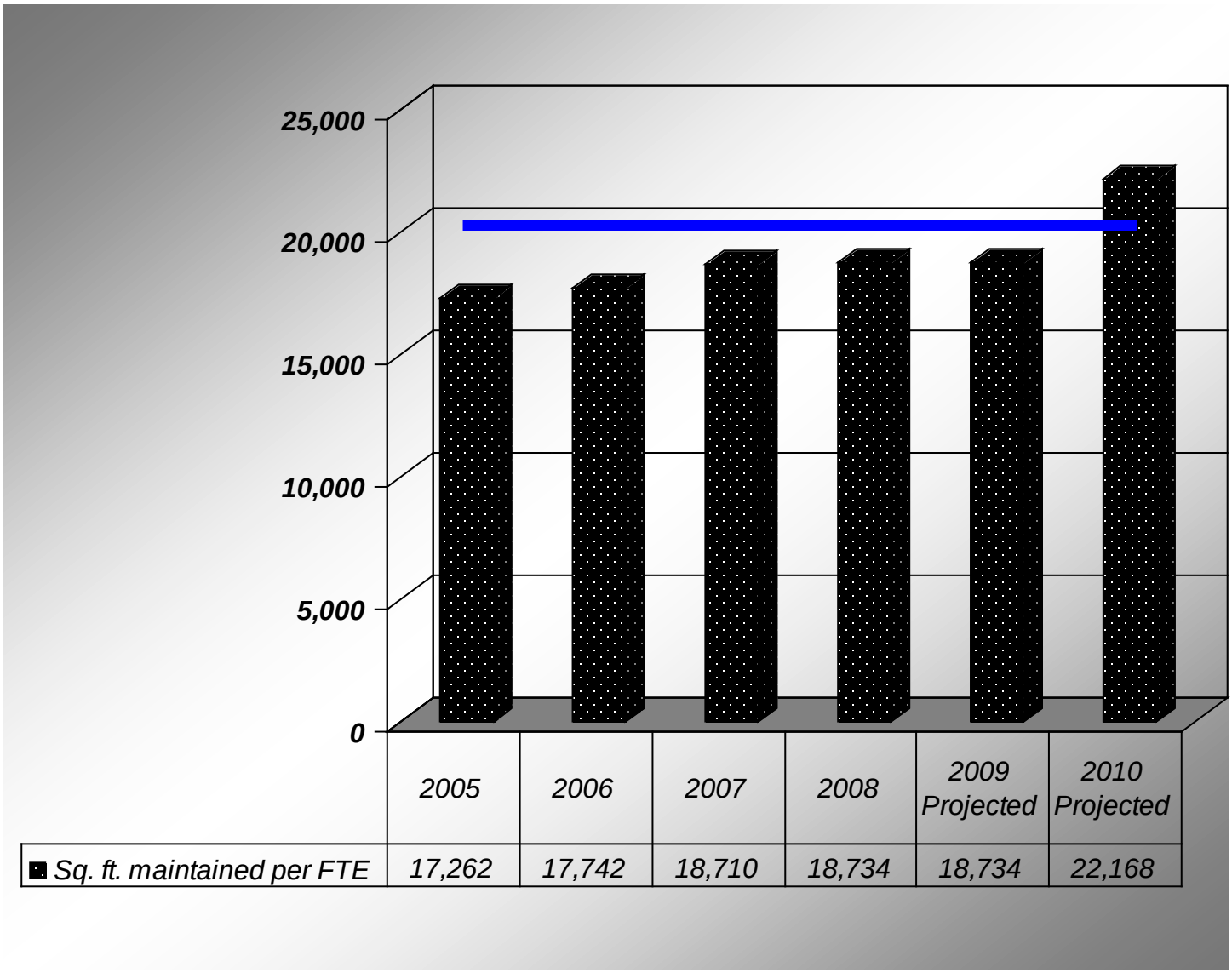
Notes about the Measure:
These figures include; Community Centres, Libraries, Administration Buildings, Fire Stations, Heritage Buildings, Older Adult Centres and Park's Buildings/Field Houses. Buildings added in 2010 include new City Hall, and North Thornhill Community Centre

Building & Facilities

2011-12 Business Plan

Measure: Number of Building Square Feet Maintained per Maintenance FTE

Definition: The number of building square feet maintained per actual FTE across the City



	2005	2006	2007	2008	2009 Projected	2010 Projected
Sq. ft. maintained per FTE	17,262	17,742	18,710	18,734	18,734	22,168

Key Conclusion:
The total number of building square feet maintained per Maintenace FTE has increased by 22% (4906 sq. ft.) over the 2005 to 2010 period.

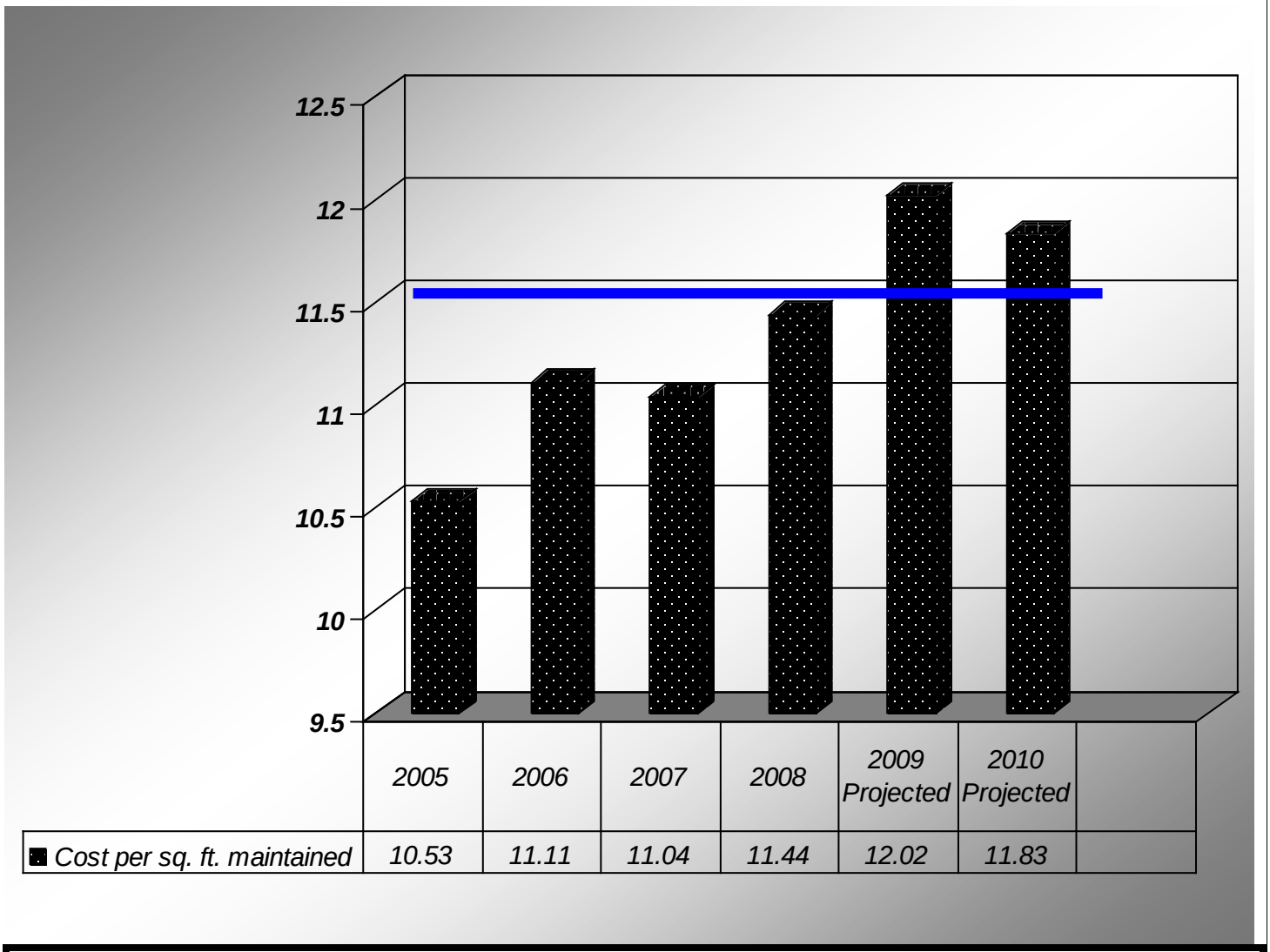
Notes about the Measure:
These figures include; Community Centres, Libraries, Administration Buildings, Fire Stations, Heritage Buildings, Older Adult Centres and Park's Buildings/Field Houses.

Building & Facilities

2011-12 Business Plan

Measure: Cost per Building Sq. Ft. Maintained

Definition: The total cost of maintenance per building square foot



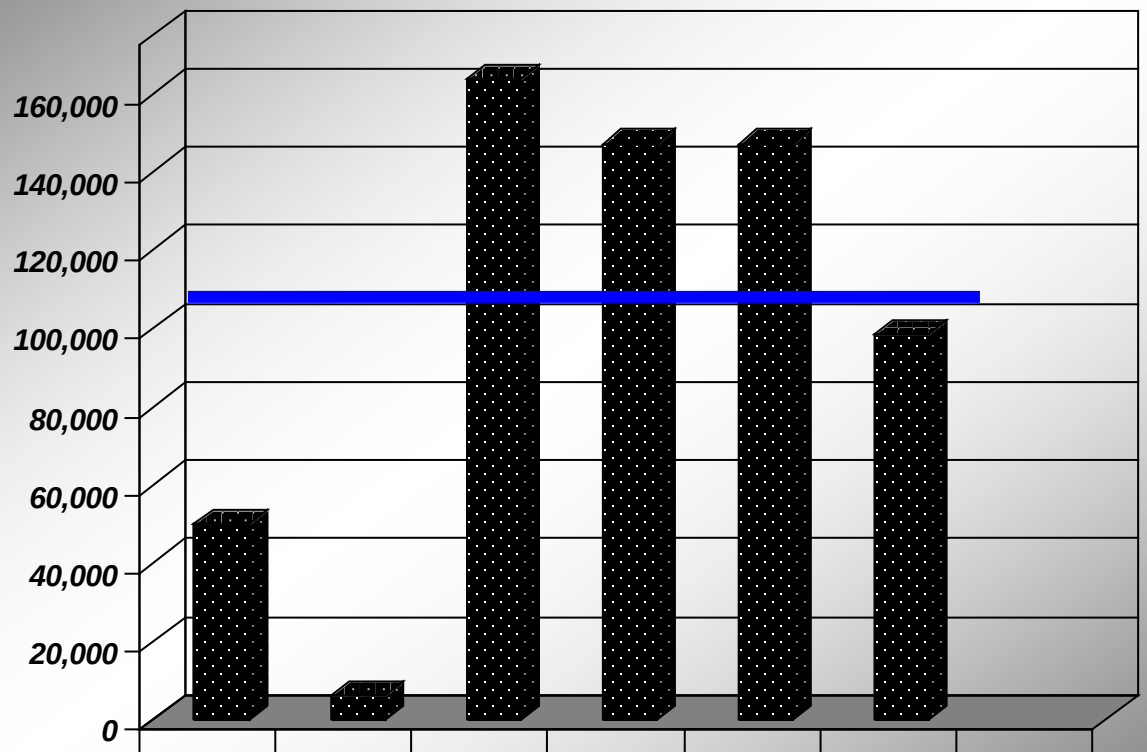
	2005	2006	2007	2008	2009 Projected	2010 Projected
Cost per sq. ft. maintained	10.53	11.11	11.04	11.44	12.02	11.83

Key Conclusion:
Since 2005, Vaughan's operating costs have increased by 11%, while square footage increased by 25%.

Notes about the Measure:
Unit cost increases have been primarily driven by utilities and contract cost increases.

Measure: Total Square Footage of New Construction per Construction FTE

Definition: The total square footage of new building and facilities construction in the City per Construction FTE



	2005	2006	2007	2008	2009 Projected	2010 Projected
Sq. Ft. per Construction FTE	50,019	6,016	163,586	147,156	147,156	98,634

Key Conclusion:
The total square footage of new City facility construction per construction FTE has varied from 2005 to 2010. New construction square footage is due to construction projects such as the new Civic Centre and the North Thornhill Community Centre.

Notes about the Measure:
There are a total of 3 FTE's involved in new City building and facilities construction. This includes design and construction project management each year.

Building & Facilities

2011-12 Business Plan

Overall Conclusion:

There has been an increase in number of new buildings city wide including a library, fire hall and new Civic Centre which impacts on the department in resource allocation and planning. Also, dealing with multiple priorities in daily maintenace and new initiatives such as accessibility, environmental and sustainability planning require organization and long term strategic thinking, planning, training and action plans.

Commissioner Sign-off **Date (mm/dd/yy)**

Fleet

City of Vaughan
Revenue/Expenditure Summary Report
2011-12 Operating Budget

			2010 Actual	2010 Budget	2011 Budget	% of Total Budget	Budget Variance $	Budget Variance %	2012 Forecast
					2011				
Fleet Management	Joint Service Revenue	Joint Service Revenue	(3,107)	(11,405)	(12,000)	1.3%	(595)	5.22%	(12,500)
	Revenue	Trsf. Fm Res. & Res Funds	(790,154)	(925,021)	(934,305)	98.7%	(9,284)	1.0%	(968,036)
	Total Revenues		**(793,261)**	**(936,426)**	**(946,305)**	**100.0%**	**(9,879)**	**5.22%**	**(980,536)**
	Labour Costs	Staffing Costs (incl Benefits)	704,467	781,141	820,962	84.1%	39,821	5.1%	857,453
	Other Expenses	Joint Services & Department Transfers	1,600	31,400	31,400	3.2%	0	0.0%	31,400
		General Mtce & Repairs	22,174	33,260	31,338	3.2%	(1,922)	-5.78%	31,338
		Service Contracts and Materials	35,009	29,860	28,134	2.9%	(1,726)	-5.78%	28,134
		Office Supplies& Expenses	16,591	20,700	19,949	2.0%	(751)	-3.63%	19,949
		Tools & Equipment	7,480	14,900	14,039	1.4%	(861)	-5.78%	14,039
		Utilities & Fuel	8,646	8,000	8,141	0.8%	141	1.76%	8,141
		Office Equipment & Furniture	4,398	7,600	7,161	0.7%	(439)	-5.78%	7,161
		Staff Development & Training	998	5,475	5,571	0.6%	96	1.75%	5,571
		Professional Fees	0	4,000	4,070	0.4%	70	1.75%	4,070
		Communications	659	2,500	2,544	0.3%	44	1.76%	2,544
		Other	267	1,680	1,680	0.2%	0	0.0%	1,680
		Meals & Travel	257	1,250	1,231	0.1%	(19)	-1.52%	1,231
		Total Non Labour Costs	**98,078**	**160,625**	**155,258**	**15.9%**	**(5,367)**	**-3.34%**	**155,258**
	Total Expenses		**802,545**	**941,766**	**976,220**	**100.0%**	**34,454**	**3.66%**	**1,012,711**
	Net Expenditures		**9,284**	**5,340**	**29,915**		**24,575**	**460.21%**	**32,175**

2011 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2011 Impact		Net 2012 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget $	FTE	Budget $	FTE	Budget $	FTE	Budget $
Filing Clerk (FT Conv.)	FT	0.3	43,916	(43,916)	0			0.31	0	-	0

Capital Budget

Comm. of Community Services
Fleet Management

Year Identified	Project #	Project Name	Project Type	Total Budget	Operating Budget Impact	TCA
2011	FL-5197-11	Bylaw Enforcement - New Vehicle	Growth/Equipment	$30,900	$47,204	Y
2011	FL-5198-11	Bylaw Enforcement - New Vehicle	Growth/Equipment	$30,900	$52,412	Y
2011	FL-5162-11	Engineering Development - New Vehicle	Growth/Equipment	$30,900	$51,557	Y
2011	FL-5167-11	Parks - Horticulture - New Vehicle	Growth/Equipment	$51,500	$2,500	Y
2011	FL-5182-11	Parks - New Equipment	Growth/Equipment	$20,600	$1,000	Y
2011	FL-5183-11	Parks - New Equipment	Growth/Equipment	$20,600	$1,000	Y
2011	FL-5185-11	Parks - New Equipment	Growth/Equipment	$67,000		Y
2011	FL-5186-11	Parks - New Equipment	Growth/Equipment	$67,000		Y
2011	FL-5187-11	Parks - New Equipment	Growth/Equipment	$67,000		Y
2011	FL-5188-11	Parks - New Equipment	Growth/Equipment	$20,600	$500	Y
2011	FL-5189-11	Parks - New Equipment	Growth/Equipment	$20,600	$500	Y
2011	FL-5164-11	Parks - New Vehicles	Growth/Equipment	$46,400	$2,500	Y
2011	FL-5165-11	Parks - New Vehicles	Growth/Equipment	$41,200	$5,000	Y
2011	FL-5190-11	Parks - New Vehicles	Growth/Equipment	$41,200	$2,500	Y
2011	FL-5161-11	Public Works - Roads - New Equipment	Growth/Equipment	$131,300	$2,000	Y
2010	FL-5130-11	Public Works - Wastewater - Vehicle Replacement	Infrastructure Replacement	$46,400		Y
2010	FL-5131-11	Public Works - Water - Vehicle Replacement	Infrastructure Replacement	$41,200		Y
2011	FL-5159-11	Public Works - Water - Vehicle Replacement	Infrastructure Replacement	$46,400		Y
2010	FL-5195-11	Public Works - Water - Vehicle Replacement	Infrastructure Replacement	$61,800		Y
				$883,500		

Fleet Services

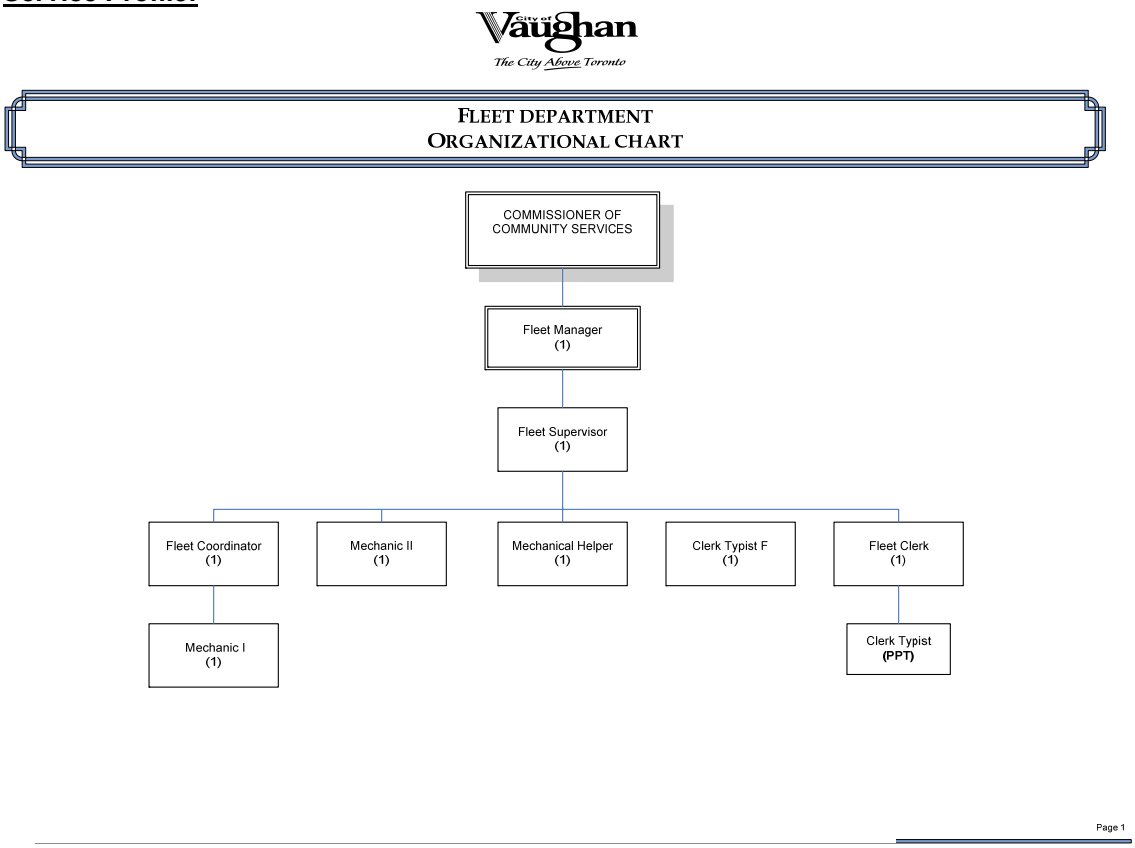
2011-12 Business Plan

BUSINESS OVERVIEW

Service Statement:

Fleet Services is responsible for administering a pro-active and cost efficient maintenance program to ensure that vehicles and equipment are operating in a safe and reliable manner, and ensuring that the guidelines of all government legislation and that of government agencies are met.

Service Profile:



Full Time, Part Time and Overtime – Budgeted Amounts

	2010	2011 Base	Approved 2011 ARR	2011 Final	Carry Forward Gapping to 2012	2012 ARR
Full Time	8	8	1	9	0	0
Part Time	0.69	0.69	- 0.69	0	0	0
Overtime	$27,256	$27,255	-	27,255		-

Key Stakeholders:

. City Departments
. Mayor and Council
. York Regional Police (Fuel)
. Outside Suppliers/Contractors
. Contract Repair Shops
. Specialized Repair Shops
. Government Agencies/Ministry of Transportation

Fleet Services

2011-12 Business Plan

Work Plan:

Link to Vaughan Vision 2020:

Pursue Excellence in Service Delivery
Enhance Productivity, Cost Effectiveness & Innovation
Attract, Retain & Promote Skilled Staff

Future Pressures and Opportunities:

To promote good driving habits by following the pertinent laws, acts and legislations to ensure that City vehicles and equipment are operated in a safe manner. Detailed training on equipment needs to be verified, recorded and updated as required by user Departments in consultation with Fleet Services.

Business Plan Objectives:

Prior Year Business Plan Objectives / Accomplishments:	Year	Status	Outcome/Results
Develop and implement a driver training procedure for temporary employees who will be assigned to drive vehicles by March 31, 2011.	2010	Pending hiring of driver trainer	Will be completed when the driver trainer is hired
Develop training for temporary employees operating a truck and trailer combination, loaded with equipment.	2010	Pending hiring of driver trainer	Dependant on hiring the driver trainer
Develop an ongoing program that will teach city drivers how to improve their driving skills and habits to save fuel, reduce accidents and cost.	2010	Pending hiring of driver trainer	Dependant on hiring the driver trainer
Establish a procedure in consultation with Human Resources requirements for hiring staff that will be driving City vehicles/equipment in accordance with the Highway Traffic Act and the City Fleet Policy.	2010	Not completed	
Review present machine time formula with the Budgeting and Financial Planning Department to establish a system for all departments.	2010	Finance dept. to supply information	Dependant on Finance information

Fleet Services

2011-12 Business Plan

2011-12 Business Plan Objectives:

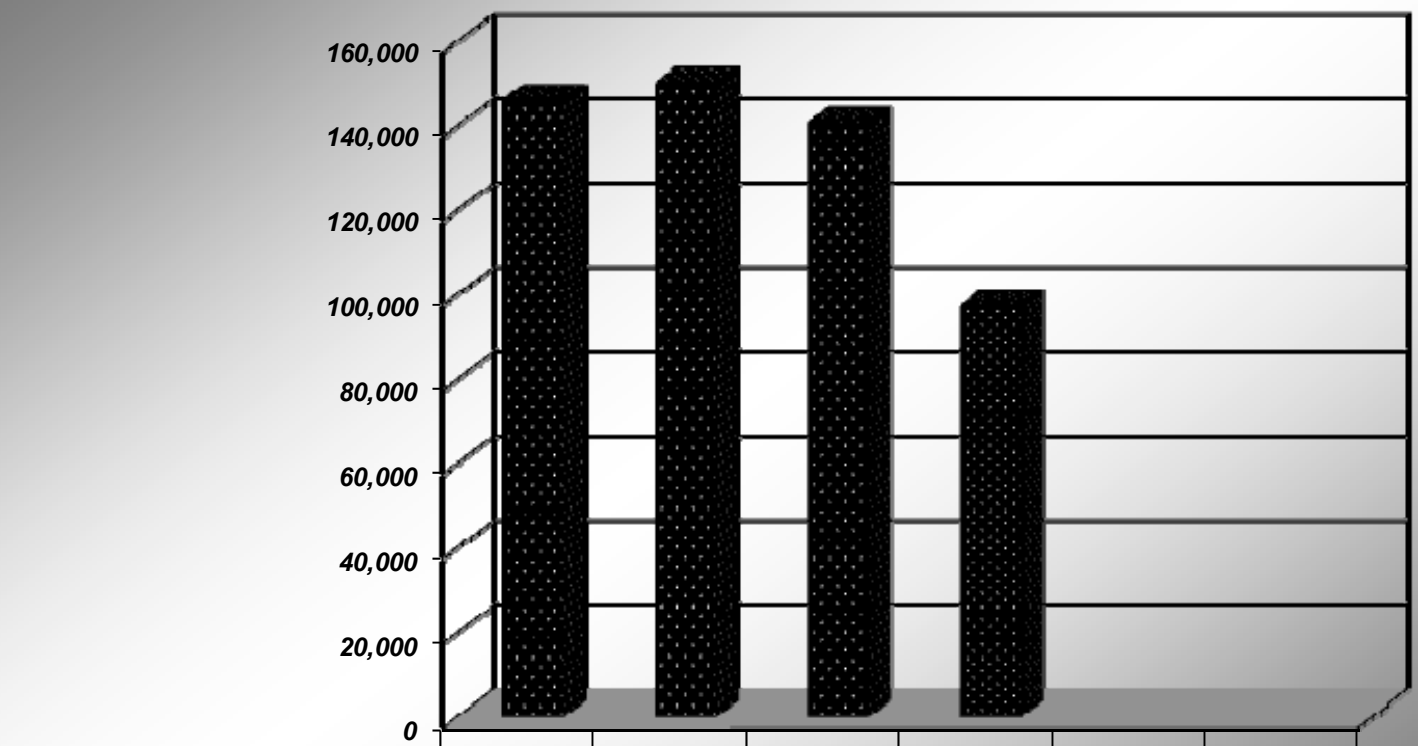
Business Plan Objectives:	Timeline	Outcome	Resources
2011 (Top 3 Objectives)			
1. Streamline vehicle and equipment inventory to comply with replacement schedule.	2011		
2. Review and enhance Job Descriptions, bringing all mechanics into the same ability and education/skill levels	2011	Diverse ability of all staff to perform tasks necessary for efficient service	
3. To bring part time clerk to full time position.	2011	Increase effectiveness of proper record-keeping and reporting	
2012 (Top 3 Objectives)			
1. To hire a permanent driver trainer.			
2. Streamline shop part inventory procurement.			
3. Create a tracking system for the pre-trip inspections.			

Fleet Services

2011-12 Business Plan

Key Performance Indicators:

Measure: Cost per Preventative Maintenance Service
Total costs for Preventative Maintenance Services A, B & C



	2007	2008	2009	2010 to July 31 2010	2011	2012
Cost per Preventative Maintenance Service	145,893	149,876	140,557	97,250		

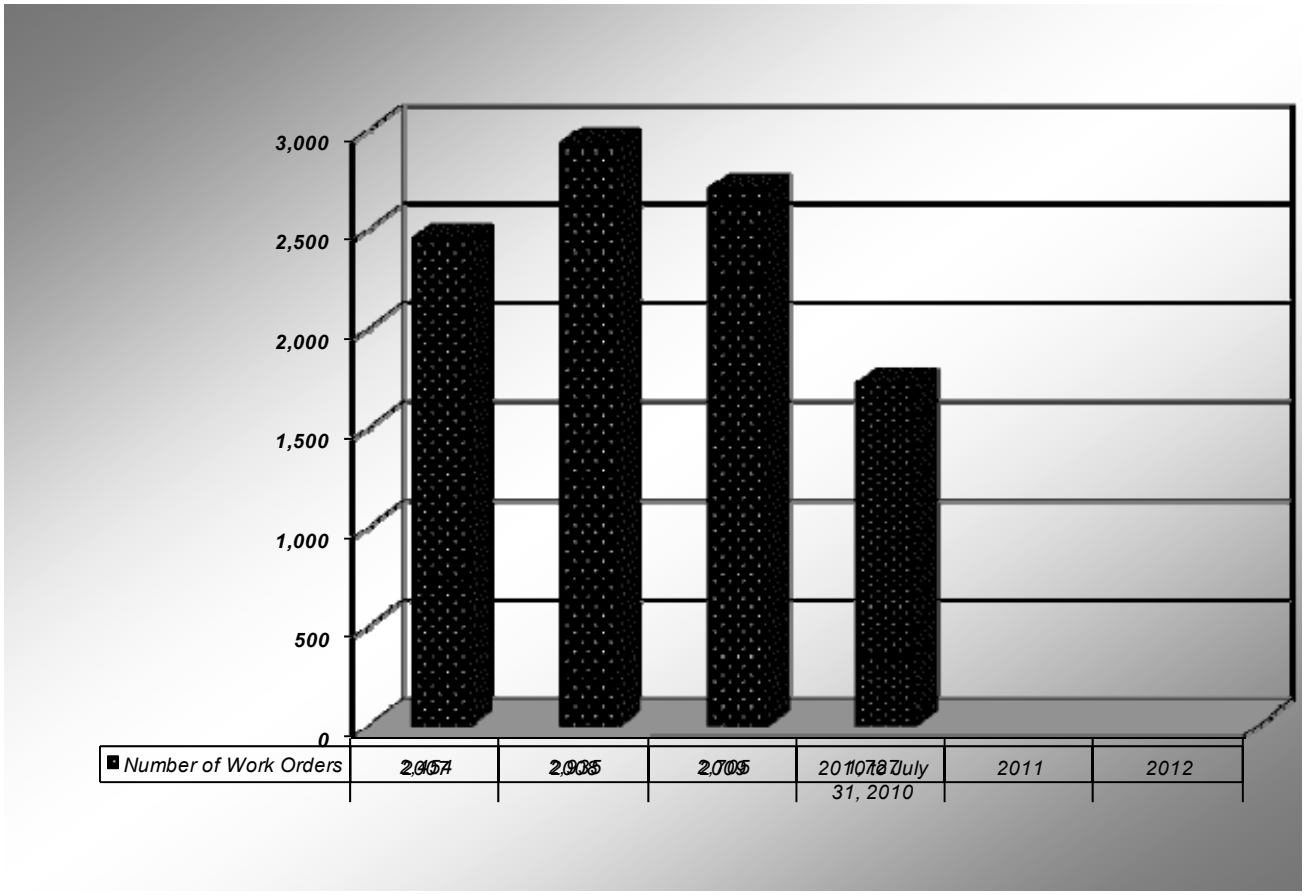
Key Conclusion:
2009 shows a decrease from 2008, because in 2009 we streamlined the work orders to reflect the repairs and the PM inspections on one work order instead of separating them.

Fleet Services

2011-12 Business Plan

BUSINESS OVERVIEW

<u>Measure</u>: Number of Work Orders per Clerical FTE



<u>Key Conclusion:</u>

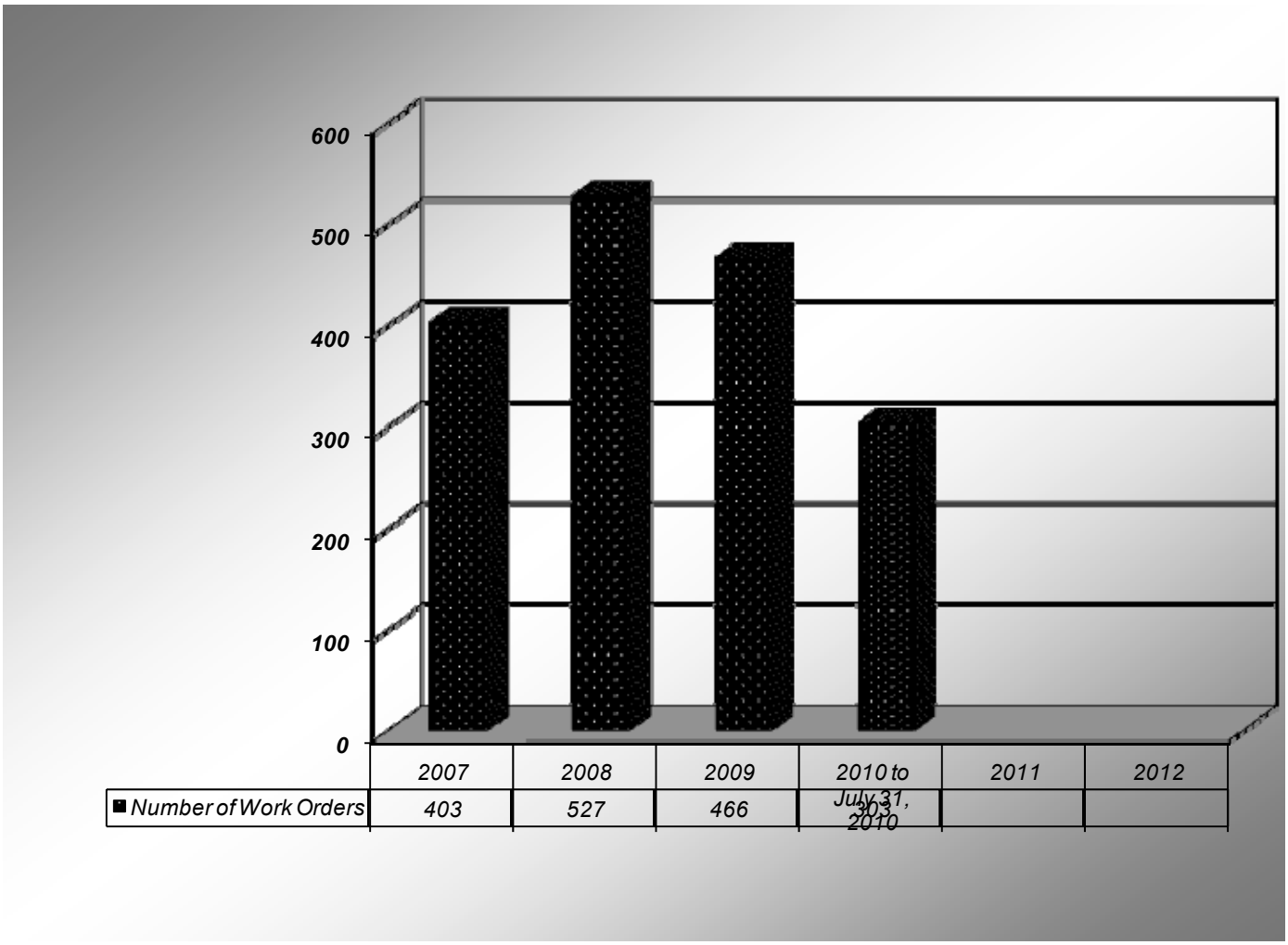
There was a 20% increase from 2007 to 2008, but in 2009 the decrease was due to streamlining the work orders for repairs and maintenance as one instead of separating them, thus increasing efficiencies.

Fleet Services

2011-12 Business Plan

BUSINESS OVERVIEW

Measure: Number of Work Orders per Mechanical FTE



Key Conclusion:

The decrease in 2009 work orders from 2008 is because in 2009 there were less repairs to snow plow equipment due to less inclement weather.

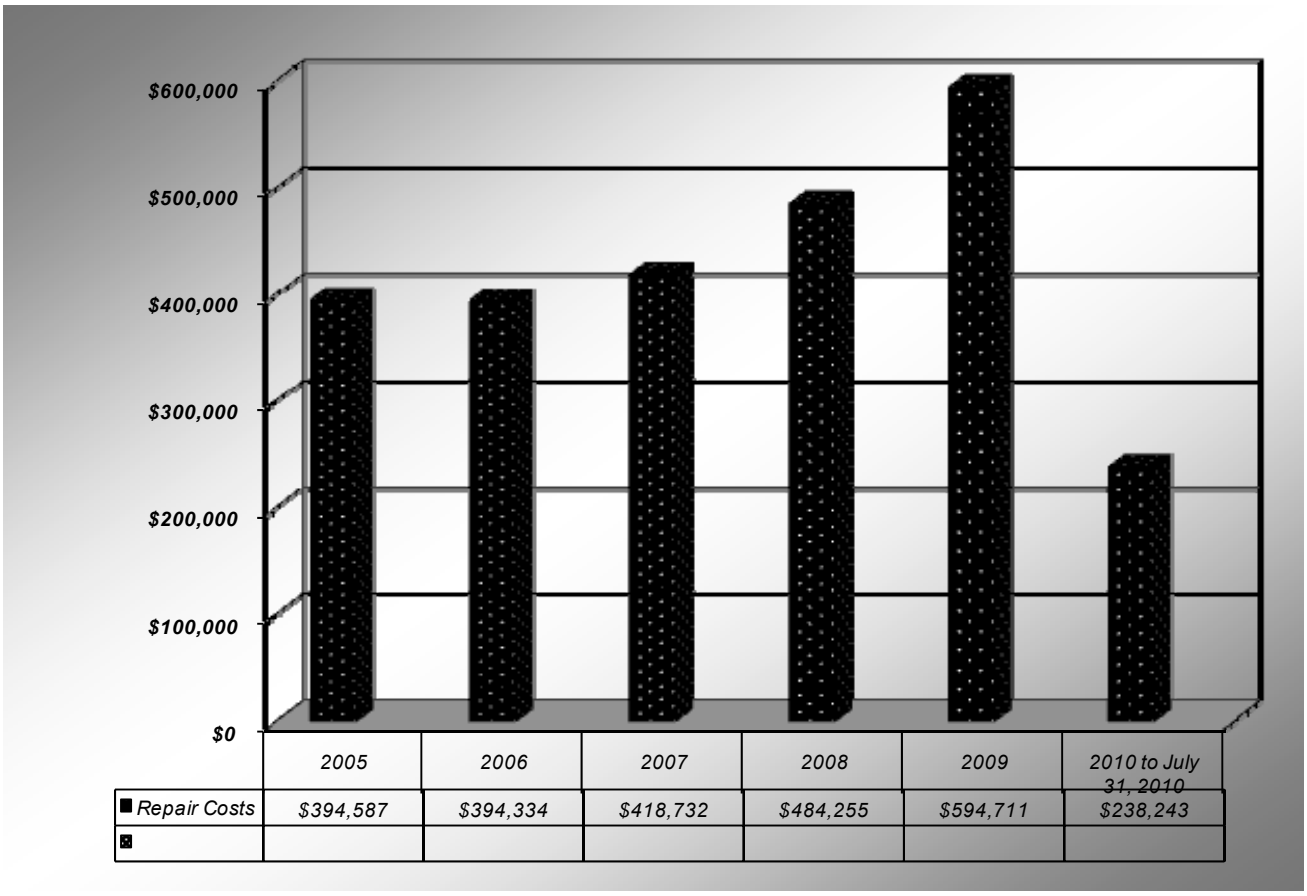
.

Fleet Services

2011-12 Business Plan

BUSINESS OVERVIEW

Measure: Amount of General Repair Costs per year



Key Conclusion:
The increase in 2009 was due to numerous high cost repairs to older vehicles. There will be a decrease in 2010 as the older vehicles are being replaced and taken out of service. This trend is expected to continue and will be tracked.

Fleet Services

2011-12 Business Plan

BUSINESS OVERVIEW:

Key Conclusion:

There should be a decrease in overall repairs as the older vehicles are being replaced and our 2010 fleet consists of newer vehicles.

Notes about the Measure:

Innovation and technologies, as well as tight monitoring of operations and maintenace is crucial to reducing annual costs for maintenance.

Overall Conclusion:

The new RFP system for outsourcing seasonal equipment and vehicles are in place and is working efficiently. The new procedure has enabled us to be more cost efficient.

The Vehicle Replacement Schedule has been amended to better access life cycles for all vehicles and equipment and the Long Range Planning Module and Fleet Policy has been amended to reflect all changes.

Commissioner Sign-off **Date (mm/dd/yy)**

Parks and Forestry Operations

City of Vaughan
Revenue/Expenditure Summary Report
2011-12 Operating Budget

			2010 Actual	2010 Budget	2011 Budget	% of Total Budget	Budget Variance $	Budget Variance %	2012 Forecast
					2011				
Parks Operations	Revenue	Reserves Revenue	(97,780)	0	0	0.0%	0	0.0%	0
		Licenses and Permits	(444)	0	(12)	0.0%	(12)	0.0%	(26)
		Dept. Misc. Revenues	(7,437)	(9,395)	(9,395)	6.3%	(0)	0.0%	(9,395)
		Investment Income	(5,164)	(11,000)	(11,000)	7.4%	(0)	0.0%	(11,000)
		Departmental Revenues	(15,040)	(8,171)	(13,250)	8.9%	(5,079)	62.16%	(16,680)
		Rev. frm Recov. Exp	(93,924)	(23,995)	(23,995)	16.1%	(0)	0.0%	(23,995)
		Service Charges	(68,874)	(60,855)	(91,503)	61.3%	(30,648)	50.36%	(92,105)
	Total Revenues		**(288,664)**	**(113,416)**	**(149,155)**	**100.0%**	**(35,739)**	**31.51%**	**(153,201)**
	Labour Costs	Staffing Costs (incl Benefits)	6,700,440	6,959,404	7,502,017	61.7%	542,613	7.8%	7,660,242
	Other Expenses	Service Contracts and Materials	2,742,543	2,769,992	2,771,274	22.8%	1,282	0.05%	2,982,724
		General Mtce & Repairs	991,265	891,624	931,575	7.7%	39,951	4.48%	911,575
		Utilities & Fuel	618,044	589,765	681,686	5.6%	91,921	15.59%	769,036
		Tools & Equipment	50,570	68,360	64,809	0.5%	(3,551)	-5.19%	107,133
		Joint Services & Department Transfers	2,213	54,265	53,965	0.4%	(300)	-0.55%	53,965
		Office Equipment & Furniture	9,140	44,420	44,497	0.4%	77	0.17%	39,497
		Staff Development & Training	4,945	26,200	27,661	0.2%	1,461	5.58%	27,161
		Office Supplies& Expenses	16,759	21,120	19,899	0.2%	(1,221)	-5.78%	19,899
		Community Advertising & Promotion	18,540	50,670	14,764	0.1%	(35,906)	-70.86%	14,764
		Other	1,373	11,310	11,310	0.1%	0	0.0%	11,310
		Operating Leases	13,602	11,700	11,024	0.1%	(676)	-5.78%	11,024
		Communications	3,911	7,720	7,575	0.1%	(145)	-1.88%	7,575
		Meals & Travel	8,987	7,060	7,096	0.1%	36	0.51%	7,096
		Corporate Accounts	3,300	3,300	3,940	0.0%	640	19.39%	4,190
		Professional Fees	450	800	814	0.0%	14	1.75%	814
		Capital Funding	254,780	0	0	0.0%	0	0.0%	0
		Total Non Labour Costs	**4,740,421**	**4,558,306**	**4,651,889**	**38.3%**	**93,583**	**2.05%**	**4,967,763**
	Total Expenses		**11,440,862**	**11,517,710**	**12,153,906**	**100.0%**	**636,196**	**5.52%**	**12,628,005**
	Net Expenditures		**11,152,198**	**11,404,294**	**12,004,751**		**600,457**	**5.27%**	**12,474,804**

2011 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2011 Impact		Net 2012 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget $	FTE	Budget $	FTE	Budget $	FTE	Budget $
2 Park Attendants	FT	2.0	145,386	(100,176)	45,210			2.00	45,210	-	(200)
Assistant Foreperson (Horticulture)	FT	1.0	97,788	-	97,788			1.00	97,788	-	(5,200)
2 Temp Seasonal Employees	PT	1.6	70,534	-	70,534	(0.8)	(35,267)	0.80	35,267	0.80	35,267

2012 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2012 Impact		Net 2013 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget $	FTE	Budget $	FTE	Budget $	FTE	Budget $
GPS for equipment	n/a	0.0	42,723	-	42,723			-	42,723	-	0
1 Temp Seasonal Employee	PT	0.8	35,267	-	35,267			0.84	35,267	-	0

Capital Budget

Comm. of Community Services
Parks Operations

Year Identified	Project #	Project Name	Project Type	Total Budget	Operating Budget Impact	TCA
2010	PO-6702-11	Park Hard Surface/Walkway Repairs	Infrastructure Replacement	$200,000		Y
2011	PO-6725-11	Parks Trash Receptacles-Various Locations	Infrastructure Replacement	$61,800		Y
2011	PO-6726-11	Stage Replacement & Folding Chairs/Tables	Infrastructure Replacement	$20,600		Y
2010	PO-6709-11	SWM Pond Life Saving Stations (Phase III)	New Infrastructure	$154,500	$3,000	N
2010	PO-6700-11	Tree Planting Program	Infrastructure Replacement	$473,800		N
2011	PO-6735-11	Tudor Park Improvements	New Infrastructure	$41,027		N
				$951,727		

Parks Operations/Forestry

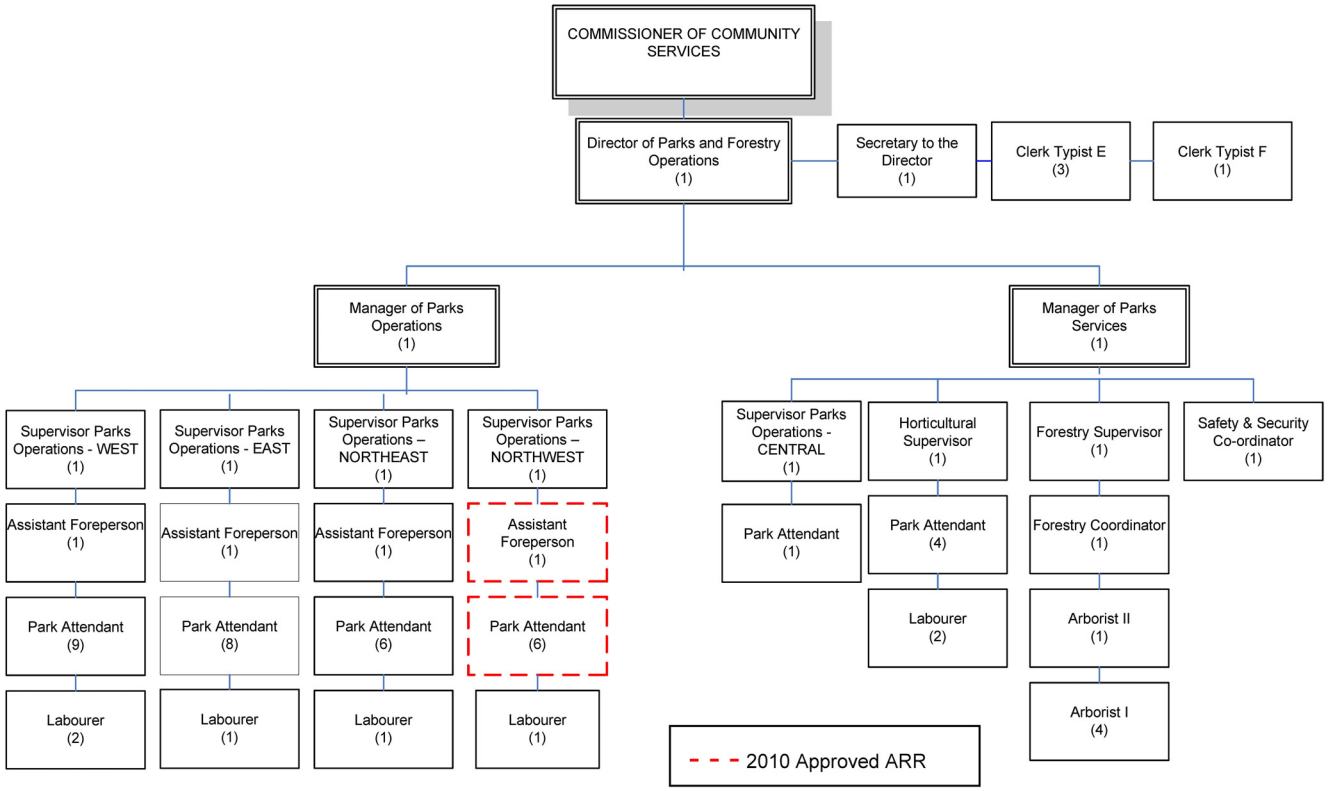
2011-12 Business Plan

BUSINESS OVERVIEW

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

To maintain Parks and Trees, to achieve an aesthetically beautiful and consistent service delivery for our residents. In so doing, we strive to use resources in an environmentally responsible and sustainable manner.

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



Full Time, Part Time and Overtime – Budgeted Amounts

	2010	2011 Base	Approved 2011 ARR	2011 Final	Carry Forward Gapping to 2012	2012 ARR
Full Time	64	64	3	67	0	0
Part Time	43.44	43.44	0.8	44.24	0.8	0.8
Overtime	$140,910	$147,665	$2,388	$150,053	-	-

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

Mayor and City Councilors
Ratepayers Associations and Residents
City buildings/facilities
Contractors/Suppliers
Ministry of Natural Resources
Ministry of the Environment
Vaughan Environmental Action Committees
Business Community/Developers
Region of York
CFIA (Canadian Food Inspection Agency)
Asian Long Horn Beetle Inter-gov't task force
Toronto Regional Conservation Authority(TRCA)
School Boards
Safe City Committee

Parks Operations/Forestry

2011-12 Business Plan

Sports Groups in Vaughan Horticultural Societies

Work Plan:

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

Pursue Excellence in Service Delivery
Enhance and Ensure Community, Safety, Health & Wellness
Lead and Promote Environmental Sustainability
Enhance Productivity, Cost Effectiveness and Innovation
Maintain Assets & Infrastructure Integrity

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

- As turf becomes weed infested, more extensive measures to remove weeds and invasive turf will be required. Artificial Turf on sports fields is an option as well as renovations
- As Ash trees decline in the COV, and demands for more trees is recognized in the Environmental Master Plan therefore additional trees will be necessary.
- Green bin waste at homes in Vaughan and Special City events occurs, ongoing efforts to introduce green bin at special events.
- Work force will need to be adaptable to all lines of Parks functions; therefore a diversified base of staff to all functions will be required.

Business Plan Objectives (list the status of 2010 business plan objectives and the method of measuring successful implementation. As well, list 2011-12 business plan objectives in the appropriate section)

Prior Year Business Plan Objectives / Accomplishments:	Year	Status	Outcome/Results
Implement continuous improvement initiatives in Forestry to improve customer service effectiveness	2010	Quarterly calls to residents who are waiting for tree service has reduced complaints	Reduction in number of follow-up calls from residents
Implement and evaluate the effectiveness of the improved adopt-a-park program.	2010	Increase in commitment to adopt-a-park program with an increase in adoptions. Ongoing	Number of Parks adopted
Implement an inspection program for lifesaving stations through the City of Vaughan for storm water management ponds	2010	Implementation underway	Improved safety and awareness in our communities.

Parks Operations/Forestry

2011-12 Business Plan

Prior Year Business Plan Objectives / Accomplishments:	**Year**	**Status**	**Outcome/Results**
Implement phase 2 of the Greening Vaughan recycling initiative to include recycling all sports fields, community centers and new parks	2010	Implementation underway of phase 3	All Parks to have a means to recycle by 2011
Implement revisions to the 'adopt-a-park' brochure and include storm water management ponds	2009	New brochure to be developed in 09	Increased safety and awareness in our communities.
Develop a tree planting strategy to increase the urban tree canopy in Vaughan in addition to those already taking place in the annual tree replacement program	2009 to 2013	Study to identify areas in partnership underway	Increase trees low canopy areas
Provide quality turf to assist in the reduction of unwanted pests (weeds and insects) from being invasive. Turf maintenance is essential for longevity and sustainability.	2009	Ongoing	Reduced number of pests in turf
Provide consistent service delivery by developing a well trained Park Attendant who will address all the needs of a Park. From inspecting a playground to providing turf care practices with full knowledge and ability.	2009	Ongoing	Improved service delivery consistency
Increase community involvement with outreach programs such as: adopt a park, adopt at SWMP, tree dedication and CIB partnership initiatives, Vaughan Blooms and Curb Appeal Program.	2009	Ongoing	Increased level of community involvement
Maintain the standard of cutting grass every 12-14 days.	2009	Ongoing	Maintain service level
Clear sidewalks and parking lots within the Council approved guidelines set to ensure safety for Vaughan residents.	2009	Ongoing	Maintain service level

Parks Operations/Forestry

2011-12 Business Plan

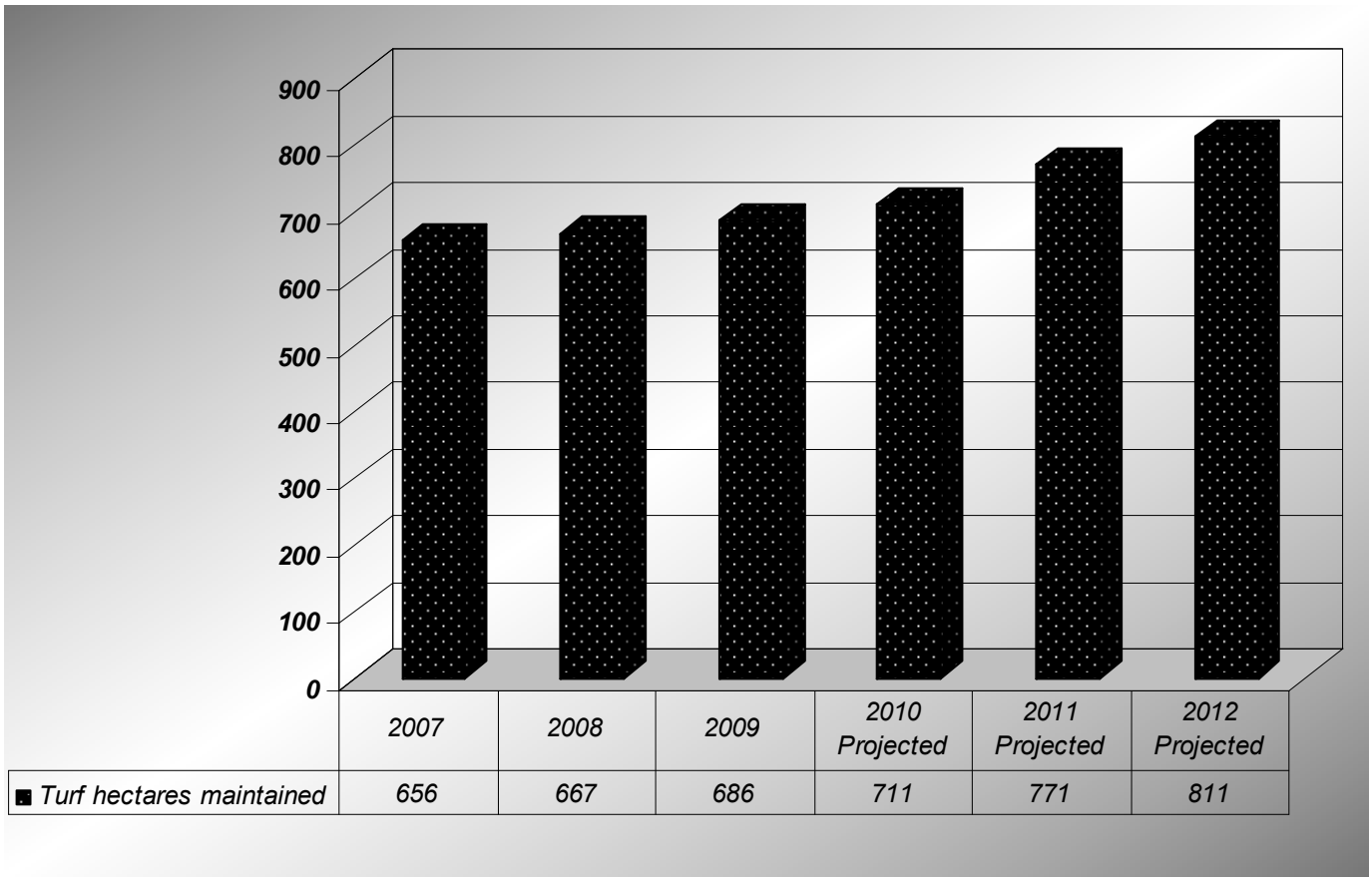
2011-12 Business Plan Objectives: (Note the anticipated Timeline, Outcome and Resources (Additional Resource Request) for each objective)

Business Plan Objectives:	Timeline	Outcome	Resources
2011 (Top 3 Objectives)			
Improve the shrub bed pruning on all boulevards in the COV with staff who demonstrate service excellence with revised quality standards.	Q2 and Q3	Better shrub bed standards along COV streetscapes.	ARR's submitted for Full-time staff and Assistant Foreperson in the Horticultuel division.
Implement GPS system to all COV vehicles to provide timely resposne to snow and turf cutting issues. Phase two	Q1	Provide better custormer service to our residents	ARR's submitted for the addition of GPS units to service the remaining sidewalk units which will be transferablet to grass cutting units.
Continue to provide service-in-kind items booked through Recreation	Q1	Service excellence to the community is main benefit and revenue generated from this service (to Recreation) is valuable	ARR submitted to alllow this to continue, otherwise this servie will need to be reduced from the present level.
2012 (Top 3 Objectives)			
Five Year Paln to Increase Trees was implemented in 2009 and funds are identified anually to support this initiative until 2013.	Ongoing	Meet goals set out in Envirnmental Master plan. Strategic Initiative #4.	ARR's reflect additional funds in 2009-2013
Develop staffing in Parks to be more adaptable to all equipment functions.	2011/12	Reduce dependency on Public Works and silo staffing	Training ongoing
Provide community involvement programs such as: Partnership plantings, Vaughan Blooms initiative and Curb Appeal.	2011/12	Enhanced community engagement	Resources will be identified in 2011

BUSINESS OVERVIEW

Measure: Number of Park Turf Hectares Maintained

Definition: The number of park hectares receiving regularly scheduled turf maintenance services as per the Council approved standards



Key Conclusion:
The number of park turf hectares maintained is projected to increase by 19% for sports fields, parks, and open space from 2007 to 2012 projected. Additional crews are required to meet the current level of service

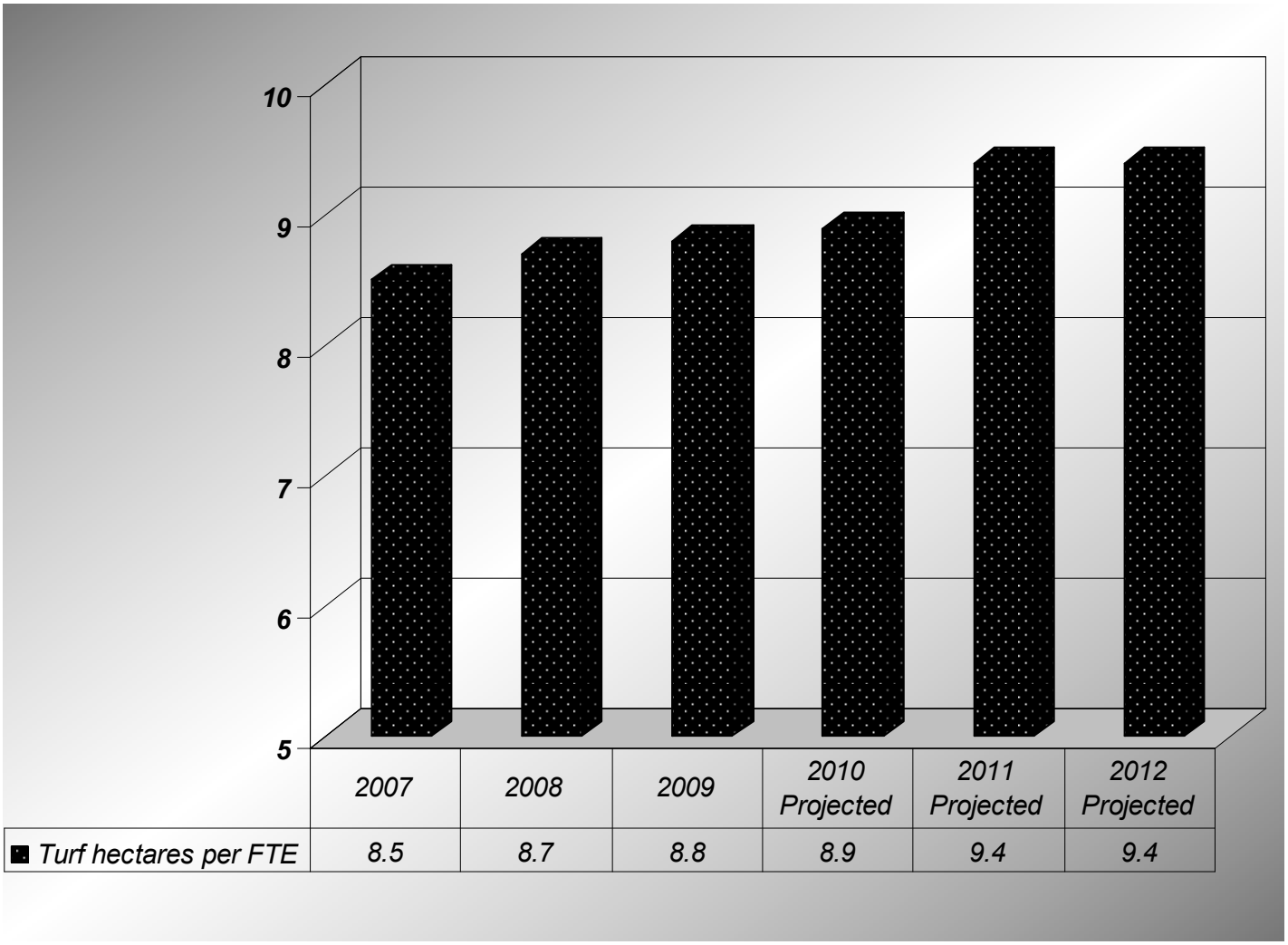
2011 – 60 more hectares
2012 – 40 more hectares

Parks Operations/Forestry

2011-12 Business Plan

BUSINESS OVERVIEW

Measure: Park Turf Hectares Maintained per FTE



	2007	2008	2009	2010 Projected	2011 Projected	2012 Projected
Turf hectares per FTE	8.5	8.7	8.8	8.9	9.4	9.4

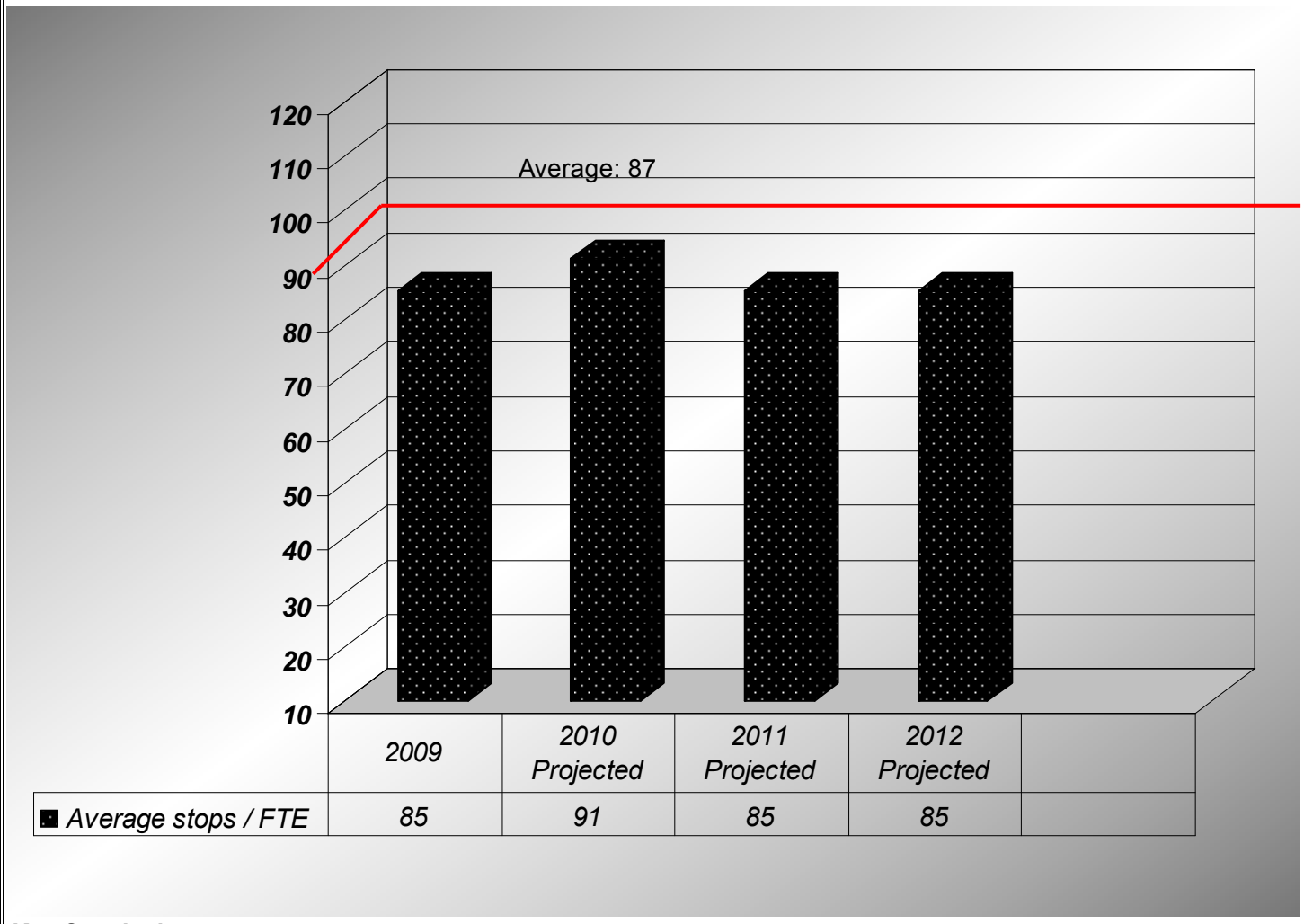
Key Conclusion:

Turf crews have maintained consistency as park hectares has increased. Through better equipment staff has been able to cut more efficiently while hectares have increased. A turf crew can meet the standards at 50 hectares per crew.

BUSINESS OVERVIEW

Measure: Flower Bed Stops Per Crew

Definition: The total number of Flower bed "stops" maintained per standardized crew.



	2009	2010 Projected	2011 Projected	2012 Projected
Average stops / FTE	85	91	85	85

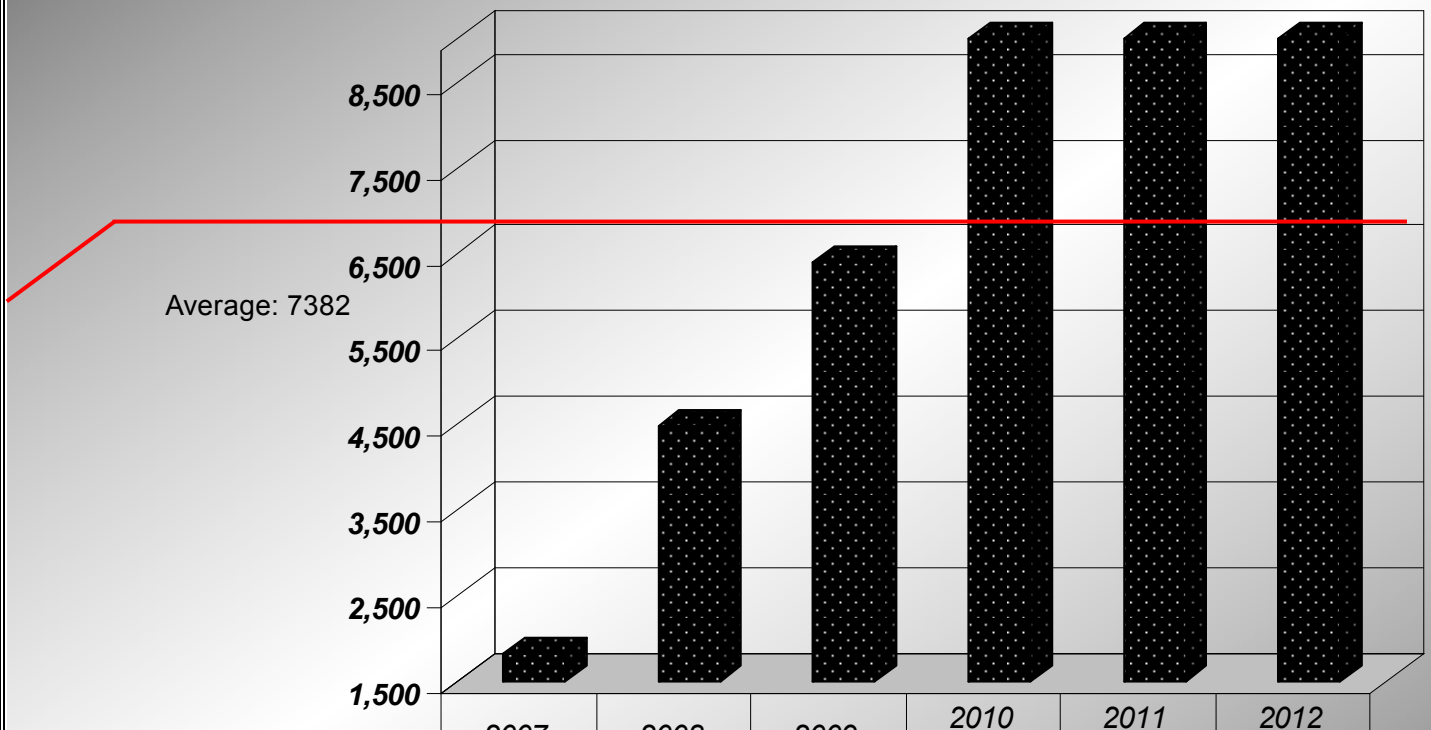
Key Conclusion:

Under the continuous improvement program this measure was revised to more accurately capture the definition of a stop. In 2009 there are 8 crews. In 2011 there is potentially a large increase in the number of stops due to downloading from the Region of shrub bed maintenance. In order to meet this workload 3 additional FTE's have been requested.

BUSINESS OVERVIEW

Measure: Number of Forestry Work Orders Generated for Parks/Forestry per FTE

Definition: The total number of Forestry Work Orders generated per standardized FTE



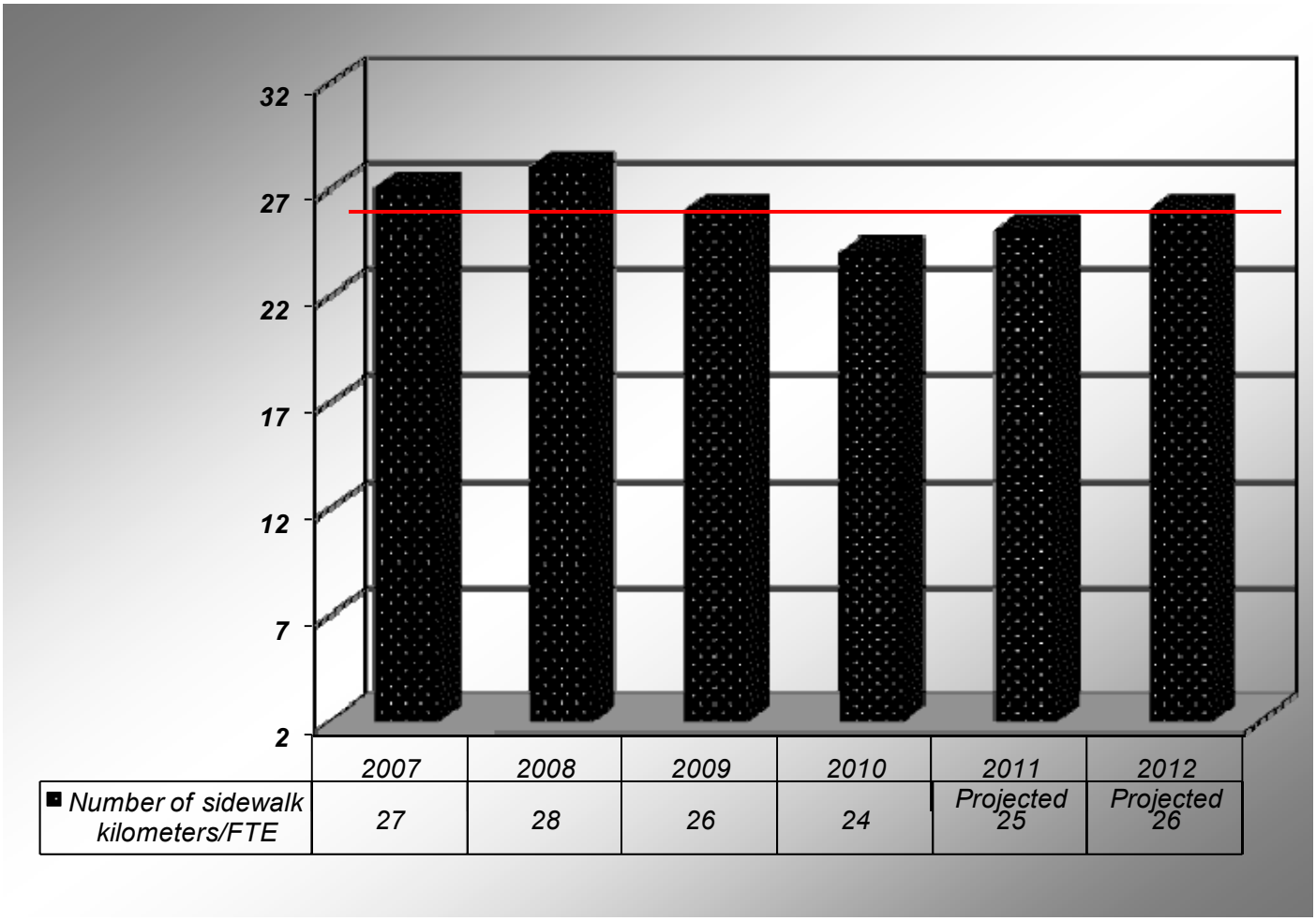
	2007	2008	2009	2010 Projected	2011 Projected	2012 Projected
Number of Work Orders/FTE	1,811	4,481	6,403	9,957	10,556	11,083

Key Conclusion:
The number of Work Orders generated per FTE in Forestry has increased from 2007 . The Department experienced a large amount of backlog in the number of work orders which were processed in 2009. Starting in 2008 the process was revised to identify each site visit until it is closed. Work orders are recorded for each visit to resolve the issue beginning with a site inspection.

BUSINESS OVERVIEW

Measure: Number of sidewalk snow clearing kilometers per FTE

Definition: The total number of sidewalk snow clearing kilometers per FTE



Key Conclusion:

To maintain current levels of sidewalk snow clearing standards, the average should be 24km/route.

Notes about the Measure:

There are projected to be 37 FTE's with 37 routes involved in the sidewalk snow clearing operation by 2012. In 2012 there will be 965 kilometers of sidewalk

Parks Operations/Forestry

2011-12 Business Plan

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

There is annual growth in parks, floral landscapes trees and sidewalks that require maintenance at the approved levels of service. In addition, new services are being offered to the community that require preparation and inventory such as: trees, flowers, green bins, and bleacher and show mobile delivery for out of town events.

The business plan highlights these keys activities, as well as providing ongoing repairs to the City's infrastructure. Staff continues to review and revised procedures and process to increase efficiency. This includes equipment and technology.

Commissioner Sign-off **Date (mm/dd/yy)**

Parks Development

City of Vaughan
Revenue/Expenditure Summary Report
2011-12 Operating Budget

					2011				
			2010 Actual	2010 Budget	2011 Budget	% of Total Budget	Budget Variance $	Budget Variance %	2012 Forecast
Parks Development	Revenue	Trsf. Fm Res. & Res Funds	(488,613)	(488,613)	(476,882)	100.0%	11,731	-2.4%	(492,401)
	Total Revenues		**(488,613)**	**(488,613)**	**(476,882)**		**11,731**	**-2.4%**	**(492,401)**
	Labour Costs	Staffing Costs (incl Benefits)	917,110	1,020,929	1,062,771	94.4%	41,842	4.1%	1,120,969
	Other Expenses	General Mtce & Repairs	17,963	15,440	15,770	1.4%	330	2.14%	15,770
		Office Supplies& Expenses	14,114	12,475	13,975	1.2%	1,500	12.02%	13,975
		Professional Fees	7,000	10,100	10,100	0.9%	0	0.0%	10,100
		Office Equipment & Furniture	4,960	9,000	7,500	0.7%	(1,500)	-16.67%	7,500
		Staff Development & Training	5,638	7,390	7,350	0.7%	(40)	-0.54%	7,350
		Corporate Accounts	5,690	5,690	6,775	0.6%	1,085	19.07%	7,200
		Meals & Travel	2,232	1,180	980	0.1%	(200)	-16.95%	980
		Other	1,749	385	385	0.0%	0	0.0%	385
		Tools & Equipment	0	300	300	0.0%	0	0.0%	300
		Community Advertising & Promotion	73	190	100	0.0%	(90)	-47.37%	100
		Capital Funding	20	0	0	0.0%	0	0.0%	0
		Communications	230	0	0	0.0%	0	0.0%	0
		Total Non Labour Costs	**59,669**	**62,150**	**63,235**	**5.6%**	**1,085**	**1.75%**	**63,660**
	Total Expenses		**976,779**	**1,083,079**	**1,126,006**	**100.0%**	**42,927**	**3.96%**	**1,184,629**
	Net Expenditures		**488,166**	**594,466**	**649,124**		**54,658**	**9.19%**	**692,228**

Capital Budget

Comm. of Community Services
Parks Development

Year Identified	Project #	Project Name	Project Type	Total Budget	Operating Budget Impact	TCA
2009	PK-6226-11	911 Emergency Signage Program	Legal/Regulatory	$133,900		Y
2010	PK-6257-11	Bindertwine Park-Redevelopment of Tennis Courts	Infrastructure Replacement	$318,270		Y
2010	PK-6284-11	Keffer Marsh-Bridge Replacement	Infrastructure Replacement	$145,000		Y
2011	PK-6301-11	KP3 (Wishing Well Pk)	Growth/Development	$313,120	$1,425	Y
2011	PK-6304-11	Lady Fenyrose Greenway (LP-N10)	Growth/Development	$81,200	$3,165	Y
2011	PK-6297-11	Mackenzie Glen Open Space Bridge/Boardwalks Replacement	Infrastructure Replacement	$194,670		Y
2011	PK-6338-11	Maple Airport Park-Playground Replacement & Safety Surfacing	Infrastructure Replacement	$41,200		Y
2010	PK-6267-11	Maple Nature Reserve-Valley Rd Bridge Redevelopment	Infrastructure Replacement	$540,000		Y
2011	PK-6330-11	Marita Payne Park-Bridge Replacement	Infrastructure Replacement	$484,100		Y
2010	PK-6283-11	Maxey Park-Bocce Courts Redevelopment	Infrastructure Replacement	$61,800		Y
2011	PK-6318-11	Oakbank Pond-Water Quality Monitoring and Treatments	Studies	$51,500		N
2011	PK-6332-11	Old Firehall Parkette-Playground Replacement & Safety Surfacing	Infrastructure Replacement	$87,550		Y
2011	PK-6306-11	Pedestrian & Bicycle Masterplan (Off Road System)	Growth/Development	$616,200		Y
2011	PK-6311-11	UV2-N12 (Spring Blossom Park-Block 10)	Growth/Development	$673,000	$14,125	Y
2011	PK-6312-11	UV2-N15 (Pioneer Park -Block 11)	Growth/Development	$908,000	$23,400	Y
2011	PK-6313-11	UV2-N18 (Heritage Park -Block 11)	Growth/Development	$628,300	$12,550	Y
2011	PK-6298-11	UV2-N4 (Mill Race Park -Bl 11)	Growth/Development	$869,000	$20,000	Y
2010	PK-6270-11	UV2-N5 (Forest View Pk) Lady Nadia Dr./Lady Delores Ave. (Bl 12)-C	Growth/Development	$713,000	$17,800	Y
2011	PK-6303-11	Woodrose Greenway (LP-N7)	Growth/Development	$183,400	$7,250	Y
				$7,043,210		

PARKS DEVELOPMENT

2011-12 Business Plan

BUSINESS OVERVIEW

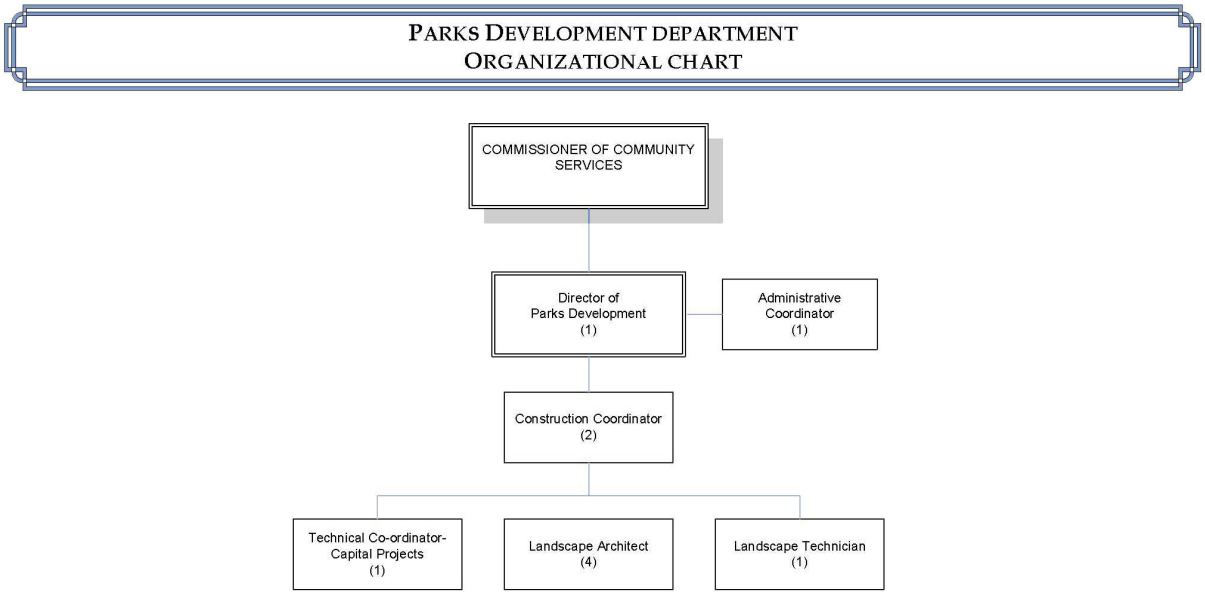
Service Statement: (Describe the core responsibilities for your department)

The department is committed to providing the City and its residents with innovative, functional, and safe parks and open space which foster outdoor physical activity in a manner which is accessible to all residents.

The Parks Development Division is responsible for the planning, design and construction of all municipal parks, playgrounds, and open space systems in the City of Vaughan. In addition, the Department is responsible for the development of specialized amenities including water play areas and artificial turf soccer fields, bocce courts, shade structures, sports fields, outdoor public art, (trail systems) pedestrian bridges, off leash areas and ecological restoration areas. Parks Development is also responsible for major park facility repairs and renovations.

Parks Development reviews planning studies to ensure growth and new development areas reflect the recommendations found in the Active Together Master Plan. This commitment to sound planning also extends to participation in the Official Plan Review Study, Secondary Plan Studies, Block Plans, Zoning Applications, Site Plans, Development Applications, and Subdivision Agreements.

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



PARKS DEVELOPMENT

2011-12 Business Plan

Full Time, Part Time and Overtime – Budgeted Amounts

					Additional Resource Requests	
	2008	**2009**	**2010**	**2011 Base**	**2011**	**2012**
Full Time	10	10	10	10	0	0
Part Time	1.36	1.37	1.37	1.37		
Overtime	$7,150	$7,720	$6,990	$6,990		

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

- Council & SMT
- Community Residents
- Ratepayer Associations
- Development Industry
- Sports Associations
- External Agencies
- Internal Departments

Work Plan:

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

Service Excellence – Provide service excellence to all citizens:

- Pursue Excellence in Service Delivery;
- Enhance and Ensure Community Safety, Health & Wellness;
- Lead and Promote Environmental Sustainability

Management Excellence – Provide excellence in the management of our city:

- Plan & Manage Growth and Economic Vitality

Future Pressures and Opportunities:

Pressures:

- Public Sector Accounting Board (PSAB) legislated reporting requirements
- Intensification and the pressure it bears on maintaining per capita park provisional service levels
- Additional workload related to administration of Infrastructure Stimulus program projects
- Administration of Park Facilities identified in Long Range Financial Plan

PARKS DEVELOPMENT

2011-12 Business Plan

Opportunities:

- Development of New Asset Management Resource
- Parkland Acquisition Strategy (as identified in "Active Together" Master Plan)
- Parkland Redevelopment Strategy (as identified in "Active Together" Master Plan)
- Technological Innovations (G.I.S.)
- External Funding Sources (other levels of Government – Federal, Provincial, Regional and Toronto Region Conservation Authority)

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

Business Plan Objectives (list the status of 2010 business plan objectives and the method of measuring successful implementation. As well, list 2011-12 business plan objectives in the appropriate section)

Prior Year Business Plan Objectives / Accomplishments:	Year	Status	Outcome/Results
1. Implement 2010 Capital Budget;	Q3/10	Ongoing	
2. Create a Parkland Acquisition Strategy under the leadership of the Commissioner of Community Services;	Q4/09	Ongoing	
3. Create a GIS database of Parks Assets to ease the development of a GIS Asset Management System;	Q4/09	Complete	
4. PSAB Inventory Data Collection;	Q3/09	Complete	
5. Implement Accessibility Plan Recommendations;		Ongoing	

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

	Business Plan Objectives:	Timeline	Outcome	Resources
2011 (Top 3 Objectives)				
1.	Develop and Implement Parks Solution (GIS) Asset Management	Q4/11		
2.	Complete ISF and RINC Projects	Q1/11		
3.	Develop a Parkland/Environmental Land Acquisition Strategy			
Other	Implement 2011 Capital Budget			
2012 (Top 3 Objectives)				

PARKS DEVELOPMENT

2011-12 Business Plan

1.	Develop a Parkland Redevelopment Strategy	Q4/12		
2.	Complete Parks Development "Sustainability Design Guidelines"	Q2/12		
3.	Maintain PSAB Reporting Compliance	Q4/12		
Other	Implement 2012 Capital Budget	Q4/12		
	Initiate "Active Together" Master Plan 5 Year Update			

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2010, 2011 and 2012)

1. Time for delivery of New Park Development Projects to the Purchasing Department within the average time requirement;

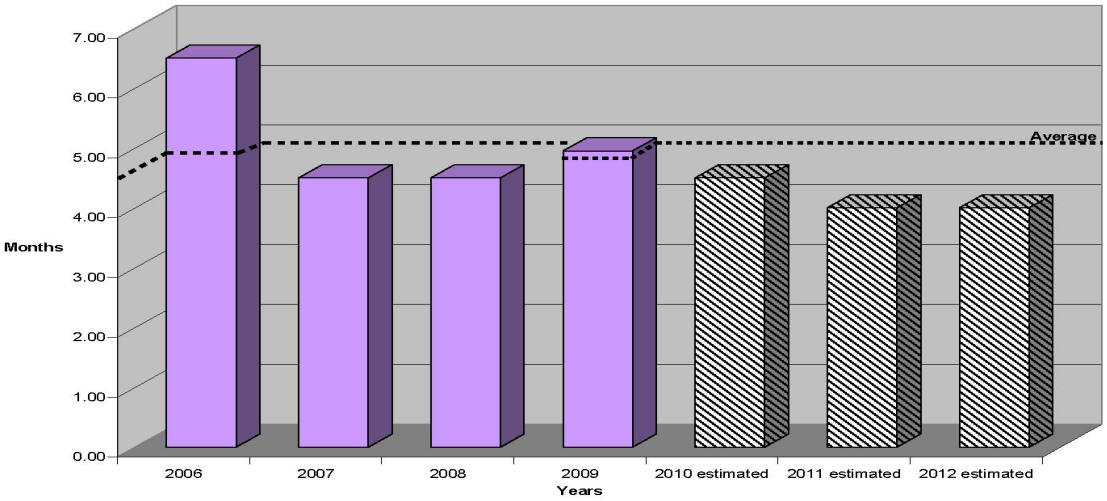
2. (CTS) response time to resident inquires.

PARKS DEVELOPMENT

2011-12 Business Plan

BUSINESS OVERVIEW:

Average Park Development Time Requirement from date of Council Approval of Funding to delivery to Purchasing Department



Key Conclusion: (What are some assumptions about the performance measure which should be stated)

Due to the Infrastructure Stimulus Funding (ISF) project workload, departmental focus has been directed to completing the ISF projects as priority projects for the 2009 capital year, with construction administration carried over into the 2010 construction season. In addition, the projected estimated timeframe required from the date of Council Funding Approval to the time the Tender Documents are delivered to the Purchasing Department is projected to continue to decrease once the ISF projects are completed.

Average development timeframe in 2009 due to ISF pressures is approximately 4.95 months. Projected average development time in 2010 is approximately 4.5 months with the average estimated to decrease to 4 months in 2011 and 2012.

Notes about the Measure: (What are some assumptions about the performance measure which should be stated)

Project year shown is the year of Council Approval of Capital Funds.
Estimated for 2010 as cycle is not yet complete.
Estimated for 2011 with decreased revenue from Development Charges.

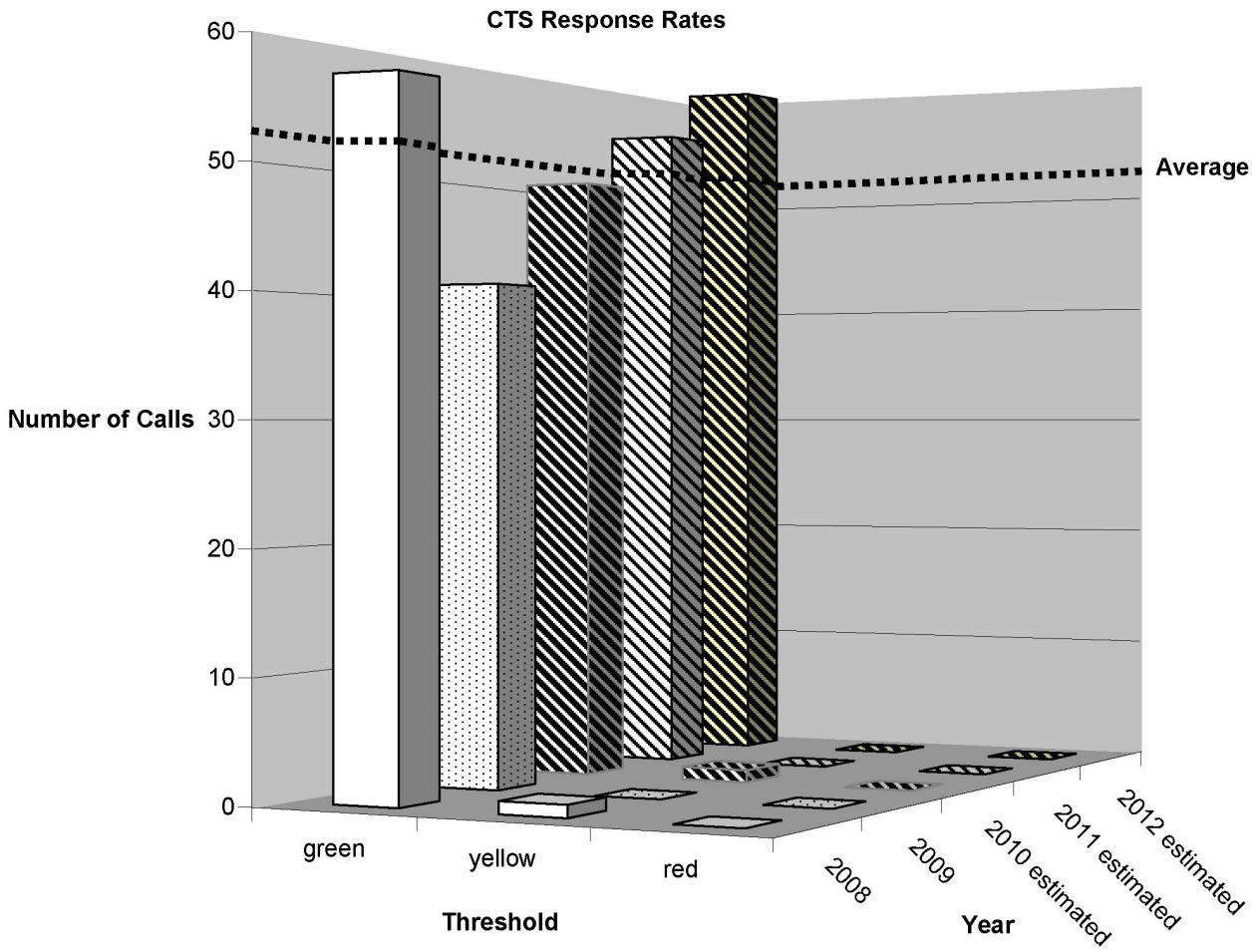
PARKS DEVELOPMENT

2011-12 Business Plan

BUSINESS OVERVIEW

Measurement:

Response time to resident inquiries.



Key Conclusion:

The data indicates Parks Development continues to provide excellent customer service. Resident inquiries continue to be addressed within the CTS maximum timeline of 3 days.

Notes about the Measure:

Numbers shown represent calls received since the introduction of the CTS system in 2007.
The scale of escalation for CTS calls to Parks Development is:
3 days: green
5 days: yellow
10 days: red

PARKS DEVELOPMENT

2011-12 Business Plan

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

Parks Development is a service oriented department dedicated to providing high quality outdoor recreation and physical activity opportunities which are reflective of the needs of our residents. The department is composed of highly trained individuals with unique skill sets. This enables the department to effectively contribute sound planning, design and construction of all municipal parks, playgrounds, and open space systems throughout the City of Vaughan. Typical park facilities include playgrounds and waterplay areas, soccer and baseball fields, tennis, basketball and bocce courts, shade structures, park furnishings and skateboard zones. Additional projects include artificial turf soccer facilities, outdoor public art, pedestrian bridges, ecological restoration, and the creation of wetland habitat.

Parks Development also collaborates with the Planning and Engineering Departments, providing input on planning studies to ensure growth and new development areas reflect the recommendations found in the Active Together Master Plan. The department is also responsible for the review of Zoning Applications, Site Plans, Development Applications, and Subdivision Agreements. The Key Performance Indicators contained in this Business Plan demonstrate:

1. Parks Development continues to improve on the time required to provide Capital Projects to the Purchasing Department; and,

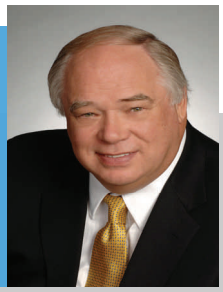
2. High value is placed on customer service with (CTS) response times among the shortest in the City

Continuous improvements to processes and procedures, combined with staff training and development, have allowed Parks Development to maintain a consistently high level of service.

Parks Development functions at a high level, consistently providing residents with a quality product, demonstrating a strong dedication to the vision, mission, and values contained in Vaughan Vision 2020

Commissioner Sign-off **Date (mm/dd/yy)**

Commissioner of Planning



John Zipay

Commissioner's Message:

The Commissioner of Planning is responsible for the City's Building Standards Department, Policy Planning/Urban Design Department and the Development Planning Department. Together, these three departments plan and regulate development throughout the City. This includes preparing and recommending long-term plans for the City to Council for approval, as well as the day-to-day administration of development and building permit applications and implementation of current plans and zoning by-laws.

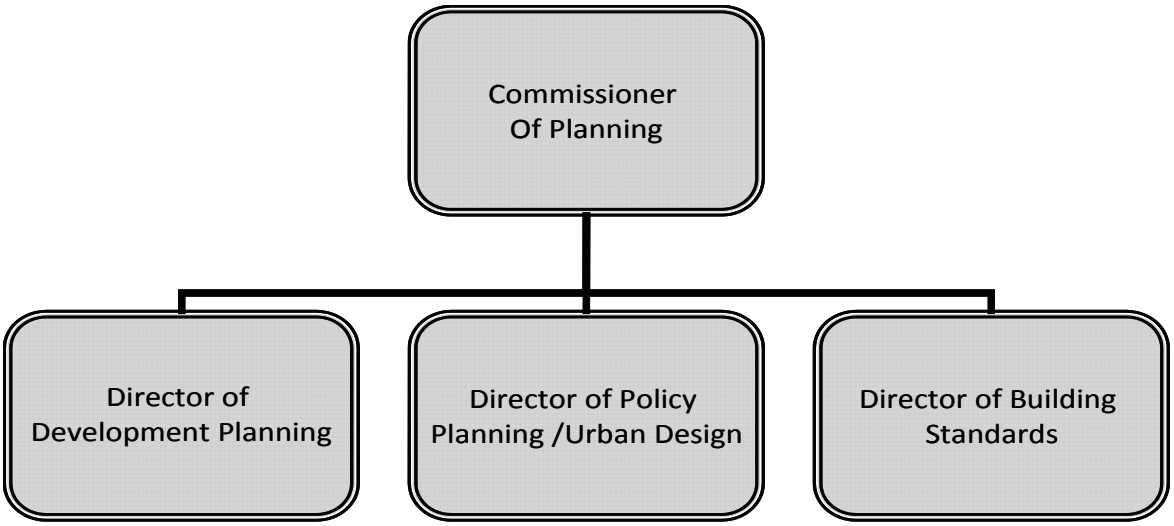
In carrying out these related responsibilities, staff consults widely with those having a stake in development approvals. These include the residents of Vaughan, landowners, the development community, other City departments and external government departments and agencies. Staff are available in each department to answer all inquiries. One of our prime objectives is to make sure that all stakeholders understand the City's planning process and its development planning approvals and building permit requirements.

Carrying out this work is not without its challenges. The pace of development has been rapid for many years. While development activity varies somewhat from year-to-year, over the recent past Vaughan has consistently been among the fastest growing communities in both Ontario and Canada as a whole. We are committed to working with Council to meet the challenges that rapid growth brings to the City.

We continuously strive for excellence in the service we provide to our community. Information on all our initiatives is available from each of the three departments.

Commissioner of Planning

Organizational Chart



VAUGHAN

City of Vaughan
Revenue/Expenditure Summary Report
2011-12 Operating Budget

					2011				
			2010 Actual	2010 Budget	2011 Budget	% of Total Budget	Budget Variance $	Budget Variance %	2012 Forecast
Commissioner of Planning	Labour Costs	Staffing Costs (incl Benefits)	319,757	318,525	326,930	90.9%	8,405	2.64%	341,426
	Other Expenses	Operating Leases	8,916	9,860	8,650	2.4%	(1,210)	-12.27%	8,650
		Meals & Travel	6,934	5,795	6,840	1.9%	1,045	18.03%	6,840
		Utilities & Fuel	7,281	5,400	6,350	1.8%	950	17.59%	6,475
		Corporate Accounts	2,915	2,915	3,470	1.0%	555	19.04%	3,690
		Staff Development & Training	1,495	3,194	3,195	0.9%	1	0.03%	3,205
		Office Supplies& Expenses	773	1,706	1,705	0.5%	(1)	-0.06%	1,705
		Communications	896	1,410	1,080	0.3%	(330)	-23.4%	1,080
		General Mtce & Repairs	1,286	1,200	1,000	0.3%	(200)	-16.67%	1,000
		Other	335	410	455	0.1%	45	10.98%	455
		Office Equipment & Furniture	138	360	175	0.0%	(185)	-51.39%	175
		Professional Fees	0	0	0	0.0%	0	0.0%	0
		Total Non Labour Costs	**30,968**	**32,250**	**32,920**	**9.1%**	**670**	**2.08%**	**33,275**
	Total Expenses		**350,724**	**350,775**	**359,850**	**100.0%**	**9,075**	**2.59%**	**374,701**
	Net Expenditures		**350,724**	**350,775**	**359,850**		**9,075**	**2.59%**	**374,701**

Development Planning

City of Vaughan
Revenue/Expenditure Summary Report
2011-12 Operating Budget

			2010 Actual	2010 Budget	2011 Budget	% of Total Budget	Budget Variance $	Budget Variance %	2012 Forecast
					2011				
Development Planning	Revenue	Dept. Misc. Revenues	(58)	0	0	0.0%	0	0.0%	0
		Inspection Fees	(5,488)	0	0	0.0%	0	0.0%	0
		Admin Fee OMB appeals	(4,560)	(3,000)	(3,000)	0.1%	(0)	0.0%	(3,000)
		Service Charges	(2,922,563)	(2,430,738)	(2,429,460)	99.9%	1,278	-0.05%	(2,482,890)
		Trsf. Fm Res. & Res Funds	0	(500,000)	0	0.0%	500,000	-100.0%	0
	Total Revenues		**(2,932,669)**	**(2,933,738)**	**(2,432,460)**	**100.0%**	**501,278**	**-17.09%**	**(2,485,890)**
	Labour Costs	Staffing Costs (incl Benefits)	2,278,810	2,423,143	2,626,793	95.1%	203,650	8.4%	3,309,256
	Other Expenses	Office Supplies& Expenses	31,448	37,598	37,367	1.4%	(231)	-0.61%	38,569
		Staff Development & Training	25,092	28,920	30,446	1.1%	1,526	5.28%	30,446
		Professional Fees	33,130	51,870	25,308	0.9%	(26,562)	-51.21%	25,308
		Office Equipment & Furniture	4,652	28,045	23,597	0.9%	(4,448)	-15.86%	43,397
		Meals & Travel	5,511	6,895	6,954	0.3%	59	0.86%	6,954
		Communications	3,327	2,300	4,052	0.1%	1,752	76.17%	4,052
		Other	571	2,620	2,620	0.1%	0	0.0%	2,620
		General Mtce & Repairs	0	2,240	2,111	0.1%	(129)	-5.76%	2,111
		Tools & Equipment	132	1,070	1,008	0.0%	(62)	-5.79%	1,008
		Community Advertising & Promotion	0	1,000	942	0.0%	(58)	-5.8%	942
		Capital Funding	(13,179)	0	0	0.0%	0	0.0%	0
		Total Non Labour Costs	**90,683**	**162,558**	**134,405**	**4.9%**	**(28,153)**	**-17.32%**	**155,407**
	Total Expenses		**2,369,494**	**2,585,701**	**2,761,198**	**100.0%**	**175,497**	**6.79%**	**3,464,663**
	Net Expenditures		**(563,175)**	**(348,037)**	**328,738**		**676,775**	**-194.45%**	**978,773**

2012 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2012 Impact		Net 2013 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget $	FTE	Budget $	FTE	Budget $	FTE	Budget $
Zoning By-law Review Staff	Contract	6.0	579,480	-	579,480			6.00	579,480	-	(19,800)

Development Planning Department

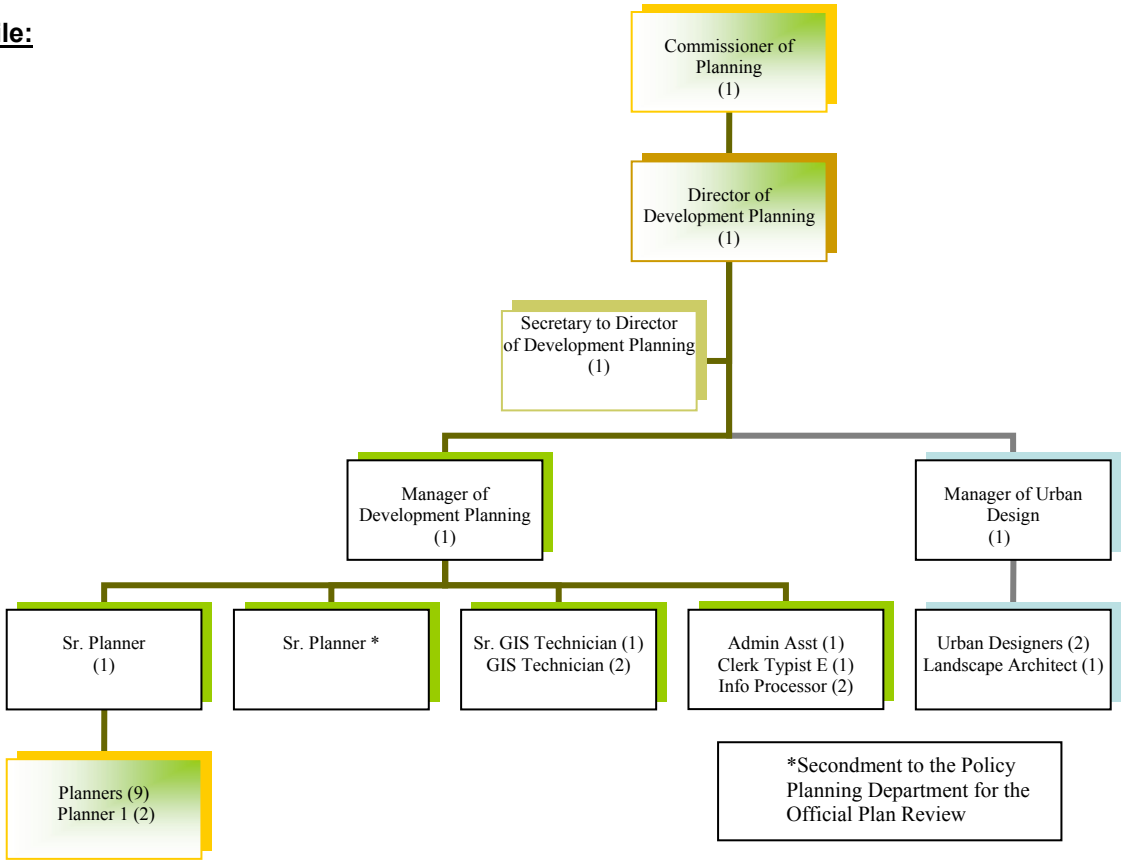
2011-12 Business Plan

BUSINESS OVERVIEW

Service Statement:

The Development Planning Department manages the growth and physical form of the City through the comprehensive analysis and review of development applications including Official Plan, Zoning, Subdivision, Condominium, Part Lot Control and Site Plans from a land use social, environmental, transportation, economic, planning and urban design perspective. This is accomplished through the implementation of Provincial, Regional and Corporate planning policies in keeping with land use, social, aesthetic, environmental, urban design and corporate objectives. Through this process the broader public, City and property owner's interests and objectives are balanced in the context of proper land use planning principles in order to achieve the physical, economic and social efficiency, health, diversity and sustainable and complete urban and rural communities. The Development Planning Department also provides a significant public service function with respect to facilitating public input into the planning process and providing information to the public via counter inquiries, telephone, written correspondence, and email about planning matters in the City. The Development Planning Department is responsible for implementing corporate policies and initiatives such as Vaughan Vision 2020, Environmental Master Plan, and Green Direction Vaughan.

Service Profile:



Full Time, Part Time and Overtime – Budgeted Amounts

					Additional Resource Requests	
	2008	2009	2010	2011 Base	2011	2012
Full Time	28	26	27	27	0	0
Part Time	2	2	0	0	0	**6
Overtime ($)	36,270	39,291	35,367	35,367	0	0

**to facilitate a 3 year City-wide Zoning By-law Review Process to implement the new Official Plan as required by the Provincial Planning Act.

Development Planning Department

2011-12 Business Plan

Key Stakeholders:

• Public • Council • City Departments • External Public Agencies (e.g. TRCA, Metrolinx) • Development Community, Business Community	• Ratepayer Groups • Other Levels of Government including (York Region and Province of Ontario) • Partner Municipalities and Special Interest Groups

Work Plan:

Link to Vaughan Vision 2020:

1. Pursue Excellence in Service Delivery
2. Lead and Promote Environmental Sustainability
3. Plan and Manage Growth and Economic Vitality

Future Pressures and Opportunities:

The main future pressure that challenges this Department is the complexity of the development applications specifically resulting from the Provincial Growth Plan which mandates the City to intensify and accommodate growth within its existing urban boundary. As a result, development applications proposing intensification in or near existing communities are substantially more complex and require more staff time and resources to manage through the development review process, including meetings with the public and Councillors and responding to numerous counter, telephone and email inquiries on these complex applications. The technical issues associated with the development (i.e. density, traffic, design, servicing etc.) and also the public sensitivity to these applications are due to their proximity to existing generally low density forms of development. These applications have recently resulted in appeals to the Ontario Municipal Board placing considerable stress on the Department's resources during the Hearing and the preparation time required leading up to the Hearing. These OMB Hearings place time demands on other Development Planning staff's time required to cover the responsibilities of the Planner attending the Hearing. The new City-wide Official Plan, which was adopted by Vaughan Council on September 7, 2010, includes significant intensification within Vaughan's built urban boundary to achieve the Province's growth targets, which will likely trigger appeals to the Ontario Municipal Board, and place considerable constraints on staff's workload.

A second pressure facing the Department is sustaining revenue levels collected from development applications given the slow down in the economy, which impacts on the development activity in the City and therefore, the number of planning applications received by the Department. Planning application revenues are cyclical being exceptionally strong and significantly exceeding average levels during upturns in the economy while sometimes dipping below the average during economic slowdowns. It is important to recognize the cyclical nature of development in the context of the business plan and performance measures of the Development Planning Department. However, in 2010 revenues from planning applications and the number of development applications have increased from 2009, and is expected to continue trending upwards in 2011 and 2012 as the City's new Official Plan is adopted and landowners take advantage of the new land use policies and pending infrastructure to the City (i.e. subway in 2015).

As noted earlier, Council has adopted the City's new Official Plan in September 2010, with Regional approval expected sometime in 2011. Upon approval of the Official Plan, the Planning Act requires that the City adopt a Zoning By-law to implement the Official Plan. The Zoning By-law must be approved within 3 years of the approval of the Official Plan. The new Official Plan is a key element of the City's Growth Management Strategy, and directly impacts other corporate policies and initiatives such as Vaughan Vision 2020 and the Environmental Master Plan. The last time that the City's Zoning By-law was reviewed on a comprehensive basis was in the 1980's resulting in By-law 1-88. The current zoning by-law does not contain the progressive zoning provisions required to implement the intended forms of development anticipated under the new Official Plan. For example, By-law 1-88 does not include any zoning provisions to implement mixed-use development that is required to facilitate such anticipated development in the Vaughan Metropolitan Centre.

2011-12 Business Plan

The preparation of a new City-wide Zoning By-law is a significant undertaking that will likely require 2 to 3 full years to complete and additional staff complement. The Development Planning Department expects that 6 additional full time staff complement consisting of an interdisciplinary team from Development Planning, Policy Planning, Building Standards and ITM Departments will be required to undertake this review. Since it is expected that the Official Plan will be approved by the Region in 2011, the budget details respecting the Zoning Review wil be addressed in the 2012 budget deliberations.

An opportunity for the Department lies in the upgrading of the electronic document management system through the Development Tracking Application (DTA) software. The DTA provides the opportunity to achieve departmental efficiencies through the electronic circulation of development applications, commenting, data retrieval and data management. In the 4th quarter of 2009, the department upgraded the DTA from Version 7 to 11 which incorporates many enhanced capabilities to streamline the planning application administrative processes, including facilitating the electronic circulation of development applications. Further system enhancements will be completed by the supplier during the annual maintenance upgrade. Upgrades to the DTA require significant staff input and meetings with the supplier to ensure the software responds to Departmental needs and is user friendly. Through the 2010 budget deliberations, a request by the ITM Department for a City-wide DTA Coordinator was not approved by Council, and instead, $25,000 was allocated to the Development Planning Department to facilitate upgrades to the DTA with the vendor (i.e. Munirom). At a cost of $1000/day, only minor improvements can be undertaken to the DTA by Munirom. Larger items such as full-scale implementation of internal and external electronic circulation of development applications, custom templates for reports, and on-going maintenance of the DTA system across the corporation, requires a full-time City-wide DTA Co-ordinator. A similar request for a DTA Coordinator (ITM Additional Resource Request for a Systems Analyst/Project Leader (DTA)) through the 2011 budget process will be made by the ITM Department in order to enhance productivity by integrating templates to generate custom reports and to implement full-scale electronic circulation of development applications (a 2008 Council resolution was passed to implement this initiative) for DTA users across the Corporation and interaction with external public agencies.

Further opportunities lie in the Department's commitment to train and develop staff to compliment their skills particularly as they relate to the land use, design, and other planning issues associated with the review of development applications proposing intensification and infill. The senior management staff promotes training and development to all staff in order to improve their skills and promote staff development.

Business Plan Objectives (list the status of 2010 business plan objectives and the method of measuring successful implementation. As well, list 2011-12 business plan objectives in the appropriate section)

Prior Year Business Plan Objectives / Accomplishments:	**Year**	**Status**	**Outcome/Results**
1. To enhance the functionality of the Development Tracking Applications (DTA) system in order to improve staff efficiency and service delivery standards.	2010	Completed	The installation of DTA Version 11.0 has been completed. This major upgrade from Version 7.0 to Version 11.0 will provide opportunities to utilize enhanced features including facilitating the electronic circulation of development applications that is more efficient for end-users when undertaking their daily business.

			The implementation of this enhancement will allow the Corporation to keep pace with other major urban municipalities in the GTA. Further system enhancements will be completed during the annual maintenance upgrade by the supplier, Munirom; however, for major upgrades and enhancements, it will be beneficial for the Corporation to hire a full-time DTA Coordinator to manage the DTA System across all City Departments on a daily basis as proposed by the ITM Department as a 2011 Additional Resource Request, which will provide a more cost-effective and efficient means of service delivery including full implementation of electronic circulation of development applications (ie. Council direction to implement as resolved in January 2008 for the Site Plan Process Review).
2. To undertake a one year review of the Site Development Application review process which was streamlined in 2008 to monitor and assess the effectiveness and efficiency of the changes implemented and seek to improve the review process as may be required. To manage and coordinate the review of development applications, and growth management initiatives with City and partner stakeholders (i.e. Province, Region, Toronto and Region Conservation Authority, Development Industry, etc.)	2010	Not initiated due to staff participation in Official Plan Review. Completion 4th quarter 2011	The Development Planning Department, in consultation with other City Departments, external public agencies and stakeholders including the development industry will undertake a follow-up review of the Site Plan approval process implemented in 2008 to assess the efficiency of the new process, identify processes that are working well, and any areas to achieve

			additional efficiencies.
3. To effectively facilitate planning approvals for the subway expansion project into the City of Vaughan.	2010	Ongoing to 2011	The Development Planning Department commenced the preliminary review of Site Development Applications for the subway transit stations during the 2nd quarter of 2010 and will continue throughout the year and into 2011. One staff member has been assigned to effectively co-ordinate this high priority project through the approvals process in order to deliver this significant infrastructure investment in the City.
4. To monitor the success of the new (June 2009) Planning fees by-law as it relates to development applications.	2010	Ongoing	The C.N. Watson Planning Application Fee Study Review is complete and on June 30, 2009, Council adopted a new Planning Application Tariff of Fees By-law (170-2009). The Department is monitoring the Planning Fees on an ongoing basis, and will propose any changes to Council, if necessary.
5. To successfully and efficiently manage and coordinate the review of development applications, and growth management initiatives with City and partner stakeholders (i.e. Province, Region, Ratepayer Associations, Residents, property owners, Toronto and Region Conservation Authority, Development Industry, etc.)	2010	Ongoing	Good planning results in complete communities within the City of Vaughan, contributing to the City's attractiveness as a place to live, work and recreate. Good planning will also result in socially responsible

			and more cost-effective development patterns which will impact on the City's ability to service future residents and maintain infrastructure (hard and soft) in the future.
6. To balance growth and environmental protection and encourage a sustainable and complete community to ensure the City remains and is enhanced as an attractive place to live, work and recreate through the implementation of corporate policies such as the Vaughan Vision 2020, Environmental Master Plan and Green Directions Vaughan.	2011	Ongoing	The Development Planning Department in the review of development applications directly implements these corporate policies and initiatives in order to implement sustainable site and building design features, resulting in development that contributes to the development of a sustainable community, that is more environmentally responsible and energy efficient.

2011-12 Business Plan Objectives:

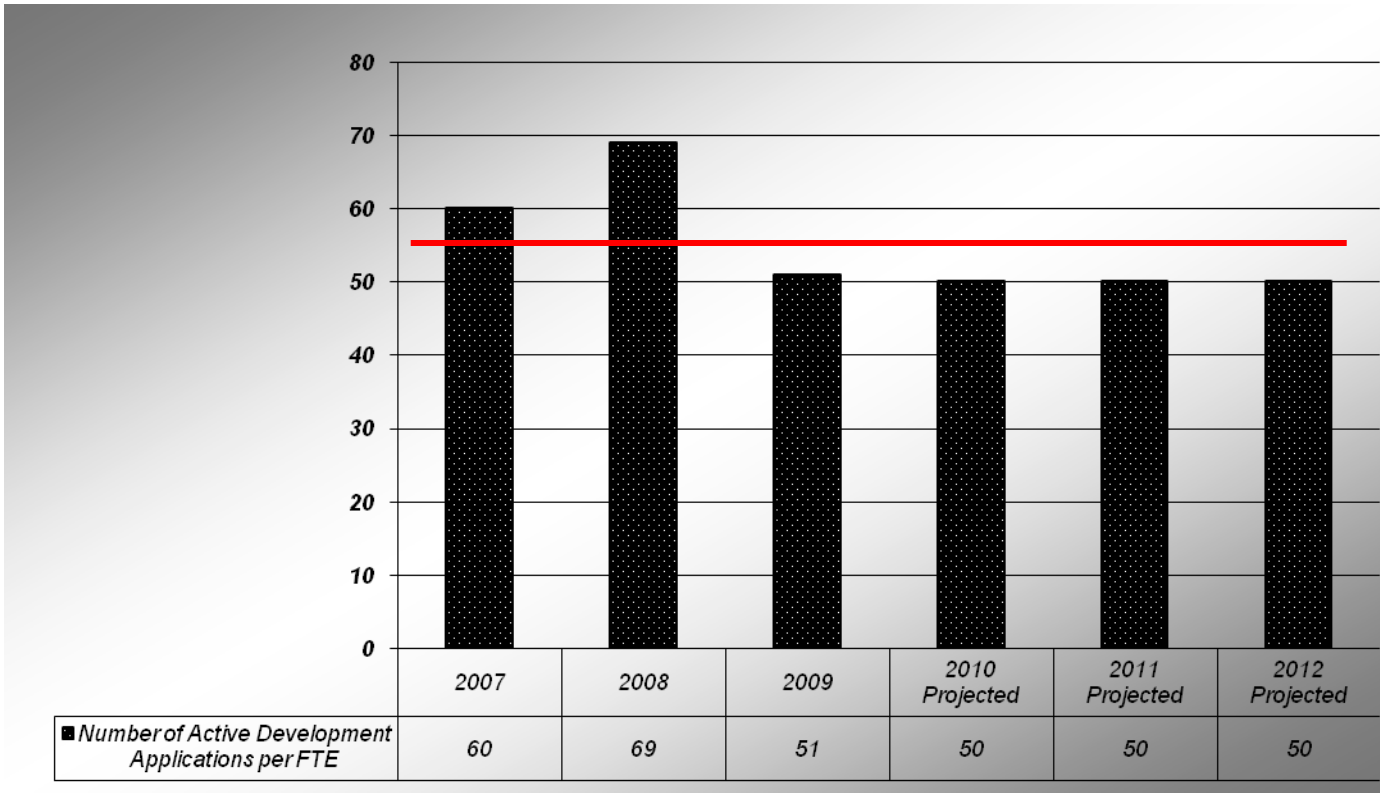
Business Plan Objectives:	Timeline	Outcome	Resources
2011 (Top 3 Objectives)			
1. To undertake the City of Vaughan Urban Design Awards (last done in Fall 2008).	Fall 2011	To recognize development projects that have been built and embody the best in urban design and environmental initiatives	2011 Additional Resource Request for budget funding of Urban Design Awards which will be undertaken by the Development Planning Department.
2. To undertake a two year review of the Site Development Application review process which was streamlined in 2008 to monitor and assess the effectiveness and efficiency of the changes implemented and seek to improve the review process as may be required. To manage and coordinate the review of development applications, and growth management initiatives with City and partner stakeholders (i.e. Province,	2011	To facilitate improvements to the Site Plan Process where required.	To be implemented utilizing existing resources.

Region, Toronto and Region Conservation Authority, Development Industry, etc.)			
3. To prepare an in-house City-wide Urban Design Manual including sustainability and design guidelines to implement the policies in the City's new Official Plan.	2011-2012	A consistent urban design document and sustainability and design guidelines applicable across the municipality.	To be implemented utilizing existing resources.
2012 (Top 3 Objectives)			
1. Initiate a comprehensive city-wide review of By-law 1-88 to implement the new Official Plan.	2012-2015	Completion of the Zoning By-law review will facilitate the implementation of the City's Official Plan which is a key component of the City's Growth Management Strategy.	6 additional FTE complements consisting of an interdisciplinary team from Development Planning, Policy Planning, Building Standards and ITM Departments will be required to undertake this 3 year in-house project.
2. To initiate a Design Review Panel consisting of Professional Planners, Architects, Landscape Architects and Urban Designers, to evaluate and provide comments to staff on Site Plan applications in the Vaughan Metropolitan Centre, high density projects, and other significant developments within the City.	2012	To provide well designed sites and buildings utilizing expert professional advice for significant developments in Vaughan.	To be implemented using existing resources.
3. To undertake a two year review of the Public Notification of Planning Applications process, which was implemented in mid-2009 to improve the various notification processes to the public for development applications.	2012	To facilitate improvements to the Public Notification of Planning Applications Process where required.	To be implemented utilizing existing resources.

Key Performance Indicators:

Total Number of Active Files In Process Per FTE

Definition: Development applications often take more than one calendar year to process and as a result, there are a number of active development applications that were received prior to 2010 that are still being processed by the Department. The Development Planning Department total number of Development Applications currently being managed by the Department is 500. The Department has 9 FTE Planners and 1 FTE Planner 1 responsible for the development application workload.

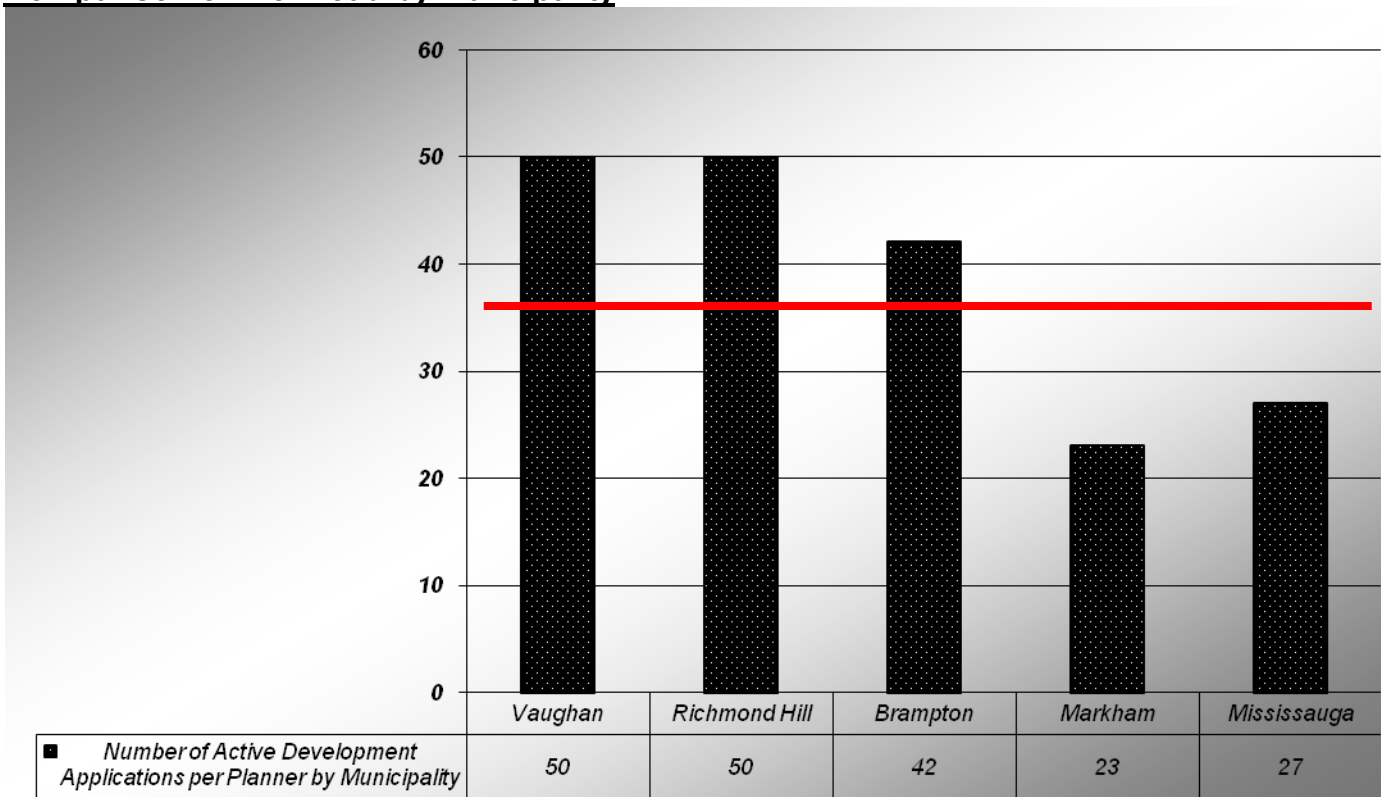


Year	2007	2008	2009	2010 Projected	2011 Projected	2012 Projected
Total Number of Active Files	599	685	511	500	500	500

Key Conclusions: The Department is managing a significant volume of Development Planning Applications. Development files can take several months (sometimes years) to process due to issues such as servicing availability, OMB Hearings, clearing of subdivision conditions, resolution of a number of complex urban issues including related to infill development, etc. As a result, the Development Planning Department is managing an average of 50 files for each FTE.

In the 2008 Watson & Associates Planning fee report, it was noted that other GTA municipalities are generally operating at 65% capacity. To confirm, the Development Planning Department contacted neighbouring GTA municipalities to compare Vaughan's "Number of Development Planners" and "File Load Per Planner" versus Markham, Richmond Hill, Brampton and Mississauga, as follows:

Comparison of Workload by Muncipality



Number of Development Planners per Municipality	*10*	*8*	*11*	*13*	*18*

The above-noted statistics confirms that Vaughan's Development Planners are carrying a heavy file load than other comparable GTA municipalities. The chart also demonstrates that as municipalites become more urban (ie. Markham, Mississauga) the nature of development applications become more complex, and therefore, the number of files that each FTE Planner can manage is reduced. For example, in Markham, the number of Planners increased from last year from 8 to 13, and correspondingly, their file load per Planner decreased from 40 to 23.

Notes About the Measure: In 2006/2007, Watson & Associates Economists Ltd. in association with Performance Concepts Consulting Inc. were retained by Vaughan to update the City's Planning Development Applications Approval Process (DAAP) fees, to assess the levels of cost recovery, and to provide recommendations on Planning fee structure design. A highlight of significance is worthy of note:

"At average historic application levels capacity utilization results for the City's development planners (those whose jobs are focused primarily on application processing) are utilized at 90%-95% of total available capacity for these positions. This level of utilization is higher than levels witnessed in other GTA municipalities, but not inconsistent with other large GTA centre's. The consulting team is of the view that the City's historic volumes have been processed by a comparatively lean pool of planning professionals and that high utilization may indicate a longer term sustainability challenge to the City if current application volume trends continue."

2011-12 Business Plan

There was an increase in the total number of development applications processed in 2010, including applications with increased complexity and political sensitivity as Vaughan transforms from a suburban municipality to a more dense urban form. In addition, through the development review process, the Development Planning Department is committed to implementing new sustainable development and environmental initiatives directed by senior levels of government (i.e. New Region of York Official Plan) and City initiatives including the Environmental Master Plan and Green Directions Vaughan. These applications include high density residential and infill projects near existing communities (i.e. Liberty Developments, Skyline Marina, Cicchino Holdings Ltd., etc.) which require considerable staff time and resources from the Development Planning Department to manage this transformation and involves the co-ordination of several City Departments, Council members, consultants, external public agencies and other levels of government.

The Department is currently managing 500 applications through the development review process with a yearly average of 50 files per planner, which when combined with the numerous meetings, public inquiries (i.e. counter, telephone, fax, e-mail and letter correspondance), regular agenda deadlines, Bill 51-New Planning Act requirements for mandatory pre-application consultation meetings prior to the submission of an application, DTA data input and preparation and attendance at OMB Hearings contributes to a significant volume for each Planner. In addition, the Administrative, GIS and Urban Design Sections of the Department must also perform to meet these challenges and deadlines. This significant workload in addition to the increasing complexity of current development applications represents an accurate measure of assessing the Department's activity in meeting its' workload responsibilities rather than the revenue generated by development applications.

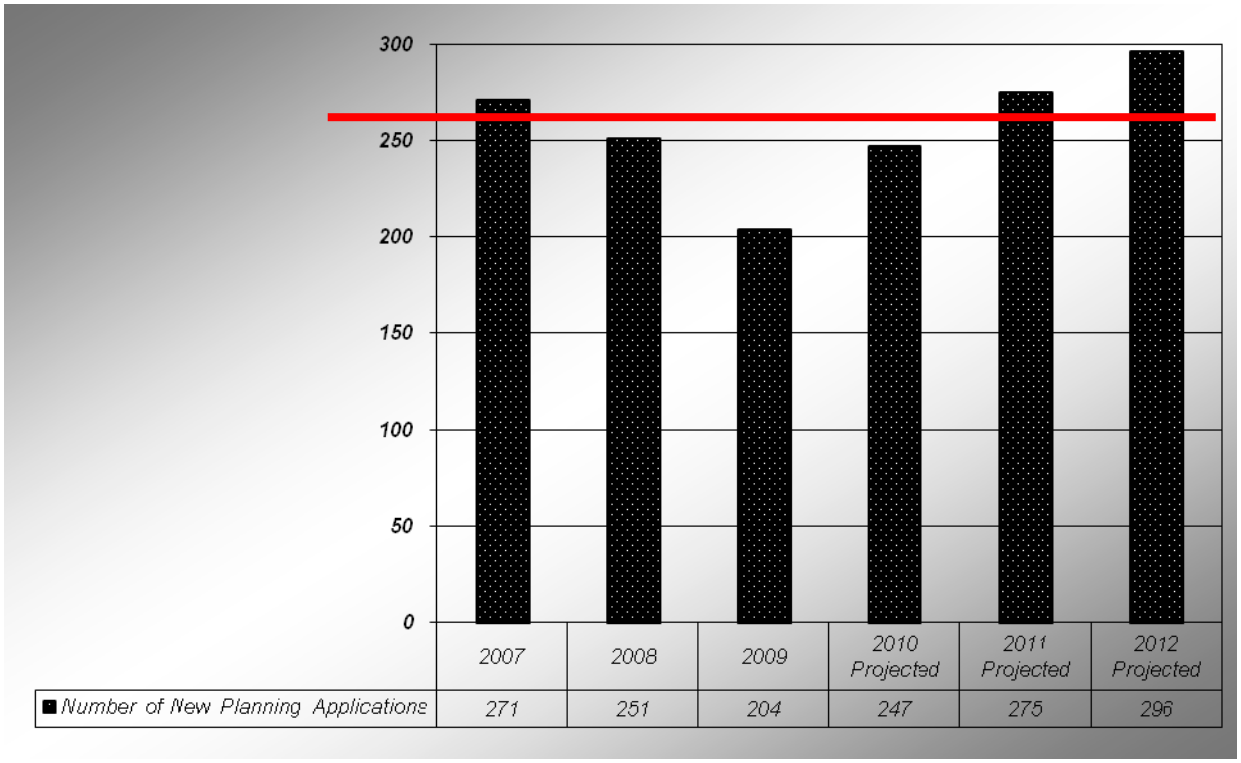
The Development Planning Department expects an increase in Zoning By-law Amendment and Site Plan applications with a reduction in the number of back-logged active applications as servicing becomes available in 2010-12 and applications, particularly Draft Plan of Subdivision applications approved in phases, can be completed and the files closed. During the first two quarters of 2010, the Development Planning Department contributed a significant amount of staff time and resources to provide comments and input into the City's new Official Plan, which was over and above its' normal workload.

To conclude, the Development Planning Department works efficiently and at the highest level to sustain and improve the level of service for the residents and businesses of Vaughan, as confirmed in the report by Watson & Associates.

Key Performance Indicators:

Total Number of Development Applications

The Development Planning Department is currently managing 500 development applications with 9 FTE Planners and 1 FTE Planner 1 responsible for processing this workload.



The Total Number of Planning Applications received by the Department

Application Type	*2007*	*2008*	*2009*	*2010 Projected*	*2011 Projected*	*2012 Projected*
Official Plan	13	18	8	**7**	6	6
Zoning	61	75	42	**50**	60	65
Draft Plan of Subdivision	5	8	2	**5**	5	6
Site Plan	95	96	90	**115**	120	125
Condo	11	11	5	**6**	10	10
Part Lot Control	48	32	33	**34**	42	50
Parkway Belt Plan	2	1	0	**0**	0	0
Address Change	36	10	24	**30**	32	34
Total	**271**	**251**	**204**	**247**	**275**	**296**

Year	2007	2008	2009	2010 Projected	2011 Projected	2012 Projected
OMB Hearings	15	13	12	10	12	13

Development Planning Department

2011-12 Business Plan

BUSINESS OVERVIEW

Key Conclusions:
The Department is managing a significant volume of Development Planning Applications. As Vaughan transforms from a suburban to a more urban municipality, the applications have become more complex and require significantly more staff hours to process as a result of the nature of the applications (i.e. high density residential and infill development) and changes to Provincial legislation (i.e. Planning Act (Bill 51), Places to Grow, Provincial Policy Statement, Oak Ridges Moraine / Greenbelt, etc.). The Development Planning Department has also assumed a lead role in the required planning approvals for the subway expansion into the City of Vaughan, which commenced in the second quarter of 2010 and will continue into 2011. This important initiative requires significant staff time commitment from the Development Planning Department in order to deliver this high priority project.

Notes About the Measure:
The management of development applications through the approval process has become increasingly complex for several reasons including: the nature of the applications, many proposing high density building forms which require a more extensive analysis to ensure compatability with existing developments (ie. review of sun-shade reports, wind analysis, etc.); and, a more complex policy regime including the Provincial Policy Statement, the Province's Places to Grow Plan, new Regional Official Plan including policies dealing with intensification and infill within the City's existing urban boundary. In addition, through the development review process, the Development Planning Department must implement City policies and sustainability and environmental initiatives including Vaughan Vision 2020, The Environmental Master Plan, Green Directions Vaughan, Pedestrian and Bicycle Master Plan, etc. The implementation of these initiatives improves the quality of each development approved in Vaughan. Intensification will change the physical form of the City from a traditionally suburban community to a more urban municipality which presents many complex planning and land use challenges including the management of this change. In addition, these applications are more politically sensitive to process and require more negotiation, public education, meetings and time to manage. All these factors place greater time demands on Development Planning Department Staff with respect to the analysis and implementation of these policies through the development review process.

The implementation of the new Official Plan adopted by Vaughan Council on September 7, 2010 which promotes intensification, will likely result in additional Ontario Muncipal Board (OMB) Hearings for development applications, which will occupy a significant amount of a Planner's time in preparation leading up to and during the Hearing.

The Department is under increased pressure to expedite the Development Applications Approval Process. In addition, there are increasing demands on staff time to respond to public and Council inquiries on Planning activities and to facilitate meetings with internal and external stakeholders.

The Development Planning Department also undertakes the review of its processes and procedures as required by Provincial Legislation (e.g. Bill 51 Planning Act amendments), Federal Legislation (Telecommunications Protocol) and as directed by Council (e.g. Site Plan Review, Public Notification Procedures).

It is also important to note that Development Planning Department Staff is managing two major "Secondary Plan/ Block Plan" level reviews including Block 61 (Nashville Heights) and Concord Floral typically assigned to the Policy Planning Development. The management of these large scale developments requires considerable staff resources and time devoted to meetings, co-ordination, negotiations and the resolution of planning issues with the public and other internal and external Departments and Public Agencies (ie.TRCA, Region of York, Ministry of Transportation, Region of Peel, Metrolinx, City of Brampton, GO Transit, etc.).

The Development Planning Department also devoted considerable staff time to the review of the City's new Official Plan through the review of draft policies, mapping, meeting with consultants and to provide comments and advice towards the completion of the Official Plan.

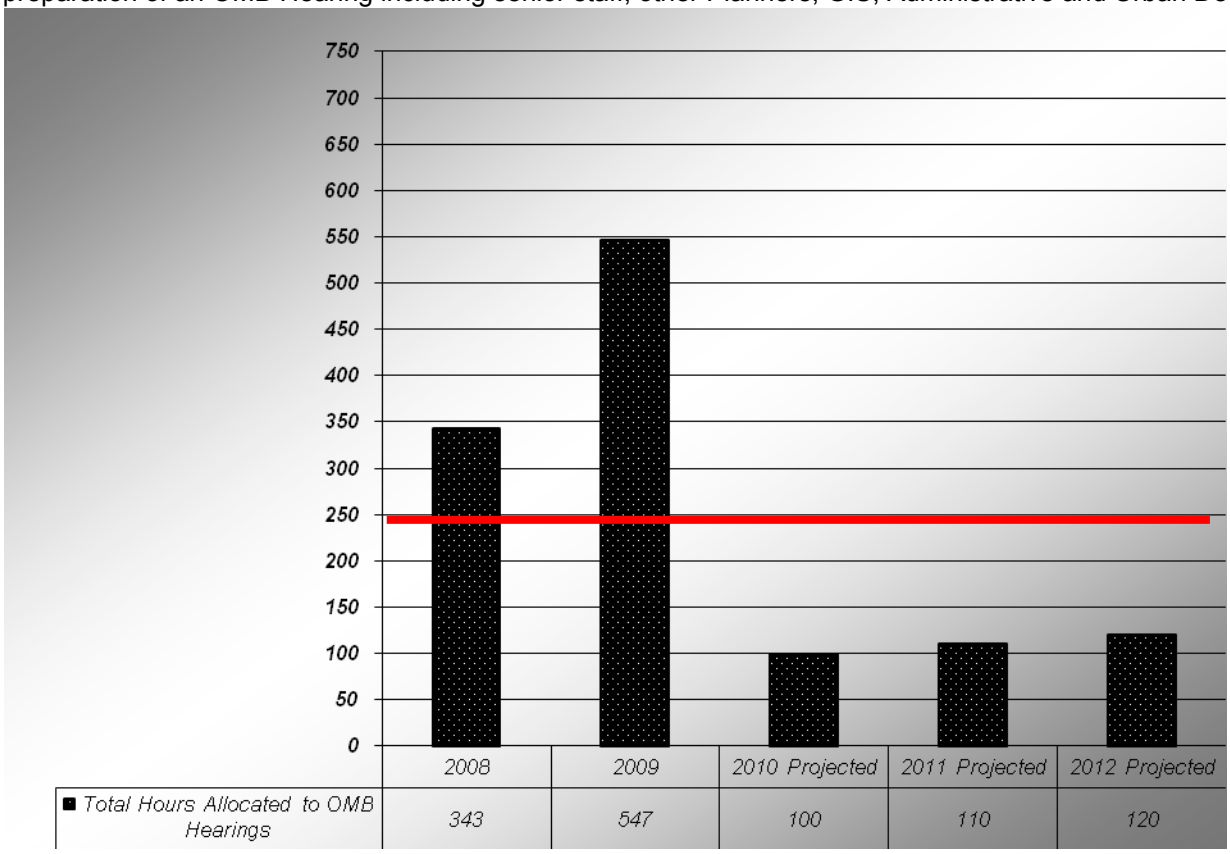
It is also anticipated that in the interim period between the approval of the City's new Official Plan and the preparation of a new City-wide Zoning By-law, that the Department will experience an increase in the number of Zoning By-law Amendment Applications since the City's current Zoning By-law 1-88 will be outdated and does not currently contain the zoning provisions required to implement the new forms of development being contemplated by the Official Plan (ie. mixed use zoning categories). As identified in the Development Planning Department Budget, additional FTE complements comprising an interdisciplinary tema from various City departments will be requested to undertake a city-wide zoning by-law review which must be implemented within 3 years of the adoption of the City's new Official Plan as mandated in the Provincial Planning Act.

The Development Planning Department is a resource to the public, Council, and other Departments and agencies with respect to the provision of general and specific information, data collection and mapping (e.g. Ward Boundary Review mapping, statistical information, aerial photos, etc.) for which it does not generate revenues, however, occupies considerable staff time. The Development Planning Department is the first point of contact for the public with respect to providing information about planning matters and issues and responding to general and specific inquiries respecting existing and proposed development. As the City of Vaughan's population continues to grow, it is expected that the time devoted by Development Planning Staff providing quality public service will continue to increase.

In this regard, other city initiatives such as Vaughan On Line has placed additional demand on Development Planning Department staff related to providing information content and the maintenance of the Development Planning Department's web-site.

Total Number of Hours Related to Ontario Municipal Board (OMB) Hearings

Definition: Development Planning Department Staff spend a considerable amount of time preparing, attending, and following up on matters related to Ontario Municipal Board Hearings. Typically, the Planner is the City's lead witness at an Ontario Municipal Board Hearing, however, several members of the Department contribute to the preparation of an OMB Hearing including senior staff, other Planners, GIS, Administrative and Urban Design staff.



Key Conclusions:

The Development Planning Department started tracking the number of hours allocated to Ontario Municipal Board Hearings in 2008 since they occupy considerable staff time and resources and cause significant disruptions in the everyday work schedule of a planner and department support staff. It is expected that as applications become increasingly complex relating to infill and intensification, particularly in consideration of the new City Official Plan, that the staff time devoted to Ontario Municipal Hearings will increase.

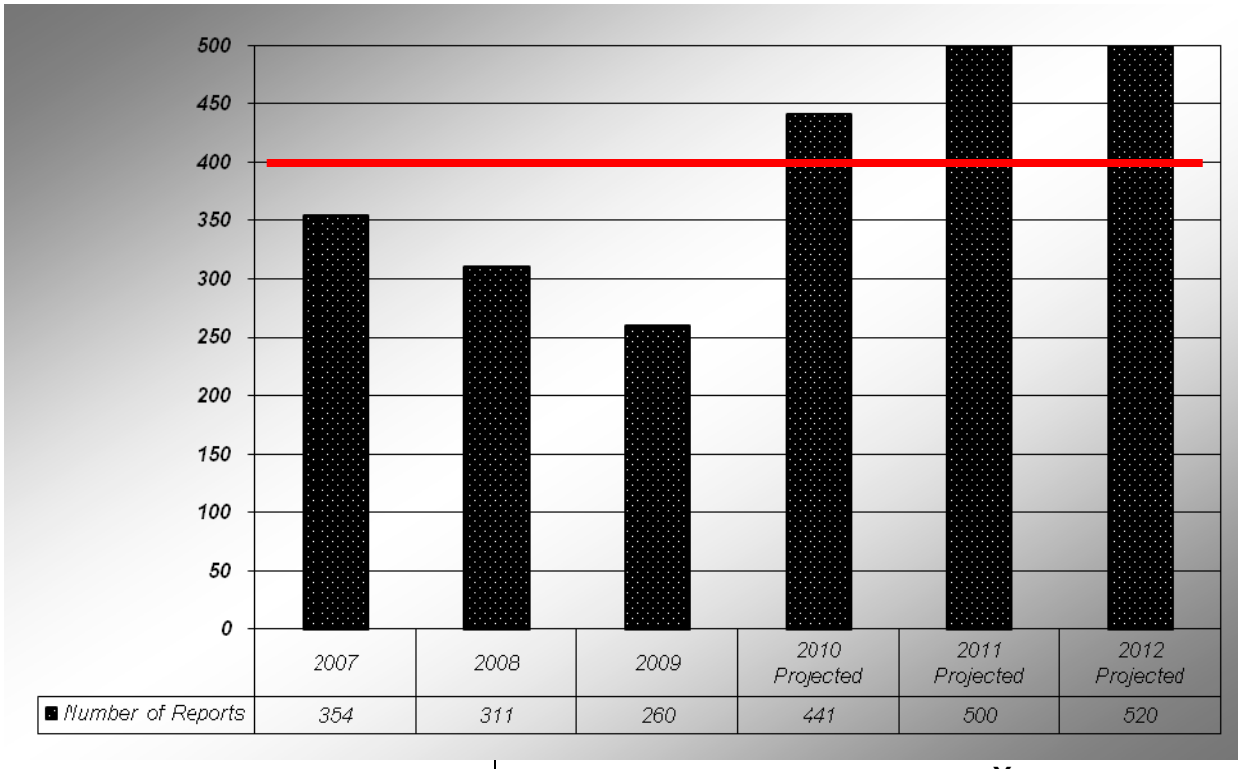
Notes About the Measure:

The hours identified above reflect only the time devoted to OMB Hearings by the Planner managing the file. However, other Development Planning Department Staff, particularly Urban Design, GIS Staff and administrative support staff also devote a significant amount of time in support of the Planner including the analysis of urban design related issues, the preparation of graphics required for the Hearing, and documents that need to be prepared, consolidated, and distributed. Given the increasing complexity of development applications, OMB Hearings routinely are scheduled for 3 – 7 full weeks at a time, completely occupying the Planner's daily work hours, and placing increased demands on other staff in the Department during this period with respect to coverage of the Planner's assigned work and often requiring overtime hours resulting from the daily events at the Hearing. Although the total number of hours allocated to OMB Hearings in 2010 is reduced, the projections for 2011 and 2012 will likely be higher due to the certainty that a significant number of applications will be in the form of zoning by-law amendments to implement the intensification policies in the City's new Official Plan.

2011-12 Business Plan

Number of Reports, Official Plan and Zoning Amendments, Agreements

Definition: Each Planning Application that is approved generates the need for staff to prepare documents to facilitate and implement the development. The Department has 9 FTE Planners and 1 FTE Planner 1 responsible for this workload.



	Year					
Document	***2007***	***2008***	***2009***	***2010 Projected***	***2011 Projected***	***2012 Projected***
Official Plan Amendments	16	12	4	7	8	8
Zoning By-law Amendments	85	60	47	52	60	65
Site Plan Agreements / Letters of Undertaking	47	30	39	39	45	50
Condo Agreements	9	16	4	6	8	8
Part Lot Control By-laws	48	39	31	31	35	35
Public Hearing Reports	33	51	41	37	50	50
Committee of the Whole Reports	116	103	94	89	104	104
Pre-Application Consultation Meetings (Bill 51)	0	0	0	180	190	200
Total	**354**	**311**	**260**	**441**	**500**	**520**

Key Conclusions:

The Department is managing a significant volume of Development Planning Applications. The applications have become more complex and require significantly more staff hours to process as a result of the nature of the applications (i.e. high density residential and infill development) and changes to Provincial legislation (i.e. Places to Grow, Provincial Policy Statement, Oak Ridges Moraine/Greenbelt, Planning Act Amendments (Bill 51), etc.). The Development Planning Department has taken a lead role in the required planning approvals for the subway expansion into the City of Vaughan, which has commenced during the second quarter of 2010 and will require a significant time commitment from the Development Planning Department in 2010 and 2011 in order to deliver this high priority project.

Development Planning Department

2011-12 Business Plan

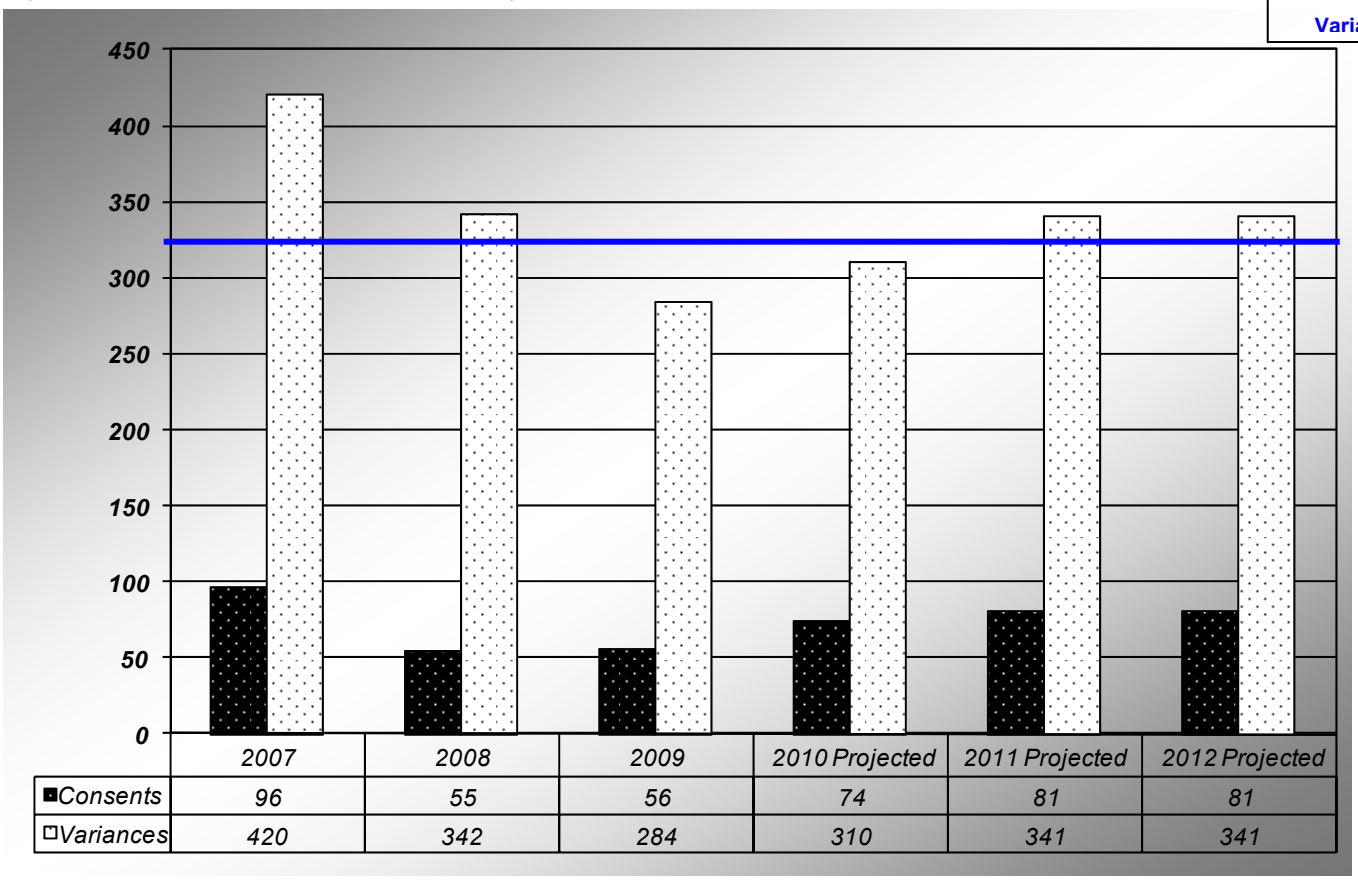
In December 2009, Council approved the implementation details of the Province's Bill 51 (Planning Act Amendments), which requires additional work to be undertaken by local municipalities including Pre-Application Consultation with development proponents for all development applications, and preparing and sending out notification to the public of complete and incomplete development applications. There is an additional workload constraint placed on the Development Planning Department to hold meetings for approximately 200 applications, and in mailing out notices for required applications within the time stipulations mandated by the Planning Act.

Notes about the Measure:

The complexity of the development applications has increased particularly with respect to implementing the Provincial Policy Statement, the Province's Places to Grow Plan and the new Regional Official Plan (December 2009) policies dealing with intensification and infill within the City's existing urban boundary which affects existing communities. Intensification will change the physical form of the City from a traditionally suburban community to a more urban municipality which presents many complex planning and land use challenges including the management of this change. In addition, other policies approved by Vaughan Council (e.g. Environmental Management Plan) and external public agencies (e.g. Province, Region of York, TRCA, Metrolinx), including Oak Ridges Moraine Plan, Provincial Policy Statement, Bill 51 Planning Act Amendments, new Regional Official Plan, the Big Move (Metrolinx), etc. place greater time demands on the Development Planning Department. Implementation of environmental and sustainability initiatives also places demands on staff's time. As a result, the preparation of staff reports and the implementing planning documents are more complex and contain more detailed information, policies, and requirements to implement development, and therefore require more time to prepare, review and finalize.

Total Number of Consent and Variance Applications per FTE

The total number of Consent and Variance Applications processed by the Department is 384*, 422* and 422* respectively in years 2010 to 2012. * projected 2010, 2011 and 2012



	2007	2008	2009	2010 Projected	2011 Projected	2012 Projected
Consents	96	55	56	74	81	81
Variances	420	342	284	310	341	341

Key Conclusions:

The volume of consent and variance applications received on an annual basis are significant and requires a substantial amount of time to review including research, site inspections, meetings, public consultation, attendance at the Committee of Adjustment meeting, report preparation and review, and the clearing of conditions as required.

Notes about the Measure:

Currently, one Planner 1 is strictly devoted on a full-time basis to the review of Committee of Adjustment applications, and it is anticipated that there will be a continued increase in the number of applications in the future resulting from significant development activity in the City and the redevelopment and improvement of existing areas. As the City continues to experience more intense forms of development, it is expected that the number of Committee of Adjustment applications will increase, as minor variances will be required to implement development forms that are not accommodated by the City's current Zoning By-law 1-88.

Committee of Adjustment decisions can result in appeals to the Ontario Municipal Board which occupies considerable amount of the Planner 1's time both during, and in preparation for the Hearing. In addition, OMB Hearings for Committee of Adjustment Applications requires support from GIS staff for graphics and administrative staff to prepare documents as required.

Measure:Number of Architectural/Urban Design Guidelines, Subdivision Landscape/ Streetscape Plans, Environmental Reports Prepared per FTE

The Urban Design Section's activities relate both to long range strategic City planning and the day to day guidance of architectural and landscape (hard and soft) design implementation through the development process.

Urban Designers evaluate development applications and provide comments and advice to development applicants related to site specific design (architectural, site organization, landscaping, etc.) in response to City policies and guidelines. Urban Designers consult with a variety of stakeholders about specific development sites leading to improved urban design concepts/solutions.

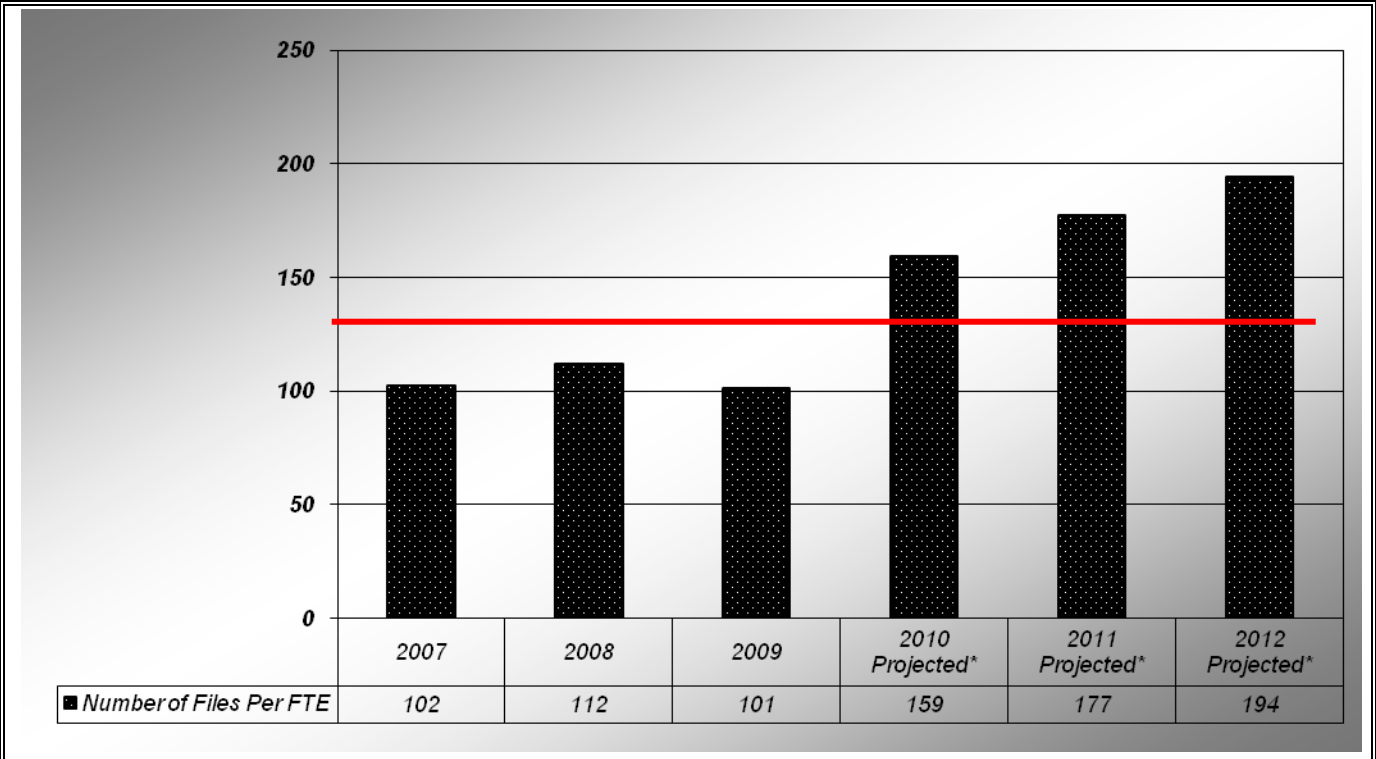
The Urban Design Section initiates and manages urban design studies and develops urban design guidelines, standards and technical details for landscape and built form to ensure the development of high-quality urban and natural environments in Vaughan.

Urban Designers provide project management and urban design services for urban design studies such as development of urban design frameworks, guidelines and master plans. These projects include geospatial analysis and digital mapping related functions, community and stakeholder consultation, liaison with regional authorities and external public agencies to collaboratively develop forward-thinking design solutions, ensuring accordance with provincial, regional and municipal plans, and the development of strategic design solutions to meet the challenges of 'sustainable development'.

The Urban Design Section is assuming a greater role in the development planning process due to the complexity of development proposals and the recognition of the importance of quality urban design in creating sustainable and livable places for people. This is creating a greater demand on staff time. There are 4 Urban Design staff members responsible for the total file workload.

The Urban Design Section's principle responsibilities include:

- Site plan and subdivision application review.
- Secondary plan and block plan design review.
- Advise on urban design, built form, architectural, landscape architectural and sustainable development matters, including strategic planning initiatives.
- Manage urban design studies, streetscape and community master plan projects.
- Consultation with community and stakeholder groups through interactive workshops, meetings, and design charrettes, and sitting on various Committees (such as Maple Streetscape and Concord West Streetscape Committees).
- Liaise with the public to provide urban design information, including the management of urban design project web pages.
- Provide design review for City and Regional capital projects and external agency infrastructure projects (such as TTC subway extension).
- Liaise with regional authorities, external agencies and municipal departments to promote and coordinate green infrastructure development (such as integration of storm water management controls into streetscapes, transit-oriented development, etc.).
- Inspection and acceptance of landscape and streetscape works through the development process.
- Review sign variance applications as part of the Sign Variance Committee.
- Manage numerous special projects related to urban design (Urban Design charettes and workshops, presentations to Council, Urban Design Awards).
- Development of urban design-related graphic materials and presentations.



New file types as of 2010 included

Development Planning Department

2011-12 Business Plan

	Year			Projected	Projected	Projected
Types of Files	***2007***	***2008***	***2009***	***2010***	***2011***	***2012***
Site Plans	93	95	90	115	120	125
Pre-application Consultation Meetings *	0	0	0	180	180	180
Urban Design Guidelines	13	8	14	16	19	21
Architectural Control Guidelines	7	8	6	7	12	17
Streetscape/Landscape Construction Drawings	13	16	17	18	18	19
Subdivision/Landscape Drawings	101	115	131	90	80	75
Subdivision Assumption Inspections	40	45	31	30	45	55
Subdivision Completion Approval Inspection	42	45	34	28	40	50
Woodlot/Vegetation Assessments	15	20	13	10	15	20
Letters of Credit Release Inspections	76	64	40	48	70	85
Sign Variance Applications *	0	0	0	52	60	70
Urban Design Studies & Masterplans/ In House Studies & Capital Projects	6	26	27	40	50	60
Total	**406**	**448**	**403**	**634**	**709**	**777**

*** New as of 2010 included.**

Key Conclusion:

The City's new strategic Plan (Vaughan Vision 2020) emphasizes the importance of urban design to deliver the City's commitment to creating more compact, sustainable and livable communities over the next 25 years. Urban design brings together issues of planning, transportation, architectural design, development economics, landscape architecture and engineering to create a vision for an area and throughout the City and then ensure it is delivered. There is an increasing demand for the Urban Design Section to provide core services for both the Development Planning Department and the Policy Planning Department. Also, increasingly Urban Design staff is working with regional and municipal storm water management and transportation engineers to develop forward-thinking and sustainable urban design solutions for the City's streets and communities.

Notes about the Measure:

The Development Planning Department has assumed the role in the strategic planning of urban form and the preparation of urban design documents "in house" which creates increased pressure on staff's time to complete the work. The development of Urban Design Guidelines, Frameworks and Master Plans require a significant amount of work by staff who are also responsible for the daily review of development applications and liaison with the public, including sitting on various Committees (i.e. Sign Variance and Streetscape). It is also anticipated that there will be an increase in the number of site inspections associated with the release of Letters of Credit due to the increase in development activity.

Development Planning Department

2011-12 Business Plan

BUSINESS OVERVIEW:

Year to date, the number of development applications processed in 2010 was higher compared to the same period last year and requiring more staff time to manage the applications. In addition, the Manager of Development Planning was on a temporary 6 month secondment to the Policy Planning Department in order to complete the Official Plan review which was adopted by Council on September 7, 2010. This created a vacant planner position for the same period that was not filled due to the short length of time, and thereby creating an increased workload for the remaining planning staff.

The Department continues to manage development applications submitted in previous years resulting in 500 currently active development applications with a yearly average of 50 files for each of the 10 Planners in the Department, which when combined with numerous meetings, public inquiries, data input, attending night meetings, Council directed initiatives and Ontario Municipal Board Hearings contributes to a high workload per Planner. As identified, one Planner also processes 384 Committee of Adjustment applications per year (2010) and attends Ontario Municipal Board Hearings when an appeal is filed in response to the Committee's decision.

The Urban Design, Administrative and GIS Sections of the Department must also perform to meet these challenges and deadlines. The increased complexity and changing nature of development applications which propose more intense and infill forms of development are significant and key factors that must be taken into consideration on a go-forward basis as a performance measurement respecting the Department's ability to successfully and efficiently manage development applications while maintaining high service levels. This significant workload in addition to the increasing complexity of current development applications represents an accurate measure of assessing the Department's activity in meeting its' workload responsibilities rather than revenue generated through development applications.

The Development Planning Department has several important initiatives to work on over the next few years as identified in this Business Plan which will require all Planning Staff to contribute their time in addition to their daily workload including undertaking the 2011 Urban Design Awards (2011 ARR), Site Plan Process 2-year Review (2011), preparation of a City-wide urban design manual including sustainability and design guidelines to implement the new City Official Plan policies (2011-2012), Public Notification of Planning Applications 2-year review (2012), and a 3 year in-house City-wide review of By-law 1-88 to implement the new City Official Plan (2012 to 2015), as well as new capital streetscape projects that will be requested through the Capital Budget deliberations. In addition, the Development Planning Department must implement Provincial (i.e. Growth Plan), Regional (ie. new Official Plan) and City (new Official Plan, Vaughan Vision 2020, Environmental Master Plan etc.), policies and initiatives designed to create complete communities where the citizens of Vaughan can work, live and play.

The Development Planning Department anticipates an improving economic climate in 2011 and beyond. Also, the City's new Official Plan Review will facilitate new development opportunities resulting in additional development applications and an increased workload. In addition, the servicing constraints will be lifted over the next few years, which will facilitate applications and phases of development currently held in abeyance to commence their completion, further placing increased time demands on Development Planning staff. Planning and urban design work and approvals for the 3 TTC subway stations will also contribute to the workload of the Department during the 2010 and 2011 period.

To conclude, the Development Planning Department works at a high level to sustain and improve the level of service for the residents and businesses of the City of Vaughan, and the workload is expected to increase in 2011 and 2012.

Commissioner Sign-off **Date (mm/dd/yy)**

Policy Planning

City of Vaughan
Revenue/Expenditure Summary Report
2011-12 Operating Budget

					2011				
			2010 Actual	2010 Budget	2011 Budget	% of Total Budget	Budget Variance $	Budget Variance %	2012 Forecast
Policy Planning	Revenue	Dept. Misc. Revenues	(4,035)	0	0	0.0%	0	0.0%	0
		General Revenue	(76)	0	0	0.0%	0	0.0%	0
	Total Revenues		**(4,111)**	**0**	**0**		**0**	**0.0%**	**0**
	Labour Costs	Staffing Costs (incl Benefits)	1,174,730	1,154,686	1,036,380	91.3%	(118,306)	-10.25%	1,103,791
	Other Expenses	Professional Fees	10,760	126,250	62,130	5.5%	(64,120)	-50.79%	62,130
		Office Supplies& Expenses	19,131	13,402	16,140	1.4%	2,738	20.43%	16,140
		Staff Development & Training	9,334	10,720	10,620	0.9%	(100)	-0.93%	10,620
		Meals & Travel	1,738	5,440	5,440	0.5%	0	0.0%	5,440
		Office Equipment & Furniture	1,620	1,488	2,090	0.2%	602	40.46%	2,090
		Other	847	1,350	1,350	0.1%	0	0.0%	1,350
		Communications	650	950	1,180	0.1%	230	24.21%	1,180
		Tools & Equipment	0	360	180	0.0%	(180)	-50.0%	180
		Capital Funding	60,650	0	0	0.0%	0	0.0%	0
		Community Advertising & Promotion	0	190	0	0.0%	(190)	-100.0%	0
		Total Non Labour Costs	**104,729**	**160,150**	**99,130**	**8.7%**	**(61,020)**	**-38.1%**	**99,130**
	Total Expenses		**1,279,459**	**1,314,836**	**1,135,510**	**100.0%**	**(179,326)**	**-13.64%**	**1,202,921**
	Net Expenditures		**1,275,348**	**1,314,836**	**1,135,510**		**(179,326)**	**-13.64%**	**1,202,921**

Capital Budget

Comm. of Planning
Policy Planning & Urban Design

Year Identified	Project #	Project Name	Project Type	Total Budget	Operating Budget Impact	TCA
2011	PL-9024-11	Concord Centre Secondary Plan	Studies	$93,000		N
2011	PL-9025-11	Natural Heritage Network (NHN) Inventory and Improvements	Studies	$52,400		N
2011	PL-9026-11	Vaughan Mills Centre Secondary Plan	Studies	$278,000		N
2011	PL-9023-11	Weston Road and Highway 7 Secondary Plan	Studies	$298,000		N
				$721,400		

POLICY PLANNING DEPARTMENT

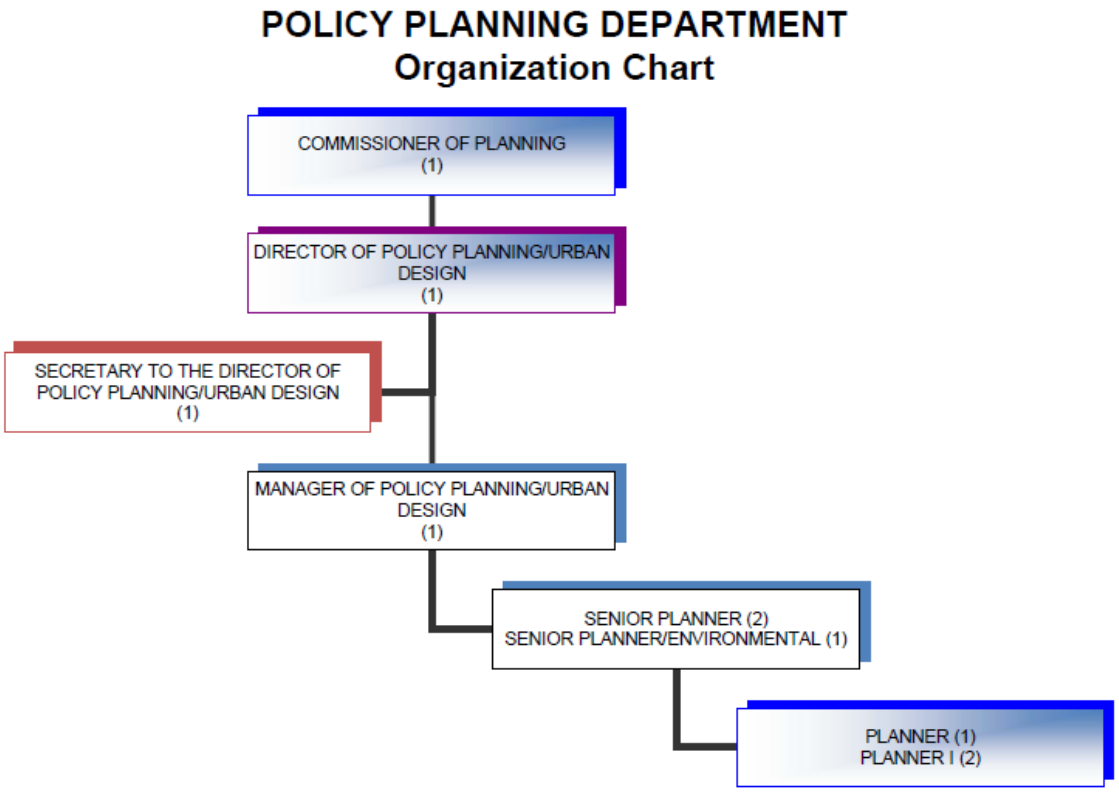
2011-12 Business Plan

BUSINESS OVERVIEW

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

The Policy Planning Department promotes quality communities within the City of Vaughan by the delivery of planning services, undertaking studies and preparation of plans and policies in keeping with good social, environmental, urban design and land use principles and corporate objectives.

Service Profile:



Full Time, Part Time and Overtime – Budgeted Amounts

					Additional Resource Requests	
	2008	2009	2010	2011 Base	2011	2012
Full Time	9	10	10	9	0	0
Part Time	0	0	0	0	0	0
Overtime	$2,560	$7,795	$7,015	$7,205	0	0

Key Stakeholders:

- Council
- City
- Citizens of Vaughan
- Development Community
- Other government & public agencies

POLICY PLANNING DEPARTMENT

2011-12 Business Plan

Work Plan:

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

Pursue Excellence in Service Delivery
Enhance and Ensure Community Safety, Health & Wellness
Lead and Promote Environmental Sustainability
Maintain Assets & Infrastructure
Plan and Manage Growth & Economic Vitality

Conducting a 5-year comprehensive review of the Official Plan as part of the Growth Management Strategy 2031 was a high priority for the City of Vaughan. The Policy Planning Department completed the City-Wide Official Plan and 6 Secondary Plans by September 2010. However there are a number of projects that are adjuncts or follow up work to the Official Plan namely:

- Modifications and appeals to Official Plan 2010
- Secondary Suites Study and Task Force
- Places of Worship Policies
- Block Plans (Block 61, Kleinburg North)
- VMC northwest quadrant and Pandolfo Site – examination/potential reconfiguration/ policy revisions
- Yonge Steeles Secondary Plan – Dorian Place and 8100 Yonge Street
- Natural Heritage Network Study
- Highway 7 streetscape and transit design work.
- Sustainable Development Guidelines and Performance Standards
- Centre Street Study
- Secondary Plans within the Built Boundary

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

1) As a result of the increased number of projects, junior staff (union) are needed to take an increasingly responsible role which is beyond their job description and pay level.

2) Also, due to increased workload and its complexity, the workload and responsibility of the Secretary to Director of Policy Planning far exceeds the hours available for one person to accomplish the tasks.

3) Actual Studies vs. Planned Studies. Every year, Council has directed Policy Planning staff to undertake studies that were unknown at the time of Budget preparation. Examples in past years are:

   - Sustainable Development Initiatives
   - Public Squares
   - Official Plan Volume 2 Modifications

POLICY PLANNING DEPARTMENT

2011-12 Business Plan

Business Plan Objectives (list the status of 2010 business plan objectives and the method of measuring successful implementation. As well, list 2011-12 business plan objectives in the appropriate section)

Prior Year Business Plan Objectives / Accomplishments:	**Year**	**Status**	**Outcome/Results**
Ongoing business in terms of the delivery of Policy Planning through the preparation of planning studies, policies, guidelines and response to Council inquiries	2010	Ongoing	Completed study according to Council approved Terms of Reference
Represent the City's planning interests through work and communication with Council Members, the public, other Departments and Agencies, various levels of government and the Ontario Municipal Board	2010	Ongoing	Delivery of state of the art planning policy Positive Feedback from stakeholders/clients
Undertake a 5-year comprehensive review of the Official Plan as part of the Growth Management Strategy 203. This work also included the following:	2007		Adopted by Council Sept 2010
1. Support and coordinate land use planning for high capacity transit at strategic locations in the City (Strategic Initiative #3); • 3 Focused Area Studies and Secondary Plans addressed areas of development intensification related to higher order transit Yonge Steeles Corridor, Jane and Major Mackenzie North West quadrant (hospital site) and the Vaughan Metropolitan Centre.	2007-2010		Adopted by Council Sept 2010
2. Prepare a land use plan for the Vaughan enterprise zone and employment lands (Strategic Initiative #3), The West Vaughan Employment Area Secondary Plan addressed this initiative.	2010		Adopted by Council Sept 2010
3. Create a strategy to provide more urban green space including parks, woodlot, valley land and open space. Two Focused Area Studies and Secondary Plans addressed this initiative in a comprehensive manner: The North Kleinburg-Nashville Secondary Plan and the Woodbridge Centre Plan.	2008		Adopted by Council Sept 2010
Other initiatives that support the Growth Management Strategy 2031 are: the Parking Standards Review, the Drive-Through policies and guidelines.			Adopted in Principle by Council 2010.

POLICY PLANNING DEPARTMENT

2011-12 Business Plan

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

Business Plan Objectives:	Timeline	Outcome	Resources
2011 (Objectives, generally in priority.)			
1. Undertake modifications through the Region to the Vaughan Official Plan 2010 and 5 new Secondary Plans as a result of negotiations with stakeholders and the Regions review of the Plan.	Q1 2011		
2. Deal with outstanding appeals to OMB	Q2 to Q4 2011		
3. Additional design work and community and stakeholder consultation regarding aspects of the VMC.	Q4 2010 - Q1 2011		$20,000 VMC, $10,000 Yonge Steeles from Professional Fees, Operating Budget 2010.
4. Complete Block 61	Q4 – 2010 Q1 - 2011		
5. Additional design work and community and stakeholder consultation regarding aspects of the Yonge Steeles Secondary Plan.	Q1 2011		$10,000 from Professional Fees, Operating Budget 2010.
6. Initiate Secondary Suites study and task force planning policy.	Q4 2011		$45,000 Professional Fees, Operating Budget 2010
7. Initiate Parking Standards Zoning By-Law to implement Parking Standards Review.			
8. Complete Sustainability Development Guidelines	Q4 2010- Q1 2011		Outside funding plus $20,000 from Professional Fees, Operating Budget 2010
9. Complete Centre Street policy review. (Between Vaughan Boulevard and New Westminister Drive)	Q4 2010 to Q1 2011		
10. Initiate Secondary Plan Study for Weston and Hwy 7.	Q2 to Q4 2011		Capital Budget request $210,000.
11. Initiate Secondary Plan Study for Concord & Go area.	Q3 2011		Capital Budget request $170,000.
12. Undertake Natural Heritage Network study including significant wildlife habitat assessment and headwaters evaluation.	Q2 2011 Q4 2012		Capital Budget request $250,000.
13. Places of Worship	Q2 – 2010 Q4 - 2011		

POLICY PLANNING DEPARTMENT

2011-12 Business Plan

2012 (Top 3 Objectives)			
1. Conclude appeals on Official Plan	Q1 to Q4 2012		
2. Initiate Secondary Plans for Urban Expansion	Q2 to Q4 2012		
3. Initiate Secondary Plan for Vaughan Mills	Q2 to Q4 2012		
4. Secondary Plan for Hospital Site (Jane & Major Mackenzie)	Q2 to Q4 2012		
5. Conclude Natural Heritage Network Study	Q1 to Q4 2012		

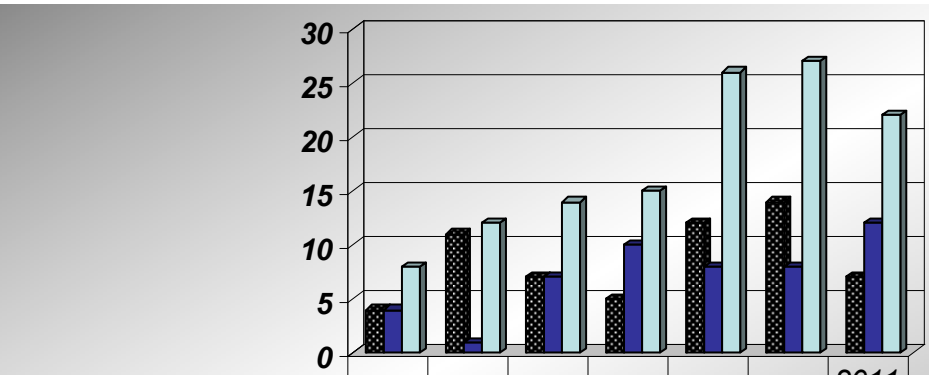
POLICY PLANNING DEPARTMENT

2011-12 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2010, 2011 and 2012)

1. Complete studies according to Terms of Reference – Meeting milestones on time; on budget based on periodic status reports to the Commissioner.
2. Feedback from stakeholders

BUSINESS OVERVIEW:



	2005	2006	2007	2008	2009	2010	2011 proje
Number of Completed Projects	4	11	7	5	12	14	7
Number of Projects Initiated	4	1	7	10	8	8	12
Total	8	12	14	15	26	27	22

POLICY PLANNING DEPARTMENT

2011-12 Business Plan

Key Conclusion: (What are some assumptions about the performance measure which should be stated?)

The number and complexity of policy planning studies initiated and completed, has increased each year. Completed and initiated studies: 8 in 2005, 12 in 2006, 13 in 2007, 16 in 2008, 26 in 2009 and 26 in 2010. It is expected that 2011 will be similar due to finalization of Official Plan and Secondary Plans (modifications, appeals) as well as undertaking follow-up studies such as secondary plans for intensification areas and the Natural Heritage Network, Places of Worship, Secondary Suites, Centre Street Policy Review.

Overtime and meal expenditures will continue to be high in 2011 due to the number of projects and associated evening community consultation.

An "Additional Resource Request" is necessary to maintain the department's level of service due to excessive workload for Secretary to the Director.

The department has employed part-time clerical help (24 hours per week) for 2010. Despite this additional help the Secretary to the Director works approximately 10 to 12 hours of overtime weekly which, if fully claimed, would result in approximately $19,000.00 of paid overtime.

Notes about the Measure: (What are some assumptions about the performance measure which should be stated)

1) Study terms of reference are always approved by Council and form the basis of the RFP in the tendering process. The project, whether in-house or by consultants, must contain a work program setting out all tasks, milestones and key deliverables within the set budget timeframe. Throughout the course of a study, issues arise that may add to the complexity and/or change aspects of the study. The milestones, key deliverables and budget may change as a result.
2) Although the total number of projects completed per year is provided, projects vary in terms of complexity and conditions and must also be evaluated in their own right.
3) A project can be assessed on the basis of its own parameters – I.E. work to be carried out, time lines and successful production of the final recommendations (usually a planning document). Acceptance by the community, adoption/approval by Council and its implementation will be the key test of a successful project.

POLICY PLANNING DEPARTMENT

2011-12 Business Plan

2009 Policy Planning Projects

PROJECT NAME	√ - COMPLETED IN 2009	O - ONGOING IN 2009	■ - INITIATED IN 2009
1. Block Plan 40/47		O	
2. Block 61 (complete) Secondary Plan	√		
3. Group Homes	√		
4. Highway 400 North Employment Area (Urban Design Guidelines and Zoning By-law) (ongoing)		O	
5. Kipling Avenue Corridor Study (complete)	√	O	
6. Major Mackenzie Dr/Jane St – Planning Study (ongoing)		O	
7. Parking Standards Review & Cash-in-Lieu		O	
8. Parking Standards Design Guidelines & Zoning By-Law		O	■
9. Sustainable Development Initiatives –Sustainable Development through LEED		O	■
10. Sustainable Development Initiatives – Measuring Environmental Sustainability Performance of Development		O	■
11. Sustainable Development Initiatives –Transportation Demand Management		O	■
12. Vaughan New Official Plan – Second Phase		O	
13. Vaughan New Official Plan – Focused Area Study – Vaughan Metropolitan Center OPA 500 Review, Terms of Reference, Consultant Selection, Background Analysis and Visioning phases (complete)	√	O	
14. Vaughan New Official Plan – Focused Area Study – Kleinburg Nashville Community Plan Review, Terms of Reference, Consultant Selection, Background Analysis, and Visioning phases (complete)	√	O	
15. Vaughan New Official Plan - Commercial Sectors Study – Terms of Reference and Consultant Selection		O	
16. Vaughan New Official Plan – Focused Area Study – Social Services Study, Terms of Reference, Consultant Selection, Background Analysis (complete)		O	
17. Vellore District Centre Review, Terms of Reference prepared	√		■
18. Design Review Panel (complete)	√	O	
19. Drive Through Facility Policies and Guidelines		O	
20. Places of Worship		O	
21. Public Squares	√	O	
22. Woodbridge Heritage Conservation Study and Plan (complete)	√	O	
23. Yonge Street Area Study (ongoing)		O	
24. OMB: Thornhill Yonge Street	√		■
25. OMB: Pinegrove on Highway 7	√		■
26. OMB: Kleinburg	√		■
TOTAL	12/26	20/26	8/26

Committees

Committees requiring staff attendance and work:

- Accessibility Advisory Committee
- Official Plan Review Committee
- Environmental Committee

POLICY PLANNING DEPARTMENT

2011-12 Business Plan

2010 Policy Planning Studies and Work

PROJECT NAME	√ - COMPLETED IN 2010	O - ONGOING IN 2010	■ - INITIATED IN 2010
1. Block Plan 40/47		O	
2. Major Mackenzie Dr/Jane St – Planning Study	√		
3. Parking Standards Review and Design Guidelines	√		
4. Parking Standards Zoning By-Law - Initiated			■
5. Sustainable Development Initiatives – Landform Conservation	√		
6. Sustainable Development Initiatives – Measuring Environmental Sustainability Performance of Development		O	
7. Sustainable Development Initiatives –Transportation Demand Management	√		
8. Vaughan New Official Plan	√		
9. Vaughan New Official Plan – Focused Area Study – Vaughan Metropolitan Centre Secondary Plan	√		
10. Vaughan New Official Plan – Focused Area Study – Kleinburg North Secondary Plan	√		
11. Vaughan New Official Plan - Commercial Sectors Study	√		
12. Vaughan New Official Plan – Social Services Study	√		
13. Places of Worship		O	
14. Vaughan New Official Plan – Natural Heritage Network Background Study	√		
15. Vaughan New Official Plan - Housing Analysis and Employment Land Needs Background Study	√		
16. Vaughan New Official Plan – Vaughan West Employment Area Secondary Plan	√		
17. Vaughan New Official Plan – Woodbridge Centre Secondary Plan	√		
18. Yonge Steeles Study and Secondary Plan	√		
19. Revisions to VMC Detailed Streetscaping			■
20. Revisions to 400 North Employment Lands Design Guidelines		O	■
21. Evaluating Proposed Remedial and Floodproofing Measures & External Technical Review – Woodbridge FAS		O	
22. Follow up work related to Official Plan 2010 -VMC		O	■
23. Follow up work related to Official Plan 2010- OP 2010		O	■
24. Follow up work related to Official Plan 2010- Yonge Steeles		O	■
25. Secondary Suites Study and Task Force		O	■
26. Block 61		O	
27. Centre Street Review		O	■
TOTAL	14/27	11/27	8/27

Committees

Committees requiring staff attendance and work:

- Accessibility Advisory Committee
- Official Plan Review Committee
- Environmental Committee

POLICY PLANNING DEPARTMENT

2011-12 Business Plan

Projected - 2011 Policy Planning Studies and Work

PROJECT NAME	O - ONGOING IN 2011	■ - INITIATED IN 2011	● – ONGOING IN 2012
1. Follow up work related to the New Official Plan	O		●
2. Vaughan Official Plan – 2010 OMB Appeals	O	■	●
3. Kleinburg North Secondary Plan – OMB Appeals		■	●
4. Woodbridge Centre Secondary Plan – OMB Appeals		■	●
5. Vaughan West Employment Area Secondary Plan – OMB Appeals		■	●
6. Vaughan Metropolitan Centre – revisions to Plan	O		
7. Vaughan Metropolitan Centre – OMB Appeals		■	●
8. Yonge Steeles Corridor Secondary Plan – OMB Appeals		■	●
9. Vaughan Centre Jane/Rutherford Secondary Plan	O	■	●
10. Weston and 7 Secondary Plan	O	■	●
11. Concord/Go Secondary Plan	O	■	●
12. Natural Heritage Network Study	O	■	●
13. Blocks 40/47 Block Plan	O		
14. Block 61	O		
15. Parking Standards Review Zoning By-Law	O		
16. Places of Worship	O		
17. Secondary Suites Study and Task Force.	O		
18. Sustainable Development Guidelines Study	O		
19. Highway 400 North Employment Area (Urban Design Guidelines Review and Zoning By-law)	O	■	
20. Yonge Street Area Study – Dorian Place Review	O		
21. Revisions to VMC Detailed Streetscaping	O	■	
22. Evaluating Proposed Remedial and Floodproofing Measures & External Technical Review – Woodbridge FAS	O		
TOTAL	15/22	12/22	8/22

Committees

Committees requiring staff attendance and work:

- Accessibility Advisory Committee
- Environmental Committee

POLICY PLANNING DEPARTMENT

2011-12 Business Plan

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

Conducting the 5-year comprehensive review of the Official Plan as part of the Growth Management Strategy 2031 was a high priority for the City of Vaughan. A significant amount of staff resources will continue to be needed to address the follow up issues related to the Official Plan. Work load will continue to be high (similar to 2009 and 2010) due to addressing the modifications and appeals to Official Plan and Secondary Plans, completing 6 studies (Parking Standards, Secondary Suites, Places of Worship, Centre Street, VMC, Yonge Steeles) and initiating 2 intensification area Secondary Plan studies and the Natural Heritage Network study.

The number and complexity of policy planning studies initiated and completed has increased each year since 2005. Work levels have more than quadrupled between 2005 and 2010 with no increase in staff complement.

The Policy Planning Department continues to evolve as a highly functioning and hard working department. A staff complement added through a secondment from the Development Planning Department will be returned to that department (Senior Planner) and another Senior Planner staff resource is on long-term medical leave (this represents 20 percent of our work force). Work continues to outstrip the resources available to cover it.

In order to maintain the departments' level of service, complete the Official Plan work by June of 2010 and retain staff and corporate knowledge during this critical period, 1 Additional Resource Request is being made:

- Permanent Part Time Clerical Position

Other aspects of the Operating Budget remain the same as previous years as a zero increase budget with some minor adjustments to reflect actual 2010 expenditures.

Due to an increase in community consultation efforts, both in terms of advertising requirements and meetings held with the community, the departments' obligations with respect to overtime, meals, advertising, printing continues to increase year over year. This has an impact on both the Operating and the Capital Budgets. In terms of the Operating Budget, the part time clerical position is needed in part to handle the volume related to this activity and additional funds need to be allocated to printing. In terms of the Capital Budget, additional funds need to be included for increased advertising and meeting costs.

Commissioner Sign-off **Date (mm/dd/yy)**

Building Standards

City of Vaughan
Revenue/Expenditure Summary Report
2011-12 Operating Budget

			2010 Actual	2010 Budget	2011 Budget	% of Total Budget	Budget Variance $	Budget Variance %	2012 Forecast
					2011				
Building Standards	Revenue	Trsf. from Capital Fund	(24,737)	0	0	0.0%	0	0.0%	0
		Septic Tank Inspections	(5,550)	(6,000)	(5,000)	0.1%	1,000	-16.67%	(5,000)
		Taxable Sales-Postage Fees	(19,037)	(6,000)	(6,000)	0.1%	(0)	0.0%	(6,000)
		Zoning Response Fees	(9,040)	(5,500)	(6,000)	0.1%	(500)	9.09%	(7,500)
		License Letter Fees	(11,475)	(6,000)	(7,500)	0.1%	(1,500)	25.0%	(9,375)
		Dept. Misc. Revenues	(24,695)	(9,900)	(10,475)	0.1%	(575)	5.81%	(10,475)
		Property Information Fees	(11,660)	(3,000)	(15,000)	0.2%	(12,000)	400.0%	(15,000)
		Service Charges	(86,048)	(75,000)	(75,000)	0.9%	(0)	0.0%	(75,000)
		Infill Lot Grading	(599,155)	(274,250)	(336,500)	3.9%	(62,250)	22.7%	(353,100)
		Plumbing Permit Fees	(726,733)	(445,000)	(500,000)	5.7%	(55,000)	12.36%	(500,000)
		Trsf. Fm Res. & Res Funds	0	(200,000)	(778,674)	9.0%	(578,674)	289.34%	(1,388,182)
		Licenses and Permits	(7,790,318)	(7,332,500)	(6,956,125)	80.0%	376,375	-5.13%	(6,589,615)
	Total Revenues		**(9,308,449)**	**(8,363,150)**	**(8,696,274)**	**100.0%**	**(333,124)**	**3.98%**	**(8,959,247)**
	Labour Costs	Staffing Costs (incl Benefits)	5,344,725	5,624,069	5,903,165	92.7%	279,096	4.96%	6,155,041
	Other Expenses	Staff Development & Training	31,236	92,140	102,778	1.6%	10,638	11.55%	102,778
		Meals & Travel	69,589	97,628	99,282	1.6%	1,654	1.69%	99,282
		Office Supplies& Expenses	54,046	87,129	80,433	1.3%	(6,696)	-7.69%	82,433
		General Mtce & Repairs	70,208	75,430	66,626	1.0%	(8,804)	-11.67%	75,626
		Office Equipment & Furniture	11,293	55,080	59,055	0.9%	3,975	7.22%	51,952
		Corporate Accounts	26,195	26,195	31,190	0.5%	4,995	19.07%	33,155
		Communications	8,423	17,710	16,687	0.3%	(1,023)	-5.78%	16,687
		Tools & Equipment	3,740	7,870	7,415	0.1%	(455)	-5.78%	7,415
		Other	1,751	3,360	3,360	0.1%	0	0.0%	3,360
		Operating Leases	0	980	923	0.0%	(57)	-5.82%	923
		Service Contracts and Materials	138	0	0	0.0%	0	0.0%	0
		Total Non Labour Costs	**276,619**	**463,522**	**467,749**	7.3%	**4,227**	**0.91%**	**473,611**
	Total Expenses		**5,621,344**	**6,087,591**	**6,370,914**	**100.0%**	**283,323**	**4.65%**	**6,628,652**
	Net Expenditures		**(3,687,105)**	**(2,275,559)**	**(2,325,360)**		**(49,801)**	**2.19%**	**(2,330,595)**

2011 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2011 Impact		Net 2012 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget $	FTE	Budget $	FTE	Budget $	FTE	Budget $
Plans Examiner (Zoning)	FT	1.0	83,560	(83,560)	0			1.00	0	-	(5,200)
Clerk Typist D	FT	1.0	59,411	(59,411)	0			1.00	0	-	(5,200)

Capital Budget

Comm. of Planning
Building Standards

Year Identified	Project #	Project Name	Project Type	Total Budget	Operating Budget Impact	TCA
2011	BS-1003-11	Building Department Computer System Upgrades	Technology	$695,250		Y
2011	BS-1000-11	Large Drawing Scanner/Plotter/Copier	Technology	$46,350	$57,151	Y
				$741,600		

Building Standards Department

2011-12 Business Plan

BUSINESS OVERVIEW

Service Statement:

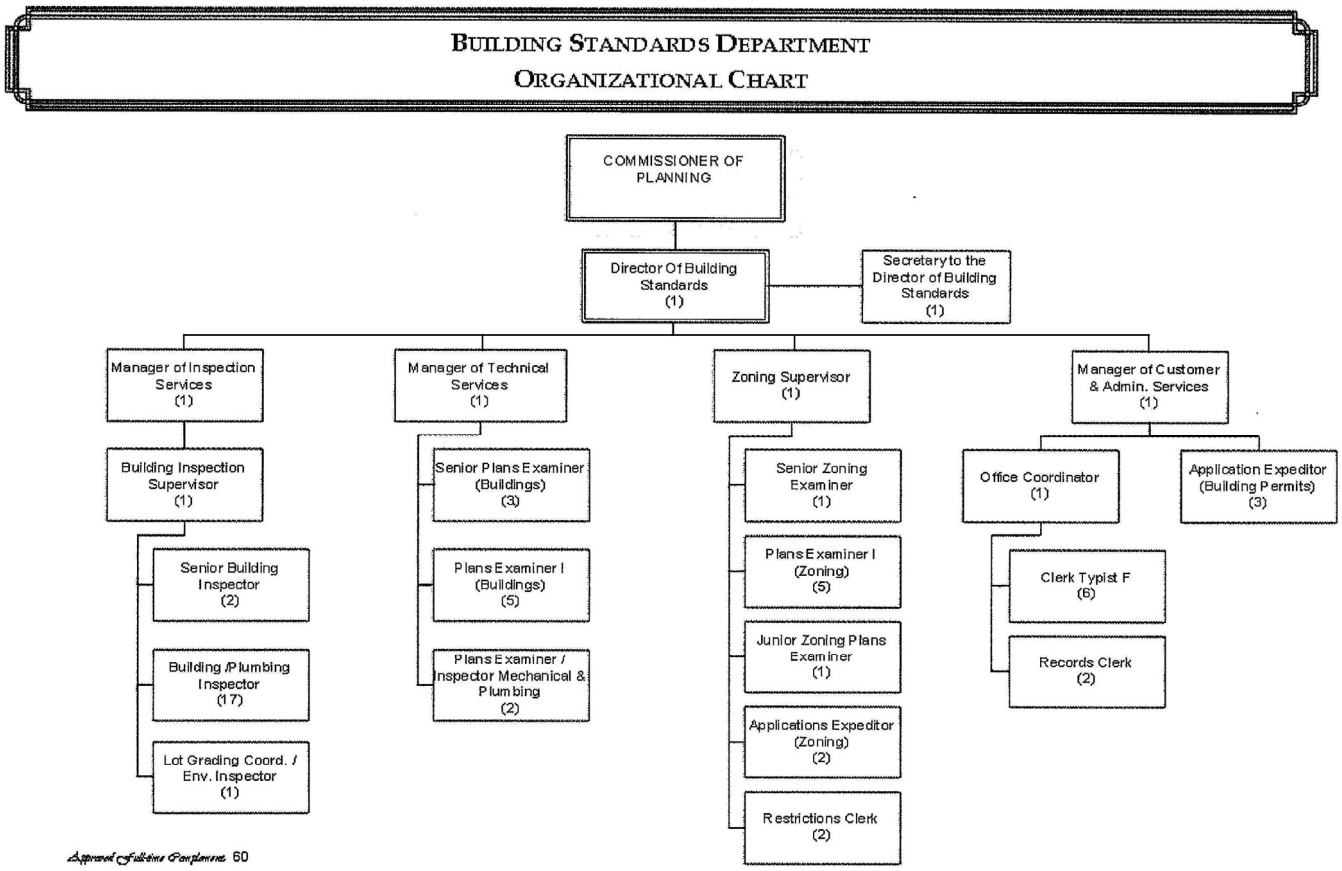
The Building Standards Department is responsible for ensuring reasonable compliance with the health and safety requirements of the Ontario Building Code and other applicable law mandated by the Ontario Building Code Act and its regulation. (The Ontario Building Code.)

The department provides application plans review and inspection services related to building fire safety, fire detection and suppression systems, building exiting and health requirements, building structural, mechanical (HVAC) and plumbing systems, on site sewage disposal systems and site services, for compliance with the Ontario Building Code.

In addition the department is responsible for responding to Fire Department emergency requests, and for ensuring reasonable compliance with other municipal requirements including the City's Zoning, Site Plan Control, Sign and Fencing (swimming pool enclosures) By-laws, subdivision and development agreements. (Title Restrictions and Occupancy requirements, Noise attenuation, Architectural Control, and other associated development related requirements.)

The Department is committed to provide an optimum level of service that focuses on the fundamental needs of the Corporation and its Stakeholders.

Service Profile:



Building Standards Department

2011-12 Business Plan

Full Time, Part Time and Overtime – Budgeted Amounts

	2010	2011 Base	Approved 2011 ARR	2011 Final	Carry Forward Gapping to 2012	2012 ARR
Full Time	60	60	2	62	0	0
Part Time	1	1	0	1	0	0
Overtime	$241,071	$241,071	-	$241,071		-

Key Stakeholders:

- Council
- Vaughan Residents
- Builders, building owners & occupants
- Contractors and tradespersons
- Developers
- Lawyers
- Government Agencies (MMAH, MOE, etc.)
- Other enforcement groups (Vaughan Fire, Police, EMS, etc.)
- Professional consultants (Architects, Engineers and Designers)
- City Ratepayer Associations and other special interest groups
- City Departments (Planning, Engineering, Building & Facilities, etc.)

Work Plan:

Link to Vaughan Vision 2020:

- Pursue Excellence in Service Delivery
- Value and Encourage a Highly Motivated Workforce
- Support the Professional Development of Staff
- Enhance Productivity, Cost Effectiveness and Innovation

Future Pressures and Opportunities:

Listed below are challenges and issues that are presently facing the Building Standards Department:

i) Permit volumes in the future are largely unknown and are dependant upon New Home Sales. Moving forward, it is unclear the effect of increasing interest rates and the HST will have on New Home Sales and related permit volumes and revenues.

ii) Fire Department contract ratification could see negotiations resume wherein Building Standards would be responsible for all plans review related to fire safety issues

Building Standards Department

2011-12 Business Plan

Business Plan Objectives

Prior Year Business Plan Objectives / Accomplishments:	Year	Status	Outcome / Results
1. Provide building permit turn around times in accordance with the Ontario Building Code	2009	Ongoing	See Attached Measurements Page 5
2. Provide Building Inspections in accordance with the Ontario Building Code	2009	Ongoing	See Attached Measurements Page 6
3. Reduce the Number of Incomplete/Outstanding Building Permits	2009	Ongoing	See Attached Measurements Page 7
4. Continue to Support Our Staff in their Development and Training (e.g. Ministry of Housing, Ont. Building Officials of Ont. Assoc. Courses respecting changes to the Building Code and New Accessibility Regulations.)	2009	Ongoing	Continuing to Facilitate & Budget for Staff Training
5. Provide timely and accurate information to Building Standards Stakeholders	2009	Ongoing	See Attached Measurements Page 8
6. Create a monthly reconciliation report for permit fees between the Building Standards Dept. "Amanda Database" and the Finance Dept "PeopleSoft General Ledger System. (This item was recommended by the Building Standards Department Internal. Audit Report.)	2009	Building Standards Dept. have completed their portion	Finance Dept. to submit an Additional Resource Request.
7. Enhance the Department's "Amanda" computer system by: a) Upgrading the department's existing computer system to Web Based Amanda 5 b) Preparing a report for Council's consideration with recommendations respecting future directions for the department's automated systems.	2011	Ongoing	
8. Parallel Processing of Building Permit Applications. (Dept adjusted to support the new process.)	2011	Initial Work Only	
9. New City Composite Zoning By-Law Project and Sign By-Law Review with Recommendations	2012-2015	To Start	

Building Standards Department

2011-12 Business Plan

2011-12 Business Plan Objectives:

Business Plan Objectives:	Timeline	Outcome	Resources
2011 (Top 3 Objectives)			
1. Provide Building Permit turn around times in accordance with the Ontario Building Code	Ongoing		
2. Provide Building Inspections in accordance with the Ontario Building Code.	Ongoing		
3. Upgrade the Departments Computer System to Web based Amanda 5	2011		
2012 (Top 3 Objectives)			
1. Provide Building Permit turn around times in accordance with the Ontario Building Code	Ongoing		
2. Provide Building Inspections in accordance with the Ontario Building Code	Ongoing		
3. New City Composite Zoning By-Law Project and Sign By-Law Review with recommendations.	2012-2015		

Building Standards Department

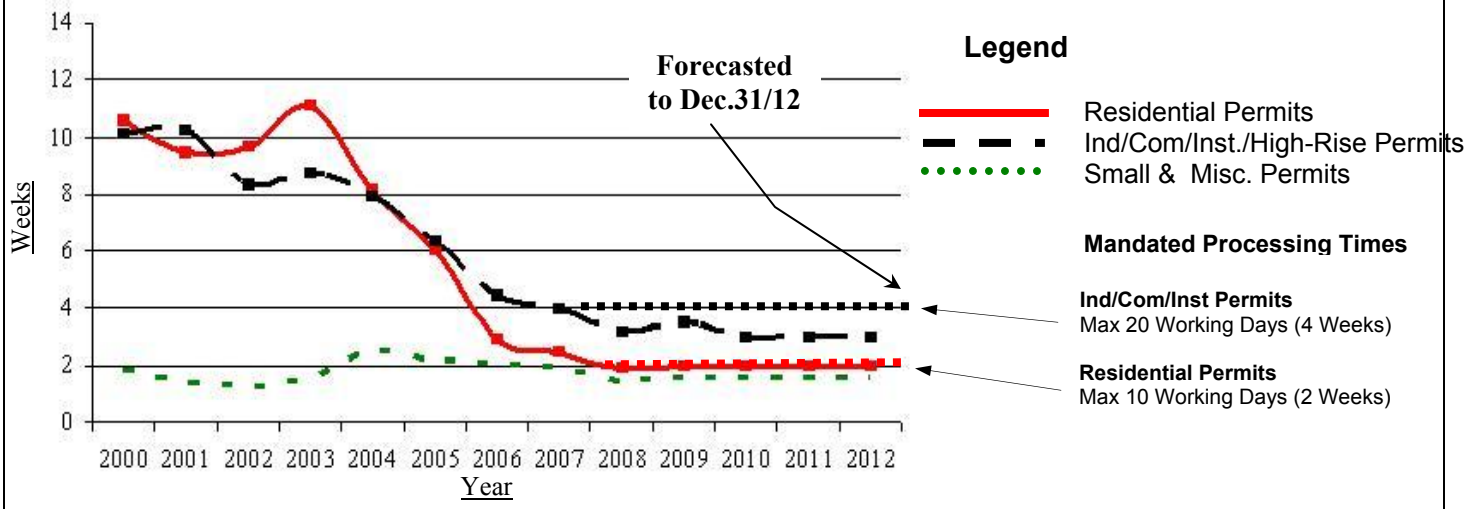
2011-12 Business Plan

Measurement:

Goal: 1) Provide building permit turn around times in accordance with The Ontario Building Code.

Building permit Processing time is a reflection of Workload (Permit Volumes) and Complexity (Constuction Mix.) measured against available Human (FTEs) and Financial Resources. (Budget.)

Permit Processing Times 2000 to 2012



Key Conclusion:

(a) The Department is required to adopt the provincially mandated building permit processing times.

- **Residential (Singles/Semis/Town) – 10 Working Days (2 Weeks)**
- **Industrial/Commercial/Institutional – 20 Working Days (4 Weeks)**
- **Small and Misc. Permits (Dept. Goal Only) – 10 Working Days (2 Weeks)**

(b) Permit processing time is managed to an average. With large fluctuations in permit volumes, not all applications will comply. (It is not appropriate to manage to the maximums to ensure that every application complies.)

(c) The Department has no control over permit volumes it receives (& Time) and manages it's human and financial resources to produce optimum permit processing time.

(d) The Department will actively manage overtime and vacant positions to respond to permit volumes received.

Notes about the Measure:

(a) Permit volumes in the future are largely unknown and are dependant upon New Home Sales. Moving forward, it is unclear the effect of increasing interest rates and the HST will have on New Home Sales and related permit volumes and revenues.

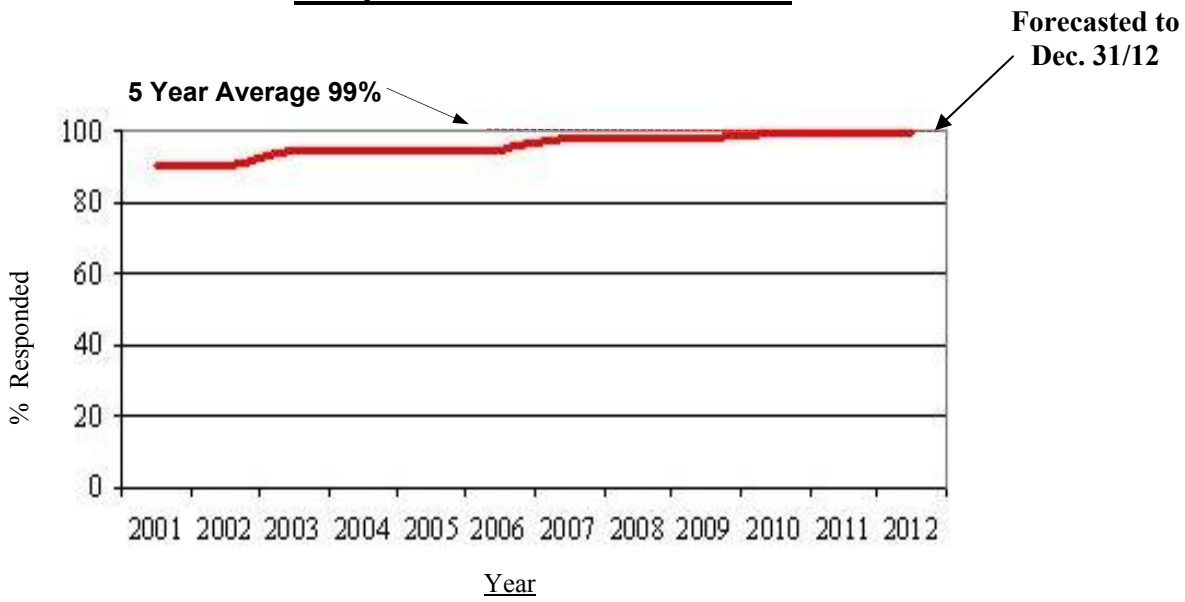
Measurement:

Building Standards Department

2011-12 Business Plan

Goal: 2) Provide Building Inspections in accordance with The Ontario Building Code.

Approx. Percentage of Inspections Requests Responded to within 48 hrs.



Key Conclusion:

(a) The Building Code requires that at various stages the permit holder notify the Department that the subject construction is ready for inspection.
(b) The Province mandates a 48 hour response time to requested inspections.
(c) Responses to requested building inspections are given a higher priority over other types of inspections. (Where notice has not been given, complaints, surveillance, or other types of un-requested inspections.)
(d) The Department has no control over the volume of requested inspections, and manages it's human and financial resources to meet inspection response time.

Notes about the Measure:

(a) An accurate measurement was created in 2006.
(b) Inspection request volumes in the future are largely unknown and are dependant upon New Home Sales.

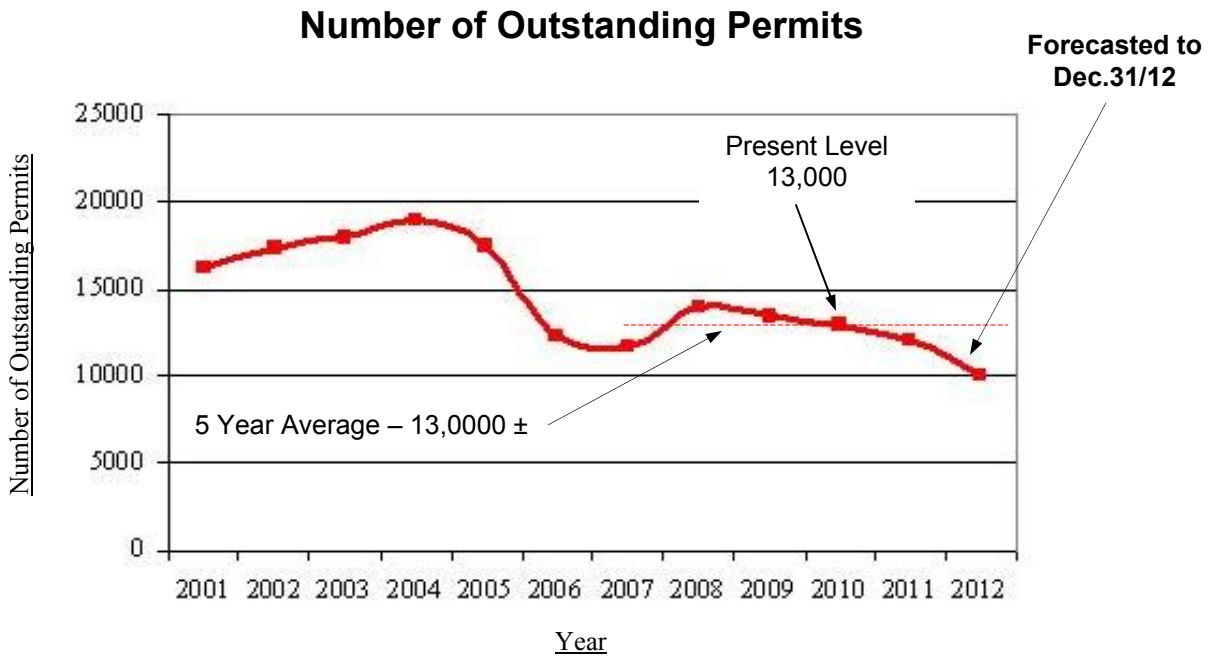
Building Standards Department

2011-12 Business Plan

Measurement:

Goal: 3) Reduce the number of Outstanding/Incomplete Building Permits.

Definition: **Incomplete/Outstanding Building Permits are Issued Permits where the Department never received a request for one or more required inspections.**



Key Conclusion:

(a) Given a lower priority than requested inspections.
(b) This type of inspection is conducted only when other workloads permit. (e.g. Lower requested inspection volumes.)
(c) This matter was the subject of a report and by-law that was approved by Council on May 12, 2008. The report provides for revised Department policies to substantially reduce the creation of additional Outstanding Permits by requiring refundable inspection security deposits at the time of the building permit application and removing the date limitations in the previous policy.

Notes about the Measure:

(a) An accurate measurement was created in 2006 and is reported on monthly.
(b) In response to the declining permit volumes the Department did not hire budgeted temporary positions (Co-Op Student and Summer Student) which impacts the department's ability to address already existing Outstanding Permits. The department has attempted to use existing staffing to reduce the volume by clearing up old Work Orders and therefore would expect a small reduction in the amount of Outstanding Permits.

Building Standards Department

2011-12 Business Plan

Measurement:

Goal: 5) Provide timely and accurate information to Building Standards Stakeholders.

Type of Service	**Dept Service Level**	**Present Service Level**	**Forecasted to Dec.31/10**	**Forecasted to Dec.31/11**	**Forecasted to Dec.31/12**
Request for Property Information from the Departments Property Files.	1 Week	1 Week +	2 Weeks	2 Weeks +	2 Weeks +
Requests for Copies of Approved Building Permit Drawings.	2 Weeks	2 Weeks	2 Weeks	3 Weeks	3 Weeks +
Responding to requests for departments clearance letters regarding Regional and Provincial Licenses	1 Week	1 Week	1 Week	1 Week	1 Week
Lawyers Compliance Letters.	2 Weeks with 24 hr Rush	Less than 1 Week with 24 hr rush	Less than 1 Week with 24 hr rush	Less than 1 Week with 24 hr rush	Less than 1 Week with 24 hr rush
Clearance of Title Restrictions (Subdivision Agreements.	2 Weeks	1 Week & Rush where Possible	1 Week & Rush where Possible	1 Week & Rush where Possible	1 Week & Rush where Possible

Key Conclusion:

(a) Front Counter and Council enquiries are given the highest priority.
(b) The vast majority of requests are being responded within the departments service level responses times.
(c) With the recent amendments to the Building Code Act (Bill 124) priority must be given to the processing of building permit applications to meet the prescribed processing times.

.

Notes about the Measure:

(a) The departments response times are directly influenced by building permit application volumes
(b) Additional enhancements to existing automation systems would further enhance the department's ability to provide information to its customers.
(c) Quarterly reports are being provided.

Building Standards Department

2011-12 Business Plan

Overall Conclusion:

For the 2010 Budget Year, the Building Standards Department provided permit processing times and building inspection turn around times that meet or outperform the minimum service delivery requirements of the Ontario Building Code.

Moving forward, with the recent introduction of HST and increases to the interest rates, it is anticipated, at least in the short term a softening of the new housing market. This Budget Submission has been prepared proposing reduced permit volumes and associated revenues. The Building Standards Continuity Reserve Fund has been approved by Council and is in place with sufficient finds to accommodate any short fall in anticipated revenues without the need to request assistance from the current tax base.

Increases to the City's population and service improvements is placing ever increasing demands on the department's resources to provide acceptable turnarounds times that meets the needs of it's' customers for both building code and non building code act services. (e.g. Responding to zoning enquiries from the public and requests for information). As part of the 2011-12 Budget Submission, the department is requesting the approval of two additional resource requests that address these concerns.

Commissioner Sign-off **Date (mm/dd/yy)**

Commissioner of Economic/Technology Development and Communications

Commissioner's Message:

The Commissioner of Economic/Technology Development and Communications is responsible for Economic Development, Access Vaughan, Information Technology Management and Corporate Communications. This position is currently vacant and in the interim is being overseen by the City Manager. Below is an overview of the services and functions supported.

The Economic Development department is dedicated to promoting economic growth in our community. Core services within this department focus primarily on business development, small business enterprise, promotion and tourism. Ongoing initiatives aimed at assisting the existing business community and attracting new business to Vaughan help to ensure that Vaughan remains a vibrant growth community. This year, funding was approved to initiate an economic development strategy to further support the business community, ensuring infrastructure, development policies and a qualified labour force is in place to meet the needs of the future.

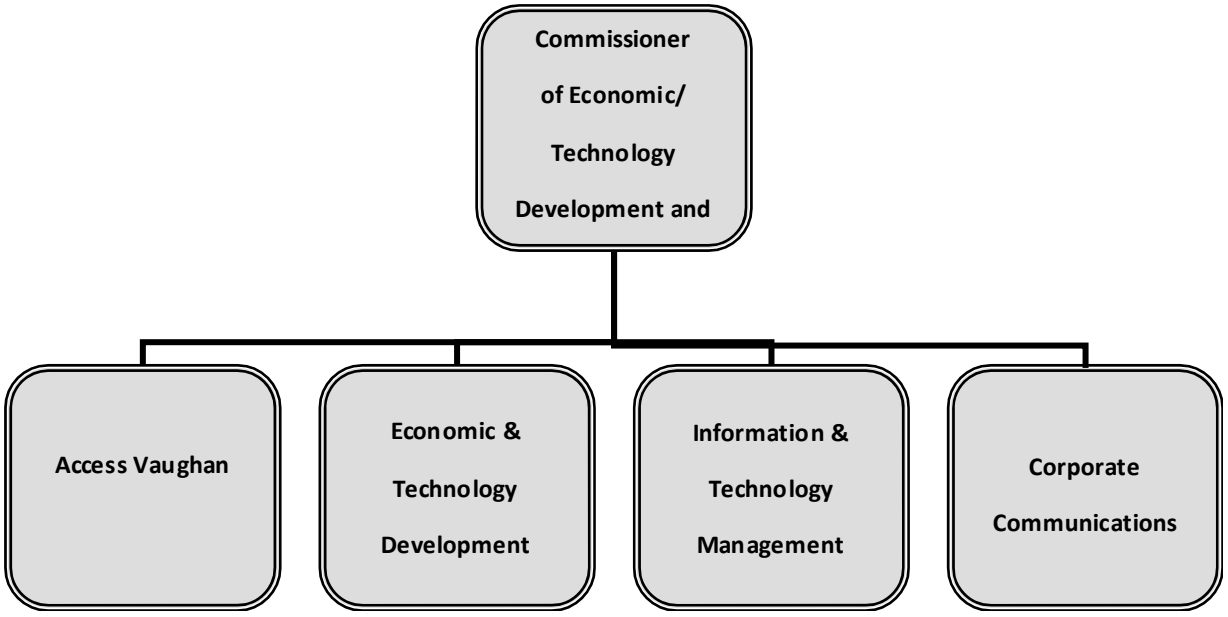
Access Vaughan is the City's centralized contact centre, offering residents quick access to general information during regular business hours through live telephone or face to face assistance. Through the use of new technology services Access Vaughan's Citizen Service Representatives are able to provide service to residents in over 170 different languages. This service is available through the information desk located on the first floor of the Civic Centre or by dialling (905) 832-2281 to connect to an Access Vaughan representative.

The Information & Technology Management (ITM) Department is mandated to play a leadership role in the effective use of information and technology in all departments of the City, so that the established department business objectives and corporate strategic objectives are realized. A key success factor in helping the ITM department with its mandate is building collaborative partnerships with the City departments (our clients).

The Corporate Communications Department supports Council and the Corporation by providing communications products, services and advice; producing special events in support of Corporate initiatives and facilitating internal communications to increase employee engagement

Commissioner Of Economic/ Technology Development and Communications

Organizational Chart



City of Vaughan
Revenue/Expenditure Summary Report
2011-12 Operating Budget

					2011				
			2010 Actual	2010 Budget	2011 Budget	% of Total Budget	Budget Variance $	Budget Variance %	2012 Forecast
Comm. of ETD & Corp. Commun.	Labour Costs	Staffing Costs (incl Benefits)	0	199,270	210,498	84.6%	11,228	5.63%	221,196
	Other Expenses	Operating Leases	0	9,000	9,000	3.6%	0	0.0%	9,000
		Staff Development & Training	0	7,050	7,050	2.8%	0	0.0%	7,050
		Utilities & Fuel	0	5,000	5,000	2.0%	0	0.0%	5,000
		Communications	0	4,900	4,900	2.0%	0	0.0%	4,900
		General Mtce & Repairs	0	3,980	3,980	1.6%	0	0.0%	3,980
		Corporate Accounts	3,150	3,150	3,750	1.5%	600	19.05%	3,985
		Meals & Travel	0	2,310	2,310	0.9%	0	0.0%	2,310
		Office Supplies& Expenses	0	1,100	1,100	0.4%	0	0.0%	1,100
		Office Equipment & Furniture	0	670	670	0.3%	0	0.0%	670
		Other	0	550	550	0.2%	0	0.0%	550
		Total Non Labour Costs	**3,150**	**37,710**	**38,310**	**15.4%**	**600**	**1.59%**	**38,545**
	Total Expenses		**3,150**	**236,980**	**248,808**	**100.0%**	**11,828**	**4.99%**	**259,741**
	Net Expenditures		**3,150**	**236,980**	**248,808**		**11,828**	**4.99%**	**259,741**

Economic & Technology Development

City of Vaughan
Revenue/Expenditure Summary Report
2011-12 Operating Budget

			2010 Actual	2010 Budget	2011 Budget	% of Total Budget	Budget Variance $	Budget Variance %	2012 Forecast
					2011				
Economic and Business Develop.	Revenue	Outside Contributions	0	(62,035)	0	0.0%	62,035	-100.0%	0
		Dept. Misc. Revenues	(47,610)	(206,620)	(5,000)	100.0%	201,620	-97.58%	(5,000)
	Total Revenues		**(47,610)**	**(268,655)**	**(5,000)**	**100.0%**	**263,655**	**-98.14%**	**(5,000)**
	Labour Costs	Staffing Costs (incl Benefits)	832,492	930,197	928,066	73.0%	(2,131)	-0.23%	1,067,981
	Other Expenses	Service Contracts and Materials	144,594	73,201	138,809	10.9%	65,608	89.63%	138,809
		Community Advertising & Promotion	108,343	281,629	126,526	10.0%	(155,103)	-55.07%	126,526
		Meals & Travel	44,407	43,680	37,487	2.9%	(6,193)	-14.18%	37,487
		Office Supplies& Expenses	16,875	30,535	15,606	1.2%	(14,929)	-48.89%	15,606
		Staff Development & Training	9,224	21,920	11,890	0.9%	(10,030)	-45.76%	11,890
		Office Equipment & Furniture	1,704	2,120	4,546	0.4%	2,426	114.43%	4,546
		Corporate Accounts	2,950	2,950	3,510	0.3%	560	18.98%	3,735
		Communications	3,114	13,480	2,827	0.2%	(10,653)	-79.03%	2,827
		Other	1,138	1,800	1,000	0.1%	(800)	-44.44%	1,000
		Library Books & Periodicals	225	1,460	509	0.0%	(951)	-65.14%	509
		Capital Funding	(33,500)	0	0	0.0%	0	0.0%	0
		Joint Services & Department Transfers	0	0	0	0.0%	0	0.0%	0
		Professional Fees	93,939	100,000	0	0.0%	(100,000)	-100.0%	0
		Total Non Labour Costs	**393,012**	**572,775**	**342,710**	**27.0%**	**(230,065)**	**-40.17%**	**342,935**
	Total Expenses		**1,225,504**	**1,502,972**	**1,270,776**	**100.0%**	**(232,196)**	**-15.45%**	**1,410,916**
	Net Expenditures		**1,177,893**	**1,234,317**	**1,265,776**		**31,459**	**2.55%**	**1,405,916**

2011 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2011 Impact		Net 2012 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget $	FTE	Budget $	FTE	Budget $	FTE	Budget $
Research Coordinator	FT	1.0	75,473	-	75,473			1.00	75,473	-	0

2012 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2012 Impact		Net 2013 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget $	FTE	Budget $	FTE	Budget $	FTE	Budget $
Business Development Officer	FT	1.0	87,573	-	87,573			1.00	87,573	-	0

Economic Development Department

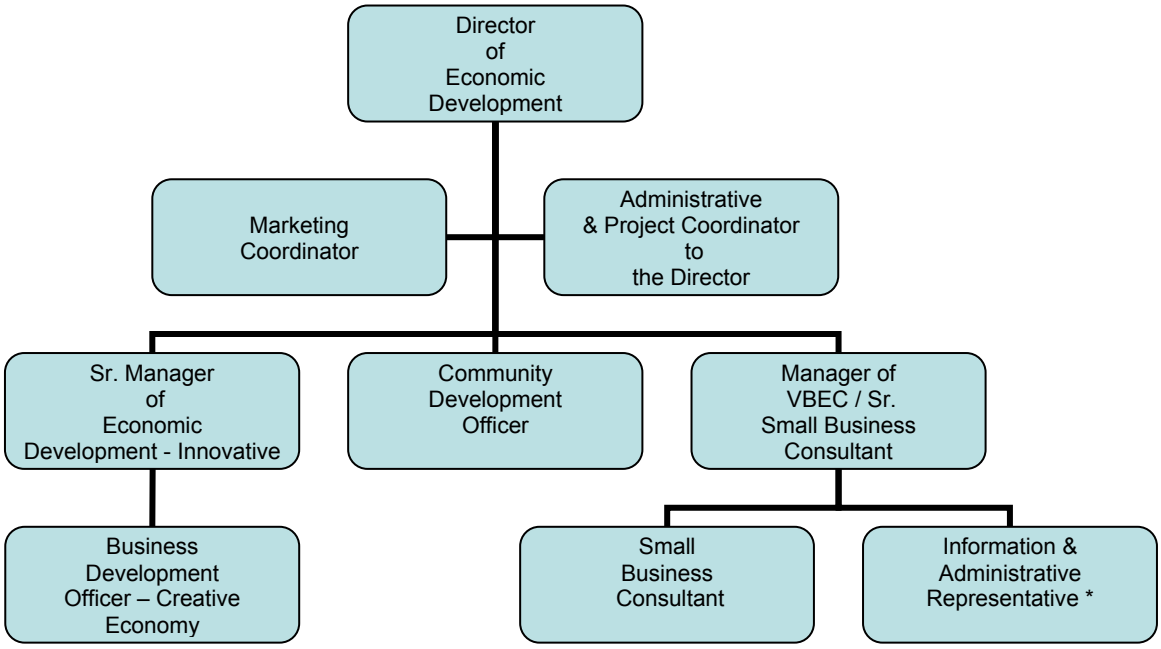
2011-12 Business Plan

BUSINESS OVERVIEW

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

The Economic Development Department's core responsibilities effectively satisfy customer needs by creating and maintaining business development and business retention and expansion initiatives which ultimately promotes vibrant economic growth increasing the flow of capital into the community and the circulation within the community.

Service Profile:



*One position is funded through MEDT and revenue generation.

Full Time, Part Time and Overtime – Budgeted Amounts

	2010	2011 Base	Approved 2011 ARR	2011 Final	Carry Forward Gapping to 2012	2012 ARR
Full Time	5	6	1	7	0	1
Part Time	6.69	3	0	3	0	0
Overtime	-	-	-	-	-	-

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

Internal

Mayor and Members of Council, City Manager, internal City departments.

External
Company executives; business owners; local agencies; realtors; consultants; commercial/industrial developers; site selectors; Vaughan Chamber of Commerce; York Region Economic Development; GTMA; TRRA; post secondary institutions; Federal/Provincial Ministries including ministry staff.

Work Plan:

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

Plan and Manage Growth & Economic Vitality
Pursue Excellence in Service Delivery (Enhance Productivity, Cost Effectiveness & Innovation)
Preserve our Heritage & Support Diversity, Arts & Culture

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

PRESSURES
- Effects of economic uncertainties
- Staff workload

OPPORTUNITIES
- Create and implement innovative programs that align with the Economic Development Strategy
- Organizational structure realigned to Economic Development Strategy
- Review of role of Vaughan Business Enterprise Centre
- Defining Vaughan's brand
- New learning and economic partnerships

Business Plan Objectives (list the status of 2010 business plan objectives and the method of measuring successful implementation. As well, list 2011-12 business plan objectives in the appropriate section)

Prior Year Business Plan Objectives / Accomplishments:	Year	Status	Outcome/Results
Completion of the Employment Sectors Strategy	2009	Completed	ESS has been incorporated into the Economic Development Strategy and aligned with OP & Vaughan Tomorrow
Completion of the Economic Development Strategy	2010	Completed	Economic Development Strategy has been aligned with OP & Vaughan Tomorrow
Trade Mission to China	2010	Completed	
Kleinburg Economic Development Strategy	2010	In Progress	Completion set for November 2010
Define the role of the Vaughan Business Enterprise Centre	2010	Completed	Business plan and budget that are aligned
Develop and implement project timelines and milestones for the marketing of the Vaughan Metropolitan Centre (VMC)	2010	In Progress	Launched subway expansion to the VMC

Lead the research and development of non-traditional sources of corporate (non taxation) revenue	2010	Reassigned	
Analyze and define the role of Tourism as a business unit of Economic Development	2010	Completed	Realignment of tourism as part of the creative economy

Economic Development Department

2011-12 Business Plan

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

Business Plan Objectives:	Timeline	Outcome	Resources
2011 (Top 3 Objectives)			
1. Realign staff resources in the economic development department to focus on the opportunities noted in the strategy. (Strategy- 3.4.1)	2011		Two ARR requests
2. Expand the corporate calling program to introduce the changing array of economic development & incubation services available, and to ensure wider contact with the business community and advocacy on business and development related issues. (Strategy- 2.1.1)	2011 / 2012	200 corporate calls providing strategic information and strong network of business leaders that could be identified for future collaboration such as the Ambassador program.	No additional resources are required as the Synchronist System as been purchased in 2010.
3. Undertake partnership and relationship building activities (Strategy 4.4.5)	2011 - Ongoing	Vaughan will be positioned "top of mind" for member opportunities and begin establishing position for convergence areas.	An Additional Resource Request has been submitted for two staff positions that will impact this objective– Research Coordinator and Advanced Goods Movement.
4. Develop and adopt benchmarks for Vaughan's economic development performance and business climate against similar jurisdictions; and develop regular communications around Ec. Dev. and City's successes and ongoing projects. (Strategy- 3.4)	2011- Ongoing	Maintain a complete set of data that shows Vaughan's position for business and investment in the Greater Toronto Area	An Additional Resource Request for a Research Coordinator has been submitted.
2012 (Top 3 Objectives)			
1. Undertake a place-branding strategy to articulate a unique and compelling identity for the City. (Strategy- 4.4.2)	2012	To identify a brand statement and strategy that will be used to market Vaughan to future business, investment.	No additional resources are required at this time.
2. Develop a small business cultural enterprise program supporting tourism, cultural and arts sector businesses through the Vaughan Business Enterprise Centre. (Strategy- 4.1.5)	2012 - Ongoing	Create an ongoing year-round series of programs, workshops, training sessions to build the creative cultural industries in the City.	No additional resources are required at this time.
3. Implement a Welcome Program for companies and business professionals locating to Vaughan and redesign and establish an ambassador program to promote Vaughan's core strengths to	2012 – Ongoing	Maximize opportunity for the private sector to begin "selling" Vaughan and better	No additional resources are required at this time.

potential investors. (Strategy- 4.3.1 & 4.4.6)		anchor business to the City.	
4. Develop an inventory of targeted firms within the innovation value chain (Strategy – 2.2.1)	2012 – Ongoing	Database of innovation firms as one of the two targeted convergent sectors	An Additional Resource Request for a Research Coordinator has been submitted to assist the Senior Manager in gathering this information and developing the database.

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2010, 2011 and 2012)

1. Complete 200 targeted corporate calls.
2. Maintain the number of business development completions at 8 per FTE. A completion is the total number of business investments or expansions in which Economic Development played a role.
3. Complete a memorandum of understanding with Delta, BC to develop Pacific Rim economic linkages.
4. Complete the staffing and organizational structure matters within the first six months of 2011.
5. Establish small business cultural enterprise program – target two signature events annually to build profile of City services in this sector, delivered by VBEC and Business Development Officer-Creative Economy.
6. Number of business consultations developed by VBEC per FTE as per MEDT requirements.
7. Number of jobs created through assistance of VBEC per FTE as per MEDT requirements.

BUSINESS OVERVIEW:

Key Conclusion: (What are some assumptions about the performance measure which should be stated)

1. Recovery from economic conditions are still posing a challenge on the number of business development completions.
2. New work program for the Department will require time to go through learning curve.
3. At the same time that staff is learning about the new convergent sectors and the Strategy, there is still the workload issue of handling day to day business development inquiries, Council requests, information requests, administrative tasks, etc.
4. Ramping up of the VMC, especially subway construction, may create business retention challenges and challenges to attracting office development projects – tenants want to wait until traffic issues are resolved.

Access Vaughan

City of Vaughan
Revenue/Expenditure Summary Report
2011-12 Operating Budget

			2010 Actual	2010 Budget	2011 Budget	% of Total Budget	Budget Variance $	Budget Variance %	2012 Forecast
					2011				
Access Vaughan	Labour Costs	Staffing Costs (incl Benefits)	671,591	683,826	728,681	94.4%	44,855	6.56%	866,540
	Other Expenses	Staff Development & Training	1,761	8,250	11,240	1.5%	2,990	36.24%	11,240
		Professional Fees	2,129	7,680	9,862	1.3%	2,182	28.41%	9,862
		Office Supplies& Expenses	7,501	6,000	8,485	1.1%	2,485	41.42%	9,685
		Office Equipment & Furniture	2,419	4,170	7,500	1.0%	3,330	79.86%	12,000
		Communications	1,854	4,050	2,850	0.4%	(1,200)	-29.63%	2,850
		Meals & Travel	363	2,320	1,820	0.2%	(500)	-21.55%	1,820
		Other	79	1,320	1,320	0.2%	0	0.0%	1,320
		Total Non Labour Costs	**16,106**	**33,790**	**43,077**	5.6%	**9,287**	**27.48%**	**48,777**
	Total Expenses		**687,698**	**717,616**	**771,758**	**100.0%**	**54,142**	**7.54%**	**915,317**
	Net Expenditures		**687,698**	**717,616**	**771,758**		**54,142**	**7.54%**	**915,317**

2011 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2011 Impact		Net 2012 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget $	FTE	Budget $	FTE	Budget $	FTE	Budget $
Citizen Service Representative	PT	0.7	46,694	-	46,694	(0.3)	(20,797)	0.35	25,897	0.35	16,297

2012 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2012 Impact		Net 2013 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget $	FTE	Budget $	FTE	Budget $	FTE	Budget $
Citizen Service Representative	PT	1.4	96,743	-	96,743			1.38	96,743	-	(9,000)

Capital Budget

City Manager
Access Vaughan

Year Identified	Project #	Project Name	Project Type	Total Budget	Operating Budget Impact	TCA
2011	AV-3015-11	Access Vaughan Phase II - Step C	Technology	$50,470	$86,597	N
				$50,470		

Access Vaughan

2011-12 Business Plan

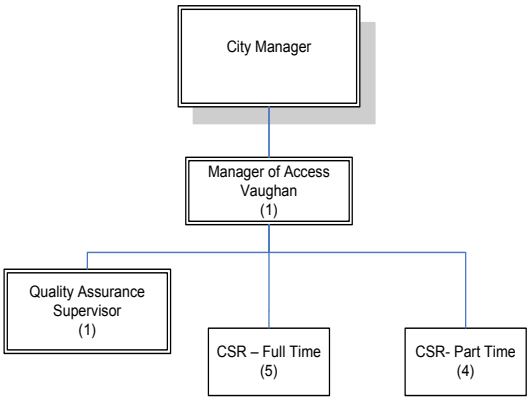
BUSINESS OVERVIEW

Service Statement:

Access Vaughan is the contact centre for the City of Vaughan, offering citizens access to information and assistance through telephone or via face-to-face assistance at the Information Desk.

Service Profile:

ACCESS VAUGHAN DEPARTMENT
ORGANIZATION CHART



Page 2

Full Time, Part Time and Overtime – Budgeted Amounts

	2010	2011 Base	Approved 2011 ARR	2011 Final	Carry Forward Gapping to 2012	2012 ARR
Full Time	**7**	**7**	-	7	-	-
Part Time	**4**	**4**	0.35	4.35	0.35	1.38
Total FTE	**11**	**11**	0.35	11.35	0.35	-
Overtime	$15,360	$7,960	-	$7,960	-	-

Key Stakeholders:

- Vaughan Residents
- Vaughan Businesses

- City of Vaughan Employees
- Non Residents

Work Plan:

Link to Vaughan Vision 2020:

Pursue Excellence in Service Delivery

Management Excellence (Enhance Productivity, Cost Effectiveness & Innovation)

Support the Professional Development of Staff

Future Pressures and Opportunities:

Continue expansion and integration of other departments with Access Vaughan.

Access Vaughan will be able to address citizens' general inquiries, eliminate misdirected calls and overall allow for a more inclusive service to callers.

Extending the hours of operation once Access Vaughan has integrated with the majority of departments; will increase the service provided to all of our stakeholders.

The future pressure is to maintain the service level of 80% of all incoming calls to be picked up in 20 seconds or less.

Without additional staffing, the service level to callers will decrease and the wait times will increase. This will result in a negative experience for the caller. In 2010 there have been a few months where Access Vaughan was unable to meet the service level due to increased call volume and staffing levels being static for the past four years.

Access Vaughan

2011-12 Business Plan

Business Plan Objectives (list the status of 2010 business plan objectives and the method of measuring successful implementation. As well, list 2011-12 business plan objectives in the appropriate section)

Prior Year Business Plan Objectives / Accomplishments:	**Year**	**Status**	**Outcome/Results**
Implementation of TEXTNET	2010	Complete	Increased accessibility / improved caller experience
Implementation of Ubi-Duo	2010	Complete	Increased accessibility / improved experience
Phase II – Step A - Access Vaughan expansion. Integration with Parks & Forestry Operations.	2009/10	Complete	Increased service to callers / Improved caller experience and improved departmental efficiencies.
Automated Contact Recorder & Quality Monitoring Solution/Program. Software Solution integrated with call centre telephones to record incoming calls for the purpose of quality assurance (training and coaching). With the implementation of an automated contact recorder and a quality assurance program it enhances the service provided to residents, increases productivity, increases cost effectiveness and in turn helps Citizen Service Representatives provide service excellence to callers.	2010	Ongoing Capital Funding approved for 2010.	Improved caller experience and increased efficiency for management.
Develop and update Accessibility Plan for Access Vaughan	2010	Complete & continuous	Yearly review of Accessibility Plan and training for staff on new standards required.
Phase II – Step B – Access Vaughan expansion. Integration or expansion with another department to improve the caller experience.	2010	Ongoing Capital Funding approved for 2010.	Improved caller experience. Improved departmental efficiencies.

Access Vaughan

2011-12 Business Plan

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

Business Plan Objectives:	Timeline	Outcome	Resources
2011 (Top 3 Objectives)			
1. Phase II – Step C– Access Vaughan expansion. Integration or expansion with another department to improve the caller experience.	Q4 - 2011	Improved caller experience. Increased call volume to Access Vaughan queue.	2 PTE Equipment (hardware/software) costs for additional resources and licenses.
2. Develop and update Accessibility Plan for Access Vaughan	Q3 - 2011	Compliant with legislation. Improved experience for callers and visitors	
3.			
2012 (Top 3 Objectives)			
1. Phase II – Step D – Access Vaughan expansion. Integration or expansion with another department to improve the caller experience.	Q4 - 2012	Improved caller experience. Increased call volume to Access Vaughan queue.	2 PTE Equipment (hardware/software) costs for additional resources and licenses.
2. Develop and update Accessibility Plan for Access Vaughan	Q3 - 2012	Compliant with legislation. Improved experience for callers and visitors	

Access Vaughan

2011-12 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2010, 2011 and 2012)

1. Aggregate number of call offered by FTE.
2. Aggregate number of calls answered by FTE
3. Year-to-date monthly service level – 80/20 standard (80% of calls answered within 20 seconds or less).
4. Call Volume Monthly Average Year-over-Year
5. Information Desk Inquiries
6. Average Handle Time for CSRs Year-over-Year

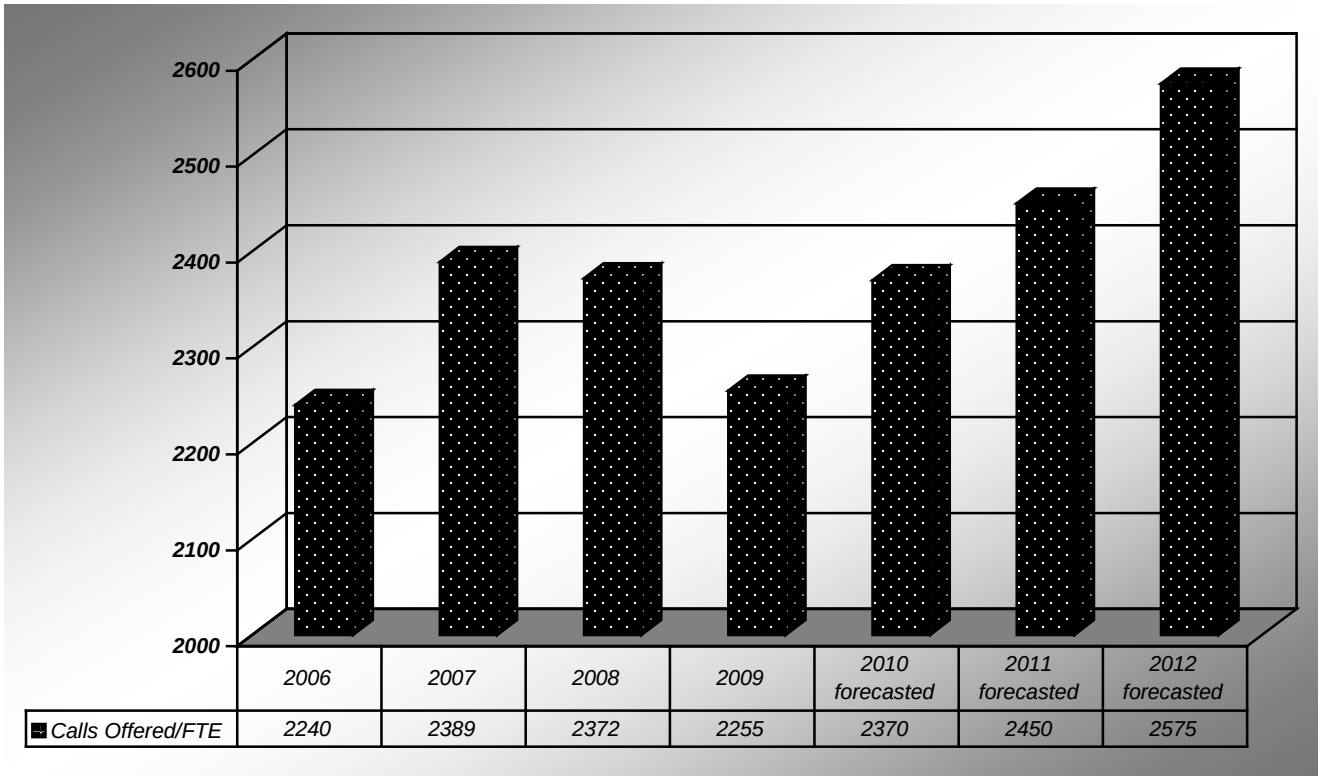
Access Vaughan

2011-12 Business Plan

BUSINESS OVERVIEW:

Measure: Aggregate Number of Calls Offered monthly by FTE

Definition: Total number of calls each month received by Access Vaughan divided by the total number of FTE (6.5).



Key Conclusion:

Calls offered reflect that residents continue to use the call centre as a main point of contact for information, assistance and communication with the corporation.

Notes about the Measure:

FTE is calculated by taking 4 out of 5 full time CSRs (Information Desk rotation equals 1 FTE in hours) and adding the 4 part time CSRs who work up to 24 hours each per week – FTE equivalent is 2.76. Calls offered indicate the number of calls that are presented to a CSR.

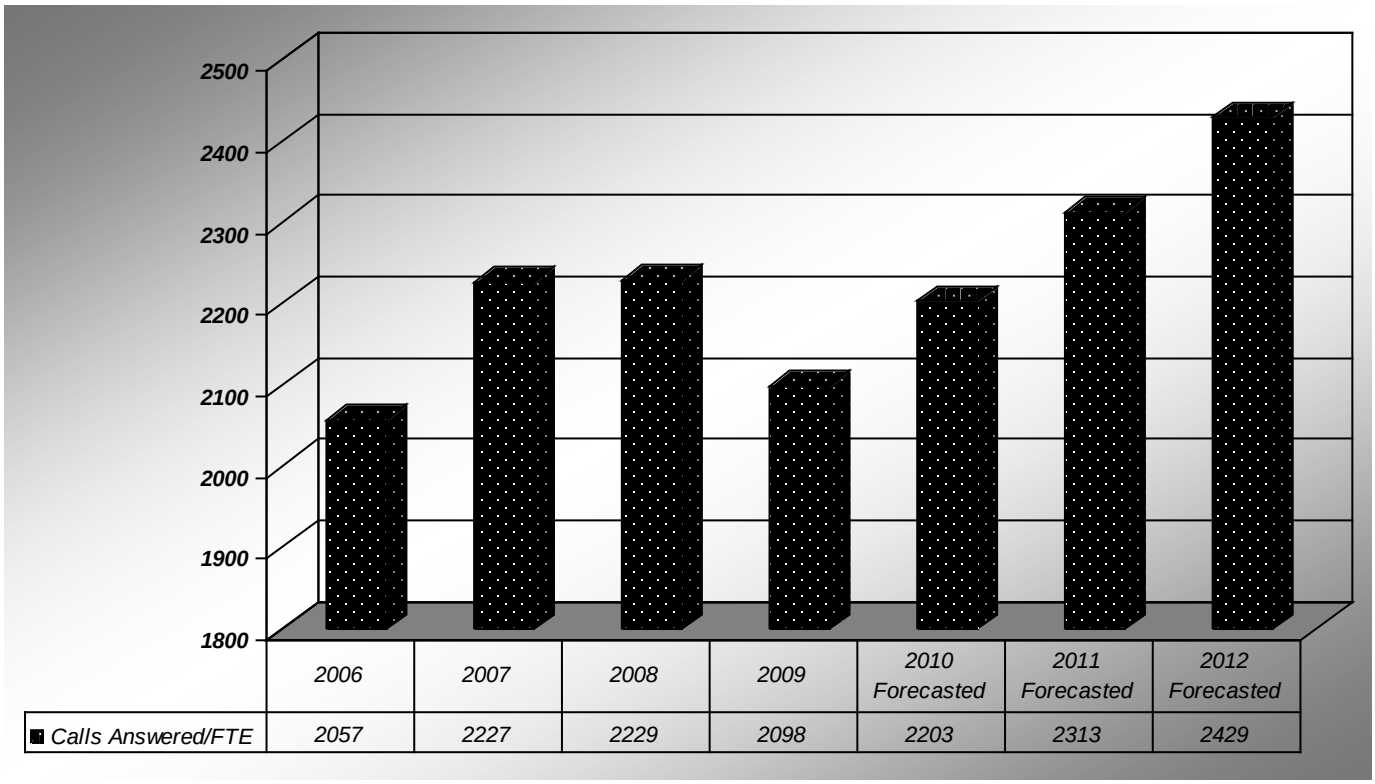
Access Vaughan

2011-12 Business Plan

The forecasted statistics are based on a 5% overall increase in call volume each year; consideration for expansion/integration with other departments and increase in call handle time as services become more complex, e.g., (work orders).

Measure: Aggregate Number of Calls Answered by FTE

Definition: Total number of calls each month answered by Access Vaughan divided by the total number of FTE (6.5)



	2006	2007	2008	2009	2010 Forecasted	2011 Forecasted	2012 Forecasted
Calls Answered/FTE	2057	2227	2229	2098	2203	2313	2429

Key Conclusion:

On average the calls answered per year by each Citizen Service Representative (CSR) per year is increasing. As Access Vaughan continues to integrate and expand with other departments in the corporation the calls answered will continue to grow as the workload will increase.

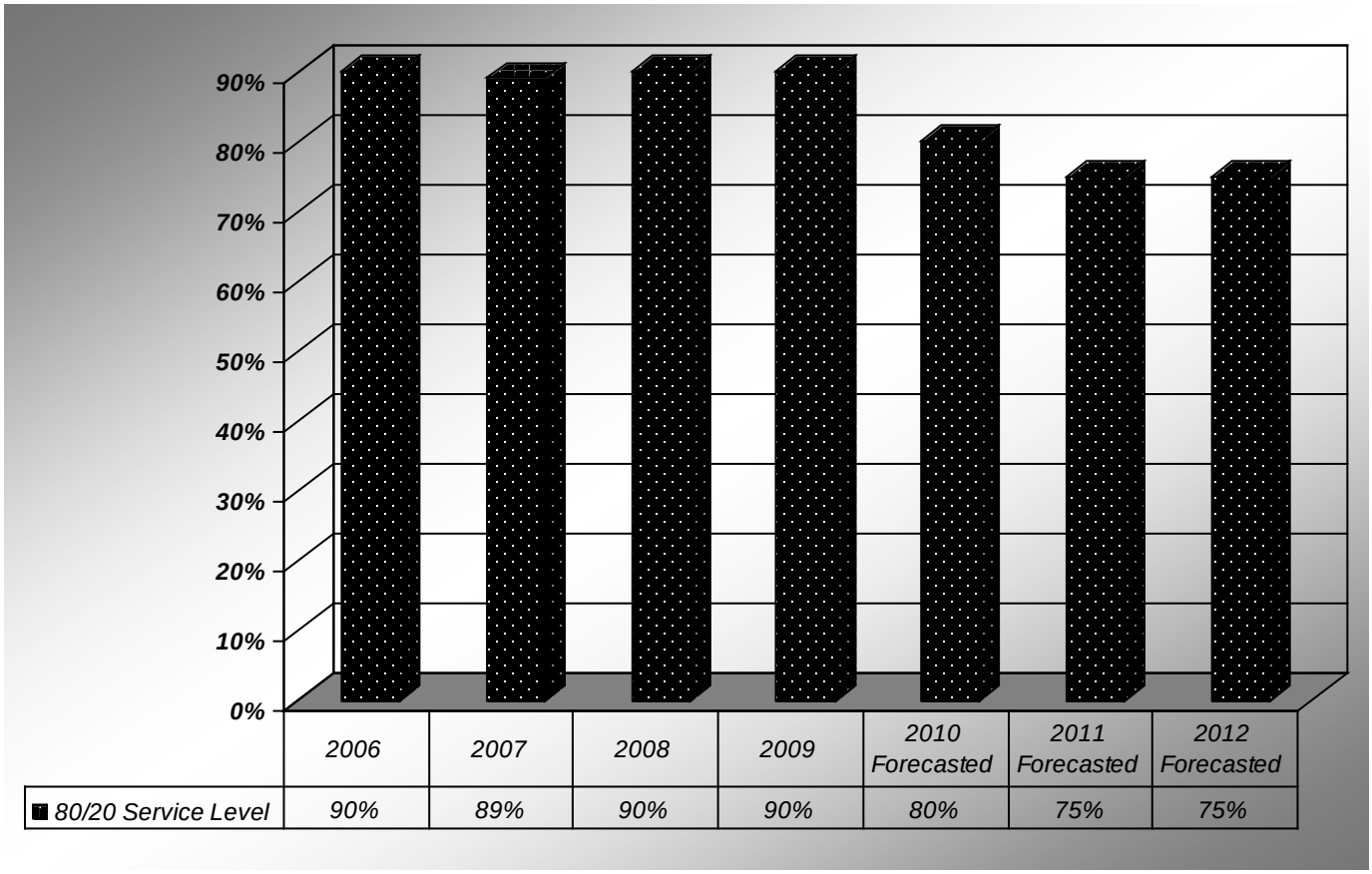
Notes about the Measure:

FTE is calculated by taking 4 out of 5 full time CSRs (Information Desk rotation equals 1 FTE in hours) and adding the 4 part time CSRs who work 21 hours each per week – FTE equivalent is 2.5. Calls answered indicate the number of calls that are handled by each CSR.

The forecasted statistics are based on a 5% overall increase in call volume each year; consideration for expansion/integration with other departments and increase in call handle time as services become more complex, e.g., (work orders).

Measure: Year-to-date monthly service level – 80% is the standard for Access Vaughan

Definition: 80% of the calls answered (picked up) within 20 seconds or less.



	2006	2007	2008	2009	2010 Forecasted	2011 Forecasted	2012 Forecasted
80/20 Service Level	90%	89%	90%	90%	80%	75%	75%

Key Conclusion:

The service level is the percentage of incoming calls (80%) answered in a specified amount of time (20 seconds).
Access Vaughan's standard is 80% of all incoming calls to be picked up within 20 seconds or less on a monthly and yearly average. An increase in services and workload in Access Vaughan will contribute to a decline in service level.

Notes about the Measure:

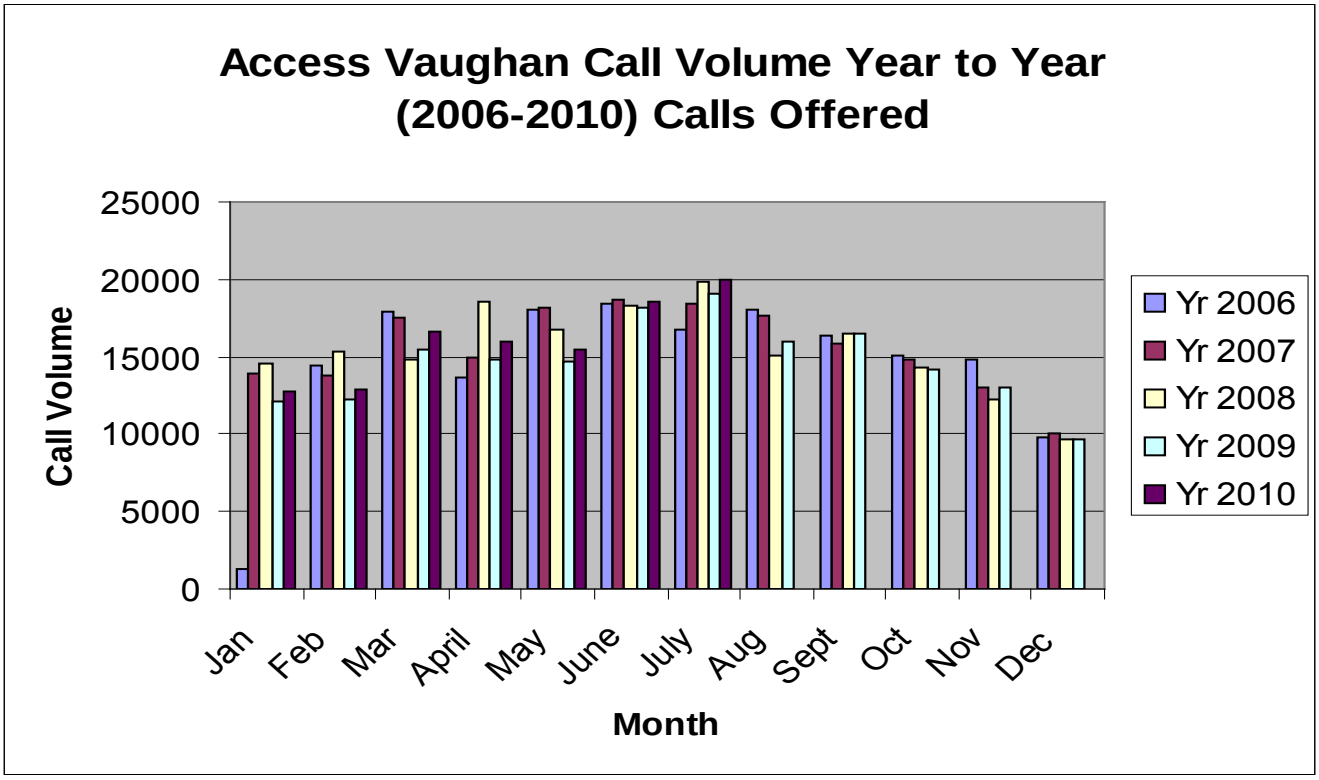
Statistical data from Contact Centre 6 (CC6) reports are used to quantify the service level achieved in the contact centre. Each month the calls answered are measured against the service level standard. In Year 2010 Access Vaughan has struggled to maintain the service level due to

increased handle time, increased services and staffing during the summer months for vacation leaves.

Forecasted service level based on decreased service level in 2010 and increased call volume.

Measure: Call Volume Monthly Average Year-over-Year

Definition: Monthly calls offered are the number of calls that come into the Access Vaughan queue and the monthly totals are added to provide us with yearly volume.



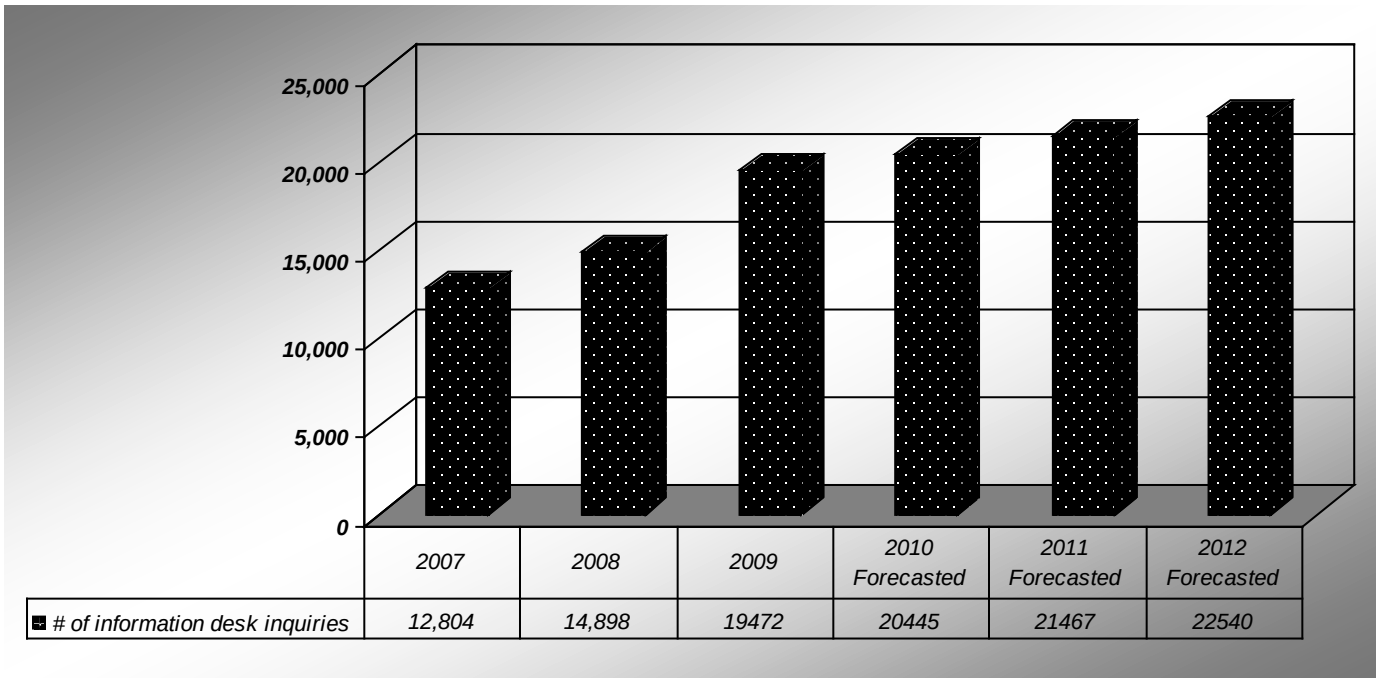
Key Conclusion:
Access Vaughan on average has received over 180,000 calls per year. The expectation is that this number will increase as Access Vaughan continues to expand its services and eventually extend hours of operation.

Notes about the Measure:

The data is extracted from Contact Centre 6 (CC6) reports. The calls offered, answered and service level are monitored daily, monthly and weekly to forecast for staff scheduling and determine cyclical periods throughout the year.

Measure: Number of Information Desk Inquiries

Definition: Number of inquiries answered at the Information Desk



Key Conclusion:

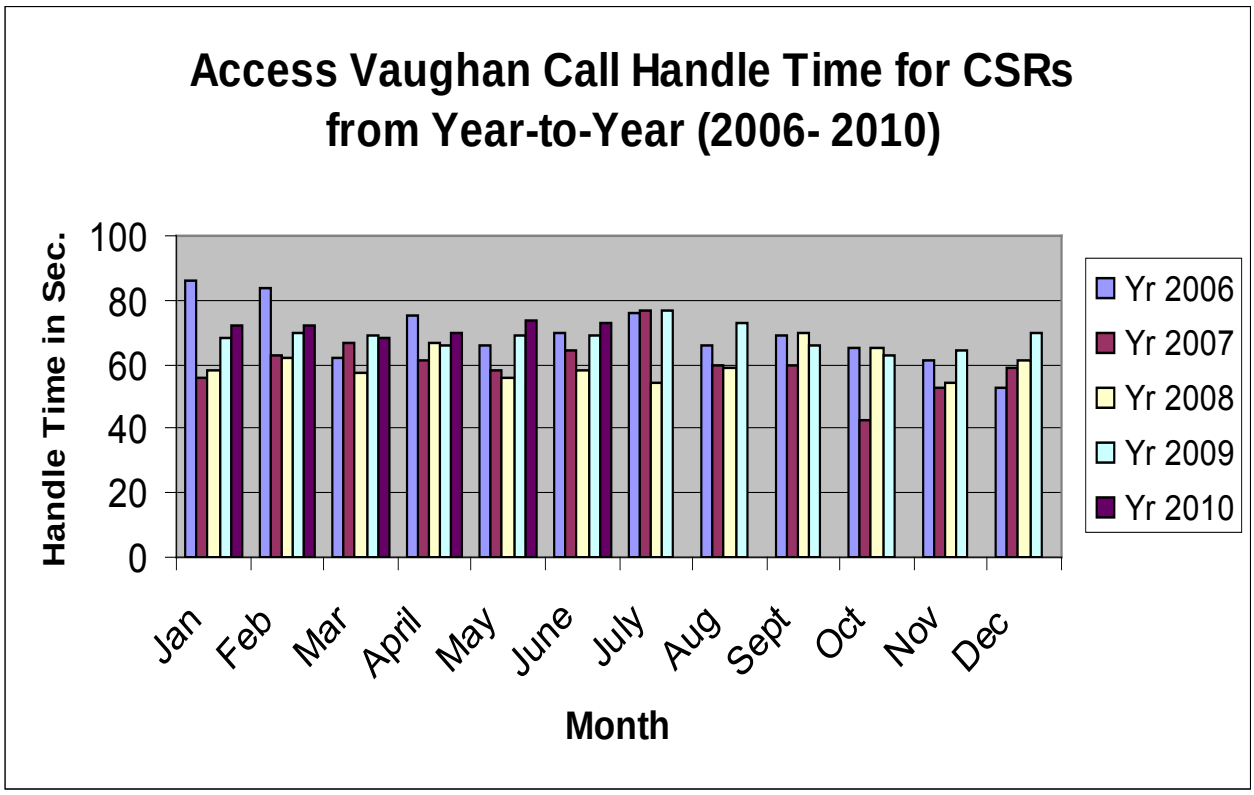
Information Desk inquiries are an important function of the Access Vaughan Contact Centre, as these inquiries are handled face-to-face. Residents continue to visit the Civic Centre for the following reasons: dispute of a parking ticket, payment of parking ticket, payment of taxes, appointments with Council, Public Meetings, marriage license, permit applications, and purchase of garbage tags. We expect the visits to the Information Desk to increase in year 2010 with the opening of the new Civic Centre. A dedicated resource is always required to appropriately staff the Information Desk Hours.

Notes about the Measure:

Access Vaughan provides coverage for the Information Desk from 8:00 am to 4:30 pm, Monday to Friday. The data is extracted from the Call Type Tracker reports. The tracking of inquiries is a function performed by each CSR when they are scheduled at the Information Desk.

Forecasting is based on a 5% increase in face-to-face inquiries. The new Civic Centre will attract more residents as the services will be more comprehensive and the majority of the departments will be in one location.

Measure: Average Handle Time For CSRs Year-Over-Year



Key Conclusion:

Average handle time was higher in the first year of Access Vaughan operation (2006). Since then the handle time has averaged to be about 60 seconds per call. Access Vaughan has added additional services such as registration for Corporate E-news letter and event registration, but has maintained relatively similar handle times over the years. Once Access Vaughan continues to expand services and responsibilities it is anticipated that the handle time may increase.

Notes about the Measure:

Average handle time (AHT) is the average amount of time that CSRs spend processing calls – including speaking directly with the caller and doing work related to the call after the caller has hung up. This data is expressed in seconds and the data is obtained from Contact Centre 6 reports.

Access Vaughan

2011-12 Business Plan

Overall Conclusion:

Access Vaughan is a key component in providing Service Excellence to residents, businesses and internal colleagues. Access Vaughan is in many cases the first point of contact for residents; the interaction and services that they receive from the contact centre will impact their opinion of the service that the City provides to them overall.

One of the key performance indicators for the business unit is meeting the 80/20 standard (80% of calls answered/picked up within 20 seconds or less on average). The expansion of the call centre to handle more calls concerning departmental service will increase the pressure on the department to continue to meet the service level standards.

The future vision is to continue to expand and integrate with other departments and to extend the hours of operation to allow for a more inclusive service to callers; while maintaining the service level of 80/20 for fast, efficient and accurate service.

Commissioner Sign-off **Date (mm/dd/yy)**

Information Technology Management

City of Vaughan
Revenue/Expenditure Summary Report
2011-12 Operating Budget

			2010 Actual	2010 Budget	2011 Budget	% of Total Budget	Budget Variance $	Budget Variance %	2012 Forecast
					2011				
Information & Technology Mgmt.	Joint Service Revenue	Joint Service Revenue	(38,495)	(38,495)	(40,000)	100.0%	(1,505)	3.91%	(41,500)
	Total Revenues		**(38,495)**	**(38,495)**	**(40,000)**		**(1,505)**	**3.91%**	**(41,500)**
	Labour Costs	Staffing Costs (incl Benefits)	3,806,805	3,912,658	4,308,218	59.0%	395,560	10.11%	4,522,862
	Other Expenses	Service Contracts and Materials	1,568,474	1,437,580	1,398,516	19.1%	(39,064)	-2.72%	1,384,557
		Communications	696,889	746,920	703,747	9.6%	(43,173)	-5.78%	703,747
		Professional Fees	315,134	564,299	574,231	7.9%	9,932	1.76%	574,232
		Office Equipment & Furniture	201,014	246,613	232,823	3.2%	(13,790)	-5.59%	224,823
		Staff Development & Training	9,760	68,238	69,440	1.0%	1,202	1.76%	69,441
		Corporate Accounts	46,715	46,715	55,615	0.8%	8,900	19.05%	59,125
		Office Supplies& Expenses	14,328	23,594	22,231	0.3%	(1,363)	-5.78%	22,231
		Meals & Travel	8,177	13,340	13,159	0.2%	(181)	-1.36%	13,159
		General Mtce & Repairs	7,284	6,000	6,000	0.1%	0	0.0%	6,000
		Other	7,437	2,025	2,025	0.0%	0	0.0%	2,025
		Joint Services & Department Transfers	(77,500)	(77,500)	(78,864)	-1.1%	(1,364)	1.76%	(78,864)
		Total Non Labour Costs	**2,797,710**	**3,077,825**	**2,998,923**	**41.0%**	**(78,902)**	**-2.56%**	**2,980,476**
	Total Expenses		**6,604,516**	**6,990,483**	**7,307,141**	**100.0%**	**316,658**	**4.53%**	**7,503,338**
	Net Expenditures		**6,566,021**	**6,951,988**	**7,267,141**		**315,153**	**4.53%**	**7,461,838**

2011 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2011 Impact		Net 2012 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget $	FTE	Budget $	FTE	Budget $	FTE	Budget $
Security Analyst	FT	1.0	99,888	-	99,888			1.00	99,888	-	(4,000)
Enterprise Data Architect	FT	1.0	99,888	-	99,888			1.00	99,888	-	(4,000)

Capital Budget

City Manager
Information & Tech. Management

Year Identified	Project #	Project Name	Project Type	Total Budget	Operating Budget Impact	TCA
2009	IT-3011-10	Central Computing Infrastructure Renewal	Equipment Replacement	$386,250		Y
2008	IT-3010-08	City Web Site- Final Phase	Technology	$206,000		N
2009	IT-3012-10	Enterprise Telephone System Assets Renewal	Equipment Replacement	$391,400		Y
2009	IT-3013-10	Personal Computer (PC) Assets Renewal	Equipment Replacement	$221,450		Y
				$1,205,100		

Info. & Tech. Management

2011-12 Business Plan

BUSINESS OVERVIEW

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

The Information & Technology Management (ITM) Department is mandated to play a leadership role in enabling the effective use of information and technology in all departments of the City, so that the established department business objectives and corporate strategic objectives are realized. A key success factor in helping the ITM department with its mandate is building collaborative partnerships with the City departments (our clients).

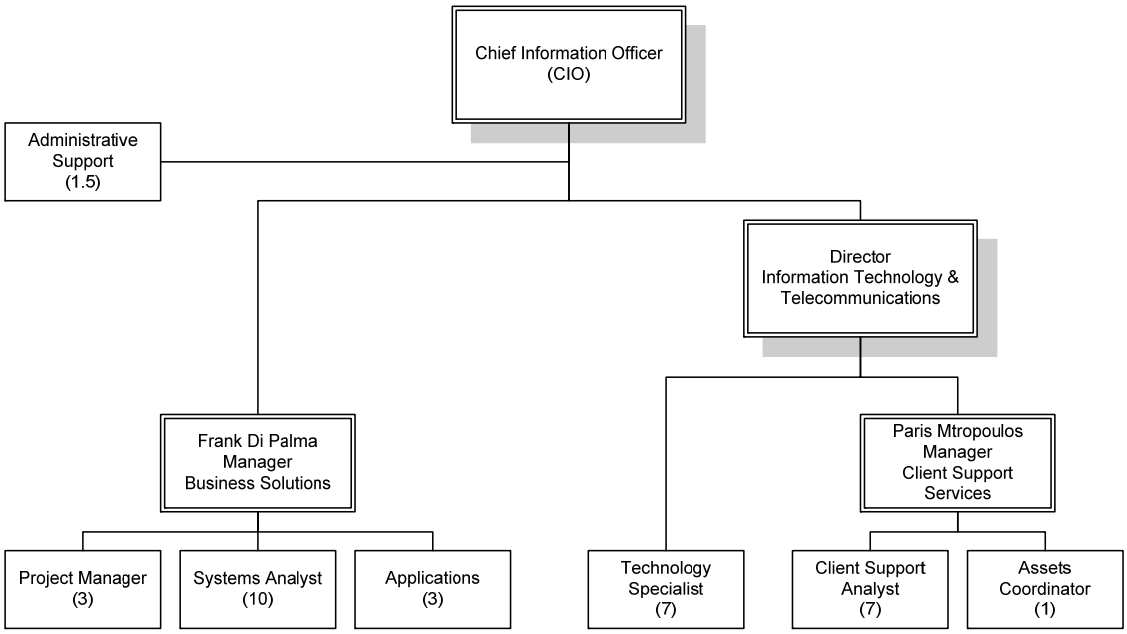
The ITM department is organized into three (3) business units, each with a particular focus and specific responsibilities:

Business Solutions - focus on identifying opportunities for delivery and deployment of new business solutions for all City departments.

Technical Services - focus on maintaining a reliable, secure, scalable and cost-effective corporate computing and telecommunications infrastructure.

Client Services - focus on providing support and assistance to clients in the use of corporate computer and telephone facilities.

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



Full Time, Part Time and Overtime – Budgeted Amounts

	2010	2011 Base	Approved 2011 ARR	2011 Final	Carry Forward Gapping to 2012	2012 ARR
Full Time	32	32	2	34	0	0
Part Time	4.5	4.5	0	4.5	0	0
Overtime	-	-	-	-	-	-

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

- Internal departments within the City
- Staff
- Council
- Vaughan Public Library (VPL)
- Public

Info. & Tech. Management

2011-12 Business Plan

Work Plan:

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

Service Excellence

Pursue Excellence in Service Delivery – the ITM department leads and/or contributes to strategic corporate initiatives related to service excellence. Some of the current initiatives include Geographic Information System (GIS), Access Vaughan, Case Tracking System (CTS), service delivery standards, Vaughan Online.

Management Excellence

*Demonstrate Leadership & Promote Effective Gover*nance – the ITM department works with internal City departments, as well as York Region and neighbouring municipalities to develop collaborative solutions to operational and business needs. Such initiatives include development of common Geographic Information System (GIS) standards, group purchases of services and solutions, and sharing of knowledge and expertise.

*Enhance Productivity, Cost Effectiveness & Inno*vation – the ITM department partners with the City departments on various projects in order to enhance productivity & cost effectiveness through business process review, re-engineering and automation. The ITM department continuously researches, prototypes and introduces new and innovative technologies, methodologies and practices to enable internal City departments achieve their business objectives. Some examples include speech recognition (Synthia), business knowledge tool, integration and geographic enablement of systems, deployment of applications on the BlackBerry platform, GPS assets tracking, consolidation of voice and data networks (VoIP), systemic technology replacement program, and remote systems management.

Assets & Infrastructure – the ITM department is directly responsible for the maintenance and revitalization of City information, systems and telecommunications infrastructure, valued at $5.5 million

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

As demonstrated by various performance measurements, ITM department is under considerable staffing constraint caused by 2 factors. Firstly, as the City implements more computer-based business solutions, more of the ITM resources are allocated towards support functions for implemented business solutions. Secondly, as the City intensifies its efforts to achieve business improvements, more departments are initiating projects requiring ITM support. The result is that ITM department is under resourced and some business improvement projects are not able to proceed.

A number of business improvement opportunities exist in various departments. These opportunities are being identified through departmental business plans and continuous improvement initiatives. Leveraging the ITM expertise in business process mapping, project management, solutions implementation and support, will yield operational efficiencies in many City departments.

Info. & Tech. Management

2011-12 Business Plan

Business Plan Objectives (list the status of 2010 business plan objectives and the method of measuring successful implementation. As well, list 2011-12 business plan objectives in the appropriate section)

Prior Year Business Plan Objectives / Accomplishments:	**Year**	**Status**	**Outcome/Results**
Maintain a reliable and secure network and systems infrastructure for all City, Vaughan Public Library and Fire and Rescue Services facilities	**2009**	COMPLETE	**Critical IT infrastructure up and running 99.999%**
Renew 25% of the City's personal computer assets	**2009**	COMPLETE	
Renew and/or increase capacity of enterprise computing and network facilities	**2009**	COMPLETE	
Renew and/or increase capacity of enterprise telephone facilities and telephony technologies	**2009**	COMPLETE	
Align information management and technology management practices for greater compliance with IT industry standards	**2009**	COMPLETE	**Performed self-assessment with the help of external consultant and updated practices as necessary**
Provide support to City departments in the construction of new Civic Centre	**2009**	COMPLETE	**Technology requirements identified and appropriate solutions planned**
Provide support to Human Resources with implementation of HRIS – Phase II	**2009**	On-going	**Needs assessment complete, implementation being planned**
Provide support to Access Vaughan with implementation of Phase II	**2009**	On-going	**Scoping complete, implementation being planned**
Enable greater access to business applications and information resources through mobile devices	**2009**	COMPLETE	**CTS Mobile being tested and will be launched Q4/2009**
Implement Vaughan OnLine Phase I	**2009**	COMPLETE	**Scoping complete, prototype developed, VOL open house held, on track to launch Q4/2009**

Maintain a reliable and secure network and systems infrastructure for all City, Vaughan Public Library and Fire and Rescue Services facilities	**2010**	On-going Operational	**Critical IT infrastructure up and running 99.999%**
Renew 25% of the City's personal computer assets	**2010**	On-going Operational	
Renew and/or increase capacity of enterprise computing and network facilities	**2010**	Q4	
Renew and/or increase capacity of enterprise telephone facilities and telephony technologies	**2010**	Q4	
Enable greater access to business applications and information resources through mobile devices	**2010**	COMPLETED	**CTS Mobile Rolled-out, Waste Collection Rolled Out**
Launch Vaughan Online (VOL) to the public	**2010**	Delayed to Q2-2011	
Prepare IT infrastructure and IT solutions in the New Civic Centre for move-in	**2010**	Delayed to Q3-2010	**Waiting on building occupancy**
Implement e-Mail journaling application	**2010**	Delayed to Q4-2010	

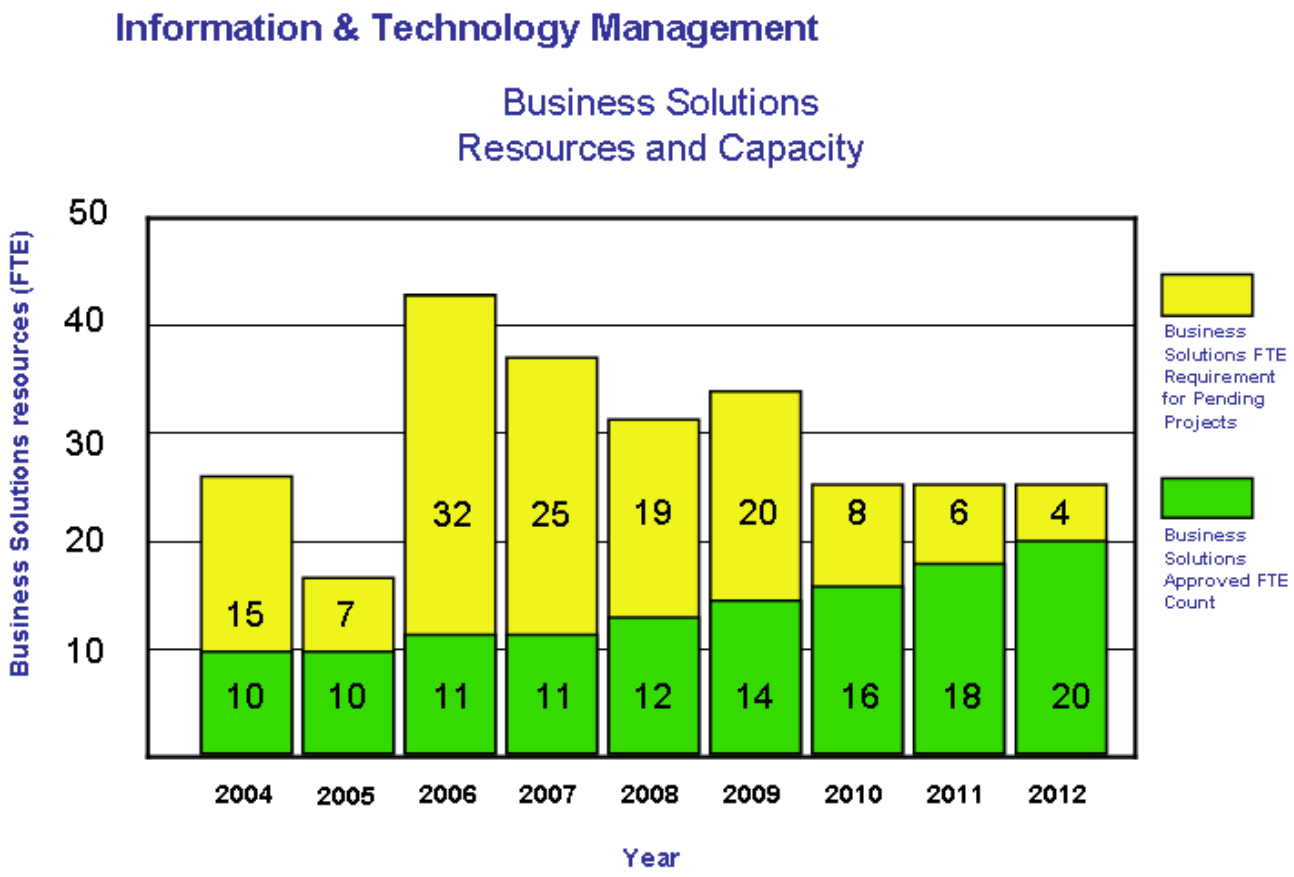
Info. & Tech. Management

2011-12 Business Plan

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

Business Plan Objectives:	Timeline	Outcome	Resources
2011 (Top 3 Objectives)			
Maintain critical technology assets (personal computers, infrastructure and telecommunications) in reliable operating order and in keeping with established assets lifecycle management standards	Q4	Mitigates risk of business interruption due to technology failure, ensures continuity of efficient delivery of services to citizens	Internal ITM staff and operating budget
Launch Vaughan Online website to the public	Q2	Direct access to City information resources, efficient delivery of e-services to citizens	Internal ITM staff and operating budget
Update and enhance GIS capabilities on the City's web site	Q4	Direct access to City information resources, efficient delivery of e-services to citizens	Internal ITM staff and operating budget
Comply with technology portion of the Payment Card Industry Data Security Standards (PCI)	Q4	Mitigates risk of business interruption due to the inability to collect credit card information and ensures continuity of efficient delivery of services to citizens	Internal ITM staff and operating budget to include the approval of Additional Resource Request
Enable IT infrastructure and support staff for introduction of Windows 7 and Microsoft Office desktop standards	Q3	Mitigates risk of business interruption due to technology failure, ensures continuity of efficient delivery of services to citizens	Internal ITM staff and operating budget
2012 (Top 3 Objectives)			
Maintain critical technology assets (personal computers, infrastructure and telecommunications) in reliable operating order and in keeping with established assets lifecycle management standards	Q4	Mitigates risk of business interruption due to technology failure, ensures continuity of efficient delivery of services to citizens	Internal ITM staff and operating budget
Update and enhance functional capabilities on the City's website (VOL)	Q4	Direct access to City information resources, efficient delivery of e-services to citizens	Internal ITM staff and operating budget
Enable greater access to business applications and information resources through mobile devices	Q4	Improved efficiency for mobile workers and service delivery to citizens	Internal ITM staff and operating budget

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2010, 2011 and 2012)



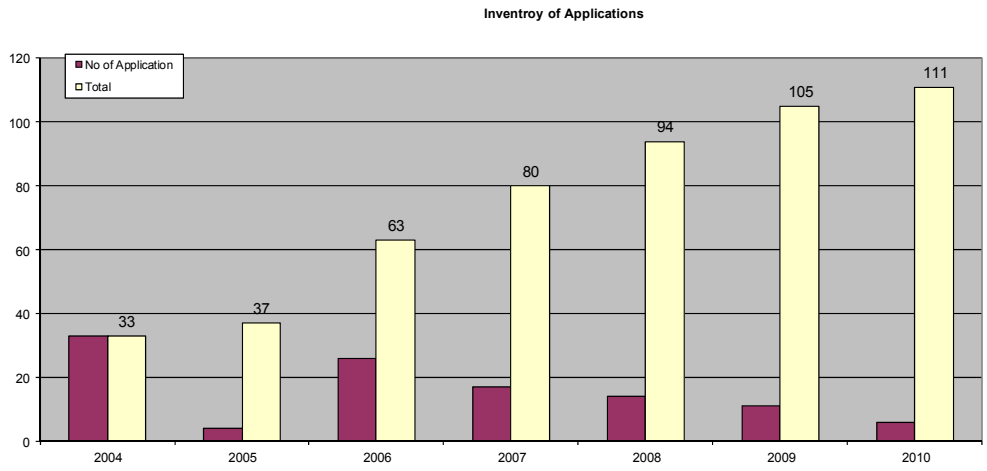
BUSINESS OVERVIEW:

Key Conclusion: (What are some conclusions which can be drawn from the measurement trend)

- As departments undertake business improvement initiatives, demand for business solutions support is increasing (Pending Projects)
- Although the resource gap has been improving over time, ITM Business Solutions group still does not have sufficient FTE capacity to meet clients' demand for projects/resources

Notes about the Measure: (What are some assumptions about the performance measure which should be stated)

Inventory of Supported Applications:



BUSINESS OVERVIEW

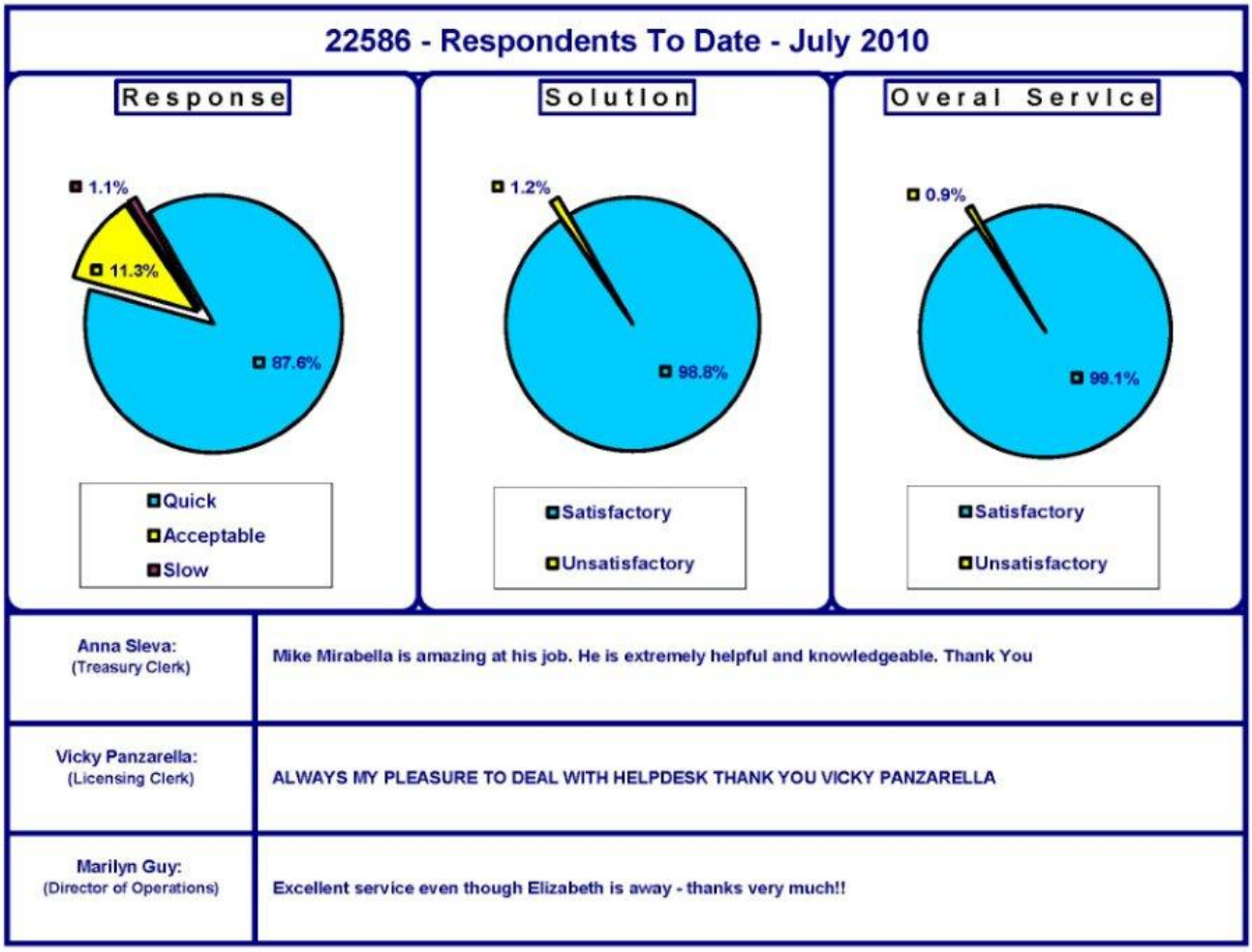
Key Conclusion: (What are some conclusions which can be drawn from the measurement trend)

- Successful implementation of business solutions results in a consistent increase in the number of applications, systems, technologies and underlying infrastructure that needs to be maintained by ITM staff

Notes about the Measure: (What are some assumptions about the performance measure which should be stated)

ITM staff capacity has not kept pace with the volume of applications, systems, technologies and underlying infrastructure that need to be supported and maintained.

ITM HelpDesk Service Effectiveness:



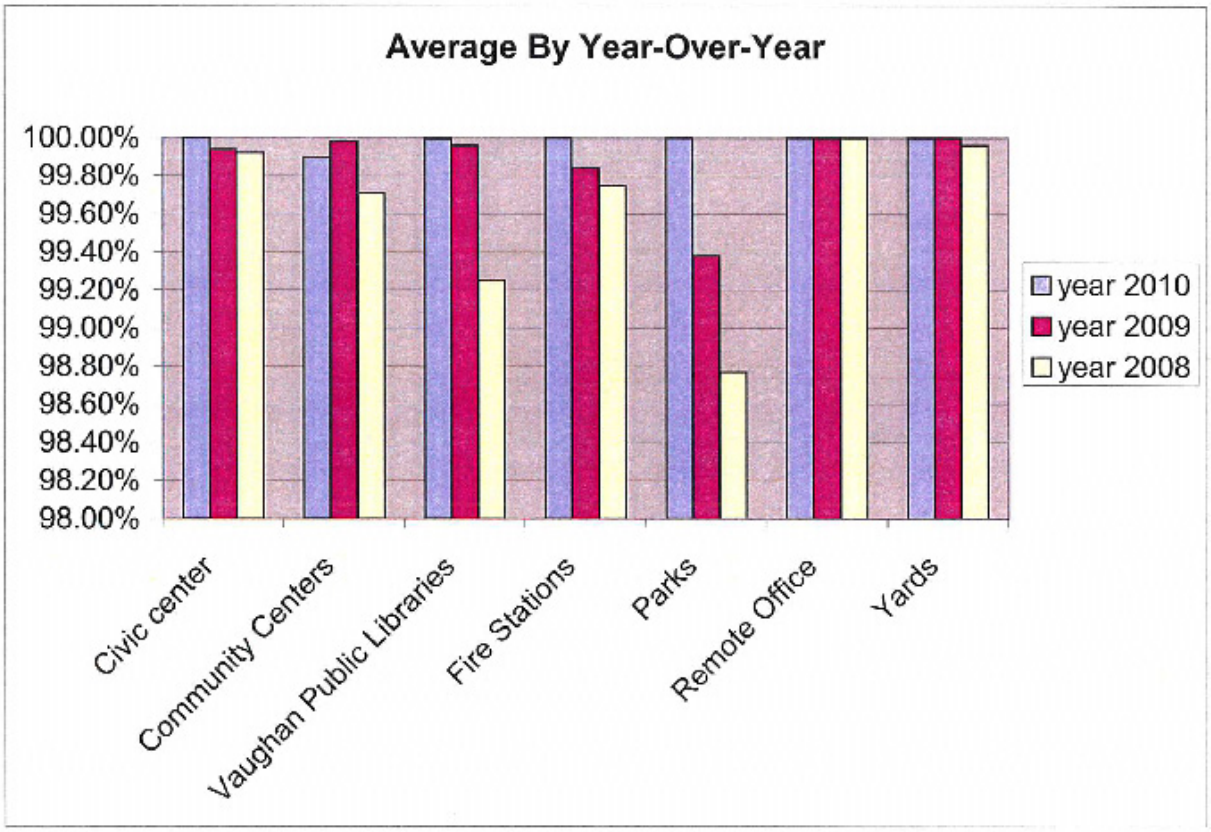
Key Conclusion:

- ITM Client Services group meets/exceeds previously established service level targets

Notes about the Measure:

n/a

Network Availability – Normal Business Hours:



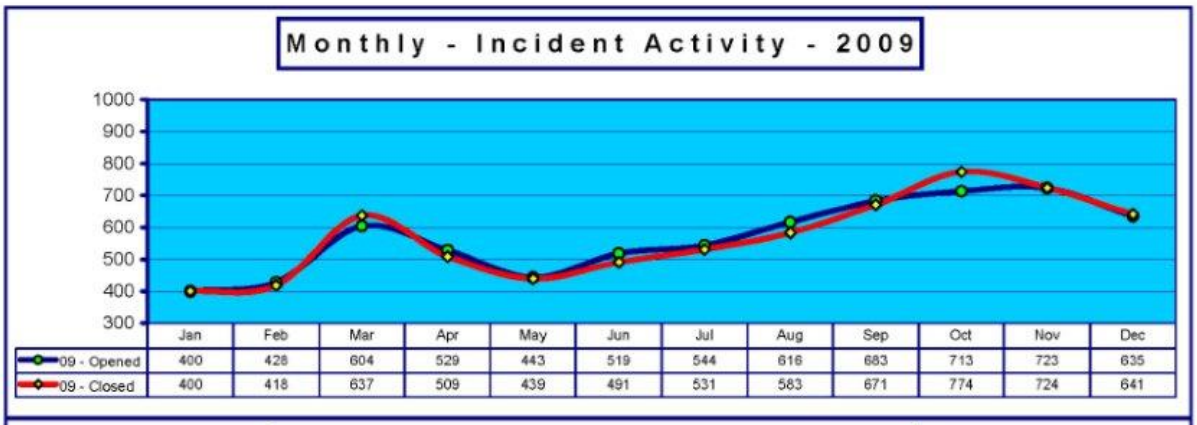
Key Conclusion:

- Networked City facilities are experiencing 99.999% "up" time during normal business hours (over 12 months period)

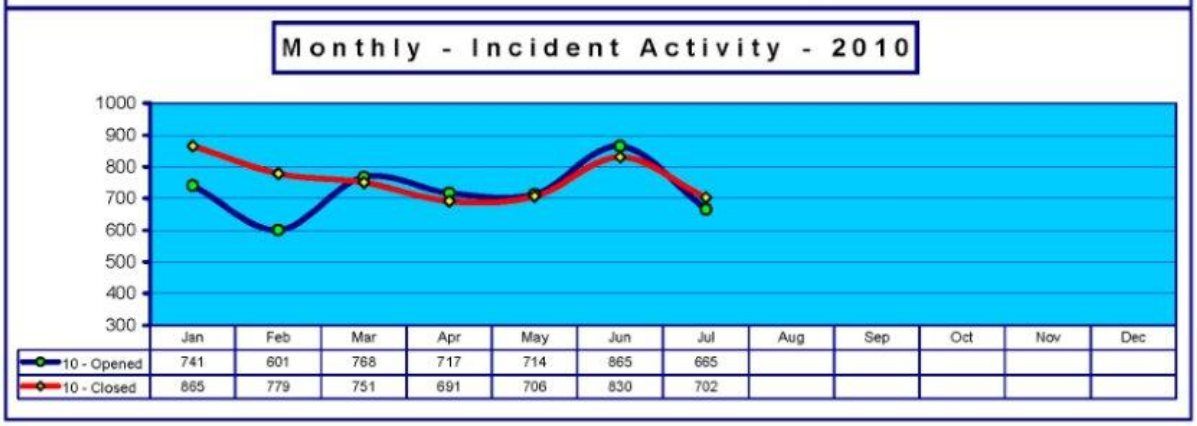
Notes about the Measure:

This measure meets/exceeds IT industry benchmarks for mission-critical systems reliability

ITM HelpDesk Incident Activity:



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
09 - Opened	400	428	604	529	443	519	544	616	683	713	723	635
09 - Closed	400	418	637	509	439	491	531	583	671	774	724	641



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
10 - Opened	741	601	768	717	714	865	665					
10 - Closed	865	779	751	691	706	830	702					

Key Conclusion:

- ITM Client Services resources are effectively utilized to meet client demand

Notes about the Measure:

IT industry "best practices" suggest that the staffing level for Client Services / HelpDesk functions in comparison to the user population should be at 1:75 ratio. Based on the City's user population, the Client Services staffing level should be set at 10 FTE's. The FTE in Client Services is currently 6.

The Client Services group handles an average of 700 issues per month. At the IT industry's average cost of $150 per issue, the City's cost of issues handling should be approximately $1.2 million per year. The actual annual cost is approximately $500K

Info. & Tech. Management

2011-12 Business Plan

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

Strengths – ITM department operations are in good shape and meet established performance targets. In key operational areas of security, reliability, performance and infrastructure maintenance, the department performs at or above industry standards.

Risks – As new applications, systems, technologies and underlying infrastructure is introduced, more ITM resources are being absorbed in operational activities related to support and maintenance. This reduces the department's capacity to partner with internal stakeholders and undertake new initiatives. In addition, as various departments undertake business improvement initiatives, greater demand for ITM resources will be generated.

To mitigate this risk, additional ITM resources are required and are being requested to keep pace with the growing demand for new projects and initiatives as described in the VaughanVision 2020 and other corporate initiatives with ITM dependencies.

Commissioner Sign-off **Date (mm/dd/yy)**

Corporate Communications

City of Vaughan
Revenue/Expenditure Summary Report
2011-12 Operating Budget

			2010 Actual	2010 Budget	2011 Budget	% of Total Budget	Budget Variance $	Budget Variance %	2012 Forecast
					2011				
Corporate Communications	Revenue	Dept. Misc. Revenues	(161,619)	(47,500)	0	0.0%	47,500	-100.0%	0
		Rev. frm Recov. Exp	0	(37,030)	0	0.0%	37,030	-100.0%	0
	Total Revenues		**(161,619)**	**(84,530)**	**0**		**84,530**	**-100.0%**	**0**
	Labour Costs	Staffing Costs (incl Benefits)	1,074,982	1,024,060	750,108	72.7%	(273,952)	-26.75%	949,960
	Other Expenses	Community Advertising & Promotion	61,613	119,280	112,386	10.9%	(6,894)	-5.78%	112,386
		Office Supplies& Expenses	91,716	121,710	76,277	7.4%	(45,433)	-37.33%	76,277
		Professional Fees	34,226	97,000	56,955	5.5%	(40,045)	-41.28%	56,955
		Office Equipment & Furniture	12,512	17,340	12,051	1.2%	(5,289)	-30.5%	20,051
		Staff Development & Training	10,336	10,730	9,108	0.9%	(1,622)	-15.12%	9,108
		Communications	5,890	10,800	8,952	0.9%	(1,848)	-17.11%	8,952
		Meals & Travel	3,354	7,660	5,632	0.5%	(2,028)	-26.48%	5,632
		Capital Funding	13,700	0	0	0.0%	0	0.0%	0
		Other	2,089	4,500	0	0.0%	(4,500)	-100.0%	0
		Service Contracts and Materials	191,498	143,880	0	0.0%	(143,880)	-100.0%	0
		Total Non Labour Costs	**426,934**	**532,900**	**281,361**	**27.3%**	**(251,539)**	**-47.2%**	**289,361**
	Total Expenses		**1,501,916**	**1,556,960**	**1,031,469**	**100.0%**	**(525,491)**	**-33.75%**	**1,239,321**
	Net Expenditures		**1,340,297**	**1,472,430**	**1,031,469**		**(440,961)**	**-29.95%**	**1,239,321**

2012 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2012 Impact		Net 2013 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget $	FTE	Budget $	FTE	Budget $	FTE	Budget $
Communication Specialist, Web Conter	FT	1.0	87,591	-	87,591			1.00	87,591	-	(4,000)
Public Relations Staff	FT	1.0	83,249	-	83,249			1.00	83,249	-	(4,000)

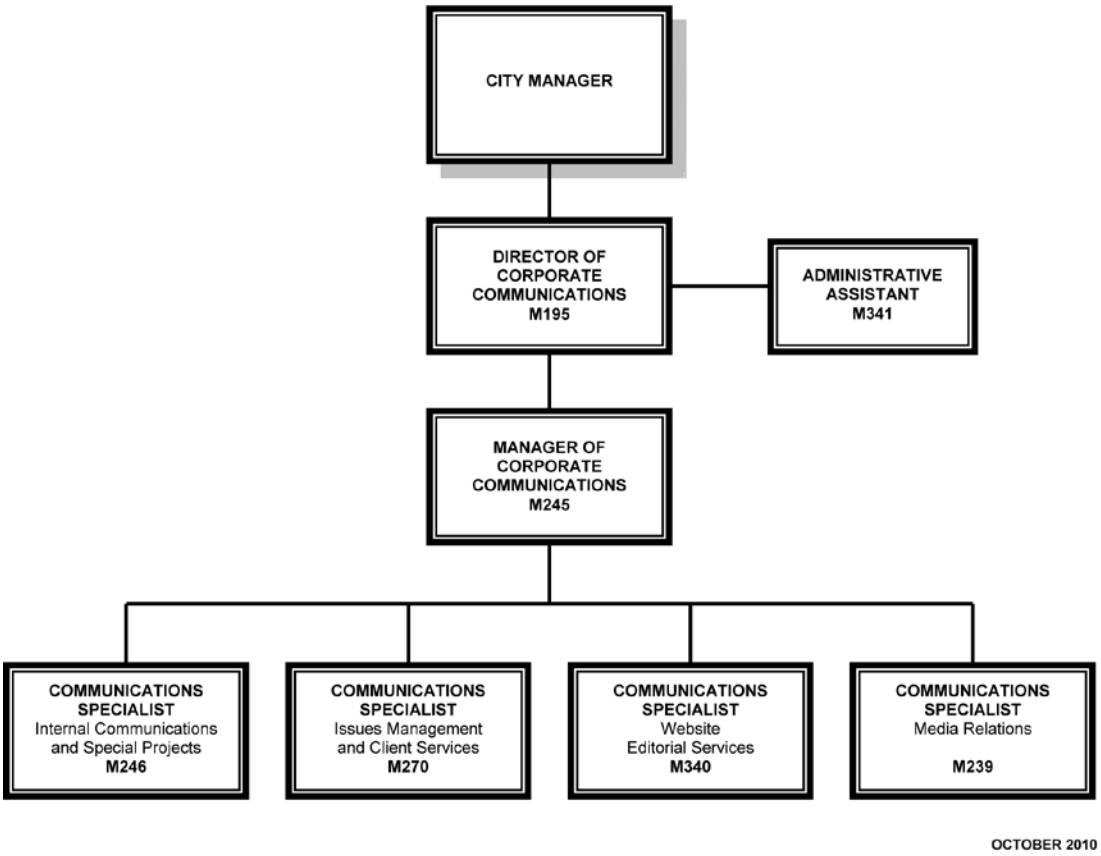
Corporate Communications

BUSINESS OVERVIEW

SERVICE STATEMENT:

Corporate Communications provides professional, fully-integrated communications services that engage the community and promote a positive image of the City. The department supports Council and the Corporation by providing communications products, services and advice; manages Corporate protocols; and facilitates internal communications to increase employee engagement.

SERVICE PROFILE:



FULL TIME, PART TIME AND OVERTIME – BUDGETED AMOUNTS

	2010	2011 Base	Approved 2011 ARR	2011 Final	Carry Forward Gapping to 2012	2012 ARR
Full Time	**9**	**7**	-	7	-	2
Part Time	**2**	**-**	-	2	-	-
Total FTE	**11**	**7**	0	11	0	2
Overtime						

Corporate Communications

KEY STAKEHOLDERS:

Communications support for Mayor and Members of Council, City Manager and Senior Management Team. External stakeholders include residents and local businesses and the media. Support project-specific communications for various City committees and City departments. Internal communications for City employees.

WORK PLAN

LINK TO VAUGHAN VISION 2020:

- Pursue Excellence in Service Delivery
- Value and Encourage a Highly Motivated Workforce
- Attract, Retain & Promote Skilled Staff
- Enhance Productivity, Cost Effectiveness and Innovation

FUTURE PRESSURES AND OPPORTUNITIES:

Although the Corporate Communications department has expanded its range of services since its establishment in 2002, there remains significant gaps in terms of expectations and service delivery. The primary concern is the lack of department resources to deliver core services. In addition, there is a complete lack of staff resources in public relations and marketing although these have been identified as required services. On a positive note, there is a better appreciation today of the value of effective communications by Council, senior management, and other departments.

Prior Year Business Plan Objectives / Accomplishments:	Year	Status	Outcome/Results
1. Update the Communications Strategy and launch of new City of Vaughan website (Q4/09)	2009 - 2010	Ongoing	Draft of Communications Strategy completed. New website is now ITM led project called Vaughan Online
2. Develop a City Branding Strategy to enhance our image and marketing position. Includes logo development. (Q4/09)	2009	Complete	New logo artwork finalized; Standards of Use guide complete Q3 2010
3. Internal Communications Strategy: Phase One will create a working committee to complete internal communications audit. Phase Two will draft review and redesign, as appropriate, internal communications strategy. (Q4/09)	2010	Ongoing	Produce a comprehensive internal communications strategy
4. Refocusing of Event management function	2009	Complete	Event function

			transferred to Community Services Q3/10
5. Expand/enhance the City website – and related web-based technologies such as e-blasts – as the Corporation's primary communication tool	Q2/10	Complete	Launch of monthly City Update e-newsletter and use of e-blasts to support public meeting notices
6. Implement a services request system to effectively manage requests for communications support – help files to be posted, including staff education.	2009 - 2010	Ongoing	In use for some dept. functions (event listings, web postings)
7. Develop and implement policies, standards and procedures in support of Corporate objectives in such areas as email, VIBE postings, grammar and style guide, website content management, and use of photo library resources	2009 - 2010	Ongoing	Currently developing a "Communications Manual" to be completed in 2010. In addition, style guide is being addressed by Accessibility initiative; website content management is being addressed by Vaughan Online
8. Develop external communications initiatives to support the delivery of quality services and public information, including the enhancement of public consultation opportunities	Q1/11	Ongoing	Staff committee on Social Media addressing these issues. Organize focus groups
9. Review and update Corporate Communications protocols relating to the Corporation, and ensuring these protocols are consistent with the protocols administered by other departments, i.e. protocols for international delegations; flag protocols	Q1/10	Pending	To be included in a new Communications Manual now under development
10. Formalize the process for Council, committees, departments, and external organizations requesting event		TBD	Event function transferred to

management and support services, including provisions for event budgets and staff resources			Community Services
11. Develop a Corporate event strategy to evaluate opportunities that may result from the opening of the new City Hall, including a review of available staff resources, i.e. citizenship ceremonies; regular concert schedule; receptions for chapel activities, farmers market		**TBD**	Event function transferred to Community Services

Corporate Communications

BUSINESS PLAN OBJECTIVES:	Timeline	Outcome	Resources
2011 (TOP 3 OBJECTIVES)			
1. Implement initiatives which promote a positive image of the City, ensure branding consistency and communicate our successes.	Q2/11	Establish service resources in public relations and marketing	2 new staff complement for public relations and marketing (ARRs)
2. Provide a fully integrated suite of communication services in order to ensure citizen focused communications, including rollout of new City website and other web-based technologies and the development and administration of online surveys and a focus groups..	Q3/11	Expand interactive features on website and increase subscriber base for e-newsletters for improved public engagement and communications with citizens	On-line citizen public engagement forum supported by Strategic Planning, PR and marketing staff.
3. Strengthen the City's internal communications	Q4/11	Fully implement an Internal Communications Plan and Strategy	Corp Comm and Human Resources
2012 (TOP 2 OBJECTIVES)			
1. Collaborate with appropriate departments to develop the tools needed to enhance community engagement	Q4/12	Establish a virtual town hall	1 new staff complement for website content (ARR). Existing staff working with Strategic Planning and ITM departments
2. Expand and enhance public relations and marketing services, including community engagement, surveys, social media, etc.	Q3/12	Full effective communication of City successes	1 new staff complement for client services (ARR). Staff resources and Strategic Planning department

Corporate Communications

KEY PERFORMANCE INDICATORS:

1. # of News Releases and Media Advisories issued
2. # of Media Contacts/Inquiries
3. # of Media Clippings of published stories on Vaughan
4. # of visitors to the City Website
5. # of Website Postings

The following performance indicators have been discontinued for 2011-12 with the transfer of the events function to Community Services:

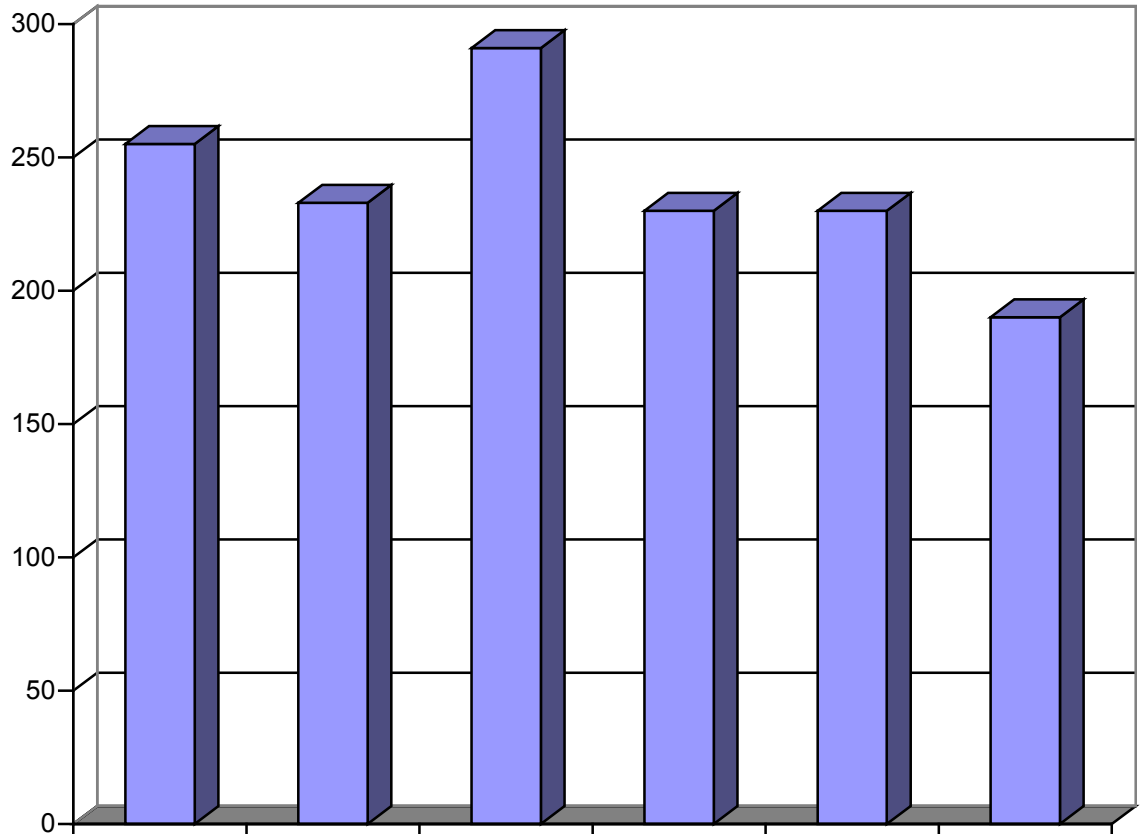
- # of Corporate Events
- Sponsorship for Corporate Events
- Sponsorship for Mayor's Gala and Mayor's Golf Tournament

TO BE CONSIDERED:

- Produce a Customer Satisfaction Rating to measure communications effectiveness, both external and internal
- Rating on strategic communications, including public relations and marketing
- Track number of media reports/coverage for each news release issued

Measure: NUMBER OF NEWS RELEASES AND MEDIA ADVISORIES ISSUED

Definition: News Releases and Media Advisories are issued to the Media List by email and News Releases are posted to the City's website and intranet.



	2007	2008	2009	2010 projected	2011 projected	2012 projected
News Releases	255	233	291	230	230	190

KEY CONCLUSION:

There has been a concerted effort to decrease the number of news releases and media advisories issued by the City, focusing instead on fewer topics that have high news value. However, overall commitment of staff resources remains unchanged as "news-worthy" topics require more research, backgrounders and key messages. In addition, Public Service Announcements without quotes can be used for more routine topics (i.e. new swim program).

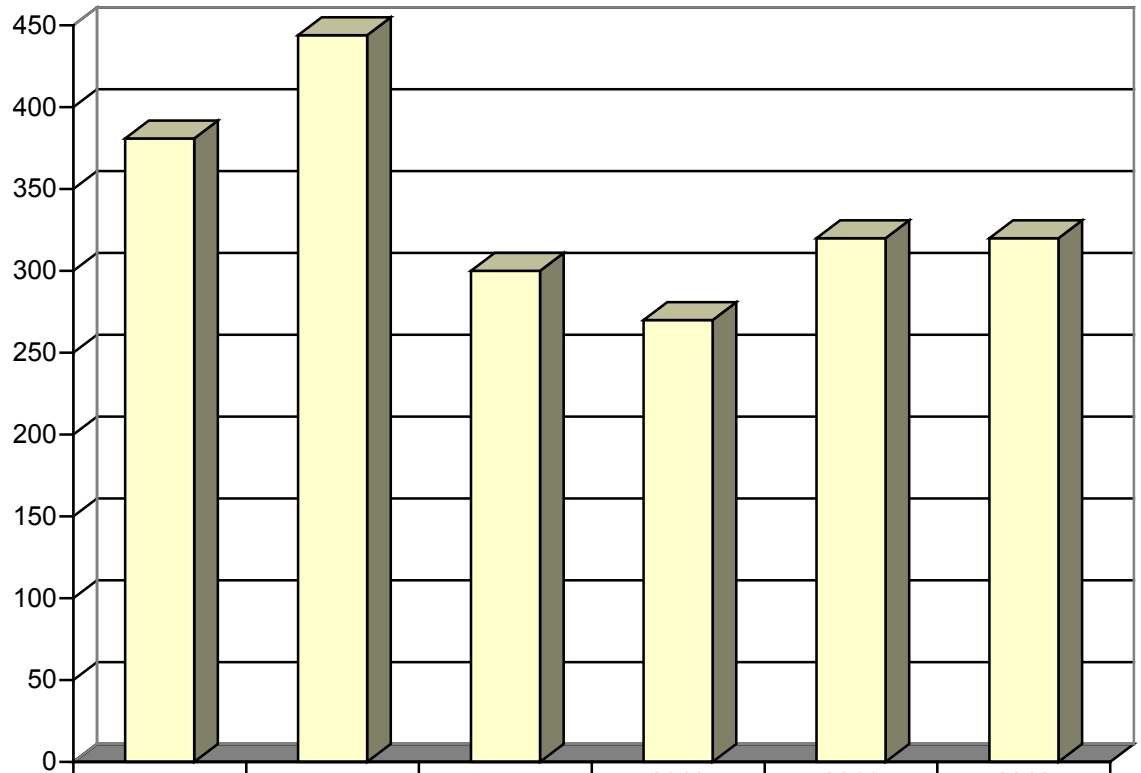
NOTES ABOUT THE MEASURE:

The department has the staff resources to produce approximately 245 news releases and media advisories per year, including research, fact checking, writing, revisions, the approval process, distribution, and web posting. A higher requirement results in re-tasking staff, and delays in other projects.

Corporate Communications

Measure: NUMBER OF MEDIA CONTACTS/INQUIRIES

Definition: All contacts with members of the media are documented, including purpose (arrange interview, forward background information, provide photography, etc.).



	2007	2008	2009	2010 projected	2011 projected	2012 projected
Media Contacts	381	444	300	270	320	320

KEY CONCLUSION:

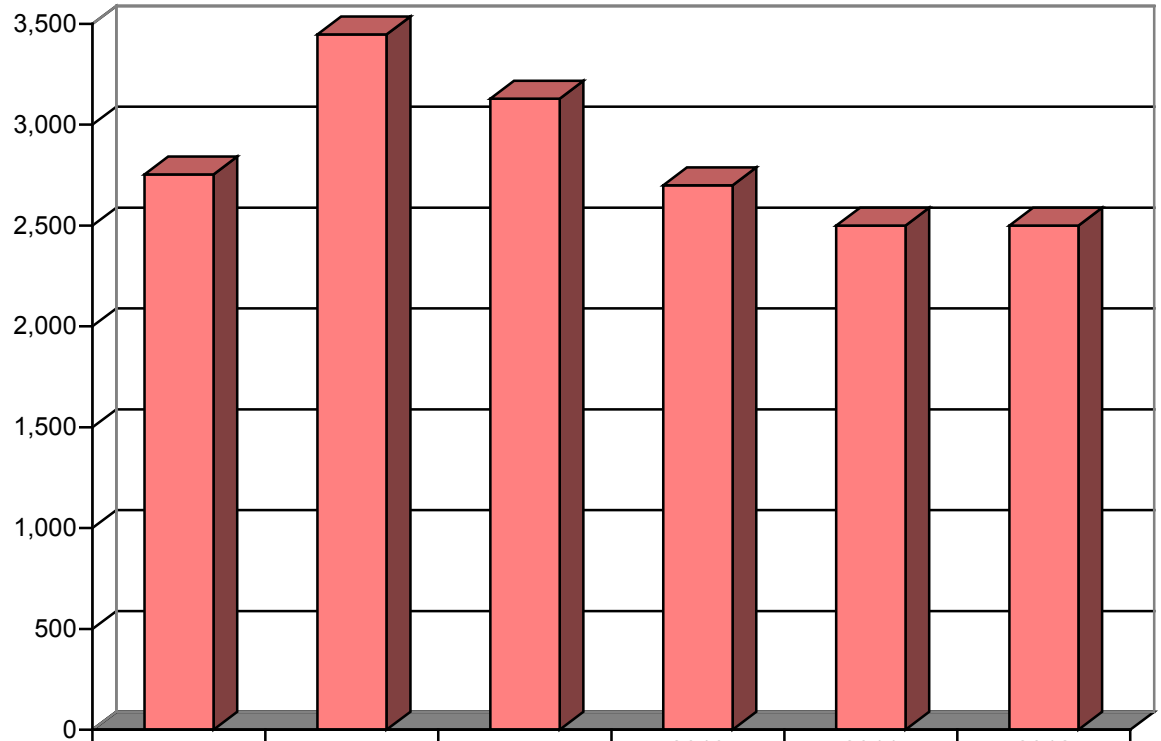
Media interest in the City of Vaughan continues to be strong. The number of media contacts is directly related to the level of political activity and the number of topics requiring Issue Management. From its peak following the 2006 election, activity has been slowly returning to pre-2006 levels. This is being balanced by an increase in the number of media outlets covering the City.

NOTES ABOUT THE MEASURE:

The average time per routine media contact is estimated at 30 minutes (excluding topics requiring Issue Management and a greater time commitment). As a priority task, up to four FTEs can be involved in media relations although routine inquiries only require one FTE.

Measure: **NUMBER OF MEDIA CLIPPINGS OF PUBLISHED NEWS STORIES ON VAUGHAN**

Definition: Media monitoring systems, including a contracted media clipping service, and departmental monitoring activities of the print media and news websites.



	2007	2008	2009	2010 projected	2011 projected	2012 projected
News Clippings	2,754	3,447	3,129	2,700	2,500	2,500

KEY CONCLUSION:

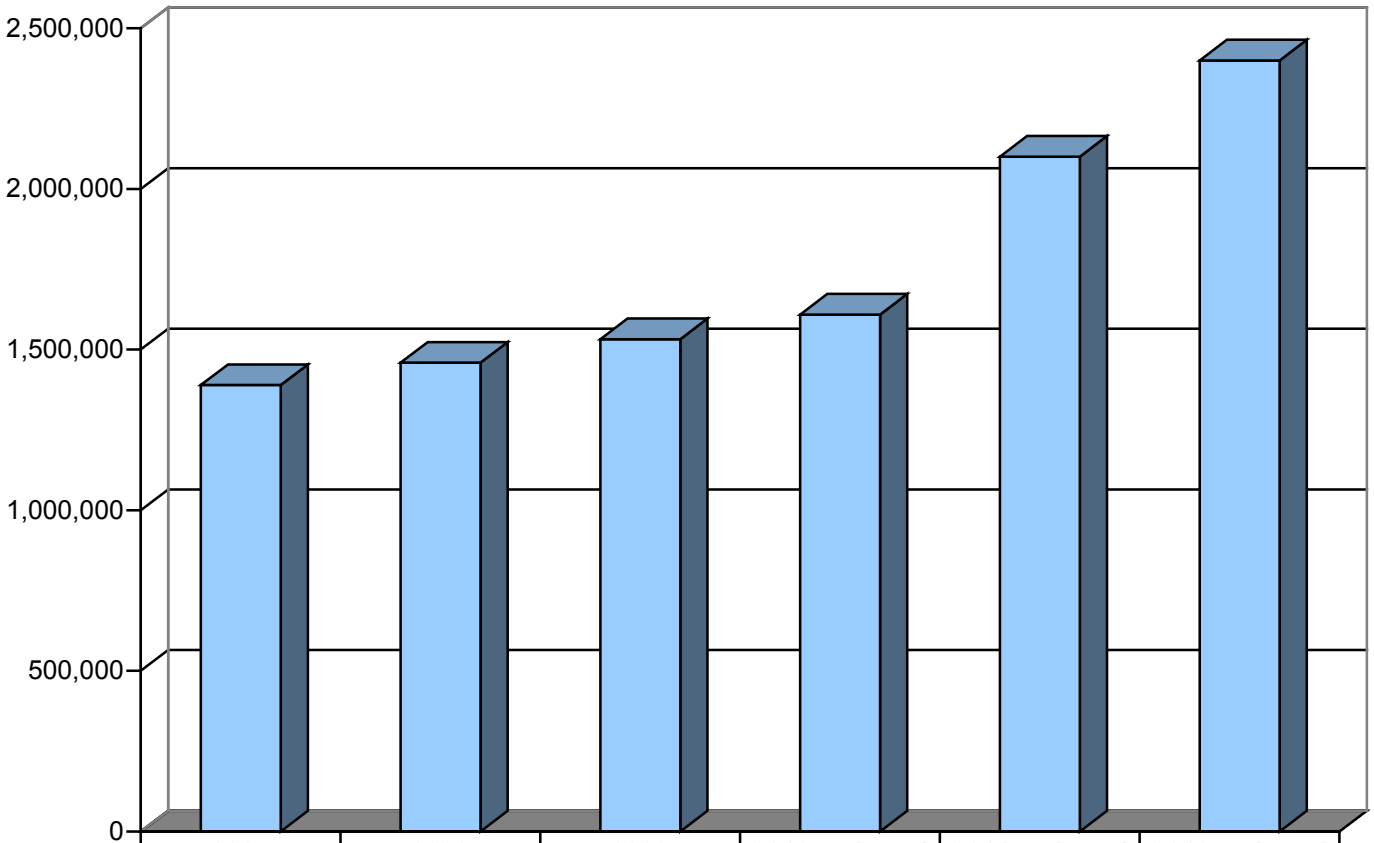
The City does receive a high level of media coverage, compared to neighbouring municipalities. In addition, there has been a increase in the number of media outlets covering the City.

NOTES ABOUT THE MEASURE:

The media monitoring systems now in place cover published stories and reports from across Canada, and there is an ongoing effort to expand monitoring of news websites and broadcast media (TV and radio).

Measure: NUMBER OF VISITORS TO THE CITY WEBSITE PER YEAR

Definition: A "visitor" to the website represents one computer link up and does not include repeat visits in the same day.



	2007	2008	2009	2010 projected	2011 projected	2012 projected
Visitors	1,389,420	1,458,800	1,531,800	1,608,390	2,100,000	2,400,000

KEY CONCLUSION:

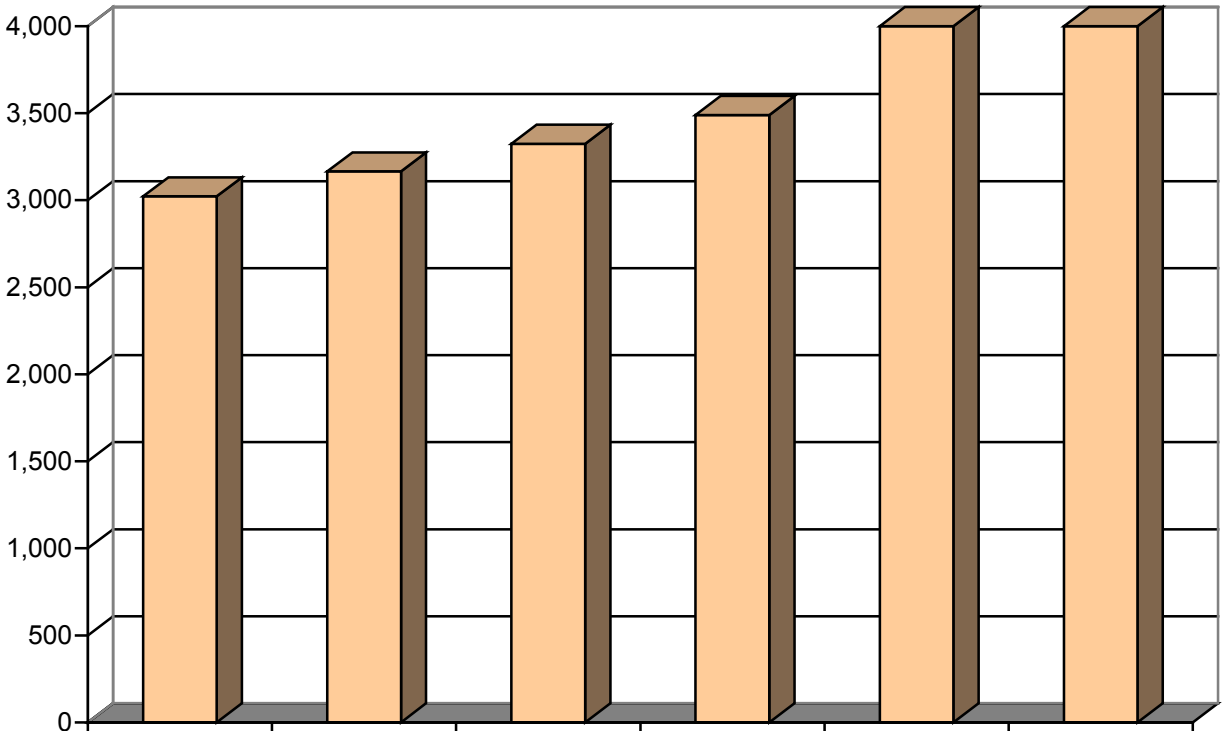
The increase in visitors is directly linked to the quality of the website, expected to increase substantially with the new design and navigation tools being introduced under the Vaughan Online program in 2011. Hiring a web editor in late 2009 has had a major impact. Efforts to achieve wider publication of the City's website address continue.

NOTES ABOUT THE MEASURE:

"Number of visitors" is the best indicator of a website's popularity (as opposed to the "hit count').

Measure: NUMBER OF WEBSITE POSTINGS

Definition: A "posting" is a file or other website content that has been added to the existing website, including corrections to existing content.



	2007	2008	2009	2010 projected	2011 projected	2012 projected
Total Requests	3,022	3,165	3,324	3,490	4,000	4,000

KEY CONCLUSION:

The City's website continues to grow in size with several departments now having direct access for posting departmental content. As per the Corporate Communications strategy, the website continues to be main communications vehicle for the City. However, the main objective is not to grow the site but improve the quality of the content.

NOTES ABOUT THE MEASURE:

The number of postings does not directly relate to the amount of work involved in formatting and posting materials, as the file size or amount of information is not consistent (one posting could be just correcting one sentence or adding several pages of information). This measurement may not accurately reflect the work required to update the website. In 2011 the new Vaughan Online website with be launched with all departments having posting access through a Content Management System.

OVERALL CONCLUSION:

The Department continues to face challenges in terms of deploying limited resources to cover key core functions (media relations, website content, communications for Vaughan Council, advertising, internal communications, and issue management). Despite these challenges, the department is focusing on several new areas: an expanded website; public consultation; branding; expanded issue management; policies and procedures; and enhanced internal communications.

In addition, Council and staff have identified the need to establish public relations and marketing resources, both of which require specialized staff.

Corporate Communications will be working more closely with other departments, such as Strategic Planning, to increase public engagement and continue to enhance the City's image.

_____ _____

Commissioner Sign-off **Date (mm/day/year)**

Commissioner of Engineering and Public Works

William E. Robinson

Commissioner's Message:

The Commissioner of Engineering and Public Works is responsible for the provision and maintenance of municipal services associated both with our City's expansion and previously developed areas. These services are provided through the Development/Transportation Engineering, Engineering Services and Public Works Departments.

The Development/Transportation Engineering Department is responsible for the planning, design and construction of road, sewer and water main infrastructure necessary to service the City's residential, industrial and commercial growth and participates in regional and provincial initiatives associated with development of transportation services in the area.

Engineering Services is responsible for asset management programs associated with the planning, design and construction of road, sewer, water main, sidewalk and street lighting renewal and replacement and expansion projects to serve our existing areas. Traffic engineering studies, traffic calming and traffic/ pedestrian signal design and construction services are also delivered through this department.

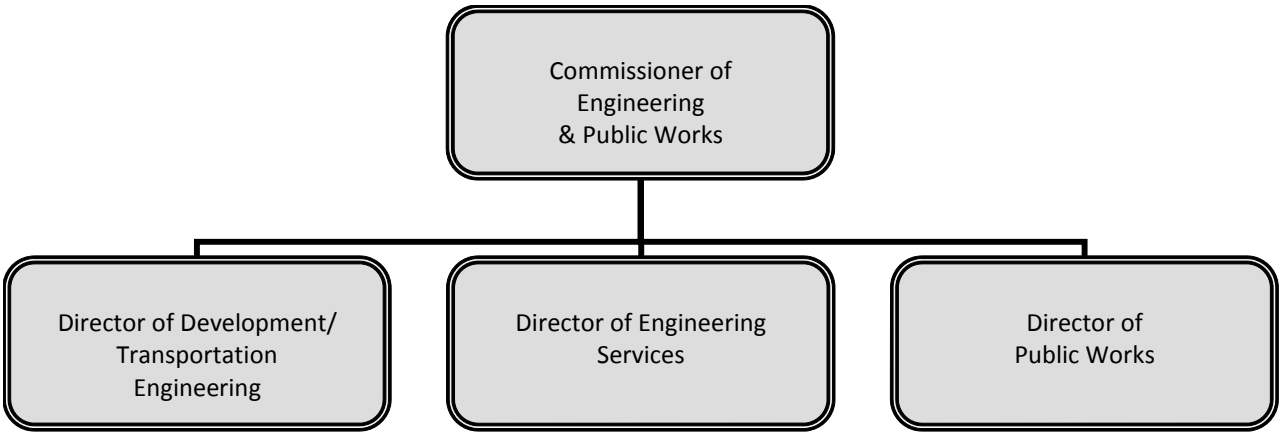
The Public Works Department is responsible for providing ongoing maintenance and operation of the City's road and sidewalk network (including traffic signal and street light repair, and winter road maintenance), the City's water distribution systems and the City's wastewater collection systems. The Public Works Department is also responsible for the provision of residential solid waste and recycling collection services.

The Engineering and Public Works team is committed to service excellence. We welcome your phone calls, e-mails and serving you in person.

William E. Robinson,

Commissioner of Engineering and Public Works

Commissioner Of Engineering & Public Works Organizational Chart



City of Vaughan
Revenue/Expenditure Summary Report
2011-12 Operating Budget

					2011				
			2010 Actual	2010 Budget	2011 Budget	% of Total Budget	Budget Variance $	Budget Variance %	2012 Forecast
Comm. of Engineering & PWs	Labour Costs	Staffing Costs (incl Benefits)	319,757	318,525	326,930	92.6%	8,405	2.64%	341,426
	Other Expenses	Operating Leases	9,181	9,310	8,910	2.5%	(400)	-4.3%	8,910
		Staff Development & Training	1,129	3,550	3,550	1.0%	0	0.0%	3,550
		Utilities & Fuel	2,111	3,425	3,425	1.0%	0	0.0%	3,425
		Corporate Accounts	2,645	2,645	3,150	0.9%	505	19.09%	3,350
		Office Equipment & Furniture	0	1,450	2,200	0.6%	750	51.72%	2,200
		Communications	953	1,990	1,990	0.6%	0	0.0%	1,990
		Office Supplies& Expenses	398	1,390	1,390	0.4%	0	0.0%	1,390
		General Mtce & Repairs	2,107	780	780	0.2%	0	0.0%	780
		Meals & Travel	46	1,010	560	0.2%	(450)	-44.55%	560
		Other	264	415	115	0.0%	(300)	-72.29%	115
		Total Non Labour Costs	**18,835**	**25,965**	**26,070**	**7.4%**	**105**	**0.4%**	**26,270**
	Total Expenses		**338,591**	**344,490**	**353,000**	**100.0%**	**8,510**	**2.47%**	**367,696**
	Net Expenditures		**338,591**	**344,490**	**353,000**		**8,510**	**2.47%**	**367,696**

Development & Transportation Engineering

City of Vaughan
Revenue/Expenditure Summary Report
2011-12 Operating Budget

			2010 Actual	2010 Budget	2011 Budget	% of Total Budget	Budget Variance $	Budget Variance %	2012 Forecast
					2011				
Develop&Transport Engineering	Revenue	Reserves Revenue	(1,356,256)	0	0	0.0%	0	0.0%	0
		Dept. Misc. Revenues	(12,482)	(7,634)	(13,363)	0.3%	(5,729)	75.05%	(13,722)
		Infill Lot Grading	(127,846)	(91,788)	(132,930)	2.8%	(41,142)	44.82%	(141,850)
		Rev. frm Recov. Exp	(254,258)	(194,745)	(295,116)	6.2%	(100,371)	51.54%	(532,922)
		Trsf. Fm Res. & Res Funds	(4,000,770)	(4,500,000)	(4,303,849)	90.7%	196,151	-4.36%	(4,400,921)
	Total Revenues		**(5,751,612)**	**(4,794,167)**	**(4,745,258)**	**100.0%**	**48,909**	**-1.02%**	**(5,089,415)**
	Labour Costs	Staffing Costs (incl Benefits)	3,103,312	3,515,619	3,780,724	95.2%	265,105	7.54%	4,243,905
	Other Expenses	Service Contracts and Materials	69,368	50,000	50,000	1.3%	0	0.0%	50,000
		Staff Development & Training	33,087	37,760	41,710	1.0%	3,950	10.46%	45,710
		Office Supplies& Expenses	20,962	24,888	26,138	0.7%	1,250	5.02%	28,388
		Office Equipment & Furniture	16,497	4,200	20,200	0.5%	16,000	380.95%	30,410
		Meals & Travel	12,465	12,720	17,220	0.4%	4,500	35.38%	20,720
		Professional Fees	37,062	16,750	13,250	0.3%	(3,500)	-20.9%	13,250
		General Mtce & Repairs	10,855	11,500	11,500	0.3%	0	0.0%	11,500
		Communications	6,323	6,999	8,700	0.2%	1,701	24.3%	8,500
		Tools & Equipment	1,416	2,000	2,000	0.1%	0	0.0%	2,000
		Other	1,753	1,920	1,920	0.0%	0	0.0%	1,920
		Capital Funding	1,339,794	0	0	0.0%	0	0.0%	0
		Total Non Labour Costs	**1,549,581**	**168,737**	**192,638**	**4.8%**	**23,901**	**14.16%**	**212,398**
	Total Expenses		**4,652,892**	**3,684,356**	**3,973,362**	**100.0%**	**289,006**	**7.84%**	**4,456,303**
	Net Expenditures		**(1,098,720)**	**(1,109,811)**	**(771,896)**		**337,915**	**-30.45%**	**(633,112)**

2011 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2011 Impact		Net 2012 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget $	FTE	Budget $	FTE	Budget $	FTE	Budget $
Spadina Subway TTC Sr. Eng. Asst.	Contract	1.0	101,907	(101,907)	0	-	-	1.00	0	-	0
Municipal Services Inspect.Erosion Sec	FT	1.0	103,849	(103,849)	0	-	-	1.00	0	-	0

2012 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2012 Impact		Net 2013 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget $	FTE	Budget $	FTE	Budget $	FTE	Budget $
TTC Municipal Inspector	Contract	1.0	96,749	(96,749)	0	-	-	1.00	0	-	0
TDM Coordinator	FT	1.0	106,401	(106,401)	0	-	-	1.00	0	-	0
Clerical Assistant	FT	1.0	67,737	(20,000)	47,737	-	-	1.00	47,737	-	(8,000)

Capital Budget

Comm. of Engineering & PWs
Development & Transportation

Year Identified	Project #	Project Name	Project Type	Total Budget	Operating Budget Impact	TCA
2009	DT-7024-11	Bass Pro Mills Dr / Locke St WM	New Infrastructure	$355,350		Y
2011	DT-7057-11	Bass Pro Mills Drive Repairs	Financial Commitment	$484,100		Y
2007	DT-7004-07	Black Creek Optimization Study	Additional Funding	$51,500		N
2011	DT-7058-11	Black Creek Regional Storm Improvements Class EA Study	Growth/Studies	$257,500		N
2010	DT-7045-11	Block 11 Valley Road Crossings	Growth/Development	$618,000		Y
2011	DT-7076-11	Block 12 Valley Crossings	Growth/Development	$515,000		Y
2011	DT-7052-11	Engineering DC Background Update Study	Growth/Studies	$103,000		N
2008	DT-7016-08	Engineering Related Master Plan Studies	Additional Funding	$103,000		N
2011	DT-7068-11	Highway 7 Bus Rapid Transit Review	Growth/Studies	$309,000		N
2009	DT-7025-09	Huntington Road Class EA	Additional Funding	$360,500		N
2006	1583-0-06	Hwy 400 / America Ave. Overpass EA	Additional Funding	$61,800		N
2011	DT-7079-11	Inflow & Infiltration Reduction Study	Regional Directed	$257,500		N
2009	DT-7035-09	Kleinburg-Nashville Focus Area Master Servicing Strategy	Additional Funding	$51,500		N
2011	DT-7065-11	Millway Avenue Widening & Realignment	Growth/Development	$6,592,000		Y
2011	DT-7075-11	PD6 West Major Mackenzie Drive Watermain	Growth/Development	$1,133,000		Y
2011	DT-7056-11	Pedestrian & Bicycle Network Implementation Program	New Infrastructure	$223,410		Y
2011	DT-7071-11	Portage Parkway Extension Class EA Study	Growth/Studies	$257,500		N
2011	DT-7073-11	Portage Parkway Widening Class EA Study	Growth/Studies	$257,500		N
2011	DT-7066-11	Steeles West Station Infrastructure - TYSSE	Growth/Development	$3,090,000		Y
2011	DT-7080-11	Transportation Master Plan Model Calibration	Growth/Studies	$82,400		N
2006	1596-0-06	Vaughan Corporate Centre Servicing Study	Additional Funding	$51,500		N
2011	DT-7070-11	VMC & Regional Centre Transportation Analysis	Growth/Studies	$309,000		N
2011	DT-7054-11	Water Loss Control System Feasibility / Implementation Study	Cost Efficiency	$257,500		N
				$15,781,560		

DEVELOPMENT / TRANSPORTATION ENGINEERING

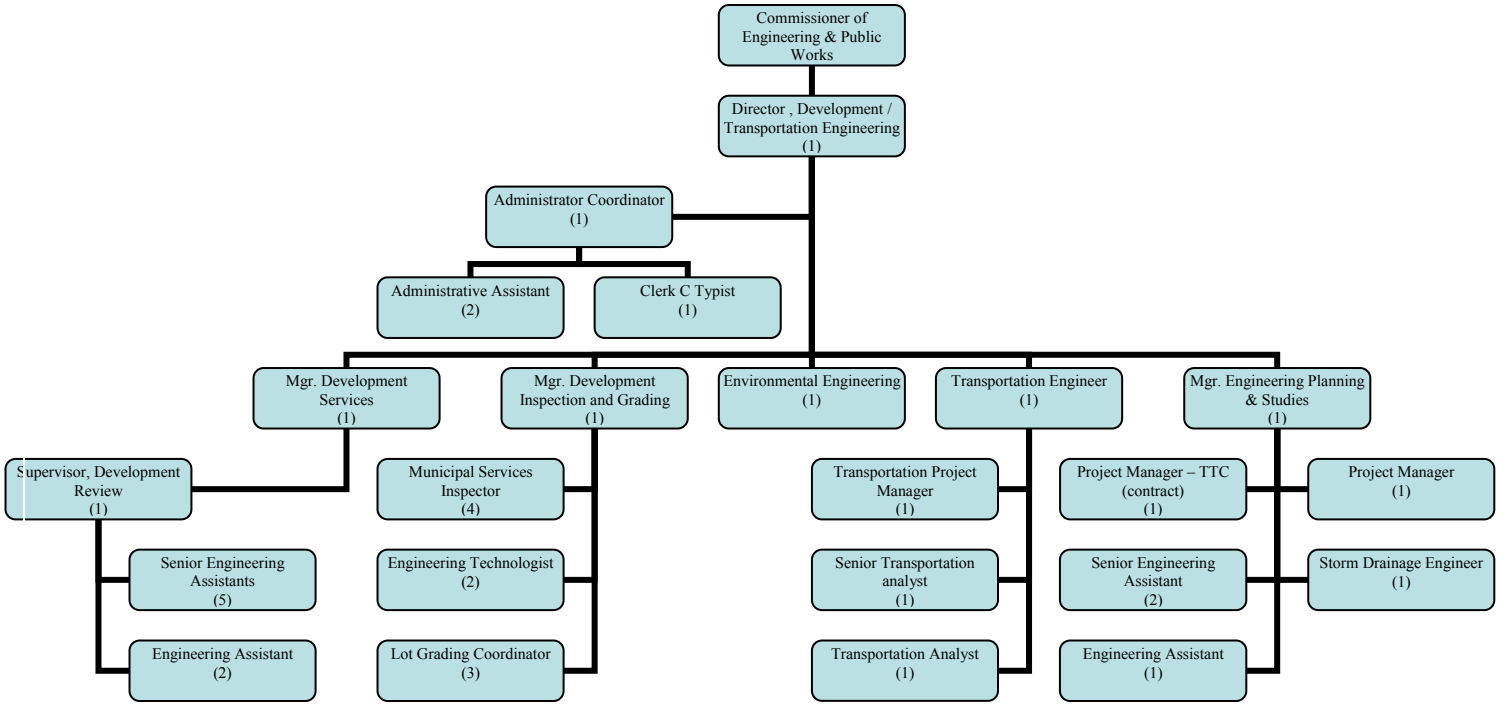
2011-12 Business Plan

BUSINESS OVERVIEW

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

The Development / Transportation Engineering Department is responsible for the planning, design and construction of the road, sewer and watermain infrastructure necessary to service the City's residential, industrial and commercial growth and participates in the Regional and Provincial initiatives associated with development and transportation services in the area.

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



Full Time, Part Time and Overtime – Budgeted Amounts

	2010	2011 Base	Approved 2011 ARR	2011 Final	Carry Forward Gapping to 2012	2012 ARR
Full Time	35	35	1	36	0	2
Part Time	1	1	1	2	0	1
Overtime	$34,760	$34,755	$4,500	$44,755		$5,000

2011-12 Business Plan

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

- Mayor and Councillors
- Businesses in Vaughan
- Citizens of Vaughan
- Developers / Builders / Consultants
- Region of York / External Authorities & Agencies
- TRCA
- Development Planning Department
- Building Standards Department
- Clerks Department
- Public Works Department
- Reserves & Investment Department

2011-12 Business Plan

Work Plan:

Link to Vaughan Vision 2020: (list the Vaughan Vision strategic goals which links with the departments core responsibilities)
A-1 Pursue Excellence in Service Delivery
A-3 Lead and Promote Environmental Sustainability
C-5 Plan and Manage Growth & Economic Vitality

SI 2 Conduct the 5-year comprehensive review of the Official Plan as part of the Growth Management Strategy 2031 including; support and coordinate land use planning for high capacity transit at strategic locations in the City and prepare a land use plan for the Vaughan enterprise zone and employment lands

SI 6 Plan for infrastructure renewal: Complete a local water, wastewater and storm sewer assessment system model.

SI 12 Review the Engineering Department design criteria and strategy for storm drainage and storm water management facilities to reflect climate changes and emerging legislation, and protection from significant flooding.

SI 19 Complete and implement the Growth Management Strategy including completion of a Transportation Master Plan, Water, Wastewater and Storm Water Master Plan, Secondary Plan Master Servicing Studies and Optimization studies.

SI 21 Create a city wide Engineering master plan for servicing and allocation. Servicing phase until 2011. Review annually.

SI 22 Continue the implementation plan for Langstaff, Teston and Kirby Road links.

SI 32 Work with other levels of government to continue to support the expansion of the GO System and public/rapid transit.

Link to Green Directions

1.1.5 (Green Directions) develop an emissions reduction plan (PCP Milestone 2) for City facilities. This reduction plan should examine;

- Potential savings in new building and existing infrastructure
- Energy conserving streetlight pilots
- Support for local, renewable sources of energy

1.3(Green Directions) To support enhanced standards of storm water management at the City and work with others to care for Vaughan's watersheds

2.3(Green Directions) To create a City with sustainable built form

3.1(Green Directions) To develop and sustain a network of sidewalks, paths and trails that supports all modes of non-vehicular transportation

3.2(Green Directions) To develop and sustain a network of roads that supports efficient and accessible public and private transit

3.3(Green Directions) To reduce single occupant vehicle (SOV) trips by supporting active transportation, car pooling and public transit.

2011-12 Business Plan

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

- To improve service delivery and realize work process efficiencies, the Development & Transportation Engineering Department will be assuming the responsibility of the receipt and processing of all applications related to approval of urban lot grading and pool enclosures permits, which is currently being done by Building Standards. On average, the City receives approximately 2,600 of these types of permits per year. This process change will take place after the move to the New City Hall and when adequate resources are in place.
- Undertake a comprehensive review of the fees and charges related to Development Engineering activities including engineering review of new subdivisions, site plans, grading permits, construction inspection and assumption process to ensure that revenue collected equals the departments operating costs (development pays for development).
- Continue to coordinate and facilitate rapid transit projects in the City including the Hwy 7 BRT, Spadina and Yonge Subway Extensions, Go Transit expansions and Regional Road widening for HOV lanes.
- Participate and facilitate Provincial Highway extensions/Improvements including Hwy 427, GTA West, 407 Transitway, etc,.
- Transition from traditional forms of residential development (low density) to a higher density / intensification built form (48% intensification).
- Implementation of the City-wide Transportation Master Plan in consultation with other levels of governments such as the Province, Region of York and Metrolinx.
- Respond to changes in Regional and Provincial environmental and sustainability policies and legislation such as Sewer Infiltration/Inflow Reduction, Water Efficiency, Erosion & Sediment Control, Environmental Contaminated Site Assessment (Brownfield Act), sewer and water infrastructure commissioning standards.
- Development of an allocation strategy related to the growth management plan in the New Official Plan.
- Undertaking a comprehensive review of the Engineering component of the Development Charge By-law following approval of the new Official Plan.
- Advance the programming and implementation of the Pedestrian and Cycling Master Plan and other forms of active transportation.

Business Plan Objectives (list the status of 2010 business plan objectives and the method of measuring successful implementation. As well, list 2011-12 business plan objectives in the appropriate section)

Prior Year Business Plan Objectives / Accomplishments:	**Year**	**Status**	**Outcome/Results**
Reported on the completed Hwy 427 Environmental Assessment	2010	Completed	Finalized alignment of Hwy 427
Preparation of the City's Transportation Master Plan	2011	80% Completed	Report to Council in early 2011 and then implementation
Coordinate and facilitate the City's review of rapid transit projects including the Spadina Subway Extension Project	2015	On-going	Rapid Transit service to Vaughan
Undertake Energy Efficient Street Light Pilot Project	2010	Completed	Retrofit of about 1500 existing street light to LED technology

DEVELOPMENT / TRANSPORTATION ENGINEERING

2011-12 Business Plan

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

Business Plan Objectives:	Timeline	Outcome	Resources
2011 (Top 3 Objectives)			
1.Complete City Transportation Master Plan	Q3-2011	Approved Master Plan	Existing complement & consultant
2. Coordinate and facilitate the City's review of rapid transit projects including the Spadina Subway Extension Project	On-going	Rapid Transit service to Vaughan	Consultant and/or contract staff
3. Undertake comprehensive review of engineering design criteria and standards	2011	Updated City Standards	Existing complement & consultant
4. Complete the city-wide water, wastewater and storm water master plan	2011	Approved Master Plan	Existing complement & consultant
2012 (Top 3 Objectives)			
1. Coordinate and facilitate the City's review of rapid transit projects including the Spadina Subway Extension Project	On-going	Rapid Transit service to Vaughan	Consultant and/or contract staff
2.Implement and promote Active Transportation and Travel Demand Management	On-going	Increase in transportation model split	Additional Staff Required
3. Service delivery improvements	On-going	More efficient work process	Existing complement
Other			

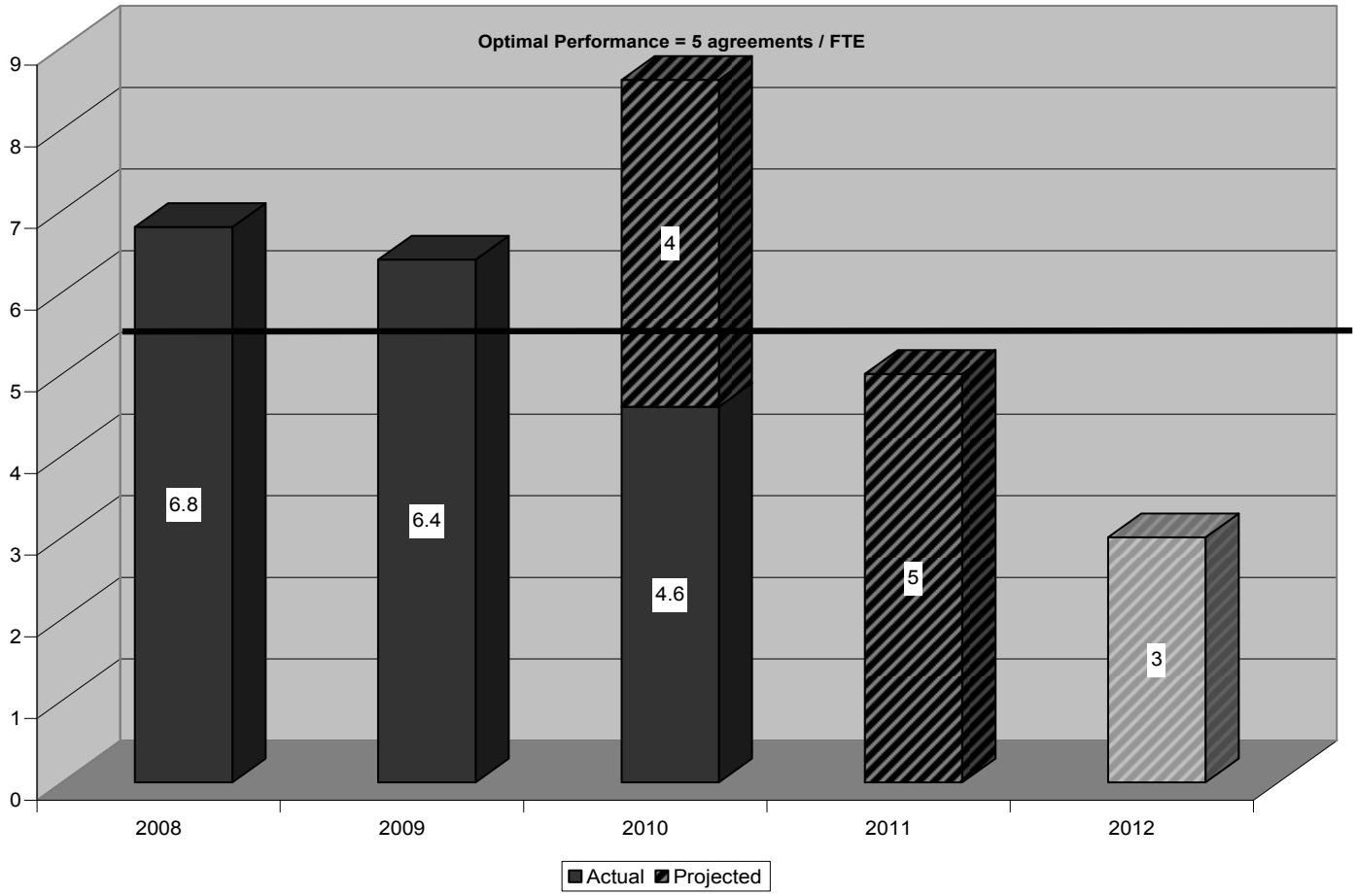
Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2010, 2011 and 2012)

1. # of executed agreements / FTE
2. # of site plans and Committee of Adjustment applications
3. Construction costs for processed subdivision agreements / FTE
4. # of grading permits / FTE including new development, infill, and pool
5. # of studies / FTE
6. # of complaints resolved

2011-12 Business Plan

BUSINESS OVERVIEW:

Measurement: Number of Executed Agreements / Year per FTE



Key Conclusion: (What are some assumptions about the performance measure which should be stated)

Staff levels in the Development Review section have remained constant since 2001. However, the number and complexity of Subdivision agreements have steadily increased since then. In order to maintain the level of service objectives the Engineering review process was changed to put more emphasis on the Engineering Consultant with respect to the design submissions (Complete Submission) so available resources could allocate more time to the preparation of the subdivision/development agreements. It is anticipated that staff will prepare a total of 43 subdivision agreements in 2010. Based on the availability of sewage / water capacity, it is anticipated that the pace of growth will slow over the next couple of years. The majority of new subdivisions to proceed in 2011-2012 will be from Blocks 40 South, Kleinburg/Nashville, infills and some higher density buildings.

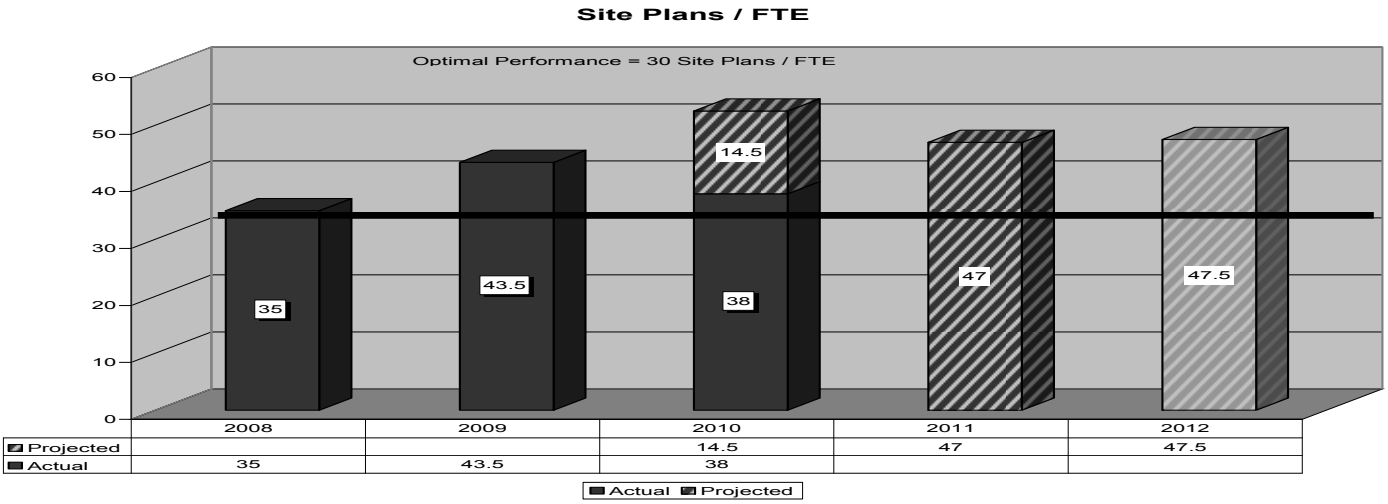
Notes about the Measure: (What are some assumptions about the performance measure which should be stated)

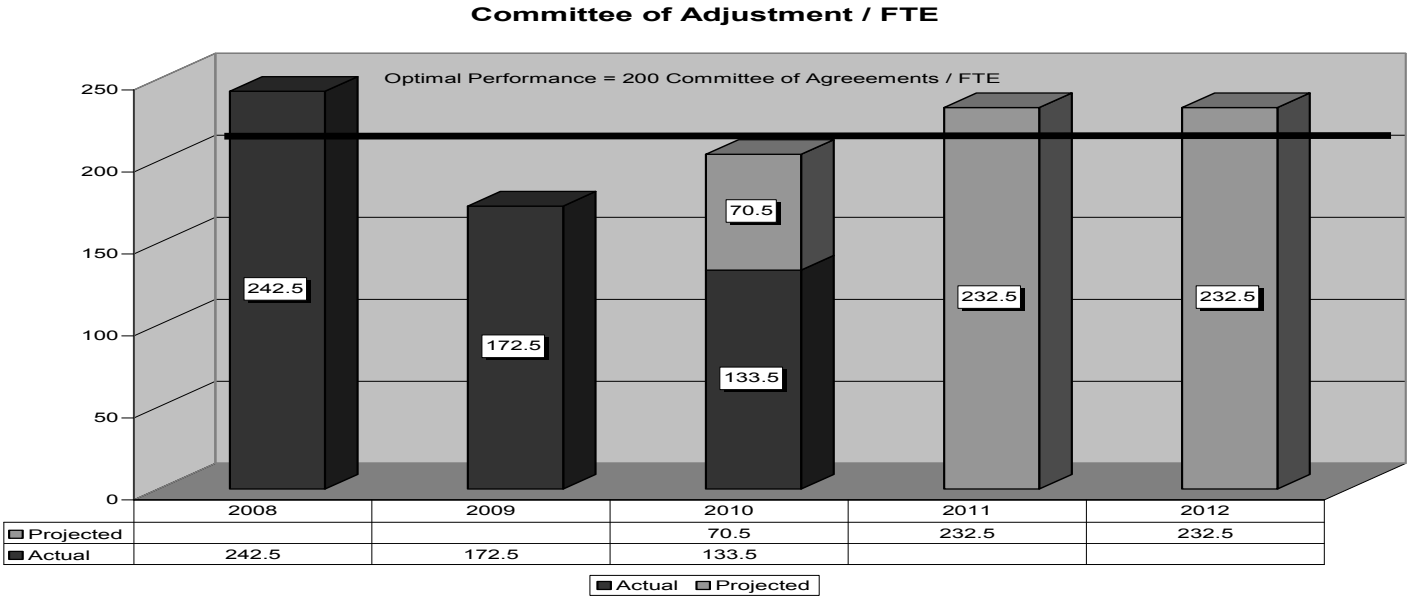
The Optimal Performance target of five agreements per FTE is a reasonable balance between agreement preparation and engineering review. Since 2006, staff workload has exceeded this level, which has required more overtime. It should be noted that the spike in agreement in 2006 was due to the preparation of multiple spine and model home agreements and additional resources and overtime were temporarily reallocated internally to manage this workload.

2011-12 Business Plan

BUSINESS OVERVIEW:

Measurement: Number of Approved Site Plan and Committee of Adjustment Applications





Key Conclusion: (What are some assumptions about the performance measure which should be stated)

The volume of site plan submissions increased in 2010 due to the requirement for townhouse developments to obtain site plan approval and processing of site plan submissions related to amendments to previously approved site plans. It is anticipated that volume of site plan applications will remain constant over the next couple of years.

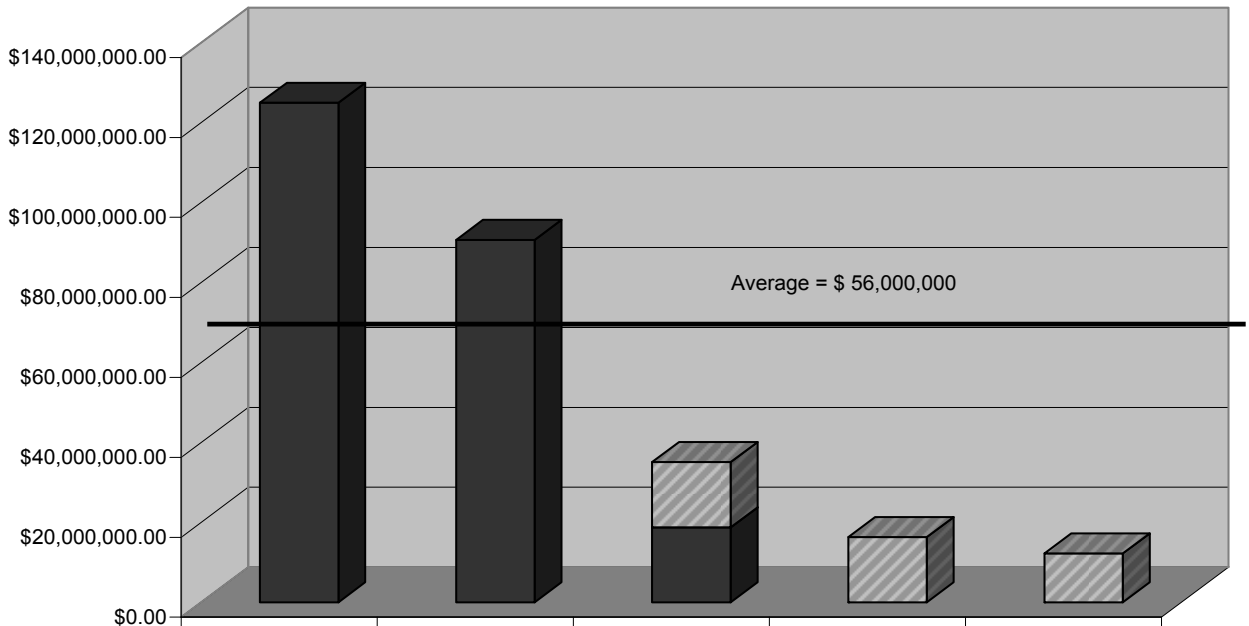
Notes about the Measure: (What are some assumptions about the performance measure which should be stated)

It is important to note that there are approximately 40 Site Plans Applications in process per FTE at any given time. The Optimal performance per FTE is 30 approved Site Plan applications and 250 Committee of Adjustment applications per year.

BUSINESS OVERVIEW:

2011-12 Business Plan

Measurement: Construction Value for Processed Subdivision Agreement per year



	2008	2009	2010	2011	2012
Projected Construction Value / LC			$16,306,000.00	$16,306,000.00	$12,229,000.00
Actual- Construction Value / LC	$124,916,235.00	$90,658,000.00	$18,750,836.00		

Actual- Construction Value / LC Projected Construction Value / LC

Key Conclusion: (What are some assumptions about the performance measure which should be stated)

It is anticipated that construction activity will be lower in 2011 than previous years because the majority of the new lots in Blocks 11, 12, 18 and 33W will be serviced by roads and municipal services constructed under subsequent phases. The projected value of construction in 2010 is based on the expectation that 34 new subdivisions will proceed with servicing. Based on the availability of sewage / water capacity, it is anticipated that the pace of growth will slow over the next couple of years which will reduce the extent of servicing as reflected in the graph above.

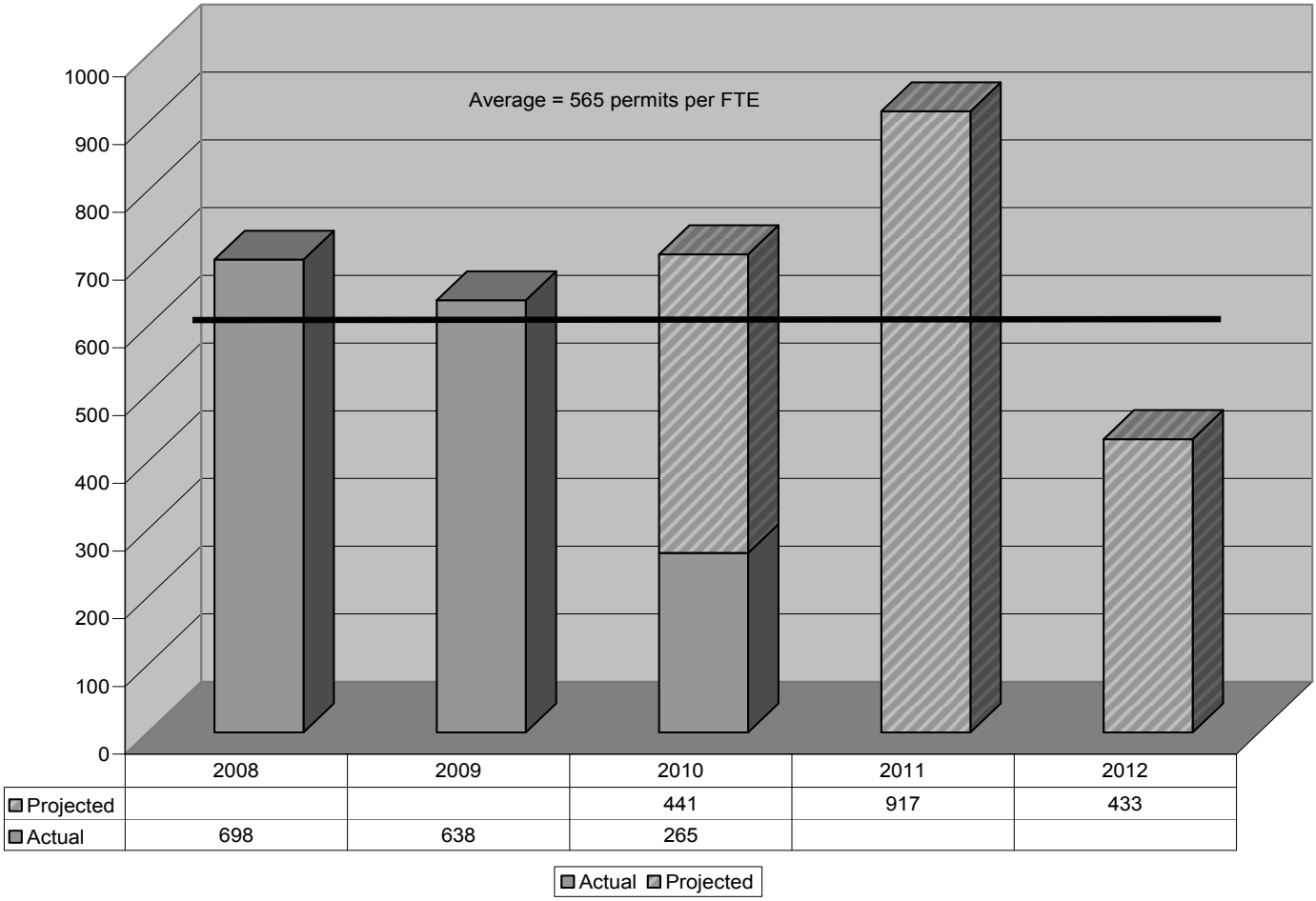
Notes about the Measure: (What are some assumptions about the performance measure which should be stated)

The average construction value is based on the presented five year period. The Development Engineering Fee is based on is based on 3.5% of the yearly construction value so there will be a corresponding decline in revenue in 2011/12.

BUSINESS OVERVIEW:

2011-12 Business Plan

Measurement: Number of Grading Permits / FTE



	2008	2009	2010	2011	2012
Projected			441	917	433
Actual	698	638	265		

Key Conclusion: (What are some assumptions about the performance measure which should be stated)

Over the next year, it is anticipated that traditional residential development will slow marginally due to economic influences and the current limitations on the availability of servicing capacity. Taking this into consideration, it is also anticipated that this slowdown will induce an increase in infill, pool and addition construction as more subdivisions are assumed. The projected volume of work translates into about 600 permits per FTE, which is still a heavy workload.

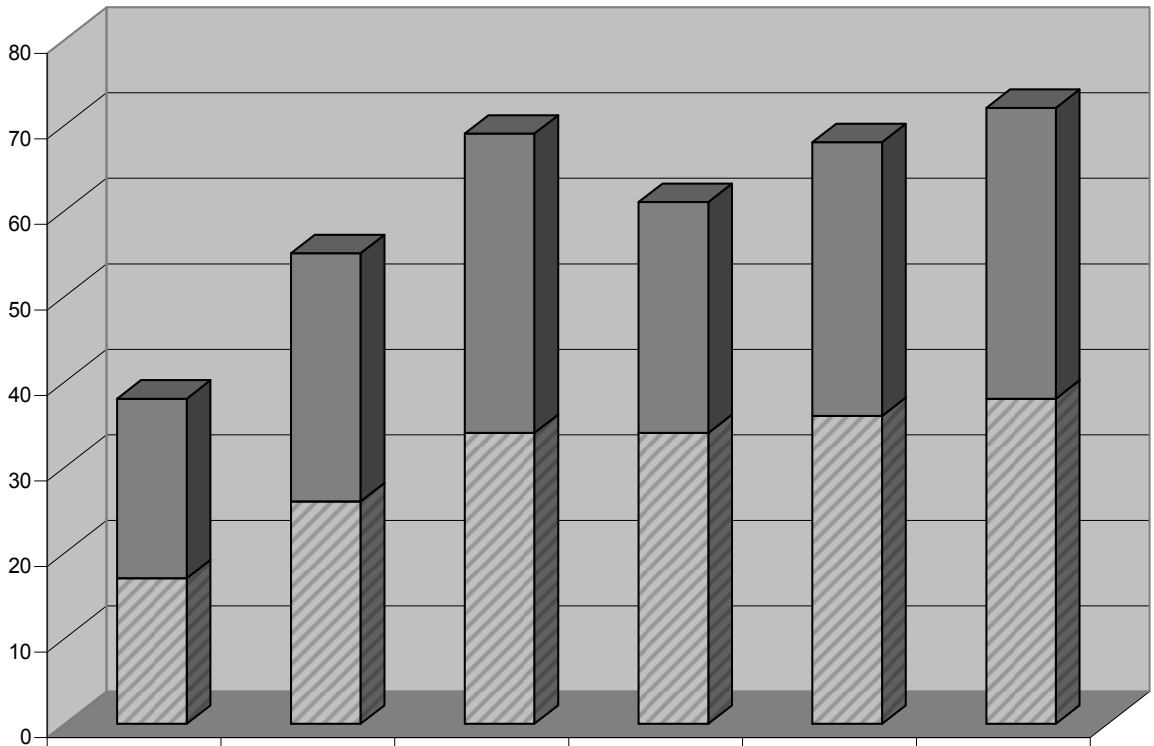
Notes about the Measure: (What are some assumptions about the performance measure which should be stated)

Typically, there is about a four month gap between the execution of the subdivision agreement and the processing of building permits.

2011-12 Business Plan

BUSINESS OVERVIEW:

Measurement: Number of studies / FTE



	2007	2008	2009	2010	2011	2012
Transportation Section	21	29	35	27	32	34
Planning & Studies Section	17	26	34	34	36	38

Planning & Studies Section Transportation Section

Key Conclusion: (What are some assumptions about the performance measure which should be stated)

Over the past several years, the number and complexity of engineering / transportation studies have increased. Many of these studies are multi-year undertakings such as Servicing Studies, Master Plans, MESP's and Class EA's, which require significant staff time and resources to manage and successfully complete. It is expected that this trend will continue based on the ongoing growth management strategy and other Regional and Provincial initiatives within Vaughan such as the Spadina and Yonge Subway extensions, Metrolinx RTP, Highway expansions and new environmental and sustainable initiatives.

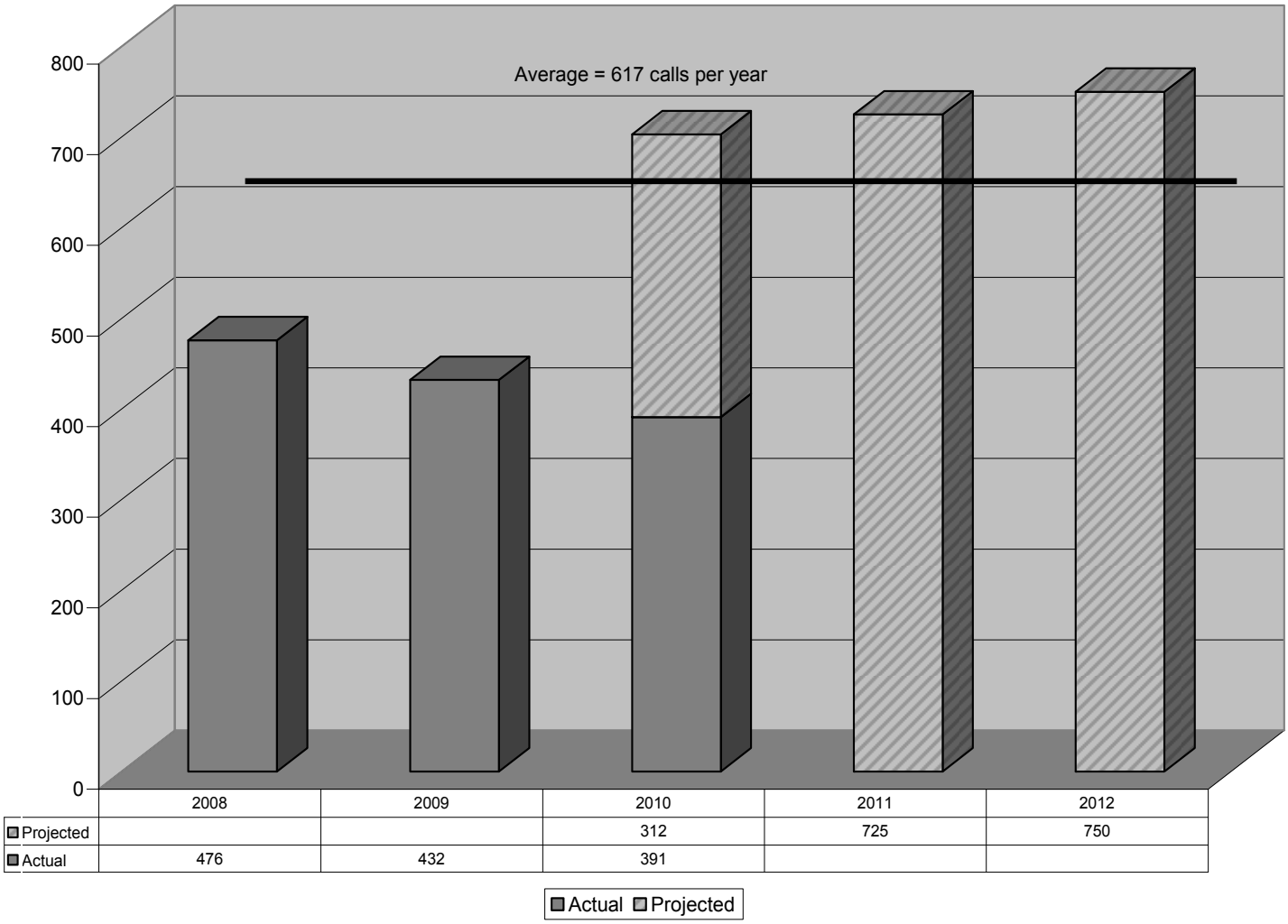
Notes about the Measure: (What are some assumptions about the performance measure which should be stated)

In addition to all studies noted regular input and comment are provided by Planning and Studies and Transportation Sections in support of all Development applications. Planning and Studies section is comprised of 6 F/T complements with an average 6 studies per FTE. Transportation Engineering section is comprised of 4 F/T complements with an average of 9 studies per FTE. The number of studies noted above includes both City initiated studies and staff participation on steering and technical liaison committees associated with studies undertaken by other authorities, the Region and the Province.

BUSINESS OVERVIEW:

2011-12 Business Plan

Measurement: Number of Complaints



	2008	2009	2010	2011	2012
Projected			312	725	750
Actual	476	432	391		

Key Conclusion: (What are some assumptions about the performance measure which should be stated)

It is anticipated that construction and grading related complaints will continue at current rates until the complete build out of the development areas. On average, the Development Engineering Department receives 617 calls per year with 88% of these calls occurring between March and November. A complaint tracking system was introduced in April 2007 to effectively manage these complaints. At this time, only the Municipal Services – Development are using this tracking system and lot grading complaints are tracked through AMANDA. All construction related complaints and enquiries are addressed by the Development Inspection and Grading Section.

Notes about the Measure: (What are some assumptions about the performance measure which should be stated)

On average, the Development Engineering Department receives 617 calls per year with 88% of these calls occurring between March and November

DEVELOPMENT / TRANSPORTATION ENGINEERING

2011-12 Business Plan

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

The Development/Transportation Engineering Department is responsible for the planning, design and construction of the road, sewer and watermain infrastructure necessary to service the City's residential, industrial and commercial growth and participates in the Regional and Provincial initiatives associated with development of the transportation services in the area.

The Development / Transportation Engineering Department provides a high quality customer service through the timely review, approval, administration and quality assurance of land development and servicing projects. In addition, the Department provides sound overall engineering and transportation planning of municipal infrastructure, reflecting environmental initiatives, planning and growth management objectives.

Over the next year, it is anticipated that traditional residential development will slow marginally due to economic influences and the current limitations on the availability of servicing capacity. Accordingly, Development Engineering Fee revenue is expected to decline as well. This slowing in development activity will bring staff workload levels down to more manageable levels in the Development Engineering and Municipal Inspection/lot Grading Sections of the Department. However, staff is actively involved in managing a number of macro engineering studies including the City's Transportation and Servicing Master Plans and associated Class EA studies that are associated with the new Official Plan. In addition, staff will be participating as technical advisors on other Provincial and Regional projects/studies such as the Spadina and Yonge Subway extensions, Metrolinx RTP and Regional TMP and Servicing Master Plans.

Commissioner Sign-off **Date (mm/dd/yy)**

Engineering Services

City of Vaughan
Revenue/Expenditure Summary Report
2011-12 Operating Budget

			2010 Actual	2010 Budget	2011 Budget	% of Total Budget	Budget Variance $	Budget Variance %	2012 Forecast
					2011				
Engineering Services	Revenue	Rev. frm Recov. Exp	(142,695)	(116,322)	(132,509)	100.0%	(16,187)	13.92%	(134,923)
	Total Revenues		**(142,695)**	**(116,322)**	**(132,509)**		**(16,187)**	**13.92%**	**(134,923)**
	Labour Costs	Staffing Costs (incl Benefits)	2,611,708	2,856,991	3,259,021	81.9%	402,030	14.07%	3,616,410
	Other Expenses	Service Contracts and Materials	215,362	447,340	455,098	11.4%	7,758	1.73%	463,321
		Staff Development & Training	39,085	53,700	58,645	1.5%	4,945	9.21%	54,645
		Office Equipment & Furniture	23,637	41,360	48,811	1.2%	7,451	18.01%	37,311
		Office Supplies& Expenses	22,162	38,600	37,811	0.9%	(789)	-2.04%	46,091
		Corporate Accounts	28,840	28,840	34,330	0.9%	5,490	19.04%	36,500
		General Mtce & Repairs	22,627	22,980	22,988	0.6%	8	0.03%	22,988
		Meals & Travel	11,142	20,280	22,142	0.6%	1,862	9.18%	20,942
		Professional Fees	1,306	17,040	15,305	0.4%	(1,735)	-10.18%	15,305
		Communications	7,078	10,440	11,237	0.3%	797	7.63%	10,437
		Tools & Equipment	11,148	6,720	9,132	0.2%	2,412	35.89%	8,932
		Other	169	480	5,330	0.1%	4,850	1,010.42%	5,330
		Community Advertising & Promotion	0	600	565	0.0%	(35)	-5.83%	565
		Utilities & Fuel	0	0	0	0.0%	0	0.0%	0
		Total Non Labour Costs	**382,556**	**688,380**	**721,394**	**18.1%**	**33,014**	**4.8%**	**722,367**
	Total Expenses		**2,994,264**	**3,545,371**	**3,980,415**	**100.0%**	**435,044**	**12.27%**	**4,338,777**
	Net Expenditures		**2,851,569**	**3,429,049**	**3,847,906**		**418,857**	**12.21%**	**4,203,854**

2011 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2011 Impact		Net 2012 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget $	FTE	Budget $	FTE	Budget $	FTE	Budget $
Administrative Assistant	FT	1.0	75,348		75,348			1.00	75,348	-	(4,000)
Manager of Traffic Engineering	FT	1.0	125,527	-	125,527	-	-	1.00	125,527	-	(4,200)
Municipal Services Inspector	FT	1.0	97,744	(97,744)	0			1.00	0	-	0

2012 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2012 Impact		Net 2013 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget $	FTE	Budget $	FTE	Budget $	FTE	Budget $
Project Manager	FT	1.0	101,141	(101,141)	0	-	-	1.00	0	-	0
Capital Design team	FT	2.0	182,789	(182,789)	0	-	-	2.00	0	-	0
Traffic Analyst	FT	1.0	84,862	-	84,862	-	-	1.00	84,862	-	0
Traffic Technician	FT	1.0	58,487	-	58,487	-	-	1.00	58,487	-	0

Capital Budget

Comm. of Engineering & PWs
Engineering Services

Year Identified	Project #	Project Name	Project Type	Total Budget	Operating Budget Impact	TCA
2007	EN-1855-11	2011 Pavement Management Program - Phase I	Infrastructure Replacement	$4,025,000		Y
2007	EN-1840-11	2011 Pavement Management Program - Phase II	Infrastructure Replacement	$5,875,000		Y
2010	EN-1856-11	Construction of Sidewalk - Dufferin Street from Langstaff Road to Ruth	Growth/Development	$587,100		Y
2010	EN-1857-11	Construction of Sidewalk on Dufferin Street from Rutherford Road to M	Growth/Development	$66,950	$4,000	Y
2010	EN-1838-11	Construction of Sidewalks - Langstaff Road	Growth/Development	$309,000	$1,000	Y
2010	EN-1711-11	Construction of Turning Lane at Bathurst St. & Atkinson Ave.	Additional Funding	$283,250		Y
2011	EN-1865-11	Highway 407 Station Jane St. Sidewalk & Streetlighting	Growth/Development	$360,500		Y
2010	EN-1863-11	Intersection Improvement - Edgeley Boulevard and Highway 7	New Infrastructure	$315,000	$1,000	Y
2006	EN-1624-11	Langstaff Road Watermain Crossing	Additional Funding	$154,500		Y
2010	EN-1754-11	Multi-use Path - Teston Road	Growth/Development	$1,236,000	$4,000	Y
2010	EN-1862-11	Municipal Structure Inspection and Reporting	Legal/Regulatory	$123,600		N
2009	EN-1849-11	Oversize Street Name Sign Blades	Legal/Regulatory	$61,800		Y
2010	EN-1854-11	Pine Valley Dr. Culvert Headwall and Spillway Repair	Infrastructure Replacement	$125,000		Y
2007	EN-1660-11	Rimwood Subdivision Road Reconstruction	Infrastructure Replacement	$2,060,000		Y
2010	EN-1832-11	Rural Road Upgrade - Cold Creek Road	Infrastructure Replacement	$607,700		Y
2010	EN-1859-11	Sidewalk and Streetlight Construction on Rutherford Road	Growth/Development	$2,163,000	$4,000	Y
2008	EN-1753-11	Sidewalk Construction - Kirby Rd., from Keele St. to Dufferin St.	Growth/Development	$927,000	$6,000	Y
2010	EN-1834-11	Sidewalk Replacement - Islington Avenue	Infrastructure Replacement	$50,000		Y
2009	EN-1830-11	Top Lift Asphalt - 2011- Various Locations	Infrastructure Replacement	$1,184,500		Y
2007	EN-1842-11	Traffic Data Collecting Equipment	New Equipment	$87,550		Y
2009	EN-1848-11	Traffic Sign Assessment	Legal/Regulatory	$51,500	$2,000	Y
2010	EN-1843-11	Traffic Signal Improvements	Legal/Regulatory	$206,000		Y
2010	EN-1860-11	Traffic Signal Installation - Applewood Crescent and Portage Parkway	Growth/Development	$142,140		Y
2008	EN-1733-09	Watermain Replacement - Major Mackenzie Drive	Additional Funding	$1,030,000		Y
2010	EN-1831-11	Watermain Replacement - Various Streets in Kleinburg	Infrastructure Replacement	$1,838,550		Y
				$23,870,640		

Engineering Services Department

2011-12 Business Plan

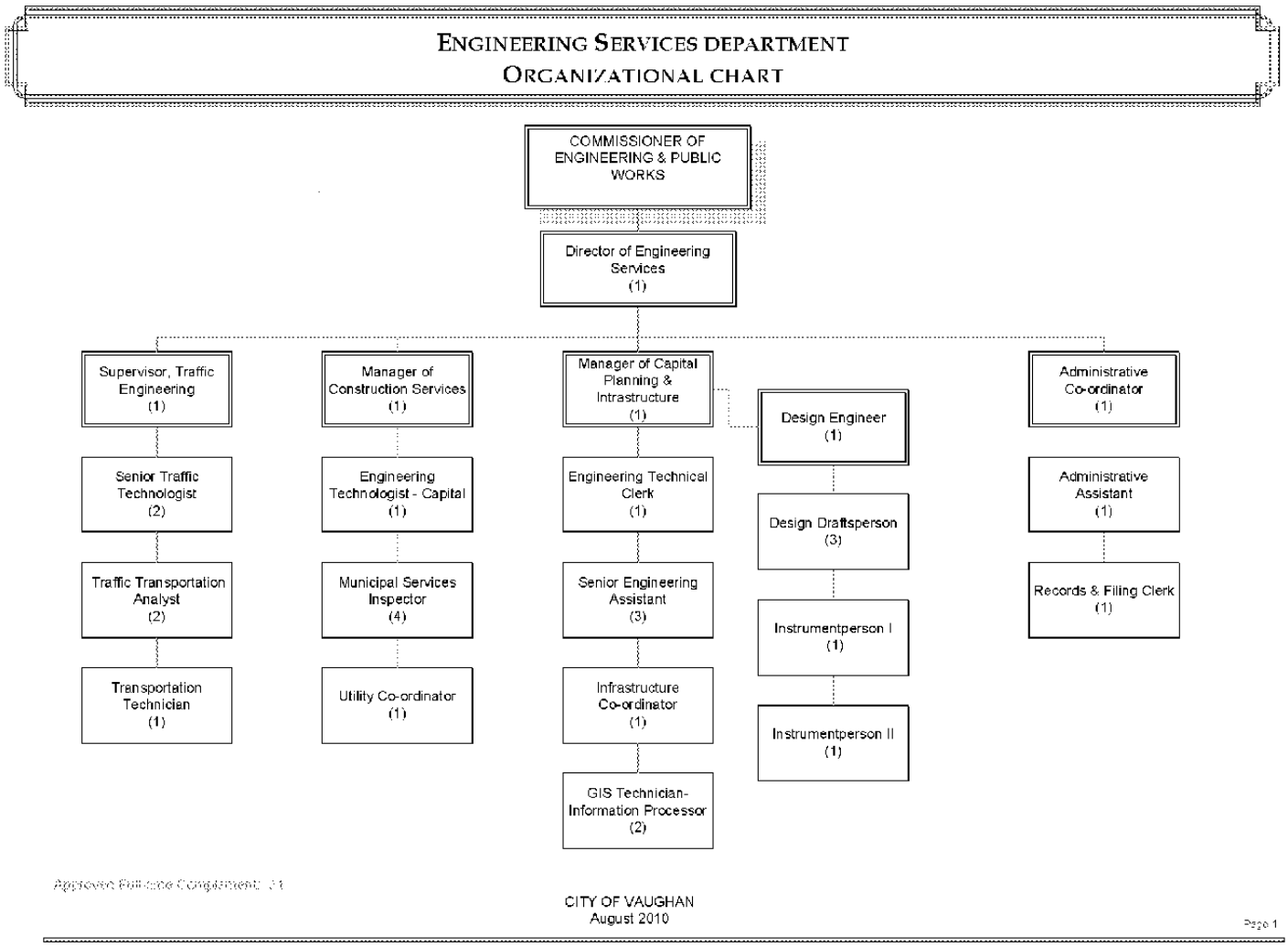
BUSINESS OVERVIEW

Service Statement:

The Engineering Services Department is responsible for capital project planning, design, review, construction and inspection of the City's linear infrastructure. This infrastructure includes roads, sidewalks, water mains, bridges, culverts, street lighting, sanitary and storm sewers, and all traffic signals. The Department is also responsible for asset management of the above mentioned infrastructure. The Traffic Engineering division within the Department is responsible to ensure the safety of all users on the City owned roads, sidewalks and walkways.

Our staff expertise is made up of Engineers, Technologists and Technicians that perform a wide variety of duties including project management, engineering studies, design, inspection, drafting, data management and surveying.

Service Profile:



Full Time, Part Time and Overtime – Budgeted Amounts

	2010	2011 Base	Approved 2011 ARR	2011 Final	Carry Forward Gapping to 2012	2012 ARR
Full Time	31	31	3	34	0	5
Part Time	2	2	0	2	0	0
Overtime	$51,126	$51,125	$4,500	$55,625		$2,000

Key Stakeholders:

- Mayor and Councillors
- Citizens of Vaughan
- Businesses in Vaughan
- Region of York / External Authorities & Agencies
- Public Works Department
- Development/Transportation Engineering Department

Work Plan:

Link to Vaughan Vision 2020:

Service Excellence

- Enhance and Ensure Community Safety, Health & Wellness
- Lead and Promote Environmental Sustainability

Management Excellence

- Enhance Productivity, Cost Effectiveness and Innovation
- Maintain Assets & Infrastructure
- Ensure Financial Sustainability

Future Pressures and Opportunities:

Successful planning and delivery of the capital program, as well as the timely completion of requested traffic studies and investigations continue to be challenges for the Department. The aging infrastructure will continue to place pressures on Engineering Services, by requiring regular increases in capital budget dollars. PSAB 3150 reporting requirements has resulted in additional workload and a change in business processes within the Department to ensure the City remains compliant. Staffing levels should increase to reflect the additional increases in future capital budgets. Improved program planning within the Capital Planning and Infrastructure Division could alleviate some of the delivery issues in Design Services as well as Construction Services. As the City transitions and transforms from a growing suburban municipality to a fully urban space, this will create new challenges for Traffic Engineering Services to ensure the safety of all pedestrians, cyclists and vehicular traffic on the City owned roads, sidewalks and walkways.

Business Plan Objectives

Engineering Services Department

2011-12 Business Plan

Prior Year Business Plan Objectives / Accomplishments:	**Year**	**Status**	**Outcome/Results**
Capital Projects: 1. Effective management of capital projects	2007	ongoing	Increased value of projects delivered from $11.5M in 2008 to $17M in 2009 with no increases in staffing levels.
Infrastructure Management Services: 1. Develop and Implement an Infrastructure Management System (IMS). Evaluate and assess the long term municipal rehabilitation and reconstruction strategy. a. Bridges/Structures b. Pavement c. Piped Infrastructure Dataset	 2007 2007 2007	 ongoing complete ongoing	Multi-year pavement management program provides basis for Capital Plan
2. To meet the demands for surveys annually • Geodetic Control Survey Monuments (annual Program)			
3. To effectively manage infrastructure management projects on an annual basis	2007	ongoing	
4. Develop a local water, wastewater and sewer assessment.	2008	ongoing	
5. Develop and implement a system to manage the maintenance and repair of the City's sidewalk system.	2008	ongoing	
Construction Services: 1. Manage the Capital construction processes ensuring that the interests of the City of Vaughan, including citizens and businesses are met. 2. Automation of permitting system	2007 2007	ongoing ongoing	
Traffic Engineering Services 1. Ensure networks for vehicular and pedestrian traffic areas, planned, designed and constructed safely within the City.	2007	ongoing	
2. Develop and implement a data recording and information management program fro efficiently operating the road network.	2007	In progress	Increased volume of traffic studies per year through efficiencies.
3. Implemented a Speed Compliance Program in collaboration with York Region Police	2010	ongoing	
4. Implement the use of pedestrian countdown signals.	2010	In progress	
5. Continue with the testing of the retro-reflectivity of traffic signs.	2008	ongoing	
6. Develop and implement programs to ensure City meets Legislative requirements (i.e. to ensure the minimum sight line of 65.0 metres is achieved viewing a stop sign) and to ensure all other regulatory and warning signs are clearly visible and meet all installation guidelines.	2010	ongoing	

Engineering Services Department

2011-12 Business Plan

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

Business Plan Objectives:	Timeline	Outcome	Resources
2011 (Top 3 Objectives)			
Capital Planning and Infrastructure Division:			
1. The completion and successful delivery of all approved 2011 capital project designs, as well as the completion and successful delivery of any Capital Project designs from previous years.	2011	To deliver capital designs within planned timelines	None
2. Development of a 5 year pavement management program for the years 2012-2016.	2011	A five-year priority listing of pavements for use in capital project planning	None
3. Implementation of Asset Management Strategic Plan	2014	Completion of year 1 goals from Commission's Asset Management Strategic Plan	None
Construction Services Division:			
1. Manage capital projects in the construction phase to ensure their successful completion within budget and within the timelines specified.	2011	Delivery of all capital projects within budget and on time.	
2. Reduce the amount of money being spent on outside consulting services for contract administration by hiring additional staff.	2011	Reduction in future Capital Budget requests.	Additional Municipal Services Inspector
Traffic Engineering Services Division			
1. Continue with the review of the City's traffic signals to ensure they are all operating at an appropriate level of Service (for volume, delay, capacity). Review signal coordination on the City's main arterial roads.	ongoing	To maintain an acceptable level of service at each intersection.	none
2. Continue with the testing of the reflectivity sheeting on existing stop signs to ensure that they meet industry standards based on pilot program completion in 2008.	ongoing	To ensure stop sign inventory meets Legislative requirements.	
3. Continue with the annual testing of the retro-reflectivity of the applied paint and beads during our pavement marking program.	ongoing	To ensure all pavement markings meet Legislative requirements.	Additional Traffic Technician

Engineering Services Department

2011-12 Business Plan

2012 (Top 3 Objectives)			
Capital Planning and Infrastructure:			
1. The completion and successful delivery of all approved 2012 capital project designs, as well as the completion and successful delivery of any Capital Project designs from previous years.	2012	To deliver capital designs within planned timelines	Additional Design Draftsperson and Project Manager
2. Improve the capital planning process to integrate output from the pavement management program with sidewalk, street lighting watermain and sewer infrastructure needs and provide more accurate budgeting. Including the provincial legislative requirements for Bridge Inspections and any associated rehabilitation.	2012	A five-year cross asset renewal program	Additional Design Draftsperson and Project Manager
3. Implementation of Asset Management Strategic Plan	2014	Completion of year 2 goals from Commission's Asset Management Strategic Plan	Additional Design Draftsperson and Project Manager
Construction Services:			
1. Manage capital projects in the construction phase to ensure their successful completion within budget and within the timelines specified.	2012	Delivery of all capital projects within budget and on time.	Additional Project Manager
2. Reduce the amount of money being spent on outside consulting services for contract administration by hiring additional staff.	2012		Additional Project Manager
Traffic Engineering:			
1. Continue with the review of the City's traffic signals to ensure they are all operating at an appropriate level of Service (for volume, delay, capacity). Review Signal coordination on the City's main arterial roads.	ongoing	To maintain an acceptable level of service at each intersection.	
2. Continue with the testing of the reflectivity sheeting on existing stop signs to ensure that they meet industry standards based on pilot program completion in 2008.	ongoing	To ensure stop sign inventory meets Legislative requirements.	Additional Traffic Analyst
3. Continue with the annual testing of the retro-reflectivity of the applied paint and beads during our pavement marking program.	ongoing	To ensure all pavement markings meet Legislative requirements.	

Key Performance Indicators:

Capital Planning and Infrastructure:

- Percentage of design completed and works in progress within current capital budget year.
- Level of service of pavement management program
- Total number of surveys completed per FTE

Construction Services:

- Final Contract price as a percentage of tendered prices.
- Total Budget vs. Number of contracts
- Number of permits per FTE

Traffic Services:

- Number of requests processed per FTE
- Number of studies in progress per FTE

BUSINESS OVERVIEW:

Key Conclusion: (What are some assumptions about the performance measure which should be stated)

Traffic:
As the city continues to grow in population and the road network increases, programs to meet Legislative requirements and industry standards/guidelines should be maintained. To ensure this work is completed additional staff compliments are required to achieve the departments goals.

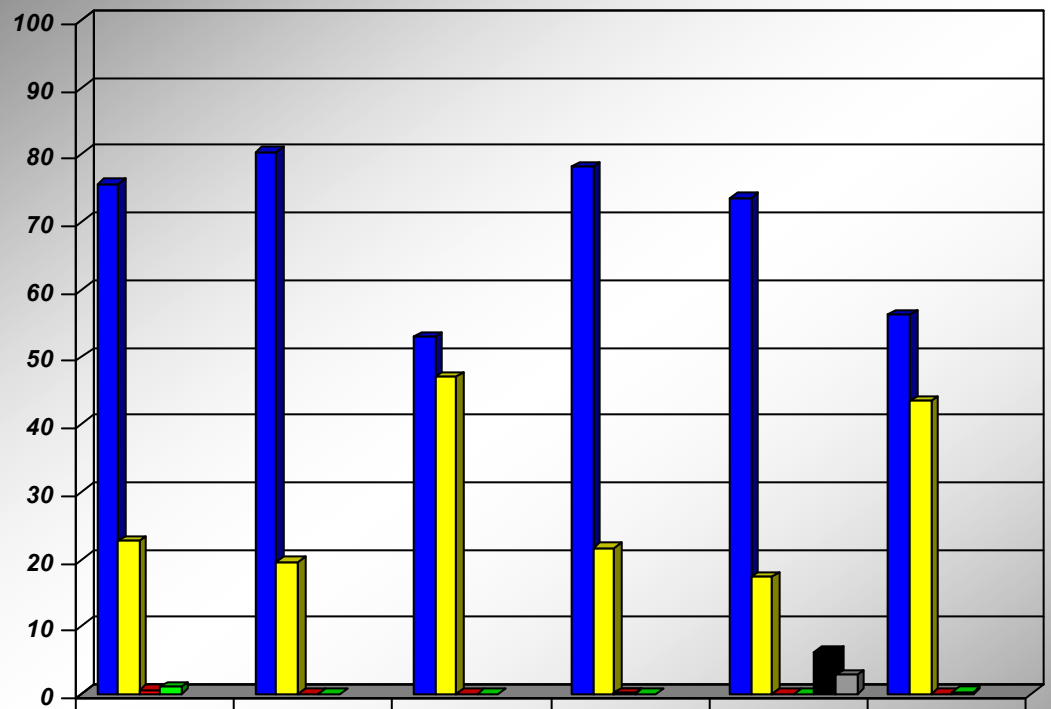
Construction:
As the capital budget increases, so does the need to control costs on these projects. By the adding of additional staff we can provide increased scrutiny of these projects to ensure that the project come in within budget.

Notes about the Measure: (What are some assumptions about the performance measure which should be stated)

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

Capital Planning and Infrastructure

Percent of Design Completed Within Current Capital Budget Year



	2005	2006	2007	2008	2009	2010 YTD
%of work completed	75.6	80.4	53	78.2	73.61	56.2
% of work in progress	22.7	19.6	47	21.6	17.37	43.5
% of work cancelled	0.6	0	0	0.2	0	0
% of work deferred	1.1	0	0	0	0	0.3
% of work on going					6.15	
% York Region Undertaking					2.87	

Key Conclusion:

Unable to complete all design work in any fiscal year with current staffing resources, and delays in external agency approvals and/or property acquisition issues.

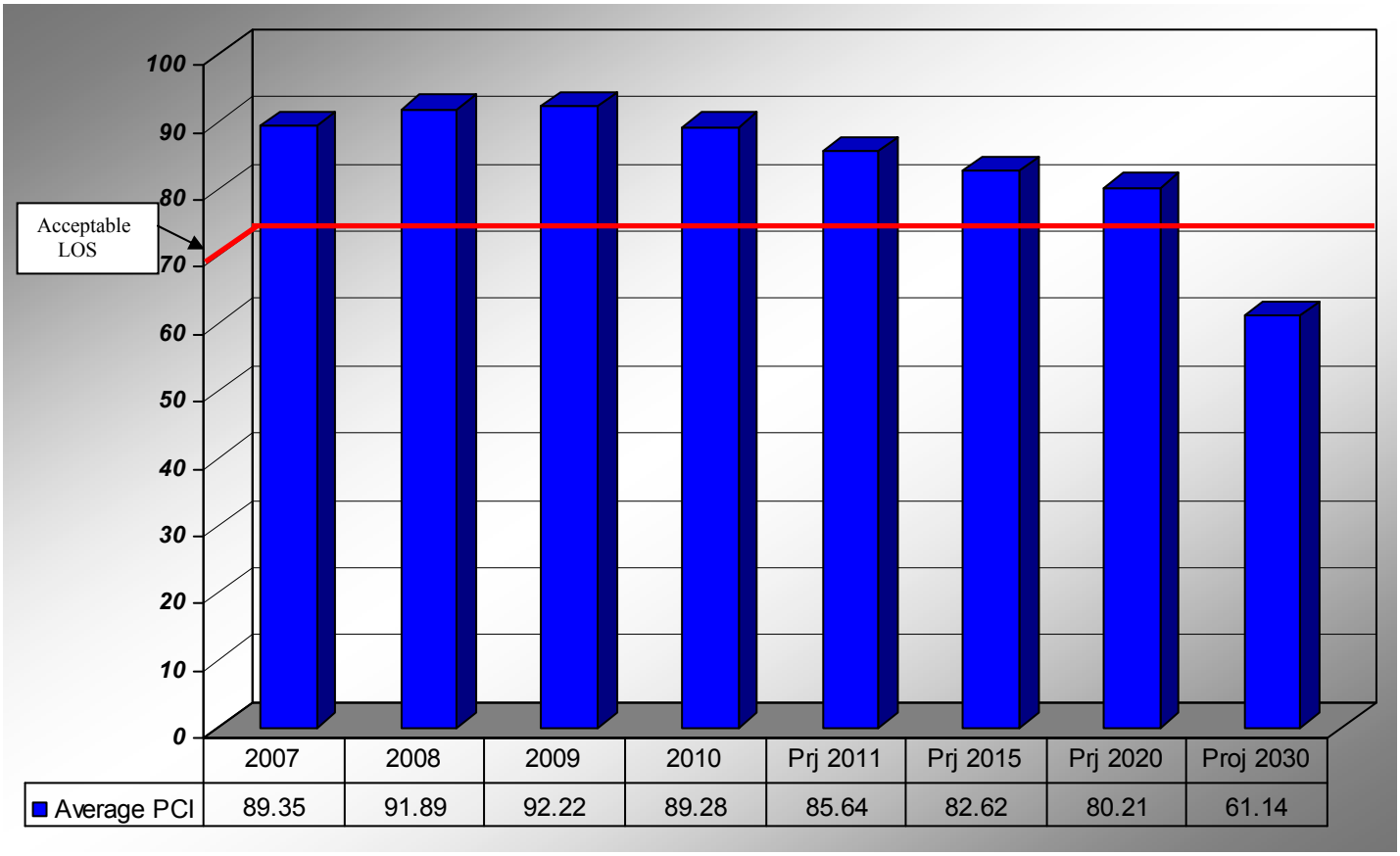
Notes about the Measure:

Some major design projects may overlap into the following budget year due to their magnitude, availability of resources or external factors such as various governing agency approvals.

Capital Planning and Infrastructure

Pavement Management Program – Level of Service

To maintain a minimum overall average network rating measured by the Pavement Composite Index (PCI) of 70 out of 100 possible points.



	2007	2008	2009	2010	Prj 2011	Prj 2015	Prj 2020	Proj 2030
Average PCI	89.35	91.89	92.22	89.28	85.64	82.62	80.21	61.14

Key Conclusion:

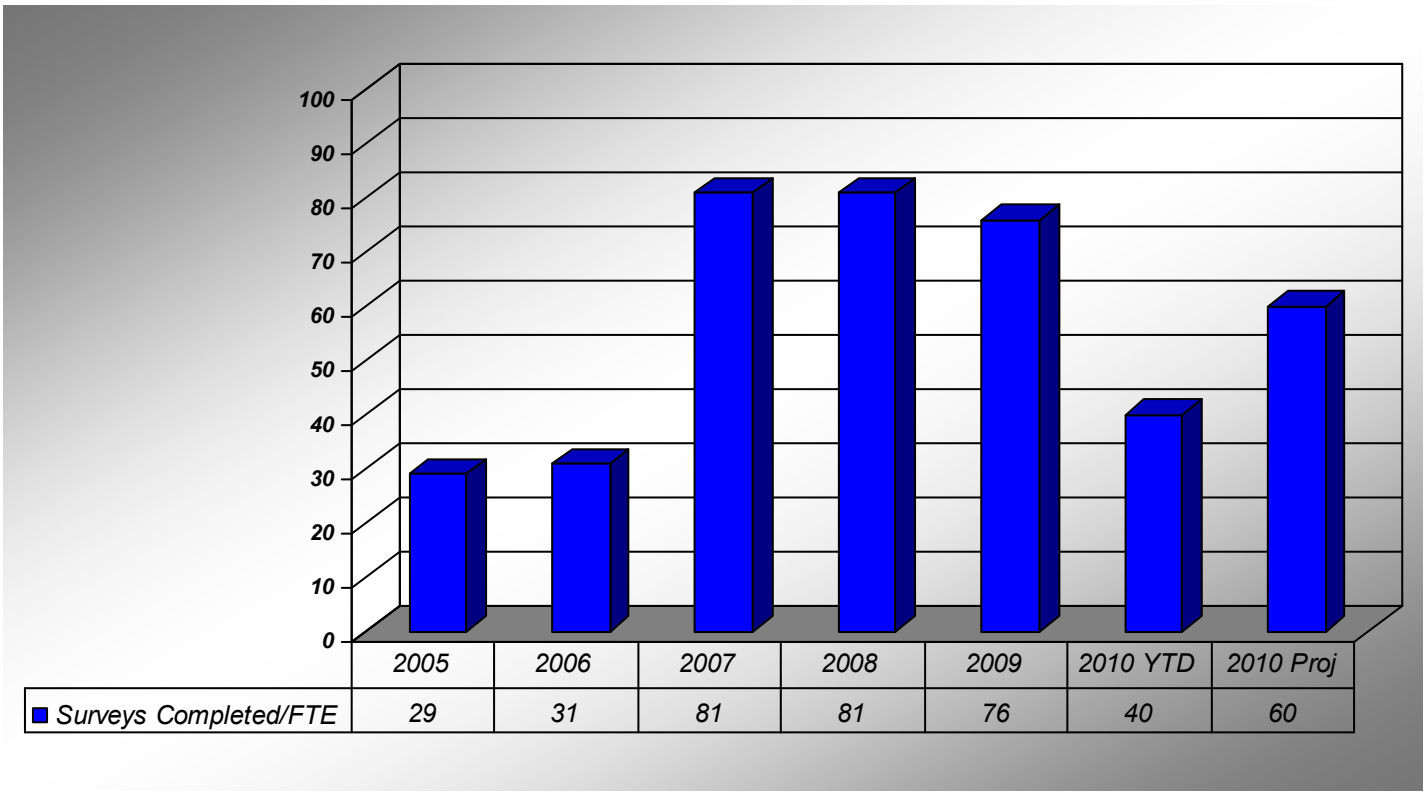
Average network condition is decreasing annually due to current funding levels.

Notes about the Measure:

Current average network condition is high given that most of the road network was built within the last 25 years and exceeds our Level of Service. Future funding levels will need to increase to slow the decline and maintain the Level of Service.

Capital Planning and Infrastructure

Total Number of Surveys Completed per FTE



Key Conclusion:

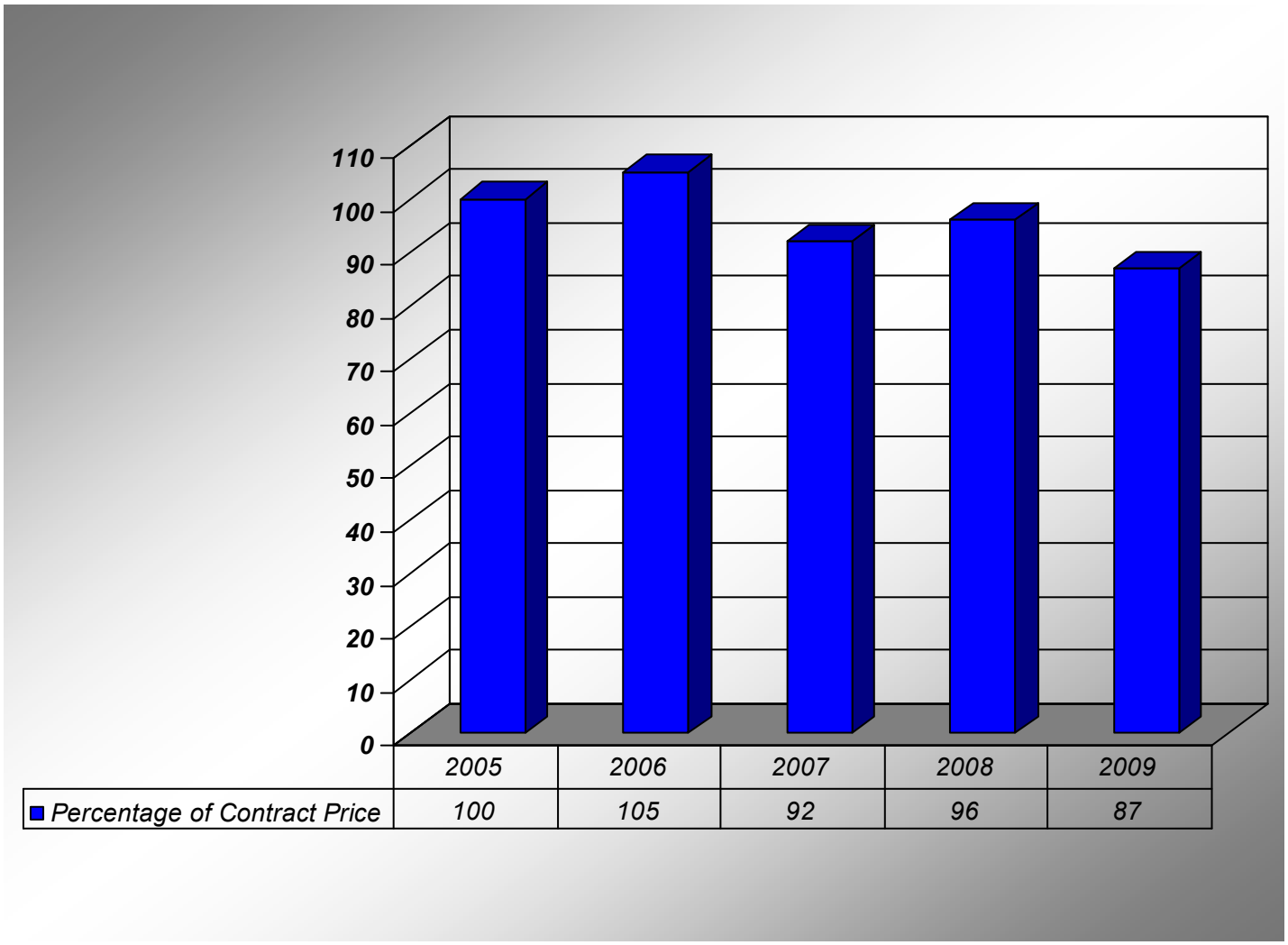
On average, an additional 2.79 FTE's are required to complete the requested number of surveys per year as requests for this service has increased both internally and externally.

Notes about the Measure:

Surveys are completed by 2 FTE's (Instrument Person I, Instrument Person II). The increased work has traditionally been accommodated by summer students which are now required across the department to assist with backlog in work from other sections. Surveys are contracted due to lack of resources and meet demand of City Departments.
In addition to the surveys above, 6 topographic surveys were done by outside resources in 2010.

Construction Services

Final Contract Price as a Percent of Tendered Price



	2005	2006	2007	2008	2009
Percentage of Contract Price	100	105	92	96	87

Key Conclusion:

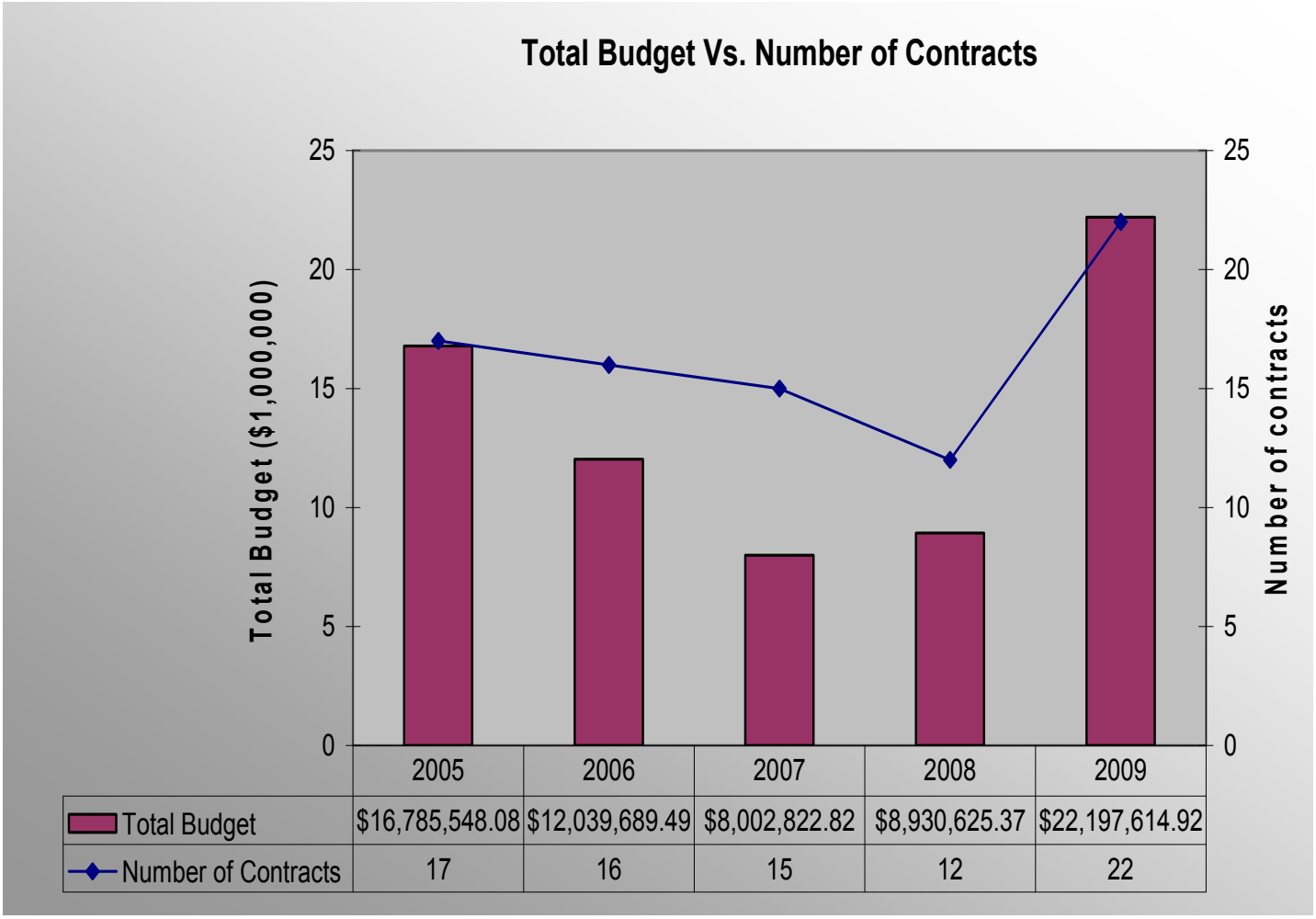
A contingency allowance of 10% is provided for construction projects, and is included so projects completed at **100%** of contract tender price are within the normal contingency amounts considered acceptable. Contracts completed at more that **100%** of tender price indicate additional unforeseen work or design issues. These projects are often delayed as well.

Notes about the Measure:

This measure is an indication of the adequacy of design and the effectiveness of field supervision, but can also be attributable to unforeseen issues on a project that are beyond the City's control. The 2010 contracts are not included as the final construction costs are not yet available.

Construction Services

Total Capital Budget vs Number of Contracts



	2005	2006	2007	2008	2009
Total Budget	$16,785,548.08	$12,039,689.49	$8,002,822.82	$8,930,625.37	$22,197,614.92
Number of Contracts	17	16	15	12	22

Key Conclusion:

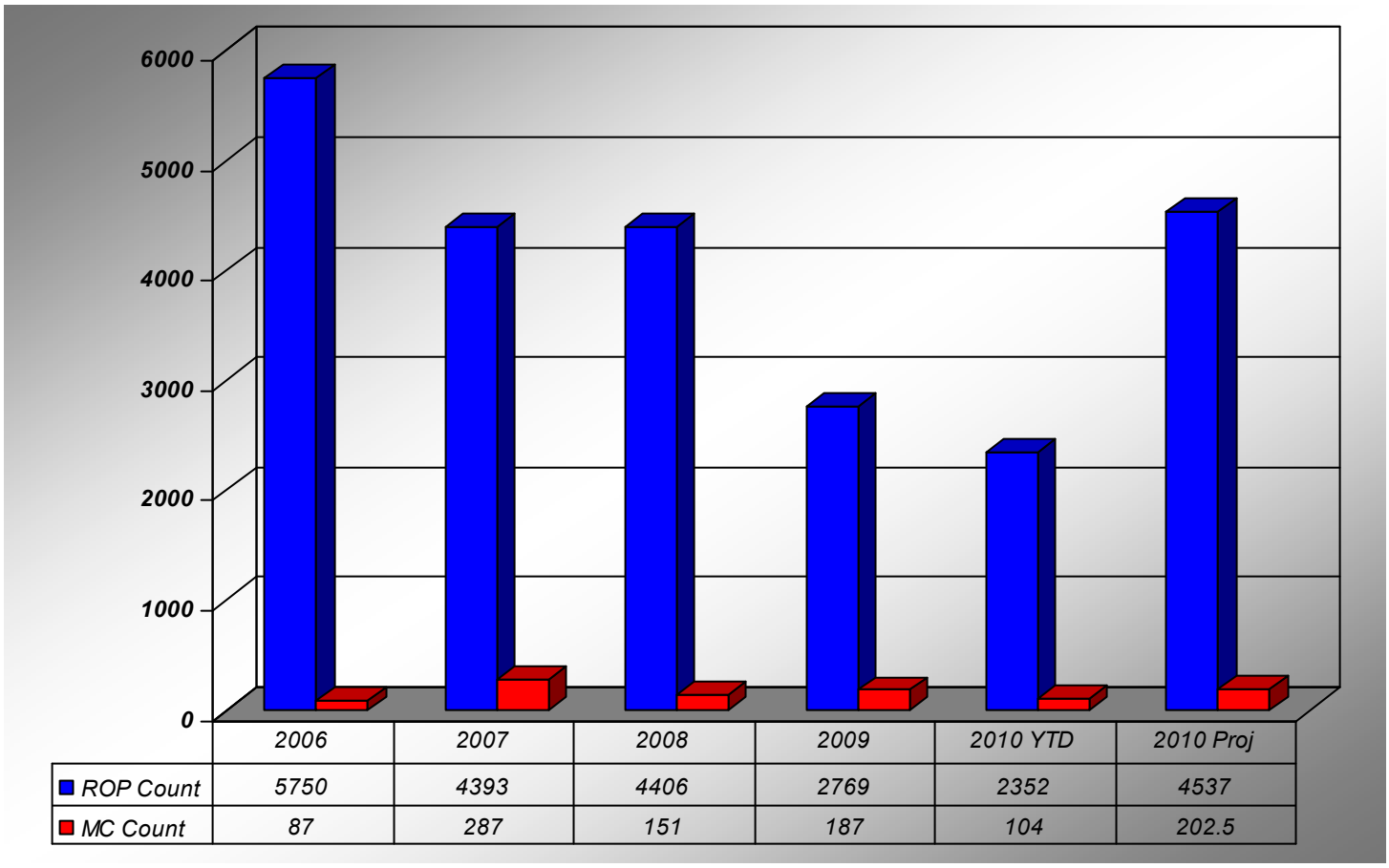
As the City continues to grow, so too does the infrastructure that services our residents. As part of the ongoing management of the City's assets, capital budgets will continue to increase to ensure an appropriate level of service. Large amounts of the Capital Budget have been directed toward Pavement Management.

Notes about the Measure:

Although there may be a reduction in the capital budget on a year to year basis, long term forecasts and trends show a significant increase in Capital Budget requirements.

Construction Services

Number of Permits per FTE



	2006	2007	2008	2009	2010 YTD	2010 Proj
ROP Count	5750	4393	4406	2769	2352	4537
MC Count	87	287	151	187	104	202.5

Key Conclusion:

The cost of the Utility Coordinator's position is recovered through municipal access agreement, road occupancy permit and municipal consent fees. The number of municipal consents has increased since 2006 since Bell Canada and Rogers Cable have entered into a municipal access agreements with the City of Vaughan which has established requirement for municipal consent, therefore, encouraging the utilities to apply for and obtain municipal consent.
The number of permits has decreased and the number of complaints has increased since 2006. Both trends are caused by the decreased field inspections. Field inspections are necessary to track the utility contractors working in the right of way and to ensure that the contractors have obtained a ROP for their work. They are also necessary to ensure that the restorations are being completed as per our standards. Restorations are the primary complaint by citizens.

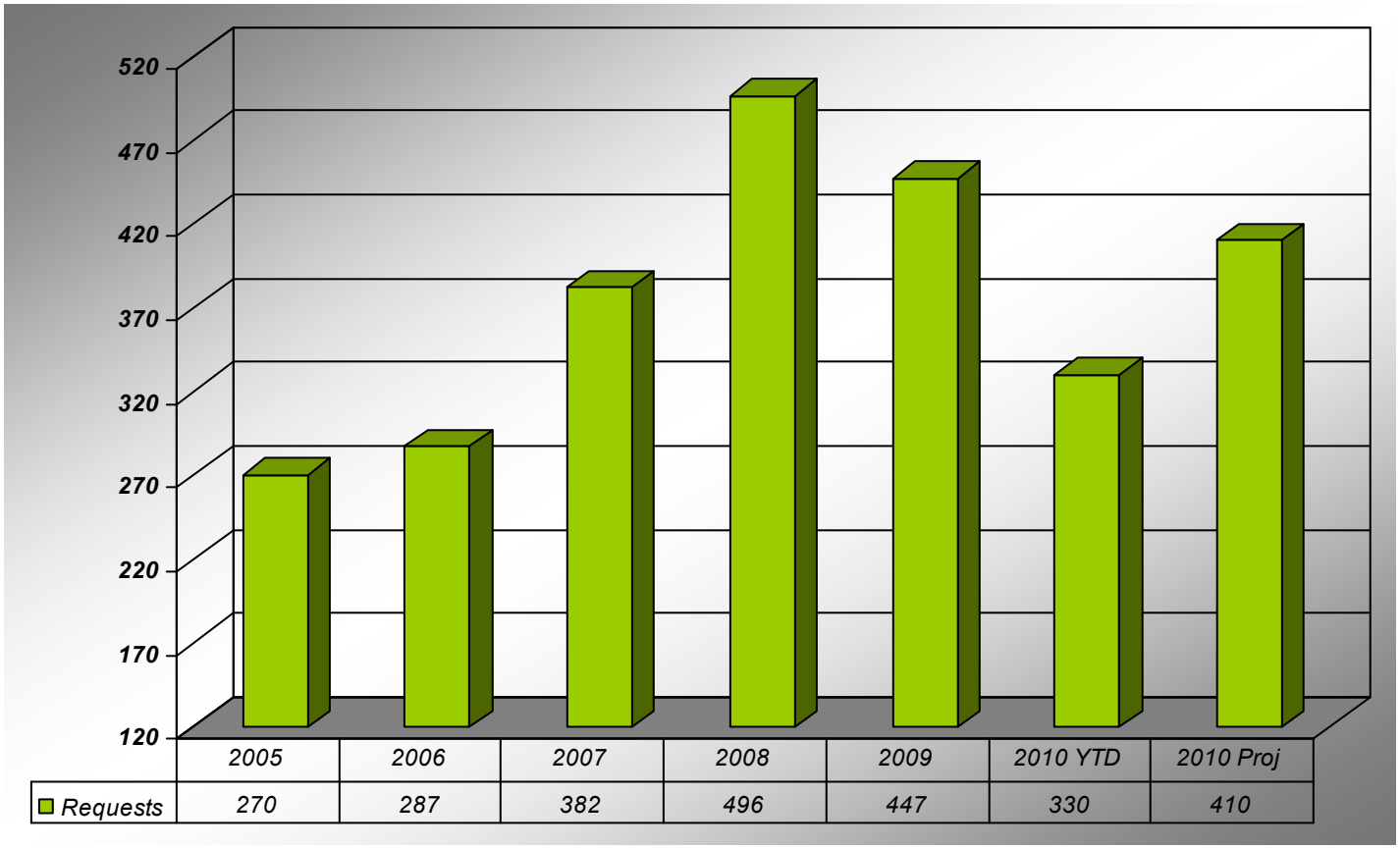
Notes about the Measure:

The number of Road Occupancy, Municipal Consents, field Investigations and Complaint Resolutions has risen however; Utility Coordination has been operating with a consistent level of staff. A program developed in house was modified to improve the tracking of R.O.P. Currently, we are reviewing the option to automate the municipal consent application. It is anticipated that by automating the application, it will decrease the amount of time spent approving the applications and provide more time for field investigation and inquiry into citizen complaints.

Traffic Services

Number of Requests Processed per FTE

The number of studies completed per FTE



	2005	2006	2007	2008	2009	2010 YTD	2010 Proj
Requests	270	287	382	496	447	330	410

Key Conclusion:

The number of studies completed by Traffic Services has increased over 50% from 2005 to 2010. As a result, the average time to complete requests and respond has risen, which has resulted in a reduction in the level of service.

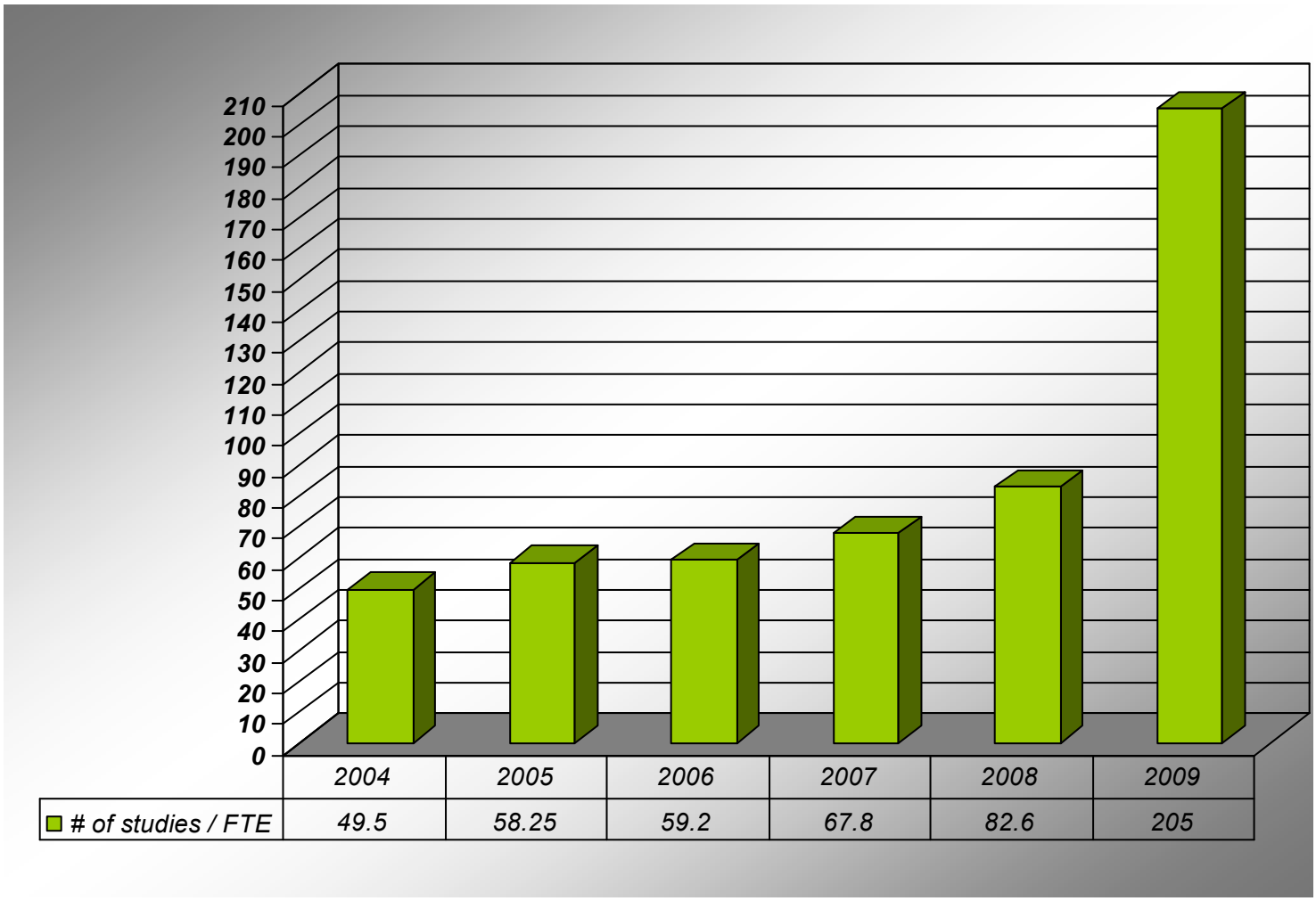
Notes about the Measure:

A request is a single correspondence received by staff and within a request there can be one study pertaining to the matter (i.e. an intersection study for an all-way stop) or two or more pending on the nature of the concern.

Traffic Services

Number of Studies in Progress per FTE

Number of studies undertaken per FTE



	2004	2005	2006	2007	2008	2009
# of studies / FTE	49.5	58.25	59.2	67.8	82.6	205

Key Conclusion:

There has been a significant increase in the number of studies undertaken by Traffic Services. With continued development, this trend will continue in the go forward. Moreover, as the City grows, traffic studies will become more complex and require greater analysis, such as infiltration studies, that require additional resources to undertake. Outsourcing of routine studies has created additional capacity.

Notes about the Measure:

Typically, studies are completed within the calendar year. However, any requests received during the winter and summer months are carried forward to the fall and spring, respectively, to maintain the accuracy of completed studies. Radar studies are not completed in winter(December to February) due to weather conditions. Turning Movement studies are not completed during the summer months(July and August) due to changes in travel pattern and lower traffic volumes.

Commissioner Sign-off **Date**

Public Works

City of Vaughan
Revenue/Expenditure Summary Report
2011-12 Operating Budget

			2010 Actual	2010 Budget	2011 Budget	% of Total Budget	Budget Variance $	Budget Variance %	2012 Forecast
					2011				
Public Works - Operations	Revenue	Rents and Concessions	(518)	0	0	0.0%	0	0.0%	0
		Trsf. Fm Res. & Res Funds	0	(350,000)	(78,195)	4.5%	271,805	-77.66%	0
		Dept. Misc. Revenues	(8,237)	(1,050)	(1,050)	0.1%	(0)	0.0%	(1,050)
		Departmental Revenues	(16,385)	(27,480)	(14,019)	0.8%	13,461	-48.98%	(14,019)
		Service Charges	(14,537)	(35,200)	(16,200)	0.9%	19,000	-53.98%	(16,200)
		General Revenue	(132,246)	(120,096)	(125,000)	7.1%	(4,904)	4.08%	(125,000)
		Rev. frm Recov. Exp	(113,655)	(152,180)	(147,745)	8.4%	4,435	-2.91%	(147,746)
		W&S Administration Revenue	(420,000)	(420,000)	(420,000)	24.0%	(0)	0.0%	(420,000)
		Tourism/Rec'n Grant	(696,978)	(550,000)	(950,000)	54.2%	(400,000)	72.73%	(950,000)
	Total Revenues		**(1,402,555)**	**(1,656,006)**	**(1,752,209)**	**100.0%**	**(96,203)**	**5.81%**	**(1,674,015)**
	Labour Costs	Staffing Costs (incl Benefits)	4,089,847	4,356,395	4,679,885	15.3%	323,490	7.43%	4,861,494
	Other Expenses	Service Contracts and Materials	18,213,688	20,763,351	21,813,419	71.1%	1,050,068	5.06%	22,853,366
		Utilities & Fuel	1,574,907	1,663,730	1,929,530	6.3%	265,800	15.98%	2,198,525
		General Mtce & Repairs	1,083,723	1,043,910	1,046,697	3.4%	2,787	0.27%	1,046,697
		Corporate Accounts	707,012	703,960	836,998	2.7%	133,038	18.9%	889,423
		Community Advertising & Promotion	128,095	201,150	193,217	0.6%	(7,933)	-3.94%	193,217
		Operating Leases	79,697	125,850	116,089	0.4%	(9,761)	-7.76%	116,089
		Staff Development & Training	47,676	51,200	54,776	0.2%	3,576	6.98%	54,990
		Office Supplies& Expenses	29,593	42,830	40,354	0.1%	(2,476)	-5.78%	40,354
		Tools & Equipment	25,312	36,290	36,303	0.1%	13	0.04%	36,303
		Office Equipment & Furniture	10,225	36,050	33,966	0.1%	(2,084)	-5.78%	33,966
		Communications	18,924	31,500	31,102	0.1%	(398)	-1.26%	30,102
		Professional Fees	12,473	11,250	13,483	0.0%	2,233	19.85%	13,483
		Other	11,963	9,380	9,380	0.0%	0	0.0%	9,380
		Meals & Travel	5,585	8,440	8,383	0.0%	(57)	-0.68%	8,383
		Capital Funding	2,403,304	0	0	0.0%	0	0.0%	0
		Joint Services & Department Transfers	(159,570)	(181,300)	(181,300)	-0.6%	(0)	0.0%	(181,210)
		Total Non Labour Costs	**24,192,609**	**24,547,591**	**25,982,397**	**84.7%**	**1,434,806**	**5.84%**	**27,343,068**
	Total Expenses		**28,282,456**	**28,903,986**	**30,662,282**	**100.0%**	**1,758,296**	**6.08%**	**32,204,562**
	Net Expenditures		**26,879,901**	**27,247,980**	**28,910,073**		**1,662,093**	**6.1%**	**30,530,547**

2011 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2011 Impact		Net 2012 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget $	FTE	Budget $	FTE	Budget $	FTE	Budget $
Roads Supervisor	FT	1.0	108,545	-	108,545	-	-	1.00	108,545	-	0
Sign Crew (2 Equipment Operators)	FT	2.0	104,393	-	104,393	-	-	2.00	104,393	-	0

2012 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2012 Impact		Net 2013 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget $	FTE	Budget $	FTE	Budget $	FTE	Budget $
Micro Milling	n/a	0.0	250,000	-	250,000	-	-	0.00	250,000	-	0

Capital Budget

Comm. of Engineering & PWs
Public Works

Year Identified	Project #	Project Name	Project Type	Total Budget	Operating Budget Impact	TCA
2011	PW-2035-11	Curb and Sidewalk Repair & Replacement	Infrastructure Replacement	$1,220,000		N
2011	PW-2042-11	Energy Efficient Upgrade at the City's Works Yards	Infrastructure Replacement	$31,520		N
2011	PW-2046-11	Rehabilitation of Pedestrian Culvert Structure 171401 (Southern Hill R	Infrastructure Replacement	$61,800		Y
2011	PW-2047-11	Roadway Weather Information System (RWIS) Supply & Installation	Growth/Development	$63,036		N
2007	PW-2013-07	Street Light Pole Replacement Program	Infrastructure Replacement	$197,760		Y
2011	PW-2048-11	Temporary Signage for Heritage Conservation Districts	New Infrastructure	$28,900		N
2005	PW-2015-07	Watermain Protection	Infrastructure Replacement	$370,800		Y
				$1,973,816		

City of Vaughan
Revenue/Expenditure Summary Report
2011-12 Operating Budget

					2011				
			2010 Actual	2010 Budget	Budget	% of Total Budget	Budget Variance $	Budget Variance %	2012 Forecast
Public Works - Administration	Revenue	Dept. Misc. Revenues	(2,562)	(1,050)	(1,050)	0.2%	(0)	0.0%	(1,050)
		W&S Administration Revenue	(420,000)	(420,000)	(420,000)	99.8%	(0)	0.0%	(420,000)
	Total		**(422,562)**	**(421,050)**	**(421,050)**	**100.0%**	**(0)**	**0.0%**	**(421,050)**
	Labour Costs	Staffing Costs (incl Benefits)	1,195,153	1,234,222	1,288,537	58.5%	54,315	4.4%	1,384,526
	Other Expenses	Corporate Accounts	702,252	703,000	836,021	37.9%	133,021	18.92%	888,446
		Office Supplies& Expenses	27,642	40,080	37,764	1.7%	(2,316)	-5.78%	37,764
		Staff Development & Training	19,815	15,800	17,096	0.8%	1,296	8.2%	17,310
		Communications	9,662	16,860	16,628	0.8%	(232)	-1.38%	16,628
		Office Equipment & Furniture	3,179	11,680	11,006	0.5%	(674)	-5.77%	11,006
		Other	10,324	8,160	8,160	0.4%	0	0.0%	8,160
		Service Contracts and Materials	2,674	3,000	3,053	0.1%	53	1.77%	3,053
		Tools & Equipment	1,642	1,200	1,131	0.1%	(69)	-5.75%	1,131
		Meals & Travel	1,119	530	528	0.0%	(2)	-0.38%	528
		Community Advertising & Promotion	0	400	377	0.0%	(23)	-5.75%	377
		Joint Services & Department Transfers	(8,252)	(16,790)	(16,790)	-0.8%	(0)	0.0%	(16,790)
		Total Non Labour Costs	**770,055**	**783,920**	**914,974**	**41.5%**	**131,054**	**16.72%**	**967,613**
	Total		**1,965,208**	**2,018,142**	**2,203,511**	**100.0%**	**185,369**	**9.19%**	**2,352,139**
	Net Expenditures		**1,542,646**	**1,597,092**	**1,782,461**		**185,369**	**11.61%**	**1,931,089**

Public Works Administration

2011-12 Business Plan

BUSINESS OVERVIEW

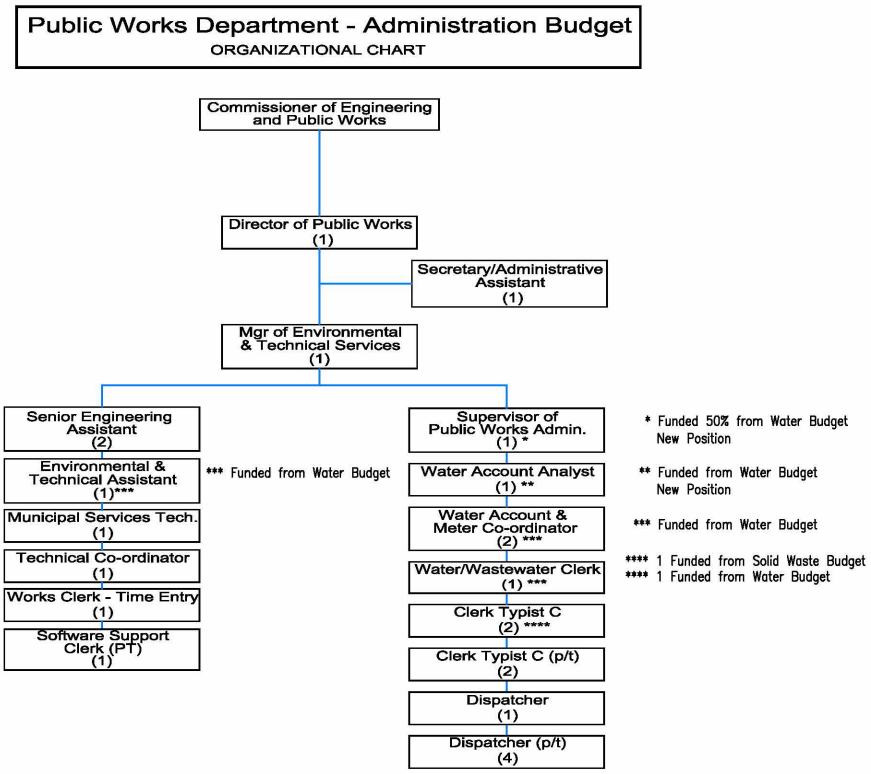
Service Statement: (Describe the core responsibilities for your department)

Public Works Administration is committed to providing concise and accurate information on programs and services delivered by the department and the provision of products and materials to developers, builders, regulatory agencies and the public.

The day time clerical staff conduct the sale of blue boxes, green bins, garbage tags, appliance collection and disposal, bulk water, curb cuts, municipal service connections, culverts and water meters. Staff also perform time entry and process weekly deposits for front counter sales, as well as monies from Vaughan Fire &Rescue Services, and cafeteria sales. They schedule appointments with the public, developers, builders and engineering consultants for such things as: appliance collection, road maintenance issues, water/sewer investigations, account inquiries, testing of existing and new water mains, water meter repairs and replacements, water turn on/off, and various other water and sewer related activities.

The After Hours Dispatchers are responsible for answering calls from citizens and customers after hours for the Public Works Department as well as other operating departments. In 2011, this level of service will extend to answering and dispatching calls for Animal Control Services.

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



Full Time, Part Time and Overtime – Budgeted Amounts

SOLID WASTE MANAGEMENT (front counter & customer service)					Additional Resource Requests	
	2008	2009	2010	2011 Base	2011	2012
Full Time	1	1	1	1		
Part Time	1.38	1.38	1.38	1.38		
Overtime	.003	.003	.003	.003		

WATER, WASTEWATER AND ROADS					Additional Resource Requests	
	2008	2009	2010	2011 Base	2011	2012
Full Time	3	5	5	5		
Part Time	0	0	0	0		
Overtime	.08	.08	.08	.08		

DISPATCHERS					Additional Resource Requests	
	2008	2009	2010	2011 Base	2011	2012
Full Time	1	1	1	1		
Part Time	2.74	2.74	2.74	2.74		
Overtime	.05	.05	.05	.05		

TECHNICAL GROUP					Additional Resource Requests	
	2008	2009	2010	2011 Base	2011	2012
Full Time	5	6	6	6		
Part Time	.69	.69	1.38	1.38		
Summer Students	.6	.6	.6	.6		
Overtime	.009	.009	.009	.009		

Solid Waste Management

1 FTE funded from Administration Budget, 1 additional FTE funded from Solid Waste Management Budget. Approved in 2008 and filled August 5, 2008.

Water/Wastewater & Roads

3 FTE's funded from Water starting in 2006. Two additional FTE's approved in 2008. One position was filled in November 2009. Water Analyst position to be filled Fall 2010.

Technical Group

Environmental & Technical Assistant funded from Water Budget was approved in 2008 and filled October 2009.

Public Works Administration

2011-12 Business Plan

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

Internal Departments

Engineering, Building Standards, Parks & Forestry Operations, Enforcement Services, Fire, Planning, Finance, Building & Facilities, Parks Planning, Urban Design

External

PowerStream, Environment Canada, Ontario Ministry of the Environment, Toronto and Region Conservation Authority, Department of Oceans and Fisheries, Ontario Ministry of Labour, Region York, York Region Health Unit, York/Durham Lab, York Region Police, Region of Peel, City of Toronto, York Region municipalities, Developers, Consultants, Contractors, Ratepayer Groups, Citizens.

Work Plan:

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

Service Excellence:

- Pursue excellence in service delivery
- Enhance and ensure community safety, health and wellness
- Lead and promote environmental sustainability

Management Excellence:

- Enhance productivity, cost effectiveness and innovation

Staff Excellence:

- Promote the professional development of staff

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

Challenges

Increase in population and demand for increased service levels will put additional pressures on our staff.
The introduction of biodegradable bags for the green big program will see an increase in the volume of calls received.

Opportunities

Implementation of improved service delivery and processes to ensure exceptional customer service delivery. This includes the automation of forms and creating one system for point of sale transactions, which would eliminate handwritten receipts for fees administered at the front counter.

Public Works Administration

2011-12 Business Plan

Business Plan Objectives (list the status of 2010 business plan objectives and the method of measuring successful implementation. As well, list 2011-12 business plan objectives in the appropriate section)

Prior Year Business Plan Objectives / Accomplishments:	**Year**	**Status**	**Outcome/Results**
Review delivery of services to the public and streamline processes	2009	Completed	Automation and streamlining of processes to be undertaken in 2011 & 2012
Balance workload among clerical staff	2009	Ongoing	Evenly distributed workloads
Reduce number of abandoned calls	2009	Ongoing	More calls are being answered. However, due to growth this will be continually addressed as required.
Motivate staff through training opportunities	2009	Ongoing	Improved employee morale

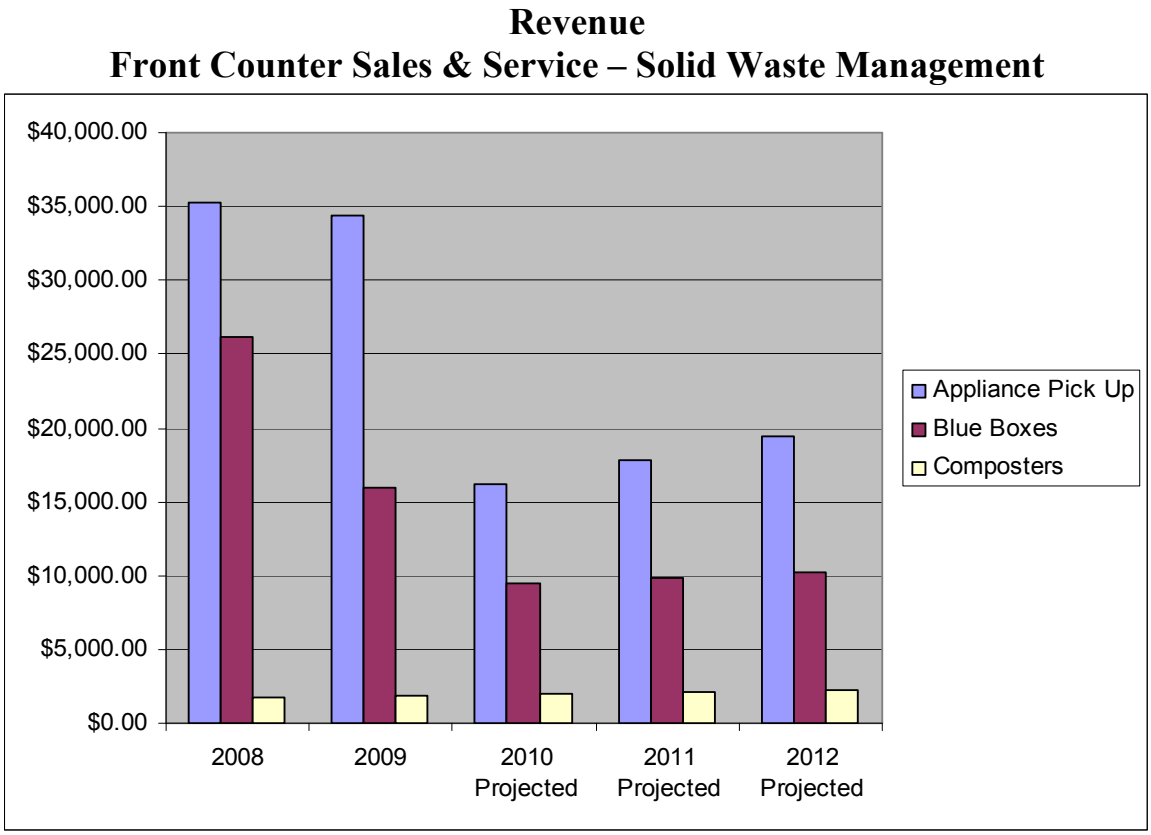
Public Works Administration

2011-12 Business Plan

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

Business Plan Objectives:	Timeline	Outcome	Resources
(Top 3 Objectives)			
1.Develop and implement the automation of all Public Works Forms	Summer 2011	Service Excellence (Customer ease for filling out forms & accurate tracking of customer requests)	Microsoft Access & Web Based Tools
2.Implement one point of sale system for all sales at front counter	Fall 2011	Service Excellence	IT & Finance
3.Accessibility – Creating Barrier Free Communities	Ongoing	Service Excellence	Staff & Equipment
Other Continue to promote staff excellence through ongoing training	Ongoing	Staff/Service Excellence	In-House & External Seminars
2012 (Top 3 Objectives)			
1. Online web forms & service requests	Fall 2012	Service Excellence (Communication & Initiation of service request online rather then by phone)	Staff & Equipment
2. Accessibility – Creating Barrier Free Communities	Ongoing	Service Excellence	Staff & Equipment
3. Continue to promote staff excellence	Ongoing	Staff/Service Excellence	In-House & External Seminars & Cross Training of Staff
Other			

Key Performance Indicators:



BUSINESS OVERVIEW:

Key Conclusion:

Appliance pick-up is down due to other opportunities for disposal.

Composters continue to sell at approximately 100 units per year.

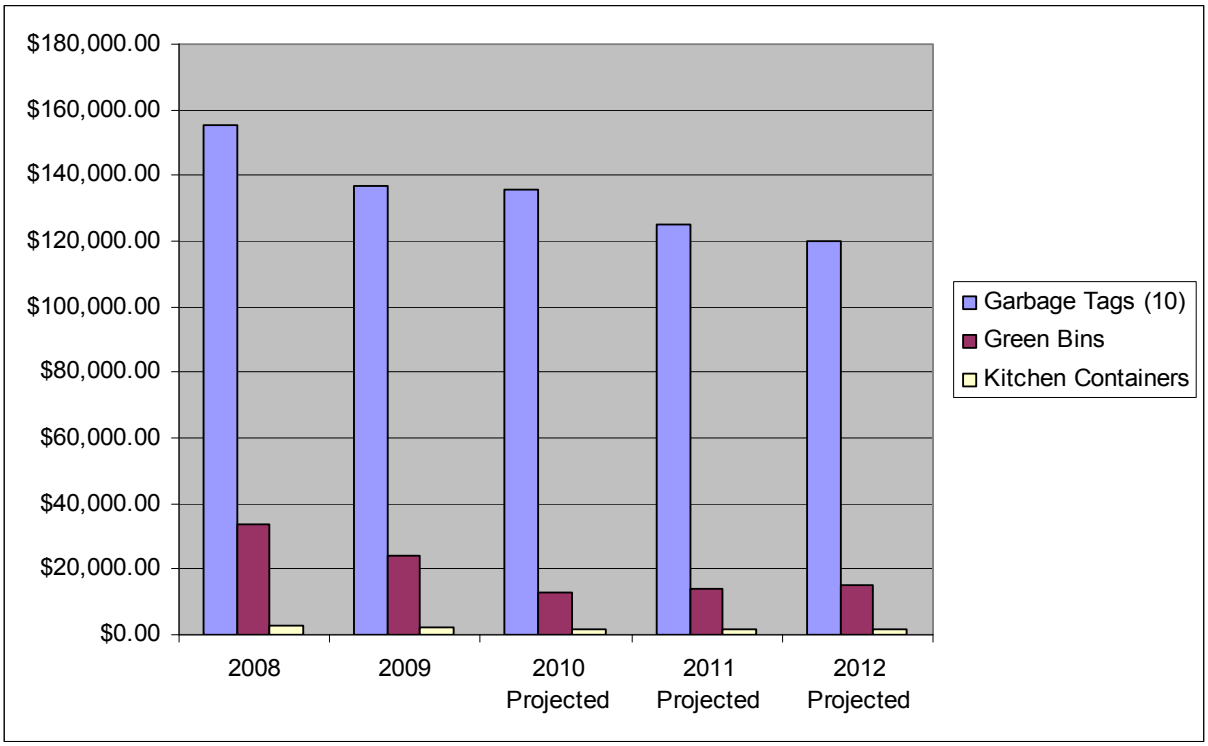
Blue box sales are down. As of July 2009, the sale of blue bins, green bins and kitchen containers was introduced at local community centres.

Notes about the Measure:

The economy, program maturation (Greening Vaughan) and opening of CEC in 2009, have also lead to decreased sales.

Key Performance Indicators:

Revenue
Front Counter Sales & Service – Greening Vaughan



BUSINESS OVERVIEW:

Key Conclusion:

Green Bin & Kitchen Container sales are down. As of July 2009, the sale of blue bins, green bins and kitchen containers were introduced at local community centres.

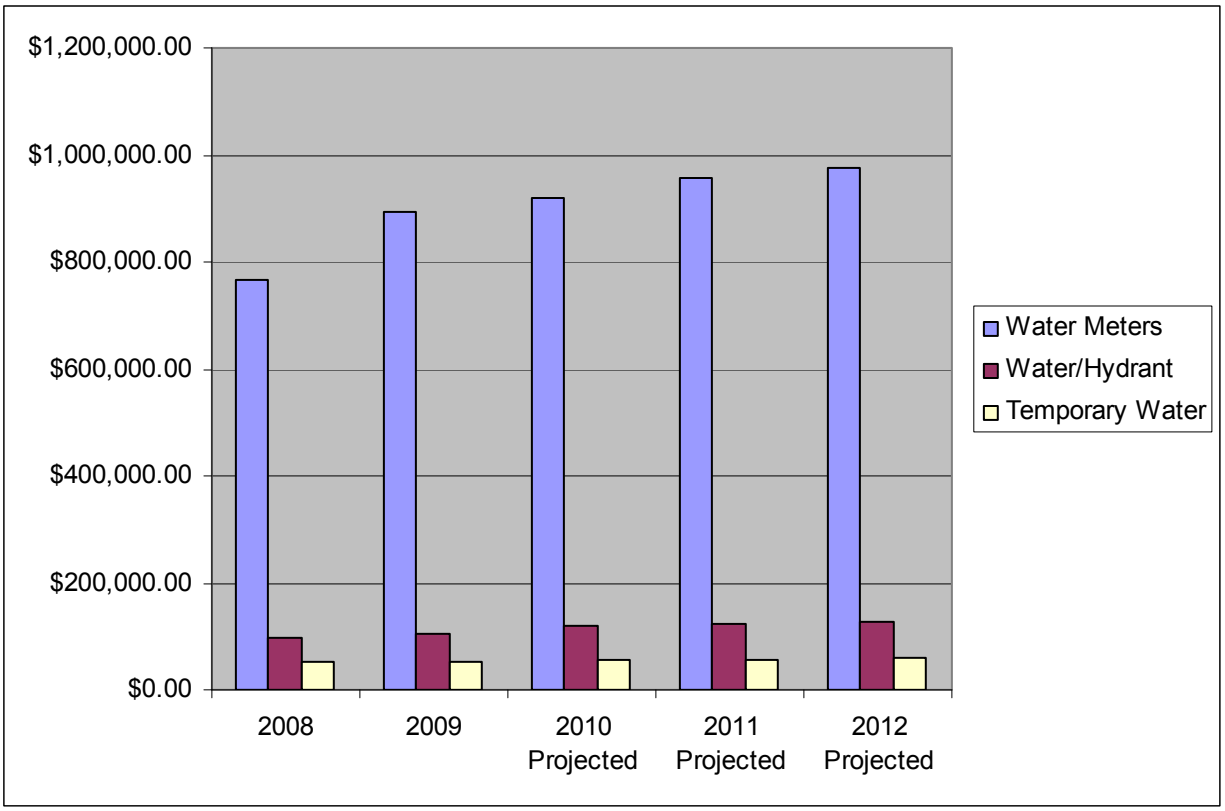
Garbage tags continue to sell; however, with the Community Environmental Centre opening in the summer of 2009, residents are being educated and directed to take items to the CEC for disposal.

Notes about the Measure:

The economy, program maturation (Greening Vaughan) and the opening of CEC in 2009 have been accounted for.

Key Performance Indicators:

Revenue
Front Counter Sales & Service – Water



BUSINESS OVERVIEW:

Key Conclusion:

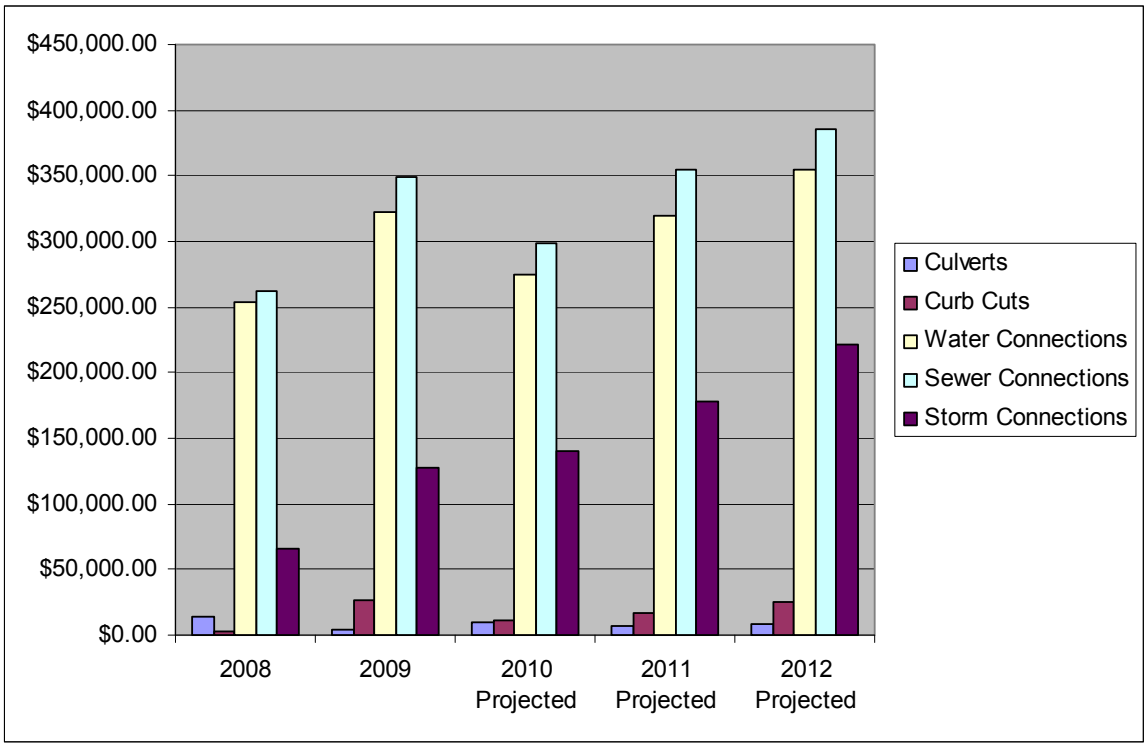
Sales for 2010 are expected to be slightly higher than 2009, as the housing sales increased in the latter part of 2009 and early 2010. HST may play a part in the amount of water meter sales for new housing in the future.

Notes about the Measure:

Assumptions are based on population growth and services provided.

Key Performance Indicators:

Revenue
Front Counter Sales & Service – Service Connections
Curb Cuts/Culverts/Water, Sewer & Storm Connections



BUSINESS OVERVIEW:

Key Conclusion:

It is anticipated that as more subdivisions are assumed, requests for curb cuts will increase. Water, Sewer and Storm connections are tied into the number of new subdivisions.

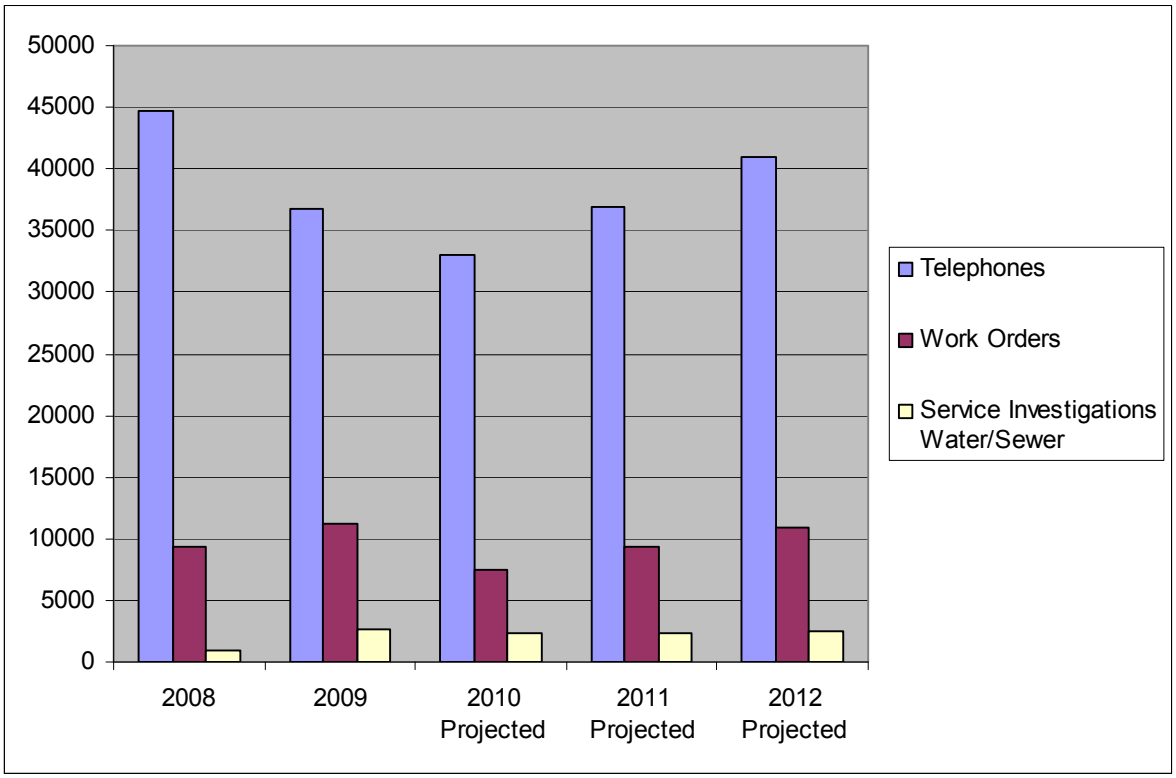
Notes about the Measure:

Assumptions are based on population growth and services provided.

Public Works Administration

2011-12 Business Plan

Key Performance Indicators:



BUSINESS OVERVIEW:

Key Conclusion:

In 2009, we experienced a milder winter which resulted in fewer calls received in the latter part of 2009 and early 2010 for snow removal. After Hours Dispatch will assume answering and dispatching of calls as they relate to Animal Control Services in 2011. Introduction of the biodegradable bags for green bins in May 2011, and population growth, will all contribute to an increase in the number of calls received and work orders generated in future years.

Notes about the Measure:

Assumptions are based on weather, population growth and services provided.

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

Funding sources from Administration salaries have been realigned over the past several years to better reflect the section activities. For example, staff assigned to water and wastewater activities are funded from the Water and Wastewater budget. As well, the Supervisor of Public Works Administration is equally funded from the Water/Wastewater budget and taxation, and one Clerk "C" position is funded from the Solid Waste Management Budget.

Activities and demand for service from the public remain consistent and increasing in most areas. These trends are expected to continue in response to a growing population, growing infrastructure, and demand for improved levels of service.

Commissioner Sign-off **Date (mm/dd/yy)**

City of Vaughan
Revenue/Expenditure Summary Report
2011-12 Operating Budget

					2011				
			2010 Actual	2010 Budget	Budget	% of Total Budget	Budget Variance $	Budget Variance %	2012 Forecast
Public Works - Winter Control	Revenue	Rev. frm Recov. Exp	(42,000)	(60,990)	(60,990)	100.0%	(0)	0.0%	(60,990)
		Trsf. Fm Res. & Res Funds	0	(350,000)	0	0.0%	350,000	-100.0%	0
	Total		**(42,000)**	**(410,990)**	**(60,990)**		**350,000**	**-85.16%**	**(60,990)**
	Labour Costs	Staffing Costs (incl Benefits)	207,584	448,730	307,055	3.2%	(141,675)	-31.57%	308,660
	Other Expenses	Service Contracts and Materials	6,918,672	8,490,130	8,665,157	90.9%	175,027	2.06%	8,889,451
		General Mtce & Repairs	272,715	427,540	430,327	4.5%	2,787	0.65%	430,327
		Operating Leases	79,697	122,340	115,269	1.2%	(7,071)	-5.78%	115,269
		Tools & Equipment	0	9,780	9,215	0.1%	(565)	-5.78%	9,215
		Meals & Travel	1,368	2,820	2,820	0.0%	0	0.0%	2,820
		Capital Funding	2,021,304	0	0	0.0%	0	0.0%	0
		Total Non Labour Costs	**9,293,756**	**9,052,610**	**9,222,788**	**96.8%**	**170,178**	**1.88%**	**9,447,082**
	Total		**9,501,340**	**9,501,340**	**9,529,843**	**100.0%**	**28,503**	**0.3%**	**9,755,742**
	Net Expenditures		**9,459,340**	**9,090,350**	**9,468,853**		**378,503**	**4.16%**	**9,694,752**

2011-12 Business Plan

BUSINESS OVERVIEW

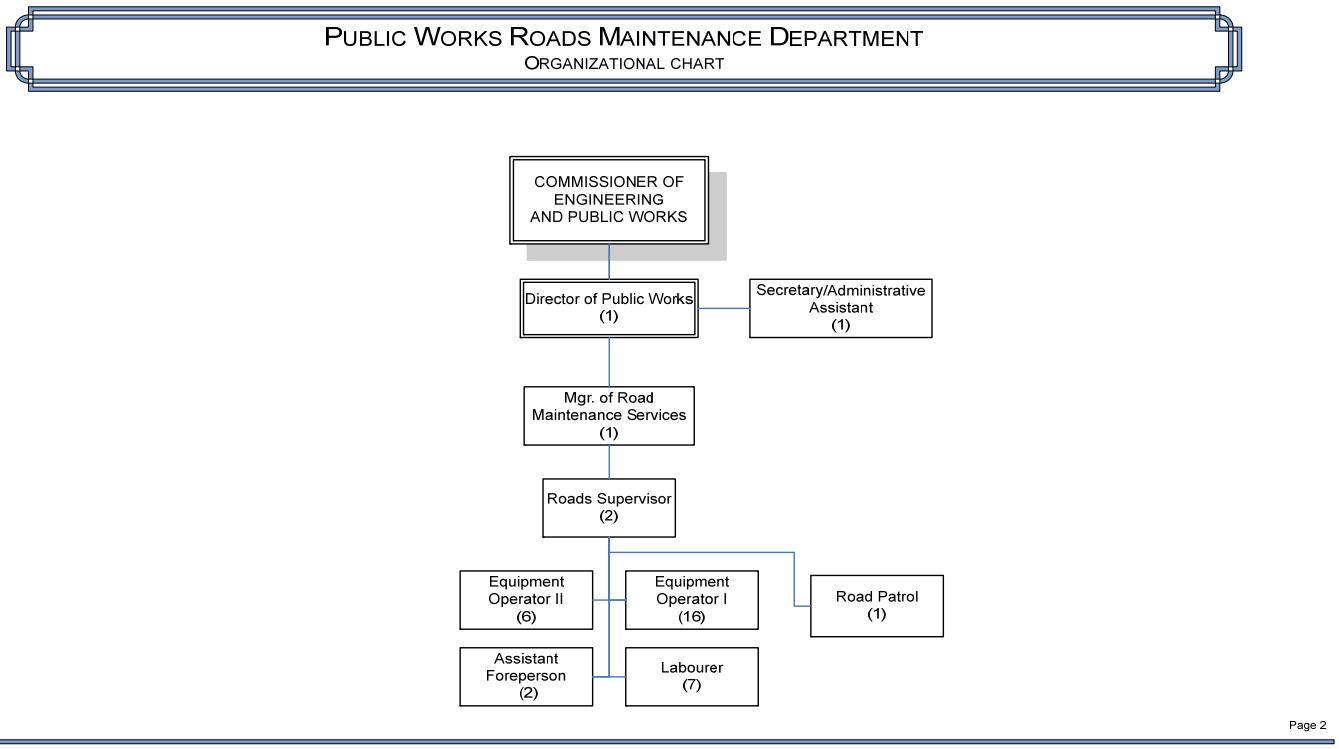
Service Statement:

To provide for safe roads and sidewalks under winter conditions throughout the City of Vaughan, in accordance with minimum maintenance standards and Vaughan Council policy. The City's main objective during a storm is to keep Primary roads clear for emergency and transit vehicles by salting or plowing procedures. Once completed, clearing operations commence on Secondary roads. The City of Vaughan's goal is to plow all roads and windrows in less than 16 hours from the end of snowfall.

The Public Works Department is committed to providing all residents with respectful, timely and reliable service. The 4 cornerstones to our success are:

- Quality Service and Integrity
- Professionalism and Positive Attitude
- Innovation and Continuous Improvement
- Effective Communication and Knowledgeable Staff

Service Profile:



2011-12 Business Plan

Full Time, Part Time and Overtime – Budgeted Amounts

					Additional Resource Requests	
	2008	2009	2010	2011 Base	2011	2012
Full Time	32	32	32	32		
Part Time	5.4	5.4	5.4	5.4		
Overtime	$53,960	$39,020	$32072	$33,034		

Key Stakeholders:

- Mayor and Council
- Citizens and Businesses of Vaughan

Work Plan:

Link to Vaughan Vision 2020:

Service Excellence:
- Pursue Excellence in Service Delivery
- Enhance and Ensure Community Safety, Health & Wellness
- Lead and Promote Environmental Sustainability

Staff Excellence:
- Support the Professional Development of Staff

Management Excellence:
- Enhance Productivity, Cost Effectiveness and Innovation
- Plan and Manage Growth & Economic Vitality

Future Pressures and Opportunities:
Future pressures include material costs, increased number of road km's to maintain, increased cost of fuel, increasing demand for higher level of service and lack of snow storage space.

The contract is going into its third winter season, and as such, there are few opportunities to reduce costs.

Business Plan Objectives

Prior Year Business Plan Objectives / Accomplishments:	Year	Status	Outcome/Results
1. Compliance with Minimum Maintenance Standards (MMS)- review our levels of service against MMS established by the Province	Ongoing	Ongoing	Compliance with Standards
2. Salt Management Plan- Voluntarily reporting to Federal Agencies and monitoring salt usage with a view for the	Ongoing	Ongoing	2008-2009 Salt management plan

more effective usage of deicing materials.			submitted to Env. Canada
3. Investigate alternative deicing materials considering their environmental impact.	Ongoing	Ongoing	Usage of alternative deicers

2011-12 Business Plan Objectives:

Business Plan Objectives:	Timeline	Outcome	Resources
2011 (Top 3 Objectives)			
1.			
2.			
3.			
Other			
2012 (Top 3 Objectives)			
1.			
2.			
3.			
Other			

2011-12 Business Plan

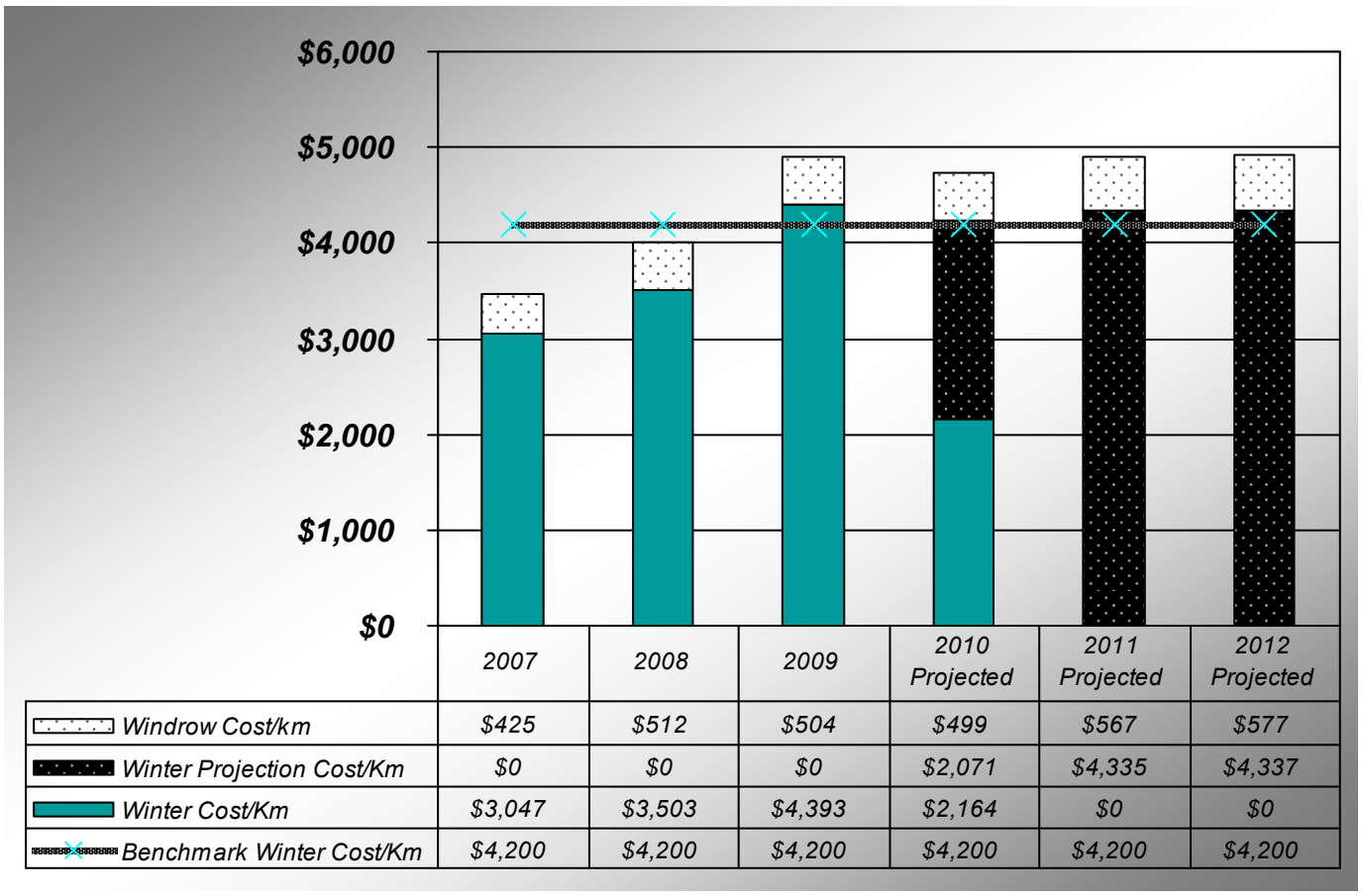
Key Performance Indicators:

1. Winter control cost per kilometer
2. Winter control route kilometers per Plowing/Salting/Combo unit
3. Number of winter events that met or exceeded standards

2011-12 Business Plan

Measure: Winter Control Cost per Kilometer

Definition: Winter control costs include road and windrow services delivered by Public Works but do not include sidewalk plowing labour costs which are budgeted through the Parks Department.



	2007	2008	2009	2010 Projected	2011 Projected	2012 Projected
Windrow Cost/km	$425	$512	$504	$499	$567	$577
Winter Projection Cost/Km	$0	$0	$0	$2,071	$4,335	$4,337
Winter Cost/Km	$3,047	$3,503	$4,393	$2,164	$0	$0
Benchmark Winter Cost/Km	$4,200	$4,200	$4,200	$4,200	$4,200	$4,200

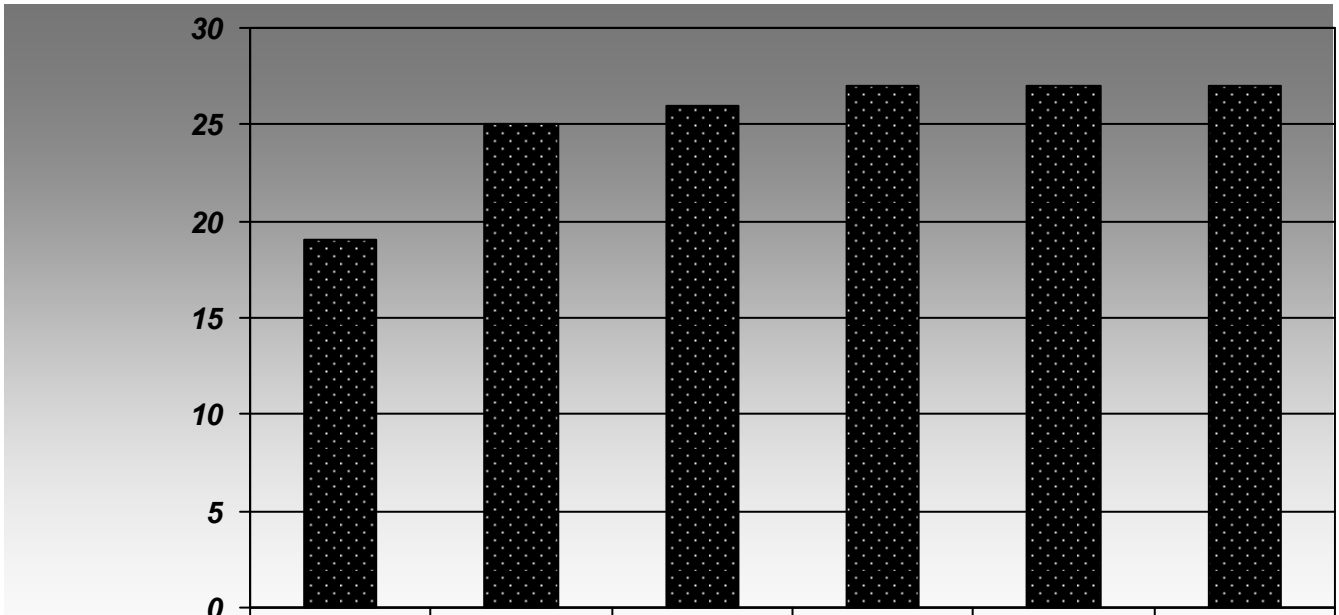
Key Conclusion:
Winter unit costs are dependant upon the number and type of winter storm experienced, the tendered cost of the de-icing materials, and the contract costs for ploughing / salting. It should be noted that the costs noted above, include the cost to supply the Parks Department with salt for maintaining sidewalks, and includes the cost of salting City owned facilities.

Notes about the Measure:
Does not include preventative maintenance costs. Refer to Roads Maintenance and Engineering Business Plans for information on those costs. Costs will vary according to severity of the winter and contract prices in place at the time. Benchmark has been set higher then the six year average $3886/km to better reflect growth and increasing winter costs.

2011-12 Business Plan

Measure: Winter Control Route Kilometers per Plowing/Salting/Combo Unit

Definition: Number of road kilometers receiving winter event response per Plow/Salt/Combo unit



	2007	2008	2009	2010 Projected	2011 Projected	2012 Projected
Route km per Unit	19	25	26	27	27	27

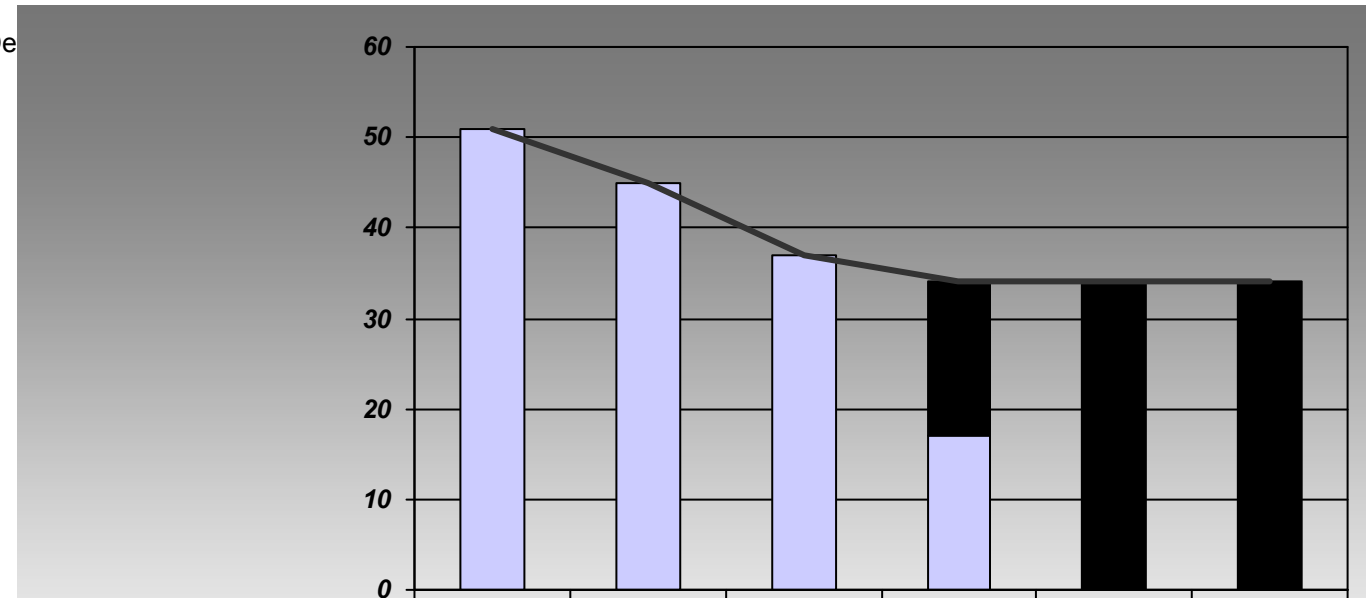
Key Conclusion:
Winter control route kilometers per plow/sand/combo unit have increased in the past few years. System growth has been accommodated to date. However, additional contracted units will need to be added in the future to keep up with growth and maintain response times.

Notes about the Measure:
Two separate east and west winter control contracts deliver the bulk of units and route coverage. A small fleet of deployed City-owned units are also used. Road km date provided by Engineering Services Dept.

2011-12 Business Plan

Measure: Number of Winter Events Meeting or Exceeding Standards

De



	2007	2008	2009	2010 Projected	2011 Projected	2012 Projected
Number of Winter Events Projection	0	0	0	17	34	34
Number of Winter Events	51	45	37	17	0	0
Number of Winter Events meeting or exceeding standards	51	45	37	34	34	34

Key Conclusion:
Through the use of additional contracted units, the City has been able to meet and/or exceed both Council's and the Province's service standards. There are approx. 45 winter events per season, requiring different levels of response. The City's standard is to plow all roads and windrows in less than 16 hours from the end of snowfall.

Notes about the Measure:
Significant rapid growth may impact the City's ability to maintain this level of service unless resources and staff are proportionately increased to meet the growth. The ability to meet Provincial and City standards also varies according to the severity of the storm. Projected winter events are based on actual events that occurred from the years 2001 – 2007.

2011-12 Business Plan

BUSINESS OVERVIEW:

Key Conclusion:

The City's Public Works Department continues to meet or exceed provincial standards for winter maintenance, while delivering a level of service that is unmatched in the GTA

Commissioner Sign-off **Date (mm/dd/yy)**

City of Vaughan
Revenue/Expenditure Summary Report
2011-12 Operating Budget

			2010 Actual	2010 Budget	2011 Budget	2011 % of Total Budget	2011 Budget Variance $	2011 Budget Variance %	2012 Forecast
Public Works - Roads Mtce.	Revenue	Dept. Misc. Revenues	(5,675)	0	0	0.0%	0	0.0%	0
		Rev. frm Recov. Exp	(56,200)	(70,690)	(70,691)	47.5%	(1)	0.0%	(70,692)
		Trsf. Fm Res. & Res Funds	0	0	(78,195)	52.5%	(78,195)	0.0%	0
	Total		**(61,875)**	**(70,690)**	**(148,886)**	**100.0%**	**(78,196)**	**0.0%**	**(70,692)**
	Labour Costs	Staffing Costs (incl Benefits)	2,262,099	2,231,343	2,631,397	27.8%	400,054	17.93%	2,694,807
	Other Expenses	Service Contracts and Materials	3,097,187	4,107,590	4,369,274	46.1%	261,684	6.37%	4,839,206
		Utilities & Fuel	1,574,907	1,663,730	1,929,530	20.4%	265,800	15.98%	2,198,525
		General Mtce & Repairs	811,008	616,370	616,370	6.5%	0	0.0%	616,370
		Staff Development & Training	21,250	27,920	28,969	0.3%	1,049	3.76%	28,969
		Tools & Equipment	23,607	23,310	24,073	0.3%	763	3.27%	24,073
		Office Equipment & Furniture	1,557	20,230	19,060	0.2%	(1,170)	-5.78%	19,060
		Communications	6,859	10,200	10,611	0.1%	411	4.03%	9,611
		Professional Fees	12,473	4,890	4,976	0.1%	86	1.76%	4,976
		Meals & Travel	2,995	4,040	3,979	0.0%	(61)	-1.51%	3,979
		Community Advertising & Promotion	1,398	2,590	2,440	0.0%	(150)	-5.79%	2,440
		Office Supplies& Expenses	1,826	2,550	2,402	0.0%	(148)	-5.8%	2,402
		Other	1,004	660	660	0.0%	0	0.0%	660
		Capital Funding	382,000	0	0	0.0%	0	0.0%	0
		Operating Leases	0	2,640	0	0.0%	(2,640)	-100.0%	0
		Joint Services & Department Transfers	(152,246)	(168,530)	(168,530)	-1.8%	(0)	0.0%	(168,530)
		Total Non Labour Costs	**5,785,825**	**6,318,190**	**6,843,814**	**72.2%**	**525,624**	**8.32%**	**7,581,741**
	Total		**8,047,925**	**8,549,533**	**9,475,211**	**100.0%**	**925,678**	**10.83%**	**10,276,548**
	Net Expenditures		**7,986,049**	**8,478,843**	**9,326,325**		**847,482**	**10.0%**	**10,205,856**

2011 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2011 Impact		Net 2012 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget $	FTE	Budget $	FTE	Budget $	FTE	Budget $
Roads Supervisor	FT	1.0	108,545	-	108,545	-	-	1.00	108,545	-	0
Sign Crew (2 Equipment Operators)	FT	2.0	104,393	-	104,393	-	-	2.00	104,393	-	0

2012 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2012 Impact		Net 2013 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget $	FTE	Budget $	FTE	Budget $	FTE	Budget $
Micro Milling	n/a	0.0	250,000	-	250,000	-	-	0.00	250,000	-	0

Public Works- Road Maintenance Services

2011-12 Business Plan

BUSINESS OVERVIEW

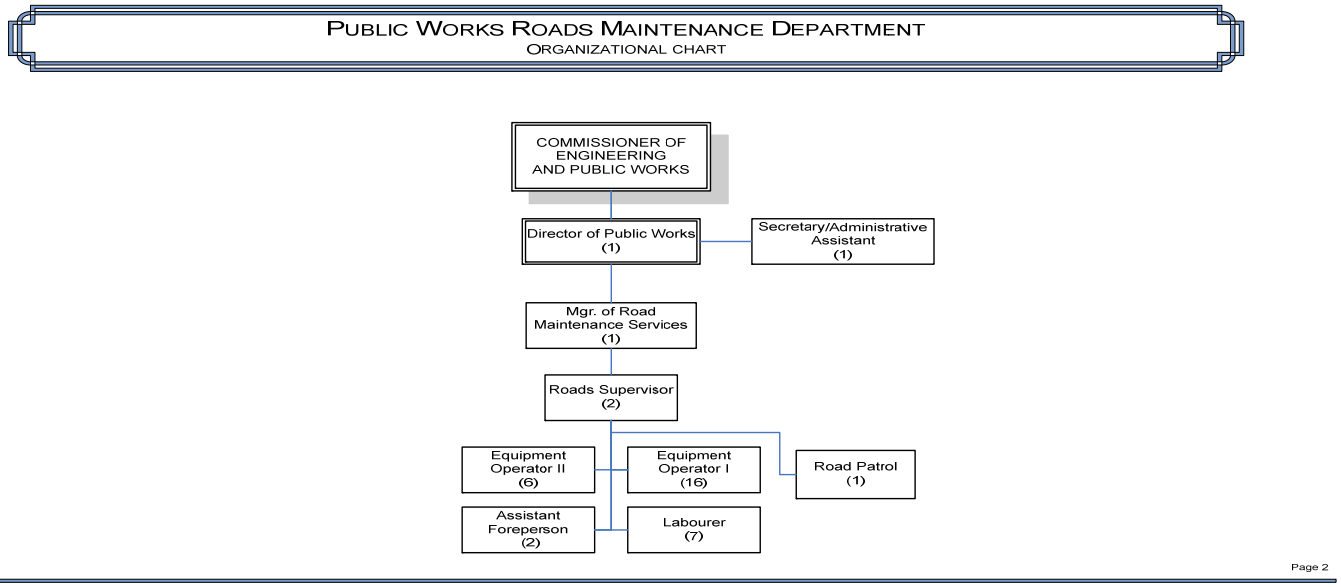
Service Statement: (Describe the core responsibilities for your department)

To provide for safe roads and sidewalks throughout the City of Vaughan, in accordance with minimum maintenance standards and Vaughan Council Policy.

The Public Works Department is committed to providing all residents with respectful, timely and reliable service. The 4 cornerstones to our success are:

- Quality Service and Integrity
- Professionalism and Positive Attitude
- Innovation and Continuous Improvement
- Effective Communication and Knowledgeable Staff

Service Profile:



Full Time, Part Time and Overtime – Budgeted Amounts

					Additional Resource Requests	
	2008	2009	2010	2011 Base	2011	2012
Full Time	35	35	35	35	3	0
Part Time	1.4	1.27	1.27	1.27		
Overtime	$47,680	$47,680	$42,920	$42,920	$3,508	

Key Stakeholders:

- Mayor and Council
- Citizens and Businesses of Vaughan

2011-12 Business Plan

Work Plan:

Link to Vaughan Vision 2020:

Service Excellence:
*Pursuit Excellence in Service Delivery
*Enhance and Ensure Community Safety, Health and Wellness
*Lead and Promote Environmental Sustainability

Staff Excellence:
*Support the Professional Development of Staff

Management Excellence:
*Enhance product Activity, Cost-Effectiveness and Innovation
*Plan and Manage Growth and Economic Vitality

Future Pressures and Opportunities:
Future pressure include a rapidly increasing road network to maintain (requiring additional resources and equipment), increasing material costs, increasing demand for higher service levels, and large areas of infrastructure aging at the same rate.

Opportunities for reduced costs exist through ideas generated at the ongoing Continuous Improvement meetings with staff, newer equipment that increases productivity, and a changeover to high efficiency street lighting.

Business Plan Objectives

Prior Year Business Plan Objectives / Accomplishments:	Year	Status	Outcome/Results
1 Improve cleanliness of City streets through reduced sweeping rotation time and additional staff.	2007	Ongoing. New sweeper obtained Q4 09	Reduced days to complete sweeping cycle
2. Review current operations performed by the Roads Division to determine if they are better served in-house or contracted out	2006	**Ongoing Continuous Improvement meetings with staff.**	Improved workplace communication and increased productivity
3. Review opportunities for shifts or alternative working hours (e.g. 4-10 hour days, longer days) and experimenting with a second shift of afternoons	2008	**Shift work for street sweeping implemented in Q3 09**	Improved productivity

4. Obtain and deploy additional AVL/GPS units to better manage the contracted and in-house operations	2001	Ongoing	Improved response time, better customer service
5. Ensure compliance with MMS and other relevant legislation concerning road maintenance and repair.	2002	Ongoing	Meeting MMS

Public Works- Road Maintenance Services

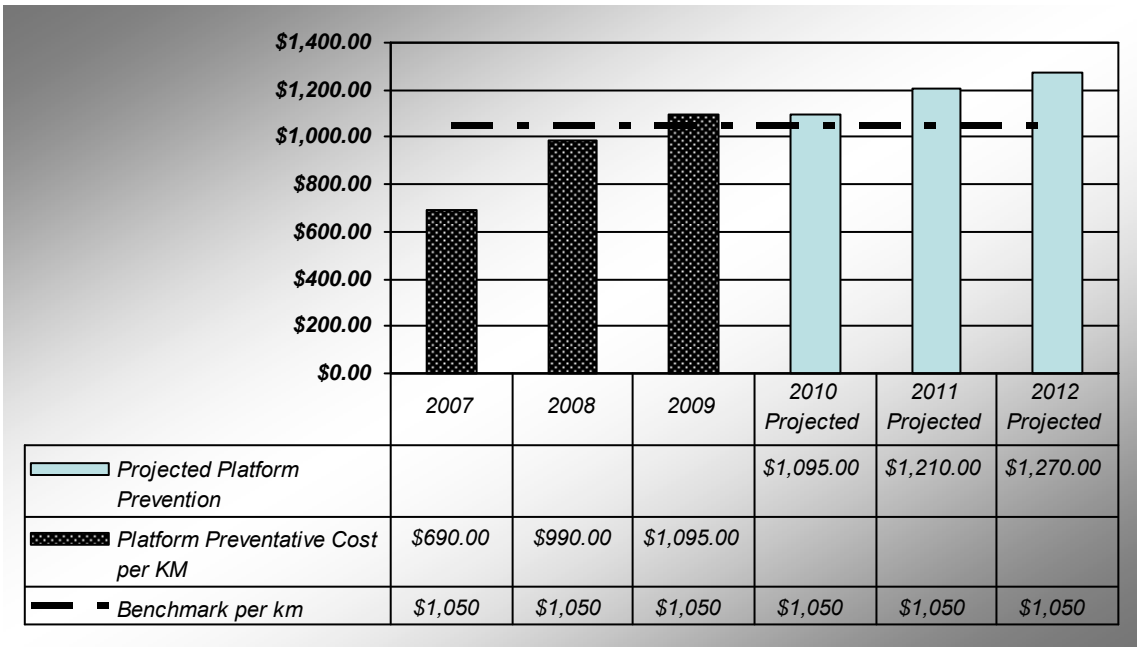
2011-12 Business Plan

2011-12 Business Plan Objectives:

Business Plan Objectives:	Timeline	Outcome	Resources
2011 (Top 3 Objectives)			
1 Mandated replacement of all School Zone signage (within 5 yr. period)	2010 To 2015	All School Zone signs will be changed to new colour.	In-house staff for installation and capital funds for signs
2 Mandated replacement of all Load Restriction signs (within 5 yr. period)	2010 To 2015	All Load Restriction signs to be changed over to new provincial design over the next 4 yrs.	In-house staff to install and capital funds for signs
3. Increase street sweeping efficiency.	Q2/11	Reduced time frame between sweeping cycles.	In-house.
4. Ensure compliance with new Minimum Maintenance Standards for sidewalk inspections.	Q2/11	Inspect all sections of assumed sidewalk annually.	In-house staff, and rented equipment.
2012 (Top 3 Objectives)			
1. Review and potentially expand contracted micro-milling and overlay program for spot repairs.	Q3/12	Detailed plan for managing small sections of asphalt repair	In-house and contracted
2. Review contracted services to ensure that the most cost effective means of delivering the service is taking place (in-house vs contracted).	Q4/12	Evaluation of programs and recommended service suppliers identified.	In-house
3. Ensure compliance with new Minimum Maintenance Standards	Ongoing	Compliance with Provincial Standards	In-house and contracted services

2011-12 Business Plan

Measure: Cost per Kilometer of Preventative Maintenance



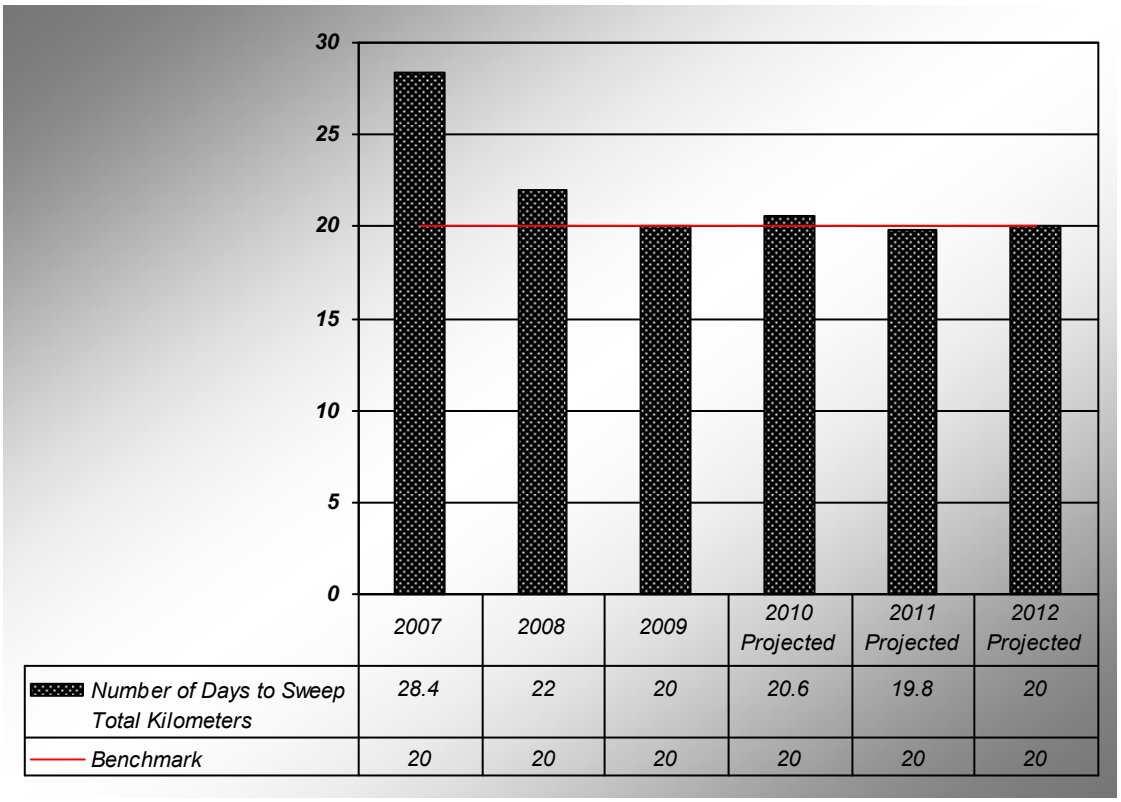
	2007	2008	2009	2010 Projected	2011 Projected	2012 Projected
Projected Platform Prevention				$1,095.00	$1,210.00	$1,270.00
Platform Preventative Cost per KM	$690.00	$990.00	$1,095.00			
Benchmark per km	$1,050	$1,050	$1,050	$1,050	$1,050	$1,050

Key Conclusion:
Platform preventive activity is designed to avoid expensive capital rehabilitation projects. Budget guidelines must continue to allow for increased funding allotments for growth and contract price increases, or poorer road conditions, more costly and extensive capital repairs, and increased complaints from residents will occur.

Notes about the Measure:
Pavement preventative maintenance costs focus on activities directly affecting pavement quality. It does not include activities such as street lighting, traffic signal maintenance or road signage, etc. Projections include average rate of growth and price increases. In 2009, the numbers increased due to the amalgamation of activity accounts under pavement maintenance. The benchmark was determined by using the average from 2005 to 2010, and applying additional cost increases due to growth and contract costs. increased spending reflects the aging infrastructure as well as more pro-active maintenance programs intended to reduce costlier rehabilitation and reconstruction works.

Measure: Total Number of Working Days to Sweep Total Lane Kilometers

Definition: The total number of working days to maintain the total lane kilometers in the City by Roads Maintenance



	2007	2008	2009	2010 Projected	2011 Projected	2012 Projected
Number of Days to Sweep Total Kilometers	28.4	22	20	20.6	19.8	20
Benchmark	20	20	20	20	20	20

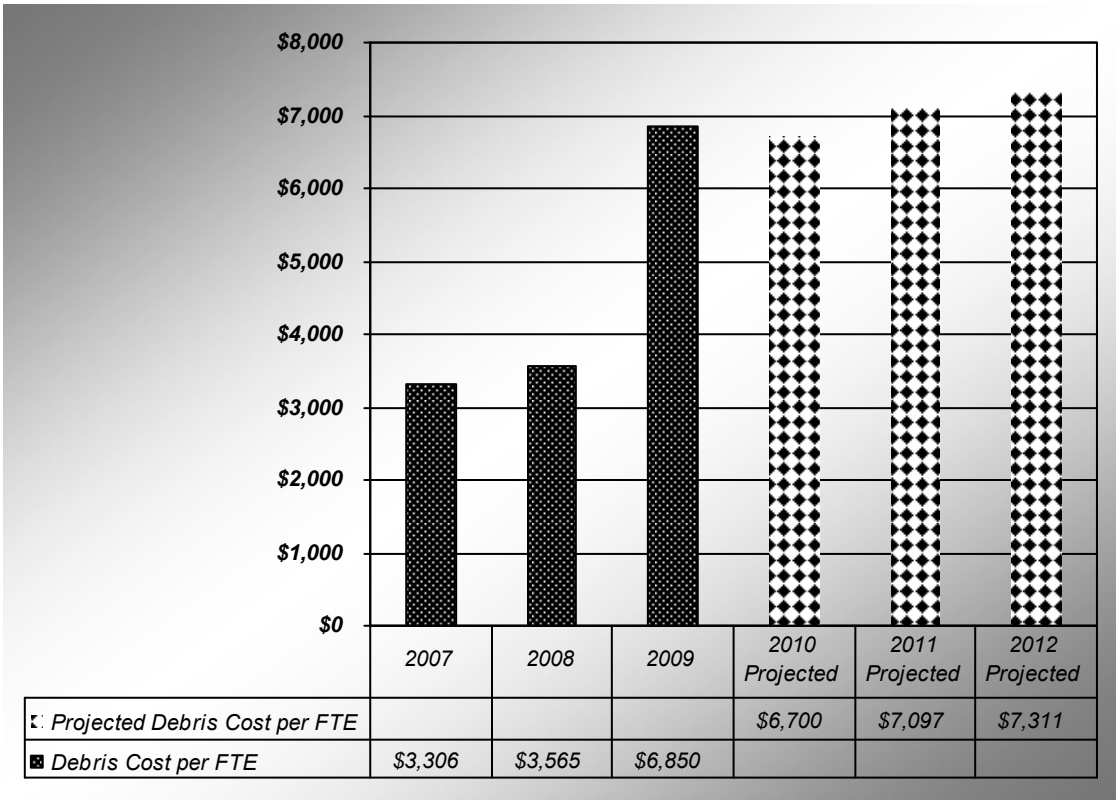
Key Conclusion:
Through the implementation of shift work, the rotation time has been reduced. With the additional street sweeper coming later in 2010, the cycle will take an average of once per month to complete.

Notes about the Measure:
The number of days to sweep the roads should be reduced to approximately once every 20 working days, based on a fleet of 4 City-owned street sweepers. This number is based on all 4units operating only one shift per day, and includes the estimated 40 lane km/yr growth factor. Should a second shift be implemented for street sweeping, this could be reduced to 10 working days. The above factors do not take into account mechanical breakdowns or inclement weather.

2011-12 Business Plan

Measure: Debris Maintenance Cost per FTE

Definition: The cost associated to debris maintenance per FTE in the Roads Division.



	2007	2008	2009	2010 Projected	2011 Projected	2012 Projected
Projected Debris Cost per FTE				$6,700	$7,097	$7,311
Debris Cost per FTE	$3,306	$3,565	$6,850			

Key Conclusion:
Littering and illegal dumping is continuing to take place across the City. There is continuous dumping of debris on rural roadways and these large dumps require significant staff and fleet resources to remove. The cost of cleaning up debris and liter is taking up a significant amount of staff time, resulting in other maintenance activities being contracted out or not getting completed on time.

Notes about the Measure:
Labour costs associated to debris pickup throughout the year, divided by FTE's.

2011-12 Business Plan

BUSINESS OVERVIEW:

Overall Conclusion: The Public Works Department's Road Maintenance Section has been able to keep up with the growing road network through the use of improved efficiencies and past staff complement increases. In order to maintain the current levels of service, and meet the increased demand of maintaining an aging infrastructure, additional resources (staff, equipment, and contracted services), are needed.

Commissioner Sign-off **Date (mm/dd/yy)**

City of Vaughan
Revenue/Expenditure Summary Report
2011-12 Operating Budget

					2011				
			2010 Actual	2010 Budget	Budget	% of Total Budget	Budget Variance $	Budget Variance %	2012 Forecast
Public Works - Waste Mgmt.	Revenue	Rents and Concessions	(518)	0	0	0.0%	0	0.0%	0
		Departmental Revenues	(16,385)	(27,480)	(14,019)	1.3%	13,461	-48.98%	(14,019)
		Rev. frm Recov. Exp	(15,455)	(20,500)	(16,064)	1.4%	4,436	-21.64%	(16,064)
		Service Charges	(14,537)	(35,200)	(16,200)	1.4%	19,000	-53.98%	(16,200)
		General Revenue	(132,246)	(120,096)	(125,000)	11.1%	(4,904)	4.08%	(125,000)
		Tourism/Rec'n Grant	(696,978)	(550,000)	(950,000)	84.7%	(400,000)	72.73%	(950,000)
	Total		**(876,118)**	**(753,276)**	**(1,121,283)**	**100.0%**	**(368,007)**	**48.85%**	**(1,121,283)**
	Labour Costs	Staffing Costs (incl Benefits)	425,011	442,100	452,896	4.8%	10,796	2.44%	473,501
	Other Expenses	Service Contracts and Materials	8,195,156	8,162,631	8,775,935	92.8%	613,304	7.51%	9,121,656
		Community Advertising & Promotion	126,697	198,160	190,400	2.0%	(7,760)	-3.92%	190,400
		Staff Development & Training	6,612	7,480	8,711	0.1%	1,231	16.46%	8,711
		Professional Fees	0	6,360	8,507	0.1%	2,147	33.76%	8,507
		Joint Services & Department Transfers	929	4,020	4,020	0.0%	0	0.0%	4,110
		Office Equipment & Furniture	5,489	4,140	3,900	0.0%	(240)	-5.8%	3,900
		Communications	2,403	4,440	3,863	0.0%	(577)	-13.0%	3,863
		Tools & Equipment	63	2,000	1,884	0.0%	(116)	-5.8%	1,884
		Meals & Travel	103	1,050	1,056	0.0%	6	0.57%	1,056
		Corporate Accounts	4,760	960	977	0.0%	17	1.77%	977
		Operating Leases	0	870	820	0.0%	(50)	-5.75%	820
		Other	635	560	560	0.0%	0	0.0%	560
		Office Supplies& Expenses	125	200	188	0.0%	(12)	-6.0%	188
		Total Non Labour Costs	**8,342,973**	**8,392,871**	**9,000,821**	**95.2%**	**607,950**	**7.24%**	**9,346,632**
	Total		**8,767,984**	**8,834,971**	**9,453,717**	**100.0%**	**618,746**	**7.0%**	**9,820,133**
	Net Expenditures		**7,891,866**	**8,081,695**	**8,332,434**		**250,739**	**3.1%**	**8,698,850**

Public Works – Solid Waste Mgmt

2011-12 Business Plan

BUSINESS OVERVIEW

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

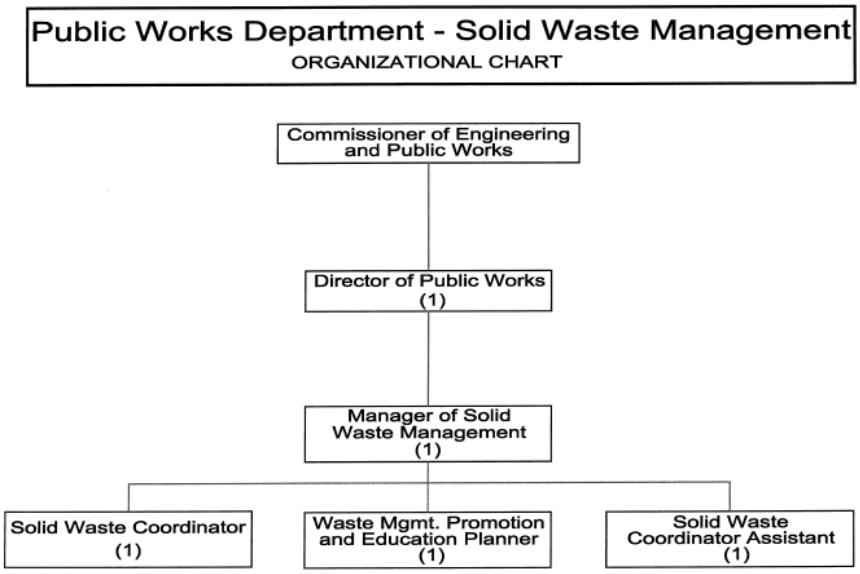
To ensure effective collection of residential (including limited non-residential and mixed-use establishments) residual waste (garbage) and resource materials (household organics, recyclables large appliances and leaf and yard materials)

To effectively monitor and evaluate the success of the Greening Vaughan initiative and to assess and develop other programs that may further enhance current programs or provide additional avenues for waste diversion

To inform and involve the citizens of Vaughan through ongoing educational and promotional initiatives of the City's comprehensive waste management plan and the waste management priorities as established by the Mayor and members of Council

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

Full Time, Part Time and Overtime – Budgeted Amounts					Additional Resource Requests	
	2008	2009	2010	2011 Base	2011	2012
Full Time (FTE)	3	4	4	4	0	0
Part Time (FTE)	1.03	1.03	1.03	1.03	0	0
Overtime (Budget)	$4,020	$4,020	$3,630	$3,620	0	0



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

- Citizens of Vaughan
- Mayor and Members of Council
- Planners / Developers re: Waste Collection Design Standards Policy / Site Plan review
- York Region
- Collection Contractor(s)
- Governing legislation such as the Environmental Protection Act; Environmental Assessment Act and the Ontario Municipal Act

Work Plan:

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

Service Excellence
Pursue excellence in service delivery
Lead and promote environmental sustainability

Management Excellence
Enhance productivity, cost effectiveness and innovation

Staff Excellence
Support the professional development of staff

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

Challenges

Some of the challenges experienced in the Solid Waste Management division are as follows:

- Enforcement. Inability for Waste Management staff to formally enforce Waste Collection By-law
- Differentiating our program from that of Toronto's (they are permitted to use oversized containers; they take recycling items we do not accept etc.)
- Matching efficiencies on the processing/disposal side (Region) with that of collection efficiencies (City) and residents needs
- Growing use of oversized containers – pressure by some to move to use oversized containers – which would require automated collection (much more costly)
- Maintaining two different distribution programs for blue boxes and green bins.

Opportunities

Waste Diversion Efforts may be enhanced by assessing program changes / alterations, some of which are as follows:

- increasing the cost of the garbage tags
- reducing the allowable "free" garbage items from 3 items every other week to 2 items every other week
- eliminating the provision of the 4 annual double up events
- implementing maximum set out limits for multi res establishments that the City provides municipal collections services to.
- Implementing a ban on electric and electronic waste curbside.

Efficiencies would be gained if

- appliance appointments are made online
- one system for point of sale transactions. Elimination of handwritten receipts
- there is only one program (not two) for the distribution of blue boxes and green bins.

City wide

- looking at a language translation program / tool – via a third party - that would be able to translate Vaughan Online web information from English to an alternate language

Business Plan Objectives (list the status of 2010 business plan objectives and the method of measuring successful implementation. As well, list 2011-12 business plan objectives in the appropriate section)

Public Works – Solid Waste Mgmt

2011-12 Business Plan

Prior Year Business Plan Objectives / Accomplishments:	**Year**	**Status**	**Outcome/Results**
2010: To further implement a comprehensive multi res campaign	2010	Ongoing	To be determined. Intended to increase waste diversion in multi
2010: To develop new collection contract (ex one expires Dec 31, 2010) – Unless 2 year ext. is entertained	2010	Complete	Two year extension enacted
2010: To further address requirements of FCM grant if so required (may be completed in 2009 though)	2010	Complete	Outstanding reports completed and requisite monies received
2010: Work with Legal to get new waste collection by-law to council	2010	Complete	Report went to C of W Aug 31, 2010

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

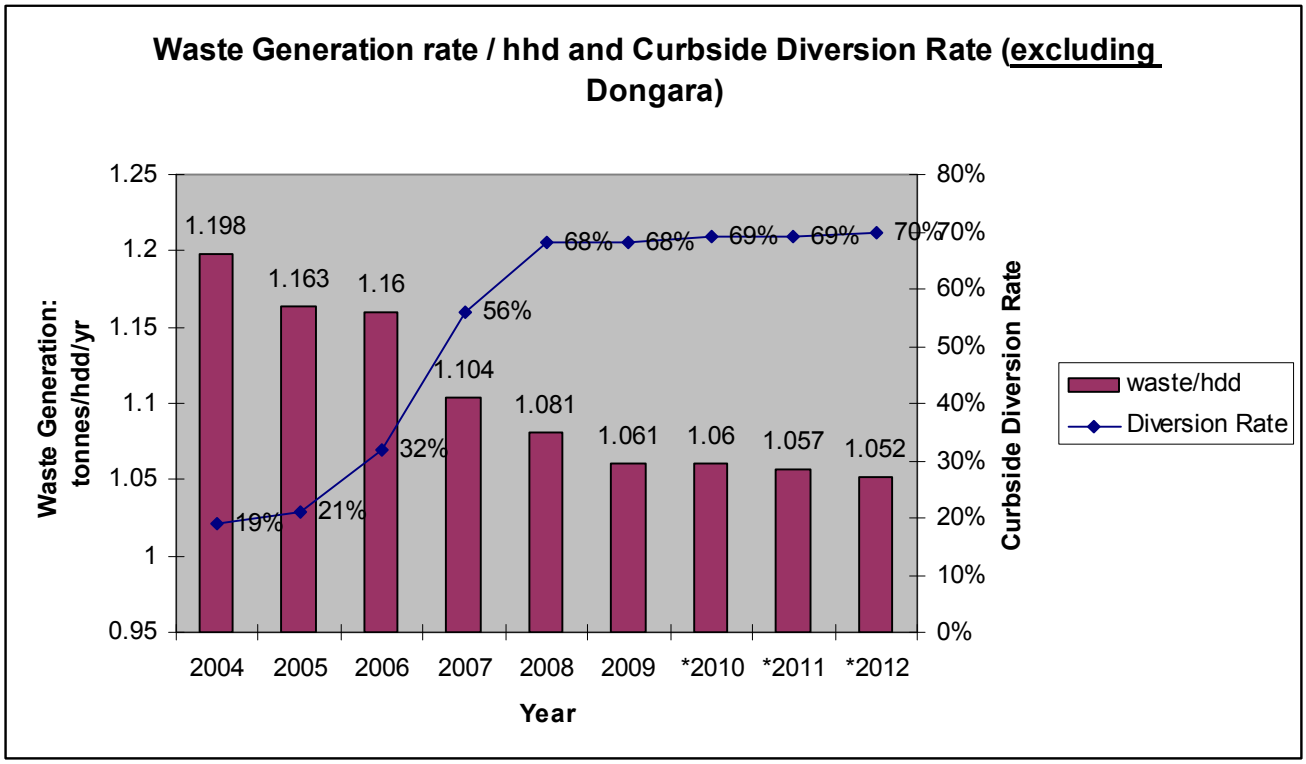
Business Plan Objectives:	**Timeline**	**Outcome**	**Resources**
2011 (Top 3 Objectives)			
1. To continue with multi res education efforts. (i.e. info for residents and property managers)	2011	To have both the property management team and the residents more aware of the City's waste diversion programs and to increase waste diversion efforts accordingly.	In house
2. To conduct waste audits at a limited number of Multi Res establishments	2011	To establish a baseline in terms of waste composition.	Consultant & In house
3. Implement a pilot for specifically designed recycling containers at problematic Canada Post (residential) super mail boxes locations.	1 year from time of implementation	Less litter at problematic sites; cleaner community image.	Pilot dependent on whether ARR request approved (both capital and operating)
4. To implement mandatory use of compostable bags in the green bin program.	2011	To ensure consistency with York Region's directive of mandatory use of compostable bags in green bin program by May 2011.	York Region & Area Municipalities & In house
6. To revise / update Waste Collection Design Standards Policy	2011	To have policy less 'interpretative'	In house
7. To continue to promote the move from printed material to Vaughan Online	2011	In keeping with the Corp Comm's objective of "Vaughan Online"	In house & Other City depts (IT)

2011-12 Business Plan

8. Eliminate the provision of Double Up Week events (4 per year)	2011	To enhance recycling efforts by the residents.	In house – Report to be prepared Q2 of 2011
9. To promote Public Works (along with Waste which we currently do) in elementary schools	2011	Awareness by residents (children) what services are provided by Vaughan Public Works	In house
2012 (Top 3 Objectives)			
1. To implement ban on electric and electronic waste curbside.	2013	To further promote waste diversion efforts by banning designated electric and electronic waste curbside.	York Region & In house
2. To assess additonal waste diversion efforts that could be in the multi res establishments	2012	Initiatives which will further enhance the City's waste diversion rate.	In house
3. Prepare Waste Collection Contract for release in mid 2012	2012	To have new contract awarded.	In house

BUSINESS OVERVIEW:

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2010, 2011 and 2012)



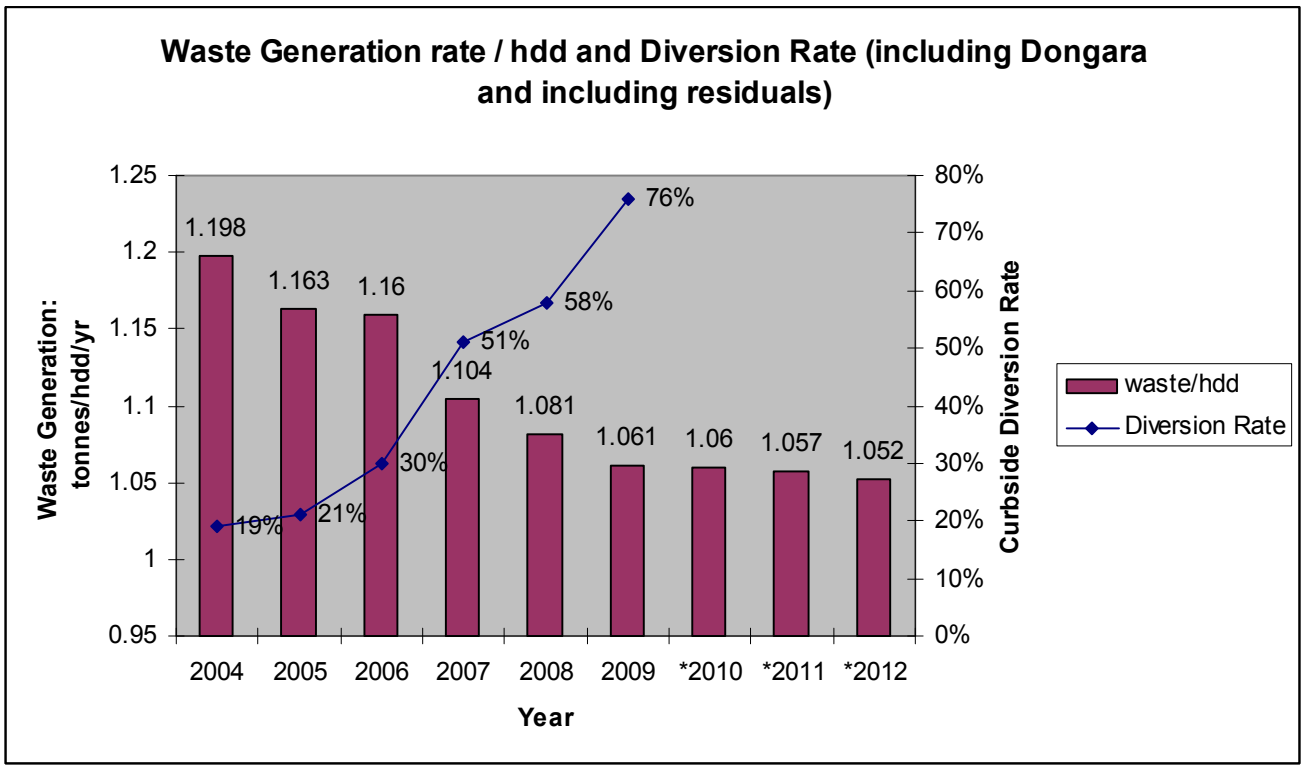
***Projected figured (2010, 2011, 2012)**

Key Conclusions:

- Waste diversion initiatives have been successful (increased diversion rate)
- Residents appear to be placing less waste curbside (less waste generated per hdd)

Notes:

- Unit (weight) measured in metric tones
- Total curbside diversion figures includes both curbside and multi res (that we service)
- Diversion rate does not include residuals resulting from processing operations
- Diversion rate does not include residuals processed at Dongara
- Data Source: Data derived from York Region and contractor summaries



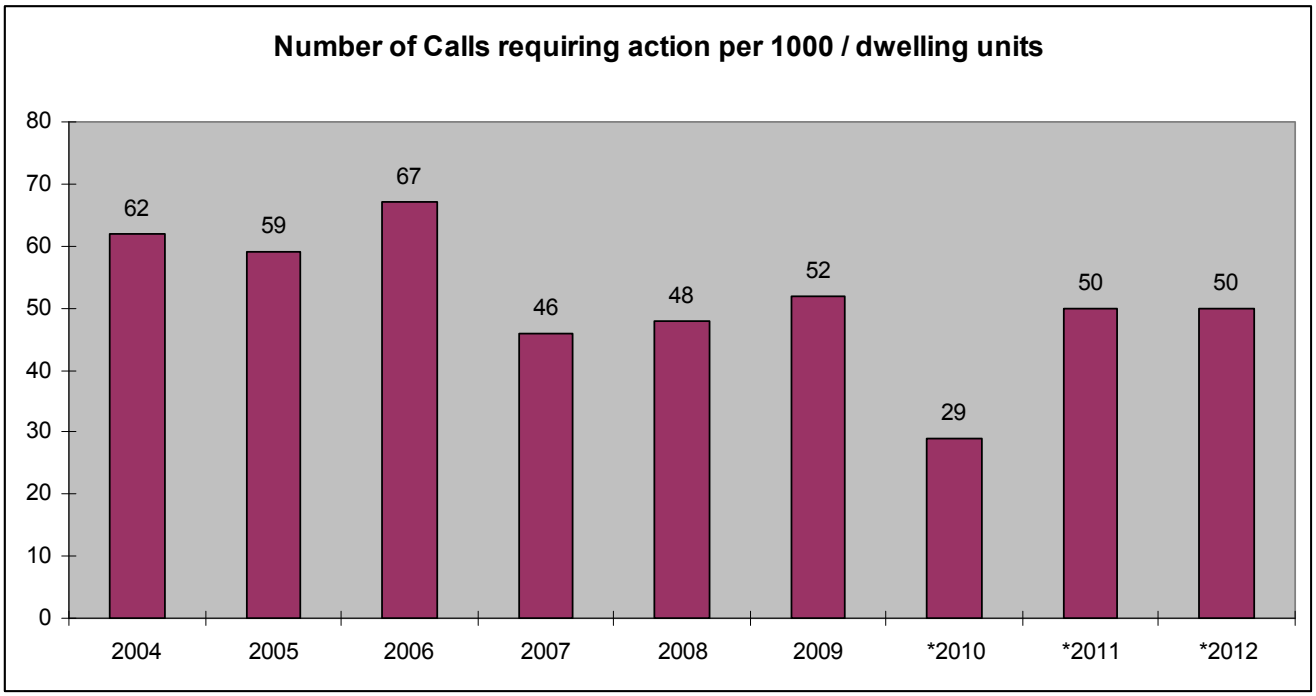
***Projected figured (2010, 2011, 2012)**

Key Conclusions:

- Waste diversion initiatives have been successful (increased diversion rate)
- Residents appear to be placing less waste curbside (less waste generated per hdd)

Notes:

- Unit (weight) measured in metric tones
- Total curbside diversion figures includes both curbside and multi res (that we service)
- Diversion rate does not include residuals resulting from processing operations
- Diversion rate does include residuals processed at Dongara. Dongara opened fall of 2008. Numerous shutdowns in 2008, 2009 and 2010. Dongara processes residuals waste into energy pellets
- Residuals are distributed proportionately to area municipalities. If for example a municipality brings in 25% of the recycling material they are assigned 25% of the residuals.
- Data Source: Data derived from York Region and contractor summaries



***Projected figured (2010, 2011, 2012)**

Key Conclusions:

- Changes to programs and contractors ability to adhere to the collection contract influence the number and type of inquiries and complaints received

Notes:

- Assumes population growth is proportionate to waste produced
- GV launched 2005 to 2007, therefore increase number of calls during that time
- Not all calls entered into the CMS system require action
- Data Source: Public Works admin.

Commissioner Sign-off **Date (mm/dd/yy)**

Vaughan Public Libraries

Regional Councillor

Gino Rosati

VPL Board Member

Regional Councillor

Michael Di Biase

VPL Board Member

Ward 1 Councillor

Marilyn Iafrate

VPL Board Member

Ward 3 Councillor

Rosanna DeFrancesca

VPL Board Member

Margie Singleton

Chief Executive Officer

Vaughan Public Libraries

Vaughan Public Libraries

Vaughan Public Libraries contribute to the success of our growing diverse community; serving its information, learning, leisure and cultural needs in a welcoming and safe environment

Vaughan Public Libraries provide an invaluable service to the residents of Vaughan, reaching out to people of all ages to promote learning and community education.

More importantly, our Libraries are centres of community activity. By participating in a wide variety of innovative programs and services, our residents can become more involved in community life and explore the rich cultural and social diversity that makes Vaughan such a great city to live in.

Vaughan Public Libraries has a rich history of success in serving residents as they read, learn, study, look for a new job, meet with friends or celebrate and share their culture. We have kept pace with the changes in Vaughan growing alongside the City, with two resource libraries, five branches and a website equipped to meet the needs of our diverse community.

Vaughan Public Libraries

900 Clark Avenue West, Vaughan, ON L4J 8C1

Tel (905) 653-READ (7323) Fax (905) 709-1530 Website www.vaughanpl.info

Ansley Grove Library · Bathurst Clark Resource Library · Dufferin Clark Library · Kleinburg Library

· Maple Library · Pierre Berton Resource Library · Woodbridge Library

City of Vaughan
Revenue/Expenditure Summary Report
2011-12 Operating Budget

			2010 Actual	2010 Budget	2011 Budget	% of Total Budget	Budget Variance $	Budget Variance %	2012 Forecast
					2011				
Vaughan Libraries	Revenue	Dept. Misc. Revenues	(2,065)	0	0	0.0%	0	0.0%	0
		Taxable Sales-Postage Fees	(1,106)	0	0	0.0%	0	0.0%	0
		Outside Contributions	(2,224)	(7,000)	(7,000)	1.6%	(0)	0.0%	(7,000)
		Rev. frm Recov. Exp	(21,602)	(10,620)	(10,620)	2.5%	(0)	0.0%	(10,620)
		Rents and Concessions	(23,049)	(13,560)	(13,560)	3.2%	(0)	0.0%	(13,560)
		Service Charges	(57,445)	(40,960)	(41,120)	9.6%	(160)	0.39%	(41,260)
		Tourism/Rec'n Grant	(196,686)	(145,240)	(145,240)	33.9%	(0)	0.0%	(145,240)
		Fines & Penalties-Library	(218,049)	(206,130)	(210,390)	49.2%	(4,260)	2.07%	(214,730)
	Total Revenues		**(522,225)**	**(423,510)**	**(427,930)**	**100.0%**	**(4,420)**	**1.04%**	**(432,410)**
	Labour Costs	Staffing Costs (incl Benefits)	8,243,585	8,392,380	9,039,415	73.3%	647,035	7.71%	9,547,059
	Other Expenses	Library Books & Periodicals	1,616,823	1,606,040	1,603,603	13.0%	(2,437)	-0.15%	1,635,723
		Joint Services & Department Transfers	484,553	430,450	430,450	3.5%	0	0.0%	430,450
		Service Contracts and Materials	275,624	310,170	283,268	2.3%	(26,902)	-8.67%	303,620
		Utilities & Fuel	231,331	257,490	279,644	2.3%	22,154	8.6%	297,107
		Office Supplies& Expenses	161,172	182,650	180,083	1.5%	(2,567)	-1.41%	179,935
		General Mtce & Repairs	149,400	131,000	153,433	1.2%	22,433	17.12%	133,081
		Office Equipment & Furniture	128,494	142,270	137,608	1.1%	(4,662)	-3.28%	137,608
		Corporate Accounts	47,824	48,750	57,006	0.5%	8,256	16.94%	60,216
		Communications	39,177	46,210	44,108	0.4%	(2,102)	-4.55%	44,108
		Community Advertising & Promotion	36,125	35,090	39,850	0.3%	4,760	13.57%	39,850
		Staff Development & Training	33,253	30,130	29,906	0.2%	(224)	-0.74%	29,906
		Meals & Travel	23,879	27,020	27,223	0.2%	203	0.75%	27,223
		Professional Fees	21,638	20,000	20,352	0.2%	352	1.76%	20,352
		Other	3,889	1,800	1,770	0.0%	(30)	-1.67%	1,770
		Total Non Labour Costs	**3,253,183**	**3,269,070**	**3,288,304**	**26.7%**	**19,234**	**0.59%**	**3,340,949**
	Total Expenses		**11,496,768**	**11,661,450**	**12,327,719**	**100.0%**	**666,269**	**5.71%**	**12,888,008**
	Net Expenditures		**10,974,544**	**11,237,940**	**11,899,789**		**661,849**	**5.89%**	**12,455,598**

2012 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2012 Impact		Net 2013 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget $	FTE	Budget $	FTE	Budget $	FTE	Budget $
E-Media Pilot Specialist	FT	1.0	69,910	-	69,910	(0.5)	(34,955)	0.50	34,955	0.50	34,955
Resource Purchasing Power Protection	n/a	0.0	32,120	-	32,120	-	-	0.00	32,120	-	32,760

Capital Budget

Library Board

Year Identified	Project #	Project Name	Project Type	Total Budget	Operating Budget Impact	TCA
2009	LI-4504-09	Library Technology Program	Infrastructure Replacement	$140,000		Y
2011	LI-4532-11	North Thornhill Branch Library (Block 10)	Growth/Development	$3,062,550	$764,700	Y
2011	LI-4531-11	Replacement of RFID Security Equipment	Technology	$500,400		Y
				$3,702,950		

Capital Budget

Library Board
Library Services

Year Identified	Project #	Project Name	Project Type	Total Budget	Operating Budget Impact	TCA
2009	LI-4504-09	Library Technology Program	Infrastructure Replacement	$140,000		Y
2011	LI-4532-11	North Thornhill Branch Library (Block 10)	Growth/Development	$3,062,550	$764,700	Y
2011	LI-4531-11	Replacement of RFID Security Equipment	Technology	$500,400		Y
				$3,702,950		

Vaughan Public Libraries

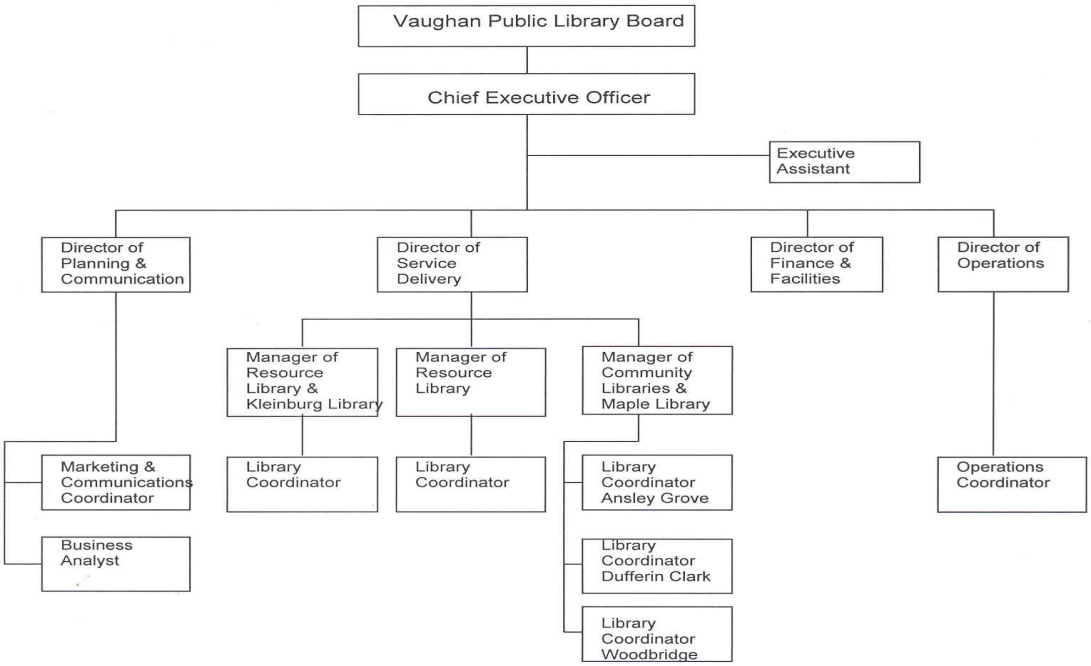
2011-12 Business Plan

BUSINESS OVERVIEW

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

Vaughan Public Libraries contributes to the success of our growing diverse community; serving its information, learning, leisure and cultural needs in a welcoming and safe environment.

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



Full Time, Part Time and Overtime – Budgeted Amounts

					Additional Resource Requests	
	2008	**2009**	**2010**	**2011 Base**	**2011**	**2012**
Full Time	**79**	**80**	**80**	**80**		**0.5**
Part Time	**60.46**	**61.31**	**61.31**	**61.31**		
Overtime	**$1,980**	**$1,800**	**$1,800**	**$1,800**		

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

Residents of Vaughan
Vaughan Council
VPL Board
Staff of City and VPL

Vaughan Public Libraries

2011-12 Business Plan

Work Plan:

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

Service Excellence
- Pursue excellence in service delivery
- Ensure and enhance community safety, health and wellness

Staff Excellence
- Support professional development of staff

Management Excellence
- Demonstrate leadership and promote effective governance
- Enhance productivity, cost effectiveness and innovation
- Plan and manage growth and economic vitality

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

Demand for library services and materials is increasing – higher circulation of materials, increased visitors to libraries, increased traffic to website, increased membership, increased use of library facilities. More than 15,000 new members projected for 2010.
Population of Vaughan continues to increase at very rapid rate - more people = more customers.
Library budget has not kept pace with current and future growth thus service levels constantly threatened.
Construction of resource library at City Hall beginning to impact budget and work demands of staff.
Impact of AODA legislation unclear.
Prevalence of social media and electronic communication results in demand for new and additional ways to communicate with customers

Business Plan Objectives (list the status of 2010 business plan objectives and the method of measuring successful implementation. As well, list 2011-12 business plan objectives in the appropriate section)

Prior Year Business Plan Objectives / Accomplishments:	Year	Status	Outcome/Results
Encourage Family literacy	2010	Q2'10-	Family membership campaign underway
Deliver customer driven collections	2010	Q1'10 – Q1'10	$30,00 on French materials E-book collection expanded
Configure and revitalize library facilities	2010	Q2'10 Q4'10	KL refurbished BCRL refurbishment planned
Empower staff through continuous improvement	2010	Q1'10 - Q1'10 -	STEP (Steps To Excellence Program) initiated Staff survey evaluated & suggestions implemented
Establish more access for public input	2010	Q2'10 Q3'10	Annual report to community distributed Planning for E-newsletter initiated

Vaughan Public Libraries

2011-12 Business Plan

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

Business Plan Objectives:	Timeline	Outcome	Resources
2011 (Top 3 Objectives)			
1. Increase service to new Canadians through multilingual information service and creation of ESL area of website	Q1-2'11	Service to new Canadians becomes more parallel to English speakers	Existing Operating funds
2. Extend library service through development of plans for resource library at City Hall and initiation of construction	Q1'11-	Plans for increase in service levels to underserved area completed	Capital funds from DCs
3. Using social media and internet extend communication with customers	Q2'11	VPL embraces electronic communication with customers	ARR for E-Media Specialist
Other Secure safety of assets through replacement of obsolete asset security system	Q3'11-	Assets secured	Capital funds from taxation
2012 (Top 3 Objectives)			
1. Enhance service to seniors and mature adults through creation of unique area of website and extension of digital literacy training	Q1'12	Service to seniors and mature adults increased	Existing Operating funds
2. Open third resource library to customers	Q4'12	Increase in service levels to underserved residents	Capital funds from DCs and ARR for Operating salaries and expenses
3. Empower staff through development and implementation of comprehensive training plan	Q3'12	Staff comprehensively trained	Existing Operating funds
Other Complete replacement of obsolete asset security system	-Q2'12	Assets secured	Capital funds from taxation

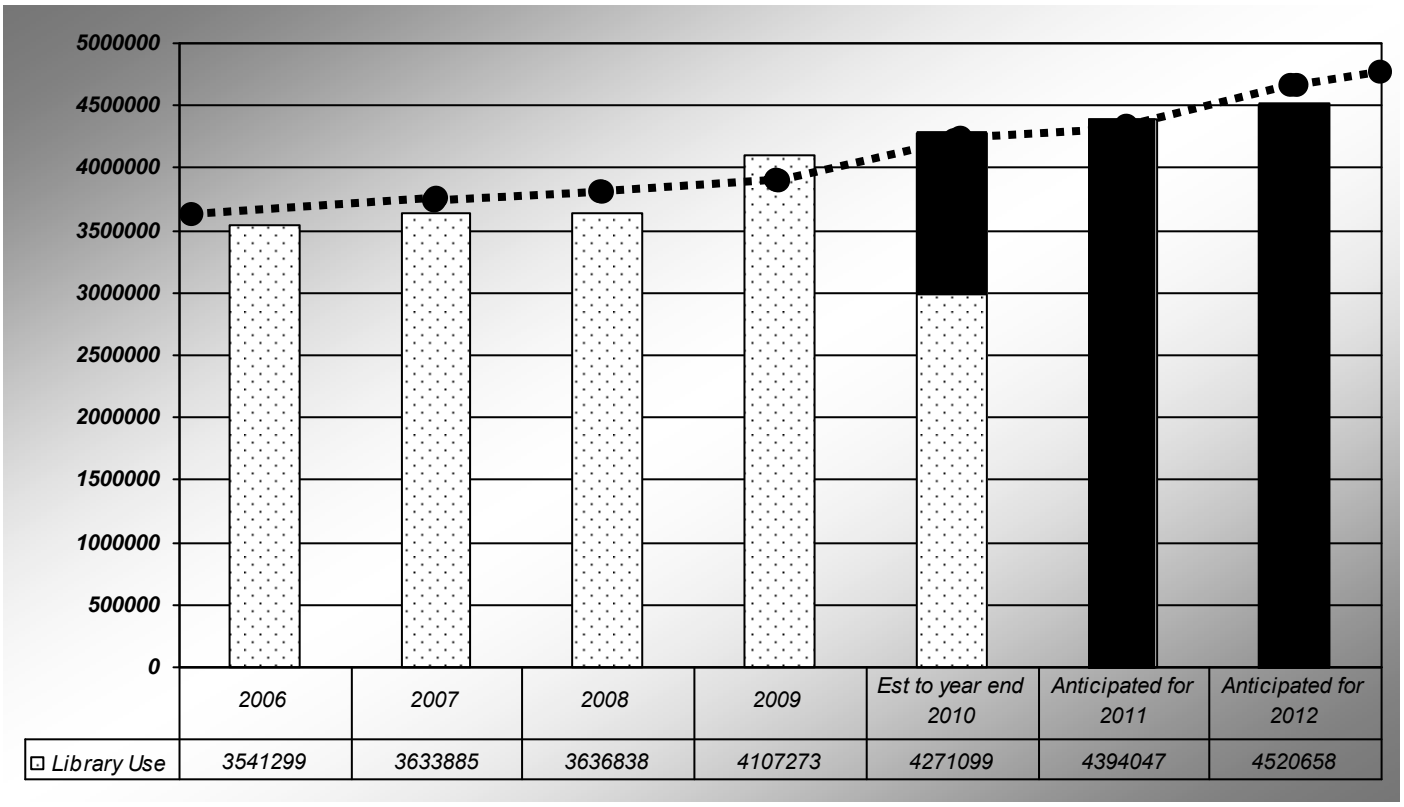
Vaughan Public Libraries

2011-12 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2010, 2011 and 2012)

MEASUREMENT: Library Use

Definition: The number of library-defined customer uses



	2006	2007	2008	2009	Est to year end 2010	Anticipated for 2011	Anticipated for 2012
Library Use	3541299	3633885	3636838	4107273	4271099	4394047	4520658

BUSINESS OVERVIEW:

Key Conclusion: (What are some assumptions about the performance measure which should be stated)
Library use continues to increase each year. It is proposed that the large increase in library use observed in 2009, which was primarily related to the economic downturn, will not continue, although library use will steadily increase.

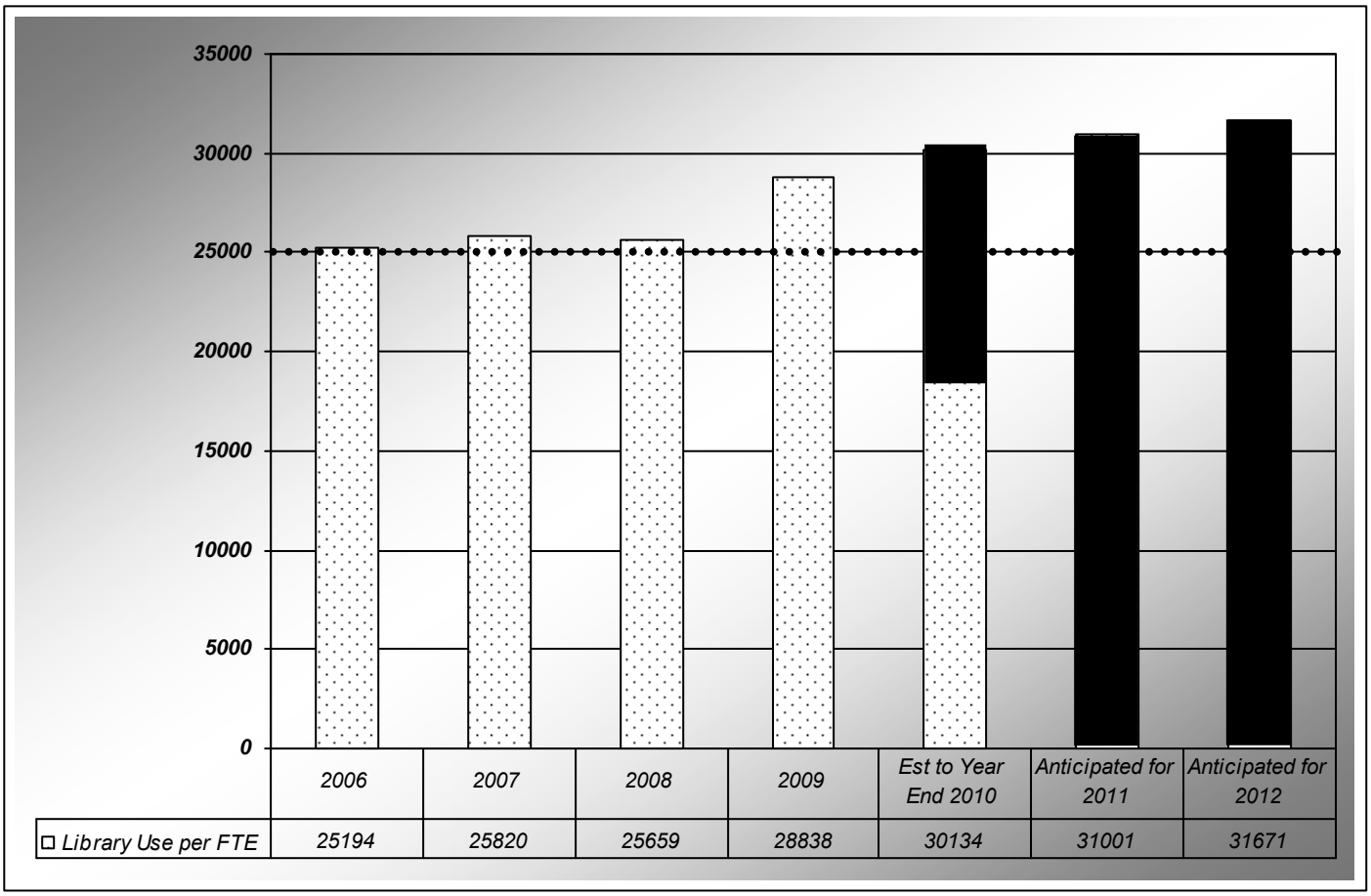
Notes about the Measure: (What are some assumptions about the performance measure which should be stated)
Library use is measured by the sum of circulation, program attendance, in-library material use, number of people using public workstations, number of times electronic databases are accessed, both standard and electronic reference transactions, and customer assistance.

Goal: 4.5% increase annually.

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2010, 2011 and 2012)

MEASUREMENT: Library Use Per FTE (Full-Time Equivalent)

Definition: The number of library defined customer uses per full-time equivalent staff members.



	2006	2007	2008	2009	Est to Year End 2010	Anticipated for 2011	Anticipated for 2012
Library Use per FTE	25194	25820	25659	28838	30134	31001	31671

Key Conclusion: (What are some assumptions about the performance measure which should be stated)
Library use continues to increase while staff complement remains relatively stable

Notes about the Measure: (What are some assumptions about the performance measure which should be stated)
Library use is measured by the sum of circulation, program attendance, in-library material use, number of people using public workstations, number of times electronic databases are accessed, both standard and electronic reference transactions, and customer assistance.

Goal: 25,000 Uses per FTE

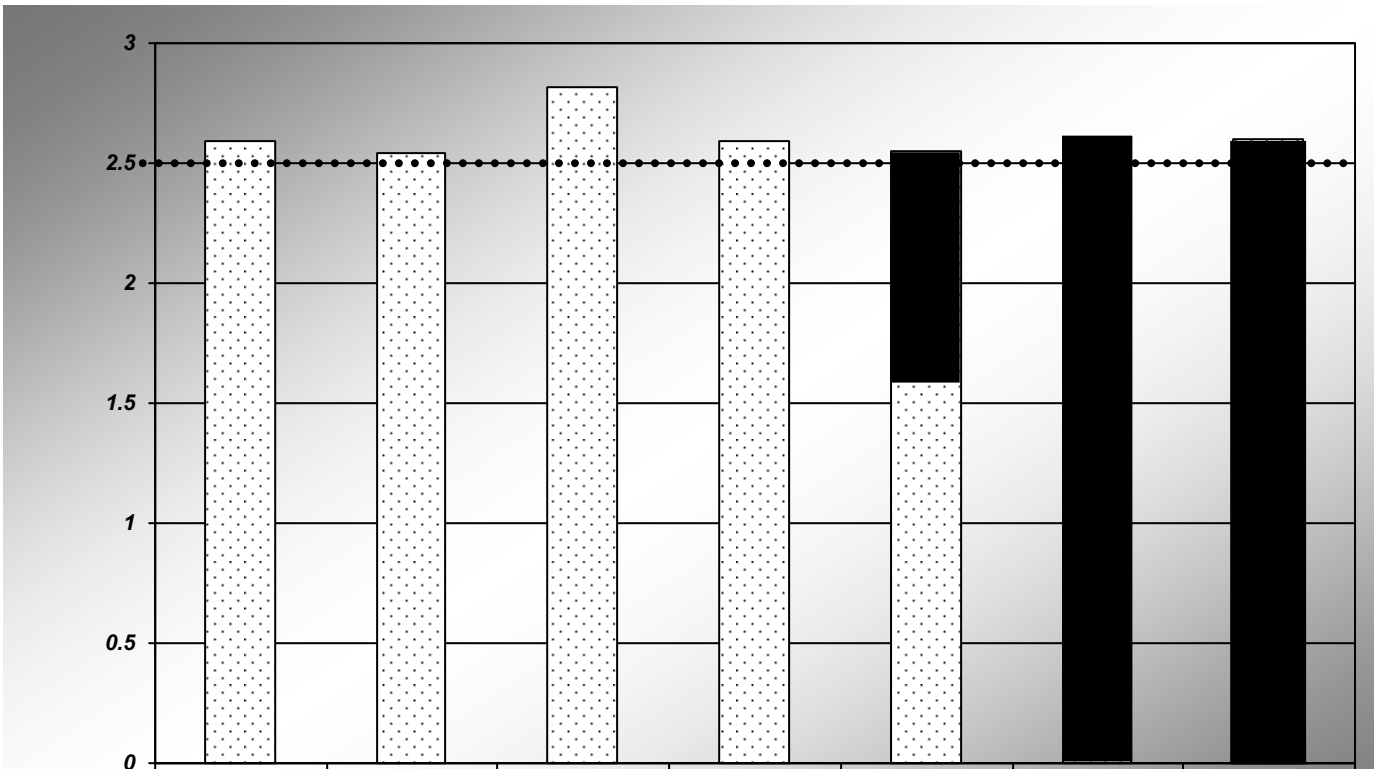
Vaughan Public Libraries

2011-12 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2010, 2011 and 2012)

Measurement: Cost per Library Use

Definition: Cost per Library defined customer use



	2006	2007	2008	2009	Est. to Year End 2010	Anticipated for 2011	Anticipated for 2012
$ per Use	2.59	2.54	2.82	2.59	2.55	2.61	2.6

Key Conclusion: (What are some assumptions about the performance measure which should be stated)
Anticipated increases in use for 2011 and 2012 are small and costs remain relatively stable.

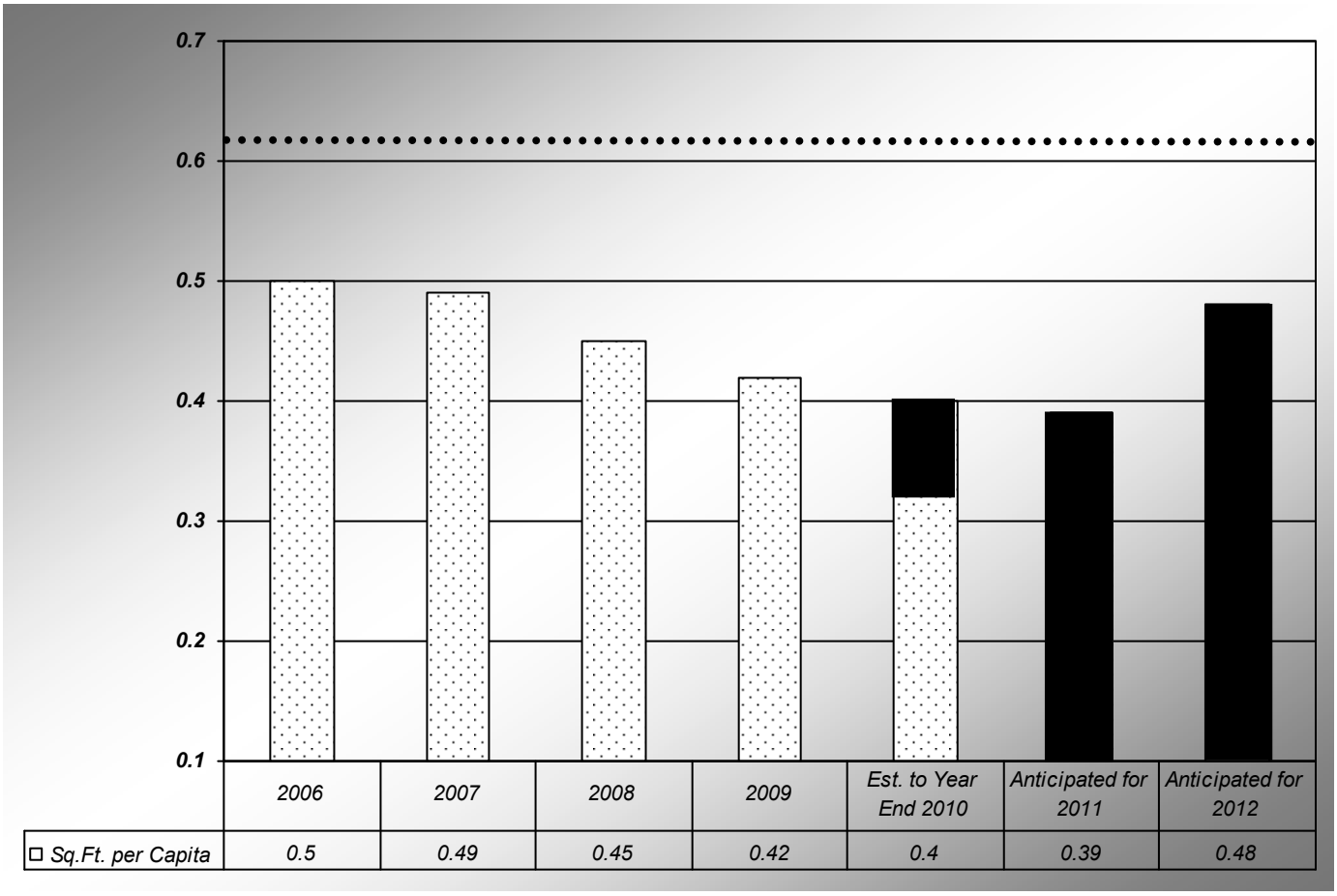
Notes about the Measure: (What are some assumptions about the performance measure which should be stated)
Library use is measured by the sum of circulation, program attendance, in-library material use, number of people using workstations, number of times electronic databases are accessed, both standard and electronic reference transactions, and customer assistance.

Goal: Less than $2.50 per Use

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2010, 2011 and 2012)

Measurement: Square Feet Per Capita

Definition: The square footage of the total of all library buildings per capita



	2006	2007	2008	2009	Est. to Year End 2010	Anticipated for 2011	Anticipated for 2012
Sq.Ft. per Capita	0.5	0.49	0.45	0.42	0.4	0.39	0.48

Key Conclusion: (What are some assumptions about the performance measure which should be stated)
No additional Library space has been added since the Pierre Berton Resource Library in 2004 while the population of the City of Vaughan has continued to grow.
The new Civic Centre Resource Library planned to open in 2012 will impact this measure.

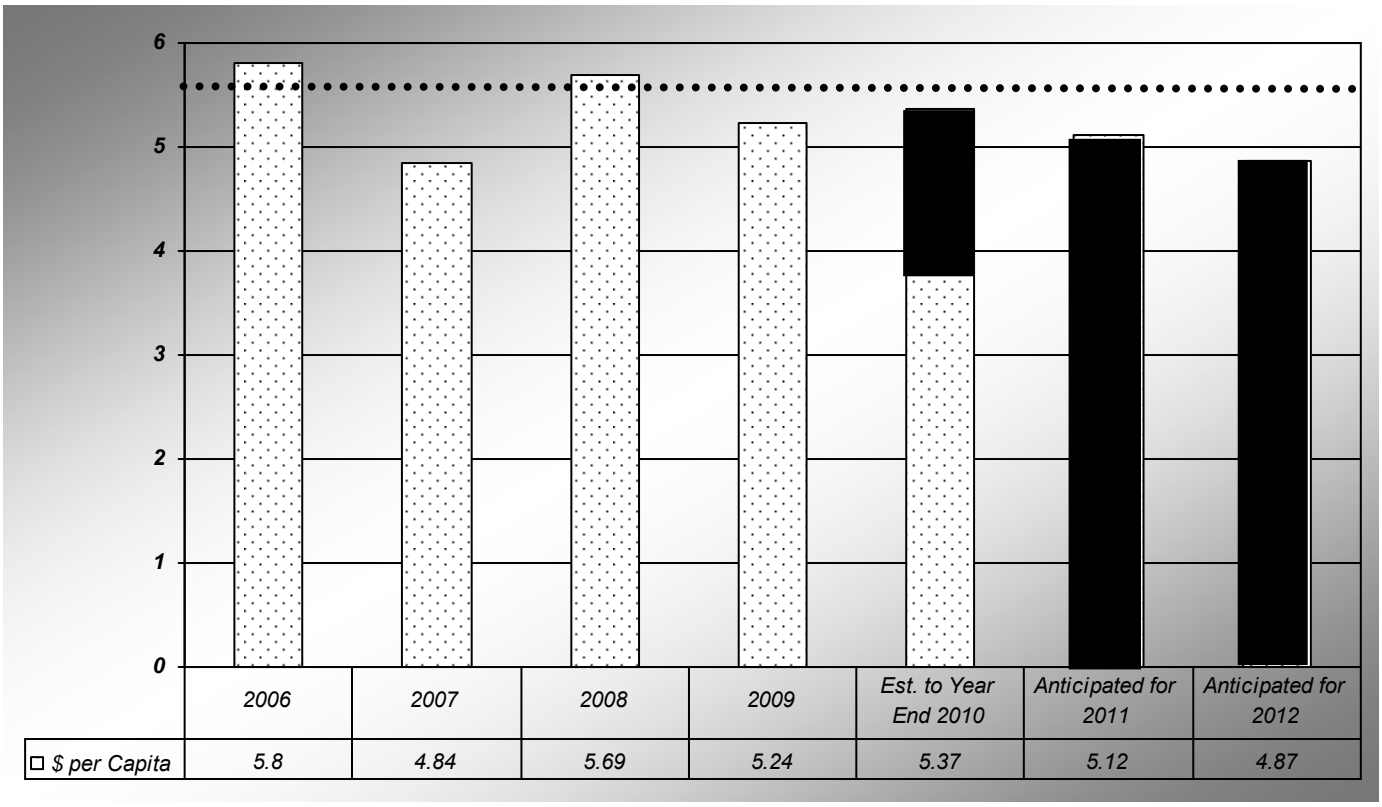
Notes about the Measure: (What are some assumptions about the performance measure which should be stated)
Civic Centre Resource Library assumed to be 36,000 sq.ft. added in 2012
Population projections: 2010 – 298,080; 2011 – 312,984; and 2012 – 328,634

Goal: Industry Standard .61 Square Feet Per Capita

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should forecast 2010, 2011 and 2012).

Measurement: Material Dollars Spent Per Capita

Definition: Actual amount spent on library resources per capita



	2006	2007	2008	2009	Est. to Year End 2010	Anticipated for 2011	Anticipated for 2012
$ per Capita	5.8	4.84	5.69	5.24	5.37	5.12	4.87

Key Conclusion: (What are some assumptions about the performance measure which should be stated)
Population growth is rapid while the collection budget remains static.

Notes about the Measure: (What are some assumptions about the performance measure which should be stated)
Library resources include books, audio visual formats, periodicals, databases and the cost to get these items shelf ready.

Population projections: 2010 – 298,080; 2011 – 312,984; and 2012 – 328,634

Goal: $5.60 for Materials per Capita (Development Charges define $102.83 per Capita for new facility collections)

Corporate Accounts

City of Vaughan
Revenue / Expenditure Summary Report
2011-12 Operating Budget

Corporate Revenues & Expenditures

	2010 Actual	2010 Budget	2011 Budget	2011 % of Total Budget	2011 Budget Variance $	2011 Budget Variance %	2012 Forecast
Corporate Revenues (1)							
Hydro Investment Income	(4,853,451)	(4,853,450)	(4,853,450)	15.9%	0	0.0%	(4,853,450)
Fines and Penalties	(4,583,952)	(4,900,000)	(4,900,000)	16.0%	0	0.0%	(4,900,000)
Investment Income	(4,778,655)	(3,750,000)	(3,750,000)	12.3%	0	0.0%	(3,250,000)
Hydro Dividends	(3,579,432)	(3,175,000)	(3,175,000)	10.4%	0	0.0%	(3,175,000)
Provincial Offenses Act	(949,020)	(890,000)	0	0.0%	890,000	-100.0%	0
Other	(43,608)	(69,000)	(69,000)	0.2%	0	0.0%	(69,000)
	(18,788,118)	**(17,637,450)**	**(16,747,450)**	**54.8%**	**890,000**	**-5.0%**	**(16,247,450)**
Reserve Funding (2)							
Tax Rate Stabilization Reserve & Working Capital	0	(2,757,410)	(2,757,410)	9.0%	0	0.0%	(2,757,410)
Water & Wastewater Recovery	(1,580,000)	(1,580,000)	(1,799,549)	5.9%	(219,549)	13.9%	(1,956,914)
Finance from Capital	(1,868,067)	(1,110,000)	(1,350,000)	4.4%	(240,000)	21.6%	(1,500,000)
Debenture Reserve	0	(565,000)	(2,602,862)	8.5%	(2,037,862)	360.7%	(3,124,289)
	(3,448,067)	**(6,012,410)**	**(8,509,821)**	**27.8%**	**(2,497,411)**	**41.5%**	**(9,338,613)**
Other (3)							
Payments in Lieu of Taxes	(2,805,491)	(2,800,000)	(2,800,000)	9.2%	0	0.0%	(2,800,000)
Prior Year Surplus	(2,500,000)	(2,500,000)	(2,500,000)	8.2%	0	0.0%	(2,500,000)
	(5,305,491)	**(5,300,000)**	**(5,300,000)**	**17.3%**	**0**	**0.0%**	**(5,300,000)**
TOTAL CORPORATE REVENUES	**(27,541,676)**	**(28,949,860)**	**(30,557,271)**	**100.0%**	**(1,607,411)**	**5.6%**	**(30,886,063)**

(1) Excludes corporate revenues which are presented in department reports and will differ from the Revenue by Major Source figures.

Tax Certificates and Documents	(421,854)	(534,379)	(461,609)	9,908	-2.1%	(471,517)
Purchasing Bids and Sale of Assets	(121,216)	(50,700)	(80,700)	0	0.0%	(80,700)
Capital Administration Fees	(52,573)	(25,000)	(25,000)	0	0.0%	(25,000)
Recoverables and Other Revenues	0	0	0	0	0.0%	0
	(595,643)	(610,079)	(567,309)	9,908	-1.7%	(577,217)
	(18,788,118)	(17,637,450)	(16,747,450)	890,000	-5.5%	(16,247,450)
Revenue by Major Source - Corporate Revenues	(19,383,761)	(18,247,529)	(17,314,759)	899,908	-5.3%	(16,824,667)

(2) Excludes reserve transfers which are presented in department reports and will differ from the Revenue by Major Source figures.

(3) Excludes Library Grant which is presented in their department revenue / expenditure report.

City of Vaughan
Revenue / Expenditure Summary Report
2011-12 Operating Budget

Corporate Revenues & Expenditures

	2010 Actual	2010 Budget	2011 Budget	2011 % of Total Budget	2011 Budget Variance $	2011 Budget Variance %	2012 Forecast
CORPORATE EXPENSES							
Capital Funding							
Long Term Debt	8,435,000	9,000,000	12,087,862	53.2%	3,087,862	34.3%	14,059,289
Capital from Taxation	6,629,522	6,629,522	6,629,522	29.2%	0	0.0%	6,629,522
Corporate and Elections							
- Buildings & Facilities Infrastructure	2,084,000	2,084,000	2,084,000	9.2%	0	0.0%	2,484,000
- City Hall Funding	1,000,000	1,000,000	0	0.0%	(1,000,000)	-100.0%	0
- Roads Infrastructure	475,000	475,000	475,000	2.1%	0	0.0%	167,344
- Parks Infrastructure	275,000	275,000	275,000	1.2%	0	0.0%	275,000
- Election Reserve Contribution	200,000	200,000	300,000	1.3%	100,000	50.0%	300,000
- Building Standards Service Continuity Contribution	1,065,163	0	0	0.0%	0	0.0%	0
- Transfer to Reserves-Other	0	0	0	0.0%	0	0.0%	0
	20,163,685	**19,663,522**	**21,851,384**	**96.1%**	**2,187,862**	**11.1%**	**23,915,155**
Corporate Accounts							
Contingency	603,629	977,150	1,727,427	7.6%	750,277	76.8%	2,543,853
Tax Adjustments	1,495,033	1,400,000	0	0.0%	(1,400,000)	-100.0%	1,450,000
Corporate and Elections							
- Professional Fees	175,220	236,820	244,224	1.1%	7,404	3.1%	244,224
- Insurance	727,650	727,650	866,345	3.8%	138,695	19.1%	921,045
- Joint Services	440,993	513,225	460,000	2.0%	(53,225)	-10.4%	473,000
- Bank Charges	78,931	90,000	111,936	0.5%	21,936	24.4%	127,200
- Other	118,751	82,320	67,092	0.3%	(15,228)	-18.5%	67,397
- OMB Hearings	129,616	400,000	407,040	1.8%	7,040	1.8%	407,040
- Election	968,438	985,000	0	0.0%	(985,000)	-100.0%	0
- Salaries Savings from Turnover	0	(2,000,000)	(3,000,000)	-13.2%	(1,000,000)	50.0%	(3,000,000)
	4,738,261	**3,412,165**	**884,064**	**3.9%**	**(2,528,101)**	**-78.2%**	**3,233,759**
TOTAL CORPORATE EXPENSES	**24,901,946**	**23,075,687**	**22,735,448**	**100.0%**	**(340,239)**	**-1.3%**	**27,148,914**
NET CORPORATE REVENUES AND EXPENSES	(2,639,730)	(5,874,173)	**(7,821,823)**		**(1,947,650)**	**52.1%**	**(3,737,149)**

Water & Wastewater

The Corporation of the City of Vaughan
2011 Operating Budget and
2010 Statement of Operations for the Year Ending December 31, 2010
Wastewater Reserve Fund

Description	2011 Annual Budget	% of Sales	2010 Annual Budget	% of Sales	2010 Year End Actual	% of Sales
Wastewater Revenues [1]						
Residential Billings	26,352,520		23,287,000		23,369,216	
Commercial Billings	16,290,180		14,982,000		15,704,453	
	$42,642,700		**$38,269,000**		**$39,073,669**	
Wastewater Expenses						
Regional Treatment Charges	**$31,673,225**	**74.3%**	**$28,051,500**	**73.3%**	**$29,433,987**	**75.3%**
GROSS MARGIN	**$10,969,475**	**25.7%**	**$10,217,500**	**26.7%**	**$9,639,682**	**24.7%**
Other Revenues						
Local Improvements	213,200		213,200		208,451	
Installation and Service Fees	225,000		325,000		114,977	
Interest	230,000		55,000		103,742	
Other	-		-		139,270	
	$668,200	**1.6%**	**$593,200**	**1.6%**	**$566,440**	**1.4%**
Expenses [2]						
Maintenance and Installation Cost	3,645,670		3,221,325		2,767,799	
General Administration	394,765		385,500		381,314	
Storm Sewer Maintenance	2,104,605		2,096,050		1,477,909	
Joint Service Costs	487,720		604,755		604,753	
Debenture Payments	213,200		213,200		208,451	
Administration Overhead	880,000		829,825		721,000	
Insurance Allocation	198,170		166,530		166,530	
	$7,924,130	**18.6%**	**$7,517,185**	**19.6%**	**$6,327,756**	**16.2%**
LIFECYCLE CONTRIBUTION - RESERVE	**$3,713,545**	**8.7%**	**$3,293,515**	**8.6%**	**$3,878,366**	**9.9%**

(1) Wastewater Rate change effective July 1, 2011
(2) New Complement Additional Resource Requests have been budgeted at 25% of the year.

Statement of Continuity - Wastewater Reserve

Description	2011 Annual Budget	2010 Annual Budget	2010 Year End Actual
Reserve Balance - Beginning - Actual	$20,304,939	$16,513,936	$18,062,926
Lifecycle contribution from Wastewater Operations	3,713,545	3,293,515	3,878,366
Capital Fund Transfer - Year End Actual	-	-	(403,250)
- Yearly Budget	(303,900)	(280,675)	-
- Committed	-	-	(1,233,103)
Reserve Balance - Ending - Committed / Actual	**$23,714,584**	**$19,526,776**	**$20,304,939**

The Corporation of the City of Vaughan
2011 Operating Budget and
2010 Statement of Operations for the Year Ending December 31, 2010
Water Reserve Fund

Description	2011 Annual Budget	% of Sales	2010 Annual Budget	% of Sales	2010 Year End Actual	% of Sales
Water Revenues [1]						
Residential Billings	25,073,925		22,424,000		22,625,347	
Commercial Billings	15,496,335		13,922,000		14,857,616	
Other	223,110		212,000		248,555	
	$40,793,370		**$36,558,000**		**$37,731,518**	
Water Purchases						
Metered Water Purchases	24,945,810		21,981,000		22,724,996	
Unmetered Water	3,727,085	**13.0%**	3,285,000	**13.0%**	3,449,199	**13.2%**
	$28,672,895		**$25,266,000**		**$26,174,195**	
GROSS MARGIN	**$12,120,475**	**29.7%**	**$11,292,000**	**30.9%**	**$11,557,323**	**30.6%**
Other Revenues						
Installation and Service Fees	1,075,000		1,175,000		980,619	
Interest	220,000		58,000		134,396	
Other	-		-		2,874	
	$1,295,000	**3.2%**	**$1,233,000**	**3.4%**	**$1,117,889**	**3.0%**
Expenses [2]						
Maintenance and Installation Cost	5,545,950		5,256,995		5,027,785	
General Administration	1,435,295		1,354,750		1,196,801	
Joint Service Costs	731,580		907,130		907,130	
Debenture Payments	202,790		202,790		210,197	
Administration Overhead	1,320,000		1,475,245		1,279,000	
Insurance Allocation	187,990		157,975		157,975	
	$9,423,605	**23.1%**	**$9,354,885**	**25.6%**	**$8,778,888**	**23.3%**
LIFECYCLE CONTRIBUTION - RESERVE	**$3,991,870**	**9.8%**	**$3,170,115**	**8.7%**	**$3,896,324**	**10.3%**

(1) Water Rate change effective July 1, 2011
(2) New Complement Additional Resource Requests have been budgeted at 25% of the year.

Statement of Continuity - Water Reserve

Description	2011 Annual Budget	2010 Annual Budget	2010 Year End Actual
Reserve Balance - Beginning - Actual	$21,224,751	$17,276,765	$23,989,927
Lifecycle contribution from Water Operations	3,991,870	3,170,115	3,896,324
Capital Fund Transfer - Year End Actual	-	-	(1,518,824)
- Yearly Budget	(4,027,350)	(2,577,875)	-
- Committed	-	-	(5,142,676)
Reserve Balance - Ending - Committed / Actual	**$21,189,271**	**$17,869,005**	**$21,224,751**

Water, Wastewater & Drainage

2011 Business Plan

BUSINESS OVERVIEW

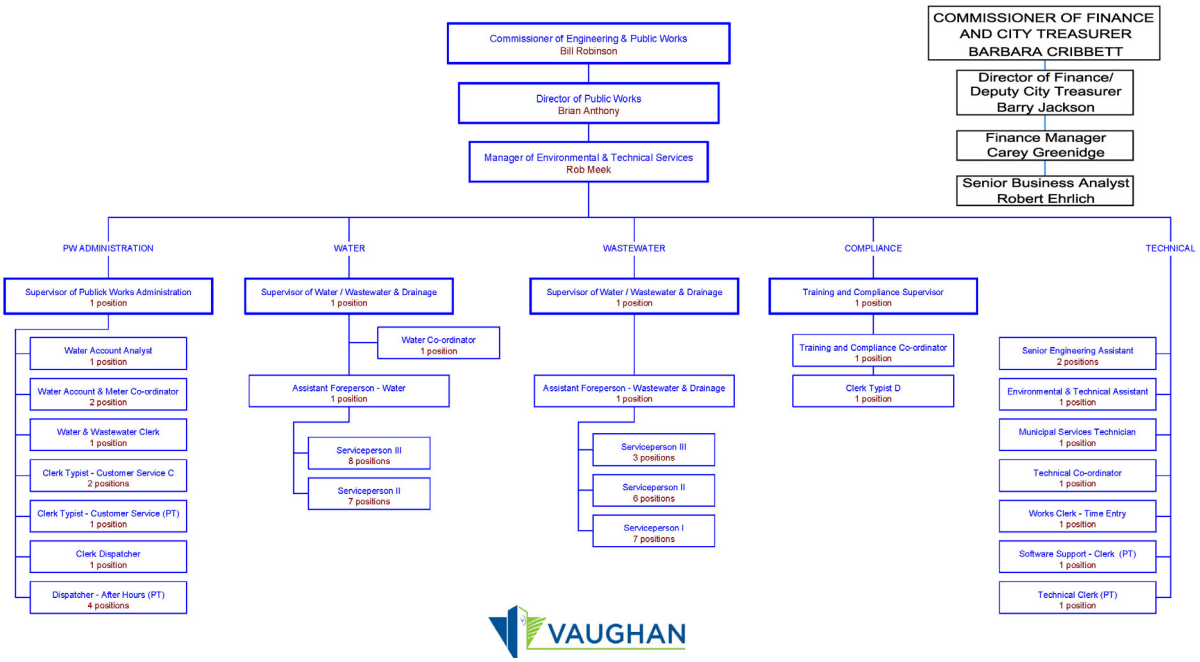
Service Statement:

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:



Full Time, Part Time and Overtime – Budgeted Amounts

					ADDITIONAL RESOURCE REQUEST	
	2008	2009	2010	2011 Base	2011	
Full Time	36	45.5	47.5	47.5	3	
Part Time	2.03	0.93	0.93	0.93	0	
Overtime	$ 138,389.00	$ 143,282.00	$ 171,955.00	$192,838.00	0	

Key Stakeholders:

• Citizens and Businesses of Vaughan • York Region • Conservation Authority	• Mayor and Council • Ministry of the Environment • Power stream

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

Prior Year Business Plan Objectives / Accomplishments:	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	System implemented	Annual audits have identified improvement opportunities
3. Continue the lead testing program in Water	Q4'11	Ongoing	No adverse lead results
4. Develop a six year financial forecast-licensing-SWDA	Q6'10	Forecast completed	
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

Water, Wastewater & Drainage

2011 Business Plan

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

Business Plan Objectives:	Timeline	Outcome	Resources
2011 (Top 3 Objectives)			
1. Continual improvement of the Drinking Water Quality Management System	**Q4'11**	**System implemented**	**Annual audits have identified improvement opportunities**
2. Continue the lead testing program in Water	**Q4'11**	**Ongoing**	**No adverse lead results**
3. 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 (Top 3 Objectives)			
1. Continual improvement of the Drinking Water Quality Management System	**Q4'12**	**System implemented**	**Annual audits have identified improvement opportunities**
2. Continue the lead testing program in Water	**Q4'12**	**Ongoing**	**No adverse lead results**
3. Continue to develop a rehabilitation plan to reduce inflow & infiltration (I & I) in sanitary sewers	**Q4'12**	**Program in development**	**Reduce I&I in sanitary sewers**

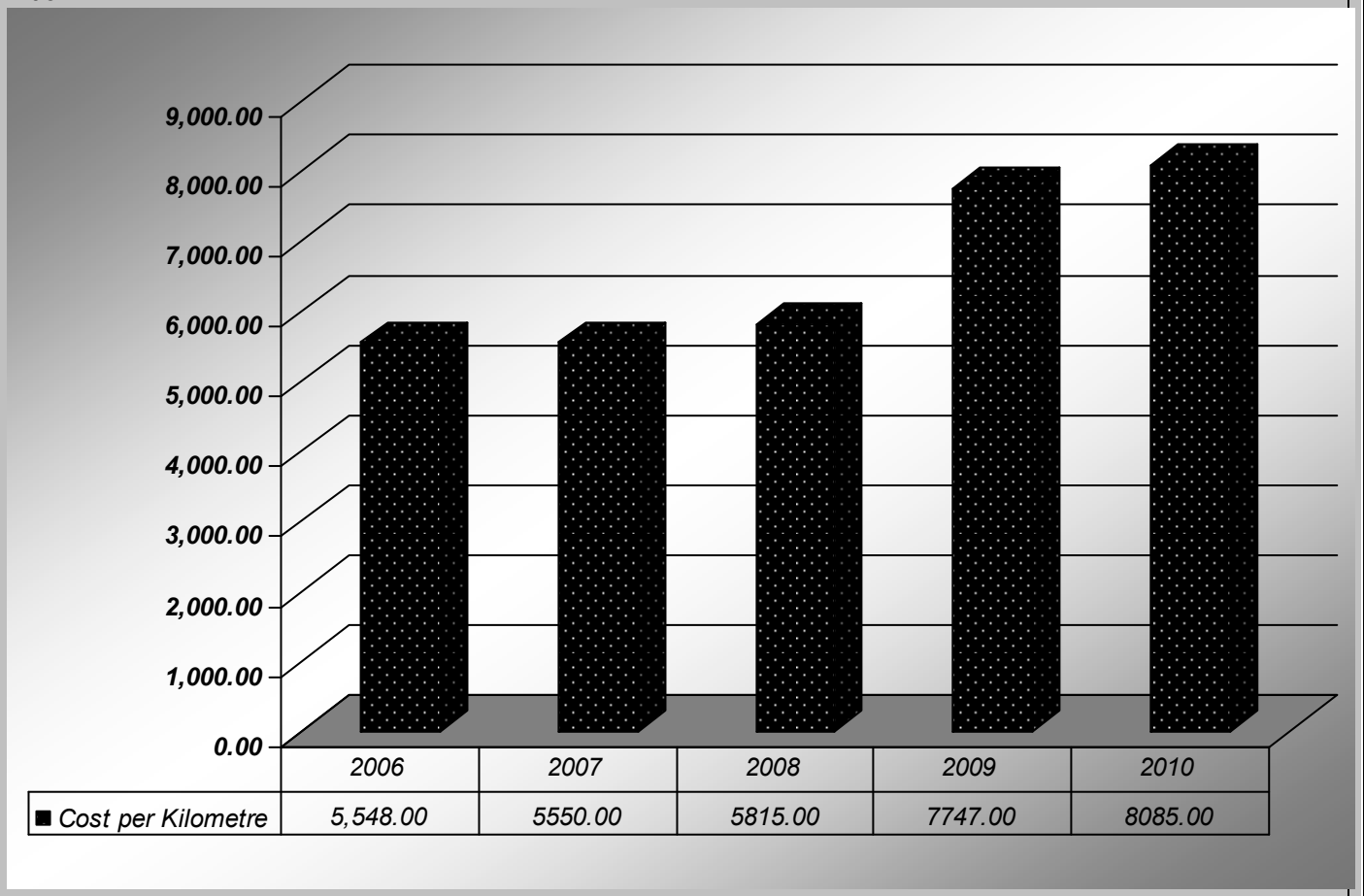
Key Performance Indicators:

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. Operating cost per kilometre of rural storm collection system
5. Number of watermain breaks per 100 kilometres of distribution pipe
6. Number of adverse samples vs. total number of samples
7. 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 increased 4.4% from 2009 to 2010 slightly ahead of inflation mainly due to increased maintenance activity from growth of the system.

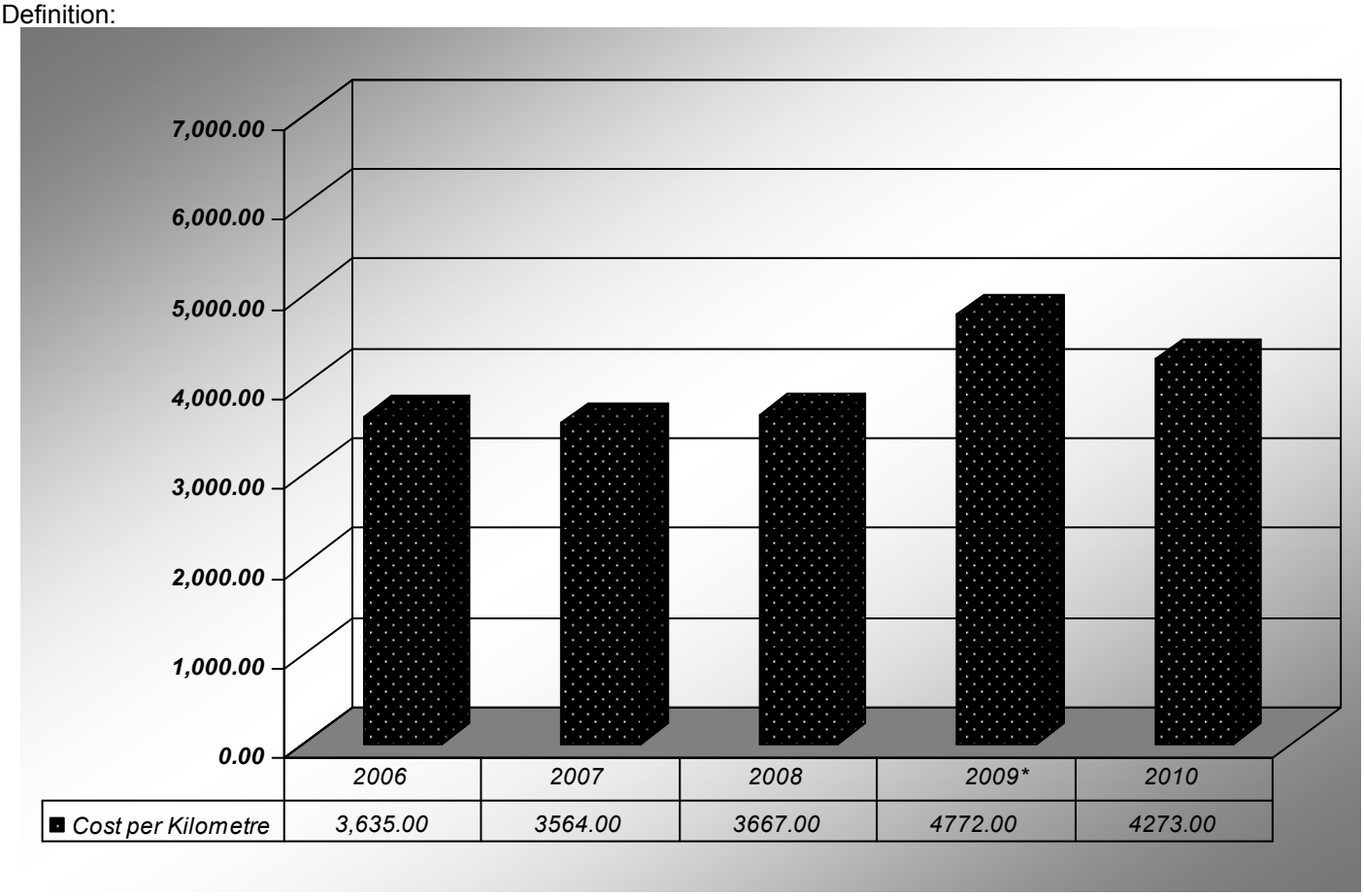
2008 to 2009 increase primarily due to operating fund transfer representing $1,088 per km.

Notes about the Measure:

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

Measure: Operating Cost per Kilometre of Wastewater Collection System

Definition:



	2006	2007	2008	2009*	2010
Cost per Kilometre	3,635.00	3564.00	3667.00	4772.00	4273.00

Key Conclusion:

The cost per kilometer of the wastewater collection system decreased 10.5% from 2009 to 2010 as the growth in the system outpaced the budget and some funds were shifted to the storm collection system maintenance.

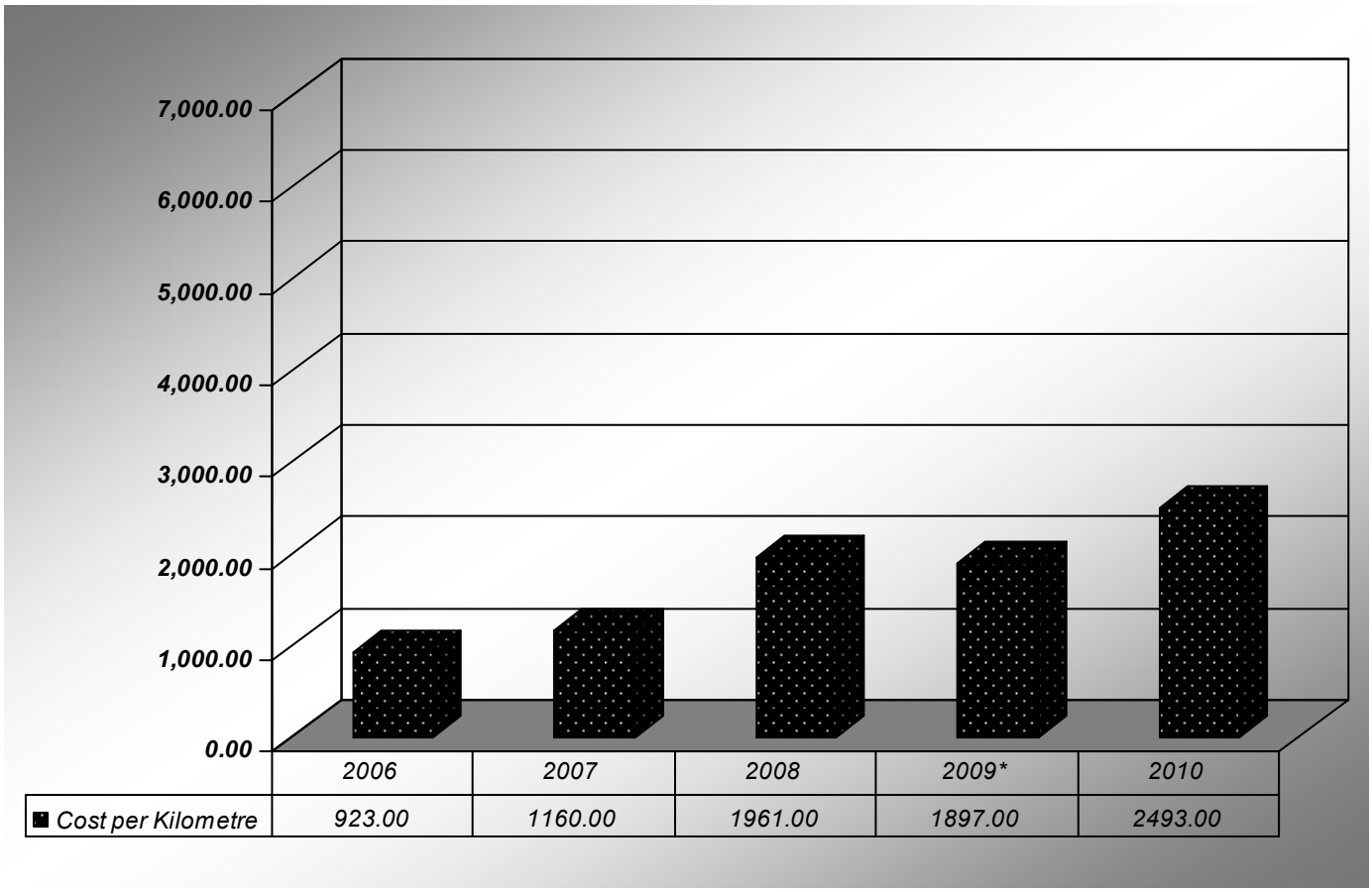
2008 to 2009 increase primarily due to operating fund transfer representing $600 per km.

Notes about the Measure:

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

Measure: Operating Cost per Kilometre of Storm Collection System

Definition:



Key Conclusion:

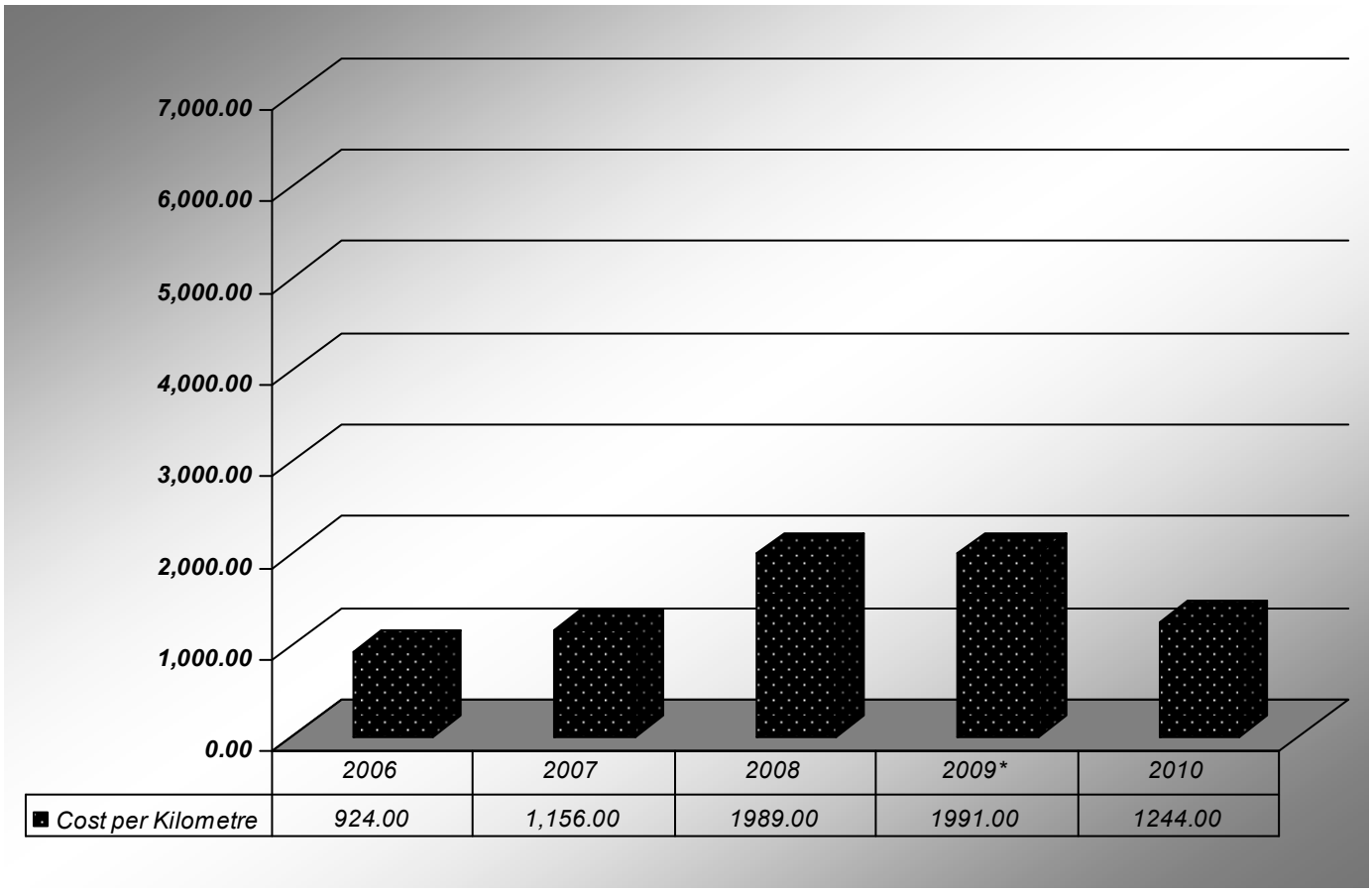
The cost per kilometer of the storm collection system increased 24% from 2009 vs. 2010 due to increased flushing, grate cleaning and pond maintenance activities. As the City grows and additional storm water management ponds are assumed, funding for maintenance will need to increase accordingly.

Notes about the Measure:

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

Measure: Operating Cost per Kilometre of Rural Storm Collection System

Definition:



Key Conclusion:

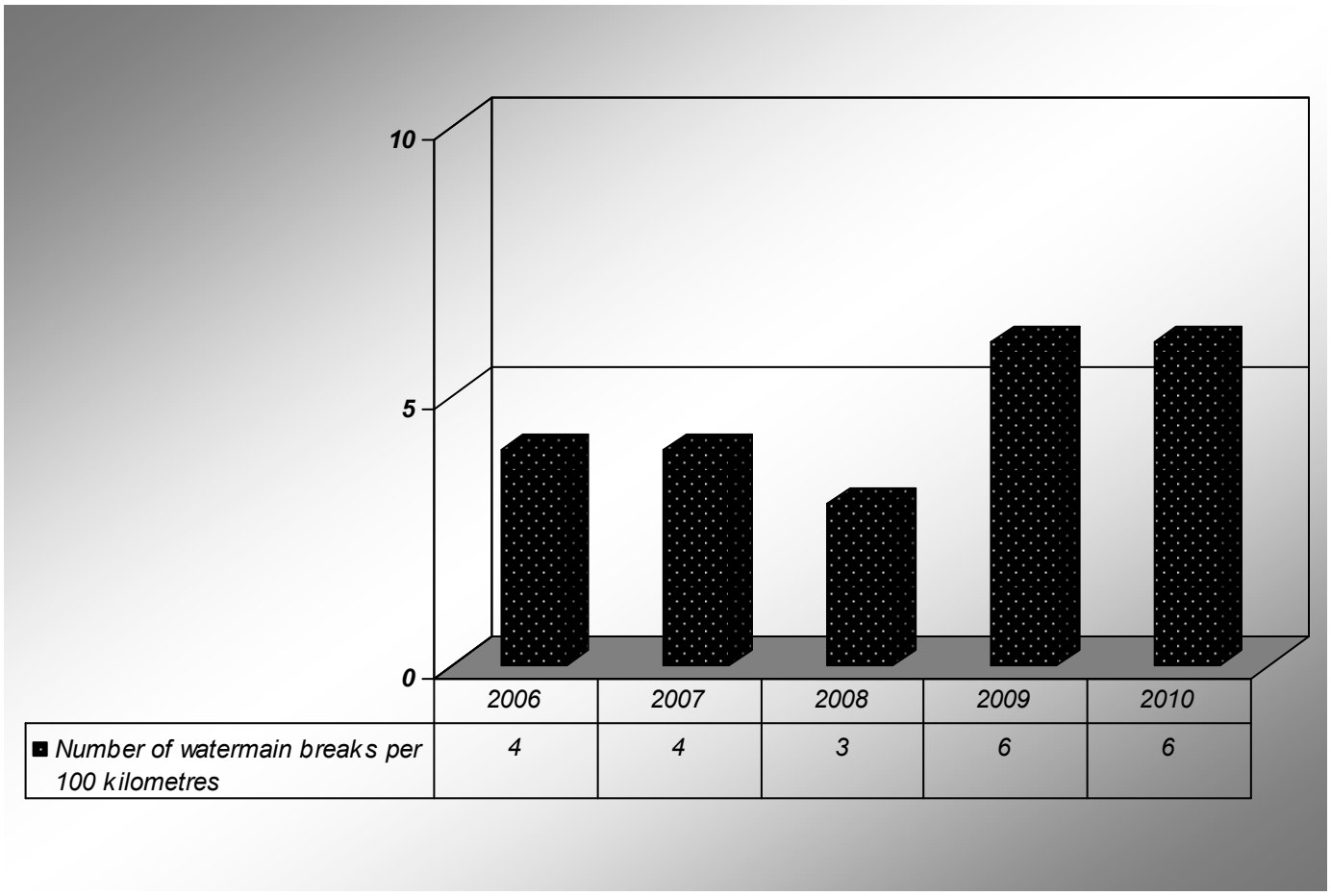
The cost per kilometer of the rural storm collection system decreased 37.5% from 2009 to 2010 due to a reduction in maintenance activity allowing the funds to be shifted to the urban storm collection system maintenance.

Notes about the Measure:

The amount of maintenance activity on the rural storm collection system is relative to the demand.

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

Definition:



	2006	2007	2008	2009	2010
Number of watermain breaks per 100 kilometres	4	4	3	6	6

Key Conclusion:

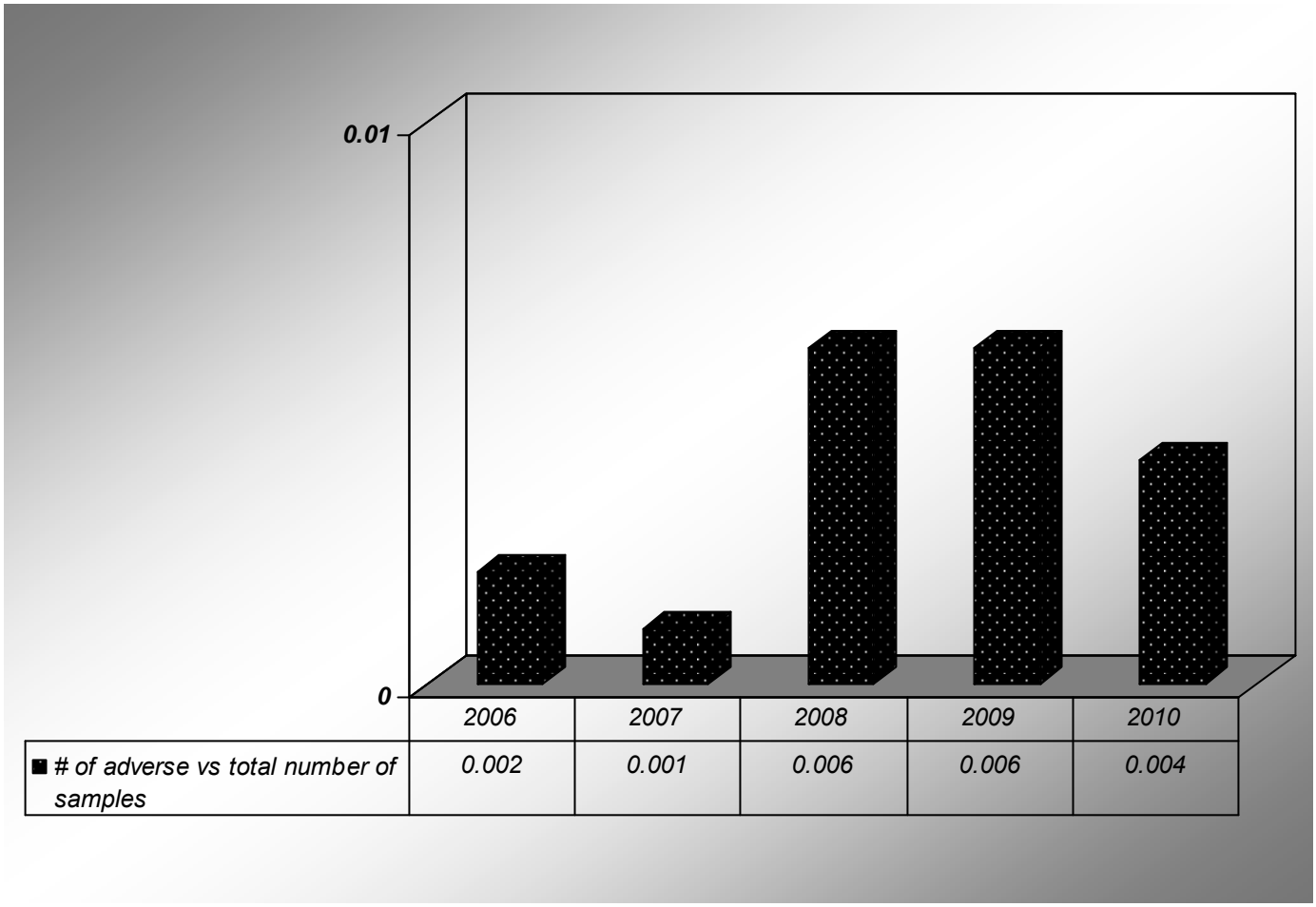
Watermain breaks remained unchanged from 2009 to 2010. This number is expected to gradually decrease or flat line as a number of these watermains are at the end of their life and are being replaced.

Notes about the Measure:

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

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

Definition:



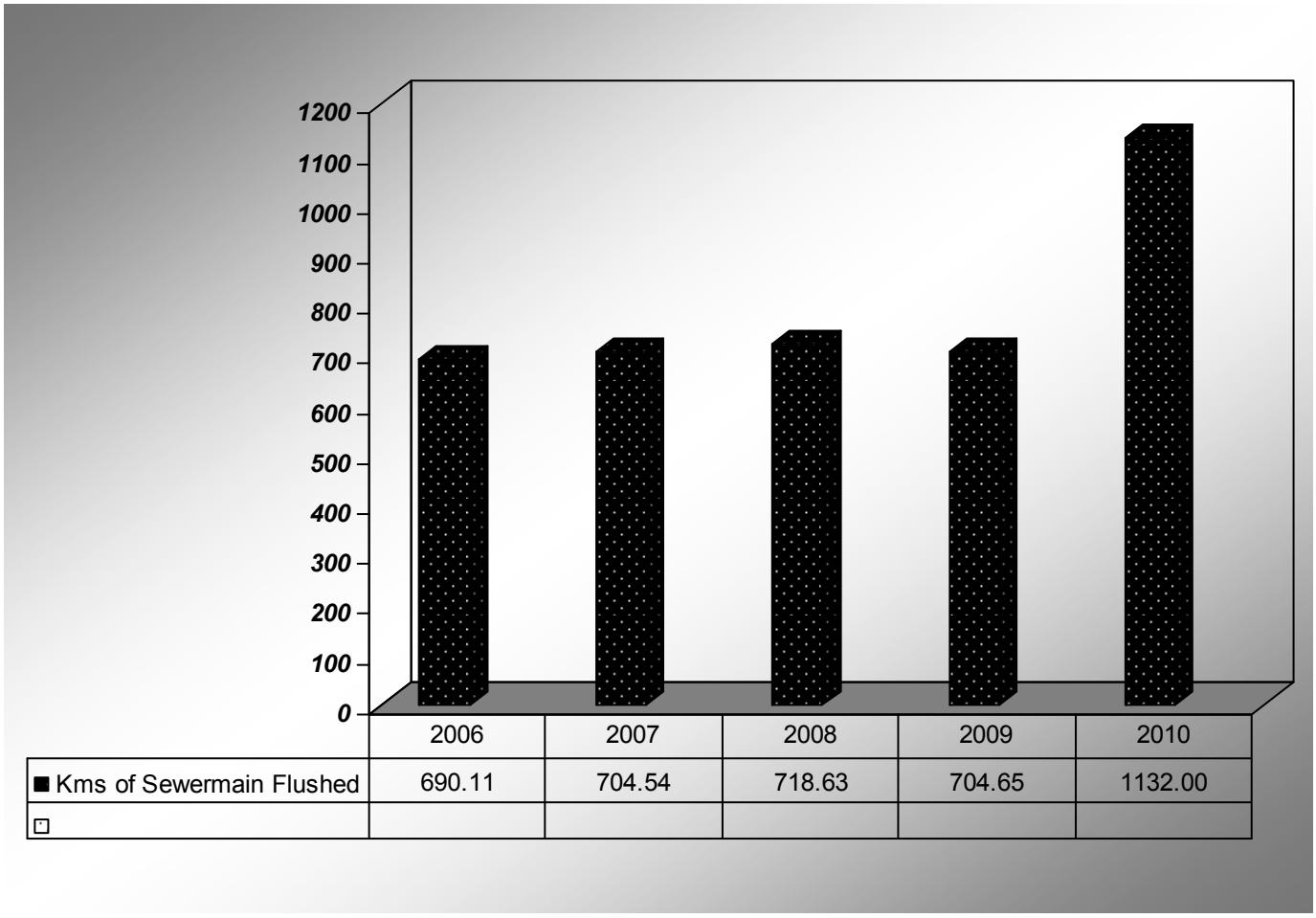
	2006	2007	2008	2009	2010
# of adverse vs total number of samples	0.002	0.001	0.006	0.006	0.004

Key Conclusion:
The number of adverse vs. total water samples in 2010 is slightly fewer than levels seen in 2009. These occurrences are less than the Provincial average for municipalities of equivalent size. The standard response to an adverse water quality sample is to flush and resample to confirm that the water quality meets the regulatory requirements.

Notes about the Measure
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 the result of assumed subdivisions. These changes were in response to O. Reg. 170/03 of the Safe Drinking Water Act.

Measure: Number of Kilometres of Sewer Main Flushed per Year

Definition:



	2006	2007	2008	2009	2010
Kms of Sewermain Flushed	690.11	704.54	718.63	704.65	1132.00

Key Conclusion:

The number of kilometers of sewers flushed increased in 2010. Additional lengths of storm sewer that had not been flushed for several years were added to the 2010 program. Sanitary sewers are flushed annually while storm sewers are flushed on an as needed and less frequent basis.

Notes about the Measure:

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

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

The growth of the systems combined with the regulatory requirements adds additional workload on the existing staff. In order to maintain the systems, additional funding and staff resources will be required in the future.

Glossary

Glossary

Accrual Basis Accounting	An accounting method that identifies revenues and expenditures as they are earned and incurred.
Additional Resource Requests (ARR)	Special or unique requirements not accommodated within existing budget guidelines requiring Senior Management Team (SMT) and Council approval.
Annualization	Calculating expenses for a full year of operation.
Approved Budget	The final budget passed by Council.
Assets	All properties, both tangible and intangible, owned by an entity.
Balanced Budget	Total expenses equal total revenues in an operating year.
Base Budget	Departments are only permitted to include very specific increases to their budgets that are permitted in the annual budget guidelines, typically related to predetermined agreements, contracts or Council approvals.
Benchmarking	A standard by which something (i.e. one's practices) can be gauged or evaluated.
Best Practice	A tactic, strategy or action used by an organization that other organizations identify to be the most effective approach to dealing with a particular matter.
Budget	A financial plan including estimates of projected revenues and expenditures for a given period of time.
Budget Committee	The committee comprised of the Mayor and the five local Councilors that reviews budget issues and provide recommendations to Council.
Budget Guidelines	An outline of budgetary requirements that focus on achieving a specific goal.
Budget Monitoring	Budget performance that is observed on a periodic basis for specified variances.
Business Unit	An organizational unit with a particular focus.
Capital Budget	A financial plan for capital expenditures.
Capital Expenditure	A component of capital project which includes all costs incurred to get the asset ready for use.

Glossary

Capital Projects	Projects whereby an expenditure is incurred to acquire or improve land, buildings, engineering services, machinery and equipment used in providing municipal services. The expenditure has a lasting benefit beyond one year, extends the life of a fixed asset, or has a gross cost exceeding $20,000.
Collective Agreement	A legally binding agreement between an employer and a union, detailing the terms and conditions of employment.
Consumer Price Index (CPI)	An indicator obtained by comparing through time, the cost of goods and services to a typical consumer but does not include volume.
Contingency	Funds available to cover unforeseen or anticipated events.
Council	City of Vaughan Council, composed of the Mayor, Regional Councilors and Local Councilors.
Directors Working Group (DWG)	Representatives from across the City's departments, to evaluate and prioritize additional resource requests for SMT, Finance and Administration Committee, and Council consideration.
Debenture	A form of borrowing funds whereby principal and interest payments are made over time.
Deficit	Excess of expenditures over revenues at year-end.
Development Charges	Funds collected through development charges for the provision of municipal services to growth areas.
Discretionary Reserves	Allocations of accumulated net revenue established by Council for a particular purpose.
Expenditure	Acquired goods and services.
Financial Planning	The consolidation of the City's strategic initiatives, master plans, and general operational and capital requirements in a single process to provide clarity on future pressures and funding requirements.
Fiscal Policy	Actions adopted to achieve a financial outcome.
Full Time Equivalent (FTE)	The percentage of time an employee is funded in comparison to the maximum number of regular compensable hours in a work year.
Fund	Accounts that are interrelated and are used to record revenues and

expenditures with a specific purpose.

GAAP Generally Accepted Accounting Principles are comprised of uniform minimum requirements intended to define adequate accounting principles.

Gapping The difference between the annual impact and a partial year impact.

Grants A monetary contribution from the government or agency, serving as a means to support a particular program, service or function.

GTA Pooling The reallocation of funds to the City of Toronto from the Greater Toronto Area (GTA).

Inflation A rise in price levels caused by economic activity.

Infrastructure Facilities and installations necessary for the development of the City (i.e. schools, roads, transportation)

Infrastructure Gap The difference between infrasctructure needs and available funding.

Investment Income Interest and dividend income received from investments and cash balances.

Labour Costs Salary and wages in respect to full-time, part-time, permanent part-time, contract, temporary or overtime including other benefits.

Levy An imposed amount of property taxes to support municipal activities.

Long Term Debt A debt greater than 1 year where principal and interest is paid.

Municipal Price Index (MPI) The application of relevant indicators to the weighting of major expense categories. The use of the internal MPI provides a more relevant and accurate rate than the use of CPI.

Obligatory Reserves Contributions and expenditures required under provincial statute or legal agreement that are regulated by the particular provincial statute or legal agreement.

One-Time Only An item approved for the current budget year only.

Ontario Municipal Board (OMB) An independent provincial board that hears applications and appeals on municipal and planning disputes under the *Municipal Act*, *Planning Act, Expropriation Act, Heritage Act* and other legislation.

Glossary

Operating Budget	A budget designed to provide financial support to departments for annual operating costs.
Per Capita	Determined by dividing any figure (i.e. income) by the total current population.
Performance Measure	A determination of the degree of effectiveness, efficiency, and quality of an action or objective.
Property Assessment	Valuation of property as a basis for taxation.
Property Tax	A tax levied according to the property's assessed value and tax rate.
Reserve / Reserve Funds	Funds collected or set aside from specific Council approved sources for a specific Council approved purpose. Reserve is established by Council and Reserve Fund is restricted to a specific purpose.
Senior Management Team (SMT)	Comprised of the City Manager and all five of the City's Commissioners.
Stakeholder	A user with an interest of concern in the topic.
Strategic Initiatives	Initiatives that are larger in scale, which represent a shift in the nature and manner in which the city functions.
Subsidy	Financial assistance to a specific project.
Surplus	Quantity or amount in excess of what is required, typically total revenue greater than total expense.
Tangible Capital Assets (TCA)	Non financial asset with a gross cost exceeding $20,000, useful life beyond one year and required for the purpose of constructing, acquiring or improving lands, buildings, engineering services or machinery and equipment.
Tax Rate	A percentage rate that is used to determine a property tax.
Taxation	The process of which governments collect from businesses and residents to to finance puiblic services and activities .
Vaughan Business Enterprise Centre (VBEC)	VBEC encourages entrepreneurship by creating alliances between the public and private sectors to support entrepreneurial programs and services from local, provincial and federal governments, numerous private sector individuals and companies, community groups and academic organizations.

Glossary

User Fees/Service Charges	Payments for the use of specific municipal services and activities.
Variance	The difference between actual and budgeted expenses or revenues.
Vaughan Vision 2020	Vaughan's strategic plan which sets the overall City strategic direction and initiatives
Working Capital	Cashflow required to fund operations requirements.

Acronyms

ARR	Additional Resource Request
BU	Business Unit
CICA	Canadian Institute of Chartered Accountants
COLA	Cost of Living Adjustment
COA	Committee of Adjustment
CPI	Consumer Price Index
EA	Economic Adjustment
EI	Employment Insurance
FTE	Full-Time Equivalent
GAAP	Generally Accepted Accounting Principles
GTA	Greater Toronto Area
LEED	Leadership in Energy and Environmental Design
LHIN	Local Health Integration Network
MPI	Municipal Price Index
MTO	The Ontario Ministry of Transport
OMB	Ontario Municipal Board
OMERS	Ontario Municipal Employees Retirement System
POA	Provincial Offences Act
PSAB	Public Sector Accounting Board
SMT	Senior Management Team
TCA	Tangible Capital Assets

Acronyms

VBEC	Vaughan Business Enterprise Centre
VHCC	Vaughan Health Campus of Care
VPL	Vaughan Public Libraries
WSIB	Workplace Safety Insurance Board
YRT	York Region Transit

Prepared By:

The Budgeting and Financial Planning Department
City of Vaughan