

**Financial
Sustainability:
A Key Priority**

Shaping the Future 2012-2014 Budget Book

Artist rendering of Vaughan Metropolitan Centre

Vaughan Vision 20 | 20

LOOKING TO OUR FUTURE



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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Vaughan
Ontario**

For the Fiscal Year Beginning

January 1, 2011

Linda C. Danson Jeffrey R. Enns

President

Executive Director

Message from the Committee Chair



WARD 5 COUNCILLOR

Alan Shefman
CHAIR OF THE FINANCE
& ADMINISTRATION COMMITTEE

On February 13, 2012 Vaughan Council unanimously approved the City's 2012 Operating and Capital Budgets at a Special Meeting of Council. Once again we were able to keep our tax increase to a reasonable level; in fact, the second lowest increase in the GTA.

The residential tax increase for the City of Vaughan in 2012 will be 2.95 per cent or \$34.81 a year for an average home assessed at \$485,122. While we were hoping to match last year's 1.99% increase, continuing growth did not allow us to meet that goal.

In addition we are continuing to support the community financial contribution required to bring a hospital to Vaughan. This 0.91 per cent special tax addition is equal to approximately \$11 for the average home.

This was the fourth budget that I have had the privilege to Chair, and, in many ways it was one of the most successful. 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 and infrastructure. Furthermore two critical financial management goals are now in place; multi-year budgeting and the inclusion of additional infrastructure replacement policies. Over the last four years we have also vastly expanded our public consultation process as we developed the budget. It is clear to me that because of the City's vision and commitment to solid financial management we have continued to be fiscally strong.

The 2012 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 and infrastructure replacement policies.

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



Mayor
Honourable
Maurizio Bevilacqua



Regional Councillor
and Deputy Mayor
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

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Commissioner of Finance & City Treasurer
Barbara Cribbett



Commissioner of Community Services
Marlon Kallideen



City Manager
Clayton D. Harris



Commissioner of Engineering & Public Works
Paul Jankowski



Commissioner of Planning
John Mackenzie

CITY OF VAUGHAN SENIOR MANAGEMENT TEAM:

“Every day dedicated staff across a wide-range of disciplines are putting their skills to work for you to make Vaughan a better City. From improving our roads and infrastructure to growing our businesses, protecting our green spaces and building parks or planning the new downtown, the Vaughan Metropolitan Centre, at Highway 7 and Jane Street; everything we do is guided by the City’s Vision and Strategy, *Vaughan Vision 20/20*.

Keeping focused on the Strategy, which emphasizes Service Excellence supported by Organizational Excellence and Staff Excellence, the Administration has been proactively working to enhance the value the City provides to our residents and businesses by undertaking a number of key initiatives, such as; the corporate structure review, program review, operational reviews, performance measurement, and multi-year financial planning. These initiatives, and others, have given the senior management team the detailed knowledge of the challenges the City will face and what it will take to succeed in meeting them.”

Clayton Harris, City Manager

We are pleased to present the 2012 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.

SHAPING THE FUTURE

As the City moves forward, financial sustainability must continue as one of Vaughan’s key priorities. Responsible budgeting allocates resources in a sensible manner to sustain the City’s operations and aspirations, balancing both current and future requirements. Over the next decade, the City of Vaughan is expected to undergo a tremendous

transformation fuelled by sustained high growth rates, provincially driven intensification, and a number of vision based master plans reflecting important

Executive Summary

community needs. This transformation will increase the City's level of sophistication, generating pressures beyond the many factors currently placing strain on the property tax rate to maintain existing service levels. 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.

Complementing this process is the implementation of a more holistic corporate planning process, which further integrates the strategic planning and financial planning processes. The benefits of this step are numerous, primarily:

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

At the beginning of the process, the Senior Management Team and Council actively reviewed the City's strategic plan, discussed opportunities, and developed strategic priority themes and initiatives to guide the development of the 2012-2014 budget process. This was necessary to begin focusing staff on important City initiatives and concentrate on aligning resources. These priority themes focused on achieving the goal of organizational excellence and included the following initiatives:

- Undertake a Program Review
- Additional operational/business reviews
- Further evolve performance indicators
- Develop and implement a corporate-wide asset management system
- Develop a plan to build a dynamic Vaughan Metropolitan Centre (VMC)

Recently the concept of multi-year budgeting was also successfully introduced. Through a phased-in approach, it is anticipated that the budget will reflect a four year horizon by 2013 budget process. This action provides decision makers with added foresight and the ability to proactively grasp future opportunities, address future challenges, and reduce blind spots by understanding the longer-term financial implications of present and past decisions. The future oriented focus will also provide citizens with more certainty about the direction of City services, finances, and tax levels. This is a very strategic approach intended to generate discussion on where the City's future resources should be focused to best support the City's vision, operationalize strategies, generate public value, and address pertinent challenges. It should be recognized that assumptions, estimates and uncertainties are a commonplace when predicting future budgets and these factors may change as new information becomes available. For this reason, Council approves the current year budget and recognize future plans for the purpose of building future budgets and developing proactive plans to meet what lies ahead.

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The approach to the budget seeks to minimize the current year requirements, while meeting the requirements of sustainability. Specific principles included in the Budget Guidelines approved by Council are:

- Managing our future, multi-year planning – A Strategic Future Focus
- Strict guidelines to managing tax increases – No across the board increases
- Program and operational reviews
- Fostering continuous collaboration and public engagement
- Collectively, these principles aid in forming a realistic and responsible financial plan.

ECONOMIC OUTLOOK

Based on TD's quarterly economic forecast, the Canadian economy will continue to be constrained to a tepid pace into early 2012 due to a lack of consumer and business confidence caused by the European debt crisis and recent U.S. debt downgrade. The evolution of political uncertainty in Europe and the U.S. is critical but difficult to predict. South of the border the economy is expected to avoid a recession, but remain weak. It is expected that confidence will begin to improve later in the year as growth gradually picks up, yet at a slower pace than previous forecasts. The Bank of Canada's interest rates are likely to remain historically low until early 2013 which will keep borrowing costs down providing support to housing activity and other significant purchases. Trends in consumer confidence and the expected slow economic growth have the potential to impact Vaughan's housing market, which is consistent with current building permit trends. Furthermore, it is anticipated that Provincial and Federal agencies will continue with spending restraint and stimulus recovery and it is undetermined how this could impact on grants and funding the City receives. On an optimistic note, the report also states if the U.S. recovery exceeds expectations and the European fiscal problems are addressed, Canadian economic growth could be significantly more robust. The above information is relatively global and is intended to provide a general economic context.

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OPERATING BUDGET HIGHLIGHTS

The City's approach to establishing the annual operating budget is twofold. First, the process begins with Council approving very strict budget guidelines which are issued to departments. The guidelines do not include any "across the board" increases.

Second, a separate justification is required for each resource request not covered under the guidelines. There is a thorough vetting process and only those requests that are supported by management are individually itemized and recommended to the Finance and Administration Committee/Council.

Together, the Base Budget and the Additional Resource Requests (ARRs) form the annual operating budget. Further discussion and the impact of each of these components are highlighted.

Base Budget Operating Plan

The impact of the derived from Council's approved guidelines is as follows:

	2012	2013	2014
Net Taxation Change	\$1.52m	\$4.27m	\$2.42m
Avg. Residential Tax Rate Change	1.07%	2.89%	1.55%
Avg. Residential Tax Bill Change	\$12.64	\$34.37	\$18.95

The above changes are largely driven by staff agreements, contractual obligations, utility needs, and capital funding requirements. Although there are many components to the City's base budget, there are five significant specific adjustments to be highlighted. Technically, in the absence of these adjustments, there would be a significant decrease in the base budget. These items and their affect on the base budget are illustrated in the following table:

Major 2012-14 Base Budget Adjustments	2012		2013		2014	
	\$	Rate incr.	\$	Rate incr.	\$	Rate incr.
Base Budget Change	1,523,975	1.07%	4,275,286	2.89%	2,423,729	1.55%
Less: Major Expenditure Increases						
Insurance Premiums	1,060,000	0.75%	671,000	0.45%	677,600	0.43%
Prior Year Decision Implications	935,842	0.66%	-	0.00%	-	0.00%
Infrastructure Contribution Policy	608,849	0.43%	527,610	0.36%	387,768	0.25%
Capital from Taxation Requirement	245,580	0.17%	511,948	0.35%	-	0.00%
Subtotal	2,850,271	2.01%	1,710,558	1.16%	1,065,368	0.68%
Less: Major Revenue Reductions						
Investment Income Realignment	750,000	0.53%	250,000	0.17%	250,000	0.16%
Subtotal	750,000	0.53%	250,000	0.17%	250,000	0.16%
Base Budget Excluding Major Adjustments	(2,076,296)	-1.46%	2,314,728	1.57%	1,108,361	0.71%

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Additional Resource Requests (ARRs)

As previously noted Additional Resource Requests are not permitted under the base operating budget guidelines and are submitted and assessed on their respective merits. Initially, there were multi-year requests totalling a combined \$17m, all of which are valued. Reducing this balance to an acceptable level was very difficult for decision makers, who were frequently faced with the dilemma of choosing between “building a progressive city” and “keeping tax rates low.”. The funding recommendation is a blend of both ideals driven by the following:

- Community Safety
- Essential Resources to Continue City Services
- City Initiatives

Senior Management and the Director’s Working Group spent a significant amount of time reviewing and optimizing the requests, which resulted in a number of requests being partially funded internally, some redistributed within the planned years, and \$8m deferred beyond the 2012-2014 plans without guarantee. In many situations the result is not optimal, potentially compromising service levels, but necessary to minimize tax pressures on the community. This recommendation was then further adjusted to achieve Council’s mandate of a 2.95% tax rate increase. The above situation further supports the need to begin planning resources beyond a single year in order to address future opportunities and challenges. A high level list of the some of the additional resource requests organized by driver type is provided below.

2012 Budget	2013 Forecast	2014 Forecast
<i>Community Safety</i>		
• Fire Communication Operators • Property Standards Enforcement • Traffic Management	• Station 7-5 Firefighters • Fire Training	• Fire District Chiefs • Property Standards Enforcement • Roads maintenance
<i>Essential Resources to Continue City Services</i>		
• Zoning By-Law Review • Parks Staff & Tree Pruning • Thornhill Woods Library • City Buildings Maintenance • Emerald Ash Bore Resources • Retaining Our Heritage – McMillian Farm	• Zoning By-Law Review • Parks & Forestry Maintenance • Ermanno & Vellore CC Expansion Staff	• Workplace Health & Safety • Parks & Forestry Maintenance • Communications Specialists • City Building Maintenance • Emerald Ash Bore Resources
<i>City Initiatives</i>		
• Staff Engagement & VPL survey • Operational/Business Reviews • Municipal Sponsorship Strategy • Civic Centre Demolition • Islington Avenue Streetscape Design	• Online Citizen Public Engagement • Employment Zone - VMC marketing • Enterprise Data Management • Hospital Planning	• Diversity & Inclusivity Signage • Business Development Advanced Goods • Asset Management

Note: The above categories include new infrastructure related requests

The result of the ARR funding recommendation is as follows:

	2012	2013	2014
Net Taxation Change	\$2.67m	\$3.55m	\$3.20m
Avg. Residential Tax Rate Change	1.88%	2.32%	2.00%
Avg. Residential Tax Bill Change	\$22.17	\$28.18	\$25.57

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Combined Base Budget and Additional Resource Requests

The combined impact of the base budget and the additional resource requests is illustrated below:

	2012	2013	2014
Net Taxation Change	\$4.19m	\$7.77m	\$5.62m
Avg. Residential Tax Rate Change	2.95%	5.16%	3.52%
Avg. Residential Tax Bill Change	\$34.81	\$62.55	\$44.94

Please note: the sum of 2013 & 2014 base + ARR figures will not total to the above combined results. This is due to the exclusion of the ARR impacts on the levy in the base budget calculation.

Illustrated below are the combined major elements giving rise to the total budget change for both the base budget and the Additional Resource Request funding recommendation:

Highlights & Major Budget Elements	2012		2013		2014	
	\$	Rate incr.	\$	Rate incr.	\$	Rate incr.
<i>Insurance Premium Increase</i>	1,060,000	0.75%	671,000	0.45%	677,600	0.42%
<i>Community Safety - Station 7-10 (full-year staffing)</i>	633,024	0.45%	-		-	
<i>Infrastructure Renewal Policy Funding</i>	608,849	0.43%	527,610	0.35%	387,768	0.24%
<i>Prior Year Decision Implications (full-year staffing)</i>	302,818	0.21%	-	0.00%	-	0.00%
<i>Capital Funding Requirements</i>	245,580	0.17%	511,948	0.34%	-	0.00%
<i>Roads Program (Net debenture funding)</i>	171,326	0.12%	939,242	0.62%	949,787	0.60%
<i>Hydro Dividends</i>	(1,250,000)	-0.88%	(450,000)	-0.30%	(600,000)	-0.38%
<i>Other Net City Obligations (Workforce, Contracts, Utilities, etc)</i>	(247,623)	-0.17%	2,069,491	1.37%	1,008,574	0.63%
<i>Additional Resource Requests</i>						
- <i>Community Safety</i>	155,961	0.11%	1,916,082	1.27%	-	0.00%
- <i>City Initiatives</i>	679,727	0.48%	501,713	0.33%	1,077,990	0.68%
- <i>New Infrastructure Related</i>	796,305	0.56%	112,750	0.07%	390,839	0.24%
- <i>Operational Requirements</i>	1,041,035	0.73%	968,599	0.64%	1,729,039	1.08%
Total Budget Change	4,197,002	2.95%	7,768,435	5.16%	5,621,597	3.52%
Average Residential Tax Bill Change	\$35		\$62		\$45	

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CAMPUS OF CARE HOSPITAL LEVY

The City has taken steps to bring a much-needed hospital and other health care resources to Vaughan. York Central Hospital announced on June 21, 2012, the launch of Mackenzie Health, a major regional healthcare provider formed to serve Southwest York Region.

Mackenzie Health will include two full service hospitals: the renamed Mackenzie Richmond Hill Hospital, formerly known as York Central Hospital, and the future Mackenzie Vaughan Hospital to be operational in 2018/19. It also encompasses a number of community based services to support one of Canada's fastest growing communities.

"This is an important moment for the City of Vaughan with the Mackenzie Vaughan Hospital another step closer to reality," said Mayor Maurizio Bevilacqua. "Unifying health services under Mackenzie Health will ensure our entire community's healthcare needs are met and we have access to the first-rate healthcare services the people of our community want and deserve."

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 an \$80 million community contribution toward the local share for land acquisition and the development of a hospital. On April 5, 2012, 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 2012 to 2013. The 2012 residential property tax increase associated with the separate Hospital Levy is approximately \$10.72 or 0.91% for the average home assessed at \$485,122. The 2013 residential property tax increase associated with the separate Hospital Levy is approximately \$11.04 or 0.91% for the average home assessed at \$511,672. No further tax increases for this purpose are expected beyond 2013. This increase is in addition to the tax rate increase illustrated above to support the City's operations.



(L to R): Vaughan MPP Greg Sorbara; Mayor Maurizio Bevilacqua; Dina Palozzi, Chair, Board of Directors of Mackenzie Health; Altaf Stationwala, President and CEO of Mackenzie Health, and York Regional Chair Bill Fisch (third from right) at the announcement at Vaughan City Hall.

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WATER AND WASTEWATER SERVICES HIGHLIGHTS

The Water & WasteWater Services Budget provides for the delivery of clean potable water and wastewater services that includes infrastructure maintenance, administration, financing, overhead costs and most importantly funding future infrastructure requirements. Water and wastewater services are reported separately as they are entirely rate supported and self-funding. The 2012 budgets include an annual rate increase of 7.0% for water and a 10.8% increase for wastewater for a combined increase of 8.97%. Two-thirds of this increase is a result of costs passed through by other levels of government.

The rate increase is the result of:

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

The average residential customer with a consumption of 300 cubic metres of water per year will see an increase of \$65 (\$45 is the Region of York portion) or 8.97%. The combined increase for water and wastewater represents an increase of \$5.40 per month.

The 2012 budgeted transfer from water operations to the water reserve is \$4.8 million. These funds will provide for the future requirements of the water infrastructure. The forecasted capital drawdown on the reserve in 2012 for water related infrastructure needs is expected to be \$3.8 million. Committed capital costs represent approved capital projects not yet begun or completed and total \$6.9 million.

The 2012 budgeted transfer of \$5.1 million from wastewater/storm operations to the reserve is higher by \$1.4 million over last year's budget. The capital drawdown on the reserve in 2012 for wastewater related infrastructure needs is very minimal at \$22k. Committed capital projects not yet begun or completed totals \$1.2 million.

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CAPITAL BUDGET HIGHLIGHTS

For 2012 the Capital Budget was expanded to a two year budget, 2012 & 2013. This action provides stakeholders with added foresight by understanding the longer-term financial implications of decisions. The future oriented focus will also provide citizens with more certainty on community capital projects. Through a phased-in approach, it is anticipated the capital budget will reflect a four year horizon, same as the operating budget horizon, for next year's 2013 budget process.

In the preparation of the Capital Budget a number of issues were taken into consideration. The pressures of maintaining existing infrastructure and growth requirements were balanced against available funding, the impact on future operating budgets and the staff resources to undertake and manage the capital projects. Capital projects were prioritized within each funding source. The total capital requests submitted by departments totalled \$201.7M.

Based on previously approved Council policies, finance staff assessed the availability of funding and established a funding line within each funding source. The funding lines were based on the following financial policy areas:

- Level of Discretionary Reserves
- Level of Working Capital
- Level of Debt
- Requirement of Funds to be on hand prior to project approval

Following the initial submission and Senior Management review the Capital Budget was submitted to the Finance and Administration Committee for consideration.

Five meetings followed, including two evening meetings where public input was received. As a result of this process, the approved 2012 Capital Budget & 2013 Capital Plan totalled \$49.4M and \$41.9M, respectively. These projects were split between new and renewal projects and were funded from various sources.

<i>New Versus Existing (\$M)</i>	<i>2012</i>	<i>2013</i>
New Infrastructure	\$ 27.6	\$ 23.7
Renew Existing Infrastructure	\$ 21.8	\$ 18.2
Total	\$ 49.4	\$ 41.9

The Capital Budget was funded from five main sources:

- Development Charge (DC) Reserves
- Capital Reserves & Reserve Funds
- Taxation
- Debenture Financing
- Grants and Other Financing

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Community Priorities:

2012 Capital Highlights (\$M)

Civic Centre Campus Resource Library Construction	\$ 11.9
2012 Pavement Management Program (3 phases)	\$ 9.5
Civic Centre Demolition Parking and Storm Drainage	\$ 2.1
Relocate Fire Station 7-3 - Land Acquisition/ Design	\$ 2.0
Keele Street Watermain Replacement	\$ 1.5
Concord Thornhill Regional Park Artificial Soccer Field	\$ 1.3
Curb and Sidewalk Repair & Replacement	\$ 1.2
Highway 407 Station Jane Street Sidewalk & Streetlighting	\$ 1.0
Block 40 Park Lawford Rd/Wardlaw Place	\$ 0.9

2013 Capital Highlights (\$M)

Pavement Management Program (3 Phases)	\$ 9.7
North Maple Regional Park Phase 1(A)	\$ 7.2
Carville Community Centre Design	\$ 3.7
Electronic Document Management System	\$ 1.8
Station #73 Construction	\$ 1.7
Watermain Replacement Islington/Kiloran Area	\$ 1.5
Curb and Sidewalk Repair & Replacement	\$ 1.3
Civic Centre Resource Library Furniture & Equipment	\$ 1.3
Sidewalk Major Mackenzie	\$ 1.0
Storm Water Management Facility Gallanough Park	\$ 1.0

Demonstrating Financial Stability

As a result of the City's longstanding dedication to financial management, through progressive best practices and prudent policies, the City is in a strong financial position. Over time, the City has developed a series of guiding financial policies and targets to assist in developing the Capital Budget, which have a positive impact on the financial stability of the City of Vaughan. They are listed as follows:

	Estimated at Dec. 31st			Approved Target
	2011	2012	2013	
Net Development Charge Balance	\$80.2 M	\$63.6 M	\$48.3 M	N/A
Discretionary Reserve Ratio	68.1%	59.0%	50.8%	>50% of own source revenue
Working Capital Ratio	12.6%	12.1%	11.3%	>10% of own source revenue
Debt Level Ratio *	4.3%	6.1%	6.6%	<10% of own source revenue

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

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CITY BUDGET SUMMARY

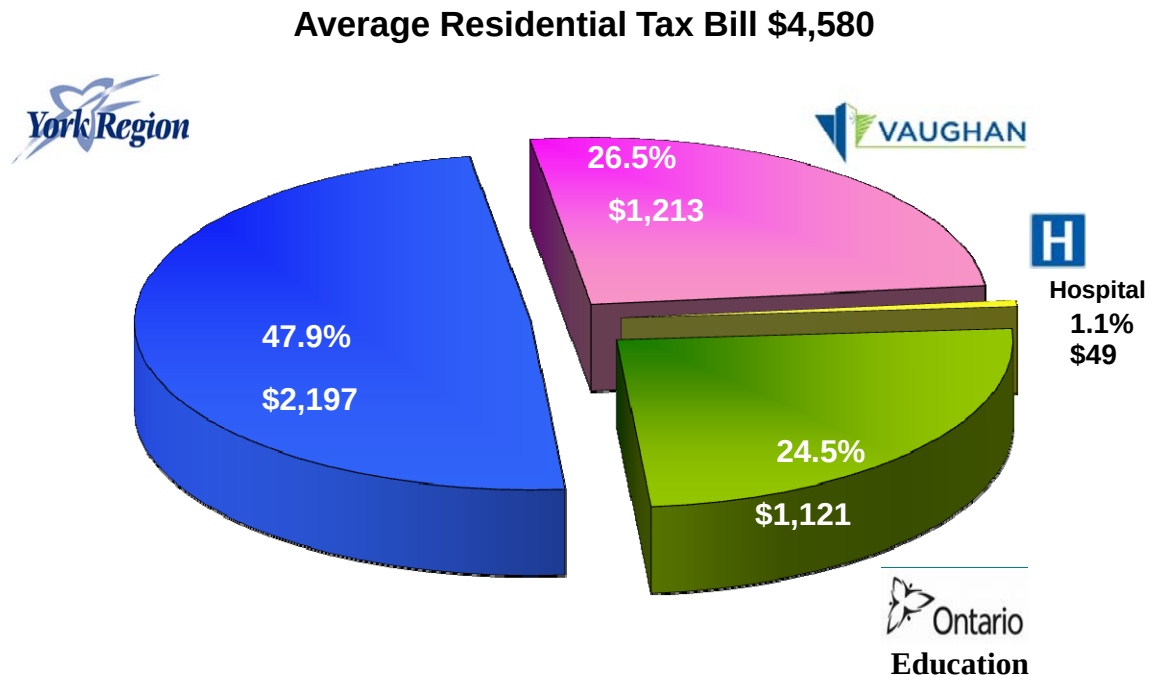
Budget Component	2012 Operating Budget					2012 Capital Budget	2012 Budget Total
	City	Operations	Hospital	Levy	Water & Wastewater Services	Total	
REVENUES:							
Taxation	150,242,633		5,728,049			155,970,682	155,970,682
Fees/Service Charges	36,206,108				95,621,580	131,827,688	131,827,688
Transfers from Resvs & Resv Funds	16,452,690					16,452,690	16,452,690
Corporate	17,726,578					17,726,578	17,726,578
Grant/Payment in Lieu	2,645,200					2,645,200	2,645,200
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						7,019,300	7,019,300
Development & Special Area Charges						16,490,610	16,490,610
Transfer from Operating						7,115,390	7,115,390
Long Term Debt						8,413,900	8,413,900
Other Financing						1,204,550	1,204,550
TOTAL REVENUES	225,773,209		5,728,049		95,834,780	327,336,038	49,352,000
EXPENDITURES:							
Engineering Services & Public Works	37,965,327					37,965,327	37,965,327
Community Services	58,199,144					58,199,144	58,199,144
Fire & Rescue Services	34,629,747					34,629,747	34,629,747
Legal & Administrative Services	17,725,669					17,725,669	17,725,669
Vaughan Public Library	13,608,768					13,608,768	13,608,768
Corporate & Strategic Services	13,353,616					13,353,616	13,353,616
Planning	11,455,413					11,455,413	11,455,413
Debenture Payments	12,378,938				415,990	12,794,928	12,794,928
Finance & Corporate Services	7,542,646					7,542,646	7,542,646
Capital from Taxation Transfer	6,902,002					6,902,002	6,902,002
Corporate & Elections trsfers to Capital	4,033,130		5,728,049			9,761,179	9,761,179
Contingency	2,630,691					2,630,691	2,630,691
Council	1,431,582					1,431,582	1,431,582
Office of the City Manager	3,364,151					3,364,151	3,364,151
City Auditor	352,445					352,445	352,445
Office of the Integrity Commissioner	199,940					199,940	199,940
Water & Wastewater Purchases					68,035,770	68,035,770	68,035,770
Wastewater Expenses					17,429,775	17,429,775	17,429,775
Transfer to Water & Wastewater Resvs					9,953,245	9,953,245	9,953,245
TOTAL EXPENDITURES	225,773,209		5,728,049		95,834,780	327,336,038	49,352,000
NET BUDGET	0	0	0	0	0	0	0

Executive Summary

CONCLUSION

The 2012 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.

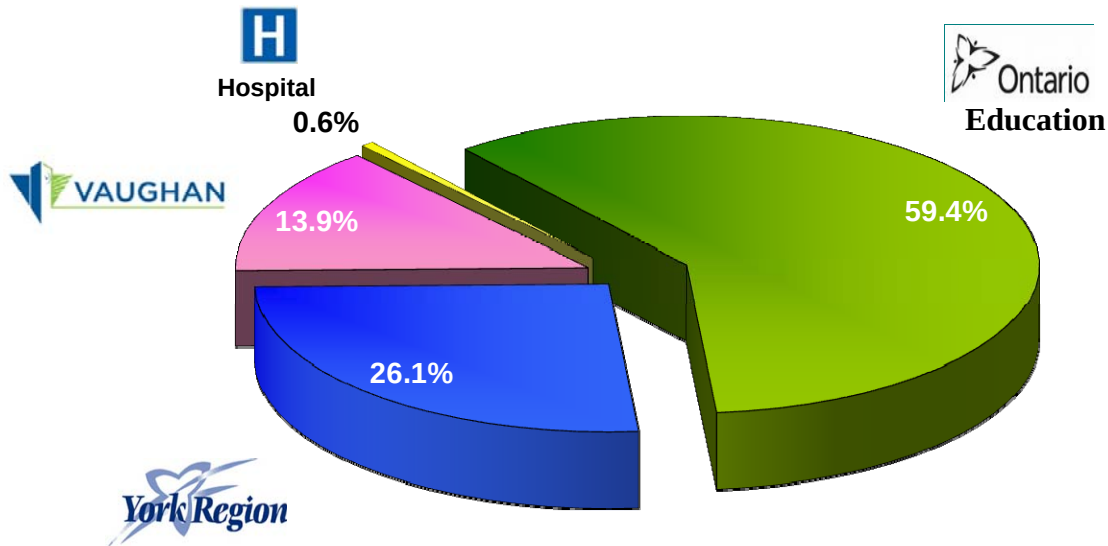
It is also important to note only 26.5 per cent of the property tax bill is allocated to the City to fund fire and rescue services, libraries, road maintenance, snow clearing, waste collection, parks, recreational services and other programs. The remaining 73.5 per cent of the property tax is collected for the province and the Region of York.



Total 2012 Property Taxes based on property valued at \$485,122

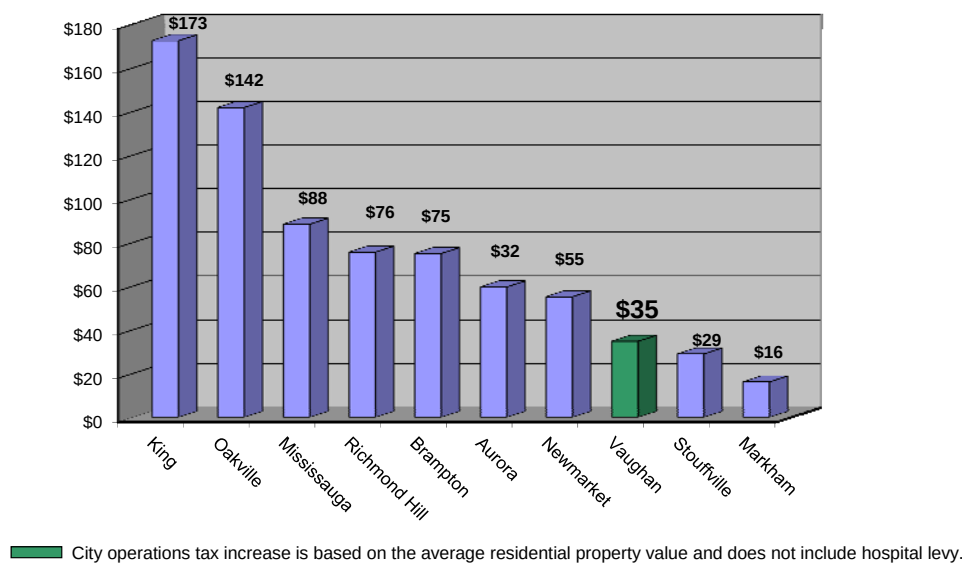
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Portions of Average Commercial Tax Bill



Our residents receive value for their property tax dollars and we have consistently had one of the lowest tax increases together with one of the lowest property tax rates in York Region. As the chart below shows, we remain one of the most affordable municipalities in the Greater Toronto Area. Vaughan continues to provide our residents with high levels of service through sound policies and strong management practices with regard to our City's finances.

Municipal Residential Tax Increase Comparison



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

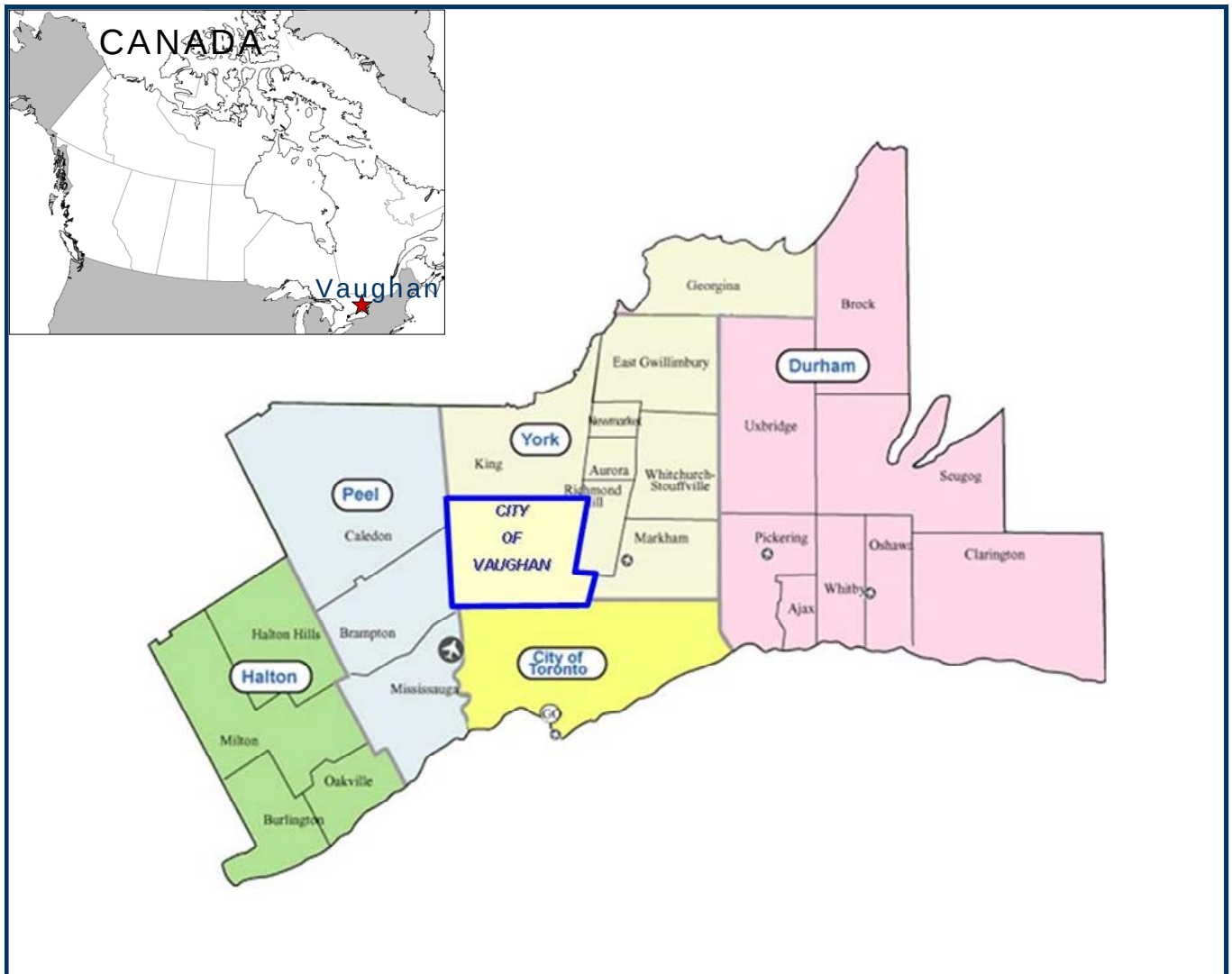


Community History & Profile



Community History & Profile

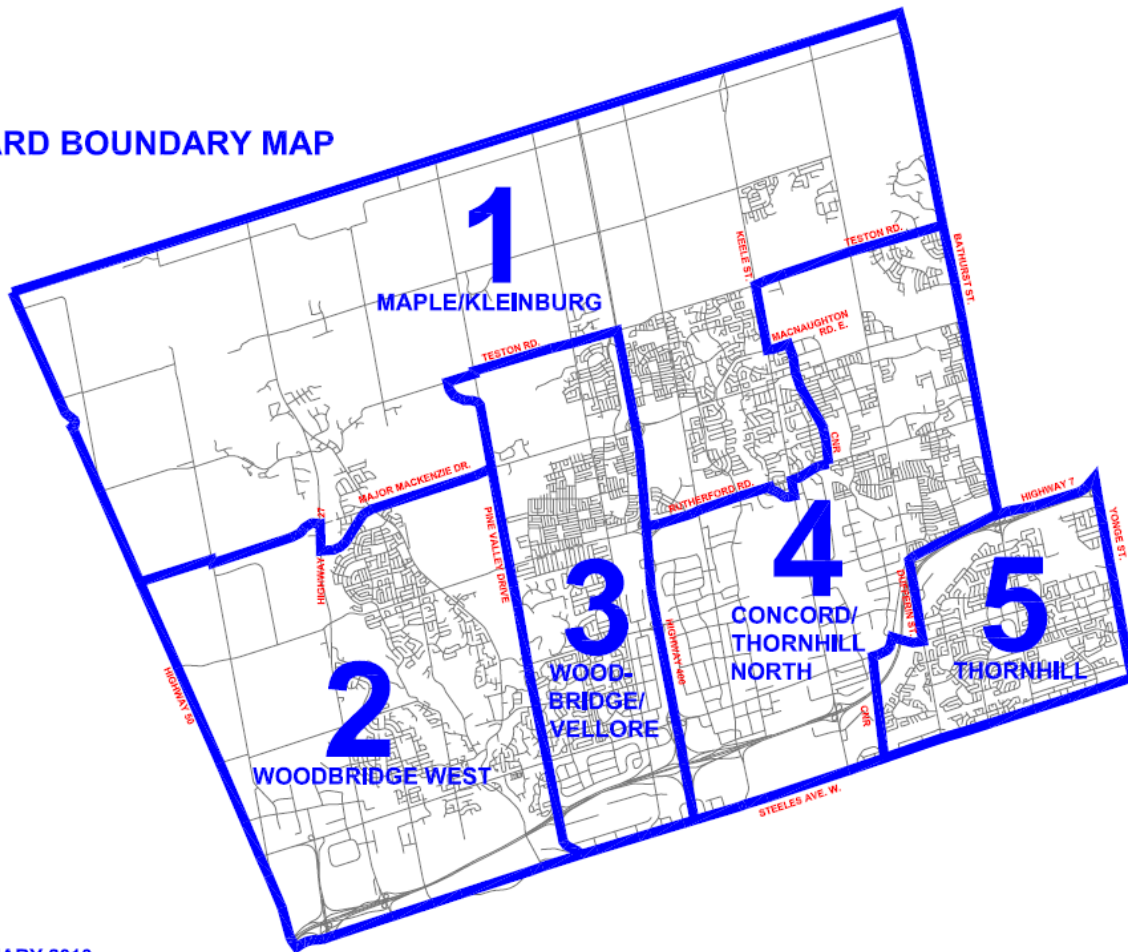
The City of Vaughan is one of Canada's fastest growing municipalities located in the heart of the Greater Toronto Area (GTA) directly north of Toronto. The City of Vaughan is part of the Region of York and its central location offers excellent accessibility.



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 election of October 25, 2010.

WARD BOUNDARY MAP



FEBRUARY 2010

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 incorporated as a city on January 1 1991.



History Briefs Bulletin #8 – City of Vaughan Website

Community History & Profile

A Growing Population Centre

The City of Vaughan is a cosmopolitan urban centre with a population of 304,639.¹ When compared to the top twenty largest municipalities in Canada, Vaughan ranked second in terms of population growth between 2006 and 2011. Provincial and regional experts predict that by 2031 the city will have grown to 416,600 residents and 266,100 jobs.¹

As Canada's 17th largest municipality, Vaughan is a city that welcomes all individuals from a variety of backgrounds. 45 per cent of the population is comprised of immigrants, compared with a provincial average of 28 per cent.² Visible minorities account for 27 per cent of the population, and more than 70 languages are spoken at home, in schools, and in workplaces.²

Thriving Business Community

Vaughan has Canada's second top performing economy according to a 2010 Conference Board of Canada report. One of the areas that makes the city a strong performer is its readily available workforce. Vaughan's workers are young, multi-linguistic, well-educated, and skilled. With more than 9,000 businesses, the city's balanced range of industries contributes to its continued prosperity, which provides residents with a multitude of job and career opportunities.

Vaughan's employment base consists mainly of small to medium-sized businesses. Businesses with under 20 employees account for 78 per cent of companies in the city. In terms of sectors, 23 per cent of workers are in manufacturing, 12 per cent in construction, and 6 per cent in transportation and warehousing. Additionally, the city has a strong retail trade sector, representing 13 per cent of total employment.³

Living Well

Vaughan provides residents with excellent amenities. Welcoming neighbourhoods around the city offer a full range of housing options from executive-style homes to single family detached dwellings, townhouses, condominiums and row housing. These neighbourhoods are in close proximity to public and private educational institutions, employment areas, as well as places to shop, dine, play, and worship. Once fully developed, Vaughan's downtown - the Vaughan Metropolitan Centre, will offer residents and visitors a distinct urban atmosphere.

Getting around Vaughan and to other areas of the Greater Toronto Area (GTA) is made easy with public transit systems. Over the last few years significant investments have been made to allow ease of movement for commuters. \$2.6 billion has been invested into an 8.6 km subway extension which will link Vaughan to downtown Toronto and York University by 2015. The new subway extension will terminate at the Vaughan Metropolitan Centre. In addition, a \$62 million provincially-funded rapid transit infrastructure plan along Highway 7 will connect Vaughan to other regional centres in the GTA.

With Vaughan poised to experience significant growth over the next 20 years, funding has been approved for a new billion dollar hospital. While plans are underway to fully define the size and scope of services to be offered, it is expected the hospital will have state-of-the-art emergency services, new modern surgical services and operating rooms, as well as advanced diagnostic imaging facilities.

Unique Attractions and Recreational Pursuits

Vaughan has a wealth of recreational and shopping opportunities. Large regional malls including Vaughan Mills, which is Canada's second largest indoor mall, outlet centres, small one-of-a-kind shops and specialty retail stores can be found across the city. From Woodbridge's Market Lane and historic villages of Maple and Thornhill to mainstreet Kleinburg, visitors and residents alike can explore a number of unique shops, restaurants, cafes and historic sites.

Recreational and competitive sports enthusiasts have a home in Vaughan. The Sports Village and the City's ten Community Centres and numerous parks offer facilities for recreation and sports such as baseball, soccer, tennis, swimming, skating, ice hockey and bocce.

Based in Vaughan, the McMichael Canadian Art Collection is a major public art gallery devoted solely to collecting Canadian art. Providing visitors with a distinctly Canadian experience, the gallery welcomes approximately 100,000 visitors annually. Vaughan is also home to Canada's Wonderland, the country's largest premier amusement park, welcoming more than three million visitors annually.

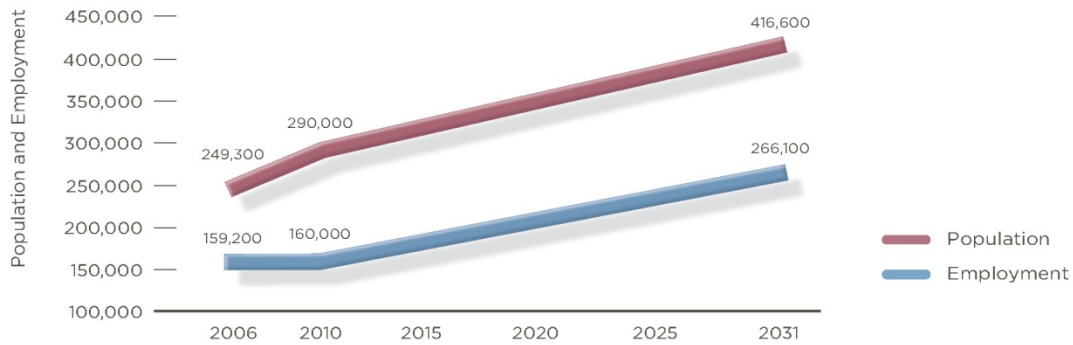
1. Source: York Region, Planning and Development Department
2. Source: Statistics Canada, Census 2006 and 2011
3. York Region Employment Survey, 2011



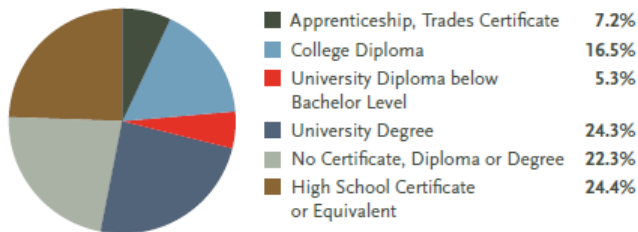
Community History & Profile

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

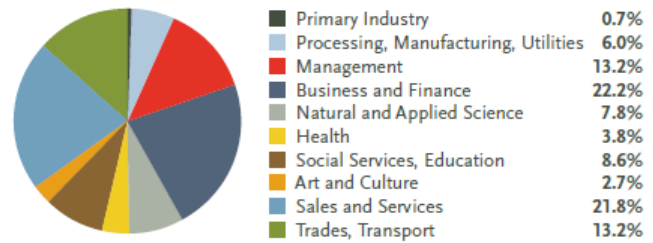


EDUCATIONAL ATTAINMENT



Source: Statistics Canada, Census 2006

LABOUR FORCE BY OCCUPATION



Source: Statistics Canada, Census 2006

Community History & Profile

TOP 10 SECTORS BY EMPLOYMENT, 2011

Manufacturing	39,488
Retail Trade	21,889
Construction	19,834
Wholesale Trade	13,965
Transportation and Warehousing	10,821
Accommodation and Food Services	10,320
Professional, Scientific and Technical Services	8,605
Arts, Entertainment and Recreation	7,220
Educational Services	6,653
Health Care and Social Assistance	5,166
Other Services (except Public Administration)	5,093
All Others	21,085

Top 10 Sectors By Employment, 2011



Source: York Region Employment Survey, 2011

SELECT CORPORATE HEADQUARTERS IN VAUGHAN

COMPANY NAME	# OF EMPLOYEES
Vision Group of Companies	1,000
Nova Services Group	1,000
Ganz	700
Prizm Canadian Income Funds	380
Concord Confections Inc.	370
St. Joseph Print Group	350
Toro Aluminum	345
Digital Security Controls	325
SmartCentres	307
RuggedCom	295
Cara Operations Ltd.	273
Optech	250
Adidas Group	150
Jones Apparel Group of Canada Inc.	150
Cardinal Health Canada	150
Conair Consumer Products	140
Longos Brothers	140
Miele Ltd.	112
Bausch & Lomb	107
BFI Canada	90
Assa Abloy Canada Inc.	63
Arla Foods	30

Source: City of Vaughan, Economic Development Department, YRES 2011

- Vaughan's business base is comprised of over 9,000 enterprises
- Diverse economic base has allowed the City to successfully weather the national and international economic challenges
- Vaughan is a net importer of jobs. The number of jobs in Vaughan businesses exceeds the resident labour force which translates into a daily net inflow of workers from throughout the Greater Toronto Area.
- 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

Community History & Profile

QUICK FACTS

Area	273.52 Sq.Km
Population (<i>York Region Estimate, 2011</i>)	304,639
Communities	Concord, Kleinburg, Maple, Thornhill, Woodbridge
Businesses	more than 9,000
Competitive Taxes, Services & Utilities:	
development charges (January 2012)	Industrial/Office: \$176.81/m ²
	Retail: \$313.41/m ²
property taxes (August 2012)*	Commercial occupied: 1.921736%
	Industrial occupied: 2.231555%
sewer rates (June 2012)*	\$1.2440/m ³
water rates (June 2012)*	\$1.380/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 170,000
resident labour force	132,590
access to employees in the Greater Toronto Area	3.2 million
Median Household Income , all households (<i>2006 Census</i>)	\$86,616
Major Employment Sectors:	
manufacturing, construction, retail, wholesale	56%
arts, professional, scientific, technical, transport, other	44%
Technology	100% digital switching and state-of-the-art fibre optics
Weather - <i>temperatures are given officially in degrees Celsius (C)</i>	
average warmest month of the year	July (26.9 C)
average coldest month of the year	February (-7.4 C)

Source: City of Vaughan, Economic Development Department 2012; Statistics Canada, 2006 Census; York Region Employment Survey 2011

Community History & Profile



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

COMPARATIVE PROPERTY TAX RATES, SELECTED ONTARIO CITIES, 2011

SORTED BY: COMMERCIAL OCCUPIED RATES

Municipality	Commercial Occupied	Industrial Occupied	Residential Occupied
Milton	1.9838970%	3.1250710%	0.8516440%
Markham	2.0054430%	2.3080480%	0.9320800%
Vaughan	2.0281710%	2.3345000%	0.9519580%
Richmond Hill	2.0320230%	2.3389830%	0.9553280%
Burlington	2.1943450%	3.4660520%	0.9961340%
Mississauga	2.2844710%	2.6485440%	0.9626110%
Brampton	2.4863600%	2.8970820%	1.1818340%
Pickering	2.8474220%	4.2906520%	1.3551120%
Toronto	3.3661440%	3.3861361%	0.7929218%
Brantford	3.9641430%	5.1022850%	1.4371920%

Source: City of Vaughan, Economic Development Department survey, August 2011

Community History & Profile

COMPARATIVE HOUSING PRICES (SINGLE-FAMILY)					
Thornhill		Maple, Woodbridge, Kleinburg		Greater Toronto Average	
Average Price	Median Price	Average Price	Median Price	Average Price	Median Price
\$522,230	\$459,500	\$576,829	\$500,000	\$476,371	\$405,000

AVERAGE PRICES BY TYPE AND AREA		
Type of House	Maple, Woodbridge, Kleinburg	Thornhill
Detached house	\$700,133	\$729,873
Semi-detached house	\$452,483	-
Condo Townhouse	\$357,917	\$443,764
Condo apartment	\$302,068	\$346,973
Link house	\$472,500	\$470,767
Attached/row	\$432,573	\$522,583

Source: Toronto Real Estate Board, June 2011



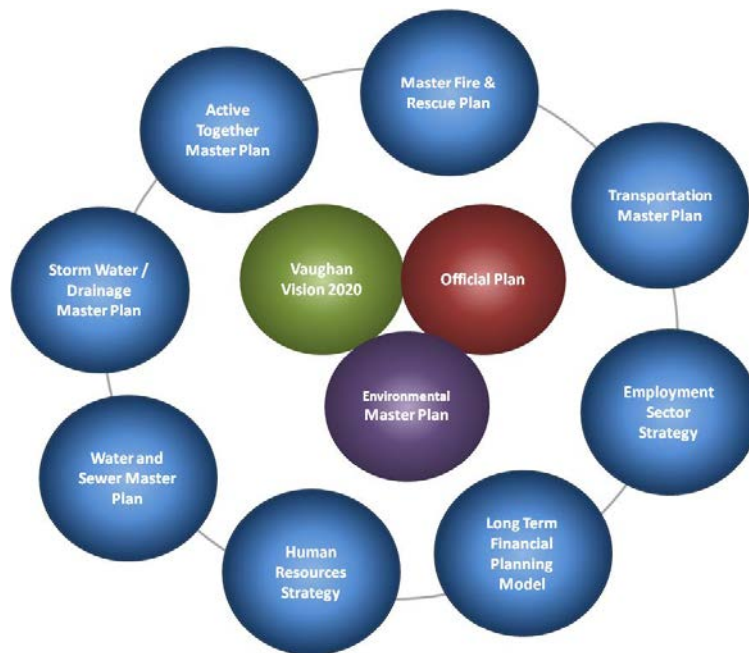
Strategic Plan And Corporate Planning Process



Vaughan's Vision, Corporate Planning and Financial Outcomes

Vaughan's Vision and Master Plans

Vaughan Vision 2020 is the City's Strategic Plan. It outlines the vision, mission, values, goals, objectives and initiatives of the corporation. The City's Strategic Plan is supported by a variety of master plans, which provide policy guidance and recommended tactical measures regarding specific municipal areas. Below is an illustration of the City's vision and master plans:

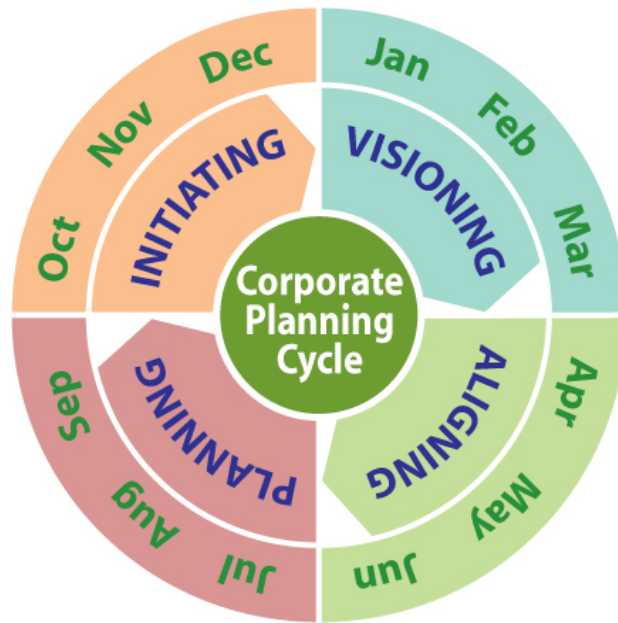


The above master plans are in various stages of development and implementation. However, it is important to recognize that most of the above plans and associated strategic goals and initiatives will require City resources to successfully implement (e.g. operational, capital, personnel). Respecting the community's hard earned tax dollar, the City constantly struggles to balance the needs and wants of citizens, departments and Council against the City's available resources.

Corporate Planning Process

Understanding that resources are scarce, Vaughan has endeavored to take a more holistic integrated approach to corporate planning, which focuses on the alignment between the strategic plan and resourcing decisions. The advantage of this process is it ensures a realistic achievable strategic plan. Conversely the budget process through alignment with the strategic plan facilitates resource planning guided by the municipality's established vision. Alignment is especially important when the City is moving towards a multi-year planning focus.

The Corporate Planning Process is divided into four annual phases.



Visioning Phase – Reviewing gaps and key issues through SWOT analysis and validating/updating strategic themes.

Alignment Phase – Developing comprehensive business cases and plans for strategic themes, reviewing the City’s capacity to ability to undertake strategic themes, and if required prioritize.

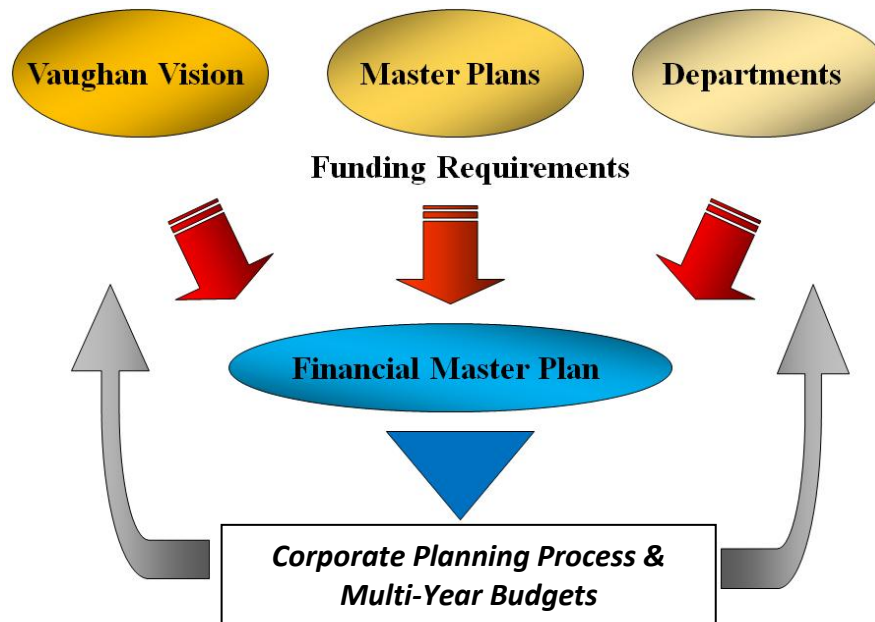
Planning Phase – Preparing Department business plans and budgets

Initiating Phase – *Evaluating and adopting the City’s consolidated budget, monitor progress, and implement strategic initiatives.*

Long-Range Financial Planning

In addition to the above, Vaughan is currently in the process of developing a long-range financial plan that will consolidate the available 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 the City's 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 processes, the City has taken steps towards a “big picture” mindset with the recent migration to a four year budget process. The 2012 Budget is the second phase of this process; illustrating a 3 year operating budget and a 2 year capital budget. The final phase will be implemented for the 2013 budget which will present a rolling four year operating and capital budget.

Outcomes

The above discussed processes are intended to support the City in ultimately achieving its Vision. Through these exercises the City benefits from:

- Open transparency and shared awareness
- Enhanced understanding of initiative timing and resource constraints
- Greater focus, clarity, alignment and integration
- More equitable resource allocation
- Better supported decision making

Vaughan Vision 2020 Updated Strategic Initiatives List 2011-2014

Initiative Ref. Number	Strategic Initiative	VV 2020 Link	Primary Lead	Secondary Lead	Support Department or Primary Agency	Goal Date	HI/Med/Low Priority
1	Conducted a 5-year comprehensive review of the Official Plan as part of the Growth Management Strategy 2031 including: supporting and coordinating land use planning for high capacity transit at strategic locations in the City and preparing a land use plan for the Vaughan enterprise zone and employment lands	Plan and Manage Growth & Economic Vitality	Commissioner of Planning	Director of Policy Planning/Urban Design	All City departments	Q3/10 Revised Q1/12*	High
2	Ensure citizen-focused communication initiatives: Establish and implement a more effective model for civic engagement and enhance our public consultation strategy	Demonstrate Leadership & Promote Effective Governance	Commissioner of Legal & Administrative Services	Commissioner of Planning Director of Corporate Communications	All City departments	Q4/10 Revised Q4/11**	High
3	Plan for infrastructure renewal: Complete a local water, wastewater and storm sewer assessment system model	Maintain Assets & Infrastructure	Commissioner of Engineering & Public Works	Director of Engineering Services	Director of Public Works	Q2/10 Revised Q2/13***	High
4	Formalize a City wide risk management plan	Maintain Assets & Infrastructure	Commissioner of Legal & Administrative Services	City Clerk's Office	SMT	Q4/10 Revised Q4/11***	High
5	Finalize the financial master plan and procedures and incorporate the results into the decision making process	Ensure Financial Sustainability	Commissioner of Finance & Corporate Services	Director of Reserves & Investments Director of Budget & Financial Planning	All City Departments	Q3/10 Revised Q4/12****	High

* Official Plan approved by Council on schedule Q3/10 currently working on regional approval

** Funds have been requested in the 2011 operating budget to establish a public engagement on-line forum

*** Project behind schedule due to competing priorities

**** Alignment of financial master plan with multi-year operating budget

2011-2014

Initiative Ref. Number	Strategic Initiative	VV 2020 Link	Primary Lead	Secondary Lead	Support Department or Primary Agency	Goal Date	Hi/Med/Low Priority
6	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	Lead and Promote Environmental Sustainability	Commissioner of Engineering & Public Works	Director of Development/Transportation Engineering	SMT	Q4/10 Revised Q1/12*	Medium
7	Coordinate 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	Enhance Productivity, Cost Effectiveness & Innovation	Commissioner of Planning	SMT	York University	Q3/10 Revised Q1/12**	Medium
8	Review the Vaughan Metropolitan Centre Vision and develop a marketing plan	Plan and Manage Growth & Economic Vitality	City Manager	Director of Economic Development	Vaughan Metropolitan Centre Advisory Committee (VMCAC) Director of Planning SMT	Q4/10 Revised Q4/11***	Medium
9	Review the Vaughan Enterprise Zone Vision and develop a marketing plan	Plan and Manage Growth & Economic Vitality	City Manager	Director of Economic Development	Director of Planning SMT	Q4/10 Revised Q4/11***	Low
10	Identify and develop a leadership development program (internal succession planning)	Support the Professional Development of Staff	Commissioner of Legal & Administrative Services	Director of Human Resources	SMT	Q4/10 Revised Q3/11****	Low

* Timing dependent upon completion of Block 39

** Awaiting future developments with York University

*** Initiative is behind schedule in order to better align with the Goals/Objectives and Actions of the 10-Year Economic Development Strategy

**** Project behind schedule due to competing priorities

2011-2014

Initiative Ref. Number	Strategic Initiative	VV 2020 Link	Primary Lead	Secondary Lead	Support Department or Primary Agency	Goal Date	HI/Med/Low Priority
11	Plan for infrastructure renewal: Ensure the development of a corporate asset management strategy	Maintain Assets & Infrastructure	Commissioner of Engineering & Public Works	Director of Engineering Services	All City departments	Q4/11	High
12	Complete and implement the Growth Management Strategy	Plan and Manage Growth & Economic Vitality	City Manager	Manager of Corporate Policy	SMT	Q2/11 Revised Q1/12*	High
13	Monitor and update the Human Resources program to ensure a quality work environment and a wide array of staff benefits	Attract, Retain & Promote Skilled Staff	Commissioner of Legal & Administrative Services	Director of Human Resources	SMT	Q2/11 Revised Q4/11**	High
14	Create a city wide Engineering master plan for servicing and allocation. Servicing phase until 2011. Review annually	Plan and Manage Growth & Economic Vitality	Commissioner of Engineering & Public Works	Director of Develop./Trans. Engineering	Commissioner of Planning	Q4/11	High
15	Continue the implementation plan for the Langstaff, Teston and Kirby Road links	Plan and Manage Growth & Economic Vitality	Commissioner of Engineering & Public Works	Commissioner of Planning	Region of York	Q2/11 Revised Q2/12***	High
16	Aim for 100% waste diversion as part of the Greening Vaughan strategy	Lead and Promote Environmental Sustainability	Commissioner of Engineering & Public Works	Director of Public Works	SMT	Q4/14	High

* Awaiting regional approval of Official Plan

** Project behind schedule due to competing priorities

*** Connected to the Region/City Vaughan Metropolitan Centre and area transportation strategy

2011-2014

Initiative Ref. Number	Strategic Initiative	VV 2020 Link	Primary Lead	Secondary Lead	Support Department or Primary Agency	Goal Date	HI/Med/Lo w Priority
17	Assess and update the inter-governmental relations strategy and advocacy plan to ensure that the City of Vaughan participates in local, regional, provincial, national and international forums and collaborates with neighbouring municipalities	Demonstrate Leadership & Promote Effective Governance	City Manager	Commissioner of Legal & Administrative Services	Intergovernmental Relations Committee Regional Councillors	Q4/11	Medium
18	Continue to maximize all opportunities for the City to have access to regional, provincial and federal services in Vaughan	Pursue Excellence in Service Delivery	City Manager	Director of Economic Development	Intergovernmental Relations Committee Regional Councillors	Q4/12	Medium
19	Review and redesign as appropriate, the internal communications strategy to ensure its effectiveness throughout the organization	Enhance Productivity, Cost Effectiveness & Innovation	Commissioner of Legal & Administrative Services	Director of Human Resources	Director of Corporate Communications	Q2/11 Revised Q4/11*	Medium
20	Review the corporate learning approach to staff education in order to encourage and support life long learning and participation.	Attract, Retain & Promote Skilled Staff	Commissioner of Legal & Administrative Services	Director of Human Resources	SMT	Q2/11 Revised Q4/11*	Medium
21	Assess the corporate strategy that encourages and recognizes staff who promote Vaughan through their leadership in professional and other organizations outside the City	Demonstrate Leadership & Promote Effective Governance	Commissioner of Legal & Administrative Services	Director of Human Resources	SMT	Q3/12	Medium
22	Continue to collaborate with York Regional Police to ensure the safety of our citizens through the provision of safety education programs	Enhance and Ensure Community Safety, Health & Wellness	Commissioner of Legal & Administrative Services	Director of Enforcement Services	York Regional Police	Q1/11 Revised Q2/11**	Low

* Project behind schedule due to competing priorities

** Recently received approval from York Regional Police to proceed with web link

2015-2020

Initiative Ref. Number	Strategic Initiative	VV 2020 Link	Primary Lead	Secondary Lead	Support Department or Primary Agency	Goal Date	HI/Med/Lo w Priority
23	Provide continued support for the operation of a hospital in Vaughan	Enhance and Ensure Community Safety, Health & Wellness	City Manager	Council and SMT	Vaughan Health Campus of Care	Q2/15	High
24	Work with other levels of government to continue to support the expansion of the GO System and public/rapid transit	Plan and Manage Growth & Economic Vitality	Commissioner of Engineering & Public Works	Commissioner of Planning	Intergovernmental Relations Committee Regional Councillors	Q2/15	High
25	Increase support for the arts and culture in the community	Preserve our Heritage and Support Diversity, Arts and Culture	Commissioner of Community Services	Director of Recreation & Culture Arts Advisory Council	Manager of Tourism and York Region	Q4/15	Medium
26	Develop an entry-level mentorship program for the city to attract recent graduates of various professional faculties	Attract, Retain & Promote Skilled Staff	Commissioner of Legal & Administrative Services	Director of Human Resources	SMT	Q2/15	Medium
27	Promote, arrange, monitor and assess temporary secondments of selected staff to other levels of government	Attract, Retain & Promote Skilled Staff	Commissioner of Legal & Administrative Services	Director of Human Resources	SMT Intergovernmental Relations Committee	Q2/15	Medium

Milestones Achieved

Initiative Ref. Number	Strategic Initiative	VV 2020 Link	Primary Lead	Secondary Lead	Support Department or Primary Agency	Goal Date	HI/Med/Low Priority
1	Reviewed Corporate governance: implemented and currently monitoring a new governance and council structure	Demonstrate Leadership & Promote Effective Governance	City Manager	Commissioner of Legal & Administrative Services	SMT	Q2/11	Low
2	Revised and updated the Economic Development Strategy including: the environment, tourism and Vaughan Business Enterprise Centre	Plan and Manage Growth & Economic Vitality	City Manager	Director of Economic Development	SMT	Q3/10	High
3	Ensured citizen-focused communication initiatives: Expanded and integrated phase 2 of Access Vaughan (call center)	Pursue Excellence in Service Delivery	City Manager	Access Vaughan	SMT	Q2/10	High
4	Planned for infrastructure renewal: devised a citywide plan for the implementation of Public Sector Accounting Board (PSAB) asset reporting	Ensure Financial Sustainability	Commissioner of Finance & Corporate Services	Director of Reserves & Investments	All City departments	Q2/10	High
5	Approved and currently implementing the strategy to engage and support our diverse communities	Pursue Excellence in Service Delivery	Commissioner of Community Services	Senior Manager of Strategic Planning Equity & Diversity Committee SMT	All City departments	Q2/10	High
6	Revised the city's branding strategy to enhance our image and marketing position	Demonstrate Leadership & Promote Effective Governance	City Manager	Director of Corporate Communications	Senior Management Team (SMT)	Q2/10	High
7	Considered opportunities for integrating library operations with the City	Pursue Excellence in Service Delivery	City Manager	Commissioner of Community Services	Library	Q2/10	Medium
8	Reviewed Corporate governance: completed a review of the committee structure	Demonstrate Leadership & Promote Effective Governance	Commissioner of Legal & Administrative Services	City Clerk	SMT	Q2/10	Medium

Milestones Achieved

Initiative Ref. Number	Strategic Initiative	VV 2020 Link	Primary Lead	Secondary Lead	Support Department or Primary Agency	Goal Date	Hi/Med/Low Priority
9	Reviewed Corporate governance: enhanced democratic equity through a review of ward boundary redistribution and regional wards	Demonstrate Leadership & Promote Effective Governance	Commissioner of Legal & Administrative Services	City Clerk	SMT	Q1/10	High
10	Established a Corporate policy to facilitate the research, coordination and submission of grants and subsidy requests	Ensure Financial Sustainability	Commissioner of Finance & Corporate Services	Director of Reserves & Investments	SMT	Q1/10	Medium
11	Ensured citizen-focused communication initiatives: Updated the Communications Strategy	Demonstrate Leadership & Promote Effective Governance	City Manager	Director of Corporate Communications	Information Technology Management (ITM)	Q4/09	High
12	Formulated a corporate wide accessibility plan as mandated under the Ontarians with Disabilities Act (ODA) & Accessibility for Ontarians with Disabilities Act (AODA)	Pursue Excellence in Service Delivery	Commissioner of Community Services	Director of Recreation & Culture; Director of Building & Facilities; Director of Parks Development	All City departments	Q2/09	High
13	Established a strategy to strengthen youth participation in civic government and initiated its implementation	Demonstrate Leadership & Promote Effective Governance	City Manager	Council	SMT Vaughan Youth Cabinet	Q2/09	Medium
14	Designed a comprehensive e-government strategy to ensure citizens have access to government 24/7	Pursue Excellence in Service Delivery	Deputy City Manager/ Commissioner of Finance & Corporate Services	ITM	SMT	Q2/09	Low
15	Developed a Community Sustainability and Environmental Master Plan as part of the Growth Management Strategy 2031. Implementation of the plan is currently in progress	Lead and Promote Environmental Sustainability	City Manager	Manager of Corporate Policy	All City departments	Q4/08	High

Milestones Achieved

Initiative Ref. Number	Strategic Initiative	VV 2020 Link	Primary Lead	Secondary Lead	Support Department or Primary Agency	Goal Date	Hi/Med/Low Priority
16	Investigated and developed a feasibility study to establish a multi-service centre for residents in our community centres	Pursue Excellence in Service Delivery	Commissioner of Community Services	Director of Recreation & Culture	Council SMT All Departments	Q4/08	Medium
17	Established a human resources strategy and began it's implementation phase	Value and Encourage a Highly Motivated Workforce	Commissioner of Legal & Administrative Services	Director of Human Resources	All City departments	Q2/08	High
18	Developed and implemented an Infrastructure Management System (IMS). Evaluated and assessed the long term municipal repair & reconstruction strategy. Report on it annually	Maintain Assets & Infrastructure	Commissioner of Engineering & Public Works	Director of Engineering Services	Director of Public Works	Q2/08	High
19	Established a Recreation and Culture, Parks and Facilities Master Plan to guide the planning and implementation of recreation programs and new facilities and parks	Pursue Excellence in Service Delivery	Commissioner of Community Services	Director of Parks Development	Council SMT City Manager All Depts	Q2/08	High
20	Prepared and implemented a new citywide capital budgeting and forecasting system to aid in the development of a multi-year capital plan, improved the budgeting process and increased management reporting capabilities	Ensure Financial Sustainability	Deputy City Manager/ Commissioner of Finance & Corporate Services	Director of Reserves & Investments	SMT	Q1/08	Medium
21	Revised the Vaughan Vision 2007 strategic plan and published and circulated a new Vaughan Vision 2020	Demonstrate Leadership & Promote Effective Governance	City Manager	Strategic Planning Committee Senior Manager of Strategic Planning	SMT	Q4/07	High
22	Completed and approved the strategy for utilization of City owned historical houses by the community and began it's implementation phase	Preserve our Heritage and Support Diversity, Arts and Culture	Commissioner of Community Services	Director of Recreation & Culture Heritage Vaughan Committee	Commissioner of Planning	Q4/07	Medium



Budget Guidelines & Process

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Operating Budget Approach and Guidelines

The 2012-14 Operating Budget Guidelines continued 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. Resourcing our vision "Corporate Planning Process"
2. Looking to the future with multi-year budgets
3. Managing operations through business planning and measures

Managing tax increases

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

The objective of these actions 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.

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

1. Resourcing our vision – corporate planning process

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

Budget Guidelines & Process

- a) To ensure an achievable and resourced strategic plan
- b) To ensure resource allocation was guided by the City's vision and strategic themes
- c) To better communicate the City's direction and focus

Over the past number of months, senior management, including directors, actively reviewed the City's strategic plan, discussed opportunities, and developed strategic priority themes and initiatives for this year's budget process. This was necessary to focus staff and align resources on important City initiatives. The Vaughan Vision 2020 Strategic Plan Revision illustrated the priority themes and initiatives as follows:

- I. Ensure a high performing organization
 - Undertake a Program Review
 - Further evolve performance indicators
 - Additional operational/business reviews
- II. Manage corporate assets
 - Develop and implement a corporate wide asset management system
- III. Manage growth & well being
 - Develop a plan to build a dynamic Vaughan Metropolitan Centre

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

2. Looking to the future with multi-year budgets

The City of Vaughan has become increasingly more sophisticated with each passing year and there was a need to broaden the budget horizon and unveil the future. Last year the concept of multi-year budgeting was successfully introduced. This action provided decision makers with added foresight and the ability to proactively grasp future opportunities, address future challenges, and reduce blind spots by understanding the longer-term financial implications of present and past decisions. This was a very strategic approach intended to generate discussion on where the City's future resources should be focused to best support the City's vision, operationalize strategies, generate public value,

Budget Guidelines & Process

and address pertinent challenges. It was also a critical component of the above discussed corporate planning process. The budget process for 2012-14 was no easy task as last year's 2012 forecast reflected an \$8.5m funding requirement, equivalent to a 6.07% tax increase on the average home. This figure changed as estimates were refined and staff acclimatized to the extended budgeting period.

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

3. Managing operations through business planning

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

4. Controlling budget pressures

For the 2012-2014 budget process, all account budgets remained at prior year budget levels with the exception of established commitments and pre-defined

Budget Guidelines & Process

external pressures. This action limited the base budget increase to the following items:

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

Additional flexibility in preparing the Recreation budget 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.

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

5. Strict process to evaluate funding requests

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

- Base Budget – Budget based on approved guidelines – Minimal tax increase.
- Additional Resource Requests – Essential funding requests were not permitted through the base budget guidelines requiring Council review and approval. Council approval was specifically required for new staff resources, a change in service level, or new initiatives. Requests were

Budget Guidelines & Process

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 were experiencing challenges associated with maintaining service levels, meeting legislative requirements, and implementing initiatives to move the City forward. Recognizing the value of requests greatly exceeded the amount of available resources, a prioritization process to evaluate each request based on a blend of associated municipal value and risk criteria was performed. The addition of a Directors' Working Group to evaluate and prioritize additional resource requests for consideration by Senior Management, Committee, and Council was a success. This action integrated the staff experience and involvement, shared the challenges associated with prioritization, and enhanced corporate knowledge. Only requests approved by Council were included in the annual budget.

6. User fee reviews to reduce the tax burden

Another opportunity to minimize tax pressures 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 had a corresponding direct impact on the City's tax levy. Therefore, to minimize any impact on the City's tax rate it was important to sustain or improve revenue/cost relationships. In addition to adjusting revenues for anticipated changes in activity, departments were required to review user fees and service charges and perform the following:

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

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

7. 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 reflect the true nature of the expense or more accurately align 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, demonstrating a neutral impact.

8. Exploring opportunities through Program Reviews

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

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

Further detail regarding the Program Review framework and process was provided in a separate report to Finance and Administration Committee and the direction was for a working group to review the report and provide recommendations for 2013-16 Budget Process.

Budget Guidelines & Process

Additional Process Changes

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

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

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

Traditionally, the Fleet Department had been 100% subsidized through the fleet reserve, which generated the following concerns:

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

To mitigate the Fleet Department's funding dependency on the reserve a phased in approach was applied. The first step was to apply any over-estimates determined through the above repair and maintenance process to reduce the budgeted reserve transfer. The second step required the development of a strategy to phase out the residual dependency on the reserve.

Budget Guidelines & Process

Available reserve funds for vehicle replacement were relatively low, as the primary funding source was eliminated a number of years ago. Recognizing the above potential challenge, funding policies were developed to strengthen City infrastructure contributions to ensure assets are replaced when needed, so they can continue to support the communities overall quality of life for current and future generations.

Questica Budgeting Software: Recently, the Budgeting Department implemented a new budgeting program. This was necessary to move away from cumbersome Excel based spreadsheets and obtain a multitude of reporting and process efficiencies. In order to ensure the transition was smooth, budget portfolio groups worked closely with departments to prepare and input their budgets. Understanding the tight timelines ahead, portfolio groups coordinated with departments multiple working sessions. To achieve this year's submission target, departments respected and adhered to the plan.

Continued budget process improvements

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

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

Budget Guidelines & Process

2012-14 Operating Budget Timetable

The 2012-14 Operating Budget and Business Planning timetable and guidelines were approved by Finance and Administration Committee on June 20, 2011 and approved by Council on June 28, 2011.

The 2012-14 Operating Budget Process had a goal of obtaining a Finance and Administration Committee recommendation and Council approval in January 2012. Public deliberations were slightly extended and final Council approval occurred on February 13, 2012. For your reference, a budget process timeline is provided below.

2012 - 2014 Operating Budget Process Timetable

Date	Activity
July 6, 2011	Budget instruction packages & workbooks issued to depts.
Aug. 31, 2011	Department submissions due
Sept. 2011	Submission review, analysis, & consolidation Director Working Group Prioritization
Oct. 2011	Senior Management Team (SMT) deliberations
Early Nov. 2011	Finalizing the draft budget for presentation
Mid. Nov. 2011 – Jan. 2012	Finance and Administration Committee deliberations
Late Jan. 2012	Public input meeting & Council approval (Public notice requirement is 14 days)

Budget Guidelines & Process

Capital Budget Approach and Guidelines

The City of Vaughan 2012-2013 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 2012-2013 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 November through January with Council approval of the Finance and Administration's recommendation on February 13, 2012. 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 2012 Capital Budget Guidelines and Procedures, corresponding to reserve by-laws where applicable and all City of Vaughan financial policies.

Starting in 2012, the City moved towards a 4 year multi-year Capital Budget with the first two year (2012 & 2013) Capital Budget in 2012, and increasing another 2 years to a rolling 4 year budget in 2013.

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 machinery and equipment, or furniture and fixtures. 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 Public Sector Accounting Board 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.
- Identify, as accurately as possible, operating budget impacts, including additional staffing requirements relating to each capital project.
- Be identified by Ward using the new 2010 ward boundaries.
- 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 Budgeting and Financial Planning Department.

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 2012 projects.

The value of projects approved was 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

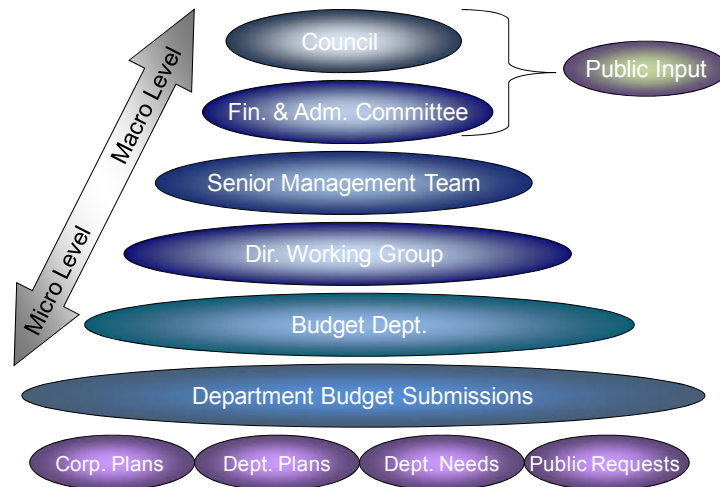
Budget Guidelines & Process

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

City of Vaughan 2012 - 2013 Capital Budget Process Timetable	
Date	Activity
July 6, 2011	Budget instruction packages issued to depts.
Sept. 2, 2011	Department submissions due
Sept. 2011	- Submission review, analysis, & consolidation - Director Working Group Prioritization
Oct. 2011	Senior Management Team (SMT) deliberations
Early Nov. 2011	Finalizing the draft budget for presentation
Mid. Nov.2011 – Jan. 2012	Finance and Administration Committee deliberations
Late Jan. 2012	Public input meeting & Council approval (Public notice requirement is 14 days)

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.

Finance and Administration Committee – The Finance and Administration Committee is comprised of the Mayor and Members of Council. The budgets are presented to the

Budget Guidelines & Process

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 2012 budgets on February 13, 2012. Budget amendments were made in May 2012 for the water and wastewater 2012 budgets with information updated accordingly.

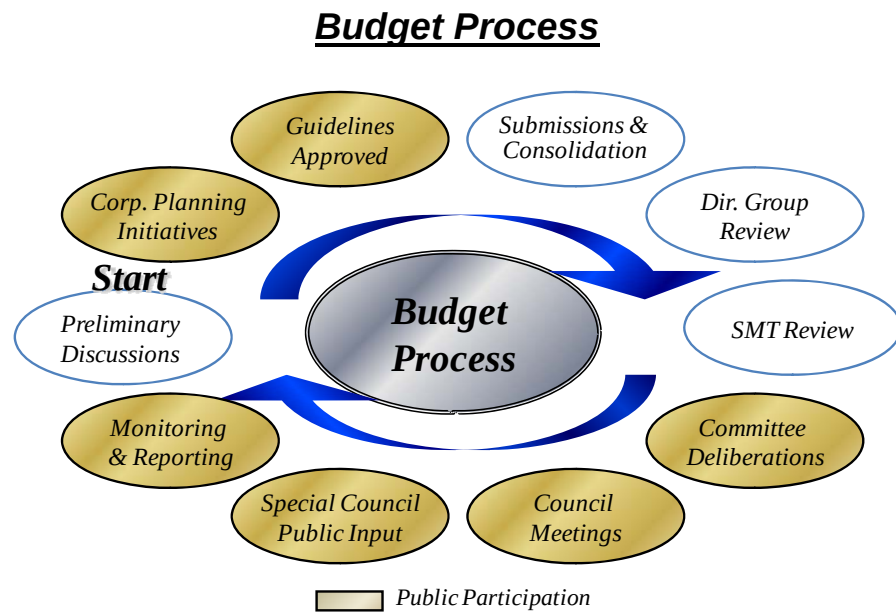
Budget Amendments – Amendments to any of the City's budgets are approved by Council. Public input with respect to a budget amendment is received and taken into consideration by Council. Notice of the intention to adopt or amend a budget is provided pursuant to By-law 394-2002, which details the notice 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.

In addition, departments are provided with financial summaries on a monthly basis.

Budget Guidelines & 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
- One of the lowest 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. Going forward 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 continues to grow into 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.

Financial Policies

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

Infrastructure Life Cycle Contributions (Adopted 2012)

Vaughan will continue to experience growth over the next number of years and as a result of that growth, there will be significant new investments in infrastructure funded primarily by development charges. As Vaughan's infrastructure ages, continued investment is required to ensure the City's assets are maintained in a state of good repair. The future 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 vital to plan for this eventuality and to ensure the City can protect and sustain the foundation of our community. Given this current situation, it is increasingly important that new infrastructure coming on board does not compound the current infrastructure challenge.

Overall the philosophy presented is twofold:

- 1) When new infrastructure is approved, an annual contribution based on lifecycle replacement principles is added to the operating budget for replacement purposes.
- 2) That an inflationary adjustment be added annually to contributions based on historical costs to ensure contributions keep pace with future values.

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)

Financial Policies

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 the efforts of the Key Priorities and Initiatives Committee, Commission of Corporate and Strategic Services and Innovative and Continuous Improvement Department initiatives.

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*

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-

Financial Policies

operative Purchasing Process. A new policy will be presented to Council in the Fall of 2012.

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)*

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.

A decorative graphic consisting of a yellow square in the top-left corner and a larger blue square overlapping it from the top-left, extending towards the center of the slide.

2012-2014 Operating Budget Overview

Operating Budget Overview

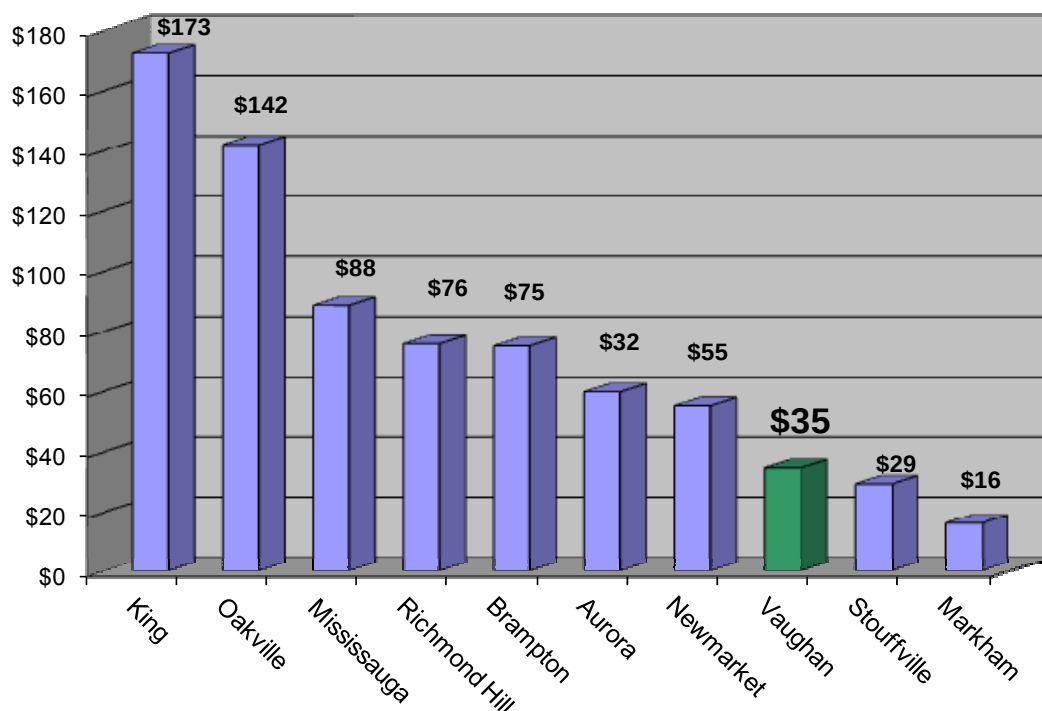
Taxes in Perspective

For 2012, Council approved a \$226 million balanced operating budget resulting in a residential tax increase of approximately \$34.81 for the average residential property in Vaughan assessed at \$485,122. This represents a 2.95% 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



■ City operations tax increase is based on the average residential property value and does not include hospital levy.

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

Operating Budget Overview

Taxes in Perspective

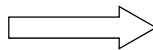
Change on a Range of Property Values

The following table illustrates the annualized residential tax increase for a range of residential assessed values, approximately \$7.18 per \$100,000 of property value.

Taxes Increases in Perspective

Property Value

\$350,000



Residential

\$25.13



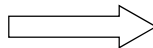
Residential Avg.

\$485,122



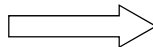
\$34.81

\$500,000



\$35.90

\$700,000



\$50.26

Commercial & Industrial Tax Change = 2.95%

Impact on a \$100,000 of assessed property value

Commercial Property \$8.42

Industrial Property \$9.80

Where Do Your Property Tax Dollars Go?

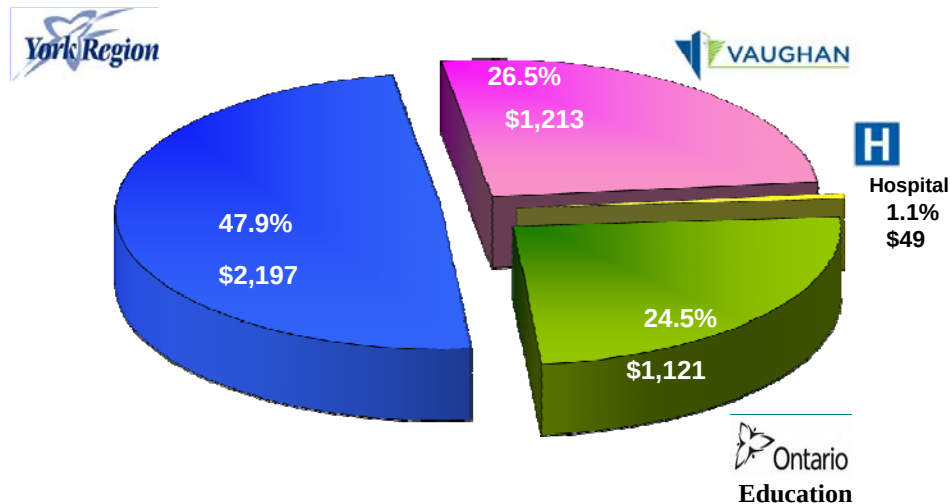
The average homeowner in Vaughan with property assessed at \$485,122 will pay \$1,213 for City of Vaughan services in 2012. Although the City of Vaughan collects all the property taxes it only retains its portion, which is approximately 26.5% of the total

Operating Budget Overview

Taxes in Perspective

property tax bill. The remaining portion of the tax bill is directed to York Region and the Province of Ontario.

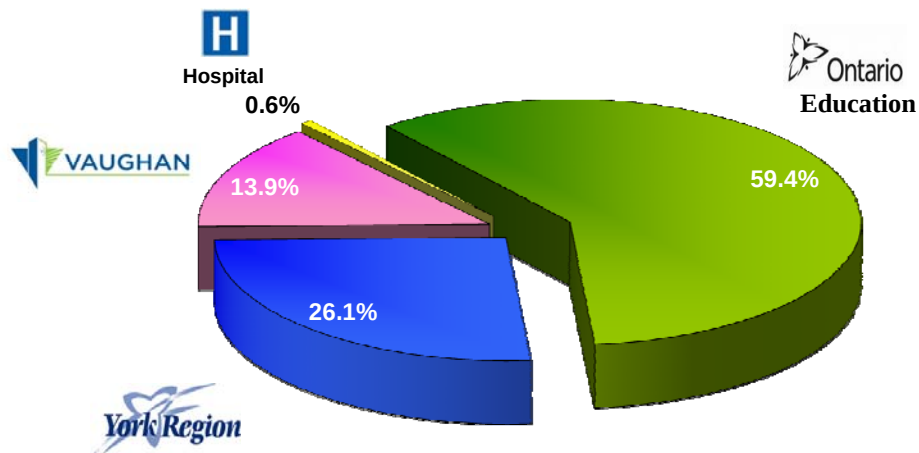
Average Residential Tax Bill \$4,580



Total 2012 Property Taxes based on property valued at \$485,122

For the average commercial business in Vaughan, the municipality collects all of the property taxes. However, it only retains 13.9% of the total property tax bill. The remaining portion of the tax bill is directed to the hospital, York Region and Province of Ontario.

Portions of Average Commercial Tax Bill



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 \$1,213, tax on the average home assessed at \$485,122 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.

<u>Typical Household Costs</u>	<u>Annual*</u>	<u>Monthly**</u>
Hydro (Avg 1000Kwh consumption/month)	\$1,505	\$125
Natural Gas (Based on 1500-2000sqft home)	\$1,968	\$165
60L of gas/week	\$4,000	\$335
Car Insurance (Avg GTA premium)	\$2,092	\$175
Dinner (2 adults @2x/month)	\$1,200	\$100
Figures based on local service provider information		
		
<i>TOTAL CITY SERVICES</i>	<i>\$1,213</i>	<i>\$101</i>

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:

Community Safety

- Additional funding for station 7-10 Firefighters
- Fire Communication Operators
- Property Standards Enforcement
- Traffic Management

Essential Resources to Continue City Services

- Thornhill Woods Library
- Retaining Our Heritage – McMillian Farm
- Parks & Forestry Maintenance
- City Buildings Maintenance

Operating Budget Overview

Value for Your City Property Tax \$

City Initiatives

- Zoning By-Law Review
- Operational/Business Reviews
- Additional Community and Staff Engagement
- Developing a Municipal Sponsorship Strategy

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 is allocated to providing a variety of direct services to City residents. More than 75% 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 25%.

	<u>2012</u>
FIRE AND RESCUE SERVICES*	\$285.86
PUBLIC WORKS & ROAD SERVICES	\$263.29
RECREATION*	\$113.56
VAUGHAN PUBLIC LIBRARIES*	\$108.82
PARKS	\$100.02
INFRASTRUCTURE	\$96.07
WASTE MANAGEMENT	\$70.59
CORPORATE ADMINISTRATION	\$64.47
BUILDINGS AND FACILITIES	\$63.45
DEVELOPMENT	<u>\$46.65</u>
TOTAL	<u><u>\$1,212.79</u></u>

* Building & Facility costs are included

NOTE: The above figures exclude the Vaughan Hospital Levy

Operating Budget Overview

Value for Your City Property Tax \$



Quick Facts

	2011	(Projected)		
		2012	2013	2014
Average residential assessment	\$ 472,368	\$ 485,122	\$ 498,220	\$ 511,672
Total taxes levied on the average assessed home	4,497	4,532	4,595	4,638
City of Vaughan portion (26-27%)	1,178	1,213	1,276	1,319
City of Vaughan tax adjustment % on total taxes		0.8%	1.4%	0.9%
Hospital Capital Levy on the avg. home	38	49	60	60
Reduction for qualifying seniors	298	312	320	324
A 1% increase in the tax rate generates	\$1.3m	\$1.420m	\$1.506m	\$1.595m
Impact of a 1% increase on the average home	\$ 11.45	\$ 11.78	\$ 12.13	\$ 12.75
Assessment growth (projected)	3.17%	3.50%	3.00%	3.00%
Tax Rate Increase		2.95%	5.16%	3.52%

***Increase based only on Vaughan increase

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 (CPI)

The Consumer Price Index is intended to illustrate cost increases experienced by the typical Canadian household. It includes retail items such as food, clothing,

Operating Budget Overview

Budget Pressures

entertainment and other household purchases. Municipalities are service providers and unlike an average Canadian household, municipal 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

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. ***Therefore, there is not a strong relationship between the CPI and municipal budget increases.***

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	Inflation Figure	Source	Scenario #1		Scenario #2	
			% of Budget	Weighted Average	% of Budget	Weighted Average
Salaries and Benefits	4.0%	CoV settlement agreements	58.5%	2.3%		
	2.2%	Ministry of Labour			58.5%	1.2%
Contracts and Materials	5.1%	5 yr Average Historical Increase	16.0%	0.8%	16.0%	0.8%
Utilities and Fuel	11.2%	Stat's Can. Aug, 2011 - Energy CPI	3.5%	0.4%	3.5%	0.4%
Capital Funding	3.4%	Construction Price Index	3.0%	0.1%	3.0%	0.1%
Insurance	20.8%	AMO Municipal Insurance Survey	2.4%	0.5%	2.4%	0.5%
All Other	1.8%	Core Inflation - Aug 2011	16.6%	0.3%	16.6%	0.3%
Caculated Municipal Price Index			4.5%		3.3%	

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 3.5% growth component to the municipal index would increase the percentage guide between 6% to 8%. Total City expenditure increases are beating the MPI adjusted percentage guide; clearly illustrating

Operating Budget Overview

Budget Pressures

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 MPI has increased over the 2011 index, 4.5%, 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 assessment growth which is estimated at approximately 3.5% for 2012 and 3% for 2013 to 2014. This translates to residents contributing additional property taxes of \$4.8m in 2012, \$4.3m in 2013 and \$4.6m in 2014. This is somewhat higher than the 3.2% figure experienced in 2011 and reveals a slow economic recovery. Although not specifically allocated, these funds help offset the increasing service costs associated with community growth.

Listed below are just a few of the many 2012 growth additions to the City:

Growth Item	2012	Growth Item	2012
Road Km	15	Tennis Courts	2
Sidewalk Km	50	Ball Diamonds	1
Waste/recycling stops	3,300	Indoor pool tanks	2
Streetlights	1,625	Outdoor soccer fields	2
Trails km	12	Indoor skating rinks	2
Playgrounds	4	Skateboard Parks	2

Operating Budget Overview

Budget Pressures

All the above additions require funds to operate and maintain service levels. Included in the 2012- 2014 Operating Plan are estimates for staffing, contracts, utilities and associated renewal costs supporting growth. Below are a few items that are indirectly funded through assessment growth:

	million
Assessment Growth	4.8
Prior Year Impacts	(0.9)
Contract & Utility volume increases	(0.6)
Capital Contribution	(1.2)
Capital Funding Gap	(1.0)
Additional Resource Requests	(1.8)
Funding gap	(0.7)

There are many other costs associated with growth that are not included. This table simply illustrates there is a gap.

Economic Outlook

Based on TD's quarterly economic forecast, the Canadian economy will continue to be constrained to a tepid pace into early 2012 due to a lack of consumer and business confidence caused by the European debt crisis and recent U.S. debt downgrade. The evolution of political uncertainty in Europe and the U.S is critical but difficult to predict. South of the border the economy is expected to avoid a recession, but remain weak. It is expected that confidence will begin to improve later in the year as growth gradually picks up, yet at a slower pace than previous forecasts. The Bank of Canada's interest rates are likely to remain historically low until early 2013 which will keep borrowing costs down providing support to housing activity and other significant purchases. Trends in consumer confidence and the expected slow economic growth have the potential to impact Vaughan's housing market, which is consistent with current building permit trends. Furthermore, it is anticipated that Provincial and Federal agencies will continue with spending restraint and stimulus recovery and it is undetermined how this could impact on grants and funding the City receives. On an optimistic note, the report also states if the U.S. recovery exceeds expectations and the European fiscal problems are addressed, Canadian economic growth could be significantly more robust. The above information is relatively global and is intended to provide a general economic context.

Operating Budget Overview

Major Budget Changes

As illustrated below, the 2012 net levy increased by approximately \$9.0m or 6.6% including a 2011 surplus carry forward of \$2.5m. This net levy is offset by an estimated 3.5% or \$4.8m increase in assessment growth, netting the effective taxation increase to \$4.2m, which translates into \$34.81 (\$2.90/month) for the average home in Vaughan or a 2.95% tax increase.

The table also illustrates the upcoming pressures for the next two years where tax rate increase is expected to be at 5.16% and 3.52% for 2013 and 2014 respectively. This net levy is offset by an estimated 3.0% increase in assessment growth for each year or \$4.3m and \$4.6m for 2013 and 2014 respectively. The net base taxation increase for 2013 and 2014 forecast years is \$7.8m and \$5.6m respectively. The recognized 2013 and 2014 Budgets will be reviewed during the next budget process.

	2011 BUDGET	2012 BUDGET	INC. / (DEC.) \$	%	2013 FORECAST	INC. / (DEC.) \$	%	2014 FORECAST	INC. / (DEC.) \$	%
REVENUES	76,812,934	77,030,576	217,642	0.3%	79,422,776	2,392,200	3.1%	83,145,498	3,722,722	4.7%
EXPENDITURES	216,546,423	225,773,210	9,226,787	4.3%	240,240,952	14,467,742	6.4%	254,149,620	13,908,668	5.8%
NET EXPENDITURES	139,733,489	148,742,634	9,009,145	6.4%	160,818,176	12,075,542	8.1%	171,004,122	10,185,946	6.3%
PRIOR YEAR SURPLUS CARRY FORWARD TO REDUCE TAX LEVY	2,500,000	2,500,000	0	0.0%	2,500,000	0	0.0%	2,500,000	0	0.0%
LEVY	137,233,489	146,242,634	9,009,145	6.6%	158,318,176	12,075,542	8.3%	168,504,122	10,185,946	6.4%
LESS: ASSESSMENT GROWTH (2012 @ 3.50%, 2013 @ 3.0% and 2014 @ 3.0%)	3.50%	4,812,142	4,812,142		9,119,230	4,307,088		13,683,610	4,564,380	
		4,812,142	4,812,142		9,119,230	4,307,088		13,683,610	4,564,380	
BASE BUDGET			1,523,975			4,275,286			2,292,844	
NET ADDITIONAL RESOURCE REQUESTS			2,673,028			3,483,168			3,328,723	
2012-14 OPERATING BUDGET TAXATION INCREASE FUNDING REQUIRED			4,197,003			7,768,454			5,621,567	
AVERAGE TAX RATE INCREASE IN PERCENTAGE TERMS (rounded to 2 decimal places)			2.95%			5.16%			3.45%	
INCREASE FOR AN AVERAGE HOUSEHOLD ASSESSED AT 2012 @ \$485,122, 2013 @ \$498,220 and 2014 @ \$511,672			\$34.81			\$62.55			\$43.94	

Notes: The above figures exclude the Vaughan Hospital Levy and Water/Wastewater services.

Budget Approach

The City's approach to the annual operating budget is to first develop the Base Budget through the issuance of very strict budget guidelines. Under the guidelines, departments are only permitted to include very specific adjustments in their Base Budget, which are typically related to predetermined agreements, contracts or Council approvals/reductions. The guidelines do not include "across the board" increases for inflation or increases for new staffing.

To the extent that a department requires additional resources, a separate business case must be submitted for consideration. These are referred to as Additional Resource Requests (ARR) and are individually vetted through the Directors Working Group, Senior Management Team, the Finance and Administration Committee and finally Council.

Operating Budget Overview

Major Budget Changes

The objective of separating the process into the base budget and Additional Resource Requests is to identify the minimum resources based on agreements etc., and review all other requests on an individual basis. Base Budget and Additional Resource Request highlights are provided below:

Base Budget

The impact of the Base Operating Plan, derived from Council's approved guidelines is as follows:

	2012	2013	2014
Net Taxation Change	\$1.52m	\$4.27m	\$2.42m
Avg. Residential Tax Rate Change	1.07%	2.89%	1.55%
Avg. Residential Tax Bill Change	\$12.64	\$34.37	\$18.95

The above changes are largely driven by staff agreements, contractual obligations, utility needs, and capital funding requirements. Although there are many components to the City's Base Budget, there are five significant specific adjustments to be highlighted. Technically, in the absence of these adjustments, there would be a significant decrease in the Base Budget. These items and their affect on the Base Budget are illustrated in the following table:

Major 2012-14 Base Budget Adjustments	2012		2013		2014	
	\$	Rate incr.	\$	Rate incr.	\$	Rate incr.
Base Budget Change	1,523,975	1.07%	4,275,286	2.89%	2,423,729	1.55%
Less: Major Expenditure Increases						
Insurance Premiums	1,060,000	0.75%	671,000	0.45%	677,600	0.43%
Prior Year Decision Implications	935,842	0.66%	-	0.00%	-	0.00%
Infrastructure Contribution Policy	608,849	0.43%	527,610	0.36%	387,768	0.25%
Capital from Taxation Requirement	245,580	0.17%	511,948	0.35%	-	0.00%
Subtotal	2,850,271	2.01%	1,710,558	1.16%	1,065,368	0.68%
Less: Major Revenue Reductions						
Investment Income Realignment	750,000	0.53%	250,000	0.17%	250,000	0.16%
Subtotal	750,000	0.53%	250,000	0.17%	250,000	0.16%
Base Budget Excluding Major Adjustments	(2,076,296)	-1.46%	2,314,728	1.57%	1,108,361	0.71%

Operating Budget Overview

Major Budget Changes

Additional Resource Requests (ARRs)

As previously noted Additional Resource Requests are not permitted under the base operating budget guidelines and are submitted and assessed on their respective merits. Initially, there were requests totalling a combined \$17m, all of which are valued. Reducing this balance to a level was very difficult for decision makers, who were frequently faced with the dilemma of choosing between “building a progressive city” and “keeping tax rates low.” The funding recommendation is a blend of both ideals driven by the following:

- Community Safety - fire operations & traffic management
- New Infrastructure Related – Thornhill Woods Library, McMillan Farm, road maintenance, etc.
- Operational Requirements to Continue City Services – zoning by-law review, support and operational requests, etc.
- City Initiatives – operational review, surveys, electronic document management, Vaughan Metropolitan Centre, municipal sponsorship, environment action plans, etc.

Senior Management and the Director’s Working Group spent a significant amount of time reviewing and optimizing the requests, which resulted in a number of requests being partially funded internally, some redistributed within the planned years, and \$8m deferred beyond the 2012-2014 plans without guarantee. In many situations the result is not optimal, potentially compromising service levels, but necessary to minimize tax pressures on the community. This recommendation was then further adjusted to achieve Council’s mandate of a 2.95% tax rate increase. The above situation further supports the need to begin planning resources beyond a single year in order to address future opportunities and challenges. A high-level summary of the Additional Resource Request recommendations is provided in a later section called “Additional Resource Request.” The result of the funding recommendation is as follows:

ARRs & Finance and Administration Committee Recommendations

	2012	2013	2014
Net Taxation Change	\$2.67m	\$3.55m	\$3.14m
Avg. Residential Tax Rate Change	1.88%	2.32%	2.00%
Avg. Residential Tax Bill Change	\$22.17	\$28.18	\$25.57

Operating Budget Overview

Major Budget Changes

Combined Base Budget and Additional Resource Requests

The combined impact of the base budget and the Additional Resource Requests is illustrated below:

	2012	2013	2014
Net Taxation Change	\$4.19m	\$7.77m	\$5.62m
Avg. Residential Tax Rate Change	2.95%	5.16%	3.52%
Avg. Residential Tax Bill Change	\$34.81	\$62.55	\$44.94

***Please note:** the sum of 2013 & 2014 base + ARR figures will not total to the above combined results. This is due to the exclusion of the ARR impacts on the levy in the base budget calculation.*

Budget Reporting and Process Changes

The budgeting process is constantly evolving to the needs and requirements of departments, management, Council, and residents. Illustrated in this section are brief highlights of process and reporting changes incorporated into the budget.

Insurance Expense: Historically the insurance expense was accounted for within the department budgets and this method has created allocation and reporting challenges. It is further complicated by transfers to and from the Insurance reserve for annual operating/reporting purposes. Moving forward, to simplify the process, insurance related expenses will be consolidated under one corporate expense account. Although the reallocation net impact is neutral to the City, annual 2012 budget variances will be present within sections due to the reallocation of department budgets to a corporate account. On April 17, 2012 Council adopted a change in insurance practice by moving from traditional insurance premiums to a reciprocal membership arrangement with OMEX. The 2012-14 Budget reflected increases based on historical trends and any savings will be transferred to the Insurance Reserve Account. The impact of this decision is expected to affect the 2013-16 Budget.

Fleet Department - Repairs & Maintenance Expense: Currently there are multiple budget treatments for repairs and maintenance i.e. machine time, holding accounts, department budgets, fleet budgets, etc. To simplify this very complex process, repair and maintenance budgets, including machine time, will be allocated to specified fleet department subunits. This will provide a better understanding of this cost and allow for

Operating Budget Overview

Major Budget Changes

some degree of budget flexibility. Direct department consumables such as gas and leases will remain within the department budgets and be adjusted based on guideline allowable price and volume escalations.

Traditionally, the fleet department has been subsidized through the fleet reserve, approximately \$365k net. To mitigate the fleet department's funding dependency on the reserve, a three year phase-in approach is being applied. This is necessary to secure a continuous funding source for fleet department operating costs, leaving fleet reserve funds for the purpose of ensuring assets are replaced when needed.

Corporate Structure Review

On November 29, 2011, Council approved the recommendations contained in report on the Corporate Structure Review. Changes associated with this review are cost neutral and funded without increasing the 2012 Operating Budget. Allocations are now reflected in the proposed operating budget information presented within this report.

Operating Budget Overview

Major Budget Changes

REVENUE AND EXPENDITURE SUMMARY

	2011 BUDGET	2012 BUDGET	INC. / (DEC.) \$ %	2013 Forecast	INC. / (DEC.) \$ %	2014 Forecast	INC. / (DEC.) \$ %
REVENUES:							
2011 TAXATION	137,233,489	141,430,492		141,430,492	-	141,430,492	-
ASSESSMENT GROWTH		4,812,142	4,812,142 3.50%	9,119,230	4,307,088 3.0%	13,683,610	4,564,380 3.0%
BASE TAXATION	137,233,489	146,242,634	9,009,145 6.6%	150,549,722	4,307,088 2.9%	155,114,101	4,564,380 3.0%
SUPPLEMENTAL TAXATION	3,050,000	4,000,000	950,000 31.1%	4,000,000	0 0.0%	4,000,000	0 0.0%
GRANT / PAYMENT IN LIEU / OTHER	2,945,240	2,645,200	(300,040) -10.2%	2,645,200	0 0.0%	2,645,200	0 0.0%
RESERVES	18,949,064	16,452,690	(2,496,374) -13.2%	17,499,006	1,046,316 6.4%	19,140,707	1,641,701 9.4%
CORPORATE	17,314,759	17,726,578	411,819 2.4%	18,055,118	328,540 1.9%	18,409,890	354,772 2.0%
FEES AND SERVICE CHARGES	34,553,871	36,206,108	1,652,237 4.8%	37,223,452	1,017,344 2.8%	38,949,701	1,726,249 4.6%
PRIOR YEAR'S SURPLUS CARRYFORWARD	2,500,000	2,500,000	0 0.0%	2,500,000	0 0.0%	2,500,000	0 0.0%
TOTAL REVENUES	216,546,423	225,773,210	9,226,787 4.1%	232,472,498	6,699,288 2.9%	240,759,599	8,287,102 3.6%
EXPENDITURES:							
DEPARTMENTAL	191,420,403	199,828,449	8,408,046 4.4%	208,350,387	8,521,938 4.3%	215,558,078	7,207,691 3.5%
CORPORATE AND ELECTION	4,690,637	4,033,130	(657,507) -14.0%	4,593,985	560,855 13.9%	5,940,551	1,346,566 29.3%
LONG TERM DEBT	12,087,862	12,378,938	291,076 2.4%	14,437,930	2,058,992 16.6%	16,187,717	1,749,787 12.1%
CONTINGENCY	1,717,999	2,630,691	912,692 53.1%	5,471,600	2,840,909 108.0%	9,076,224	3,604,624 65.9%
CAPITAL FROM TAXATION	6,629,522	6,902,002	272,480 4.1%	7,387,050	485,048 7.0%	7,387,050	0 0.0%
TOTAL EXPENDITURES	216,546,423	225,773,210	9,226,787 4.3%	240,240,952	14,467,742 6.4%	254,149,620	13,908,668 5.8%
FUNDING REQUIREMENT							
2012 TAXATION INCREASE	0	0	4,197,003				
2013 TAXATION INCREASE				7,768,454	7,768,454	7,768,454	
2014 TAXATION INCREASE						5,621,567	5,621,567
AVERAGE TAX RATE INCREASE IN PERCENTAGE TERMS			2.95%		5.16%		3.45%
INCREASE FOR AN AVERAGE HOUSEHOLD ASSESSED AT			\$34.81		\$62.55		\$43.94
2012 @ \$485,122, 2013 @ \$498,220 and 2014 @ \$511,672							

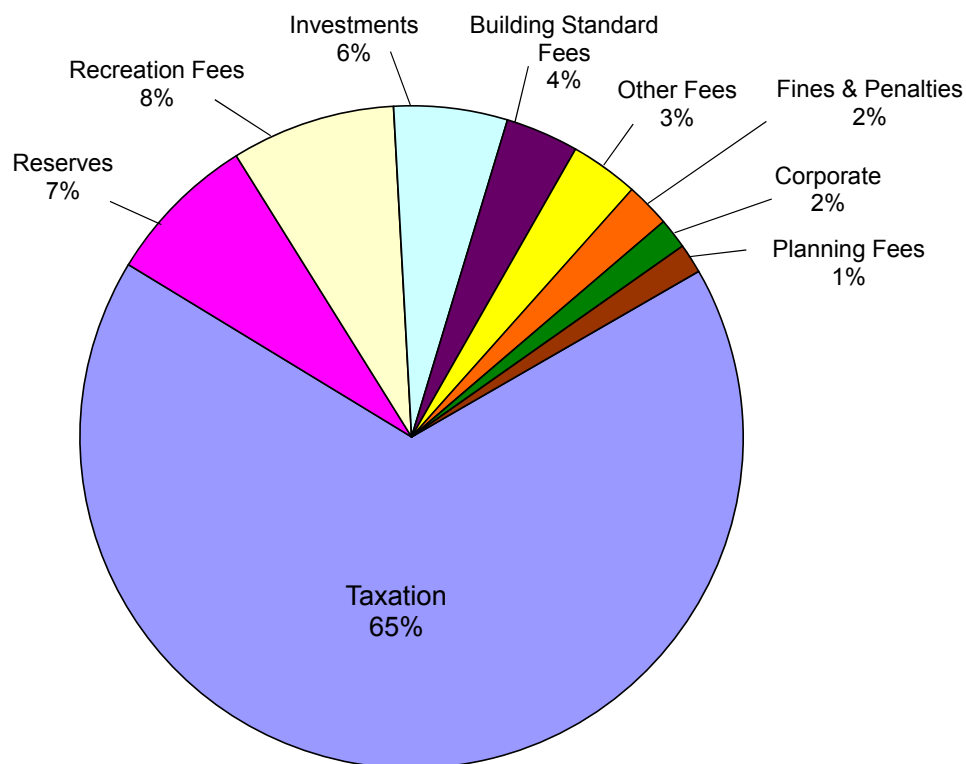
Notes:

- The above figures exclude the Vaughan Hospital Levy and Water/Wastewater services.
- For the 2012 figure assessment growth is included in the taxation balance
- Forecast 2013 and Forecast 2014 include recommended ARRs

Operating Budget Overview

Revenues by Major Source

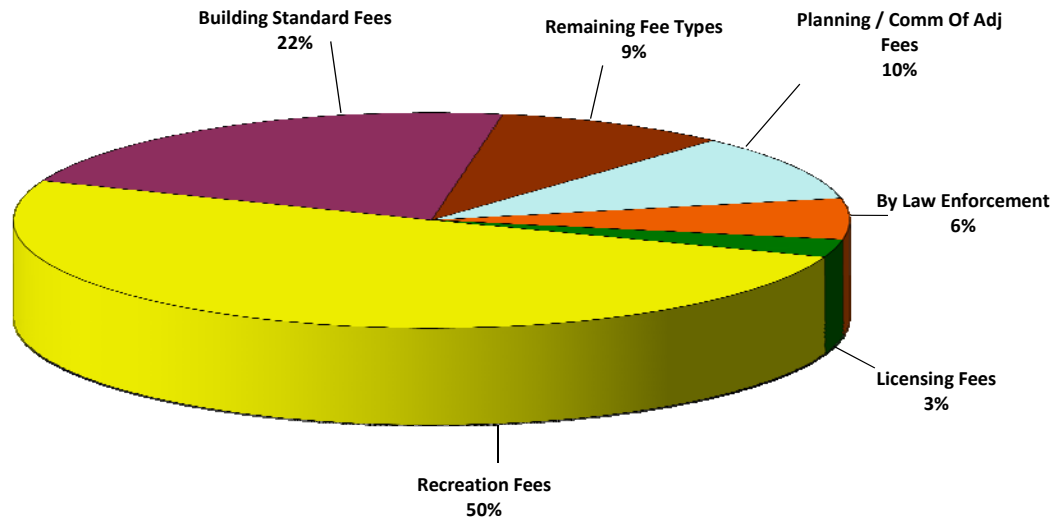
Although increasing taxes is always considered a last resort, legislative restraints often force municipalities to default to this revenue source to fund ongoing budgetary pressures, which are conveyed through property tax rate increases. To clarify the process, increases in average property values do 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.

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

Operating Budget Overview

Revenues by Major Source

2012 Department Budgeted Recovery (Figures in Thousands)	Recreation	Licensing	Enforc. Services	Planning	COA	Building Standards (OBC)	Building Standards (Non-OBC)
Revenues	\$ 17,728	\$ 1,077	\$ 2,227	\$ 3,199	\$ 410	* \$ 8,486	\$ 451
Expenditures	19,246	629	5,095	2,968	566	5,762	615
Subsidy/(Surplus)	1,519	(449)	2,868	(231)	156	(2,724)	164
2012 Dept Budget Recovery Ratio	92%	171%	44%	108%	72%	147%	73%
2013 Dept Budget Recovery Ratio	93%	157%	43%	100%	71%	140%	71%
2014 Dept Budget Recovery Ratio	96%	163%	42%	110%	71%	141%	70%
Memo: 2011 Dept. Budget Recovery Ratio	95%	162%	46%	88%	74%	158%	65%
Full Cost Estimate (ABC Model)	** \$ 40,792	\$ 1,539	\$ 4,783	\$ 5,440	\$ 1,100	\$ 8,549	1,629
Subsidy/(Surplus)	23,064	462	2,556	2,240	690	62	1,178
2012 Full Cost Recovery Ratio	43%	70%	47%	59%	37%	99%	28%
2013 Full Cost Budget Recovery Ratio	44%	68%	45%	58%	35%	97%	29%
2014 Full Cost Budget Recovery Ratio	45%	68%	44%	62%	33%	96%	28%
Memo: 2011 Full Cost Budget Recovery Ratio	44%	66%	50%	49%	43%	100%	32%
Policy Recovery Goal	95% Dept. Cost	100% Full Cost		100% Full Cost	100% Full Cost	100% Full Cost	

* Building Standards revenues include a \$0.8M draw from Building Standards Continuity Reserve in 2011 and \$1.0M in 2012.

** Recreation B & F costs approximately \$15.3M in 2012

As illustrated above, most areas will recover more than 70% of their department budgets. Overall, recovery targets remained stable with some isolated exceptions. It should be noted, most labour agreements expire in early 2012 or 2013 and costs associated with contract renewals were not incorporated in the above department expenses making planned recovery targets mildly optimistic. Illustrated below are brief comments related to each of the above sections.

- Building Standards continues to maintain close to a 100% building code full cost recovery target with a draw from the Building Standards Service Continuity Reserve in anticipation of lower volumes created by the slow economic recovery.
- Licensing also continues to achieve their target of recovering business licensing full costs. 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. Planned recovery targets are not anticipated to fall below 2012 projections, despite the lack of post 2012 labour agreement impacts.
- Recreation is planning to recover 96% of their departmental costs by 2014. Presented targets are mildly optimistic as future cost increases associated with labour agreement renewals are not included and could reduce the planned recovery to a figure slightly below their policy target of 95%.

Operating Budget Overview

Revenues by Major Source

- Enforcement Services recovery is planned to steadily drop from 50% to 44% between 2011 and 2014. It should be noted that a recovery policy is not in place for enforcement services, as this service is driven by compliance. However, in prior budgets it was anticipated the recovery would improve with the implementation of the Administration Monetary Penalties initiative intended to streamline the process and improve City collection efforts, but this has not yet materialized.
- Planning full cost recovery is steadily climbing from 49% in 2011 to a planned 62% in 2014, which is a great improvement over past budgets. COA recovery targets are decreasing from 43% of full cost in 2011 to 33% by 2014.

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

	2012		2013		2014	
	Budget	Change	Budget	Change	Budget	Change
Base Budget Revenues	\$ 77,030,576	\$ 217,642	\$ 79,422,776	\$ 2,392,200	\$ 83,145,498	\$ 3,722,722

Overall, 2012 revenues increased \$0.2m or 0.3% from 2011 levels, 2013 forecast revenues increased \$2.4m or 3.1% from 2012 levels and 2014 forecast revenues increased \$3.7m or 4.7% from 2013 levels. These figures include Additional Resource Requests. The primary factors contributing to the increases are as follows:

Supplemental Taxation

Supplemental taxation is generated from additional assessment forwarded to the City from Municipal Property Assessment Corporation (MPAC), over the course of the year, and is primarily a result of new construction. Historically, supplemental revenue figures achieved have been greater than the budget and therefore a conservative \$950k revenue increase was included. It should be noted, supplemental taxation was based on growth levels and occupancy timing, which is extremely difficult to predict. Given the current uncertain economic climate, Council was cautioned on associated risks and advised to delay any further adjustment until the economy stabilizes and more analysis is conducted.

Funding from Reserves:

Operating Budget Overview

Revenues by Major Source

	2012		2013		2014	
	Budget	Change	Budget	Change	Budget	Change
Funding from Reserves	\$ 16,452,690	\$ (2,496,374)	\$ 17,499,006	\$ 1,046,316	\$ 19,140,707	\$ 1,641,701

2012 decrease of \$2.5m:

- The largest budget adjustment in funding from reserves was related to insurance and fleet budget process changes. These changes have an overall neutral impact on the total budget, but result in many budget reallocations. For illustration purposes, the attached financial summary separates these reallocations, which balance to zero. The impact on the reported funding from reserves balance was a reduction of \$3.4m.
- The finance from capital budget increased by \$150k to better reflect the historical trend in the City's actual position
- There was also a \$269k increase in the Building Standards reserve of which \$178k was related to funding approved Additional Resource Requests for contract staffing needed for the zoning by-law review. The remainder was an increase of \$91k that was neutralized by an increase in associated expenses.
- The increase of \$459k in Water and Wastewater cost recovery was mostly related to vehicle repairs and maintenance process change that had a neutral impact on the overall budget.
- There was a \$42k net increase in the Engineering Reserve as a result of \$135k funding approval of an ARR for the Manager Transportation offset by a decrease of \$93k due to a change in allocation of department based activity.
- Adjustments occurred in the recreation land reserves as a result of activity, departmental cost changes, and anticipated growth trends.
- The above increases were offset by the removal of \$78k from the Roads Infrastructure Reserve related to a prior year initiative.

2013 forecasted increase of \$1.0m and 2014 forecasted increase of \$1.6m:

- The largest component of the budget increases were related to additional funding from the Debenture Reserve to smooth increases in future debenture payments. Budget increases of \$1m and \$800k will be required for 2013 and 2014, respectively.

Operating Budget Overview

Revenues by Major Source

- An election is slated for 2014 and a corresponding withdrawal in the amount of \$1.0m, based on the past election, is budgeted in 2014.
- Budget increases in Engineering, Building Standards, and Water/WasteWater recoveries services were a result of activity, departmental cost changes, and anticipated growth trends. These adjustments amounted to \$368k in 2013 and \$138k in 2014.
- The above budget increases were slightly offset by the phase-out of the funding from the Fleet Reserve and Insurance Reserve in both 2013 & 2014. For the Fleet Reserve, it is necessary to transition the remaining reserve subsidy to a more secure continuous funding source, leaving reserved funds for the purpose of assets renewal. For Insurance, reserve funds will be used to mitigate tax increases as a result of recent insurance premium increases.

User Fees / Service Charges

	2012		2013		2014	
	Budget	Change	Budget	Change	Budget	Change
Fees/Charges/Recoveries	\$ 36,206,108	\$ 1,652,237	\$ 37,223,452	\$ 1,017,344	\$ 38,949,701	\$ 1,726,249

Major Budget Adjustments

- The largest component of the budget increases were related to recreation programs due to the climbing demand for services, general price increases, York Region transit ticket sales, and the anticipation of the Carville Block 11 community centre in 2014/2015. It should be noted that these increases were largely offset by similar expenditure value increases. Revenue increases related to Recreation revenues were \$745k for 2012 and were forecasted to be \$564k in 2013, and \$1.3m in 2014.
- The second largest component of the budget increases were related to an anticipated increase in planning activity. The majority of the 2012 increase was related to an increase in site plan agreements, which better reflect past performance. In addition, development activity was anticipated within the Vaughan Metropolitan Centre, Carville, Concord, and Thornhill development areas. Planning revenues were slightly lower in future years as the fee by-law expires in 2012 and price increases for 2013 and 2014 were not determined. Based on the above, planning revenues were anticipated to increase \$767k for 2012 and \$328k in 2013, and \$346k in 2014.
- Licensing revenues also increased to reflect general price and volume estimates. The 2012 budget increase was larger than future years to reflect historical performance. Budget increases were \$110k for 2012 and are forecasted to be \$43k in 2013, and \$48k in 2014.
- The above 2012 budget increases were slightly offset by the following:

Operating Budget Overview

Revenues by Major Source

- A \$49k decrease in Development Transportation Recoveries. There was a \$143k decrease due to a provincial decision to supply support to coordinate the subway extension project offset by a \$94k increase to cover the costs of the Spadina Subway Extension Liaison Inspector. This reduction is offset by a related reduction in contract expenses.
- An \$18k decrease in Public Works revenues resulted from a correction to actual performance as it relates to recoveries from York Region for winter road maintenance duties.
- A \$20k decrease in Enforcement Services revenues to reflect historical signage fee volumes.
- The remaining budget adjustments were relatively minor in nature.

Corporate Revenues

	2012		2013		2014	
	Budget	Change	Budget	Change	Budget	Change
Corporate Revenues	\$ 17,726,578	\$ 411,819	\$ 18,055,118	\$ 328,540	\$ 18,409,890	\$ 354,772

Major Budget Adjustments

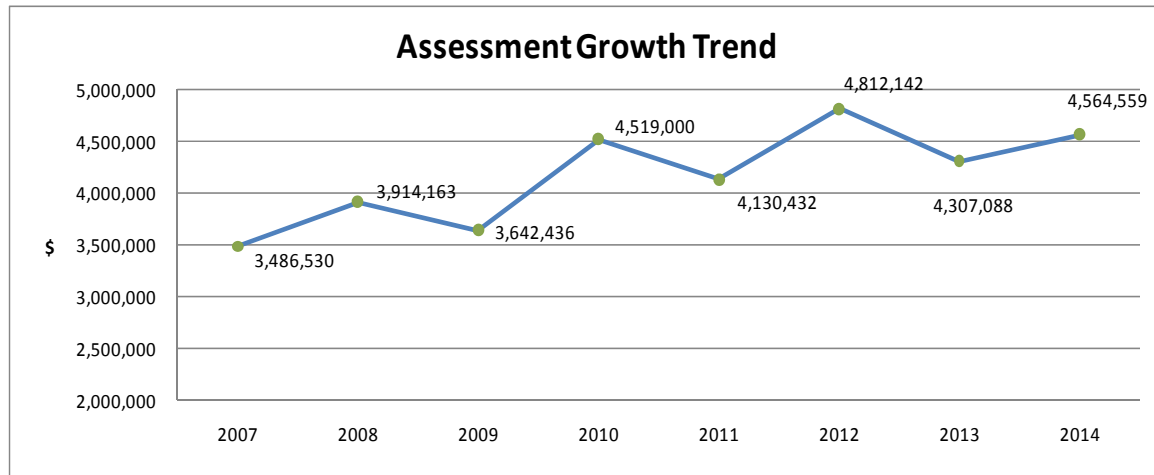
- PowerStream Dividends – Based on financial forecasts this corporate revenue source was anticipated to increase in 2012 by \$1.25m, 2013 by \$450k, and 2014 by \$600k.
- Investment Income – As discussed last year, there was a need to change the methodology used to allocate investment income between the operating budget and reserve accounts. As a result, investment income allocated to the operating budget was phased down in 2012 by \$750k, 2013 by \$250k, and 2014 by \$250k.
- Fines and Penalties – The corporate fines and penalty budget was reduced by \$100k in 2012 to better reflect actual historical trends experienced. This budget was expected to increase by \$100k in 2013 due to the positive future economic outlook and stabilize through 2014.
- The remaining budget year differences consist of relatively minor budgets and changes.

Operating Budget Overview

Revenues by Major Source

Assessment Growth

For 2012–2014 assessment growth is estimated to remain stable at 3% and relatively consistent with prior year values. This is consistent with the economic outlook that growth will be gradual.



Although not specifically allocated, these funds help offset the increasing service costs associated with community growth. To illustrate this point, each year City additions are made as shown in the table below.

Growth Item	2012	Growth Item	2012
Road Km	15	Tennis Courts	2
Sidewalk Km	50	Ball Diamonds	1
Waste/recycling stops	3,300	Indoor pool tanks	2
Streetlights	1,625	Outdoor soccer fields	2
Trails km	12	Indoor skating rinks	2
Playgrounds	4	Skateboard Parks	2

All the above additions require funds to operate and maintain service levels. Included in the 2012- 2014 Operating Plan are estimates for staffing, contracts, utilities and associated renewal costs supporting growth. Below are a few items that are indirectly funded through assessment growth:

- Prior year impacts
 - In 2012 \$935k was required for station 7-10, Vellore fitness centre expansion, and other growth related items.

Operating Budget Overview

Revenues by Major Source

- Contract and utility volume increases
 - On average the City's budget increases by \$400k - \$600k for this purpose.
- Infrastructure renewal
 - As a City grows, infrastructure is added, which was initially funded by the development industry, with replacement costs borne by the City at a later date. Additional funding associated with these costs was estimated to be between \$800k to \$2.5m annually (debt financing, reserve contributions and the estimated infrastructure backlog gap).
- Additional Resource Requests
 - Most additional resources were to address growing demands for fire services, community enforcement, traffic management, parks maintenance and library.

Hence, assessment revenues help fund growth but do not fund price increases on contracts for services, materials and supplies.

	million
Assessment Growth	4.8
Prior Year Impacts	(0.9)
Contract & Utility volume increases	(0.6)
Capital Contribution	(1.2)
Capital Funding Gap	(1.0)
Additional Resource Requests	<u>(1.8)</u>
Funding gap	(0.7)

Operating Budget Overview

Revenues by Major Source

REVENUE BY MAJOR SOURCE											
	2011 ACTUAL	2011 BUDGET	2012 BUDGET	INC/(DEC)		2013 FORECAST	INC/(DEC)		2014 FORECAST	INC/(DEC)	
				\$	%		\$	%		\$	%
TAXATION											
Supplementals	6,282,166	3,050,000	4,000,000	950,000	31.1%	4,000,000	0	0.0%	4,000,000	0	0.0%
GRANT											
Library Grant	160,686	145,240	145,200	(40)	0.0%	145,200	0	0.0%	145,200	0	0.0%
PAYMENT IN LIEU / OTHER											
Payment In Lieu / Other	2,740,738	2,800,000	2,500,000	(300,000)	-10.7%	2,500,000	0	0.0%	2,500,000	0	0.0%
RESERVES											
Engineering Reserve	3,997,836	4,303,849	4,346,266	42,417	1.0%	4,548,676	202,410	4.7%	4,580,773	32,097	0.7%
Roads Infrastructure Reserve	27,100	78,195	0	(78,195)	-100.0%	0	0	0.0%	0	0	0.0%
By-Election	89,966	0	0	0	0.0%	0	0	0.0%	0	0	0.0%
Election	251,256	0	0	0	0.0%	0	0	0.0%	1,024,794	1,024,794	0.0%
CIL Recreation Land Reserve	645,000	644,310	664,310	20,000	3.1%	664,310	0	0.0%	664,310	0	0.0%
DC Mgmt Studies Reserve (Legal OP)	6,031	112,910	112,910	0	0.0%	112,910	0	0.0%	112,910	0	0.0%
Finance - From Capital	1,702,141	1,350,000	1,500,000	150,000	11.1%	1,500,000	0	0.0%	1,500,000	0	0.0%
Fleet Management Reserve	820,338	934,305	242,747	(691,558)	-74.0%	121,374	(121,373)	-50.0%	0	(121,374)	-100.0%
Building Standards Service Continuity Reserve	341,117	778,674	1,047,975	269,301	34.6%	1,167,975	120,000	11.5%	1,227,975	60,000	5.1%
Insurance Reserve	3,202,907	3,167,000	500,000	(2,667,000)	-84.2%	300,000	(200,000)	-40.0%	100,000	(200,000)	-66.7%
Tax Rate Stabilization Reserve	0	2,757,410	2,757,410	0	0.0%	2,757,410	0	0.0%	2,757,410	0	0.0%
Debtenture Payment Reserve	0	2,602,862	2,602,862	0	0.0%	3,602,862	1,000,000	38.4%	4,402,862	800,000	22.2%
Water & Wastewater Recovery	2,200,000	2,219,549	2,678,210	458,661	20.7%	2,723,489	45,279	1.7%	2,769,673	46,184	1.7%
TOTAL RESERVES	13,283,693	18,949,064	16,452,690	(2,496,374)	-13.2%	17,499,006	1,046,316	6.4%	19,140,707	1,641,701	156.9%
FEES/SERVICE CHARGES/RECOVERIES											
CITY MANAGER											
Economic And Business Development	2,200	5,000	4,000	(1,000)	-20.0%	4,000	0	0.0%	4,000	0	0.0%
Corporate Communications	0	0	0	0	0.0%	0	0	0.0%	0	0	0.0%
Fire And Rescue Services	864,318	559,678	569,324	9,646	1.7%	579,151	9,827	1.7%	589,242	10,091	1.7%
COMMISSIONER OF LEGAL & ADMIN. SERV.											
Clerks	37,550	31,875	33,576	1,701	5.3%	34,440	864	2.6%	35,305	865	2.5%
Clerks - Licensing	988,926	966,529	1,077,078	110,549	11.4%	1,120,570	43,492	4.0%	1,168,251	47,681	4.3%
Committee Of Adjustment	429,005	402,215	410,624	8,409	2.1%	410,635	11	0.0%	410,646	11	0.0%
Legal Services	63,317	83,990	85,346	1,356	1.6%	86,702	1,356	1.6%	88,058	1,356	1.6%
Enforcement Services	2,166,695	2,217,397	2,227,085	9,688	0.4%	2,229,130	2,045	0.1%	2,264,675	35,545	1.6%
COMMISSIONER OF COMMUNITY SERVICES											
Communities In Bloom Sponsorship	10,000	15,000	10,000	(5,000)	-33.3%	10,000	0	0.0%	10,000	0	0.0%
Non-Profit Housing	8,732	9,000	0	(9,000)	-100.0%	0	0	0.0%	0	0	0.0%
Community Grants & Advisory Comm.	6,380	0	0	0	0.0%	0	0	0.0%	0	0	0.0%
Recreation	17,624,676	16,983,160	17,727,675	744,515	4.4%	18,292,130	564,455	3.2%	19,574,360	1,282,230	7.0%
Culture Services	465,250	484,050	517,950	33,900	7.0%	517,950	0	0.0%	517,950	0	0.0%
Buildings And Facilities	219,727	186,140	187,340	1,200	0.6%	187,340	0	0.0%	187,340	0	0.0%
Parks Operations	63,921	46,640	46,390	(250)	-0.5%	47,170	780	1.7%	47,430	260	0.6%
Cemeteries	68,235	102,515	115,603	13,088	12.8%	117,716	2,113	1.8%	119,879	2,163	1.8%
COMMISSIONER OF PLANNING											
Development Planning	3,632,549	2,432,460	3,199,276	766,816	31.5%	3,527,541	328,265	10.3%	3,873,756	346,215	9.8%
Building Standards - Licenses/Permits	6,320,396	6,956,125	6,878,872	(77,253)	-1.1%	6,878,872	0	0.0%	6,878,872	0	0.0%
- Plumbing Permits	535,495	500,000	500,000	0	0.0%	500,000	0	0.0%	500,000	0	0.0%
- Service Charges	693,411	461,475	510,275	48,800	10.6%	522,025	11,750	2.3%	529,025	7,000	1.3%
COMMISSIONER OF CORPORATE & STRATEGIC SERVICES											
Environmental Sustainability	0	0	0	0	0.0%	22,500	22,500	0.0%	0	(22,500)	-100.0%
COMMISSIONER OF ENGINEERING & PUBLIC WORKS											
Development And Transport. Engineering	276,660	441,409	392,426	(48,983)	-11.1%	413,614	21,188	5.4%	419,844	6,230	1.5%
Engineering Services	128,654	132,509	175,933	43,424	32.8%	176,239	306	0.2%	176,549	310	0.2%
Public Works - Operations	1,260,951	1,254,014	1,236,035	(17,979)	-1.4%	1,238,527	2,492	0.2%	1,241,019	2,492	0.2%
VAUGHAN PUBLIC LIBRARIES	319,001	282,690	301,300	18,610	6.6%	307,200	5,900	2.0%	313,500	6,300	2.1%
TOTAL FEES / SERVICE CHARGES	36,186,049	34,553,871	36,206,108	1,652,237	4.8%	37,223,452	1,017,344	2.8%	38,949,701	1,726,249	4.6%
TOTAL CORPORATE REVENUES	20,257,437	17,314,759	17,726,578	411,819	2.4%	18,055,118	328,540	1.9%	18,409,890	354,772	2.0%
TOTAL REVENUE	78,910,769	76,812,934	77,030,576	217,642	0.3%	79,422,776	2,392,200	3.1%	83,145,498	3,722,722	4.7%

Notes:

- The above figures exclude the Vaughan Hospital Levy and Water/Wastewater services.
- At the February 13, 2012 Council meeting, user fees revenue of \$50k in 2012, \$63k in 2013 and \$33k 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

Overall the City's base expenditure budget changed as follows:

	2012		2013		2014	
	Budget	Change	Budget	Change	Budget	Change
City Budget Expenditures	\$ 225,773,210	\$ 9,226,788	\$ 240,240,952	\$ 14,467,742	\$ 254,149,620	\$ 13,908,668

Approximately \$8.4m of the 2012 budget expenditure increase of \$9.2m was related to pressures experienced in departments, including the \$1.3m Library Board increase. This represents an increase of 4.3% over the 2011 Operating Budget.

The forecasted 2013 and 2014 expenditures is expected to increase by a \$14.5m and \$13.9m, respectively. This represents an increase of 6.4% for 2013 and 5.8% for 2014. The 2013 and 2014 forecast represents cost of living increases for the City's workforce, contracts, utilities, insurance and recommended and recognized additional resources. 2012 is presented lower than future years due to process adjustments in fleet and insurance, which are met by similar offsetting reductions in revenues. Overall the impact is neutral. Without these masking adjustments, the true 2012 increase is \$13m or a 6% increase, which is more consistent with 2013 and 2014 projections. Further information regarding specific expense budget adjustments are provided below.

Department Increases

2012 increase of \$8.4m, including the \$1.3m Library Board increase:

	2012		2013		2014	
	Budget	Change	Budget	Change	Budget	Change
Department Expenditures	\$ 199,828,449	\$ 8,408,046	\$ 208,350,387	\$ 8,521,938	\$ 215,558,078	\$ 7,207,691

This represents an increase of 4.4% over the 2011 departmental budget, and largely due to the following items:

- Of the total departmental budget increase, \$6.1m is related to changes to support the City's workforce consisting of the following:
 - \$2.6m in economic adjustments, as per established agreements, excluding associated benefits.
 - \$1.3m increase in benefits due to additional complement, economic adjustments, and benefit rate increases caused by increasing OMERS contributions and EI/ CPP thresholds.
 - \$805k related to prior year budget gapping (Station 7-10 firefighters, Vellore Village Fitness Centre staffing, and other compliments).
 - \$537k related to the Council's approved corporate reorganization, which is full offset by transfers from other City budgets.

Operating Budget Overview

Expenditures by Major Source

- The remaining balance is related to progressions, job-evaluations, part-time surveys, 3/6/9 fire retention phase in, 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 department expenditure budget increase is related to Council approved \$3.2m (\$2.3m net) 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 are further detailed in a later section.
- Insurance expense premiums and planned claims expenses increased by \$1.6m or 50% as a result of a recent insurance contract award. A detailed report on this topic was provided at the November 21, 2011 Finance and Administration Committee.
- \$432k relates to pressures from contracted services. These increases are the result of growth demands and industry price obligations. Overall, contract service lines increased by 0.2% and relate to winter control, ITM services, waste management etc. This figure is lower than historical trends due to savings found in contract street lighting in the amount of \$241k which were reallocated to the contingency account for future corporate initiatives.
- A \$454k increase in gas/diesel fuel due to rising prices and more vehicles as permitted in the approved budget guidelines.
- A \$440k increase in YRT ticket purchases to match historical trends. The revenue was increased the same and the net effect is neutral.
- The remaining increases are minor and in various other accounts:
- The above department increases were partially reduced by \$3.8m for the following corporate reallocations and adjustments.
 - Infrastructure contributions embedded within the Fire, Heritage, & City Playhouse departments were transferred and consolidated with like contributions in the corporate section, approximately \$1.4m.
 - A process change to isolate insurance to one account resulted in the removal of various arbitrary allocations to departments, approximately

Operating Budget Overview

Expenditures by Major Source

\$2.3m. This action is neutral and met with similar reductions in insurance reserve transfers.

- In addition to the above, On November 29, 2011, Council approved the recommendations contained in report on the Corporate Structure Review. Changes associated with this review are cost neutral, but will result in a shifting department and corporate budgets. These changes are now reflected in the 2012-2014 Consolidated Operating Budget Financial Summary.

2013 & 2014 increases of \$5.0m and \$3.9m, respectively

The City's Workforce: Consistent with 2012, the largest pressure for 2013 and 2014 are requirements to fund the City's workforce estimated at \$2.5m and \$1.8m, respectively. The 2013 and 2014 plan steadily drops due to expiring labour contracts and the timing out of staff progressions. Post agreement labour estimates are planned for in corporate contingency along with other uncertain events. Also incorporated in the these figures are benefit rate increases from 26% to 26.7% to 27.4% caused by increasing OMERS contributions and EI/ CPP thresholds.

Contracts: The second largest component of the 2013-2014 department expenditure increases is related to pressures from contract services, \$1.1m and \$700k, respectively. These increases are typically the result of increasing demands on services due to growth and industry price obligations. Overall contract service lines increased 3.5% and 2.2%, respectively, and mainly relating to waste management, streetlight maintenance, winter control, ITM services, etc.

Utilities: The third largest component of the 2013-2014 department expenditure increases is related to utilities, \$490k and \$628k, respectively. These increases are typically the result of increasing volumes and industry price expectations as permitted in the guidelines.

Insurance - Premiums and planned claim expenses are anticipated to rise by 10% per year, based on industry trends and projections, translating to a \$471k increase for 2013 and a \$478k increase for 2014.

Recognized Additional Resource Requests – There were net \$3.5m for 2013 and net \$3.2m for 2014 of resources requested by departments. These requirements were in anticipation of pressures on service levels, legislative requirements and corporate

Operating Budget Overview

Expenditures by Major Source

initiatives. These requests will be reviewed during the 2013-2016 Operating Budget process.

The remaining balance consists of relatively minor increases in multiple accounts.

Corporate Expenditures

	2012		2013		2014	
	Budget	Change	Budget	Change	Budget	Change
Contingency	\$ 2,630,691	\$ 912,693	\$ 5,471,600	\$ 2,840,909	\$ 9,076,224	\$ 3,604,624
Long-term Debt	\$ 12,378,938	\$ 291,076	\$ 14,437,930	\$ 2,058,992	\$ 16,187,717	\$ 1,749,787
Corporate Expenditures	\$ (999,857)	\$ (2,556,494)	\$ (976,302)	\$ 23,555	\$ (27,388)	\$ 948,914
Reserve Contributions	\$ 5,032,987	\$ 1,898,987	\$ 5,570,287	\$ 537,300	\$ 5,967,939	\$ 397,652
Capital from Taxation	\$ 6,902,002	\$ 272,480	\$ 7,387,050	\$ 485,048	\$ 7,387,050	\$ -
Total	\$25,944,761	\$ 818,742	\$31,890,565	\$ 5,945,804	\$38,591,542	\$ 6,700,977

Corporate expenditures contributed to the remaining City expenditures. Explanations for the budget increases are as follows:

2012 Increase of \$0.8m:

- The City's contingency budget increased by \$912k and relates to future labour agreement negotiations and certain foreseeable events. Once the outcomes of these events are determined, balances will be reallocated to the appropriate department budgets.
- Corporate Expenditures decreased by \$2.6m and are attributable to the following:
 - Removal of City Hall reserve \$1m funding as the project is completed and funding is secure for debenture allocation.
 - A process change to isolate insurance to one account resulted in the removal of the arbitrary corporate insurance allocation, approximately \$900k. This action is neutral and met with similar reductions in insurance reserve transfers.
 - The above was partially offset, by a \$1m adjustment in anticipated labour savings. This figure is planned for corporately and is used to offset department gapping and vacancy savings that occur throughout the year. Third quarter results confirm trends in the 3 -3.5% range. As a result, the City's anticipated labour savings budget reflects this trend. It

Operating Budget Overview

Expenditures by Major Source

should be noted there are various unpredictable factors driving anticipated labour savings and estimates are conservatively trended.

- The balance of the increase in corporate expenditures is associated with projected cost increases for tax adjustments, joint services and bank charges.
- Reserve contributions increase by \$1.9m, mainly caused the following:
 - \$608k in additional reserve contributions, resulting from the recent policy approval.
 - \$1.4m reallocation from departments to corporate contributions for Fire, Heritage, and City Playhouse in order to consolidate these types of transfers. As mentioned earlier, this action has a neutral impact and is met with decreases in department areas.
 - A reduction in the roads infrastructure reserve to better align savings obtained through the 2011 budget process.
- Long-term debt increases by \$291k which is mainly used to fund major road projects.
- Capital from taxation increased by \$272k as result of the recently adopted infrastructure policy, a December 13 ,2011Council approval to fund \$113k in additional traffic calming measures and Council directive to partially fund Islington Streetscape Design.

2013 & 2014 increases of \$5.9m and \$6.7m, respectively

City Contingency - The City's contingency account relates to future labour agreement negotiations and certain foreseeable events. Once the outcomes of these events are determined, balances will be reallocated to the appropriate department budgets. 2013 and 2014 budget increases are estimated at \$2.8m and \$3.6m, respectively.

Long-term Debt - The repayment of long term debt in 2013 and 2014 is planned to increase by \$2.1m and \$1.7m, respectively, primarily to fund major road projects, as per the road program. Debenture reserve funding increased by \$1m and \$800k, respectively to smooth this cost. When combined, the net impact is \$1.1m for 2013 and \$0.9m for 2014.

Operating Budget Overview

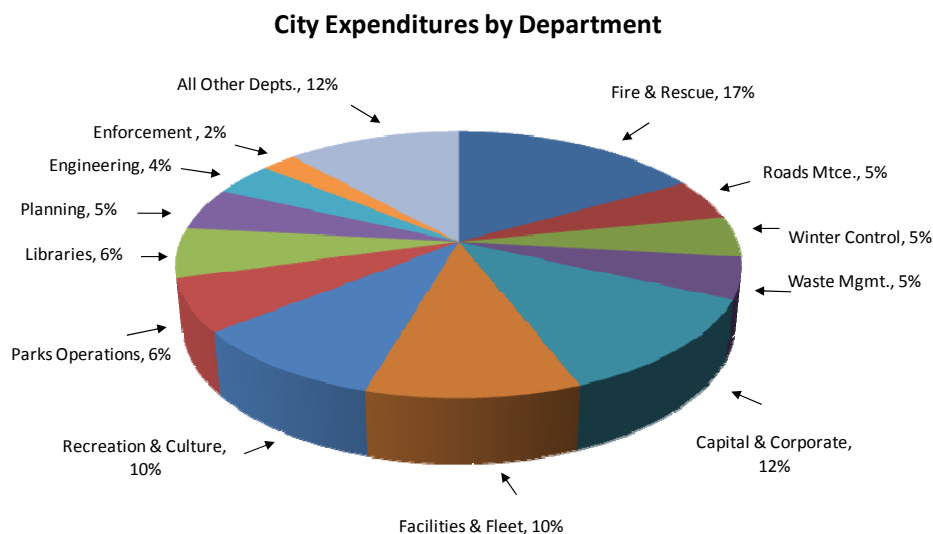
Expenditures by Major Source

Corporate Expenditures – There are no major budget changes for 2013, but an election is slated for 2014 and the corresponding estimated expense at \$1.0m is planned, based on the past election costs. This cost is fully offset by revenues from the election reserve. The above cost is offset by minor adjustments in other accounts.

Reserve Contributions - Based on the recently adopted infrastructure funding policy, infrastructure reserve contributions are anticipated to increase in relation to the addition and cost escalation of assets. As a result, the 2013 and 2014 budgets are anticipated to increase by \$537k and \$397k.

Capital from Taxation - Based on the recently adopted infrastructure funding policy, Capital from Taxation is anticipated to increase by an inflationary component in order to maintain pace with market values. However, the number of projects for this funding source is escalating and based on capital plan additional funds will be required in 2013, approximately \$485k. It should be noted this budget has remained relatively unchanged for the past decade.

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.



The following table provides a summary of the City's Expenditures for 2012 to 2014 and budgeted and actual expenditures in 2011.

Operating Budget Overview

Expenditures by Major Source

Expenditure By Major Category											
	2011 ACTUAL	2011 BUDGET	Approved 2012 BUDGET	INC. / (DEC.) \$ %		2013 FORECAST	INC. / (DEC.) \$ %		2014 FORECAST	INC. / (DEC.) \$ %	
COUNCIL	1,199,253	1,384,675	1,431,582	46,907	3.4%	1,469,361	37,779	2.6%	1,509,626	40,265	2.7%
OFFICE OF THE INTEGRITY COMMISSIONER	178,525	199,940	199,940	0	0.0%	199,940	0	0.0%	199,940	0	0.0%
CITY AUDITOR	160,489	173,143	352,445	179,302	103.6%	350,339	(2,106)	-0.6%	351,235	896	0.3%
City Manager	619,228	769,085	672,440	(96,645)	-12.6%	680,573	8,133	1.2%	685,690	5,117	0.8%
Executive Director	2,117	130,659	188,970	58,311	44.6%	194,966	5,996	3.2%	201,012	6,046	3.1%
Economic and Business Development	1,094,939	1,270,776	1,337,016	66,240	5.2%	1,358,761	21,745	1.6%	1,466,516	107,755	7.9%
Corporate Communications	1,031,327	1,031,469	1,165,725	134,256	13.0%	1,170,099	21,474	0.4%	1,352,775	182,676	15.6%
Fire and Rescue Services	34,096,103	34,530,250	34,451,293	(78,957)	-0.2%	37,115,071	2,663,778	7.7%	38,866,049	1,750,978	4.7%
Emergency Planning	173,256	179,455	178,454	(1,001)	-0.6%	258,255	79,801	44.7%	263,112	4,857	1.9%
TOTAL CITY MANAGER	37,016,970	37,911,694	37,993,898	82,204	0.2%	40,777,725	2,783,827	7.3%	42,835,154	2,057,429	5.0%
Commissioner of Finance and City Treasurer	354,230	399,156	402,973	3,817	1.0%	404,871	1,898	0.5%	406,765	1,894	0.5%
City Financial Services	2,621,587	2,849,492	2,977,161	127,669	4.5%	3,016,150	38,989	1.3%	3,037,023	20,873	0.7%
Budgeting and Financial Planning	1,898,682	1,980,015	2,239,803	259,788	13.1%	2,290,833	51,030	2.3%	2,330,522	39,690	1.7%
Development Finance & Investments	388,369	533,574	564,712	31,138	5.8%	580,541	15,829	2.8%	595,288	14,747	2.5%
Purchasing Services	1,244,917	1,312,703	1,357,997	45,294	3.5%	1,448,047	90,050	6.6%	1,461,903	13,856	1.0%
TOTAL COMM. OF FINANCE AND CITY TREASURER	6,507,785	7,074,940	7,542,646	467,706	6.6%	7,740,442	197,796	2.6%	7,831,502	91,060	1.2%
Commissioner of Legal and Administrative Services	359,509	385,680	394,051	8,371	2.2%	396,646	2,595	0.7%	398,974	2,328	0.6%
City Clerk	3,946,129	3,983,763	4,257,414	257,633	6.4%	4,543,881	286,467	6.7%	4,581,756	37,875	0.8%
Clerks - Licensing	602,315	598,186	628,968	30,782	5.1%	714,188	85,220	13.5%	717,519	3,331	0.5%
Committee of Adjustment	509,900	540,190	566,145	25,955	4.8%	575,553	9,408	1.7%	579,443	3,890	0.7%
City Clerk - Insurance	5,134,814	3,167,000	4,727,000	1,560,000	49.3%	5,198,000	471,000	10.0%	5,675,600	477,600	9.2%
Legal Services	1,811,020	1,932,643	2,043,276	110,633	5.7%	2,214,444	171,168	8.4%	2,232,380	17,936	0.8%
Enforcement Services	4,361,515	4,834,703	5,108,815	276,751	5.7%	5,221,235	112,420	2.2%	5,459,807	238,572	4.6%
TOTAL COMM. OF LEGAL AND ADMINISTRATIVE SERVICES	16,725,202	15,442,165	17,725,669	2,270,125	14.7%	18,863,947	1,138,278	6.4%	19,645,479	781,532	4.1%
Commissioner of Community Services	430,220	441,360	453,056	11,696	2.6%	455,377	2,321	0.5%	457,550	2,173	0.5%
Communities In Bloom	71,706	80,140	80,140	0	0.0%	80,140	0	0.0%	80,140	0	0.0%
Community Grants and Advisory Committees	73,027	105,670	97,695	(7,975)	-7.5%	97,695	0	0.0%	97,695	0	0.0%
Recreation	18,705,513	17,934,187	19,246,300	1,312,113	7.3%	19,723,752	477,452	2.5%	20,410,766	687,014	3.5%
Cultural Services	1,863,995	2,071,174	1,988,837	(82,337)	-3.4%	2,014,953	26,116	1.3%	2,108,296	93,343	4.6%
Buildings and Facilities	21,417,913	20,466,750	20,423,124	(43,625)	-0.2%	21,064,928	641,803	3.1%	21,787,101	722,173	3.4%
Fleet Management	839,271	973,724	2,570,844	1,606,624	166.6%	2,587,303	16,459	0.6%	2,594,719	7,416	0.3%
Parks Operations	12,042,202	12,170,906	12,223,343	69,437	0.6%	12,567,599	344,256	2.8%	13,481,030	913,431	7.3%
Parks Development	1,014,664	1,126,006	1,115,805	(10,201)	-0.9%	1,143,228	27,423	2.5%	1,156,501	13,273	1.2%
TOTAL COMMISSIONER OF COMMUNITY SERVICES	56,458,510	55,369,917	58,199,144	2,867,004	5.2%	59,734,975	1,535,830	2.6%	62,173,798	2,438,823	4.1%
Commissioner of Planning	378,698	359,850	344,312	(15,538)	-4.3%	356,166	11,854	3.4%	368,135	11,969	3.4%
Development Planning	2,627,992	2,761,198	2,968,249	207,051	7.5%	3,518,310	550,061	18.5%	3,532,192	13,882	0.4%
Policy Planning	1,021,800	1,135,510	1,386,606	251,096	22.1%	1,407,720	21,114	1.5%	1,323,831	(83,889)	-6.0%
Building Standards	5,682,966	6,370,914	6,756,246	385,332	6.0%	6,781,735	25,489	0.4%	6,821,674	39,939	0.6%
TOTAL COMMISSIONER OF PLANNING	9,711,457	10,627,472	11,455,413	827,941	7.8%	12,063,931	608,518	5.3%	12,045,832	(18,099)	-0.2%
Commissioner of Corporate & Strategic Services	3,750	248,808	333,430	84,622	34.0%	348,517	15,087	4.5%	362,093	13,576	3.9%
Strategic Planning	229,608	244,318	351,120	106,802	43.7%	437,014	85,894	24.5%	397,910	(39,104)	-8.9%
Environmental Sustainability	240,029	248,272	268,205	19,933	8.0%	324,332	56,127	20.9%	287,170	(37,162)	-11.5%
Innovation & Continuous Improvement	0	0	433,591	433,591	0.0%	433,591	0	0.0%	570,342	136,751	31.5%
Access Vaughan	758,908	771,758	828,691	56,933	7.4%	837,555	8,864	1.1%	842,095	4,540	0.5%
Information and Technology Management	6,894,705	7,372,505	7,710,858	443,717	6.1%	7,939,044	228,186	3.0%	7,943,694	4,650	0.1%
Human Resources	3,212,824	3,183,779	3,427,721	243,942	7.7%	3,464,895	37,174	1.1%	3,673,517	208,622	6.0%
TOTAL COMMISSIONER OF CORPORATE & STRATEGIC SERVICES	11,339,824	12,069,440	13,353,616	1,389,540	11.6%	13,784,948	431,332	3.2%	14,076,821	291,873	2.1%
Commissioner of Engineering and Public Works	339,270	353,000	499,093	146,093	41.4%	503,721	4,628	0.9%	506,110	2,389	0.5%
Development and Transport Engineering	3,582,442	3,973,362	4,256,888	283,526	7.1%	4,440,073	183,185	4.3%	4,476,455	36,382	0.8%
Engineering Services	3,331,453	3,980,415	4,091,768	111,353	2.8%	4,166,554	74,786	1.8%	4,205,802	39,248	0.9%
Public Works	29,604,496	30,679,619	29,117,578	(1,544,704)	-5.0%	30,371,661	1,254,083	4.3%	31,645,842	1,274,181	4.2%
TOTAL COMMISSIONER OF ENGINEERING SERVICES AND PUBLIC WORKS	36,857,660	38,986,396	37,965,327	(1,003,732)	-2.6%	39,482,009	1,516,682	4.0%	40,834,209	1,352,200	3.4%
VAUGHAN PUBLIC LIBRARIES	12,171,572	12,327,719	13,608,768	1,281,049	10.4%	13,882,770	274,002	2.0%	14,054,482	171,712	1.2%
TOTAL DEPARTMENTAL EXPENDITURES	188,327,248	191,567,501	199,828,449	8,408,046	4.4%	208,350,387	8,521,938	4.3%	215,558,078	7,207,691	3.5%
CORPORATE AND ELECTION	8,373,014	4,690,637	4,033,130	(657,507)	-14.0%	4,593,985	560,855	13.9%	5,940,551	1,346,566	29.3%
LONG TERM DEBT	9,485,000	12,087,862	12,378,938	291,076	2.4%	14,437,930	2,058,992	16.6%	16,187,717	1,749,787	12.1%
CONTINGENCY	1,213,472	1,570,901	2,630,691	912,692	53.1%	5,471,600	2,840,909	108.0%	9,076,224	3,604,624	65.9%
CAPITAL FROM TAXATION	6,629,522	6,629,522	6,902,002	272,480	4.1%	7,387,050	485,048	7.0%	7,387,050	0	0.0%
TOTAL EXPENDITURES	214,028,256	216,546,423	225,773,210	9,226,787	4.3%	240,240,952	14,467,742	6.4%	254,149,620	13,908,668	5.8%
(1) - EXPENSES ARE NET OF HYDRO JOINT SERVICES REVENUE AND LIBRARY JOINT SERVICE CHARGES.											

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

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 2012 Operating Budget departmental expenditures increased over 2011 by \$8.4m, or 4.4% 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 2012 Operating Budget Guidelines. The Forecast 2013 Operating Budget is expected to increase by \$8.5m or 4.3% over 2012 and included increases within the 2012 budget guidelines and recognized and recommended additional resource requests. The Forecast 2014 Operating Budget is expected to increase by \$7.2m or 3.5% over 2013 and included increases within the 2012 Operating Budget Guidelines and recognized and recommended additional resource requests. However, all recognized resource requests will be reviewed again during the 2013-16 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 rationale behind the 2012 to 2014 budget changes for departments. All variances are explained in excess of \$100,000.

- **City Auditor**

2012 Increase of \$179,302 (103.6%)

The increase was related to the addition of the Director position as Council approved on November 29, 2011 the recommendations in the corporate restructure review.

2013 and 2014 Variances

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

- **Fire and Rescue Services**

2012 Decrease of \$78,957 (0.2%)

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

The decrease was offset by a total increase of \$1.2m mainly in labour costs which was a result of \$635k full year impact of ten firefighters approved in 2011, Council approved resource requests for two Communications Operators and the remainder was a result of progressions. It should be noted that the collective agreement expired December 31, 2010.

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

Operating Budget Overview

Department Expenditure Changes

2013 and 2014 Variances

2013 Increase of \$2,663,758 (7.7%)

The increase was mostly a result of recognizing \$1.7m for additional firefighters and captains required for Station 76. In addition, \$810k increase was related to staff progressions and fuel increases as per Budget Guidelines. Also, there was an increase in expenses for \$150k due to the elimination of the transfer from reserves.

2014 Increase of \$1,750,998 (4.7%)

The increase was mostly related to recognizing \$1.1m of Additional Resource Requests for eight district chiefs. The remainder of the increase was due to staff progressions and fuel increases as per Budget Guidelines.

The recognized ARRs in 2013 and 2014 will be reviewed during the 2013-16 Operating Budget process.

▪ **Economic and Business Development**

2012 Increase of \$66,240 (5.2%)

The variance was in part related to an increase in salaries and benefits as per new union agreements, economic adjustments and progressions. In addition, \$55k was due Council approved resource requests to implement the Strategy to Implement a Municipal Sponsorship Program.

2013 and 2014 Variances

2013 variance was less than \$100k and therefore does not require an explanation.

2014 Increase \$107,755 (7.9%)

2014 variance was mainly a result of recognizing resource requests for one position, Business Development Officer.

The recognized ARR in 2014 will be reviewed during the 2013-16 Operating Budget process.

▪ **Corporate Communications**

2012 Increase of \$134,256 (13.0%)

The variance was in part related to an increase in salaries and benefits as per new union agreements, economic adjustments and progressions. In addition, there was a net increase of \$55k due to Council approved resource requests for 2 complements. The positions were funded using reallocation of existing resources within the department and thru savings in other departments.

Operating Budget Overview

Department Expenditure Changes

2013 and 2014 Variances

2013 variance was less than \$100k and therefore does not require an explanation.

2014 Increase of \$182,676 (15.6%)

2014 variance was a result of recognizing resource requests for two positions, Communication Specialist – Website Content Manager and Communication Specialist – Client Services.

The recognized ARR in 2014 will be reviewed during the 2013-16 Operating Budget process.

▪ **City Financial Services**

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

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

2013 and 2014 Variances

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

▪ **Budgeting and Financial Planning**

2012 Increase of \$259,788 (13.1%)

The variance was mostly related to increases in salaries and benefits as per new union agreements, economic adjustments and progressions. In addition, increase of \$95k was due to Council approved resource requests for a Special Projects Analyst.

2013 and 2014 Variances

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

▪ **City Clerk**

2012 Increase of \$257,633 (6.4%)

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

Operating Budget Overview

Department Expenditure Changes

2013 and 2014 Variances

2013 Increase of \$286,467 (6.7%)

2013 variance was a result of recognizing resource requests for two positions for maintenance of the Enterprise Data Management Software (EDMS) project and one position for a claims analyst.

The recognized ARR in 2013 will be reviewed during the 2013-16 Operating Budget process.

2014 variance was less than \$100k and therefore does not require an explanation.

▪ **City Clerk – Insurance**

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

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

2013 and 2014 Variances

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

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

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

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

▪ **Legal Services**

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

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

2013 and 2014 Variances

2013 Increase \$171,168 (8.4%)

The increase was mostly due to recognized resource requests for a contract position that will be part of the zoning by-law review initiative. The remainder of the increase was staff progressions.

The recognized ARR in 2013 will be reviewed during the 2013-16 Operating Budget process.

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

Operating Budget Overview

Department Expenditure Changes

- **Enforcement**

2012 Increase of \$276,751 (5.7%)

The increase was mostly related to \$180k Council approved resource requests for two Property Standards Officers that will be partially offset by increased revenues of \$30k. The remainder of the increase was due to staff progressions and labour agreement economic adjustments.

2013 and 2014 Variances

2013 Increase of \$112,420 (2.2%)

2013 variance was a result of staff progressions.

2014 Increase of \$238,572 (4.6%)

2014 variance was a result of recognizing resource requests for two Property Standards Officers.

The recognized ARRs in 2014 will be reviewed during the 2013-16 Operating Budget process.

- **Recreation**

2012 Increase of \$1,312,113 (7.3%)

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

In addition, there was a total increase of \$225k in non-labour expenses. The total variance increase includes \$440k in purchases of York Transit Ticket Pass which is offset by slightly greater revenues offset by lower costs for fitness equipment of \$122k which are now fully paid and the elimination of \$190k corporate insurance reserve transfers due to a change in corporate process. In addition, Council approved \$40k for a transfer to reserves for the maintenance costs of the Concord Artificial Turf and Council approved resource request of \$20k for a conversion of a complement to a supervisor position. The remainder of the variance is in Vaughan Hockey Association subsidy, bank charges and various minor accounts and is in compliance of the 2012-14 budget guidelines. These increases are partially offset by revenue increases, with an overall budgeted department direct cost recovery of 92%.

2013 and 2014 Variances

2013 Increase \$477,452 (2.5%)

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

Operating Budget Overview

Department Expenditure Changes

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

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

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

- **Buildings and Facilities**

2012 Decrease of \$43,625 (-0.2%)

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

The decrease was offset by \$505k in labour cost as a result of labour agreement economic adjustments and progressions and 0.7FTE complement transfer. There was also an increase as Council approved the request for a Facility Operator for the City Hall and building maintenance costs for recently acquired MacMillan Farm. The balance of the budget variance was the result of increases in utilities and general maintenance caused by maintenance of additional buildings such as Kleinburg Church and Station 7-10. The remainder of the variance was savings in various smaller accounts.

2013 and 2014 Variances

2013 Increase of \$641,803 (3.1%)

The increase is in utilities accounts for \$243k caused by rising prices in compliance with budget guidelines and labour accounts for \$239k related to progressions. In addition, the increase included recognized Additional Resource Requests for two Facility Operators due to the expansion of two community centres, Father Ermanno and Vellore Village.

Operating Budget Overview

Department Expenditure Changes

2014 Increase of \$722,173 (3.4%)

The increase was mainly in utilities accounts for \$391k caused by rising prices and labour accounts for \$94k related to progressions. Included in the increase, was the recognized additional resource requests for an Assistant Foreperson.

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

The recognized ARRs in 2013 and 2014 will be reviewed during the 2013-16 Operating Budget process.

- **Fleet Management**

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

The increase is mostly due to the reallocation of repair and maintenance budgets including machine time. This eliminates the allocation process for repairs and maintenance i.e. machine time, holding accounts, department budgets, fleet budgets, etc. and simplifies a very complex process. Direct department consumables such as gas and leases remain within the department budgets and were adjusted based on budget guidelines. Also, Council approved the conversion of a position to Mechanic II which was funded internally with savings in other accounts and thus did not have an impact on the tax rate.

Traditionally, the fleet department has been subsidized through the fleet reserve, approximately \$365k net. To mitigate the fleet department's funding dependency on the reserve, a three year phase-in approach is being applied. This is necessary to secure a continuous funding source for fleet department operating costs, leaving fleet reserve funds for the purpose of ensuring assets are replaced when needed.

2013 and 2014 Variances

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

- **Park Operations**

2012 Increase of \$69,437 (0.6%)

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

Operating Budget Overview

Department Expenditure Changes

The decrease was offset by \$320k in labour and benefit for staff progressions and labour agreement economic adjustments. Contractor total costs increased slightly as a budget transfer of \$217k from Public Works Department for the salting of municipal parking lots offset by almost equitable decrease reallocated to equipment. There was an increase of for Council approved resources for additional season employees for \$112k, for land maintenance of MacMillan farm for \$25k and for tree pruning for \$20k. The remaining portion of the budget change was in materials and supplies and other minor accounts.

2013 and 2014 Variances

2013 Increase of \$344,256 (2.8%)

The increase was mainly in labour accounts for \$138k related to staff progressions. In addition, the variance includes recognized resource request for tree pruning at a cost of \$130k. The remainder of the increase was in utilities and gas/diesel for a total of \$76k due to anticipated price changes. These increases are in accordance with the Operating Budget Guidelines.

2014 Increase of \$913,431 (7.3%)

The increase was mainly in recognizing Additional Resource Requests to tackle tree and stump removals caused by the Emerald Ash Borer for an estimated cost of \$510k, temporary seasonal employees for \$63k, two complements for a Forestry Arborist and Asset Management Coordinator for \$176k and additional GPS units for sidewalk ploughs. The remainder of the variance was in labour accounts for \$65k related to staff progressions and utilities and gas/diesel increased by a total of \$68k due to anticipated price changes. These increases are in accordance with the Operating Budget Guidelines.

The recognized ARRs in 2013 and 2014 will be reviewed during the 2013-16 Operating Budget process.

▪ **Development Planning**

2012 Increase of \$207,051 (7.5%)

The increase was mostly related to staff progressions and labour agreement economic adjustments. In addition, there was a Council approved resource request for an Urban Designer for \$93k.

2013 and 2014 Variances

2013 Increase of \$550,061 (18.5%)

Most of the increase was related to recognizing resource requests for three contract positions related to the Zoning By-law Review and one contract position for a Senior Planner – Hospital for a total cost of \$387k. The remainder of the increase was related to staff progressions.

Operating Budget Overview

Department Expenditure Changes

The recognized ARRs in 2013 will be reviewed during the 2013-16 Operating Budget process.

2014 variance was less than \$100k and therefore does not require an explanation.

- **Policy Planning**

2012 Increase of \$251,096 (22.1%)

The increase of \$185k was related to Council approved resource requests for one contract position related to the Zoning By-law Review and one contract position for two years for a Policy Planner OMB. The remainder of the variance was for staff progressions and labour agreement economic adjustments.

2013 and 2014 Variances

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

- **Building Standards**

2012 Increase of \$385,332 (6.0%)

Most of the increase was related to Council approved resource requests related to the Zoning By-law Review for two contract positions (Zoning Supervisor and Plans Examiner) and four summer students. The remainder of the variance was for staff progressions and labour agreement economic adjustments.

2013 and 2014 Variances

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

- **Strategic Planning**

2012 Increase of \$106,802 (43.7%)

The increase of was mostly related to Council approved resource request for Operational/Business Review Consulting to support part of the Strategic Initiative.

2013 and 2014 Variances

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

Operating Budget Overview

Department Expenditure Changes

- **Innovation and Continuous Improvement**

2012 Increase of \$433,591 (New Department)

The increase was a result of on November 29, 2011 Council approving the recommendations in the Corporate Structure Review Report to create a new department. This department will offer project management, change management and business process re-engineering to address City requirements. The expenditures for this department were funded internally and had no impact the tax rate.

2013 and 2014 Variances

The 2013 was less than \$100k and therefore does not require an explanation.

2014 Increase of \$136,751 (31.5%)

The increase was mainly a reduction of the transfer from the corporate reserve for Corporate Structure Review initiative.

- **Information and Technology Management**

2012 Increase of \$443,717 (6.1%)

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

2013 and 2014 Variances

2013 Increase of \$228,186 (3.0%)

The increase of \$98k was for the Council approved resource request related to the Zoning By-law Review for a Programmer Analyst. The remainder of the variance was in labour accounts for progressions and in the contracts account for Microsoft license renewals.

The recognized ARR in 2013 will be reviewed during the 2013-16 Operating Budget process.

2014 variance was less than \$100k and therefore does not require an explanation.

Operating Budget Overview

Department Expenditure Changes

- **Human Resources**

2012 Increase of \$243,942 (7.7%)

The increase was related to Council approving resource requests for two positions (Human Resource Coordinator and Learning and Development Specialist) and an Engagement Survey. Please note that Council conditionally approved one position until the new Commissioner of Corporate and Strategic Services reviews the operations of the department and presents to Council. The remainder of the variance was related to progression and labour agreement economic adjustments.

2013 and 2014 Variances

The 2013 variance was less than \$100k and therefore does not require an explanation.

2014 Increase of \$208,622 (6.0%)

Most of the increase was related to recognizing resource requests for two positions, Human Resource Specialists, Workplace Health and HR Specialist, Safety and Absence and Disability Management. The remainder of the variance was progressions.

The recognized ARR in 2014 will be reviewed during the 2013-16 Operating Budget process.

- **Commissioner of Public Works and Engineering**

2012 Increase of \$146,093 (41.4%)

The increase was related to Council approving resource requests for one position, Manager of Special Projects. This position was fully offset by a transfer of savings in streetlight maintenance contracts and did not increase the tax rate.

2013 and 2014 Variances

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

- **Development Transportation and Engineering**

2012 Increase of \$283,526 (7.1%)

The increase was related to Council approving resource requests for one full time position, Manager of Transportation Engineering and one contract position, TTC Construction Liaison/Inspector. Both positions were fully offset by revenue transfer from Engineering Reserve and reimbursement from TTC for the subway extension project. There is no effect on the tax rate as they are fully funded.

Operating Budget Overview

Department Expenditure Changes

2013 and 2014 Variances

2013 Increase of \$183,185 (4.3%)

Most of the increase was related to recognizing resource requests for one positions for Transportation Engineer which will be full funded from Engineering Reserve transfer. This complement will not affect the tax rate.

The recognized ARR in 2013 will be reviewed during the 2013-16 Operating Budget process.

The 2014 variances was less than \$100k and therefore does not require an explanation.

▪ **Engineering Services**

2012 Increase of \$111,353 (2.8%)

The increase was related to Council approving resource requests for a part time position of Utility Inspector. This position was fully offset by a transfer from Engineering Reserves and did not increase the tax rate. The remainder of the increase was related to progressions and economic adjustments.

2013 and 2014 Variances

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

▪ **Public Works Operations**

2012 decrease of \$1,544,704 (5.0%)

The decrease was mainly in the elimination of \$1.6m for transfers to insurance reserves and Machine Time due to a change in corporate allocation process. Please note that these expenses were reallocated to another department or corporate account. In addition, contract account decreased by \$153k that consisted of \$453k reallocation to Parks, corporate contingency offset by higher costs in various divisions within the department. And, Council approved a resource request for a budget transfer of \$129k to fund a new position under the Commissioner of Engineering and Public Works.

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

- o The Roads Division budget decreased by \$848k and consisted of \$480k related to the machine time reallocation process change and a transfer of \$484k to Parks and corporate contingency due to savings in the streetlight maintenance

Operating Budget Overview

Department Expenditure Changes

contract. The decrease was offset by higher labour costs related to progressions and economic adjustments as per labour agreements.

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

2013 and 2014 Variances

2013 Increase of \$1,254,083 (4.3%)

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

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

2014 Increase of \$1,274,181 (4.2%)

The expenditure increase was primarily a result of \$610k contractor and contract materials, \$423k in recognized additional resource requests, \$128k in utility expenses, \$63k in labour costs and the remainder in materials and gas/diesel costs.

Operating Budget Overview

Department Expenditure Changes

- o A total of \$423k in recognized resource requests for several positions such as one Operations Review Analyst, two Equipment Operators and one Roads Labourer. The recognized ARR in 2014 will be reviewed during the 2013-16 Operating Budget process.
 - o The waste management budget increased by \$373k, mostly for split price and volume increases in contracted waste related activities.
 - o The Roads and streetlight maintenance budgets increased by \$293k consisting of \$128k in utility costs due to price increases, \$99k in contractor charges for streetlight maintenance due to volume and price increase and the remainder in materials and gas/diesel expenditures due to price increases.
 - o The winter operations budget increased by \$179k for price and volume increases in anti-icing and salt purchases.
- **Vaughan Public Libraries**

2012 Increase of \$1,281,049 (10.4%)

The Vaughan Public Library Board recommends an increase in the Library budget by \$536k and Council approved \$704k in resource requests for a new library. The budget increased by \$149k in operating, \$532k in staffing costs for the new addition library, North Thornhill Woods and \$10k for a citizen survey. The next largest increase was \$478k in labour costs related to job evaluation, progressions, market evaluations and labour agreement economic adjustments. In addition, there was an increase of \$94k in charges from the City to better align budget to actual costs. The remainder was a decrease in insurance reserve transfers related to change in process which does not affect the City's overall budget.

2013 and 2014 Variances

2013 Increase of \$274,002 (2.0%)

The Vaughan Public Library Board recommends an increase in the Library budget by \$257k. This increase was primarily related to labour accounts related to job evaluation, progression and labour agreement economic adjustments. The remainder of the increase was related to the progression of additional staff stemming from the Thornhill Woods Library.

2014 Increase of \$171,712 (1.2%)

This increase was primarily related to labour accounts related to progressions and recognized resource request for eMarketing and Communications Specialist for \$77k.

Operating Budget Overview

Department Expenditure Changes

The recognized ARR in 2014 will be reviewed during the 2013-16 Operating Budget process.

All of the increases from these departments were allowed within the approved parameters of the Council approved 2012-2014 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	2012 Budget (\$m)	% of 2012 Budget	Cummulative %	2013 Budget (\$m)	% of 2013 Budget	Cummulative %	2014 Budget (\$m)	% of 2014 Budget	Cummulative %
Salaries & Benefits	129.8	57%	57%	133.0	56%	56%	134.7	54%	54%
Contracted Services	27.5	12%	70%	28.6	12%	68%	29.3	12%	66%
Maintenance / Materials	12.4	5%	75%	12.5	5%	73%	12.7	5%	71%
Reserve Contributions	5.6	3%	78%	6.0	3%	76%	6.5	3%	74%
Long Term Debt	11.8	5%	83%	13.9	6%	82%	15.6	6%	80%
Utilities	7.8	4%	87%	8.2	3%	85%	8.8	4%	84%
Capital from Taxation	6.9	3%	90%	7.4	3%	88%	7.4	3%	87%
Professional Fees	2.5	1%	92%	2.4	1%	89%	2.4	1%	88%
Contingency	2.5	1%	93%	5.3	2%	92%	8.9	4%	91%
Insurance	4.7	2%	95%	5.1	2%	94%	5.6	2%	94%
Tax Adjustments	1.6	1%	95%	1.6	1%	94%	1.6	1%	94%
Vaughan Hockey Subsidy	1.2	1%	95%	1.2	1%	95%	1.2	0%	95%
All Other	11.7	5%	100%	11.7	5%	100%	12.9	5%	100%
Total	225.8	100.0%		237.0	100.0%		247.7	100.0%	

Note: 2013 Budget does not include recognized 2013 ARR's in the amount of \$3.2m
Note: 2014 Budget does not include recognized 2014 ARR's in the amount of \$6.4m (includes 2013 cumulative)

The summary above illustrates that the City has limited flexibility in any given year to significantly alter the City's cost structure in the short term. More than 75% of the costs are committed through collective agreements, service contracts, and financing arrangements. Other reductions will impact the maintenance and repair of the City's infrastructure.

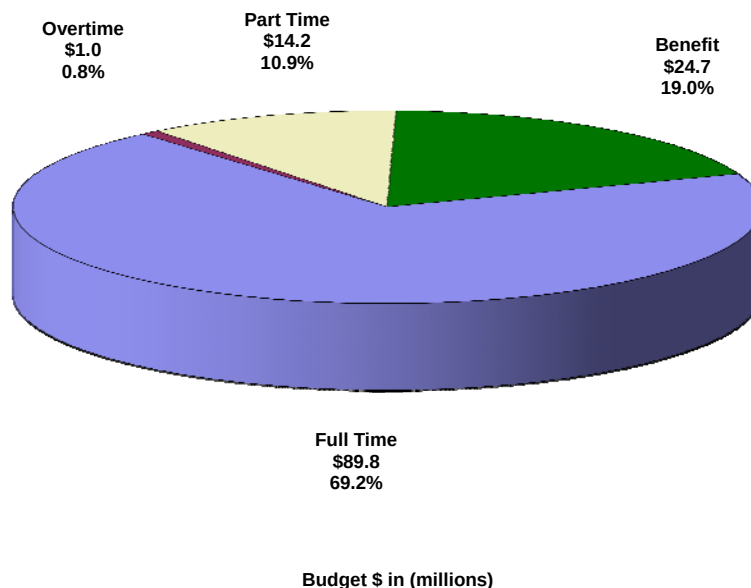
Staffing Costs

Salaries and labour costs represent approximately 57% of the City's expenses, 2% higher than 2011. 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. There is an upward trend on benefits due to increase on thresholds on CPP and EI and increase contributions to OMERS.

Operating Budget Overview

Cost Structure & Staffing

The chart below illustrates, the salaries and labour costs by major component. Accordingly, the benefit component represents almost 25% 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 hr work week). This is necessary as the City has many labour arrangements, particularly with part-time staff and utilizing FTEs provides a consistent measure to track changes and identify staffing variances.

Summary of FTE variances

For 2012, City-wide FTEs increased by 33.4 FTEs or 2.2%. The largest component of this increase, approximately 38.9 FTEs was related to Council approved new staffing required to service and support the community and 10.9 FTEs associated to full year impact of 2011 approved staffing. Details on the 2012 approved additional resource requests are provided in the following section: *Additional Resource Requests*.

Operating Budget Overview

Cost Structure & Staffing

The remaining net 5.5 FTEs increase consists of mainly an increase in City turn-over gapping and allowable adjustments within the Guidelines. In addition there were staff transfers between departments, which do not impact the overall FTE count.

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

<u>Full Time Equivalent Analysis</u>		2012 FTE Inc. / (Dec.)	2013 FTE Inc. / (Dec.)	2014 FTE Inc. / (Dec.)
Department Transfers				
City Manager	(1.0)			
Innovation & Continuous Improvement	1.0	0.0	0.0	0.0
Economic & Business Development	(1.0)			
Commissioner Of Corporate & Strategic Services	1.0	0.0	0.0	0.0
Investments & Development Charges	(5.0)			
Budgeting & Financial Planning	5.0	0.0	0.0	0.0
Building Standards	(2.0)			
City Clerk	2.0	0.0	0.0	0.0
Parks Development	(0.7)			
Building & Facilities	0.7	0.0	0.0	0.0
As per Budget Guidelines				
Complement Gapping	10.9		2.0	
-Fire Department	6.7			
-Multiple departments (Budgeting, Parks Ops, HR etc.)	4.2			
Allowable Adjustments within Guidelines	(6.4)			
-Cultural Services	10.2			
-Recreation	6.4			
-Public Works	2.4			
-Parks Development	(5.3)			
-Human Resources	(18.3)			
-Other (Economic & Bus. Dev., VPL etc)	(1.8)			
City Turn-over Gapping Increase	(10.0)			
		(5.5)		
2012 Council Approved Complements (including gapping)		38.9		
Council Recognized Complements			35.7	26.4
Total Change in FTE's		33.4	37.7	26.4

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	2011 FTEs	2012					Net Change		2013		2014	
		Allowable Adjustments (1)	Approved 2012 FTEs (2)	2012 Gapping	2012 FTEs	FTEs	%	2012 Gapping Impact	2013 Recommended FTEs	Forecast 2013 FTEs	2014 Recommended FTEs	Forecast 2014 FTEs
City Auditor	1.0	1.0			2.0	1.0				2.0		2.0
City Manager	5.0	(1.0)			4.0	(1.0)	-20.0%			4.0		4.0
Fire and Rescue Services	291.5	5.8	2.0		299.3	7.8	2.7%		21.0	320.3	8.0	328.3
Emergency Planning	1.3				1.3	0.0	0.0%		0.7	2.0		2.0
Sub-Total	298.8	5.8	2.0		306.6	7.8	2.6%	0.0	21.7	328.3	8.0	336.3
Executive Director	1.0				1.0	0.0				1.0		1.0
Corporate Communications	7.0		1.0		8.0	1.0	14.3%			8.0	2.0	10.0
Econ. and Business Development	9.7	(1.0)			8.7	(1.0)	-10.4%			8.7	1.0	9.7
Sub-Total	17.7	(1.0)	1.0		17.7	(0.0)	-0.1%	0.0	0.0	17.7	3.0	20.7
Comm. of Finance and Corporate Services	2.7				2.7	0.0	0.0%			2.7		2.7
City Financial Services	31.3	0.1	0.2		31.6	0.3	1.1%			31.6		31.6
Budgeting and Financial Planning	12.5	5.5	1.0		19.0	6.5	52.1%			19.0		19.0
Investments & Development Charges	10.0	(5.0)			5.0	(5.0)	-50.0%			5.0		5.0
Purchasing Services	13.3				13.3	0.0	0.0%		1.0	14.3		14.3
Sub-Total	69.8	0.6	1.2		71.6	1.8	2.6%	0.0	1.0	72.6	0.0	72.6
Comm. of Legal and Administrative Services Administrative Services	2.0				2.0	0.0	0.0%			2.0		2.0
City Clerk	47.8	2.1			49.9	2.1	4.4%		3.0	52.9		52.9
Legal Services	13.7				13.7	0.0	0.0%		1.0	14.7		14.7
Enforcement Services	53.1	1.1	2.0		56.2	3.1	5.8%			56.2	2.0	58.2
Sub-Total	116.6	3.2	2.0		121.8	5.2	4.4%	0.0	4.0	125.8	2.0	127.8
Comm. of Community Services	2.8				2.8	0.0	0.0%			2.8		2.8
Recreation	302.5	8.3			310.8	8.3	2.7%			310.8		310.8
Cultural Services	8.8	10.7	0.6		20.1	11.3	128.5%			20.1		20.1
Buildings and Facilities	108.1	0.4	1.0		109.5	1.4	1.3%		2.0	111.5	1.0	112.5
Fleet Management	9.3				9.3	0.0	0.0%			9.3		9.3
Parks Operations	117.2	(4.5)	2.8		115.4	(1.7)	-1.5%			115.4	3.4	118.8
Parks Development	11.4	(0.6)			10.8	(0.6)	-5.6%			10.8		10.8
Sub-Total	560.1	14.2	4.4		578.6	18.5	3.3%	0.0	2.0	580.6	4.4	585.0
Comm. of Planning	2.0				2.0	0.0	0.0%			2.0		2.0
Development Planning	27.4		1.0		28.4	1.0	3.5%		4.0	32.4		32.4
Policy Planning	9.0	0.1	2.7		11.8	2.8	30.6%			11.8		11.8
Building Standards	65.4	(2.0)	3.2		66.7	1.2	1.8%			66.7		66.7
Sub-Total	103.8	(1.9)	6.9		108.8	4.9	4.7%	0.0	4.0	112.8	0.0	112.8
Comm. of Corporate and Strategic Services	1.0	1.0			2.0	1.0	100.0%			2.0		2.0
Environmental Sustainability	2.0				2.0	0.0	0.0%			2.0		2.0
Human Resources	65.3	(18.8)	2.0		48.5	(16.8)	-25.7%		1.0	49.5	2.0	51.5
Innovation & Continuous Improvement	0.0	1.0	4.0	(2.0)	3.0	3.0		2.0		5.0		5.0
Access Vaughan	10.0	0.3	1.4		11.7	1.7	17.3%			11.7		11.7
Strategic Planning	1.0				1.0	0.0	0.0%			1.0		1.0
Information and Technology Mgmt.	40.5	0.1	1.0		41.7	1.2	2.8%		1.0	42.7		42.7
Sub-Total	119.8	(16.3)	8.4	(2.0)	109.9	(9.9)	(0.1)	2.0	2.0	113.9	2.0	115.9
Comm. of Engineering and Public Works	2.0		1.0		3.0	1.0	50.0%			3.0		3.0
Development/Transport. Engineering	38.4	(1.9)	3.0		39.5	1.1	2.8%		1.0	40.5		40.5
Engineering Services	36.6	(0.7)	1.0		36.9	0.3	0.8%			36.9		36.9
Public Works - Operations	66.7	2.4	1.0		70.1	3.4	5.1%			70.1	6.0	76.1
Sub-Total	143.8	(0.3)	6.0		149.5	5.7	4.0%	0.0	1.0	150.5	6.0	156.5
Vaughan Public Library (VPL)	141.6	0.3	9.0		150.9	9.3	6.6%			150.9	1.0	151.9
Citywide Turnover/General Gapping	(33.8)	(10.0)			(43.8)	(10.0)	29.7%			(43.8)		(43.8)
Total	1,538.1	(5.5)	40.9	(2.0)	1571.5	33.4	2.2%	2.0	35.7	1609.2	26.4	1635.6
NOTE (1) Full year impact of 2011 complements will be (2) 2012 approved complements												

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.



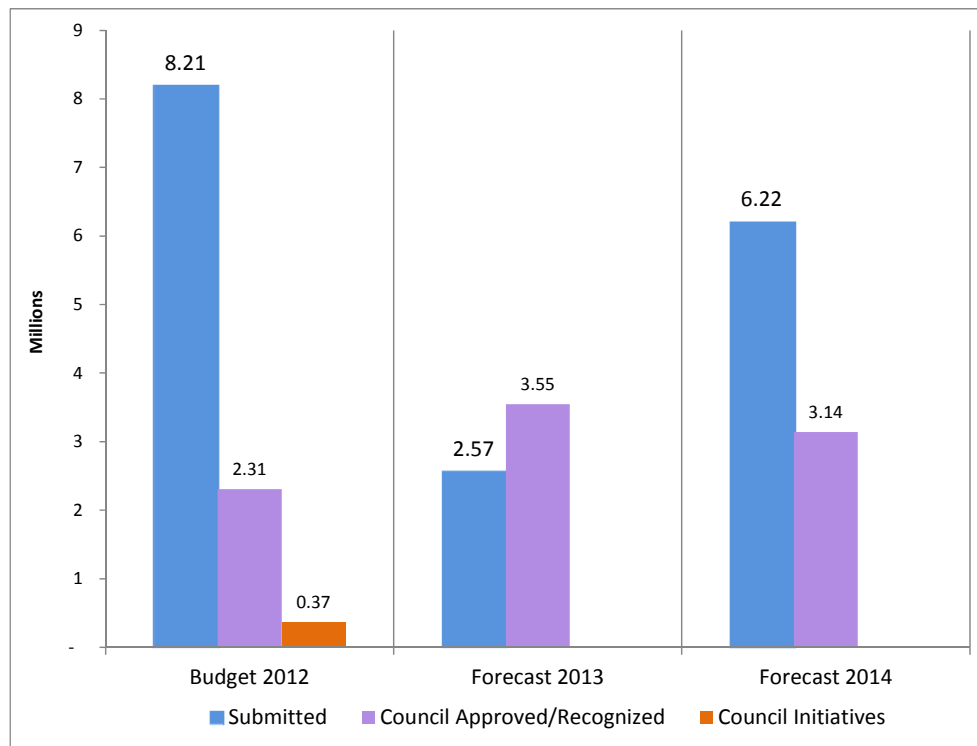
Operating Budget Overview

Additional Resource Requests

As indicated earlier in this report, the budget guidelines were complimented by a process that allowed departments to formally submit requests for essential resources not permitted by the budget guidelines for Finance and Administration Committee and Council consideration. As a result, departments submitted over 136 Additional Resource Requests with a total cost of over \$16.7m, all of which are valued by the submitting departments. It should be noted \$1.7m in requests are fully or partially self-funded, which demonstrates staff's willingness to redirect existing resources and manage their finances in a prudent manner. Overall only 53% of all ARR's submitted were approved or recognized. A number of ARR's were deferred beyond the multi-year period.

The table below shows that in 2012, only a quarter of the resource requests were approved. However, most of the 2013 resource requests were recognized and almost half of the 2014 resource requests were recognized.

Additional Resources Submitted vs Approved



Operating Budget Overview

Additional Resource Requests

Consistent with prior years and demonstrating respect for the tax payer's dollar, the Senior Management Team and the Director's Working Group reviewed, evaluated, and prioritized all additional resource requests based on their merits and the following criteria:

- Vaughan's Vision and the Corporate Planning process linkages
- Value Proposition
- Regulatory Requirements
- Risk Management
- Internal Operational Requirements
- Capital Timing and Funding Availability

The process infuses a high degree of objectivity and transparency, of which the end result is a more realistic and responsible list of additional resource requests. Reducing the initial submission balance to a more manageable level was very difficult for decision makers, who were frequently faced with the dilemma of choosing between "building a progressive city" and "keeping tax rates low". 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, some redistributed within the planned years, and 53 requests or approximately \$7.8m deferred beyond the 2012-2014 plan for future budget consideration. In many situations the result is not optimal, potentially compromising service levels, but necessary to minimize tax pressures on the community. The above situation further supports the need to begin planning resources beyond a single year in order to address future opportunities and funding challenges.

In addition to the above recommendation, there were Finance and Administration Committee funding requests added to staff's Additional Resource Request recommendation. To accommodate these items and achieve Council's adopted tax rate increase of 2.95%, some of staff's recommended requests were either reduced or deferred to future budget deliberations. As previously stated, the result is not optimal but minimizes tax pressures on the community.

Operating Budget Overview

Additional Resource Requests

Overall the Additional Resource Request recommendation is a blend of both ideals driven by:

- Community Safety - fire operations, community enforcement & traffic management
- Essential Resources to Continue City Services – Thornhill Woods library, parks and forestry, support services, etc.
- City initiatives – zoning by-law review, operational review, electronic document management, Vaughan Metropolitan Centre, municipal sponsorship, environment action plans, etc.

	2012	2013	2014
Net Taxation Change	\$2.67m	\$3.50m	\$3.20m
Avg. Residential Tax Rate Change	1.88%	2.32%	2.00%
Avg. Residential Tax Bill Change	\$22.17	\$28.18	\$25.56

This information is important, as it provides added visibility to our community stakeholders and decision makers on the timing and resourcing of city services and initiatives.

Operating Budget Overview

Additional Resource Requests

The approved 2012 Additional Resource Requests are summarized below.

2012 Additional Resource Requests										
#	Note 1	Note 2	Department	Description	# of Positions	2012 Net FTE	2012 Budget Change	Cum \$ Net Change	Tax Rate % Incr.	Cum Tax Rate % Incr.
2012 Base Budget Increase								1,523,974	1.07%	1.07%
Zero Budget Impact ARRs										
A1		✓	Dev/Trans. Eng	Manager of Transportation Engineering	1	1.00	-	1,523,974	0.00%	1.07%
A2	✓	✓	Dev/Trans. Eng	TTC/YRRT - Construction Liaison/Inspector	1	1.00	-	1,523,974	0.00%	1.07%
A3	✓		PW - Roads	Maintenance of New Pedestrian Walkway	-	-	-	1,523,974	0.00%	1.07%
A4		✓	HR	Learning & Dev. Specialist	1	1.00	-	1,523,974	0.00%	1.07%
A5		✓	Corporate Comm.	Public Relations Strategic and Media Mgmt	1	1.00	-	1,523,974	0.00%	1.07%
A6			Commissioner, Eng & PW	Manager, Special Projects	1	1.00	-	1,523,974	0.00%	1.07%
A7			PW - Roads	Roads Foreperson	1	1.00	-	1,523,974	0.00%	1.07%
A8		✓	Corporate Comm.	Comm. Specialist, Client/Issue Mgmt (FTE Convers	1	-	-	1,523,974	0.00%	1.07%
A9			Fleet	Mechanic II (FTE Conversion)	1	-	-	1,523,974	0.00%	1.07%
A10	✓		Cultural Services	PT Graphics Services Tech. (FTE in lieu of Prof fee	1	0.59	-	1,523,974	0.00%	1.07%
A11	✓	✓	Eco. Development	VBEC Transfer of 2 Contract Positions to FTEs (FT	2	-	-	1,523,974	0.00%	1.07%
A12			Reserves & Investments	Investment Software	-	-	-	1,523,974	0.00%	1.07%
A13			Policy Planning	Permanent P/T Clerk Typist	1	0.69	-	1,523,974	0.00%	1.07%
A14			ITM	Tech. Specialist DBA (FTE in lieu of Prof Fees/Con	1	1.00	-	1,523,974	0.00%	1.07%
A15			Dev/Trans. Eng	Lot Grading Application Expediter	1	1.00	-	1,523,974	0.00%	1.07%
A16			Eng. Serv.	Utility Inspector	1	1.00	-	1,523,974	0.00%	1.07%
A17			ITM	Sys. Analyst/Proj. Leader (VOL) (FTE Conversion)	1	-	-	1,523,974	0.00%	1.07%
A18			ITM	Web Architect (FTE Conversion)	1	-	-	1,523,974	0.00%	1.07%
A19			Accounting Services	PT Accounting Clerk (Partial FTE Conversion)	1	0.19	-	1,523,974	0.00%	1.07%
Budget Impact ARRs										
1	✓	✓	Building Standards	Zoning By-law Review	4	4.23	359,395	1,883,369	0.25%	1.33%
2		✓	Strategic Planning	Operational/Business review Consulting Support	-	-	130,000	2,013,369	0.09%	1.42%
3		✓	Development Planning	Urban Designer - VMC	1	1.00	92,856	2,106,225	0.07%	1.48%
4	✓		B&F	McMillan Farm Building Maintenance	-	-	35,000	2,141,225	0.02%	1.51%
5	✓		Parks & Forestry Ops.	McMillan Farm Land Maintenance	-	-	25,000	2,166,225	0.02%	1.53%
6	✓	✓	Policy Planning	Senior Policy Planner (2 yr contract) OP/OMB	1	1.00	94,879	2,261,104	0.07%	1.59%
7		✓	HR	Professional Fees - Engagement Survey	-	-	50,000	2,311,104	0.04%	1.63%
8	✓		Library	Thornhill Woods Neighb. Library - Operations	-	-	148,500	2,459,604	0.10%	1.73%
9	✓		Library	Thornhill Woods Neighb. Library - Staffing	9	9.02	531,946	2,991,550	0.37%	2.11%
10		✓	Access Vaughan	2 Permanent P/T Staff Access Vaughan	1	1.38	81,552	3,073,102	0.06%	2.16%
11		✓	Budgeting/Financial Plan.	Special Projects Analyst	1	1.00	95,221	3,168,323	0.07%	2.23%
12			Eco. Development	Strategy to Implement a Municipal Sponsorship Pro	-	-	55,000	3,223,323	0.04%	2.27%
13		✓	HR	Administrative Coordinator	1	1.00	81,992	3,305,315	0.06%	2.33%
15			Recreation	Client Serv. Supervisor R&C - CSD (FTE Conversi	1	-	19,750	3,325,065	0.01%	2.34%
16	✓		Parks & Forestry Ops.	Temporary Seasonal Employees (2012X2, 2013X2)	1	1.38	63,019	3,388,084	0.04%	2.39%
17			Enforcement Services	Property Standards Officer	2	2.00	150,211	3,538,295	0.11%	2.49%
18			Parks & Forestry Ops.	10 Month Forestry Temps (Emerald Ash Borer) X2	1	1.38	49,244	3,587,539	0.03%	2.53%
20		✓	Library	VPL Citizen Telephone Survey			10,000	3,617,539	0.01%	2.55%
21			B&F	Facility Operator I - New City Hall	1	1.00	55,859	3,673,398	0.04%	2.59%
23	✓	✓	Fire Communications	Communication Operators (Priority swapped with #14)	2	2.00	155,961	3,829,359	0.11%	2.70%
Total of ARRs Recommended by Senior Management Team					44	36.86	\$ 2,305,385		1.62%	
F&A Committee Resource Requests										
#	Description				# of Positions	2012 Net FTE	2012 Budget Change	Cum \$ Net Change	Tax Rate % Incr.	Cum Tax Rate % Incr.
A	Council Budget Increases (Jan 16th Item #4)						46,907	3,876,266	0.03%	2.73%
B	Civic Centre Demolition LTD (Jan 16th Item #5)						169,750	4,046,016	0.12%	2.85%
C	Election Contribution Increase (Jan 16th Item #6)						50,000	4,096,016	0.04%	2.88%
D	HR Coordinator Position (Jan 16th Item #7)				1	1.00	74,086	4,170,102	0.05%	2.94%
E	Islington Avenue Streetscape Design (Jan 16th Item #11)						26,900	4,197,002	0.02%	2.95%
Total of F&A Committee Resource Requests					1	1.00	\$ 367,643		0.26%	
Total Tax Increase (1%=\$1,420,456)										2.95%
2012 Base Budget Increase										1.07%
Tax Increase due to ARRs Recommended by Senior Management Team and F&A Committee										1.88%
Note 1: Indicates a minimum requirement.										
Note 2: Indicates ARR has link to Vaughan Vision, strategy or master plan.										

Operating Budget Overview

Additional Resource Requests

The next two tables illustrate the 2013 and 2014 recognized and recommended Additional Resource Requests. For the 2013-16 Operating Budget process, the requests will be reviewed thoroughly by the Director's Working Group, Senior Management Team, Finance & Administration Committee and Council.

2013 Additional Resource Requests											
#	Note 1	Note 2	Department	Description	# of Positions	2013 Net FTE	2013 Budget Change	Cum \$ Net Change	Tax Rate % Incr.	Cum Tax Rate % Incr.	
2013 Base Budget Increase									2.84%	2.84%	
Impact of 2012 ARR's & F&A Items on 2013									(46,509)	-0.03%	2.81%
Zero Budget Impact											
A1	✓	✓	Dev/Trans. Eng	Transportation Engineer	1	1.00	-	(46,509)	0.00%	2.81%	
Budget Impact											
1	✓	✓	Building Standards	Zoning By-law Review	5	5.00	633,929	587,420	0.42%	3.23%	
2		✓	Environmental Sustainability	Local action plan for reducing GHG emissions	-	-	22,500	609,920	0.01%	3.24%	
3		✓	Strategic Planning	PM Software Maintenance Costs	-	-	10,000	619,920	0.01%	3.25%	
4		✓	City Clerk	EDMS Business Analyst	1	1.00	118,791	738,711	0.08%	3.33%	
5		✓	City Clerk	EDMS Technical SME	1	1.00	118,791	857,502	0.08%	3.41%	
6		✓	Strategic Planning	On-Line Citizen Public Engagement Survey	-	-	75,000	932,502	0.05%	3.46%	
7		✓	Eco. Development	Employment Zone, VMC Marketing	-	-	50,000	982,502	0.03%	3.49%	
8	✓		Development Planning	Senior Planner/Project Mgr (Contract) Hospital	1	1.00	106,631	1,089,133	0.07%	3.56%	
9		✓	HR	Learning & Development Specialist	1	1.00	100,462	1,189,595	0.07%	3.63%	
10	✓		Fire & Rescue Operations	STN 75 - 16 Firefighters & 4 Captains	20	20.00	1,703,727	2,893,322	1.13%	4.76%	
11	✓		B&F	Facility Operator I - Fr. Ermanno CC Expansion	1	1.00	56,581	2,949,903	0.04%	4.80%	
12		✓	City Clerk	Claims Analyst	1	1.00	77,319	3,027,222	0.05%	4.85%	
Budget Impact ARR's Deferred from 2012											
13	✓		Fire Training	Training Officer	-	-	133,228	3,160,450	0.09%	4.94%	
14	✓		Parks & Forestry Ops.	Tree Pruning (routine street pruning)	-	-	130,000	3,290,450	0.09%	5.02%	
15	✓		B&F	Facility Operator I - Vellore Vill. CC Expansion	1	1.00	56,169	3,346,619	0.04%	5.06%	
16	✓		Purchasing Services	Senior Technical Clerk	1	1.00	73,398	3,420,017	0.05%	5.11%	
17			Emergency Planning	Emergency Planner (Partial FTE Conversion)	1	0.69	79,127	3,499,144	0.05%	5.16%	
Total of ARR's Recognized by Senior Management Team					35	34.69	3,545,653		2.35%		
Total Tax Increase (1%=\$1,506,299)										5.16%	
2013 Base Budget Increase										2.84%	
Tax Increase due to ARR's Recommended by Senior Management Team and F&A Committee										2.32%	
Note 1: Indicates a minimum requirement.											
Note 2: Indicates ARR has link to Vaughan Vision, strategy or master plan.											

Operating Budget Overview

Additional Resource Requests

2014 Additional Resource Requests											
#	Note 1	Note 2	Department	Description	# of Positions	2014 Net FTE	2014 Budget Change	Cum \$ Net Change	Tax Rate % Incr.	Cum Tax Rate % Incr.	
2014 Base Budget Increase									1.52%	1.52%	
Impact of 2012-13 ARRs and F&A Items on 2014									58,712	0.04%	1.56%
Budget Impact											
1		✓	HR	HR Specialist, Workplace Health and Safety	1	1.00	120,997	179,709	0.08%	1.63%	
2			B&F	Assistant Foreperson	1	1.00	62,687	242,396	0.04%	1.67%	
3			Enforcement Services	Property Standards Officer	1	1.00	73,499	315,895	0.05%	1.72%	
4			Enforcement Services	Property Standards Officer	1	1.00	73,499	389,394	0.05%	1.76%	
5		✓	Parks & Forestry Operations	Community Services Asset Management Coordin	1	1.00	106,365	495,759	0.07%	1.83%	
6			Parks & Forestry Operations	Emerald Ash Borer (EAB) Tree Removals	-	-	460,000	955,759	0.29%	2.12%	
7			Parks & Forestry Operations	Emerald Ash Borer (EAB) Tree Stump Removals	-	-	50,000	1,005,759	0.03%	2.15%	
8			Parks & Forestry Operations	Forestry Arborist	1	1.00	69,889	1,075,648	0.04%	2.19%	
9		✓	HR	HR Specialist, Absence and Disability Managem	1	1.00	92,420	1,168,068	0.06%	2.25%	
10		✓	Fire & Rescue Operations	4 District Chiefs	4	4.00	538,995	1,707,063	0.34%	2.59%	
11		✓	Fire & Rescue Operations	4 District Chiefs	4	4.00	538,995	2,246,058	0.34%	2.93%	
12		✓	PW - Admin	Operations Review Analyst	1	1.00	94,479	2,340,537	0.06%	2.99%	
13		✓	Economic & Business Develop	Business Development Officer - Advanced Good	1	1.00	90,046	2,430,583	0.06%	3.04%	
14		✓	Corporate Comm.	Communications Specialist, Website Content Ma	1	1.00	89,320	2,519,903	0.06%	3.10%	
15		✓	Corporate Comm.	Communications Specialist, Client Services	1	1.00	89,320	2,609,223	0.06%	3.15%	
16	✓		PW - Roads	Roads Labourer	1	1.00	53,468	2,662,691	0.03%	3.19%	
17	✓		PW - Roads	Equipment Operator II - Heavy Equipment Opera	2	2.00	138,559	2,801,250	0.09%	3.28%	
18	✓		PW - Roads	Equipment Operator I	2	2.00	136,125	2,937,375	0.09%	3.36%	
19			Library	eMarketing & Communications Specialist - Pilot P	1	1.00	77,026	3,014,401	0.05%	3.41%	
20			Parks & Forestry Operations	Additional GPS Units	-	-	30,000	3,044,401	0.02%	3.43%	
21	✓		Parks & Forestry Operations	Temporary Seasonal Employees (2012X2, 2013)	1	1.38	63,467	3,107,868	0.04%	3.47%	
22		✓	HR	Awards Budget Increase	-	-	15,000	3,122,868	0.01%	3.48%	
23			Cultural Services	Diversity & Inclusivity Signage and Communicat	-	-	75,000	3,197,868	0.05%	3.52%	
Total of ARRs Recognized by Senior Management Team					27	27.38	3,139,156		1.97%		
Total Tax Increase (1%=\$1,595,524)										3.52%	
2014 Base Budget Increase										1.52%	
Tax Increase due to ARRs Recommended by Senior Management Team and F&A Committee										2.00%	
Note 1: Indicates a minimum requirement.											
Note 2: Indicates ARR has link to Vaughan Vision, strategy or master plan.											

Financial Outlook & Emerging Trends

Complementing the existing multi-year budget process, the Budgeting and Financial Planning Department, with the assistance, support, and cooperation of other departments, has begun work on the City's Financial Master Plan, which is scheduled for the fall of 2012. This strategic initiative is vital to the City, as it articulates Vaughan's long-term operational and capital funding trends to help staff and Council 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 financial outlook is starting to provide a glimpse into the future and illustrates general themes the City is facing. Some of these are:

- **Continued tax rate pressure** - As illustrated in Table A, it is anticipated that a number of drivers will place continued pressure on the tax rate. Meeting this challenge will require greater effort in prioritizing the needs of the community to maintain manageable tax rates.
- **Cost Escalation** – Price inflation is inevitable. Even if the City's structure remained unchanged (e.g. zero growth, static service etc.), price increases related to union negotiations, utilities, contracts, etc. will rise. This is clearly demonstrated by the City's MPI and CPI trends, which compound annually. A very conservative 2% inflation rate impact on a \$200m budget over a 10 and 20 year term is as follows:

Amount	Impact over	
	10 years	20 years
200,000,000	43,800,000 22%	97,190,000 49%

- **Intensification** - The form of residential growth is changing, in large part driven by Provincial policy. Much of the future residential growth will occur as intensification within the existing urban boundary. As intensification is relatively new in Vaughan, it will require the City to rethink its approach and policies compared with the traditional development the City has experienced in the past. The transition from green field development to an urban environment development will present a number of financial challenges. For example: Planning, Engineering, and Building Standard fees will require alignment with this type of development activity to avoid revenue losses, additional

Financial Outlook & Emerging Trends

services and planning will be required to ensure effective integration, advanced network retrofitting might be required to support intensification demand, etc.

- **New initiatives** - As with any growing and transitioning municipality there are plenty of initiatives. These initiatives are essential to move the City towards its vision, meet the community's evolving needs, transition to an intensified urban area and benefit from value propositions that improve the City's operations. For example: Vaughan Metropolitan Centre, Operational Reviews, Electronic Data Management, Municipal Sponsorship Program, LEED certified buildings, Artificial Soccer Turfs, Asset management, Zoning By-law Review, Performance Measurement, Citizen Public Engagement, Theatre district, City Hall Civic Square and many more initiatives illustrated in the City Vision and various Master Plans.

These items typically result in the additional funding or resourcing requirements beyond that normally required to sustain ongoing City operations (e.g. growth and municipal price pressures). However, due to perceived funding constraints and limited funding sources, corporate initiatives and priorities compete directly with ongoing operational requirements, which can potentially result in diminishing service levels or delayed initiatives. Some of these items have been incorporated into the financial master plan, but others are not fully planned meaning the long-range financial outlook is likely very conservative.

- **Infrastructure Funding** - 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.

Vaughan has taken proactive steps to address this challenge, but measures will be required to reduce the funding gap and new policy requirements related to growth infrastructure life-cycle contributions will further add to the tax pressure. This challenge has been discussed at Council in prior years. An infrastructure funding strategy and significant investment decisions are essential to begin addressing the backlog of unfunded projects and future infrastructure requirements.

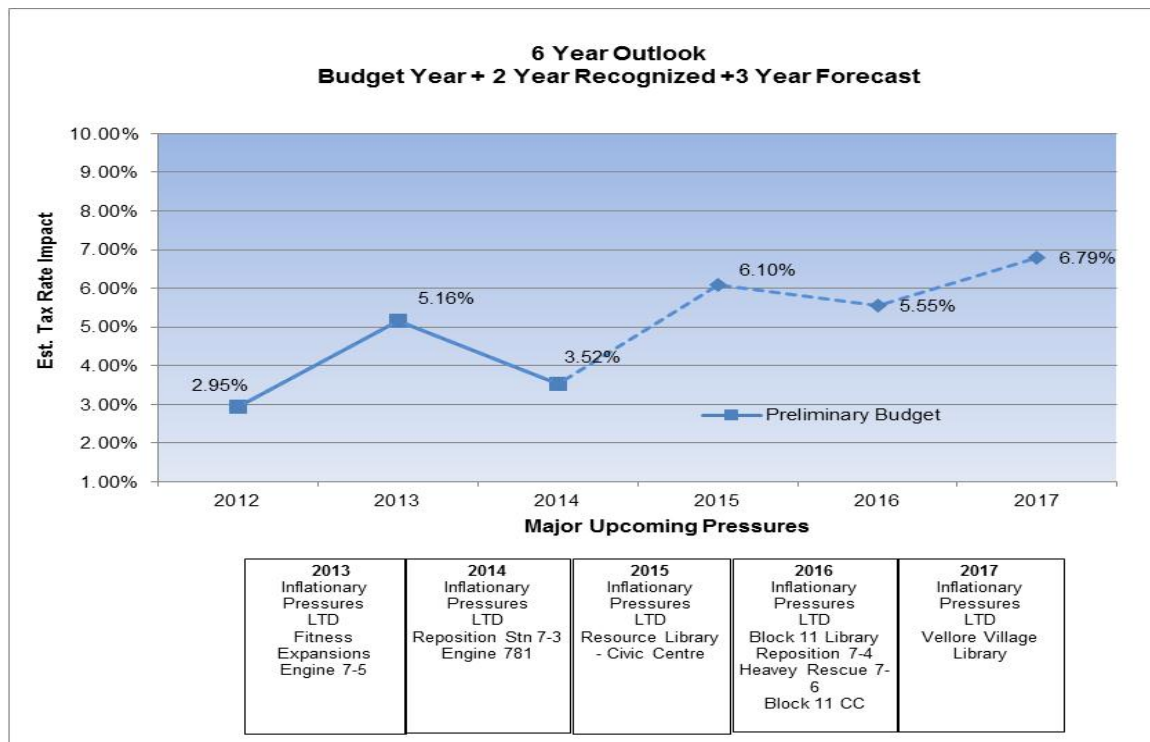
- **Post Employment Benefits** – Retiree benefit obligations, primarily health care, have become a major concern in both private and government sectors as a result of the baby boom generation nearing retirement, the increasing average lifespan, etc. These costs have traditionally been financed on a pay-as-you-go basis, but recent requirements

Financial Outlook & Emerging Trends

mandate reporting on actuarial-based accruals, which has highlighted this growing concern.

Long Range Financial Planning – Eight Year Preliminary Outlook

To illustrate some of the above pressures (primarily cost escalation, growth and available new initiative financial detail), an eight year preliminary long-range financial outlook is provided as table A. The financial outlook is built on the 2012- 2014 budget plus an additional three year preliminary forecast based on general assumptions, trends, and available information. The intent of this section is to incorporate a future focus and provide decision makers and citizens with more certainty about the direction of future City 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 particularly the case for 2013-2017, which will see the addition of three libraries, two fire station relocations, the Carville Block 11 Community Centre, additional parkland, etc. The City's Financial Master Plan is scheduled for the fall of 2012, which will provide greater depth on these figures, policy recommendations and further discussion regarding the City's infrastructure.



Financial Outlook & Emerging Trends

Also included are the 2012- 2013 operating budget and 2012-2013 capital budget department summaries. It should be noted that water and waste waster operating forecasts are not incorporated as these fully costed rates are treated separately and based on annual budgets.

Budget Component	2012 Operating Budget	2013 Operating Forecast	2014 Operating Forecast	2012 Capital Budget	2013 Capital Forecast
REVENUES:					
Taxation	150,242,633	162,318,176	172,504,122		
Fees/Service Charges	36,206,108	37,223,452	38,949,701		
Transfers from Resvs & Resv Funds	16,452,690	17,499,006	19,140,707	9,108,250	5,304,000
Corporate	17,726,578	18,055,118	18,409,890		
Grant/Payment in Lieu	2,645,200	2,645,200	2,645,200		
Prior Year Surplus Carry forward	2,500,000	2,500,000	2,500,000		
Local Improvements					
Federal/Provincial Funding				7,019,300	6,809,600
Development & Special Area Charges				16,490,610	15,241,250
Transfer from Operating				7,115,390	7,274,050
Long Term Debt				8,413,900	7,171,000
Other Financing				1,204,550	88,000
TOTAL REVENUES	225,773,209	240,240,952	254,149,620	49,352,000	41,887,900
EXPENDITURES:					
Engineering Services & Public Works	37,965,327	39,482,009	40,834,209	21,132,700	18,811,400
Community Services	58,199,144	59,734,975	62,173,798	10,440,700	14,359,200
Fire & Rescue Services	34,629,747	37,373,326	39,129,161	2,655,300	2,790,000
Legal & Administrative Services	17,725,669	18,863,947	19,645,479	546,700	2,111,600
Vaughan Public Library	13,608,768	13,882,770	14,054,482	12,550,200	2,660,000
Corporate & Strategic Services	13,353,616	13,784,948	14,076,821	1,167,000	1,155,700
Planning	11,455,413	12,063,931	12,045,832	674,000	
Debenture Payments	12,378,938	14,437,930	16,187,717		
Finance & Corporate Services	7,542,646	7,740,442	7,831,502	185,400	
Capital from Taxation Transfer	6,902,002	7,387,050	7,387,050		
Corporate & Elections trsfrs to Capital	4,033,130	4,593,985	5,940,551		
Contingency	2,630,691	5,471,600	9,076,224		
Council	1,431,582	1,469,361	1,509,626		
Office of the City Manager	3,364,151	3,404,399	3,705,993		
City Auditor	352,445	350,339	351,235		
Office of the Integrity Commissioner	199,940	199,940	199,940		
TOTAL EXPENDITURES	225,773,209	240,240,952	254,149,620	49,352,000	41,887,900
NET BUDGET	0	0	0	0	0

Vaughan Hospital Land Acquisition and Development Levy



Vaughan Hospital Land Acquisition and Development Levy

Hospital Update

The City has taken steps to bring a much-needed hospital and other health care resources to Vaughan. York Central Hospital announced on June 21, 2012, the launch of Mackenzie Health, a major regional healthcare provider formed to serve Southwest York Region.

Mackenzie Health will include two full service hospitals: the renamed Mackenzie Richmond Hill Hospital, formerly known as York Central Hospital, and the future Mackenzie Vaughan Hospital.

The new Mackenzie Vaughan Hospital is the first new hospital to be built in the Southwest York Region in almost 50 years. The Government of Ontario granted approval to begin Stage Two planning for the building of the new Mackenzie Vaughan Hospital in December 2011. It is estimated that construction of the new Mackenzie Vaughan Hospital will begin in the 2015/2016 fiscal year and that it will take approximately 3 years to build. The new hospital is scheduled to be fully operational by 2018/2019. It also encompasses a number of community based services to support one of Canada's fastest growing communities.

For more information visit www.mackenziehealth.ca.

"This is an important moment for the City of Vaughan with the Mackenzie Vaughan Hospital another step closer to reality," said Mayor Maurizio Bevilacqua. "Unifying health services under Mackenzie Health will ensure our entire community's healthcare needs are met and we have access to the first-rate health care services the people of our consistency (health care) want and deserve."



(L to R): Vaughan MPP Greg Sorbara; Mayor Maurizio Bevilacqua; Dina Palozzi, Chair, Board of Directors of Mackenzie Health; Altaf Stationwala, President and CEO of Mackenzie Health, and York Regional Chair Bill Fisch (third from right) at the announcement at Vaughan City Hall.

Vaughan Hospital Land Acquisition and Development Levy



History and Background

The Government of Ontario requires local communities to support the development of hospitals in their communities. Recognizing this, in June 2009, the City of Vaughan approved a community contribution of \$80 million towards the land acquisition and development of a hospital in Vaughan.

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.

Protection of the Public Interest - 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.

Financial Information

The \$80 million community contribution was to be funded by a total tax increase of 5.45% phased in over four (4) years, which was to be implemented as follows: 2.04% in 2009, 0.69% in 2010, 1.36% in 2011 and 1.36% in 2012. However, on 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 2012, and there will be a similar increase of 0.91% in 2013. For 2012 and 2013, it means a \$10.72 and \$11.04 increase respectively on the Hospital Tax Levy based on the average property assessed at \$485,122 for 2012 and \$498,220 for 2013. No further tax increases for this purpose are expected beyond 2013. The funding of a community contribution to the Vaughan Hospital land acquisition and development is not part of the City's operations and for transparency will be shown separately on the property tax bills.

Vaughan Hospital Land Acquisition and Development Levy

Residents should be aware that they are contributing towards the local share for a hospital in the City of Vaughan.

Hospital Land Acquisition and Development Tax Revenues

Since 2009, the City has phased in the approved tax increases, and billed the following amounts through property taxes:

2009	\$2,491,450
2010	\$3,349,549
<u>2011</u>	<u>\$4,630,084</u>
Total	\$10,471,083



Final 2012 tax levy \$5,728,036
Forecast 2013 tax levy \$7,000,000 (final phase of increases)

Land Purchase	\$59,450,000
Land Transfer Tax	\$890,225
Other Costs related to land acquisition including engineering consulting for transportation, access, servicing and storm drainage, surveyors, title insurance, appraisal fees, legal fees and closing costs	\$529,679
Total Expenses to December 31, 2011	\$60,869,904

Once the final phase of tax increases is achieved in 2013, the annual levy will increase slightly each year, as a result of assessment growth.

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.



2012-2013

Capital Budget

Overview Section

Quick Facts

	2012	2013**
Total Capital Budget	\$49.4 M	\$41.9 M
# of projects	153	69
Discretionary Reserve Ratio <i>(Dec 31)</i>	59.00%	50.80%
Long-Term Debt Ratio <i>(Dec 31)</i>	6.10%	6.60%
Total Reserve Balances <i>(Net of Commitments Dec 31)</i>	\$133.3 M	\$122.0 M

***Amounts for 2013 budget year are forecasted.*

INTRODUCTION

Sustainability by definition focuses on the ability to maintain a function over a period of time. The Capital Budget contributes to this action by developing a multi-year plan that balances the timing and funding of infrastructure and corporate projects, which are essential to build and maintain the City.

The future condition and state of municipal infrastructure is an important factor in maintaining the community's overall quality of life and economic health. A challenge facing the City is its ability to sustain its large infrastructure and asset network. The City continues to grow at an unparalleled pace, adding new facilities, parks, and transportation networks on an annual basis, which are funded primarily by the development industry, with future renewal funding becoming the responsibility of the City. Almost half of the City's Capital Budget is allocated to renewal of existing municipal infrastructure. Consequently, it is vital to secure funding and allocate resources to protect and sustain the foundation of the community. Moving forward, future planning will become increasingly important to assist stakeholders develop sustainable and responsible funding strategies.

In the preparation of the Capital Budget a number of issues were taken into consideration. The pressures of maintaining existing infrastructure and growth requirements are balanced against available funding, the impact on future operating budgets and the staff resources to undertake and manage the capital projects. The total capital requests submitted by departments totalled \$201.7m. Following the initial submissions, Finance staff met with the individual departments to review the submissions and clarify available funding. Departments then prioritized the capital projects within each funding source and the Capital Budget was submitted to the Senior Management team for review. Six Finance and Administration Committee meetings followed including two evening meetings where public input was received. As a result of this process, the 2012 Capital Budget & 2013 Capital Plan totals \$49.3m for 2012 and \$41.9m for 2013, and are funded from development charges, reserves, taxation, grants, debenture financing, and miscellaneous funding.

Below is a breakdown of the Capital Budget and Plan by Funding Sources.

Category	2012	2013
Development Charges	16,490,610	15,241,250
Reserves	9,108,250	5,304,000
Taxation	7,115,390	7,274,050
Gas Tax Funding	6,969,300	6,809,600
Debentures	8,413,900	7,171,000
Grants & Other Financing	1,254,550	88,000
Subtotal	49,352,000	41,887,900

OPERATING BUDGET IMPLICATIONS

The future annual incremental operating budget impacts associated with the 2012 Capital Budget and 2013 Capital Plan are estimated as follows:

<i>Items</i>	2012		2013		2014		2015		2016	
	\$	Tax Rate	\$	Tax Rate	\$	Tax Rate	\$	Tax Rate	\$	Tax Rate
Operational Funding	150,763	0.11%	1,970,413	1.29%	1,367,229	0.85%	4,030,147	2.40%	2,636,416	1.53%
Add'l Capital Funding	750,929	0.53%	1,049,248	0.69%	397,652	0.25%	500,000+	0.30%	500,000+	0.29%
Subtotal	901,692	0.64%	3,019,661	1.98%	1,764,881	1.10%	4,530,147	2.70%	3,136,416	1.81%

Operational requirements in 2015, 2016 and beyond are expected to be heavy as a result of Fire Station 7-8, Resource Library, Maple Valley Park, and Carville CC openings.

The above balances are incorporated in the 2012 Operating Budget and 2013-2014 Operating Budget Plans. The implications of the Capital Plan extend beyond the operating horizon due to the difference in timing of approval, construction, and completion.

GUIDING POLICIES

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 strong financial position. Over time, the City has developed a series of guiding financial policies and targets to assist in developing the Capital Budget, which have a positive impact on the financial stability of the City of Vaughan. They are listed as follows:

Policy	Estimated at Dec. 31st			Target
	2011	2012	2013	
Discretionary Reserve Ratio	68.1%	59.0%	50.8%	>50% of own source revenue
Working Capital Ratio	12.6%	12.1%	11.3%	>10% of own source revenue
Debt Level Ratio *	4.3%	6.1%	6.6%	<10% of own source revenue

* - Includes Commitments for OSA and Vaughan Sports Complex.

Declining Discretionary Reserve and Working Capital notes:

- Anticipated Revenues are not included in 2012 & 2013. Future revenues will improve ratios
- Ratios are also affected by overall own source revenue budget adjustments e.g. higher values will force ratios down

- Discretionary reserves provide the City with financial flexibility in order to safeguard against economic downturns and finance operations internally. This ratio is a strong indicator of Vaughan's financial health.
- Working capital funds provide in-year cash flow requirements.
- 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.

As illustrated above, the City is meeting or exceeding the above Council approved targets.

Based on the above noted financial policies, Finance staff assessed the availability of funding and established a funding line within each funding source. It should be noted, that a long standing City practice is only capital projects with secured available funding sources are recommended, otherwise specific Council approval is required.

Highlights regarding Capital Budget funding components are provided below.

DEVELOPMENT CHARGE (DC) RESERVES - (Development Industry Funded Projects)

Development Charge Reserves are accumulated based on the City's growth and are in place to maintain existing service levels. Stakeholders are cautioned that development charge reserve collections are dependent on the economy and therefore 2013 and future capital plans may require adjustment to account for potential upswings or downward trends.

For projects funded from Development Charges, the following guidelines previously approved by Council were taken into consideration:

- 1) Positive reserve balances should not be placed into a pre-financing position;
- 2) Pre-financing should not be increased; and
- 3) Commit no more than 50% of revenues for any service that is pre-financed.

Each department has 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. The 2012 Capital Budget and 2013 Capital Budget Plan for this funding category and major associated capital projects are as follows:

	2012	2013
Proposed Budget Value	16,490,610	15,241,250
Major Projects	Resource Library - Const. & Mat. Station 7-3 - Land/Design Station 7-10 Equipment Lawford/Wardlaw Park (Block 40) Millway/Applewood Park (VMC) 407/Jane - Sidewalk/Street	Resource Library - Materials Station 7-3 Construction/Equip Station 7-5 Pumper North Maple Reg. Park (Phase 1A) Carville CC Design & Construction Maj. Mac Sidewalk (McNaughton/Bath

Note: Projects deferred to 2014+ total \$61.2m, \$50m relates to Carville CC and Maple Valley phases

Negative Reserve Balances

As per policy, the City will only approve capital projects if funds are on hand. However, there are the following two exceptions:

- 1) *Management Studies* - Due to timing of events this reserve is permitted to be in a deficit position. Growth related studies are incurred in advance of growth and recovered through subsequent development charges.
- 2) *Fire DC Reserve* – A Council commitment to move forward with Fire Station 7-10 has temporarily placed this reserve into a negative position, which through future collections and spending constraints is anticipated to recover to a positive balance by 2014

Process Adjustments

Development Charge Collection Basis - As a result of a recent unfavourable OMB and Divisional Court decision involving the Town of Orangeville, the City's collection methodology has changed. On a go forward basis, development revenue projections will be based on a "net population" basis rather than the "gross population" basis used in the 2008 background study. The affect of this change, is a reduction to the development charge rates and resulting collections for Library, Indoor Recreation, and Park Development categories. Over a 10 year period, "net population" collections are forecasted to be approximately \$31.9m lower that the "gross basis" methodology, allocated between the categories are as follows: Library \$3.3m, Indoor Recreation \$17.2m, Parks \$11.4m. The above change is offset by higher DC collections for the period 2008 to 2011, approximately \$2.4m. This change will not significantly affect the 2012 Capital Budget and the 2013 Capital Budget Plan as most funds for approved projects have been collected. However, the change in methodology may impact on the timing of capital projects anticipated beyond this timeframe.

Library Build & Material Redistribution – During the capital budget process, it was determined a reallocation of \$2.8m was required from Library Material to Library Building to better reflect the relative cost structures of these components. In the future, consideration will be given to merging the Library Building and Materials reserves to streamline the process.

CAPITAL RESERVES AND RESERVE FUNDS

Infrastructure Reserves

A prevailing theme throughout the years has repeatedly been the need to address the funding component for infrastructure renewal. This year's budget includes \$21.7m for 2012 and \$18.2m for 2013 for this purpose, almost half of the City's Capital budget. The challenge of funding the

significant growing costs of infrastructure renewal is a paramount concern for most municipalities across Canada and stems from new construction being primarily funded by the development industry, leaving the municipalities across Ontario to fund future replacement costs from the municipality's limited tax base. The danger of not doing so could create a situation where the funding shortfall will continue to slowly build until a point in the future where a wave of facility, park, fire and other replacement projects come on board without available funding. This picture threatens the community's overall quality of life and the economic health for future generations. As a result, Council recently approved the following policy philosophy:

- 1) When new infrastructure is approved, an annual contribution based on lifecycle replacement principals is added to the operating budget for replacement purposes.
- 2) That an inflationary adjustment be added annually to existing contributions based on historical costs to ensure contributions keep pace with future values.

This action generated \$618k and \$537k in additional incremental funding for 2012 and 2013, respectively. It should be noted, that these figures are based on forecasts and will be adjusted as the City moves forward with multi-year budgeting.

The above philosophy is a step in the right direction, but only focuses on new asset future replacement and additional effort will be required to support the replacement needs of existing infrastructure. In a report tabled on September 19 2011, it was estimated the difference between amortization expense and reserve contribution differed by \$17m annually. Currently, there are two infrastructure replacement reserves that are experiencing significant challenges. These are:

Parks Reserve: This reserve is used to fund the replacement of play structures, play fields, courts, water parks, paths, etc. For the most part, the funding for park infrastructure renewal, excluding land, has remained flat at \$275,000, despite annual collections for new infrastructure in the \$6m+ range. In addition, the Parks Reserve, \$300k - \$500k, is substantially lower than the anticipated requirements i.e. annual amortization is approximately \$3 million.

Vehicle Reserve: This reserve is used to fund the replacement of City's vehicles and equipment. Renewal funding for this purpose was discontinued in 2005 and as a result the Vehicle reserve will be substantially depleted by 2013/2014.

Recognizing the above illustrated challenges, it will be necessary to continue to build on infrastructure policies in future capital budgets. Staff will continue to work on this challenge and plan to bring forward more discussion on this topic later as part of future budget processes.

Other Reserves

In addition to infrastructure 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 e.g. Tax Rate Stabilization, Working Capital, Debenture Reserves, etc. Generally, these reserves provide transfer funding to the operating budget when required and typically have very few capital related capital projects. These reserve balances substantially contribute to the achieving the City's Discretionary Reserve Ratio Policy.

DEBENTURE FUNDING

Debenture Funding is primarily utilized for the City's road and bridge replacement program, due to the overall substantial asset value and its lengthy life cycle. Utilizing long-term debt aids in smoothing these costs over time. Based on the "Pavement Management Program" and bridge repair requirements, project values planned for 2012 and 2013 are as follows:

	2012	2013
Debenture Projects	8,413,900	7,171,000

The 2012 figure has been increased from the Draft Capital Budget by \$2,069,300 as a result of a Council decision to change the Civic Centre Demolition funding source from taxation to debenture financing, with the understanding that any proceeds from the potential MNR land sale be allocated to the demolition of the old Civic Centre, the underground parking and Civic Square of the new Civic Centre campus.

The Municipal Act requires that the 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. As illustrated in a previous section, debenture funding is well within the 10% policy target.

Tax levy supported debt for 2012 and 2013 is illustrated in the following table:

	2011	2012		2013		2014	
	Outstanding Debt Principal	2012 Interest Payment	2012 Principal & Interest	2013 Interest Payment	2013 Principal & Interest	2014 Interest Payment	2014 Principal & Interest
Roads	47,923,189	2,465,953	8,994,883	2,407,652	8,952,465	2,349,065	8,916,718
Sanitary Sewers	894,136	59,140	213,852	57,962	213,674	56,714	213,426
Waterworks	891,856	63,576	204,349	62,474	204,247	61,304	204,077
Recreation	637,313	32,565	122,986	32,400	122,938	32,208	122,906
Municipal Buildings							
	50,346,494	2,621,233	9,536,070	2,560,487	9,493,324	2,499,290	9,457,127
Debt Level Ratio			6.1%		6.6%		

TAXATION FUNDED CAPITAL

Projects identified from taxation funding are non-growth related projects that have no other source of financing, such as repairs, technology replacement, etc. In addition, included in the funding request 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 2012 Operating Budget and 2013-2014 Operating Budget Plan allocates \$6.9m for 2012 and \$7.4m for each remaining year to taxation funded capital projects. The 2012 contribution is consistent with recent policy, but the 2013 contribution increased an additional \$376k beyond the City's policy to fund corporate initiatives and growth related projects i.e. Station 7-3, North Maple Regional Park, and EDMS.

It should be noted, 2012 and 2013 taxation funded capital project requests totalled \$57.6m, which is substantially greater than available funds (roughly 4 times the amount). Staff reviewed previously approved taxation funded projects to determine if surplus funds were available. As a result, staff identified an additional \$200,000 available from previously approved taxation funded capital projects that have been closed. In addition, Council determined that the Civic Centre Demolition be funded from debentures freeing \$2,069,300 in taxation funding for the Concord Thornhill Regional Park in the amount of \$1,001,600 and the Relocation of Fire Station 7-3 Land Acquisition in the amount of \$1,067,700. In addition, the Islington Avenue Streetscape design was moved from 2014 to 2012 resulting in a taxation increase of \$26,900. As well, Council also approved a traffic calming project for Summeridge and Autumn Hill funded from taxation in the amount of \$113,000. The revised amount available from taxation for 2012 is \$7,115,390. The table below highlights the project categories.

Category	2012	2013
Legal and Regulatory	381,800	510,500
Financial Commitments	51,500	
Studies	131,200	
Growth Co-Funding	1,837,990	2,742,150
Technology Initiatives	552,000	2,084,700
Annual Replacement Programs	1,708,200	1,768,500
New Initiatives	2,452,700	168,200
Subtotal	7,115,390	7,274,050
Major Projects	Artificial Turf	Elec.Doc. Mgmt System
DC Co-Funded Projects	Resource Library Stn 7-3 Design	Resource Library Stn 7-3 Construction Carville CC Design Maple Valley (Phase 1A)

MUNICIPAL GAS TAX(AMO) FUNDS

This is a Federally supported program, intended to support Ontario municipalities invest in environmentally sustainable municipal infrastructure projects, such as water, wastewater, solid waste, local roads, bridges tunnels, etc. It comes with the expectation that the investments will see Ontarians enjoying cleaner air, cleaner water and reduced greenhouse gas (GHG) emissions. The municipality must clearly demonstrate that the funding used for a project is incremental and the funding enabled a project implementation, enhanced its scope or accelerated its timing.

Staff reviewed the list of capital projects submitted and with concurrence of Association of Municipalities of Ontario (AMO) staff have identified a number of capital projects eligible under the Municipal Gas Tax Funding Agreement totaling \$6.9m in 2012 and \$6.8m in 2013. Highlights are as follows.

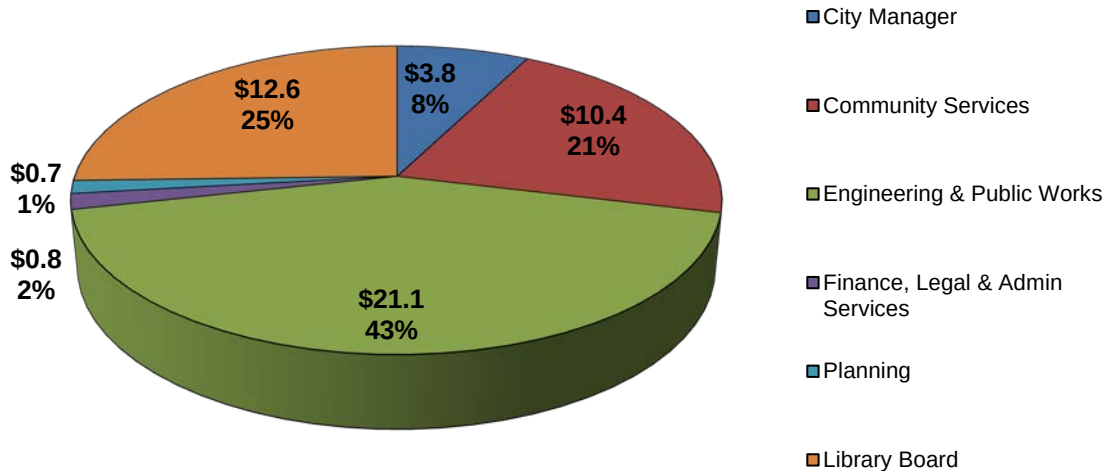
- Resource Library - LEED component
- Pedestrian & Bicycle Master Plan implementation
- Storm pond sediment removal
- Road, curb & sidewalk repair
- And other projects

SUMMARY SCHEDULES

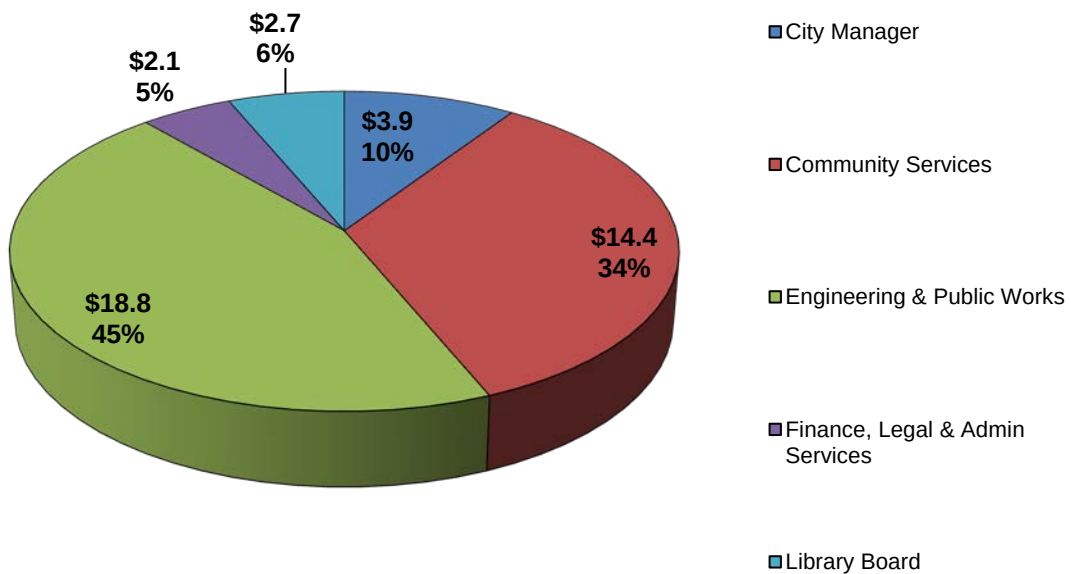
To assist the reader with the Capital Budget charts illustrating Capital Budget Revenues and Expenses for 2012 and 2013 are provided. A more detailed summary by department is provided in Volume 2 and a list of capital projects for each department is included within each department section.

In addition, after the summary charts, capital project summaries by funding source are provided, illustrating 2012 approved projects and 2013 recognized projects, as well as items deferred for consideration during future budget processes.

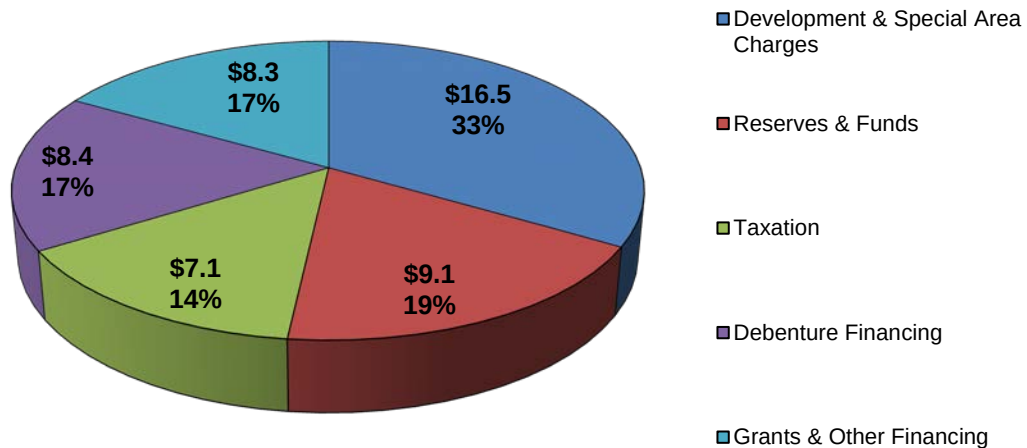
2012 Expense Summary Capital Budget \$49.4M



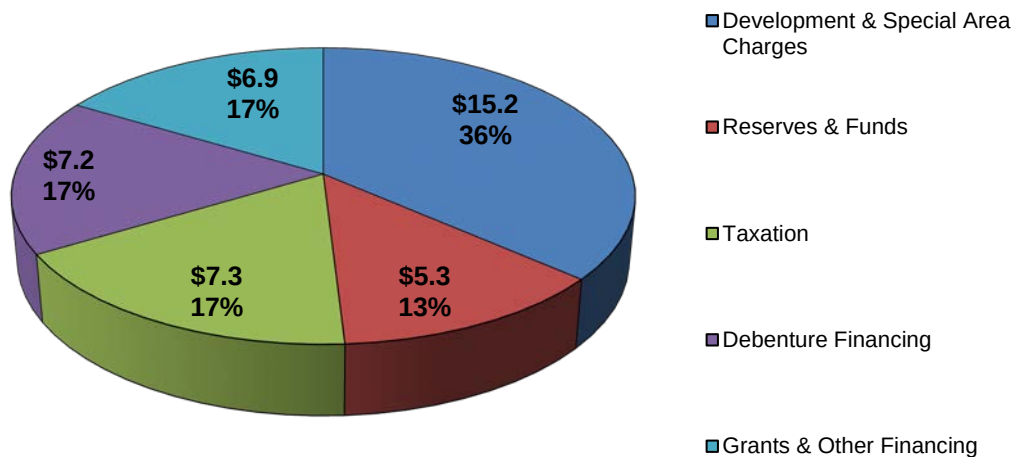
2013 Expense Summary Capital Budget \$41.9M



2012 Revenue Summary Capital Budget \$49.4M



2013 Revenue Summary Capital Budget \$41.9M

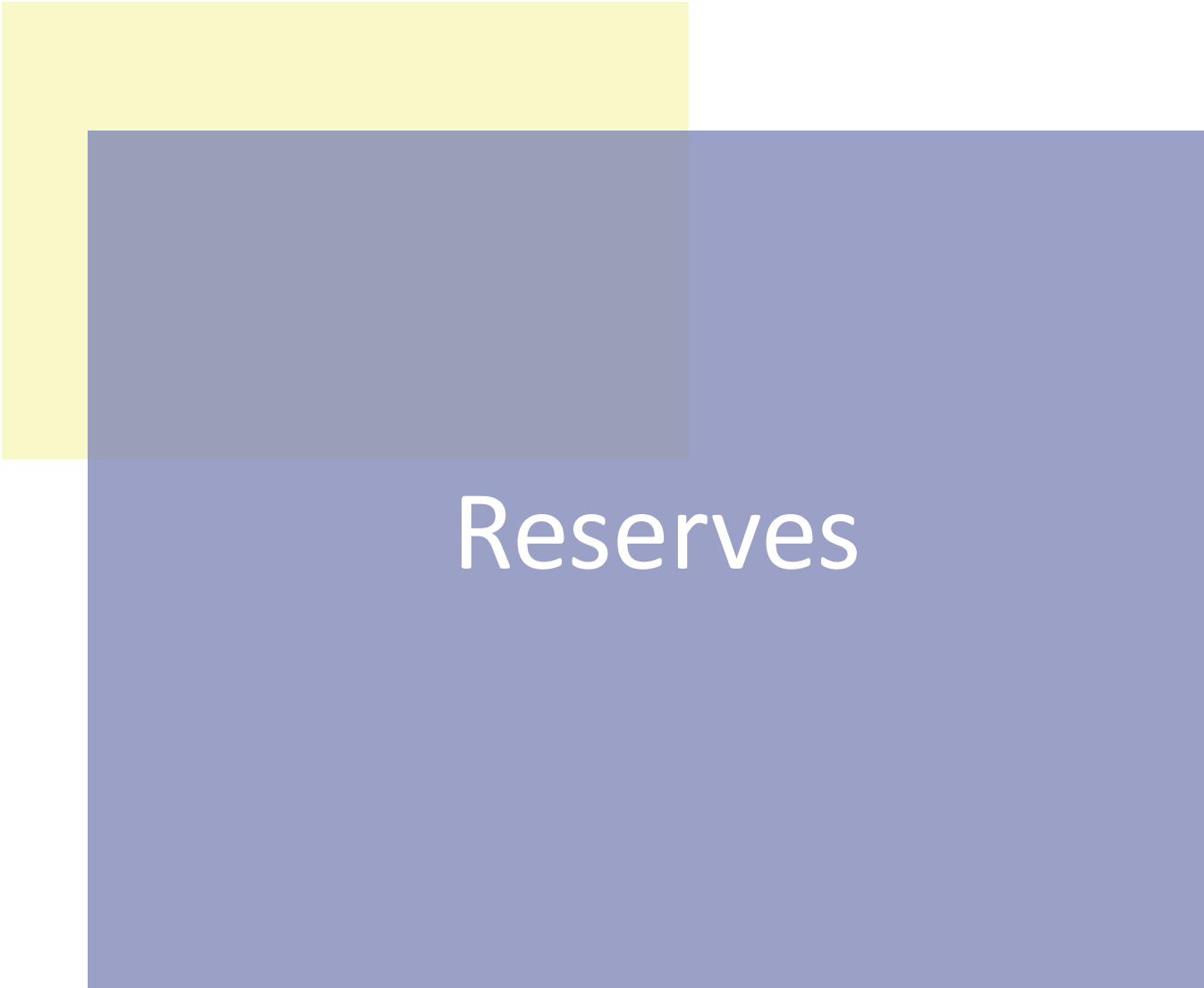


Capital Budget Expenditure Summary

	2011 Budget	2012 Budget	2013 Forecast
<u>City Manager</u>			
Access Vaughan	50,470	0	50,500
Fire and Rescue Services	990,000	2,655,300	2,790,000
Corporate	340,900	0	0
Information & Tech. Management	1,205,100	1,094,900	1,002,200
Strategic Planning	0	0	103,000
Total:	2,586,470	3,750,200	3,945,700
<u>Commissioner of Community Services</u>			
Buildings & Facilities	6,209,958	4,509,600	4,433,200
Fleet Management	883,500	1,568,400	243,200
Parks Development	7,043,210	3,247,000	8,814,500
Parks Operations	951,727	755,700	743,200
Recreation & Culture	697,885	360,000	125,100
Total:	15,786,280	10,440,700	14,359,200
<u>Commissioner of Engineering & Public Works</u>			
Development & Transportation	15,781,560	643,100	1,094,400
Engineering Services	23,870,640	18,593,600	16,219,700
Public Works	1,973,816	1,896,000	1,497,300
Total:	41,626,016	21,132,700	18,811,400
<u>Commissioner of Finance & City Treasurer</u>			
Budgeting Department	91,273	0	0
City Financial Services	0	154,500	0
Reserves and Investments	369,500	30,900	0
Total:	460,773	185,400	0
<u>Commissioner of Legal & Admin. Serv.</u>			
City Clerk	0	154,500	1,791,200
Enforcement Services	107,100	114,400	114,400
Human Resources	0	72,100	0
Real Estate	0	277,800	206,000
Total:	107,100	618,800	2,111,600
<u>Commissioner of Planning</u>			
Building Standards	741,600	0	0
Development Planning	0	406,900	0
Policy Planning & Urban Design	721,400	267,100	0
Total:	1,463,000	674,000	0
<u>Library Board</u>			
Library Services	3,702,950	12,550,200	2,660,000
Total:	3,702,950	12,550,200	2,660,000
Grand Total: \$ 65,732,589 \$ 49,352,000 \$ 41,887,900			

Capital Budget Revenue Summary

	2011 Budget	2012 Budget	2013 Forecast
<u>Development & Special Area Charges:</u>			
41010 - 8820 - City Wide DC - Engineering	19,347,726	3,209,200	1,915,800
41020 - 8820 - City Wide DC - Fire	-	567,400	1,236,500
41040 - 8820 - City Wide DC - Library Buildings	2,702,250	9,450,000	1,125,000
41050 - 8820 - City Wide DC - Library Materials	-	362,500	783,000
41060 - 8820 - City Wide DC - General Government	768,500	546,050	39,300
41080 - 8820 - City Wide DC - Park Development	4,488,318	1,087,650	6,728,850
41090 - 8820 - City Wide DC - Fleet / Public Works	618,600	1,031,200	125,100
41100 - 8820 - City Wide DC - Recreation	3,540,378	236,610	3,287,700
45153 - 8827 - SADC-D18 West Major Mackenzie Watermain	-	-	
45158 - 8827 - SADC-D23 Dufferin/Teston Sanitary Sewer	-	-	
Total:	31,465,772	16,490,610	15,241,250
<u>Grants and Other Financing:</u>			
50000 - 8835 - Provincial Grant	0	50,000	
50000 - 8836 - Federal Grant	128,750	0	
50000 - 8838 - Municipal Contributions	576,855	338,350	88,000
50000 - 8839 - Other Recoveries	42,500	77,300	
50000 - 8840 - Shared Costs	50,000	318,700	
50000 - 8841 - Proceeds from Sale of Lands	0	470,200	
61025 - 8844 - Gas Tax Reserve	9,627,825	6,969,300	6,809,600
75000 - 8847 - Debenture Financing	-	8,413,900	7,171,000
50000 - 8843 - Transfer from Taxation	6,851,152	7,115,390	7,274,050
Total:	17,277,082	23,753,140	21,342,650
<u>Transfers from Reserve & Reserve Funds:</u>			
60010 - 8844 - Pre Bldg & Facility Infrastructure Reserve	1,745,750	1,585,700	732,000
60030 - 8844 - City PlayHouse Reserve	46,835	28,900	0
60070 - 8844 - Fire Equipment Reserve	1,083,700	380,000	225,400
60090 - 8844 - Heritage Reserve	201,900	154,500	0
60115 - 8844 - Keele Valley Landfill Reserve	-	234,100	-
60130 - 8844 - Roads Infrastructure Reserve	2,435,460	1,076,400	690,100
60150 - 8844 - Sewer Reserve	303,900	22,600	
60171 - 8844 - Post 98 - Bldg & Facility Infrastructure	146,350	492,850	125,100
60172 - 8844 - Building Standard Reserve	741,600	0	
60180 - 8844 - Water Reserve	4,027,350	3,846,000	1,993,100
60188 - 8844 - Parks Infrastructure Reserve	409,050	561,800	338,500
60190 - 8844 - Vehicle Reserve	-	422,600	104,100
60195 - 8844 - Uplands Capital Improvement Reserve	103,000	0	0
60196 - 8844 - Uplands Revenue Reserve	-	-	864,700
61012 - 8844 - Tree Replacement Reserve	25,000	25,000	25,000
61051 - 8844 - Municipal Roads Grant	1,257,694	0	0
61025 - 8844 - Investing in Ontario Grant	4,307,646	0	0
70020 - 8845 - Recreation Land Reserve	154,500	277,800	206,000
Total:	16,989,735	9,108,250	5,304,000
Grand Total: \$ 65,732,589 \$ 49,352,000 \$ 41,887,900			

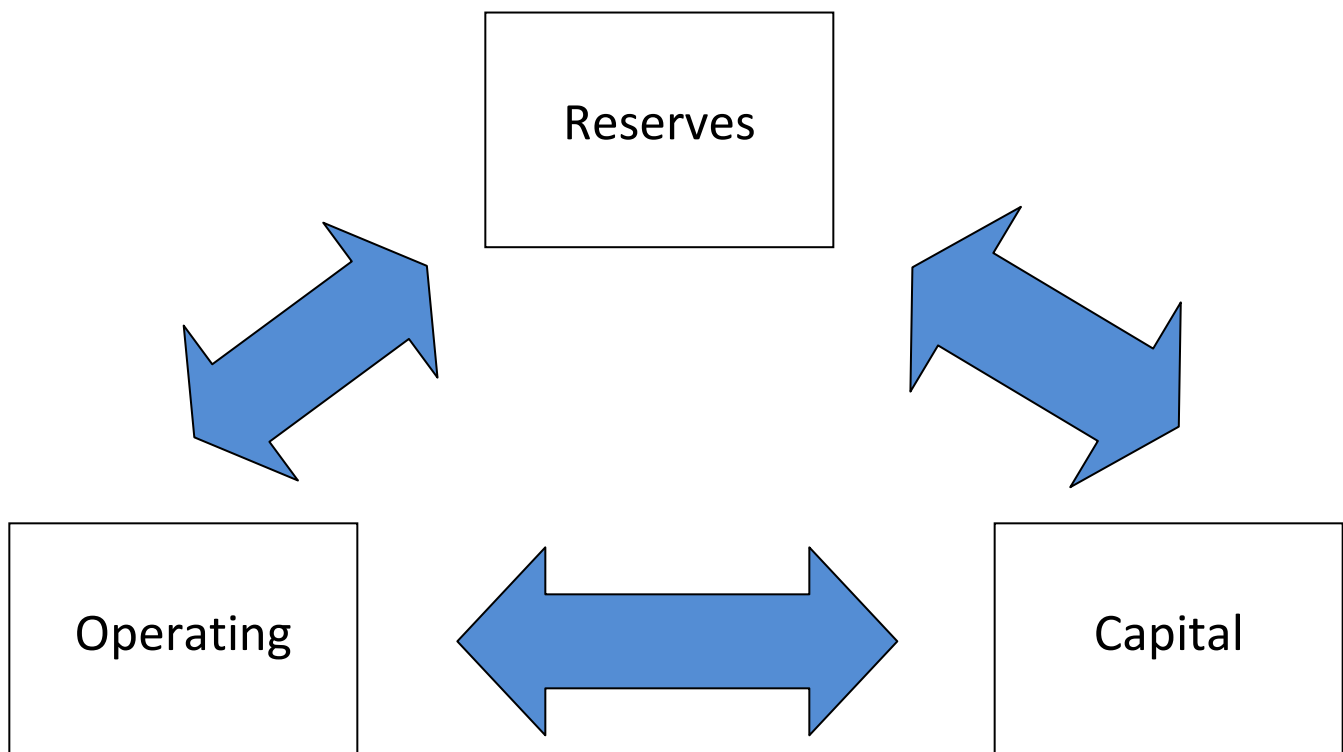


Reserves

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 by-law.
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 fluctuations 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 the 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.
Streetscapes	Used for major streetscape 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 royalties 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 Citizen 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

Continuity Schedule for Reserve and Reserve Funds
City of Vaughan
As At December 31, 2011

Reserve Number	Description	Opening Balance Jan 1, 2011	Total Revenue	Total Expenses	Closing Balance Dec 31, 2011	Commitments	Balance after Commitments	2012 Operating Budget Revenue	2012 Operating Budget Expenses	2012 Opening Balance (Note 1)	2012 Capital Budget	Available after 2012 Capital Budget
Obligatory Reserves												
60172	Bldg Standards Continuity	18,519,398	230,671	341,117	18,408,952	741,600	17,667,352		1,047,975	16,619,377		16,619,377
61009	Subdiv. Contrib. Royal Palm	113,412	1,425	-	114,837		114,837			114,837		114,837
61010	Subdivider Contributions	3,623,443	409,738	24,715	4,008,466		4,008,466			4,008,466		4,008,466
61011	Geodetic Bench	896,119	33,900	-	930,019	50,000	880,019			880,019		880,019
61012	Tree Replacement Fee	653,054	8,000	23,920	637,134	1,080	636,054			636,054	25,000	611,054
61013	Greenways - WEA	526,060	-	-	526,060		526,060			526,060		526,060
61014	Open Space - WEA	15,286	-	-	15,286		15,286			15,286		15,286
61015	Sewer Camera Inspection	1,567,697	51,146	-	1,618,843		1,618,843			1,618,843		1,618,843
61016	Catch Basin Repairs	78,000	-	-	78,000		78,000			78,000		78,000
61020	Recreation Land	44,334,125	3,695,854	13,662,901	34,367,077	668,219	33,698,858		664,310	33,034,548	277,800	32,756,748
61025	Gas Tax Reserve	16,392,753	7,547,965	5,206,083	18,734,635	17,462,942	1,271,693	7,327,215		8,598,908	6,969,300	1,629,608
61050	Entry Feature 427 / Hwy 7	135,717	1,705	-	137,422		137,422			137,422		137,422
61051	Municipal Rds & Infra Grant	1,769,174	-	894,905	874,269	611,878	262,391			262,391		262,391
61052	Investing in Ontario Grant	4,845,097	-	2,620,306	2,224,790	2,223,281	1,509			1,509		1,509
62010	CWDC - Engineering	71,052,506	7,727,360	10,317,610	68,462,256	39,656,114	28,806,142			28,806,142	3,209,200	25,596,942
62020	CWDC - Fire	2,377,780	667,147	3,079,077	(34,150)	1,025,209	(1,059,359)			(1,059,359)		(1,626,759)
62040	CWDC - Library Buildings	10,886,970	3,415,022	830	14,301,162	3,255,444	11,045,718			11,045,718		11,045,718
62050	CWDC - Library Materials	6,800,294	(2,206,502)	134,736	4,459,056	1,178,928	3,280,128			3,280,128		3,280,128
62060	CWDC - Management Studies	(2,215,481)	559,869	454,560	(2,110,172)	1,119,963	(3,230,135)			(3,230,135)		(3,230,135)
62080	CWDC - Parks Development	21,877,354	4,852,605	4,641,990	22,087,969	11,163,119	10,924,850		112,910	10,924,850	546,050	9,837,200
62090	CWDC - Public Works	8,274,375	795,684	983,777	8,086,283	1,091,568	6,994,715			6,994,715	1,031,200	5,963,515
62100	CWDC - Recreation	21,453,173	7,282,073	(1,225,763)	29,961,010	9,845,276	20,115,734			20,115,734	236,610	19,879,124
63070	D8-Rainbow Creek Drainage	2,835,801	35,628	-	2,871,429	41,562	2,829,867			2,829,867		2,829,867
63120	D13-Woodlot Acquisition	8,520,109	991,044	8,863,880	647,272	519,940	127,332			127,332		127,332
63150	D15-PD#5 W. Wdbridge Waterma	127,474	1,602	(0)	129,075	2,846,834	(2,717,759)			(2,717,759)		(2,717,759)
63153	D18-PD#6 W. Major Mac. Water	1,270	63,450	64,038	682	811,504	(810,822)			(810,822)		(810,822)
63154	D19-PD#6 E. Rutherford Water	249,153	19,590	-	268,744	1,814,533	(1,545,789)			(1,545,789)		(1,545,789)
63155	D20-PD#7 Watermain West	2,350,329	433,463	834,755	1,949,037	668,212	1,280,825			1,280,825		1,280,825
63158	D23-Dufferin/Teston Sanitary	768,164	9,651	-	777,815	848,000	(70,185)			(70,185)		(70,185)
63159	D24-Ansley Grove Sanitary	202,074	2,539	-	204,613		204,613			204,613		204,613
63160	D25 Zenway/Fogal Sub-Trunk	139,760	1,756	-	141,516	1,681,000	(1,539,484)			(1,539,484)		(1,539,484)
Obligatory Reserves Total		249,170,439	36,632,385	50,923,438	234,879,385	99,326,206	135,553,179	7,327,215	1,825,195	141,055,199	23,762,710	117,292,489

Continuity Schedule for Reserve and Reserve Funds
City of Vaughan
As At December 31, 2011

Reserve Number	Description	Opening Balance Jan 1, 2011	Total Revenue	Total Expenses	Closing Balance Dec 31, 2011	Commitments	Balance after Commitments	2012 Operating Budget Revenue	2012 Operating Budget Expenses	2012 Opening Balance (Note 1)	2012 Capital Budget	Available after 2012 Capital Budget
Discretionary Reserves												
60000	General Working Capital	26,856,909	1,427,351	-	28,284,260		28,284,260			28,284,260		28,284,260
60010	Tax Rate Stabilization Fund	21,757,165	1,363,280	-	23,120,445		23,120,445		2,757,410	20,363,035		20,363,035
60020	Vehicle Replacement	3,397,041	1,548,508	1,692,283	3,253,265	273,157	2,980,108	65,964	242,747	2,803,325	422,600	2,380,725
60030	Fire Equipment Replacement	3,016,223	1,142,577	1,024,887	3,133,913	476,098	2,657,815	1,174,726		3,832,541	380,000	3,452,541
60040	Insurance	1,282,306	3,553,460	3,167,000	1,668,466		1,668,466		500,000	1,168,466		1,168,466
60050	Water	26,367,425	6,084,339	1,855,260	30,596,504	6,309,594	24,286,910	46,308,260	41,480,810	29,114,360	3,846,000	25,268,360
60060	Waste Water (Sewer)	21,538,041	6,143,240	1,905,603	25,775,678	914,388	24,861,290	49,526,520	44,400,725	29,987,085	22,600	29,964,485
60070	Cemetery	13,342	-	-	13,342		13,342			13,342		13,342
60080	Suggestion Program	33,302	-	-	33,302		33,302			33,302		33,302
60085	Garnet A. Williams C.C. Rese	338,798	29,088	-	367,886		367,886			367,886		367,886
60090	Industrial Development	26,591	334	-	26,925		26,925			26,925		26,925
60100	City Playhouse	74,528	16,025	37,687	52,866	9,148	43,718	15,000		58,718	28,900	29,818
60110	Engineering Reserve	15,321,817	1,916,772	4,032,591	13,205,998	83,884	13,122,114	2,797,729	4,346,266	11,573,577		11,573,577
60120	Sale of Public Lands	5,535,233	103,100	6,334	5,631,998	13,546,108	(7,914,110)			(7,914,110)		(7,914,110)
60121	Management By Law Reserve	92,296	1,160	-	93,455		93,455			93,455		93,455
60122	Winterization Reserve	5,799,184	214,235	-	6,013,419		6,013,419			6,013,419		6,013,419
60125	Kleinburg Parking Reserve	42,724	537	-	43,260		43,260			43,260		43,260
60130	Election Reserve	383,255	307,602	213,160	477,697		477,697	350,000		827,697		827,697
60140	Employer Benefit Contributio	10,526,956	672,025	-	11,198,981		11,198,981			11,198,981		11,198,981
60145	WSB Claims	560,641	82,161	-	642,802		642,802			642,802		642,802
60150	Heritage Fund	802,775	211,955	141,800	872,929	453,010	419,919	204,000		623,919	154,500	469,419
60170	Pre 99 -Bldgs. & Facil.	9,078,527	936,601	1,943,736	8,071,392	1,921,881	6,149,511	825,000		6,974,511	1,585,700	5,388,811
60171	Post 98 - Bldgs. & Facil.	7,669,095	1,366,619	474,482	8,561,231	1,422,562	7,138,669	1,314,296		8,452,965	492,850	7,960,115
60175	Planning Reserve	937,332	11,776	-	949,108		949,108			949,108		949,108
60180	Roads Infrastructure	8,120,326	574,544	1,696,699	6,998,171	2,222,615	4,775,556	403,988		5,179,544	1,076,400	4,103,144
60186	Streetscapes	-	-	-	-		-	323,328		323,328		323,328
60188	Parks Infrastructure	1,532,785	292,267	862,908	962,144	553,486	408,658	356,685		765,343	561,800	203,543
60189	Artificial Soccer Turf Reser	159,342	13,489	-	172,831		172,831	75,000		247,831		247,831
60190	Keele Valley Landfill	2,238,294	123,787	60,126	2,301,954	1,845,554	456,400	100,000		556,400	234,100	322,300
60192	City Hall Reserve	4,696,902	214,095	-	4,910,997	4,900,363	10,634			10,634		10,634
60195	Uplands Capital Improv. Res.	102,811	1,362	(7,648)	111,821	1,102,134	(990,313)	150,000		(840,313)		(840,313)
60196	Uplands Revenue Reserve	571,951	146,422	35,211	683,162	110,640	572,522			572,522		572,522
60200	Year End Expend. Reserve	2,794,495	614,563	318,910	3,090,148		3,090,148			3,090,148		3,090,148
61000	Senior Citizen Bequests	193,890	2,436	-	196,326		196,326			196,326		196,326
61030	Debuture Payments	21,186,223	2,329,223	(198,131)	23,713,576		23,713,576		2,602,862	21,110,714		21,110,714
61032	Debuture Payment-City Hall	8,767,963	1,121,144	-	9,889,107	9,707,813	181,294			181,294		181,294
Discretionary Reserves Total		211,816,485	32,565,775	19,262,899	225,119,361	45,852,435	179,266,926	103,990,496	96,330,820	186,926,602	8,805,450	178,121,152
Grand Total(s)		460,986,923	69,198,159	70,186,337	459,998,746	145,178,641	314,820,105	111,317,711	98,156,015	327,981,801	32,568,160	295,413,641



Capital Budget Transfer From Taxation

2012 Opening Balance

(Including Commitments & Transfers)

\$7,115,390

2012 Budget
2013 Budget
2014 & Beyond Budget

\$7,115,390
\$7,274,050
\$43,233,705

Rank	Budget Year	Year Identified	Dept	Number	Project Name	Project Type	Amount	Cumulative Total	Operating Budget	Co-Funding	TCA
Legal and Regulatory											
1.00	2012	2009	ENG	EN-1849-12	Oversize Street Name Sign Blades	Legal/Regulatory	\$77,300	\$77,300			Y
2.00	2012	2012	ENG	EN-1896-12	Traffic Signs Reflectivity Testing/Inspection	Legal/Regulatory	\$154,800	\$231,800			N
3.00	2012	2012	LIB	LI-4536-14	AODA Compliant & Combined Info/Circulation Desk Duffern Clark	Legal/Regulatory	\$75,000	\$306,800			Y
4.00	2012	2012	LIB	LI-4534-14	AODA Compliant & Combined Info/Circulation Desk Woodbridge	Legal/Regulatory	\$75,000	\$381,800			Y
							<u>\$381,800</u>				
Financial Commitment											
5.00	2012	2012	DTS	DT-7088-12	McNaughton Road Repairs	Financial Commitment	\$51,500	\$433,300			Y
							<u>\$51,500</u>				
Studies (Growth)											
6.00	2012	2012	PK5	PK-6354-12	Active Together Master Plan Study-5 yr Update	Studies	\$11,380	\$444,680		City Wide DC - Park Dev \$51,210; City Wide DC - Recreation \$51,210; Shared Costs \$15,000;	N
7.00	2012	2011	PLN	PL-9025-11	Natural Heritage Network (NHN) Inventory and Improvements	Studies	\$119,820	\$564,500			N
							<u>\$131,200</u>				
Growth Development											
8.00	2012	2012	BYL	BY-2518-12	Animal Shelter Lease Hold Improvements	Growth/Development	\$75,100	\$639,600		City Wide DC - General Gov. \$39,300;	Y
9.00	2012	2009	LIB	LI-4519-12	Civic Centre Resource Library-Construction	Growth/Development	\$1,277,400	\$1,917,000	\$2,500,000	City Wide DC - Library Buildings \$9,450,000; Gas Tax Reserve \$1,130,000;	Y
10.00	2012	2009	LIB	LI-4508-09	Civic Centre Resource Library-Resource Material	Growth/Development	\$40,300	\$1,957,300		City Wide DC - Library Materials \$362,500;	Y
11.00	2012	2011	PK5	PK-6319-12	Vaughan Metropolitan Centre (V.M.C.)-Millway/Applemood Park Design	Growth/Development	\$20,600	\$1,977,900	\$20,000	City Wide DC - Park Dev. \$185,400;	Y
12.00	2012	2012	FRS	FR-3563-12	Station #73 Design	Growth/Development	\$170,000	\$2,147,900		City Wide DC - Fire \$72,800;	Y
13.00	2012	2012	PK5	PK-6358-12	UV1-N26(Lawford Rd/Wardlaw Place)-Block 40	Growth/Development	\$94,560	\$2,242,460	\$23,500	City Wide DC - Park Dev. \$851,040;	Y
							<u>\$1,677,960</u>				
Growth Equipment											
14.00	2012	2012	FLT	FL-5220-12	Parks - New Equipment	Growth/Equipment	\$2,600	\$2,245,060	\$1,200	City Wide DC - Fleet/P.W. \$23,200;	Y
15.00	2012	2012	FLT	FL-5222-12	Parks - New Equipment	Growth/Equipment	\$2,600	\$2,247,660	\$1,000	City Wide DC - Fleet/P.W. \$23,200;	Y
16.00	2012	2012	FLT	FL-5223-12	Parks - New Equipment	Growth/Equipment	\$2,600	\$2,250,260	\$1,000	City Wide DC - Fleet/P.W. \$23,700;	Y
17.00	2012	2012	FLT	FL-5224-12	Parks - New Equipment	Growth/Equipment	\$2,700	\$2,252,960	\$3,000	City Wide DC - Fleet/P.W. \$24,100;	Y
18.00	2012	2012	FLT	FL-5231-12	Engineering Construction - New Vehicle	Growth/Equipment	\$2,600	\$2,255,560	\$1,500	City Wide DC - Fleet/P.W. \$23,200;	Y
19.00	2012	2012	FLT	FL-5247-12	Parks - Forestry - New Vehicle	Growth/Equipment	\$2,600	\$2,258,160	\$1,500	City Wide DC - Fleet/P.W. \$23,200;	Y
20.00	2012	2012	FLT	FL-5251-12	Parks - Forestry - New Vehicle	Growth/Equipment	\$2,600	\$2,260,760	\$1,500	City Wide DC - Fleet/P.W. \$23,200;	Y
21.00	2012	2012	FLT	FL-5252-12	Parks - Forestry - New Vehicle	Growth/Equipment	\$4,700	\$2,265,460	\$2,000	City Wide DC - Fleet/P.W. \$41,700;	Y
22.00	2012	2012	FLT	FL-5207-12	Public Works - Roads - New Vehicle	Growth/Equipment	\$2,600	\$2,268,060	\$2,000	City Wide DC - Fleet/P.W. \$23,200;	Y
23.00	2012	2012	FLT	FL-5208-12	Public Works - Roads - New Vehicle	Growth/Equipment	\$23,100	\$2,291,160	\$4,000	City Wide DC - Fleet/P.W. \$208,700;	Y
24.00	2012	2012	FLT	FL-5209-12	Public Works - Roads - New Vehicle	Growth/Equipment	\$4,300	\$2,295,460	\$4,500	City Wide DC - Fleet/P.W. \$39,000;	Y
25.00	2012	2012	FLT	FL-5210-12	Public Works - Roads - New Vehicle	Growth/Equipment	\$4,300	\$2,299,760	\$4,500	City Wide DC - Fleet/P.W. \$39,000;	Y
26.00	2012	2012	FLT	FL-5213-12	Parks - New Equipment	Growth/Equipment	\$5,700	\$2,305,460	\$1,500	City Wide DC - Fleet/P.W. \$51,000;	Y
27.00	2012	2012	FLT	FL-5214-12	Parks - New Equipment	Growth/Equipment	\$5,700	\$2,311,160	\$1,500	City Wide DC - Fleet/P.W. \$51,000;	Y
28.00	2012	2012	FLT	FL-5216-12	Parks - New Vehicle	Growth/Equipment	\$3,700	\$2,314,860	\$2,000	City Wide DC - Fleet/P.W. \$33,400;	Y
29.00	2012	2012	FLT	FL-5217-12	Parks - New Vehicle	Growth/Equipment	\$3,700	\$2,318,560	\$2,000	City Wide DC - Fleet/P.W. \$33,400;	Y
30.00	2012	2012	FLT	FL-5218-12	Parks - New Equipment	Growth/Equipment	\$6,400	\$2,324,960	\$2,500	City Wide DC - Fleet/P.W. \$57,500;	Y
31.00	2012	2012	FLT	FL-5219-12	Parks - New Equipment	Growth/Equipment	\$6,400	\$2,331,360	\$2,500	City Wide DC - Fleet/P.W. \$57,500;	Y
32.00	2012	2009	FLT	FL-5196-12	Fleet - New Small Equipment	Growth/Equipment	\$3,100	\$2,334,460		City Wide DC - Fleet/P.W. \$27,800;	N
33.00	2012	2012	REC	RE-9512-12	Father Ermanno Fitness Centre Equipment	Growth/Equipment	\$20,600	\$2,355,060		City Wide DC - Recreation \$185,400;	Y
							<u>\$112,600</u>				



Capital Budget Transfer From Taxation

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(Including Commitments & Transfers)

\$7,115,390

2012 Budget
2013 Budget
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\$7,274,050
\$43,233,705

Rank	Budget Year	Year Identified	Dept	Number	Project Name	Project Type	Amount	Cumulative Total	Operating Budget	Co-Funding	TCA
Growth Studies											
34.00	2012	2012	DP	DP-9028-12	Vaughan Metropolitan Centre Physical Master Plan Base Model	Growth/Studies	\$6,700	\$2,361,760		City Wide DC - General Gov. \$60,300;	Y
35.00	2012	2012	DP	DP-9029-12	Woodbridge Heritage District Urban Design/Streetscape Plan Study	Growth/Studies	\$20,600	\$2,382,360		City Wide DC - General Gov. \$185,400;	N
36.00	2012	2012	DP	DP-9030-12	Vaughan Metropolitan Centre Computer 3D Modeling System	Growth/Studies	\$13,390	\$2,395,750		City Wide DC - General Gov. \$120,510;	Y
37.00	2012	2012	PLN	PL-9027-12	Centre Street (West) Gateway Secondary Plan	Growth/Studies	\$6,740	\$2,402,490		City Wide DC - General Gov. \$60,660;	Y
							\$47,430				
Technology Initiatives											
38.00	2012	2012	RI	RI-0069-12	Investment Software	Technology	\$30,900	\$2,433,390	\$25,000		Y
39.00	2012	2009	CFS	CF-0053-09	Point of Sale Initiative	Technology	\$154,500	\$2,587,890	\$15,000		Y
40.00	2012	2012	CLK	CL-2517-12	Claims Management System	Technology	\$51,500	\$2,639,390			Y
41.00	2012	2009	LIB	LI-4504-09	Library Technology Upgrade	Technology	\$140,000	\$2,779,390			Y
42.00	2012	2012	HR	HR-2516-12	JD Edwards - Position Control Module	Technology	\$72,100	\$2,851,490			Y
43.00	2012	2007	CLK	CL-2502-12	Electronic Document Management System - Implementation Plan/ Study	Technology	\$103,000	\$2,954,490			Y
							\$552,000				
Infrastructure Replacement Program (Annual)											
44.00	2012	2012	PO	PO-6700-12	Tree Planting Program	Infrastructure Replacement	\$500,000	\$3,454,490		Tree Replace Reserve \$25,000;	N
45.00	2012	2007	PWA	PW-2013-07	Street Light Pole Replacement Program	Infrastructure Replacement	\$206,000	\$3,660,490			Y
							\$706,000				
IT Replacement Program (Annual)											
46.00	2012	2012	ITS	IT-3016-12	Personal Computer (PC) Assets Renewal	Equipment Replacement	\$221,500	\$3,881,990			Y
47.00	2012	2012	ITS	IT-3017-12	Enterprise Telephone System Assets Renewal	Equipment Replacement	\$391,400	\$4,273,390			Y
48.00	2012	2012	ITS	IT-3019-12	Central Computing Infrastructure Renewal	Equipment Replacement	\$389,300	\$4,662,690			Y
							\$1,002,200				
New Initiatives											
49.00	2012	2012	PO	PO-6709-12	SWM Pond Life Saving Stations (Phase IV)	New Infrastructure	\$70,800	\$4,733,490	\$3,000	City Wide DC - Engineering \$21,900;	N
50.00	2012	2012	ENG	EN-1906-12	Islington Avenue Streetscape - Gateway Features	New Infrastructure	\$26,900	\$4,760,390		Shared Costs \$48,700;	Y
51.00	2012	2012	ENG	EN-1911-12	Traffic Calming - Summeridge/Autumn Hill	New Infrastructure	\$113,000	\$4,873,390			N
52.00	2012	2012	ITS	IT-3018-12	Active Network eConnect Additional Licenses	New Equipment	\$92,700	\$4,966,090			Y
53.00	2012	2012	BF	BF-8350-14	Security Camera Installations Various Parks	New Equipment	\$80,000	\$5,046,090			Y
54.00	2012	2012	PK5	PK-6299-12	Concord Thornhill Regional Park-Artificial Turf Soccer Field	New Infrastructure	\$1,001,600	\$6,047,690		Shared Costs \$255,000;	Y
55.00	2012	2007	FRS	FR-3514-12	Relocate Fire Station 7-3, LAND ACQUISITION	Growth/Development	\$1,067,700	\$7,115,390		City Wide DC - Fire \$201,500; Proceeds from Sale of Lands \$470,200;	Y
							\$2,452,700				

2012 Approved Budget Line

Legal and Regulatory											
1.00	2013	2010	ENG	EN-1843-11	Traffic Signal Improvements	Legal/Regulatory	\$206,000	\$206,000			Y
2.00	2013	2012	ENG	EN-1896-12	Traffic Signs Reflectivity Testing/Inspection	Legal/Regulatory	\$154,500	\$360,500			N
3.00	2013	2013	LIB	LI-4533-14	AODA Compliant & Combined Info/Circulation Desk Ansley Grove	Legal/Regulatory	\$75,000	\$435,500			Y
4.00	2013	2014	LIB	LI-4535-14	AODA Compliant & Combined Info/Circulation Desk Maple	Legal/Regulatory	\$75,000	\$510,500			Y
							\$510,500				
Growth Development											
5.00	2013	2012	BYL	BY-2518-12	Animal Shelter Lease Hold Improvements	Growth/Development	\$75,100	\$585,600		City Wide DC - General Gov. \$39,300;	Y
6.00	2013	2012	FRS	FR-3565-13	Station #73 Equipment	Growth/Development	\$119,000	\$704,600		City Wide DC - Fire \$51,000;	Y
7.00	2013	2009	LIB	LI-4508-09	Civic Centre Resource Library-Resource Material	Growth/Development	\$87,000	\$791,600		City Wide DC - Library Materials \$783,000;	Y
8.00	2013	2012	PK5	PK-6348-13	LP-N9 (Block 12)	Growth/Development	\$14,330	\$805,930		City Wide DC - Park Dev. \$128,970;	Y
9.00	2013	2012	PK5	PK-6347-13	LP-N6 (Block 12)	Growth/Development	\$12,320	\$818,250		City Wide DC - Park Dev. \$110,880;	Y



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Rank	Budget Year	Year Identified	Dept	Number	Project Name	Project Type	Amount	Cumulative Total	Operating Budget	Co-Funding	TCA
10.00	2013	2012	FRS	FR-3564-13	Station #73 Construction	Growth/Development	\$1,209,100	\$2,027,350		City Wide DC - Fire \$518,200;	Y
11.00	2013	2012	BF	BF-8378-13	Carville CC	Growth/Development	\$365,300	\$2,392,650		City Wide DC - Recreation \$3,287,700;	Y
12.00	2013	2011	PK5	PK-6305-13	Maple Valley Plan-North Maple Regional Pk Phase I(A)	Growth/Development	\$721,000	\$3,113,650		City Wide DC - Park Dev. \$6,489,000;	Y
Growth Equipment											
13.00	2013	2012	FLT	FL-5245-13	Parks - Forestry - New Vehicle	Growth/Equipment	\$5,200	\$3,118,850	\$106,741	City Wide DC - Fleet/P.W. \$46,300;	Y
14.00	2013	2012	FLT	FL-5244-13	Parks - Forestry - New Vehicle	Growth/Equipment	\$3,100	\$3,121,950	\$66,320	City Wide DC - Fleet/P.W. \$27,800;	Y
15.00	2013	2012	FLT	FL-5206-13	Public Works - Roads - New Vehicle	Growth/Equipment	\$2,600	\$3,124,550	\$57,974	City Wide DC - Fleet/P.W. \$23,200;	Y
16.00	2013	2012	FLT	FL-5199-13	Bylaw Enforcement - New Vehicle	Growth/Equipment	\$3,100	\$3,127,650	\$85,053	City Wide DC - Fleet/P.W. \$27,800;	Y
17.00	2013	2011	LIB	LI-4530-13	Civic Centre Resource Library	Growth/Equipment	\$125,000	\$3,252,650		City Wide DC - Library Buildings \$1,125,000;	Y
Technology Initiatives											
18.00	2013	2009	LIB	LI-4504-09	Library Technology Upgrade	Technology	\$140,000	\$3,392,650			Y
19.00	2013	2012	SP	SP-0003-13	Performance Measurement System Software	Technology	\$103,000	\$3,495,650	\$10,000		Y
20.00	2013	2013	AV	AV-3020-13	Access Vaughan Phase II - Step D	Technology	\$50,500	\$3,546,150			Y
21.00	2013	2007	CLK	CL-2502-12	Electronic Document Management System	Technology	\$1,791,200	\$5,337,350	\$236,350		Y
Infrastructure Replacement Program (Annual)											
22.00	2013	2007	PWA	PW-2013-07	Street Light Pole Replacement Program	Infrastructure Replacement	\$216,300	\$5,553,650		Tree Replace Reserve \$25,000;	Y
23.00	2013	2012	PO	PO-6700-12	Tree Planting Program	Infrastructure Replacement	\$550,000	\$6,103,650			N
IT Replacement Program (Annual)											
24.00	2013	2012	ITS	IT-3016-12	Personal Computer (PC) Assets Renewal	Equipment Replacement	\$221,500	\$6,325,150			Y
25.00	2013	2012	ITS	IT-3017-12	Enterprise Telephone System Assets Renewal	Equipment Replacement	\$391,400	\$6,716,550			Y
26.00	2013	2012	ITS	IT-3019-12	Central Computing Infrastructure Renewal	Equipment Replacement	\$389,300	\$7,105,850			Y
New Initiatives											
27.00	2013	2012	PO	PO-6741-13	Maple Community Centre-Landscape Improvements	New Infrastructure	\$168,200	\$7,274,050			N

2013 Recognized Budget Line

1.00	2014	2010	ENG	EN-1851-14	GIS Infrastructure Inventory	Asset Management Technology	\$329,600	\$329,600			N
2.00	2014	2010	BF	BF-8296-14	Implementation of a Asset Management Program	Asset Management Technology	\$656,700	\$986,300	\$35,000		N
3.00	2014	2011	ENG	EN-1852-14	Drawing Index Enhancements	Asset Management Technology	\$103,000	\$1,089,300			N
4.00	2014	2011	PK5	PK-6287-14	Rutherford Road District Pk (UV2-D1)	Growth/Development	\$821,430	\$1,910,730		City Wide DC - Park Dev. \$7,392,870;	Y
5.00	2014	2012	PK5	PK-6365-14	UV1-D4(Chaffield Dr/Lawford Rd)-Block 40	Growth/Development	\$555,600	\$2,466,330	\$55,800	City Wide DC - Park Dev. \$5,000,400;	Y
6.00	2014	2006	PWA	1614-0-06	Rehabilitation of Hillside/Hwy 7 Creek Swale	Infrastructure Replacement	\$2,153,800	\$4,620,130			N
7.00	2014	2012	PO	PO-6739-14	Tree Replacement Program(EAB)	Infrastructure Replacement	\$483,100	\$5,103,230			N
8.00	2014	2012	PO	PO-6700-12	Tree Planting Program	Infrastructure Replacement	\$550,000	\$5,653,230		Tree Replace Reserve \$25,000;	N
9.00	2014	2009	LIB	LI-4504-09	Library Technology Upgrade	New Equipment	\$140,000	\$5,793,230			Y
10.00	2014	2011	PWA	PW-2043-14	Slide-in Saller Units	New Equipment	\$25,800	\$5,819,030			N
11.00	2014	2011	PWA	PW-2053-14	Miscellaneous Roads Small Equipment	New Equipment	\$51,500	\$5,870,530			N
12.00	2014	2011	CLK	CL-2511-14	Access & Storage Equipment for JOC Records Centre	New Equipment	\$40,000	\$5,910,530			N
13.00	2014	2012	FLT	FL-5246-14	Parks - Forestry - New Vehicle	New Equipment	\$37,100	\$5,947,630			Y
14.00	2014	2012	FLT	FL-5221-14	Parks - New Equipment	New Equipment	\$72,100	\$6,019,730			Y
15.00	2014	2012	FLT	FL-5225-14	Parks - New Equipment	New Equipment	\$25,800	\$6,045,530			Y
16.00	2014	2012	FLT	FL-5215-14	Parks - New Vehicle	New Equipment	\$61,800	\$6,107,330	\$2,500		Y
17.00	2014	2012	PO	PO-6740-14	Irrigation Central Control System Additions-Various Locations	New Equipment	\$129,000	\$6,236,330			Y
18.00	2014	2011	PWA	PW-2051-14	Pre-wet Equipment	New Equipment	\$41,200	\$6,277,530			N
19.00	2014	2012	EP	EP-0068-14	Emergency Operations Centre	New Equipment	\$25,800	\$6,303,330			Y

Capital Budget

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Rank	Budget Year	Year Identified	Dept	Number	Project Name	Project Type	Amount	Cumulative Total	Operating Budget	Co-Funding	TCA
20.00	2014	2012	BF	BF-8350-14	Security Camera Installations Various Parks	New Equipment	\$74,500	\$6,377,830			Y
21.00	2014	2004	BF	BF-8107-14	JOC Fire Department Training Yard - Asphalt Pad	New Infrastructure	\$410,800	\$6,788,630			Y
22.00	2014	2006	BF	BF-8094-14	Al Palladini CC Pool Change Rooms	New Infrastructure	\$1,102,500	\$7,891,130			Y
23.00	2014	2007	PK	PK-6108-14	Riverside Park-Tennis Crt Design & Construction	New Infrastructure	\$159,700	\$8,050,830	\$1,000		Y
24.00	2014	2008	BF	BF-8200-14	Al Palladini Community Centre Sign Retrofit	New Infrastructure	\$82,400	\$8,133,230			Y
25.00	2014	2008	PK5	PK-6093-14	Concord Thornhill Regional Park-Skate Park/Basketball Courts	New Infrastructure	\$1,034,200	\$9,167,430	\$5,000		Y
26.00	2014	2010	BF	BF-8283-14	Dufferin Clark C.C. Relocate Seniors Room To The Ground Floor	New Infrastructure	\$50,600	\$9,218,030			Y
27.00	2014	2010	BF	BF-8270-14	Sunset Ridge Park Walkway Lighting	New Infrastructure	\$51,500	\$9,269,530	\$2,500		Y
28.00	2014	2010	ENG	EN-1837-14	Walkway lighting - Mountbatten Road	New Infrastructure	\$30,900	\$9,300,430			Y
29.00	2014	2010	ENG	EN-1864-14	Walkway lighting - Aberdeen Avenue and Andrea Lane	New Infrastructure	\$30,900	\$9,331,330			Y
30.00	2014	2010	ENG	EN-1853-14	Vellore Woods Blvd. Lay-by Parking	New Infrastructure	\$154,500	\$9,485,830			Y
31.00	2014	2010	PK5	PK-6286-14	Worth Park-Sports Field Irrigation System	New Infrastructure	\$92,700	\$9,578,530	\$4,000		Y
32.00	2014	2010	PK5	PK-6265-14	Maple Reservoir Park-Senior Soccer Field Lighting	New Infrastructure	\$396,600	\$9,975,130	\$25,000		Y
33.00	2014	2010	PK5	PK-6275-14	Rimwood Park Fencing	New Infrastructure	\$10,021,530	\$10,102,530			Y
34.00	2014	2010	BF	BF-8271-14	East District Parks Yard Parking Lot Modifications	New Infrastructure	\$102,000	\$10,123,530			Y
35.00	2014	2010	BF	BF-8297-14	JOC - Expand Fire Department Training Area Washrooms	New Infrastructure	\$73,600	\$10,197,130			Y
36.00	2014	2011	BF	BF-8331-14	Al Palladini C.C. Construct a Storage Room	New Infrastructure	\$30,900	\$10,228,030			Y
37.00	2014	2011	BF	BF-8353-14	Splash Pad Controls Automation	New Infrastructure	\$46,400	\$10,274,430	\$(3,000)		Y
38.00	2014	2011	BF	BF-8363-14	East District Park -Works Yard Dumping Ramp	New Infrastructure	\$36,100	\$10,310,530			Y
39.00	2014	2011	BF	BF-8364-14	Woodbridge Yard-Works Yard Dumping Ramp	New Infrastructure	\$36,100	\$10,346,630			Y
40.00	2014	2011	BF	BF-8346-14	JOC-Works Yards Dumping Ramps	New Infrastructure	\$38,200	\$10,384,830			Y
41.00	2014	2011	PK5	PK-6316-14	Napa Valley Park-Neighbourhood Skateboard Park Facility	New Infrastructure	\$139,100	\$10,523,930			Y
42.00	2014	2011	PK5	PK-6324-14	Veterans Park-Bocce Court Construction	New Infrastructure	\$89,700	\$10,613,630			Y
43.00	2014	2011	PK5	PK-6296-14	Bathurst Estate Park Tennis Lighting	New Infrastructure	\$87,600	\$10,701,230	\$1,000		Y
44.00	2014	2011	PK5	PK-6340-14	Frank Robson Park-Sports Field Irrigation System	New Infrastructure	\$87,600	\$10,788,830	\$3,500		Y
45.00	2014	2011	PK5	PK-6302-14	Leash Free Dog Park	New Infrastructure	\$136,500	\$10,925,330	\$11,300		Y
46.00	2014	2011	PK5	PK-6314-14	Vaughan Crest Park - Shade Structure	New Infrastructure	\$173,100	\$11,098,430			Y
47.00	2014	2011	BF	BF-8343-14	Dufferin Clark C.C. Addition of Accessible Washroom	New Infrastructure	\$51,500	\$11,149,930			Y
48.00	2014	2011	PK5	PK-6329-14	Civic Centre Public Square Design	New Infrastructure	\$262,700	\$11,412,630			Y
49.00	2014	2012	BF	BF-8387-14	City Hall Public Square/Underground Parking Structure/Outdoor Rink	New Infrastructure	\$20,970,800	\$32,383,430			Y
50.00	2014	2012	BF	BF-8379-14	Father Ermanno Bulfon CC-Outdoor Rink	New Infrastructure	\$113,300	\$32,496,730			Y
51.00	2014	2012	PK5	PK-6350-14	Sonoma Heights Community Park-Skateboard Park	New Infrastructure	\$153,000	\$32,649,730			Y
52.00	2014	2012	ENG	EN-1866-14	Traffic Calming Program	New Infrastructure	\$154,500	\$32,804,230			N
53.00	2014	2012	ENG	EN-1867-12	Pedestrian Crossing Enhancement Program	New Infrastructure	\$206,000	\$33,010,230			Y
54.00	2014	2012	PK5	PK-6366-14	Maple Community Centre-Baseball Fencing	New Infrastructure	\$32,000	\$33,042,230			Y
55.00	2014	2012	PK5	PK-6367-14	Frank Robson Park-Baseball Fencing	New Infrastructure	\$32,000	\$33,074,230			Y
56.00	2014	2012	PK5	PK-6368-14	Binderwine Park-Fencing	New Infrastructure	\$32,000	\$33,106,230			N
57.00	2014	2012	PK5	PK-6369-14	Rosemount Community Centre/City Playhouse-Baseball Diamond	New Infrastructure	\$32,000	\$33,138,230			Y
58.00	2014	2012	PK5	PK-6371-14	North Thornhill Community District Park-Shade Structure	New Infrastructure	\$30,900	\$33,169,130			Y
59.00	2014	2012	PK5	PK-6359-14	Maxeys Park Parking Lot Expansion	New Infrastructure	\$85,000	\$33,254,130			Y
60.00	2014	2012	PK5	PK-6364-14	Sonoma Heights Community Park-Fencing Extension	New Infrastructure	\$30,900	\$33,285,030			Y
61.00	2014	2012	PK5	PK-6363-14	Vellore Heritage Square-Parking Lot Drainage	New Infrastructure	\$87,900	\$33,372,930			Y
62.00	2014	2012	PK5	PK-6349-14	Vaughan Grove Sports Park-OSA Sports Lighting	New Infrastructure	\$470,200	\$33,843,130			Y
63.00	2014	2012	PK5	PK-6355-14	Vaughan Mills Park-Shade Structure	New Infrastructure	\$51,500	\$33,894,630			Y
64.00	2014	2012	PK5	PK-6356-14	Sonoma Heights Community Park-Ball Diamond Lighting	New Infrastructure	\$198,300	\$34,092,930			Y
65.00	2014	2011	PK5	PK-6346-14	Maple Valley Plan-North Maple Regional Pk Phase I(B)	Growth/Development	\$618,000	\$34,710,930	\$1,907,473	City Wide DC - Park Dev. \$5,562,000;	Y
66.00	2014	2012	PO	PO-6745-14	Nashville Cemetery-Road Extension	New Infrastructure	\$57,700	\$34,768,630			Y
67.00	2014	2012	REC	RE-9521-14	Retrofit Lighting at Gallery space at MCC	New Infrastructure	\$25,800	\$34,794,430			Y
68.00	2014	2012	REC	RE-9522-14	Exhibition Units for City Hall and MCC	New Infrastructure	\$67,000	\$34,861,430			Y
69.00	2014	2012	PO	PO-6738-14	Oakbank Pond-Canada Goose Control	New Infrastructure	\$76,300	\$34,937,730			N
70.00	2014	2012	BF	BF-8390-14	Alexander Elisa Park-Indoor Bocce Facility	New Infrastructure	\$2,206,300	\$37,144,030	\$30,000		Y
71.00	2014	2012	ENG	EN-1883-14	Construction of Turning Lane at Willis Drive and Pine Valley Drive	New Infrastructure	\$453,300	\$37,597,330			Y
72.00	2014	2012	PK5	PK-6357-14	Agostino Park Expansion	Growth/Development	\$792,100	\$38,389,430			Y
73.00	2014	2012	BF	BF-8378-13	Carville CC	Growth/Development	\$3,287,700	\$41,677,130		City Wide DC - Recreation \$32,877,000;	Y

Capital Budget Transfer From Taxation

2012 Opening Balance

(Including Commitments & Transfers)

\$7,115,390

2012 Budget \$7,115,390

2013 Budget

\$7,274,050

2014 & Beyond Budget

\$43,233,705

Rank	Budget Year	Year Identified	Dept	Number	Project Name	Project Type	Amount	Cumulative Total	Operating Budget	Co-Funding	TCA
74.00	2014	2012	ENG	EN-1907-14	Creation of CAD Standards	Studies	\$51,500	\$41,728,630			N
75.00	2014	2012	REC	RE-9519-14	Vaughan Art Gallery Site Study	Studies	\$51,500	\$41,780,130			N
76.00	2014	2012	PWA	PW-2052-14	Road Patrol Hardware & Software	Technology	\$25,800	\$41,805,930			N
77.00	2014	2009	LIB	LI-4508-09	Civic Centre Resource Library-Resource Material	Growth/Development	\$87,000	\$41,892,930		City Wide DC - Library Materials	Y
78.00	2014	2012	LIB	LI-4516-14	Carrville Block 11- Resource Material	Growth/Development	\$43,500	\$41,936,430		\$783,000; City Wide DC - Library Materials	Y
79.00	2014	2011	LIB	LI-4511-14	Civic Centre Library-Communications & Hardware	Growth/Development	\$69,000	\$42,005,430		\$391,500; City Wide DC - Library Buildings	Y
80.00	2014	2012	LIB	LI-4522-14	Carrville BL11 - Consulting Design/Construction	Growth/Development	\$17,000	\$42,022,430	\$1,200,000	\$621,000; City Wide DC - Library Buildings	Y
81.00	2014	2012	LIB	LI-4521-14	Carrville BL 11 Land	Growth/Development	\$57,700	\$42,080,130		\$153,300; Gas Tax Reserve \$16,600; City Wide DC - Library Buildings	Y
82.00	2014	2011	PK5	PK-6308-12	UV1-N25	Growth/Development	\$81,800	\$42,161,930		\$519,100; City Wide DC - Park Dev. \$736,200;	Y
83.00	2014	2011	PK5	PK-6309-14	UV1-N28	Growth/Development	\$64,000	\$42,225,930		City Wide DC - Park Dev. \$576,000;	Y
84.00	2014	2011	PK5	PK-6310-14	UV1-N29	Growth/Development	\$117,200	\$42,343,130		City Wide DC - Park Dev. \$1,055,000;	Y
1.00	2015	2012	PK5	PK-6374-15	Uplands Club & Ski Centre-Magic Carpet Lift	Growth/Development	\$28,325	\$42,371,455		Uplands Revenue Reserve \$254,925;	Y
2.00	2015	2012	LIB	LI-4524-15	Carrville Community Library - Communications and Hardware	Technology	\$15,000	\$42,386,455		City Wide DC - Library Buildings	Y
3.00	2015	2009	LIB	LI-4508-09	Civic Centre Resource Library-Resource Material	Growth/Development	\$87,000	\$42,473,455		\$135,000; City Wide DC - Library Materials	Y
4.00	2015	2012	LIB	LI-4516-14	Carrville Block 11- Resource Material	Growth/Development	\$43,500	\$42,516,955		\$783,000; City Wide DC - Library Materials	Y
5.00	2015	2012	LIB	LI-4522-14	Carrville BL11 - Consulting Design/Construction	Growth/Development	\$274,500	\$42,791,455	\$1,200,000	\$391,500; City Wide DC - Library Buildings	Y
6.00	2015	2012	FLT	FL-5253-15	Engineering Services - New Vehicle	Growth/Equipment	\$2,600	\$42,794,055		\$2,067,600; Gas Tax Reserve \$223,100;	Y
7.00	2015	2012	LIB	LI-4518-15	Carrville BL11 - Furniture and Equipment	Growth/Equipment	\$26,800	\$42,820,855		City Wide DC - Fleet/P.W. \$23,200;	Y
8.00	2015	2009	LIB	LI-4504-09	Library Technology Upgrade	New Equipment	\$140,000	\$42,960,855		City Wide DC - Library Materials	Y
1.00	2016	2012	LIB	LI-4526-16	Vellore Village Community Library - Land	Growth/Development	\$74,250	\$43,035,105		\$241,400;	Y
2.00	2016	2012	LIB	LI-4525-16	Vellore Village Community Library	Growth/Development	\$34,600	\$43,069,705		City Wide DC - Library Buildings	N
3.00	2016	2012	LIB	LI-4516-14	Carrville Block 11- Resource Material	Growth/Development	\$24,000	\$43,093,705		\$668,250; City Wide DC - Library Buildings	N
4.00	2016	2009	LIB	LI-4504-09	Library Technology Upgrade	Growth/Development	\$140,000	\$43,233,705		City Wide DC - Library Buildings	Y
						New Equipment	\$140,000			\$310,900; Gas Tax Reserve \$33,600;	Y
							\$24,000			City Wide DC - Library Materials	Y
							\$140,000			\$216,000;	Y

2014 & Beyond Considerations

Capital Budget

By Funding Source - City Wide DC - Engineering

2012 Opening Balance
(Including Commitments & Transfers)

\$27,187,962

2012 Budget \$3,209,200
2013 Budget \$1,915,800
2014 & Beyond Budget \$2,729,500

Rank	Budget Year	Year Identified	Dept	Number	Project Name	Project Type	Amount	Cumulative Total	Operating Budget	Co-Funding	TCA
1.00	2012	2011	ENG	EN-1905-12	Major Mackenzie Drive Streetscape Construction - Additional Funding	Growth/Development	\$115,900	\$115,900		Keele Valley Landfill Reserve \$234,100; Municipal Contribution \$80,000;	Y
2.00	2012	2011	ENG	EN-1865-11	Highway 407 Station Jane St. Sidewalk & Streetlighting	Growth/Development	\$1,030,000	\$1,145,900	\$8,000		Y
3.00	2012	2012	ENG	EN-1898-12	Sidewalk Installation - Keele Street	Growth/Development	\$360,500	\$1,506,400	\$2,000		Y
4.00	2012	2011	ENG	EN-1857-12	Construction of Sidewalk on Dufferin Street from Rutherford Road to Major Mackenzie Drive	Growth/Development	\$628,300	\$2,134,700	\$4,000		Y
5.00	2012	2012	ENG	EN-1899-12	Streetlight installation - Highway 50	New Infrastructure	\$206,000	\$2,340,700			Y
6.00	2012	2012	ENG	EN-1895-12	Traffic Signal Installation - Portage Parkway and Millway Avenue	Growth/Development	\$154,500	\$2,495,200			Y
7.00	2012	2012	ENG	EN-1881-12	Traffic Signal Installation - Woodbridge Avenue and Market Lane	Growth/Development	\$142,200	\$2,637,400			Y
8.00	2012	2012	ENG	EN-1885-12	Sidewalks - Missing Links	Growth/Development	\$206,000	\$2,843,400	\$2,000		Y
9.00	2012	2012	ENG	EN-1882-12	Pedestrian Signal - New Westminster Dr. near Westmount	Growth/Development	\$95,100	\$2,938,500			Y
10.00	2012	2012	ENG	EN-1880-12	Sidewalk - Major Mackenzie	Growth/Development	\$67,000	\$3,005,500			Y
11.00	2012	2012	ENG	EN-1906-12	Islington Avenue Streetscape - Gateway Features	New Infrastructure	\$21,900	\$3,027,400		Shared Costs \$48,700; Transfer from Taxation \$26,900;	Y
12.00	2012	2012	DTS	DT-7095-12	VMC Underground Pathway System Strategy Study	Growth/Development	\$103,000	\$3,130,400		Provincial Grant \$50,000;	N
13.00	2012	2012	DTS	DT-7084-12	Vaughan TDM Policy	Growth/Studies	\$78,800	\$3,209,200			N
2012 Approved Budget Line											
1.00	2013	2012	ENG	EN-1880-12	Sidewalk - Major Mackenzie	Growth/Development	\$1,030,000	\$1,030,000			Y
2.00	2013	2013	DTS	DT-7089-13	Stevenson Avenue Reconstruction	Growth/Development	\$412,000	\$1,442,000			Y
3.00	2013	2013	DTS	DT-7090-13	Huntington Rd. - Langstaff to Rutherford / Detailed Design	Growth/Development	\$370,800	\$1,812,800			Y
4.00	2013	2012	DTS	DT-7085-13	Parking Management Strategy Study	Growth/Studies	\$103,000	\$1,915,800			N
2013 Recognized Budget Line											
1.00	2014	2011	DTS	DT-7077-14	Block 64 Valley Crossing	Growth/Development	\$2,472,000	\$2,472,000			Y
2.00	2014	2011	DTS	DT-7072-14	Colossus Dr Hwy 400 Flyover - Interchange Connection EA	Growth/Studies	\$257,500	\$2,729,500			N
2014 & Beyond Considerations											

Capital Budget

By Funding Source - City Wide DC - Fire

2012 Opening Balance
(Including Commitments & Transfers)

\$(1,314,675)

2012 Budget **\$567,400**
2013 Budget **\$1,236,500**
2014 & Beyond Budget **\$1,272,430**

Rank	Budget Year	Year Identified	Dept	Number	Project Name	Project Type	Amount	Cumulative Total	Operating Budget	Co-Funding	TCA
2012 Approved Budget Line											
1.00	2012	2012	FRS	FR-3570-12	Station #7-10 Equipment Purchase for Firefighters	Growth/Development	\$123,100	\$123,100			Y
2.00	2012	2012	FRS	FR-3569-12	Station #7-10 Equipment	Growth/Equipment	\$170,000	\$293,100			Y
3.00	2012	2007	FRS	FR-3514-12	Relocate Fire Station 7-3; LAND ACQUISITION	Growth/Development	\$201,500	\$494,600		Proceeds from Sale of Lands \$470,200; Transfer from Taxation \$1,067,700;	Y
4.00	2012	2012	FRS	FR-3563-12	Station #73 Design	Growth/Development	\$72,800	\$567,400		Transfer from Taxation \$170,000;	Y
2013 Recognized Budget Line											
1.00	2013	2012	FRS	FR-3564-13	Station #73 Construction	Growth/Development	\$518,200	\$518,200		Transfer from Taxation \$1,209,100;	Y
2.00	2013	2012	FRS	FR-3565-13	Station #73 Equipment	Growth/Development	\$51,000	\$569,200		Transfer from Taxation \$119,000;	Y
3.00	2013	2011	FRS	FR-3556-13	New Engine for Station 75 - Pumper	Growth/Equipment	\$667,300	\$1,236,500	\$1,726,907		Y
2014 & Beyond Considerations											
1.00	2014	2012	FRS	FR-3573-14	Command Vehicle	Growth/Development	\$41,200	\$41,200	\$545,999		Y
2.00	2014	2012	FRS	FR-3567-14	Station #75 Equipment for Engine 75	Growth/Equipment	\$119,700	\$160,900			Y
3.00	2014	2012	FRS	FR-3568-14	Station #75 Equipment Purchase for Firefighters	Growth/Development	\$123,100	\$284,000			Y
4.00	2014	2012	FRS	FR-3578-14	Fire Prevention Vehicle	Growth/Development	\$37,130	\$321,130			Y
5.00	2014	2012	FRS	FR-3575-14	Station #78 Engine Purchase	Growth/Equipment	\$667,300	\$988,430	\$1,739,793		Y
6.00	2014	2012	FRS	FR-3576-14	Engine # 78 Equipment Purchase	Growth/Equipment	\$119,700	\$1,108,130			Y
7.00	2014	2012	FRS	FR-3577-14	Station #78 Equipment for Firefighters Purchase	Growth/Equipment	\$123,100	\$1,231,230			Y
8.00	2014	2012	FRS	FR-3571-14	Command Vehicle	Growth/Development	\$41,200	\$1,272,430	\$543,967		Y

Capital Budget

By Funding Source - City Wide DC - Library Buildings

2012 Opening Balance
(Including Commitments & Transfers)

\$10,938,811

2012 Budget

\$9,450,000

2013 Budget

\$1,125,000

2014 & Beyond Budget

\$4,475,150

Rank	Budget Year	Year Identified	Dept	Number	Project Name	Project Type	Amount	Cumulative Total	Operating Budget	Co-Funding	TCA
1.00	2012	2009	LIB	LI-4519-12	Civic Centre Resource Library-Construction	Growth/Development	\$9,450,000	\$9,450,000	\$2,500,000	Gas Tax Reserve \$1,130,000; Transfer from Taxation \$1,277,400;	Y
2012 Approved Budget Line											
1.00	2013	2011	LIB	LI-4530-13	Civic Centre Resource Library	Growth/Development	\$1,125,000	\$1,125,000		Transfer from Taxation \$125,000;	Y
2013 Recognized Budget Line											
1.00	2014	2011	LIB	LI-4511-14	Civic Centre Library-Communications & Hardware	Growth/Development	\$621,000	\$621,000		Transfer from Taxation \$69,000;	Y
2.00	2014	2014	LIB	LI-4522-14	Carville BL11 - Consulting Design/Construction	Growth/Development	\$153,300	\$774,300	\$1,200,000	Gas Tax Reserve \$16,600; Transfer from Taxation \$17,000;	Y
3.00	2014	2014	LIB	LI-4521-14	Carville BL 11 Land	Growth/Development	\$519,100	\$1,293,400		Transfer from Taxation \$57,700;	Y
1.00	2015	2014	LIB	LI-4522-14	Carville BL11 - Consulting Design/Construction	Growth/Development	\$2,067,600	\$3,361,000	\$1,200,000	Gas Tax Reserve \$223,100; Transfer from Taxation \$274,500;	Y
2.00	2015	2013	LIB	LI-4524-15	Carville Community Library - Communications and Hardware	Technology	\$135,000	\$3,496,000		Transfer from Taxation \$15,000;	Y
1.00	2016	2014	LIB	LI-4526-16	Vellore Village Community Library - Land	Growth/Development	\$668,250	\$4,164,250		Transfer from Taxation \$74,250;	N
2.00	2016	2015	LIB	LI-4525-16	Vellore Village Community Library	Growth/Development	\$310,900	\$4,475,150		Gas Tax Reserve \$33,600; Transfer from Taxation \$34,600;	N
2014 & Beyond Considerations											



Capital Budget

By Funding Source - City Wide DC - Library Materials

2012 Opening Balance
(Including Commitments & Transfers)

\$3,210,106

2012 Budget \$362,500
2013 Budget \$783,000
2014 & Beyond Budget \$2,806,400

Rank	Budget Year	Year Identified	Dept	Number	Project Name	Project Type	Amount	Cumulative Total	Operating Budget	Co-Funding	TCA
1.00	2012	2009	LIB	LI-4508-09	Civic Centre Resource Library-Resource Material	Growth/Development	\$362,500	\$362,500		Transfer from Taxation \$40,300;	Y
2012 Approved Budget Line											
1.00	2013	2009	LIB	LI-4508-09	Civic Centre Resource Library-Resource Material	Growth/Development	\$783,000	\$783,000		Transfer from Taxation \$87,000;	Y
2013 Recognized Budget Line											
1.00	2014	2012	LIB	LI-4516-14	Carrville Block 11- Resource Material	Growth/Development	\$391,500	\$391,500		Transfer from Taxation \$43,500;	Y
2.00	2014	2009	LIB	LI-4508-09	Civic Centre Resource Library-Resource Material	Growth/Development	\$783,000	\$1,174,500		Transfer from Taxation \$87,000;	Y
1.00	2015	2012	LIB	LI-4516-14	Carrville Block 11- Resource Material	Growth/Development	\$391,500	\$1,566,000		Transfer from Taxation \$43,500;	Y
2.00	2015	2015	LIB	LI-4518-15	Carrville BL11 - Furniture and Equipment	Growth/Equipment	\$241,400	\$1,807,400		Transfer from Taxation \$26,800;	Y
3.00	2015	2009	LIB	LI-4508-09	Civic Centre Resource Library-Resource Material	Growth/Development	\$783,000	\$2,590,400		Transfer from Taxation \$87,000;	Y
1.00	2016	2012	LIB	LI-4516-14	Carrville Block 11- Resource Material	Growth/Development	\$216,000	\$2,806,400		Transfer from Taxation \$24,000;	Y
2014 & Beyond Considerations											



Capital Budget

By Funding Source - City Wide DC - General Gov.

2012 Opening Balance
(Including Commitments & Transfers)

\$(3,356,574)

2012 Budget **\$546,050**

2013 Budget **\$39,300**

2014 & Beyond Budget **\$0**

Rank	Budget Year	Year Identified	Dept	Number	Project Name	Project Type	Amount	Cumulative Total	Operating Budget	Co-Funding	TCA
2012 Approved Budget Line											
1.00	2012	2012	BYL	BY-2518-12	Animal Shelter Lease Hold Improvements	Growth/Development	\$39,300	\$39,300		Transfer from Taxation \$75,100;	Y
2.00	2012	2012	DP	DP-9028-12	Vaughan Metropolitan Centre Physical Master Plan Base Model	Growth/Studies	\$60,300	\$99,600		Transfer from Taxation \$6,700;	Y
3.00	2012	2012	DP	DP-9029-12	Woodbridge Heritage District Urban Design/Streetscape Plan Study	Growth/Studies	\$185,400	\$285,000		Transfer from Taxation \$20,600;	N
4.00	2012	2012	DP	DP-9030-12	Vaughan Metropolitan Centre Computer 3D Modeling System	Growth/Studies	\$120,510	\$405,510		Transfer from Taxation \$13,390;	Y
5.00	2012	2012	PLN	PL-9027-12	Centre Street (West) Gateway Secondary Plan	Growth/Studies	\$60,660	\$466,170		Transfer from Taxation \$6,740;	Y
6.00	2012	2012	PLN	PL-9025-11	Natural Heritage Network (NHN) Inventory and Improvements	Studies	\$79,880	\$546,050		Transfer from Taxation \$119,820;	Y
2013 Recognized Budget Line											
1.00	2013	2012	BYL	BY-2518-12	Animal Shelter Lease Hold Improvements	Growth/Development	\$39,300	\$39,300		Transfer from Taxation \$75,100;	Y



Capital Budget

By Funding Source - City Wide DC - Park Dev.

2012 Opening Balance

(Including Commitments & Transfers)

\$10,361,544

2012 Budget \$1,087,650

2013 Budget \$6,728,850

2014 & Beyond Budget \$20,322,470

Rank	Budget Year	Year Identified	Dept	Number	Project Name	Project Type	Amount	Cumulative Total	Operating Budget	Co-Funding	TCA
1.00	2012	2012	PK5	PK-6354-12	Active Together Master Plan Study-5 yr Update	Studies	\$51,210	\$51,210		City Wide DC - Recreation \$51,210; Shared Costs \$15,000; Transfer from Taxation \$11,380;	N
2.00	2012	2011	PK5	PK-6319-12	Vaughan Metropolitan Centre (V.M.C.)-Millway/Appplewood Park	Growth/Development	\$185,400	\$236,610	\$20,000	Transfer from Taxation \$20,600;	Y
3.00	2012	2012	PK5	PK-6358-12	UV1-N26(Lawford Rd/Wardlaw Place)-Block 40	Growth/Development	\$851,040	\$1,087,650	\$23,500	Transfer from Taxation \$94,560;	Y
2012 Approved Budget Line											
1.00	2013	2011	PK5	PK-6305-13	Maple Valley Plan-North Maple Regional Pk Phase I(A)	Growth/Development	\$6,489,000	\$6,489,000		Transfer from Taxation \$721,000;	Y
2.00	2013	2012	PK5	PK-6347-13	LP-N6 (Block 12)	Growth/Development	\$110,880	\$6,599,880	\$4,300	Transfer from Taxation \$12,320;	Y
3.00	2013	2012	PK5	PK-6348-13	LP-N9 (Block 12)	Growth/Development	\$128,970	\$6,728,850	\$5,000	Transfer from Taxation \$14,330;	Y
2013 Recognized Budget Line											
1.00	2014	2012	PK5	PK-6365-14	UV1-D4(Chatfield Dr/Lawford Rd)-Block 40	Growth/Development	\$5,000,400	\$5,000,400	\$55,800	Transfer from Taxation \$555,600;	Y
2.00	2014	2011	PK5	PK-6287-14	Rutherford Road District Pk (UV2-D1)	Growth/Development	\$7,392,870	\$12,393,270		Transfer from Taxation \$821,430;	Y
3.00	2014	2011	PK5	PK-6308-12	UV1-N25	Growth/Development	\$736,200	\$13,129,470		Transfer from Taxation \$81,800;	Y
4.00	2014	2011	PK5	PK-6346-14	Maple Valley Plan-North Maple Regional Pk Phase I(B)	Growth/Development	\$5,562,000	\$18,691,470	\$1,907,473	Transfer from Taxation \$618,000;	Y
5.00	2014	2011	PK5	PK-6309-14	UV1-N28	Growth/Development	\$576,000	\$19,267,470		Transfer from Taxation \$64,000;	Y
6.00	2014	2011	PK5	PK-6310-14	UV1-N29	Growth/Development	\$1,055,000	\$20,322,470		Transfer from Taxation \$117,200;	Y
2014 & Beyond Considerations											



Capital Budget

By Funding Source - City Wide DC - Fleet/P.W.

2012 Opening Balance

(Including Commitments & Transfers)

\$6,917,164

2012 Budget \$1,031,200

2013 Budget \$125,100

2014 & Beyond Budget \$23,200

Rank	Budget Year	Year Identified	Dept	Number	Project Name	Project Type	Amount	Cumulative Total	Operating Budget	Co-Funding	TCA
1.00	2012	2012	FLT	FL-5237-12	Public Works - Wastewater - New Vehicle	Growth/Equipment	\$41,800	\$41,800	\$2,000	Sewer Reserve \$4,600;	Y
2.00	2012	2012	FLT	FL-5236-12	Public Works - Wastewater - New Vehicle	Growth/Equipment	\$41,800	\$83,600	\$2,000	Sewer Reserve \$4,600;	Y
3.00	2012	2012	FLT	FL-5216-12	Parks - New Vehicle	Growth/Equipment	\$33,400	\$117,000	\$2,000	Transfer from Taxation \$3,700;	Y
4.00	2012	2012	FLT	FL-5217-12	Parks - New Vehicle	Growth/Equipment	\$33,400	\$150,400	\$2,000	Transfer from Taxation \$3,700;	Y
5.00	2012	2012	FLT	FL-5210-12	Public Works - Roads - New Vehicle	Growth/Equipment	\$39,000	\$189,400	\$4,500	Transfer from Taxation \$4,300;	Y
6.00	2012	2012	FLT	FL-5209-12	Public Works - Roads - New Vehicle	Growth/Equipment	\$39,000	\$228,400	\$4,500	Transfer from Taxation \$4,300;	Y
7.00	2012	2012	FLT	FL-5208-12	Public Works - Roads - New Vehicle	Growth/Equipment	\$208,700	\$437,100	\$4,000	Transfer from Taxation \$23,100;	Y
8.00	2012	2012	FLT	FL-5238-12	Public Works - Wastewater - New Vehicle	Growth/Equipment	\$69,600	\$506,700	\$2,500	Sewer Reserve \$7,700;	Y
9.00	2012	2012	FLT	FL-5219-12	Parks - New Equipment	Growth/Equipment	\$57,500	\$564,200	\$2,500	Transfer from Taxation \$6,400;	Y
10.00	2012	2012	FLT	FL-5214-12	Parks - New Equipment	Growth/Equipment	\$51,000	\$615,200	\$1,500	Transfer from Taxation \$5,700;	Y
11.00	2012	2012	FLT	FL-5213-12	Parks - New Equipment	Growth/Equipment	\$51,000	\$666,200	\$1,500	Transfer from Taxation \$5,700;	Y
12.00	2012	2012	FLT	FL-5252-12	Parks - Forestry - New Vehicle	Growth/Equipment	\$41,700	\$707,900	\$2,000	Transfer from Taxation \$4,700;	Y
13.00	2012	2012	FLT	FL-5247-12	Parks - Forestry - New Vehicle	Growth/Equipment	\$23,200	\$731,100	\$1,500	Transfer from Taxation \$2,600;	Y
14.00	2012	2012	FLT	FL-5222-12	Parks - New Equipment	Growth/Equipment	\$23,200	\$754,300	\$1,500	Transfer from Taxation \$2,600;	Y
15.00	2012	2012	FLT	FL-5218-12	Parks - New Equipment	Growth/Equipment	\$57,500	\$811,800	\$2,500	Transfer from Taxation \$6,400;	Y
16.00	2012	2009	FLT	FL-5196-12	Fleet - New Small Equipment	Growth/Equipment	\$27,800	\$839,600		Transfer from Taxation \$3,100;	N
17.00	2012	2012	FLT	FL-5231-12	Engineering Construction - New Vehicle	Growth/Equipment	\$23,200	\$862,800	\$1,500	Transfer from Taxation \$2,600;	Y
18.00	2012	2012	FLT	FL-5239-12	Public Works - Wastewater - New Vehicle	Growth/Equipment	\$51,000	\$913,800	\$2,000	Sewer Reserve \$5,700;	Y
19.00	2012	2012	FLT	FL-5207-12	Public Works - Roads - New Vehicle	Growth/Equipment	\$23,200	\$937,000	\$2,000	Transfer from Taxation \$2,600;	Y
20.00	2012	2012	FLT	FL-5251-12	Parks - Forestry - New Vehicle	Growth/Equipment	\$23,200	\$960,200	\$1,500	Transfer from Taxation \$2,600;	Y
21.00	2012	2012	FLT	FL-5224-12	Parks - New Equipment	Growth/Equipment	\$24,100	\$984,300	\$3,000	Transfer from Taxation \$2,700;	Y
22.00	2012	2012	FLT	FL-5220-12	Parks - New Equipment	Growth/Equipment	\$23,200	\$1,007,500	\$1,200	Transfer from Taxation \$2,600;	Y
23.00	2012	2012	FLT	FL-5223-12	Parks - New Equipment	Growth/Equipment	\$23,700	\$1,031,200	\$1,000	Transfer from Taxation \$2,600;	Y
2012 Approved Budget Line											
1.00	2013	2012	FLT	FL-5199-13	Bylaw Enforcement - New Vehicle	Growth/Equipment	\$27,800	\$27,800	\$85,053	Transfer from Taxation \$3,100;	Y
2.00	2013	2012	FLT	FL-5206-13	Public Works - Roads - New Vehicle	Growth/Equipment	\$23,200	\$51,000	\$57,974	Transfer from Taxation \$2,600;	Y
3.00	2013	2012	FLT	FL-5244-13	Parks - Forestry - New Vehicle	Growth/Equipment	\$27,800	\$78,800	\$66,320	Transfer from Taxation \$3,100;	Y
4.00	2013	2012	FLT	FL-5245-13	Parks - Forestry - New Vehicle	Growth/Equipment	\$46,300	\$125,100	\$106,741	Transfer from Taxation \$5,200;	Y
2013 Recognized Budget Line											
2015	2012	2012	FLT	FL-5253-15	Engineering Services - New Vehicle	Growth/Equipment	\$23,200	\$23,200	\$102,641	Transfer from Taxation \$2,600;	Y
2014 & Beyond Considerations											



Capital Budget

By Funding Source - City Wide DC - Recreation

2012 Opening Balance
(Including Commitments & Transfers)

\$18,743,903

2012 Budget **\$236,610**

2013 Budget **\$3,287,700**

2014 & Beyond Budget **\$29,589,300**

Rank	Budget Year	Year Identified	Dept	Number	Project Name	Project Type	Amount	Cumulative Total	Operating Budget	Co-Funding	TCA
1.00	2012	2012	PK5	PK-6354-12	Active Together Master Plan Study-5 yr Update	Studies	\$51,210	\$51,210		City Wide DC - Park Dev. \$51,210; Shared Costs \$15,000; Transfer from Taxation \$11,380;	N
2.00	2012	2012	REC	RE-9512-12	Father Ermanno Fitness Centre Equipment	Growth/Equipment	\$185,400	\$236,610		Transfer from Taxation \$20,600;	Y
2012 Approved Budget Line											
1.00	2013	2012	BF	BF-8378-13	Carville CC	Growth/Development	\$3,287,700	\$3,287,700		Transfer from Taxation \$365,300;	Y
2013 Recognized Budget Line											
1.00	2014	2012	BF	BF-8378-13	Carville CC	Growth/Development	\$29,589,300	\$29,589,300		Transfer from Taxation \$3,287,700;	Y
2014 & Beyond Considerations											



Capital Budget

By Funding Source - Provincial Grant

2012 Opening Balance (Including Commitments & Transfers)					\$0		2012 Budget		\$50,000			
							2013 Budget		\$0			
							2014 & Beyond Budget		\$0			
Rank	Budget Year	Year Identified	Dept	Number	Project Name	Project Type	Amount	Cumulative Total	Operating Budget	Co-Funding	TCA	
1.00	2012	2012	DTS	DT-7084-12	Vaughan TDM Policy	Growth/Studies	\$50,000	\$50,000		City Wide DC - Engineering \$78,800;	N	
2012 Approved Budget Line												



Capital Budget

By Funding Source - Municipal Contribution

2012 Opening Balance (Including Commitments & Transfers)					\$0	2012 Budget	\$338,350				
						2013 Budget	\$88,000				
						2014 & Beyond Budget	\$0				
Rank	Budget Year	Year Identified	Dept	Number	Project Name	Project Type	Amount	Cumulative Total	Operating Budget	Co-Funding	TCA
1.00	2012	2011	ENG	EN-1905-12	Major Mackenzie Drive Streetscape Construction - Additional Funding	Growth/Development	\$80,000	\$80,000		City Wide DC - Engineering \$115,900; Keele Valley Landfill Reserve \$234,100;	Y
2.00	2012	2012	DTS	DT-7082-12	Pedestrian & Bicycle Network Implementation Program	Growth/Development	\$6,000	\$86,000		Gas Tax Reserve \$56,200;	Y
3.00	2012	2012	BF	BF-8369-12	Fire Station#78-Reroof	Infrastructure Replacement	\$252,350	\$338,350		Post 98-B&F Infra. Reserve \$252,350;	Y
2012 Approved Budget Line											
1.00	2013	2013	DTS	DT-7083-13	Pedestrian & Bicycle Network Implementation Program	New Infrastructure	\$88,000	\$88,000		Gas Tax Reserve \$120,600;	Y
2013 Recognized Budget Line											



Capital Budget

By Funding Source - Other Recoveries

2012 Opening Balance (Including Commitments & Transfers)		\$0		2012 Budget		\$77,300					
				2013 Budget		\$0					
				2014 & Beyond Budget		\$0					
Rank	Budget Year	Year Identified	Dept	Number	Project Name	Project Type	Amount	Cumulative Total	Operating Budget	Co-Funding	TCA
1.00	2012	2012	DTS	DT-7086-12	Blk 61 Pedestrian Crossing Feasibility & Pre-Design Study	Council Request	\$77,300	\$77,300			N
2012 Approved Budget Line											



Capital Budget

By Funding Source - Shared Costs

2012 Opening Balance (Including Commitments & Transfers)					\$0	2012 Budget	\$318,700				
						2013 Budget	\$0				
						2014 & Beyond Budget	\$0				
Rank	Budget Year	Year Identified	Dept	Number	Project Name	Project Type	Amount	Cumulative Total	Operating Budget	Co-Funding	TCA
1.00	2012	2012	PK5	PK-6354-12	Active Together Master Plan Study-5 yr Update	Studies	\$15,000	\$15,000		City Wide DC - Park Dev. \$51,210; City Wide DC - Recreation \$51,210; Transfer from Taxation \$11,380;	N
2.00	2012	2011	PK5	PK-6299-12	Concord Thornhill Regional Park-Artificial Turf Soccer Field	New Infrastructure	\$255,000	\$270,000		Transfer from Taxation \$1,001,600;	Y
3.00	2012	2012	ENG	EN-1906-12	Islington Avenue Streetscape - Gateway Features	New Infrastructure	\$48,700	\$318,700		City Wide DC - Engineering \$21,900; Transfer from Taxation \$26,900;	Y
2012 Approved Budget Line											



Capital Budget

By Funding Source - Proceeds from Sale of Lands

2012 Opening Balance
(Including Commitments & Transfers)

\$ (5,379,177)

\$470,200

\$0

\$0

Rank	Budget Year	Year Identified	Dept	Number	Project Name	Project Type	Amount	Cumulative Total	Operating Budget	Co-Funding	TCA
1.00	2012	2007	FRS	FR-3514-12	Relocate Fire Station 7-3, LAND ACQUISITION	Growth/Development	\$470,200	\$470,200		City Wide DC - Fire \$201,500; Transfer from Taxation \$1,067,700;	Y

2012 Approved Budget Line

Capital Budget

By Funding Source - Pre-B&F Infra. Reserve

2012 Opening Balance
(Including Commitments & Transfers)

\$6,993,729

2012 Budget

\$1,585,700

2013 Budget

\$732,000

2014 & Beyond Budget

\$770,000

Rank	Budget Year	Year Identified	Dept	Number	Project Name	Project Type	Amount	Cumulative Total	Operating Budget	Co-Funding	TCA
1.00	2012	2012	BF	BF-8380-12	Maple Community Centre-Bowling Alley Equipment Replacement	Equipment Replacement	\$154,500	\$154,500			Y
2.00	2012	2009	BF	BF-8244-12	Dufferin Clark C.C. Replace Roof Top Units	Infrastructure Replacement	\$61,800	\$216,300	\$(4,000)		Y
3.00	2012	2010	BF	BF-8245-12	Dufferin Clark C.C. Make Up Air Unit Replacement	Infrastructure Replacement	\$41,200	\$257,500	\$(5,000)		Y
4.00	2012	2011	BF	BF-8328-12	Chancellor C.C. Domestic Piping and Plumbing Fixture	Infrastructure Replacement	\$41,200	\$298,700			Y
5.00	2012	2011	BF	BF-8321-12	Al Palladini C. C. Pool Dehumidifier Replacement	Infrastructure Replacement	\$283,300	\$582,000	\$(1,000)		Y
6.00	2012	2011	BF	BF-8344-12	Al Palladini C.C. Brine Pump Replacements	Infrastructure Replacement	\$35,100	\$617,100	\$(500)		Y
7.00	2012	2012	BF	BF-8374-12	Maple Community Centre-Skate Flooring Replacement	Infrastructure Replacement	\$46,400	\$663,500			Y
8.00	2012	2011	BF	BF-8345-12	Garnet A. Williams Replace Arena Chiller and Brine Pump	Infrastructure Replacement	\$80,400	\$743,900			N
9.00	2012	2012	BF	BF-8384-12	Al Palladini CC-Arena Skate Flooring Replacement	Infrastructure Replacement	\$41,200	\$785,100			Y
10.00	2012	2007	BF	BF-8135-12	Maple Community Centre, Lighting Replacement	Infrastructure Replacement	\$41,200	\$826,300			Y
11.00	2012	2010	BF	BF-8289-12	Dufferin Clarke C. C.- Replace Control System for the Dryotron	Infrastructure Replacement	\$31,600	\$857,900			Y
12.00	2012	2009	BF	BF-8238-12	Garnet A Williams CC Replace Two Compressors	Infrastructure Replacement	\$131,400	\$989,300			Y
13.00	2012	2010	BF	BF-8128-12	Dufferin Clark C.C. Additional Heat Pump Replacements	Infrastructure Replacement	\$67,000	\$1,056,300			Y
14.00	2012	2011	BF	BF-8339-12	Maple C.C. Insulate & Install Siding on Arena Walls	Infrastructure Replacement	\$92,700	\$1,149,000	\$(5,000)		Y
15.00	2012	2012	BF	BF-8373-12	Chancellor CC-Flooring Replacement	Infrastructure Replacement	\$41,200	\$1,190,200			Y
16.00	2012	2012	BF	BF-8372-12	Dufferin Clark CC-Lower Level Flooring Replacement	Infrastructure Replacement	\$100,000	\$1,290,200			Y
17.00	2012	2011	BF	BF-8366-12	Garnet A Williams CC-Pool/Fitness Locker Replacement	Infrastructure Replacement	\$25,800	\$1,316,000			Y
18.00	2012	2010	BF	BF-8279-12	Woodbridge Pool & Memorial Arena-Replace Diving Boards,	Infrastructure Replacement	\$43,000	\$1,359,000			Y
19.00	2012	2011	BF	BF-8322-12	Woodbridge Pool & Arena-Replace Pool & Domestic Water Boiler	Infrastructure Replacement	\$41,200	\$1,400,200			Y
20.00	2012	2005	BF	BF-8097-12	Al Palladini CC-Pool/Fitness Locker Replacements	Infrastructure Replacement	\$25,800	\$1,426,000			Y
21.00	2012	2011	BF	BF-8327-12	Rosemount CC Domestic Piping and Plumbing Fixture	Infrastructure Replacement	\$77,300	\$1,503,300			Y
22.00	2012	2012	BF	BF-8383-12	Maple Community Centre-Lobby/Hallway Replacement(West Side)	Infrastructure Replacement	\$82,400	\$1,585,700			Y

2012 Approved Budget Line

1.00	2013	2012	BF	BF-8371-13	Garnet A Williams CC-Heat Pumps Replacement	Equipment Replacement	\$61,800	\$61,800			Y
2.00	2013	2013	BF	BF-8381-13	Garnet A Williams CC-Flooring Replacement	Infrastructure Replacement	\$36,100	\$97,900			Y
3.00	2013	2011	BF	BF-8329-13	Al Palladini C.C. Arena Benches Capping	Infrastructure Replacement	\$46,400	\$144,300			Y
4.00	2013	2011	BF	BF-8317-13	Maple C.C. Replace Outdoor Lighting	Infrastructure Replacement	\$144,200	\$288,500			Y
5.00	2013	2012	BF	BF-8319-13	JOC-HVAC Rooftop Replacements	Infrastructure Replacement	\$103,000	\$391,500			Y
6.00	2013	2013	LIB	LI-4503-13	Bathurst Clark Resource Library Renovations-Phase 2	Infrastructure Replacement	\$250,000	\$641,500			Y
7.00	2013	2009	BF	BF-8237-13	Garnet A Williams CC Remove Wall Covering in Pool area	Infrastructure Replacement	\$52,600	\$694,100			N
8.00	2013	2010	BF	BF-8278-13	Chancellor Community Centre - Gym Locker Replacements	Infrastructure Replacement	\$37,900	\$732,000			Y

2013 Recognized Budget Line

1.00	2015	2012	LIB	LI-4512-15	Maple Library Renovations	Infrastructure Replacement	\$770,000	\$770,000			Y

2014 & Beyond Considerations



Capital Budget

By Funding Source - City Playhouse Reserve

2012 Opening Balance
(Including Commitments & Transfers)

\$58,774

2012 Budget

\$28,900

2013 Budget

\$0

2014 & Beyond Budget

\$0

Rank	Budget Year	Year Identified	Dept	Number	Project Name	Project Type	Amount	Cumulative Total	Operating Budget	Co-Funding	TCA
1.00	2012	2012	REC	RE-9520-12	City Playhouse Theatre	Infrastructure Replacement	\$28,900	\$28,900			Y
2012 Approved Budget Line											



Capital Budget

By Funding Source - Fire Equipment Reserve

2012 Opening Balance
(Including Commitments & Transfers)

\$3,833,902

2012 Budget

\$380,000

2013 Budget

\$225,400

2014 & Beyond Budget

\$180,250

Rank	Budget Year	Year Identified	Dept	Number	Project Name	Project Type	Amount	Cumulative Total	Operating Budget	Co-Funding	TCA
1.00	2012	2012	FRS	FR-3559-12	Mid Life Refurbish Aerial 7968-2000 SMEAL 32M/QUINT	Growth/Equipment	\$180,300	\$180,300			Y
2.00	2012	2007	FRS	FR-3508-11	Breathing Apparatus Replacements	Equipment Replacement	\$45,100	\$225,400			Y
3.00	2012	2012	FRS	FR-3560-12	Station # 71 Cascade - Air Tank Refiller	Infrastructure Replacement	\$77,300	\$302,700			Y
4.00	2012	2012	FRS	FR-3561-12	Station # 77 Cascade - Air Tank Refiller	Infrastructure Replacement	\$77,300	\$380,000			Y
2012 Approved Budget Line											
1.00	2013	2013	FRS	FR-3574-13	Mid-Life Refurb Aerial 7965	Equipment Replacement	\$180,300	\$180,300			Y
2.00	2013	2007	FRS	FR-3508-11	Breathing Apparatus Replacements	Equipment Replacement	\$45,100	\$225,400			Y
2013 Recognized Budget Line											
1.00	2014	2012	FRS	FR-3579-14	Mid-Life Refurb Aerial 7967	Infrastructure Replacement	\$180,250	\$180,250			Y
2014 & Beyond Considerations											



Capital Budget

By Funding Source - Heritage Reserve

2012 Opening Balance (Including Commitments & Transfers)		\$617,989				2012 Budget		\$154,500			
						2013 Budget		\$0			
						2014 & Beyond Budget		\$0			
Rank	Budget Year	Year Identified	Dept	Number	Project Name	Project Type	Amount	Cumulative Total	Operating Budget	Co-Funding	TCA
1.00	2012	2011	BF	BF-8313-12	Beaverbrook House Structural Renovations	Infrastructure Replacement	\$154,500	\$154,500			Y
2012 Approved Budget Line											



Capital Budget

By Funding Source - Keele Valley Landfill Reserve

2012 Opening Balance
(Including Commitments & Transfers)

\$410,492

2012 Budget \$234,100

2013 Budget \$0

2014 & Beyond Budget \$0

Rank	Budget Year	Year Identified	Dept	Number	Project Name	Project Type	Amount	Cumulative Total	Operating Budget	Co-Funding	TCA
1.00	2012	2011	ENG	EN-1905-12	Major Mackenzie Drive Streetscape Construction - Additional Funding	Growth/Development	\$234,100	\$234,100		City Wide DC - Engineering \$115,900; Municipal Contribution \$80,000;	Y
2012 Approved Budget Line											

Capital Budget

By Funding Source - Roads Infra. Reserve

2012 Opening Balance
(Including Commitments & Transfers)

\$4,959,937

2012 Budget

\$1,076,400

2013 Budget

\$690,100

2014 & Beyond Budget

\$0

Rank	Budget Year	Year Identified	Dept	Number	Project Name	Project Type	Amount	Cumulative Total	Operating Budget	Co-Funding	TCA
2012 Approved Budget Line											
1.00	2012	2012	ENG	EN-1876-12	Streelight Improvements - Major Mackenzie	Infrastructure Replacement	\$231,800	\$231,800			Y
2.00	2012	2012	ENG	EN-1904-12	Culvert Replacement - Merino Road	Infrastructure Replacement	\$123,600	\$355,400			Y
3.00	2012	2012	ENG	EN-1892-12	Culvert Removal - Peelar Road	Infrastructure Replacement	\$51,500	\$406,900			Y
4.00	2012	2012	ENG	EN-1894-12	Drainage Improvements - Ranch Trail	Infrastructure Replacement	\$515,000	\$921,900			Y
5.00	2012	2012	ENG	EN-1901-12	Culvert Replacement - Arnold Avenue	Infrastructure Replacement	\$103,000	\$1,024,900			Y
6.00	2012	2012	ENG	EN-1875-12	Culvert Replacement - Islington Avenue	Infrastructure Replacement	\$51,500	\$1,076,400			Y
2013 Recognized Budget Line											
1.00	2013	2011	ENG	EN-1862-13	Municipal Structure Inspection and Reporting	Legal/Regulatory	\$123,600	\$123,600			N
2.00	2013	2012	ENG	EN-1892-12	Culvert Removal - Peelar Road	Infrastructure Replacement	\$103,000	\$226,600			Y
3.00	2013	2012	ENG	EN-1904-12	Culvert Replacement - Merino Road	Infrastructure Replacement	\$463,500	\$690,100			Y



Capital Budget

By Funding Source - Sewer Reserve

2012 Opening Balance
(Including Commitments & Transfers)

\$23,783,293

2012 Budget \$22,600

2013 Budget \$0

2014 & Beyond Budget \$0

Rank	Budget Year	Year Identified	Dept	Number	Project Name	Project Type	Amount	Cumulative Total	Operating Budget	Co-Funding	TCA
1.00	2012	2012	FLT	FL-5236-12	Public Works - Wastewater - New Vehicle	Growth/Equipment	\$4,600	\$4,600	\$2,000	City Wide DC - Fleet/P.W. \$41,800;	Y
2.00	2012	2012	FLT	FL-5237-12	Public Works - Wastewater - New Vehicle	Growth/Equipment	\$4,600	\$9,200	\$2,000	City Wide DC - Fleet/P.W. \$41,800;	Y
3.00	2012	2012	FLT	FL-5238-12	Public Works - Wastewater - New Vehicle	Growth/Equipment	\$7,700	\$16,900	\$2,000	City Wide DC - Fleet/P.W. \$69,600;	Y
4.00	2012	2012	FLT	FL-5239-12	Public Works - Wastewater - New Vehicle	Growth/Equipment	\$5,700	\$22,600	\$2,000	City Wide DC - Fleet/P.W. \$51,000;	Y
2012 Approved Budget Line											



Capital Budget

By Funding Source - Post 98-B&F Infra. Reserve

2012 Opening Balance
(Including Commitments & Transfers)

\$8,447,843

2012 Budget

\$492,850

2013 Budget

\$125,100

2014 & Beyond Budget

\$0

Rank	Budget Year	Year Identified	Dept	Number	Project Name	Project Type	Amount	Cumulative Total	Operating Budget	Co-Funding	TCA
1.00	2012	2012	BF	BF-8369-12	Fire Station#78-Reroof	Infrastructure Replacement	\$252,350	\$252,350			Y
2.00	2012	2011	BF	BF-8324-12	Father Ermanno Bulfon CC New Flooring Seniors & Meeting Rooms	Infrastructure Replacement	\$27,800	\$280,150		Municipal Contribution \$252,350;	Y
3.00	2012	2012	REC	RE-9503-10	Fitness Centre Equipment Replacement	Equipment Replacement	\$125,100	\$405,250			Y
4.00	2012	2012	BF	BF-8382-12	Father Ermanno Bulfon-Lockers Replacement	Infrastructure Replacement	\$87,600	\$492,850			Y
2012 Approved Budget Line											
1.00	2013	2012	REC	RE-9503-10	Fitness Centre Equipment Replacement	Equipment Replacement	\$125,100	\$125,100			Y
2013 Recognized Budget Line											



Capital Budget

By Funding Source - Water Reserve

2012 Opening Balance
(Including Commitments & Transfers)

\$21,803,660

2012 Budget

\$3,846,000

2013 Budget

\$1,993,100

2014 & Beyond Budget

\$0

Rank	Budget Year	Year Identified	Dept	Number	Project Name	Project Type	Amount	Cumulative Total	Operating Budget	Co-Funding	TCA
1.00	2012	2012	ENG	EN-1897-12	Keele Street Watermain Replacement	Infrastructure Replacement	\$1,545,000	\$1,545,000			Y
2.00	2012	2012	ENG	EN-1874-12	Watermain Replacement - Firglen Ridge	Infrastructure Replacement	\$788,000	\$2,333,000			Y
3.00	2012	2012	ENG	EN-1893-12	Watermain Replacement - Islington/Kiloran Area	Infrastructure Replacement	\$123,600	\$2,456,600			Y
4.00	2012	2012	ENG	EN-1902-12	Watermain Replacement - Meeting House Road	Infrastructure Replacement	\$453,200	\$2,909,800			Y
5.00	2012	2012	ENG	EN-1903-12	Watermain Replacement - Chavender Place	Infrastructure Replacement	\$226,600	\$3,136,400			Y
6.00	2012	2012	ENG	EN-1909-12	PD8 Pump Station Decommissioning - Detailed Design	Infrastructure Replacement	\$36,100	\$3,172,500	\$(14,400)		Y
7.00	2012	2012	DTS	DT-7094-12	Water Loss Control System Feasibility / Implementation Study	Additional Funding	\$132,700	\$3,305,200			N
8.00	2012	2012	DTS	DT-7091-12	Non-Revenue Water Volume Analysis	Cost Efficiency	\$87,600	\$3,392,800			N
9.00	2012	2012	ENG	EN-1908-12	Watermain Replacement - McKenzie Street and Wallace Street	Infrastructure Replacement	\$453,200	\$3,846,000			Y
2012 Approved Budget Line											
1.00	2013	2011	ENG	EN-1884-13	Watermain Replacement - Jane St/Highway 7 Industrial Area	Infrastructure Replacement	\$154,500	\$154,500			Y
2.00	2013	2012	ENG	EN-1893-12	Watermain Replacement - Islington/Kiloran Area	Infrastructure Replacement	\$1,545,000	\$1,699,500			Y
3.00	2013	2013	ENG	EN-1909-12	PD8 Pump Station Decommissioning - Construction	Infrastructure Replacement	\$293,600	\$1,993,100			Y
2013 Recognized Budget Line											



Capital Budget

By Funding Source - Parks Infra. Reserve

2012 Opening Balance
(Including Commitments & Transfers)

\$767,123

2012 Budget \$561,800
2013 Budget \$338,500
2014 & Beyond Budget \$2,786,800

Rank	Budget Year	Year Identified	Dept	Number	Project Name	Project Type	Amount	Cumulative Total	Operating Budget	Co-Funding	TCA
2012 Approved Budget Line											
1.00	2012	2010	PK5	PK-6131-12	Lakehurst Park-Playground Replacement & Safety Surfacing	Infrastructure Replacement	\$121,600	\$121,600			Y
2.00	2012	2011	PK5	PK-6341-12	Rimwood Park- Tennis Court Replacement	Infrastructure Replacement	\$67,000	\$188,600			Y
3.00	2012	2011	PK5	PK-6335-12	Woodbridge College Park-Playground Replacement & Safety Surfacing	Infrastructure Replacement	\$75,200	\$263,800			Y
4.00	2012	2011	PK5	PK-6328-12	Sonoma Heights Community Park-Bocce Court Resurfacing	Infrastructure Replacement	\$72,100	\$335,900			Y
5.00	2012	2011	PK5	PK-6317-12	Riviera Park Retaining Wall Construction	Infrastructure Replacement	\$66,000	\$401,900			N
6.00	2012	2012	PO	PO-6737-12	Fence Repair/Replacement Program	Infrastructure Replacement	\$159,900	\$561,800			Y
2013 Recognized Budget Line											
1.00	2013	2011	PK5	PK-6315-13	Mackenzie Glen District Park-Playground Rubber Safety Surfacing	Infrastructure Replacement	\$201,500	\$201,500			Y
2.00	2013	2011	PK5	PK-6325-13	Vaughan Crest Park-Bocce Court Redevelopment	Infrastructure Replacement	\$137,000	\$338,500			Y
1.00	2014	2012	PO	PO-6742-14	Park Benches-Various Locations	Equipment Replacement	\$74,200	\$74,200			Y
2.00	2014	2010	PK5	PK-6279-14	Reeves Park-Basketball Court Redevelopment	Infrastructure Replacement	\$67,000	\$141,200			Y
3.00	2014	2011	PK5	PK-6344-14	York Hill Park- Tennis Court Replacement	Infrastructure Replacement	\$56,700	\$197,900			Y
4.00	2014	2011	PK5	PK-6322-14	Rose Mandarin Park-Basketball Court Redevelopment	Infrastructure Replacement	\$64,900	\$262,800			Y
5.00	2014	2011	PK5	PK-6334-14	Heatherton Parkette-Playground Replacement & Safety Surfacing	Infrastructure Replacement	\$115,400	\$378,200			Y
6.00	2014	2011	PK5	PK-6333-14	Glen Shield Park-Playground Replacement & Safety Surfacing	Infrastructure Replacement	\$231,800	\$610,000			Y
7.00	2014	2011	PK5	PK-6342-14	Dufferin District Park- Tennis Court Replacement	Infrastructure Replacement	\$139,100	\$749,100			Y
8.00	2014	2012	PK5	PK-6351-14	Jersey Creek Park-Playground Equipment(Swing)	Equipment Replacement	\$36,100	\$785,200			Y
9.00	2014	2011	BF	BF-8358-14	Promenade Park-Electrical Cabinet Replacement	Equipment Replacement	\$20,600	\$805,800			Y
10.00	2014	2011	BF	BF-8357-14	Rainbow Creek Park-Electrical Cabinet Replacement	Equipment Replacement	\$20,600	\$826,400			Y
11.00	2014	2011	BF	BF-8318-14	Woodbridge College Park-Electrical Cabinet Replacement	Equipment Replacement	\$20,600	\$847,000			Y
12.00	2014	2012	PO	PO-6743-14	Park Picnic Table-Various Locations	Equipment Replacement	\$74,200	\$921,200			Y
13.00	2014	2012	PO	PO-6744-14	Meeting House Cemetery- Memorial Wall	Infrastructure Replacement	\$26,800	\$948,000			Y
14.00	2014	2012	BF	BF-8376-14	Giovanni Caboto Park-Walkway Lighting Replacement	Infrastructure Replacement	\$30,900	\$978,900			Y
15.00	2014	2012	BF	BF-8377-14	Robert Watson Park-Walkway Lighting Replacement	Infrastructure Replacement	\$33,000	\$1,011,900			Y
16.00	2014	2012	BF	BF-8386-14	Reeves Park-Walkway Lighting Replacement	Infrastructure Replacement	\$33,000	\$1,044,900			Y
17.00	2014	2011	BF	BF-8355-14	Mackenzie Glen Park Replace Splash Pad Surfacing	Infrastructure Replacement	\$61,800	\$1,106,700			Y
18.00	2014	2012	PO	PO-6736-14	Shrub Bed Repair/Replacement Program	Infrastructure Replacement	\$31,600	\$1,138,300			N
19.00	2014	2011	PK5	PK-6321-14	Alexandra Elisa Park-Basketball Court Redevelopment	Infrastructure Replacement	\$70,100	\$1,208,400			Y
20.00	2014	2011	PK5	PK-6327-14	Belair Way Park-Bocce Court Redevelopment	Infrastructure Replacement	\$133,900	\$1,342,300			Y
21.00	2014	2011	PK5	PK-6345-14	Conley South Park-Tennis Court Replacement	Infrastructure Replacement	\$180,400	\$1,522,700			Y
22.00	2014	2011	PK5	PK-6336-14	HR Breta Park-Playground Replacement & Safety Surfacing	Infrastructure Replacement	\$51,500	\$1,574,200			Y
23.00	2014	2010	PK5	PK-6112-14	LeParc Park-Tennis Court Replacement	Infrastructure Replacement	\$319,900	\$1,894,100			Y
24.00	2014	2011	PK5	PK-6323-14	Marlita Payne Park-Basketball Court Repair/Replacement	Infrastructure Replacement	\$44,300	\$1,938,400			Y
25.00	2014	2012	PK5	PK-6360-14	Vellore Village CC-Soccer Field Redevelopment	Infrastructure Replacement	\$356,900	\$2,295,300			Y
26.00	2014	2012	PK5	PK-6361-14	Bindertwine Park-Fence Upgrade	Infrastructure Replacement	\$85,500	\$2,380,800			Y
27.00	2014	2011	BF	BF-8360-14	Alexandria Elisa Park Walkway Lighting Replacement	Infrastructure Replacement	\$33,000	\$2,413,800			Y
28.00	2014	2011	BF	BF-8361-14	Beverly Glen Park Walkway Lighting Replacement	Infrastructure Replacement	\$30,900	\$2,444,700			Y
29.00	2014	2011	BF	BF-8356-14	Woodbridge College Park-Electrical Cabinet Replacement	Equipment Replacement	\$20,600	\$2,465,300			Y
30.00	2014	2011	BF	BF-8311-14	Maple Lion Park-Splash Pad/Rubber Surface Replacement	Infrastructure Replacement	\$25,800	\$2,491,100			Y



Capital Budget

By Funding Source - Parks Infra. Reserve

2012 Opening Balance (Including Commitments & Transfers)				\$767,123				2012 Budget				\$561,800	TCA
								2013 Budget				\$338,500	
								2014 & Beyond Budget				\$2,786,800	
Rank	Budget Year	Year Identified	Dept	Number	Project Name	Project Type	Amount	Cumulative Total	Operating Budget	Co-Funding			
31.00	2014	2011	BF	BF-8365-14	McClure Meadows Park-Splash Pad/Rubber Surfacing Replacement McClure Meadows Park	Infrastructure Replacement	\$25,800	\$2,516,900			Y		
32.00	2014	2011	BF	BF-8359-14	Chancellor District Park-Walkway Lighting Replacement	Infrastructure Replacement	\$53,600	\$2,570,500			Y		
1.00	2016	2011	PO	PO-6717-11	Soccer Field Redevelopment at York Catholic District School Board Locations	Infrastructure Replacement	\$123,600	\$2,694,100			Y		
2.00	2016	2011	PO	PO-6727-11	Soccer Field Redevelopment at Various Parks Locations	Infrastructure Replacement	\$92,700	\$2,786,800			Y		
2014 & Beyond Considerations													



Capital Budget

By Funding Source - Vehicle Reserve

2012 Opening Balance
(Including Commitments & Transfers)

\$1,198,416

2012 Budget **\$422,600**

2013 Budget **\$104,100**

2014 & Beyond Budget **\$1,613,100**

Rank	Budget Year	Year Identified	Dept	Number	Project Name	Project Type	Amount	Cumulative Total	Operating Budget	Co-Funding	TCA
1.00	2012	2011	FLT	FL-5184-12	Parks - Equipment Replacement	Equipment Replacement	\$67,000	\$67,000			Y
2.00	2012	2011	FLT	FL-5163-12	Parks - Equipment Replacement	Equipment Replacement	\$67,000	\$134,000			Y
3.00	2012	2011	FLT	FL-5151-12	Clerks - Vehicle Replacement	Equipment Replacement	\$46,400	\$180,400			Y
4.00	2012	2011	FLT	FL-5149-12	Parks - Equipment Replacement	Equipment Replacement	\$56,700	\$237,100			Y
5.00	2012	2011	FLT	FL-5177-12	Parks - Equipment Replacement	Equipment Replacement	\$56,700	\$293,800			Y
6.00	2012	2011	FLT	FL-5178-12	Parks - Equipment Replacement	Equipment Replacement	\$87,600	\$381,400			Y
7.00	2012	2011	FLT	FL-5181-12	Parks - Equipment Replacement	Equipment Replacement	\$20,600	\$402,000			Y
8.00	2012	2009	FLT	FL-5124-12	Fleet - Replacement Small Equipment	Equipment Replacement	\$20,600	\$422,600			N

2012 Approved Budget Line

1.00	2013	2012	FLT	FL-5240-13	Public Works - Wastewater - Vehicle Replacement	Equipment Replacement	\$37,100	\$37,100			Y
2.00	2013	2011	FLT	FL-5194-13	Public Works - Roads - Vehicle Replacement	Equipment Replacement	\$36,100	\$73,200			Y
3.00	2013	2011	FLT	FL-5191-13	Parks - Vehicle Replacement	Equipment Replacement	\$30,900	\$104,100			Y

2013 Recognized Budget Line

1.00	2014	2012	FLT	FL-5200-14	Bylaw Enforcement - Vehicle Replacement	Equipment Replacement	\$22,700	\$22,700			Y
2.00	2014	2012	FLT	FL-5201-14	Bylaw Enforcement - Equipment Replacement	Equipment Replacement	\$30,900	\$53,600			N
3.00	2014	2012	FLT	FL-5202-14	Bylaw Enforcement - Equipment Replacement	Equipment Replacement	\$19,600	\$73,200			Y
4.00	2014	2012	FLT	FL-5204-14	Engineering Development - Vehicle Replacement	Equipment Replacement	\$25,800	\$99,000			Y
5.00	2014	2012	FLT	FL-5211-14	Public Works - Roads - Vehicle Replacement	Equipment Replacement	\$28,900	\$127,900			Y
6.00	2014	2012	FLT	FL-5212-14	Public Works - Roads - Vehicle Replacement	Equipment Replacement	\$25,800	\$153,700			Y
7.00	2014	2012	FLT	FL-5205-14	Engineering Development - Vehicle Replacement	Equipment Replacement	\$25,800	\$179,500			Y
8.00	2014	2010	FLT	FL-5136-14	Building & Facilities - Vehicle Replacement	Equipment Replacement	\$47,400	\$226,900			Y
9.00	2014	2011	FLT	FL-5156-14	Building & Facilities - Vehicle Replacement	Equipment Replacement	\$36,100	\$263,000			Y
10.00	2014	2011	FLT	FL-5158-14	Building Standards - Vehicle Replacement	Equipment Replacement	\$30,900	\$293,900			Y
11.00	2014	2011	FLT	FL-5168-14	Building Standards - Vehicle Replacement	Equipment Replacement	\$30,900	\$324,800			Y
12.00	2014	2011	FLT	FL-5157-14	Bylaw Enforcement - Vehicle Replacement	Equipment Replacement	\$30,900	\$355,700			Y
13.00	2014	2011	FLT	FL-5169-14	Bylaw Enforcement - Vehicle Replacement	Equipment Replacement	\$30,900	\$386,600			Y
14.00	2014	2011	FLT	FL-5170-14	Bylaw Enforcement - Vehicle Replacement	Equipment Replacement	\$30,900	\$417,500			Y
15.00	2014	2011	FLT	FL-5160-14	Engineering - Vehicle Replacement	Equipment Replacement	\$36,100	\$453,600			Y
16.00	2014	2011	FLT	FL-5171-14	Engineering - Vehicle Replacement	Equipment Replacement	\$30,900	\$484,500			Y
17.00	2014	2010	FLT	FL-5132-14	Engineering Construction - Vehicle Replacement	Equipment Replacement	\$36,100	\$520,600			Y
18.00	2014	2011	FLT	FL-5148-14	Fleet - Equipment Replacement	Equipment Replacement	\$30,900	\$551,500			Y
19.00	2014	2011	FLT	FL-5153-14	Parks - Forestry - Equipment Replacement	Equipment Replacement	\$25,800	\$577,300			Y
20.00	2014	2011	FLT	FL-5173-14	Parks - Forestry - Equipment Replacement	Equipment Replacement	\$25,800	\$603,100			Y
21.00	2014	2011	FLT	FL-5154-14	Parks - Equipment Replacement	Equipment Replacement	\$20,600	\$623,700			Y
22.00	2014	2011	FLT	FL-5174-14	Parks - Equipment Replacement	Equipment Replacement	\$20,600	\$644,300			Y
23.00	2014	2011	FLT	FL-5175-14	Parks - Equipment Replacement	Equipment Replacement	\$20,600	\$664,900			Y
24.00	2014	2011	FLT	FL-5176-14	Parks - Equipment Replacement	Equipment Replacement	\$20,600	\$685,500			Y
25.00	2014	2011	FLT	FL-5179-14	Parks - Equipment Replacement	Equipment Replacement	\$20,600	\$706,100			Y
26.00	2014	2011	FLT	FL-5180-14	Parks - Equipment Replacement	Equipment Replacement	\$20,600	\$726,700			Y
27.00	2014	2011	FLT	FL-5152-14	Parks - Vehicle Replacement	Equipment Replacement	\$46,400	\$773,100			Y
28.00	2014	2011	FLT	FL-5192-14	Parks - Vehicle Replacement	Equipment Replacement	\$30,900	\$804,000			Y
29.00	2014	2011	FLT	FL-5155-14	Public Works - Roads - Equipment Replacement	Equipment Replacement	\$25,800	\$829,800			Y
30.00	2014	2011	FLT	FL-5150-14	Public Works - Roads - Vehicle Replacement	Equipment Replacement	\$77,300	\$907,100			Y
31.00	2014	2011	FLT	FL-5193-14	Public Works - Roads - Vehicle Replacement	Equipment Replacement	\$77,300	\$984,400			Y



Capital Budget

By Funding Source - Vehicle Reserve

2012 Opening Balance
(Including Commitments & Transfers)

\$1,198,416

2012 Budget

\$422,600

2013 Budget

\$104,100

2014 & Beyond Budget

\$1,613,100

Rank	Budget Year	Year Identified	Dept	Number	Project Name	Project Type	Amount	Cumulative Total	Operating Budget	Co-Funding	TCA
32.00	2014	2012	FLT	FL-5226-14	Parks - Equipment Replacement	Equipment Replacement	\$63,900	\$1,048,300			Y
33.00	2014	2012	FLT	FL-5227-14	Parks - Equipment Replacement	Equipment Replacement	\$63,900	\$1,112,200			Y
34.00	2014	2012	FLT	FL-5228-14	Parks - Vehicle Replacement	Equipment Replacement	\$31,900	\$1,144,100			Y
35.00	2014	2012	FLT	FL-5229-14	Parks - Vehicle Replacement	Equipment Replacement	\$37,100	\$1,181,200			Y
36.00	2014	2012	FLT	FL-5230-14	Parks - Equipment Replacement	Equipment Replacement	\$56,700	\$1,237,900			Y
37.00	2014	2012	FLT	FL-5232-14	Engineering Construction - Vehicle Replacement	Equipment Replacement	\$25,800	\$1,263,700			Y
38.00	2014	2012	FLT	FL-5233-14	Public Works - Water - Vehicle Replacement	Equipment Replacement	\$25,800	\$1,289,500			Y
39.00	2014	2012	FLT	FL-5234-14	Parks - Equipment Replacement	Equipment Replacement	\$20,600	\$1,310,100			Y
40.00	2014	2012	FLT	FL-5235-14	Parks - Equipment Replacement	Equipment Replacement	\$56,700	\$1,366,800			Y
41.00	2014	2012	FLT	FL-5241-14	Public Works - Wastewater - Vehicle Replacement	Equipment Replacement	\$25,800	\$1,392,600			Y
42.00	2014	2012	FLT	FL-5242-14	Public Works - Water - Vehicle Replacement	Equipment Replacement	\$38,100	\$1,430,700			Y
43.00	2014	2012	FLT	FL-5243-14	Public Works - Water - Vehicle Replacement	Equipment Replacement	\$38,100	\$1,468,800			Y
44.00	2014	2012	FLT	FL-5248-14	Parks - Forestry - Equipment Replacement	Equipment Replacement	\$30,900	\$1,499,700			Y
45.00	2014	2012	FLT	FL-5249-14	Parks - Forestry - Vehicle Replacement	Equipment Replacement	\$25,800	\$1,525,500			Y
46.00	2014	2012	FLT	FL-5250-14	Parks - Forestry - Equipment Replacement	Equipment Replacement	\$87,600	\$1,613,100			Y
2014 & Beyond Considerations											



Capital Budget

By Funding Source - Uplands Revenue Reserve

2012 Opening Balance
(Including Commitments & Transfers)

\$(270,171)

2012 Budget

\$0

2013 Budget

\$864,700

2014 & Beyond Budget

\$388,925

Rank	Budget Year	Year Identified	Dept	Number	Project Name	Project Type	Amount	Cumulative Total	Operating Budget	Co-Funding	TCA
2013 Recognized Budget Line											
1.00	2013	2011	BF	BF-8367-11	Uplands Golf & Ski Centre, Buildings General Capital	Infrastructure Replacement	\$67,000	\$67,000			Y
2.00	2013	2013	PK5	PK-6370-13	Uplands Golf & Ski Centre-Irrigation/Snow Making Water Systems	Infrastructure Replacement	\$566,500	\$633,500			Y
3.00	2013	2013	BF	BF-8391-13	Uplands Club House-Golf Cart Storage Building	New Infrastructure	\$231,200	\$864,700			Y
2014 & Beyond Considerations											
1.00	2014	2011	BF	BF-8367-11	Uplands Golf & Ski Centre, Buildings General Capital	Infrastructure Replacement	\$67,000	\$67,000			Y
1.00	2015	2015	PK5	PK-6374-15	Uplands Club & Ski Centre-Magic Carpet Lift	Equipment Replacement	\$254,925	\$321,925		Transfer from Taxation \$28,325;	Y
2.00	2015	2011	BF	BF-8367-11	Uplands Golf & Ski Centre, Buildings General Capital	Infrastructure Replacement	\$67,000	\$388,925			Y



Capital Budget

By Funding Source - Tree Replacement Reserve

2012 Opening Balance
(Including Commitments & Transfers)

\$633,054

2012 Budget \$25,000
2013 Budget \$25,000
2014 & Beyond Budget \$25,000

Rank	Budget Year	Year Identified	Dept	Number	Project Name	Project Type	Amount	Cumulative Total	Operating Budget	Co-Funding	TCA
1.00	2012	2012	PO	PO-6700-12	Tree Planting Program	Infrastructure Replacement	\$25,000	\$25,000		Transfer from Taxation \$500,000;	Y
2012 Approved Budget Line											
1.00	2013	2012	PO	PO-6700-12	Tree Planting Program	Infrastructure Replacement	\$25,000	\$25,000		Transfer from Taxation \$550,000;	Y
2013 Recognized Budget Line											
1.00	2014	2012	PO	PO-6700-12	Tree Planting Program	Infrastructure Replacement	\$25,000	\$25,000		Transfer from Taxation \$550,000;	Y
2014 & Beyond Considerations											



Capital Budget

By Funding Source - Gas Tax Reserve

2012 Opening Balance
(Including Commitments & Transfers)

\$8,459,731

2012 Budget **\$6,969,300**
2013 Budget **\$6,809,600**
2014 & Beyond Budget **\$273,300**

Rank	Budget Year	Year Identified	Dept	Number	Project Name	Project Type	Amount	Cumulative Total	Operating Budget	Co-Funding	TCA
1.00	2012	2012	ENG	EN-1869-12	2012 Pavement Management Program - Phase 2	Infrastructure Replacement	\$3,485,000	\$3,485,000	\$2,500,000	City Wide DC - Library Buildings	Y
2.00	2012	2009	LIB	LI-4519-12	Civic Centre Resource Library-Construction	Growth/Development	\$1,130,000	\$4,615,000		\$9,450,000; Transfer from Taxation	Y
3.00	2012	2012	DTS	DT-7082-12	Pedestrian & Bicycle Network Implementation Program	Growth/Development	\$56,200	\$4,671,200		\$1,277,400;	Y
4.00	2012	2012	PWA	PW-2049-12	Thomson Creek Blvd. Storm Drainage Channel Rehabilitation	Infrastructure Replacement	\$110,000	\$4,781,200		Municipal Contribution \$6,000;	N
5.00	2012	2012	PWA	PW-2050-12	Aydell Avenue Storm Drainage channel Rehabilitation	Infrastructure Replacement	\$100,000	\$4,881,200			N
6.00	2012	2011	PWA	PW-2040-11	Sediment Removal from Storm Pond #42 (JOC)	Infrastructure Replacement	\$260,000	\$5,141,200			N
7.00	2012	2011	PWA	PW-2035-11	Curb and Sidewalk Repair & Replacement	Infrastructure Replacement	\$1,220,000	\$6,361,200			N
8.00	2012	2012	PK5	PK-6353-12	Mapes Park(Pathway Connection to Rainbow Creek Park)	New Infrastructure	\$60,000	\$6,421,200			Y
9.00	2012	2012	PK5	PK-6372-12	Pedestrian & Bicycle Masterplan(Off Road System)-Design	New Infrastructure	\$92,000	\$6,513,200			N
10.00	2012	2012	ENG	EN-1879-12	Storm Water Management Facility Gallanough Park	New Infrastructure	\$150,000	\$6,663,200			N
11.00	2012	2012	PK5	PK-6362-12	Thornhill Wood Park-Walkway Extension	New Infrastructure	\$91,100	\$6,754,300			Y
12.00	2012	2010	ENG	EN-1854-12	Storm Water Management Facility - Pine Valley Drive at Club	New Infrastructure	\$150,000	\$6,904,300			Y
13.00	2012	2012	PK5	PK-6375-12	Uplands Bridge Replacement	Infrastructure Replacement	\$65,000	\$6,969,300			Y
2012 Approved Budget Line											
1.00	2013	2011	PWA	PW-2035-11	Curb and Sidewalk Repair & Replacement	Infrastructure Replacement	\$1,281,000	\$1,281,000			N
2.00	2013	2013	ENG	EN-1871-13	2013 Pavement Management Program - Phase 1	Infrastructure Replacement	\$3,225,000	\$4,506,000			Y
3.00	2013	2013	DTS	DT-7083-13	Pedestrian & Bicycle Network Implementation Program	New Infrastructure	\$120,600	\$4,626,600		Municipal Contribution \$88,000;	Y
4.00	2013	2010	ENG	EN-1854-12	Storm Water Management Facility - Pine Valley Drive at Club	New Infrastructure	\$750,000	\$5,376,600			Y
5.00	2013	2012	ENG	EN-1879-12	Storm Water Management Facility Gallanough Park	New Infrastructure	\$1,000,000	\$6,376,600			Y
6.00	2013	2013	PK5	PK-6373-13	Pedestrian & Bicycle Masterplan(Off Road System)-Construction	New Infrastructure	\$433,000	\$6,809,600			N
2013 Recognized Budget Line											
1.00	2014	2012	LIB	LI-4522-14	Carville BL11 - Consulting Design/Construction	Growth/Development	\$16,600	\$16,600		City Wide DC - Library Buildings	Y
1.00	2015	2012	LIB	LI-4522-14	Carville BL11 - Consulting Design/Construction	Growth/Development	\$223,100	\$239,700	\$1,200,000	\$153,300; Transfer from Taxation \$17,000;	Y
1.00	2016	2012	LIB	LI-4525-16	Vellore Village Community Library	Growth/Development	\$33,600	\$273,300	\$2,067,600; Transfer from Taxation \$274,500;		
2014 & Beyond Considerations											



Capital Budget

By Funding Source - Recreation Land Reserve

2012 Opening Balance
(Including Commitments & Transfers)

\$32,457,616

2012 Budget \$277,800

2013 Budget \$206,000

2014 & Beyond Budget \$0

Rank	Budget Year	Year Identified	Dept	Number	Project Name	Project Type	Amount	Cumulative Total	Operating Budget	Co-Funding	TCA
1.00	2012	2012	RL	RL-0005-12	Land Acquisition Fees	Misc. Land Appraisals	\$277,800	\$277,800			N
2012 Approved Budget Line											
1.00	2013	2012	RL	RL-0005-12	Land Acquisition Fees	Misc. Land Appraisals	\$206,000	\$206,000			Y
2013 Recognized Budget Line											

Capital Budget

By Funding Source - Debenture Financing

2012 Opening Balance

(Including Commitments & Transfers)

\$0

2012 Budget

\$8,413,900

2013 Budget

\$7,171,000

2014 & Beyond Budget

\$0

Rank	Budget Year	Year Identified	Dept	Number	Project Name	Project Type	Amount	Cumulative Total	Operating Budget	Co-Funding	TCA
2012 Approved Budget Line											
1.00	2012	2012	ENG	EN-1870-12	2012 Pavement Management Program - Phase 3	Infrastructure Replacement	\$3,349,600	\$3,349,600			Y
2.00	2012	2012	ENG	EN-1886-12	Bridge Rehabilitation - Humber Bridge Trail Bridge	Infrastructure Replacement	\$154,500	\$3,504,100			Y
3.00	2012	2012	ENG	EN-1887-12	Bridge Rehabilitation - Dick Bridge (Humber River)	Infrastructure Replacement	\$154,500	\$3,658,600			Y
4.00	2012	2012	ENG	EN-1868-12	2012 Pavement Management Program - Phase 1	Infrastructure Replacement	\$2,686,000	\$6,344,600			Y
5.00	2012	2012	BF	BF-8388-14	Civic Centre-Demolition, Parking and Storm Drainage	New Infrastructure	\$2,069,300	\$8,413,900			Y
2012 Approved Budget Line											
1.00	2013	2012	ENG	EN-1887-12	Bridge Rehabilitation - Dick Bridge (Humber River)	Infrastructure Replacement	\$412,000	\$412,000			Y
2.00	2013	2011	ENG	EN-1888-13	Bridge Rehabilitation - Glen Shields Avenue	Infrastructure Replacement	\$154,500	\$566,500			Y
3.00	2013	2011	ENG	EN-1889-13	Bridge Replacement/Rehabilitation Environmental Assessment - King Vaughan Road Bridge	Infrastructure Replacement	\$154,500	\$721,000			Y
4.00	2013	2011	ENG	EN-1872-13	2013 Pavement Management Program - Phase 2	Infrastructure Replacement	\$3,225,000	\$3,946,000			Y
5.00	2013	2011	ENG	EN-1873-13	2013 Pavement Management Program - Phase 3	Infrastructure Replacement	\$3,225,000	\$7,171,000			Y
2013 Recognized Budget Line											

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Water & Wastewater Budgets and Consumption Rates

Water & Wastewater Budgets & Consumption Rates

The Water and Wastewater Budget is adopted by Council separate from the Operating and Capital Budgets and on May 7, 2012 Council adopted the 2012 Budget.

The primary source of revenue for water and wastewater operations is consumption rates, totalling \$93.9 million for 2012. 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 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 \$4.8 million to the water reserve and wastewater services will generate \$5.1 million to the wastewater reserve thereby providing the necessary funds to maintain a financially sustainable water and wastewater system 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 (\$45 is the Region of York portion) or 8.97%. The combined increase for water and wastewater rates is \$5.40 per month.

The 2012 budgets include an annual rate increase of 7% for water and a 10.8% increase for wastewater for a combined increase of 8.97%.

The net rate increase impact is the result of:

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

2012 COMBINED RATE INCREASE

Water and Wastewater Purchased Services from York Region	6.17%	6.17%	69%
Unmetered Water	0.34%	} .72%	8%
Maintenance	0.19%		
Administration, Financing and Overheads	0.18%		
Joint Services	0.01%		
Infrastructure Contribution to Reserves	2.08%	2.08%	23%

Water & Wastewater Budgets & Consumption Rates

2012 Increase

8.97%

8.97%

100%

Rate Components

The largest cost component of the consumption rate is the purchase of potable water and wastewater services from the Region as shown below. Water purchases and wastewater purchased services in particular have gone up over the past number of years by 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 2012 water and wastewater rate components and cost impacts are as follows:

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

Cost Increase Impact

	<u>Water</u>	<u>Wastewater</u>	<u>Combined</u>
Region	66%	70%	69%
City	34%	30%	31%

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

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

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

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

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

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

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

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

Preliminary results from the 1,358 meters tested, indicate that this initiative is expected to reduce the amount of unmetered water by approximately 1.6 percent annually.

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

Water & Wastewater

Budgets & Consumption Rates

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;
- water efficient landscape visits and industrial/commercial water audits to encourage water consumers to conserve water use and assists in reducing energy consumption and their carbon footprint; and,
- rebates and incentives for commercial operations aimed at commercial kitchens, laundromats, and large volume industrial users.

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

2012 Water Budget - Revenue & Expenditure Highlights

2012 Water Budget Factors

Consumption volume is conservatively estimated and is developed based on current consumption patterns, annual growth estimates and does not reflect any weather predictions. The budgeted 2012 water billing revenue includes a 2.0% residential growth factor, 1.0% commercial growth factor and a 7.0% water rate increase.

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

Other expenditure increases reflect cost of living increases and general inflationary factors.

2012 Water Budget Highlights

Revenues:

The water rate of \$1.244 per cubic metre is based on the operating and capital budgets and represents the next step in achieving full cost recovery as supported by the rate study.

Water & Wastewater

Budgets & Consumption Rates

The budgeted water billings in 2012 include a 7.0% rate increase and an increase in residential and commercial growth. Revenues are expected to be \$45.0 million with water purchases from the Region at \$31.6 million, including unmetered water, resulting in a gross margin of \$13.4 million.

Other revenue for bulk water sales remains constant year over year at \$0.25 million. Installation activity is expected to be similar to last year's budgeted level at \$1.0 million. Interest revenue is budgeted at \$0.3 million.

Expenditures:

2012 budgeted expenditures include maintenance, administration, financing, and overhead costs totalling \$9.9 million, an increase of 4.9% from 2011. Maintenance increases of 3.9% are a result of additional resource requests and increased funding for existing programs. General administration is up by 12.7% as a result of new hire vacancies. All other cost increases are due to expected inflationary factors.

Additional Resource Requests – Water

The additional staff complements in Public Works are required to meet growing demands, City initiatives and are fully funded by water consumption rates.

- .31 FTE Clerk Typist Position

Existing PT to FT position to handle water and sewer related queries, meter sales and processing service connection payments will promote better service levels

- .31 FTE Technical Clerk Position

Existing PT to FT position to prepare water and wastewater contracts which will improve preparation and turnaround time for Purchasing to manage tenders more efficiently

- 1.0 FTE Water Resources Analyst (Develop/Transport Engineering Services)

Management and implementation of the City's Storm Water Management Retrofit program, rate/implementation study and monitoring public awareness programs. Fundamental in implementing corporate sustainability objectives identified by the City's Growth Management Strategy 2031 and Green Directions Vaughan

Water & Wastewater

Budgets & Consumption Rates

- 1.40 FTE Project Managers (Engineering Services)

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

Unmetered (Non-Revenue) Water Consumption:

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

The City undertook a Water Audit that was completed in 2011 by Fabian Papa & Partners Inc. in accordance with the International Water Association (IWA) and American Water Works Association (AWWA) methodology. For the City's billing year 2010, the audit identified the City's non-revenue water (NRW) consumption to be 13.7% of the total bulk volume supplied to the City. NRW usage takes place through: fire suppression and fire training, irrigating sports fields, main flushing and maintenance, street sweeping, water main breaks and service leaks, testing and flushing water mains in new developments due to Provincial water regulations.

The NRW can be broken down as:

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

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

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

Maple Pressure District 8 Pump Station Decommissioning

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

Water & Wastewater

Budgets & Consumption Rates

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

Water Lifecycle Contribution - Reserve

The 2012 budgeted transfer from water operations to the water reserve is \$4.8 million. These funds will provide for the future requirements of the water infrastructure. The forecasted Capital drawdown on the reserve in 2012 for water related infrastructure needs is expected to be \$3.8 million. Committed capital costs represent approved capital projects not yet begun or completed and total \$6.9 million.

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

2012 Wastewater Budget - Revenue & Expenditure Highlights

2012 Wastewater Budget Factors

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

Over the past few years (2009 to 2011) the Regional cost of wastewater services has increased by 10% annually, however for the period 2012 to 2015 the cost of these services will increase to 12%. Other expenditure increases reflect cost of living increases and general inflationary factors.

2012 Wastewater Budget Highlights

Revenues:

The wastewater rate of \$1.38 per cubic metre 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 2012 include a 10.8% rate increase and an increase in residential and commercial growth. Revenues are expected to reach \$48.9 million with expected wastewater services from the Region at \$36.4 million resulting in a gross margin of \$12.4 million. The cost of wastewater services from the Region includes a 12.0% increase. The Region's treatment cost for wastewater is based on potable water purchased by the City.

Water & Wastewater

Budgets & Consumption Rates

Installation and service fees are expected to be lower at 100K down from \$225K, these are driven by demand. The 2012 local improvement revenue is budgeted at \$213,200 and is offset by the cost of debentures of \$213,200. Interest revenue is budgeted at \$.3 million.

Expenditures:

2012 budgeted expenditures total \$8.0 million covering maintenance, administration, storm sewer, financing, joint services and overhead, a slight increase of 0.5% from 2011. The largest increases year over year are in general administration at 5.1% primarily due to new hire vacancies. All other cost increases are due to expected inflationary factors.

Additional Resource Requests – Wastewater

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

- .60 FTE Project Managers (Engineering Services)

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

- .66 FTE Storm Pond District Name Sign Installations

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

Back-water Valve Installation Subsidy Program Update

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

Wastewater Lifecycle Contribution - Reserve

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

Water & Wastewater

Budgets & Consumption Rates

wastewater related infrastructure needs is very minimal at \$22k. Committed capital costs represent projects not yet begun or completed and totals \$1.2 million.

The budgeted reserve balance at the end of 2012 is projected to be \$30.0 million after committed capital projects. These funds will provide for the future requirements of the wastewater infrastructure to ensure the City's wastewater system are financially sustainable.

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

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

(1) Wastewater Rate change effective June 2012.

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

Statement of Continuity - Wastewater Reserve

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

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

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

(1) Water Rate change effective June 2012.

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

Statement of Continuity - Water Reserve

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

City of Vaughan

Tax Rate Table

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

2012 TAX RATES

ASSESSMENT CATEGORY	TAX CODES	TAX RATES					
		Municipal GENERAL	Municipal HOSPITAL	Municipal	Regional	Education	TOTAL
Residential							
Taxable Full	RT	0.00246478	0.00009654	0.00256132	0.00452889	0.00221000	0.00930021
Taxable: Shared Payment-In-Lieu	RH	0.00246478	0.00009654	0.00256132	0.00452889	0.00221000	0.00930021
Multi Residential							
Taxable Full	MT	0.00246478	0.00009654	0.00256132	0.00452889	0.00221000	0.00930021
Taxable: Farmland I	M1	0.00061620	0.00002413	0.00064033	0.00113222	0.00055250	0.00232505
Commercial							
Commercial Taxable Full	CT,DT,ST	0.00275366	0.00010785	0.00286151	0.00505968	0.01129617	0.01921736
Commercial: Taxable Shared Payment-In-Lieu	CH	0.00275366	0.00010785	0.00286151	0.00505968	0.01129617	0.01921736
Commercial: Taxable Excess Land	CU,DU,SU	0.00192756	0.00007550	0.00200306	0.00354177	0.00790732	0.01345215
Commercial New Construction: Taxable Full	XT	0.00275366	0.00010785	0.00286151	0.00505968	0.01129617	0.01921736
Commercial New Construction: Taxable Excess Land	XU	0.00192756	0.00007550	0.00200306	0.00354177	0.00790732	0.01345215
Office Building New Construction: Taxable Full	YT	0.00275366	0.00010785	0.00286151	0.00505968	0.01129617	0.01921736
Office Building New Construction: Taxable Excess Land	YU	0.00192756	0.00007550	0.00200306	0.00354177	0.00790732	0.01345215
Shopping Centre New Construction: Taxable Full	ZT	0.00275366	0.00010785	0.00286151	0.00505968	0.01129617	0.01921736
Shopping Centre New Construction: Taxable Excess Land	ZU	0.00192756	0.00007550	0.00200306	0.00354177	0.00790732	0.01345215
Commercial: Taxable Vacant Land	CX	0.00192756	0.00007550	0.00200306	0.00354177	0.00790732	0.01345215
Commercial: Taxable Farmland I	C1	0.00061620	0.00002413	0.00064033	0.00113222	0.00055250	0.00232505
Parking Lot: Taxable Full	GT	0.00275366	0.00010785	0.00286151	0.00505968	0.01129617	0.01921736
Industrial							
Industrial: Taxable Full	IT,LT	0.00323478	0.00012670	0.00336148	0.00594372	0.01301035	0.02231555
Industrial: Taxable Shared Payment-In-Lieu	IH	0.00323478	0.00012670	0.00336148	0.00594372	0.01301035	0.02231555
Industrial: Taxable Excess Land	IU,LU	0.00210261	0.00008235	0.00218496	0.00386342	0.00845673	0.01450511
Industrial: Taxable Excess Land Shared Payment-In-Lieu	IK	0.00210261	0.00008235	0.00218496	0.00386342	0.00845673	0.01450511
Industrial: Taxable Vacant Land	IX	0.00210261	0.00008235	0.00218496	0.00386342	0.00845673	0.01450511
Industrial: Taxable Farmland I	I1	0.00061620	0.00002413	0.00064033	0.00113222	0.00055250	0.00232505
Industrial New Construction: Taxable Full	JT	0.00323478	0.00012670	0.00336148	0.00594372	0.01260000	0.02190520
Industrial New Construction: Taxable Excess Land	JU	0.00210261	0.00008235	0.00218496	0.00386342	0.00845673	0.01450511
Large Industrial New Construction: Taxable Full	KT	0.00323478	0.00012670	0.00336148	0.00594372	0.01260000	0.02190520
Pipeline Taxable Full	PT	0.00226513	0.00008872	0.00235385	0.00416205	0.01535021	0.02186611
Farm							
Taxable Full	FT	0.00061620	0.00002413	0.00064033	0.00113222	0.00055250	0.00232505
Managed Forest Taxable Full	TT	0.00061620	0.00002413	0.00064033	0.00113222	0.00055250	0.00232505

Volume 2:
2012-2014 Department
Business Plans
&
Budget Summaries

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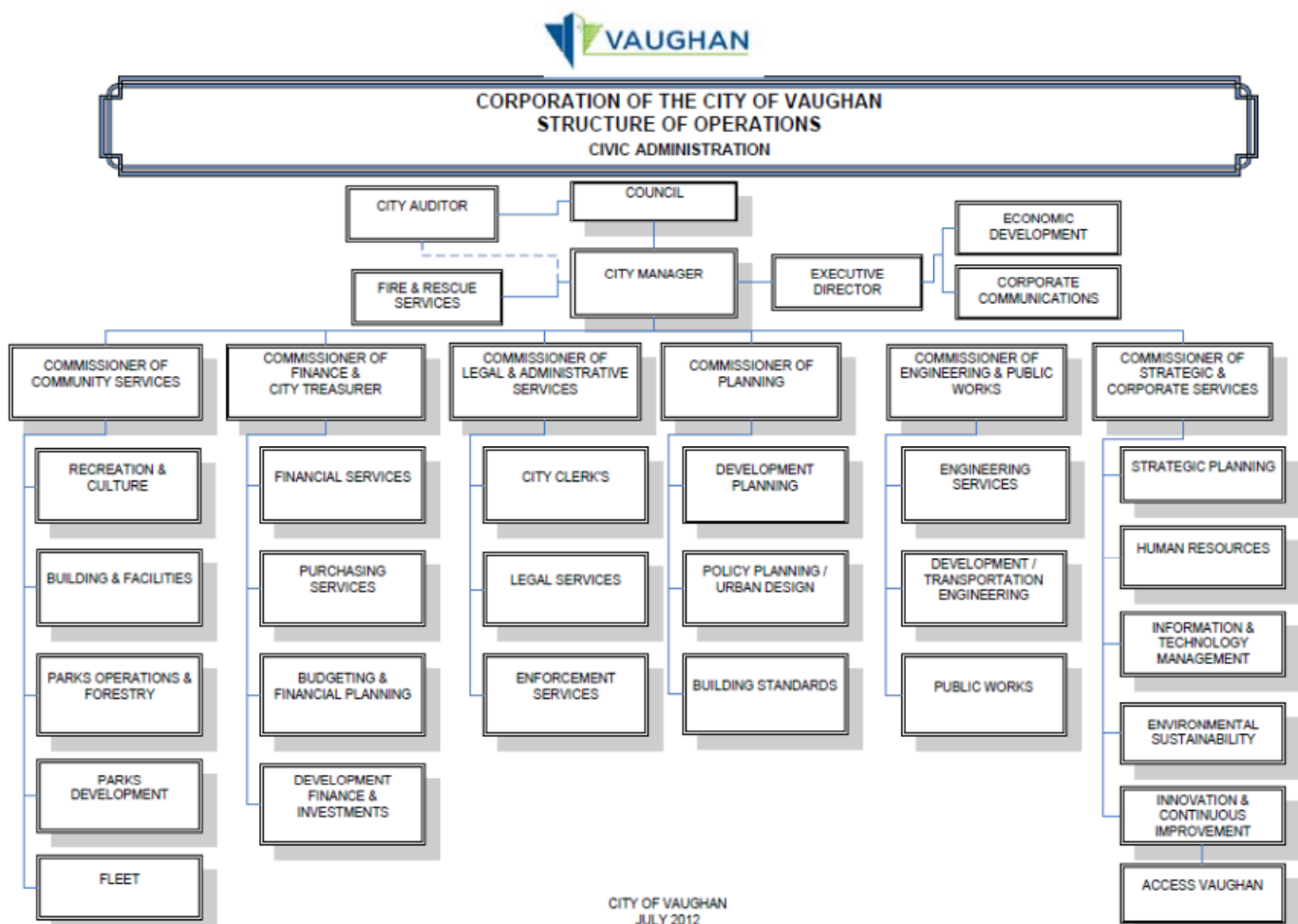
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City Department Business Plans & Budget Summaries

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 Public 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.



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 2012 Operating Budget

					2012			
			2011 Actual	2011 Budget	2012 Budget	% of Total Budget	Budget Variance \$	Budget Variance %
010003 - Mayor Bevilacqua	Labour Costs	Staffing Costs (incl Benefits)	176,420	180,601	195,493	76.8%	14,892	8.25%
	Other Expenses	Community Advertising & Promotion	588	4,355	27,100	10.6%	22,745	522.27%
		Office Supplies & Expenses	7,104	22,538	12,100	4.8%	(10,438)	-46.31%
		Operating Leases	8,645	8,645	9,600	3.8%	955	11.05%
		Communications	2,525	7,402	3,500	1.4%	(3,902)	-52.72%
		Office Equipment & Furniture	1,943	4,200	3,500	1.4%	(700)	-16.67%
		Staff Development & Training	232	3,000	3,300	1.3%	300	10.0%
		Corporate Accounts	3,505	3,505	0	0.0%	(3,505)	-100.0%
		General Mtce & Repairs	414	4,750	0	0.0%	(4,750)	-100.0%
		Joint Services & Department Transfers	0	0	0	0.0%	0	0.0%
		Meals & Travel	0	5,000	0	0.0%	(5,000)	-100.0%
		Other	28	580	0	0.0%	(580)	-100.0%
		Utilities & Fuel	2,429	4,965	0	0.0%	(4,965)	-100.0%
		Total	27,413	68,940	59,100	23.2 %	(9,840)	-14.27 %
	Total Expenses		203,833	249,541	254,593	100.0 %	5,052	2.02 %
	Net Expenditures		203,833	249,541	254,593		5,052	2.02 %

City of Vaughan
Revenue/Expenditure Summary Report
Operating Budget Forecast

BU and Desp			2012 Budget	2013 Budget	2013 vs 2012 Budget Variance \$	2013 vs 2012 Budget Variance %	2014 Budget	2014 vs 2013 Budget Variance \$	2014 vs 2013 Budget Variance %
010003-Mayor Bevilacqua	Labour Costs	Staffing Costs (incl Benefits)	195,493	195,493	0	0.0%	195,493	0	0.0%
	Other Expenses	Community Advertising & Promotion	27,100	27,100	0	0.0%	27,100	0	0.0%
		Office Supplies& Expenses	12,100	12,100	0	0.0%	12,100	0	0.0%
		Operating Leases	9,600	9,600	0	0.0%	9,600	0	0.0%
		Communications	3,500	3,500	0	0.0%	3,500	0	0.0%
		Office Equipment & Furniture	3,500	3,500	0	0.0%	3,500	0	0.0%
		Staff Development & Training	3,300	3,300	0	0.0%	3,300	0	0.0%
		Corporate Accounts	0	0	0	0.0%	0	0	0.0%
		General Mtce & Repairs	0	0	0	0.0%	0	0	0.0%
		Joint Services & Department Transfers	0	0	0	0.0%	0	0	0.0%
		Meals & Travel	0	0	0	0.0%	0	0	0.0%
		Other	0	7,554	7,554	0.0%	15,603	8,049	100.0%
		Utilities & Fuel	0	0	0	0.0%	0	0	0.0%
		Total	59,100	66,654	7,554	12.78 %	74,703	8,049	11.33 %
	Total Expenses		254,593	262,147	7,554	2.97 %	270,196	8,049	2.88 %
	Net Expenditures		254,593	262,147	7,554	2.97 %	270,196	8,049	2.88 %

City of Vaughan
Revenue/Expenditure Summary Report
2012 Operating Budget

					2012			
			2011 Actual	2011 Budget	2012 Budget	% of Total Budget	Budget Variance \$	Budget Variance %
010004 - Reg. Councillor Rosati	Labour Costs	Staffing Costs (incl Benefits)	126,722	140,678	140,749	84.2%	71	0.05%
	Other Expenses	Meals & Travel	9,216	9,216	9,216	5.5%	0	0.0%
		Community Advertising & Promotion	17	4,204	6,500	3.9%	2,296	54.61%
		Office Supplies & Expenses	1,888	4,500	4,200	2.5%	(300)	-6.67%
		Communications	1,345	3,150	3,280	2.0%	130	4.13%
		Staff Development & Training	0	750	2,150	1.3%	1,400	186.67%
		Office Equipment & Furniture	2,217	600	800	0.5%	200	33.33%
		Other	0	200	200	0.1%	0	0.0%
		Total	14,682	22,620	26,346	15.8 %	3,726	16.47 %
	Total Expenses		141,404	163,298	167,095	100.0 %	3,797	2.33 %
	Net Expenditures		141,404	163,298	167,095		3,797	2.33 %

City of Vaughan
Revenue/Expenditure Summary Report
Operating Budget Forecast

BU and Desp			2012 Budget	2013 Budget	2013 vs 2012 Budget Variance \$	2013 vs 2012 Budget Variance %	2014 Budget	2014 vs 2013 Budget Variance \$	2014 vs 2013 Budget Variance %
010004-Reg. Councillor Rosati	Labour Costs	Staffing Costs (incl Benefits)	140,749	140,749	0	0.0%	140,749	0	0.0%
	Other Expenses	Meals & Travel	9,216	9,216	0	0.0%	9,216	0	0.0%
		Community Advertising & Promotion	6,500	6,500	0	0.0%	6,500	0	0.0%
		Office Supplies& Expenses	4,200	4,200	0	0.0%	4,200	0	0.0%
		Communications	3,280	3,280	0	0.0%	3,280	0	0.0%
		Staff Development & Training	2,150	2,150	0	0.0%	2,150	0	0.0%
		Office Equipment & Furniture	800	800	0	0.0%	800	0	0.0%
		Other	200	5,289	5,089	2,544.5%	10,713	5,424	96.22%
		Total	26,346	31,435	5,089	19.32 %	36,859	5,424	16.19 %
	Total Expenses		167,095	172,184	5,089	3.05 %	177,608	5,424	2.96 %
	Net Expenditures		167,095	172,184	5,089	3.05 %	177,608	5,424	2.96 %

City of Vaughan
Revenue/Expenditure Summary Report
2012 Operating Budget

			2012					
			2011 Actual	2011 Budget	2012 Budget	% of Total Budget	Budget Variance \$	Budget Variance %
010005 - Reg. Councillor Di Biase	Labour Costs	Staffing Costs (incl Benefits)	122,722	126,846	136,591	81.7%	9,745	7.68%
	Other Expenses	Meals & Travel	9,336	9,716	9,616	5.8%	(100)	-1.03%
		Community Advertising & Promotion	1,973	10,534	8,300	5.0%	(2,234)	-21.21%
		Office Supplies & Expenses	3,357	5,600	5,400	3.2%	(200)	-3.57%
		Communications	2,894	4,000	3,900	2.3%	(100)	-2.5%
		Office Equipment & Furniture	1,489	5,500	2,588	1.5%	(2,912)	-52.95%
		Staff Development & Training	0	700	700	0.4%	0	0.0%
		Other	0	402	0	0.0%	(402)	-100.0%
		Total	19,049	36,452	30,504	18.3 %	(5,948)	-16.32 %
	Total Expenses		141,772	163,298	167,095	100.0 %	3,797	2.33 %
	Net Expenditures		141,772	163,298	167,095		3,797	2.33 %

City of Vaughan
Revenue/Expenditure Summary Report
Operating Budget Forecast

BU and Desp			2012 Budget	2013 Budget	2013 vs 2012 Budget Variance \$	2013 vs 2012 Budget Variance %	2014 Budget	2014 vs 2013 Budget Variance \$	2014 vs 2013 Budget Variance %
010005-Reg. Councillor Di Biase	Labour Costs	Staffing Costs (incl Benefits)	136,591	136,591	0	0.0%	136,591	0	0.0%
	Other Expenses	Meals & Travel	9,616	10,116	500	5.2%	10,116	0	4.94%
		Community Advertising & Promotion	8,300	8,300	0	0.0%	8,300	0	0.0%
		Office Supplies& Expenses	5,400	4,900	(500)	-9.26%	4,900	0	-10.2%
		Communications	3,900	3,900	0	0.0%	3,900	0	0.0%
		Office Equipment & Furniture	2,588	2,300	(288)	-11.13%	2,300	0	-12.52%
		Staff Development & Training	700	700	0	0.0%	700	0	0.0%
		Other	0	5,377	5,377	0.0%	10,801	5,424	100.0%
		Total	30,504	35,593	5,089	16.68 %	41,017	5,424	14.3 %
	Total Expenses		167,095	172,184	5,089	3.05 %	177,608	5,424	2.96 %
	Net Expenditures		167,095	172,184	5,089	3.05 %	177,608	5,424	2.96 %

City of Vaughan
Revenue/Expenditure Summary Report
2012 Operating Budget

					2012			
			2011 Actual	2011 Budget	2012 Budget	% of Total Budget	Budget Variance \$	Budget Variance %
010007 - Reg. Councillor Schulte	Labour Costs	Staffing Costs (incl Benefits)	98,049	114,231	115,700	69.2%	1,469	1.29%
	Other Expenses	Community Advertising & Promotion	738	14,500	14,500	8.7%	0	0.0%
		Office Supplies & Expenses	1,317	10,050	10,550	6.3%	500	4.98%
		Meals & Travel	3,963	10,758	10,308	6.2%	(450)	-4.18%
		Staff Development & Training	1,235	5,500	5,500	3.3%	0	0.0%
		Office Equipment & Furniture	1,938	5,500	5,000	3.0%	(500)	-9.09%
		Communications	998	2,700	3,500	2.1%	800	29.63%
		Professional Fees	611	0	1,500	0.9%	1,500	0.0%
		Other	5	59	537	0.3%	478	810.17%
		Total	10,804	49,067	51,395	30.8%	2,328	4.74%
	Total Expenses		108,853	163,298	167,095	100.0%	3,797	2.33%
	Net Expenditures		108,853	163,298	167,095		3,797	2.33%

City of Vaughan
Revenue/Expenditure Summary Report
Operating Budget Forecast

BU and Desp			2012 Budget	2013 Budget	2013 vs 2012 Budget Variance \$	2013 vs 2012 Budget Variance %	2014 Budget	2014 vs 2013 Budget Variance \$	2014 vs 2013 Budget Variance %
010007-Reg. Councillor Schulte	Labour Costs	Staffing Costs (incl Benefits)	115,700	115,700	0	0.0%	115,700	0	0.0%
	Other Expenses	Community Advertising & Promotion	14,500	14,500	0	0.0%	14,500	0	0.0%
		Office Supplies& Expenses	10,550	10,550	0	0.0%	10,550	0	0.0%
		Meals & Travel	10,308	10,308	0	0.0%	10,308	0	0.0%
		Staff Development & Training	5,500	5,500	0	0.0%	5,500	0	0.0%
		Office Equipment & Furniture	5,000	5,000	0	0.0%	5,000	0	0.0%
		Communications	3,500	3,500	0	0.0%	3,500	0	0.0%
		Professional Fees	1,500	1,500	0	0.0%	1,500	0	0.0%
		Other	537	5,626	5,089	947.67%	11,050	5,424	90.46%
		Total	51,395	56,484	5,089	9.9 %	61,908	5,424	9.01 %
	Total Expenses		167,095	172,184	5,089	3.05 %	177,608	5,424	2.96 %
	Net Expenditures		167,095	172,184	5,089	3.05 %	177,608	5,424	2.96 %

City of Vaughan
Revenue/Expenditure Summary Report
2012 Operating Budget

					2012			
			2011 Actual	2011 Budget	2012 Budget	% of Total Budget	Budget Variance \$	Budget Variance %
010009 - Councillor Iafrate	Labour Costs	Staffing Costs (incl Benefits)	102,411	104,028	104,589	76.9%	561	0.54%
	Other Expenses	Meals & Travel	9,216	9,466	10,836	8.0%	1,370	14.47%
		Community Advertising & Promotion	3,531	7,000	9,000	6.6%	2,000	28.57%
		Staff Development & Training	381	0	4,650	3.4%	4,650	0.0%
		Office Supplies & Expenses	3,541	8,119	3,662	2.7%	(4,457)	-54.9%
		Communications	2,162	2,185	3,290	2.4%	1,105	50.57%
		Capital Funding	712	0	0	0.0%	0	0.0%
		Office Equipment & Furniture	1,479	0	0	0.0%	0	0.0%
		Other	0	0	0	0.0%	0	0.0%
		Total	21,023	26,770	31,438	23.1%	4,668	17.44%
	Total Expenses		123,434	130,798	136,027	100.0%	5,229	4.0%
	Net Expenditures		123,434	130,798	136,027		5,229	4.0%

City of Vaughan
Revenue/Expenditure Summary Report
Operating Budget Forecast

BU and Desp			2012 Budget	2013 Budget	2013 vs 2012 Budget Variance \$	2013 vs 2012 Budget Variance %	2014 Budget	2014 vs 2013 Budget Variance \$	2014 vs 2013 Budget Variance %
010009- Councillor Iafrate	Labour Costs	Staffing Costs (incl Benefits)	104,589	104,589	0	0.0%	104,589	0	0.0%
	Other Expenses	Meals & Travel	10,836	10,836	0	0.0%	10,836	0	0.0%
		Community Advertising & Promotion	9,000	9,000	0	0.0%	9,000	0	0.0%
		Staff Development & Training	4,650	4,650	0	0.0%	4,650	0	0.0%
		Office Supplies & Expenses	3,662	3,662	0	0.0%	3,662	0	0.0%
		Communications	3,290	3,290	0	0.0%	3,290	0	0.0%
		Capital Funding	0	0	0	0.0%	0	0	0.0%
		Office Equipment & Furniture	0	0	0	0.0%	0	0	0.0%
		Other	0	3,058	3,058	0.0%	6,319	3,261	100.0%
		Total	31,438	34,496	3,058	9.73 %	37,757	3,261	8.86 %
	Total Expenses		136,027	139,085	3,058	2.25 %	142,346	3,261	2.2 %
	Net Expenditures		136,027	139,085	3,058	2.25 %	142,346	3,261	2.2 %

City of Vaughan
Revenue/Expenditure Summary Report
2012 Operating Budget

					2012			
			2011 Actual	2011 Budget	2012 Budget	% of Total Budget	Budget Variance \$	Budget Variance %
010010 - Councillor Carella	Labour Costs	Staffing Costs (incl Benefits)	98,681	100,518	103,106	75.3%	2,588	2.57%
	Other Expenses	Community Advertising & Promotion	6,475	10,140	15,350	11.2%	5,210	51.38%
		Meals & Travel	10,345	11,466	9,716	7.1%	(1,750)	-15.26%
		Office Supplies & Expenses	3,466	5,414	5,900	4.3%	486	8.98%
		Communications	1,877	2,300	2,100	1.5%	(200)	-8.7%
		Office Equipment & Furniture	231	0	500	0.4%	500	0.0%
		Other	23	0	200	0.1%	200	0.0%
		Staff Development & Training	885	960	75	0.1%	(885)	-92.19%
		Total	23,303	30,280	33,841	24.7 %	3,561	11.76 %
	Total Expenses		121,983	130,798	136,947	100.0 %	6,149	4.7 %
	Net Expenditures		121,983	130,798	136,947		6,149	4.7 %

City of Vaughan
Revenue/Expenditure Summary Report
Operating Budget Forecast

BU and Desp			2012 Budget	2013 Budget	2013 vs 2012 Budget Variance \$	2013 vs 2012 Budget Variance %	2014 Budget	2014 vs 2013 Budget Variance \$	2014 vs 2013 Budget Variance %
010010- Councillor Carella	Labour Costs	Staffing Costs (incl Benefits)	103,106	103,106	0	0.0%	103,106	0	0.0%
	Other Expenses	Community Advertising & Promotion	15,350	15,350	0	0.0%	15,350	0	0.0%
		Meals & Travel	9,716	9,716	0	0.0%	9,716	0	0.0%
		Office Supplies & Expenses	5,900	5,900	0	0.0%	5,900	0	0.0%
		Communications	2,100	2,100	0	0.0%	2,100	0	0.0%
		Office Equipment & Furniture	500	500	0	0.0%	500	0	0.0%
		Other	200	3,314	3,114	1,557.0%	6,634	3,320	93.96%
		Staff Development & Training	75	75	0	0.0%	75	0	0.0%
		Total	33,841	36,955	3,114	9.2 %	40,275	3,320	8.43 %
	Total Expenses		136,947	140,061	3,114	2.27 %	143,381	3,320	2.22 %
	Net Expenditures		136,947	140,061	3,114	2.27 %	143,381	3,320	2.22 %

City of Vaughan
Revenue/Expenditure Summary Report
2012 Operating Budget

					2012			
			2011 Actual	2011 Budget	2012 Budget	% of Total Budget	Budget Variance \$	Budget Variance %
010013 - Councillor DeFrancesca	Labour Costs	Staffing Costs (incl Benefits)	102,037	101,733	102,127	75.9%	394	0.39%
	Other Expenses	Community Advertising & Promotion	8,845	9,444	15,550	11.6%	6,106	64.65%
		Meals & Travel	10,758	11,106	11,296	8.4%	190	1.71%
		Office Supplies & Expenses	948	3,400	2,550	1.9%	(850)	-25.0%
		Communications	1,581	1,735	1,885	1.4%	150	8.65%
		Staff Development & Training	829	1,130	1,019	0.8%	(111)	-9.82%
		Office Equipment & Furniture	1,467	0	100	0.1%	100	0.0%
		Other	0	0	0	0.0%	0	0.0%
		Total	24,428	26,815	32,400	24.1%	5,585	20.83%
	Total Expenses		126,465	128,548	134,527	100.0%	5,979	4.65%
	Net Expenditures		126,465	128,548	134,527		5,979	4.65%

City of Vaughan
Revenue/Expenditure Summary Report
Operating Budget Forecast

BU and Desp			2012 Budget	2013 Budget	2013 vs 2012 Budget Variance \$	2013 vs 2012 Budget Variance %	2014 Budget	2014 vs 2013 Budget Variance \$	2014 vs 2013 Budget Variance %
010013- Councillor DeFrancesca	Labour Costs	Staffing Costs (incl Benefits)	102,127	102,127	0	0.0%	102,127	0	0.0%
	Other Expenses	Community Advertising & Promotion	15,550	15,550	0	0.0%	15,550	0	0.0%
		Meals & Travel	11,296	11,296	0	0.0%	11,296	0	0.0%
		Office Supplies & Expenses	2,550	2,550	0	0.0%	2,550	0	0.0%
		Communications	1,885	1,885	0	0.0%	1,885	0	0.0%
		Staff Development & Training	1,019	1,019	0	0.0%	1,019	0	0.0%
		Office Equipment & Furniture	100	100	0	0.0%	100	0	0.0%
		Other	0	2,950	2,950	0.0%	6,095	3,145	100.0%
		Total	32,400	35,350	2,950	9.1 %	38,495	3,145	8.35 %
	Total Expenses		134,527	137,477	2,950	2.19 %	140,622	3,145	2.15 %
	Net Expenditures		134,527	137,477	2,950	2.19 %	140,622	3,145	2.15 %

City of Vaughan
Revenue/Expenditure Summary Report
2012 Operating Budget

					2012			
					2012 Budget	% of Total Budget	Budget Variance \$	Budget Variance %
010012 - Councillor Yeung Racco	Revenue	Ward Sponsorships	(500)	0	0	0.0%	0	0.0%
	Total Revenues		(500)	0	0	0.0%	0	0.0%
	Labour Costs	Staffing Costs (incl Benefits)	95,164	95,308	97,779	77.7%	2,471	2.59%
	Other Expenses	Meals & Travel	11,608	12,466	12,616	10.0%	150	1.2%
		Community Advertising & Promotion	1,204	3,400	7,200	5.7%	3,800	111.76%
		Communications	2,392	3,250	3,250	2.6%	0	0.0%
		Office Supplies& Expenses	1,835	3,700	3,200	2.5%	(500)	-13.51%
		Office Equipment & Furniture	788	1,500	750	0.6%	(750)	-50.0%
		Staff Development & Training	699	700	720	0.6%	20	2.86%
		Other	133	224	256	0.2%	32	14.29%
		Capital Funding	712	0	0	0.0%	0	0.0%
		Staffing Costs (incl Benefits)	0	0	0	0.0%	0	0.0%
	Total		19,371	25,240	27,992	22.3%	2,752	10.9%
Total Expenses		114,535	120,548	125,771	100.0%	5,223	4.33%	
Net Expenditures		114,035	120,548	125,771		5,223	4.33%	

City of Vaughan
Revenue/Expenditure Summary Report
Operating Budget Forecast

BU and Desp			2012 Budget	2013 Budget	2013 vs 2012 Budget Variance \$	2013 vs 2012 Budget Variance %	2014 Budget	2014 vs 2013 Budget Variance \$	2014 vs 2013 Budget Variance %
010012- Councillor Yeung Racco	Labour Costs	Staffing Costs (incl Benefits)	97,779	97,779	0	0.0%	97,779	0	0.0%
	Other Expenses	Meals & Travel	12,616	12,616	0	0.0%	12,616	0	0.0%
		Community Advertising & Promotion	7,200	7,200	0	0.0%	7,200	0	0.0%
		Communications	3,250	3,250	0	0.0%	3,250	0	0.0%
		Office Supplies & Expenses	3,200	3,200	0	0.0%	3,200	0	0.0%
		Office Equipment & Furniture	750	750	0	0.0%	750	0	0.0%
		Staff Development & Training	720	720	0	0.0%	720	0	0.0%
		Other	256	2,615	2,359	921.48%	5,128	2,513	90.21%
		Capital Funding	0	0	0	0.0%	0	0	0.0%
		Staffing Costs (incl Benefits)	0	0	0	0.0%	0	0	0.0%
		Total	27,992	30,351	2,359	8.43 %	32,864	2,513	7.77 %
	Total Expenses		125,771	128,130	2,359	1.88 %	130,643	2,513	1.84 %
	Net Expenditures		125,771	128,130	2,359	1.88 %	130,643	2,513	1.84 %

City of Vaughan
Revenue/Expenditure Summary Report
2012 Operating Budget

					2012			
		2011 Actual	2011 Budget		2012 Budget	% of Total Budget	Budget Variance \$	Budget Variance %
010011 - Councillor Shefman	Revenue	Ward Sponsorships	(250)	0	0	0.0%	0	0.0%
	Total Revenues		(250)	0	0	0.0%	0	0.0%
	Labour Costs	Staffing Costs (incl Benefits)	102,517	106,884	111,569	78.3%	4,685	4.38%
	Other Expenses	Community Advertising & Promotion	8,630	12,140	16,343	11.5%	4,203	34.62%
		Meals & Travel	1,502	5,300	4,600	3.2%	(700)	-13.21%
		Communications	2,559	3,904	4,000	2.8%	96	2.46%
		Office Supplies & Expenses	472	2,220	2,220	1.6%	0	0.0%
		Staff Development & Training	767	2,350	1,950	1.4%	(400)	-17.02%
		Office Equipment & Furniture	258	1,250	1,250	0.9%	0	0.0%
		Other	268	500	500	0.4%	0	0.0%
	Total		14,456	27,664	30,863	21.7%	3,199	11.56%
	Total Expenses		116,974	134,548	142,432	100.0%	7,884	5.86%
Net Expenditures			116,724	134,548	142,432		7,884	5.86%

City of Vaughan
Revenue/Expenditure Summary Report
Operating Budget Forecast

BU and Desp			2012 Budget	2013 Budget	2013 vs 2012 Budget Variance \$	2013 vs 2012 Budget Variance %	2014 Budget	2014 vs 2013 Budget Variance \$	2014 vs 2013 Budget Variance %
010011- Councillor Shefman	Labour Costs	Staffing Costs (incl Benefits)	111,569	111,569	0	0.0%	111,569	0	0.0%
	Other Expenses	Community Advertising & Promotion	16,343	16,343	0	0.0%	16,343	0	0.0%
		Meals & Travel	4,600	4,600	0	0.0%	4,600	0	0.0%
		Communications	4,000	4,000	0	0.0%	4,000	0	0.0%
		Office Supplies& Expenses	2,220	2,220	0	0.0%	2,220	0	0.0%
		Staff Development & Training	1,950	1,950	0	0.0%	1,950	0	0.0%
		Office Equipment & Furniture	1,250	1,250	0	0.0%	1,250	0	0.0%
		Other	500	3,977	3,477	695.4%	7,682	3,705	87.43%
		Total	30,863	34,340	3,477	11.27 %	38,045	3,705	10.13 %
	Total Expenses		142,432	145,909	3,477	2.44 %	149,614	3,705	2.38 %
	Net Expenditures		142,432	145,909	3,477	2.44 %	149,614	3,705	2.38 %

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

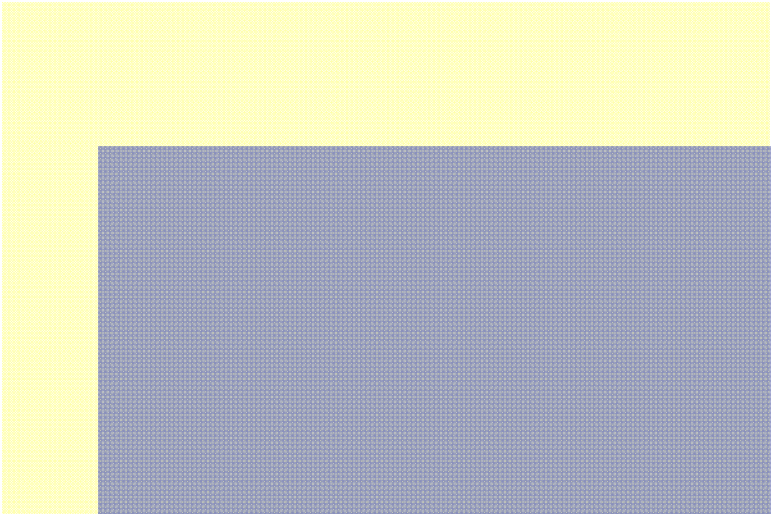
Revenue/Expenditure Summary Report

2012 Operating Budget

					2012			
					2012 Budget	% of Total Budget	Budget Variance \$	Budget Variance %
					2012 Budget	% of Total Budget	Budget Variance \$	Budget Variance %
Integrity Commissioner	Labour Costs	Staffing Costs (incl Benefits)	154,215	150,000	150,000	75.0%	0	0.0%
	Other Expenses	Operating Leases	14,560	0	20,600	10.3%	20,600	0.0%
		Professional Fees	1,325	15,000	15,000	7.5%	0	0.0%
		Office Supplies& Expenses	3,987	12,400	8,300	4.2%	(4,100)	-33.06%
		Staff Development & Training	764	15,000	4,500	2.3%	(10,500)	-70.0%
		Communications	1,128	1,000	1,000	0.5%	0	0.0%
		Meals & Travel	0	360	360	0.2%	0	0.0%
		Other	0	180	180	0.1%	0	0.0%
		Office Equipment & Furniture	2,545	6,000	0	0.0%	(6,000)	-100.0%
		Total	24,310	49,940	49,940	25.0 %	0	0.0 %
	Total Expenses		178,525	199,940	199,940	100.0 %	0	0.0 %
	Net Expenditures		178,525	199,940	199,940		0	0.0 %

City of Vaughan
Revenue/Expenditure Summary Report
Operating Budget Forecast

			2012 Budget	2013 Forecast	2013 vs 2012 Forecast Variance \$	2013 vs 2012 Forecast Variance %	2014 Forecast	2014 vs 2013 Forecast Variance \$	2014 vs 2013 Forecast Variance %
Integrity Commissioner	Labour Costs	Staffing Costs (incl Benefits)	150,000	150,000	0	0.0%	150,000	0	0.0%
	Other Expenses	Operating Leases	20,600	20,600	0	0.0%	20,600	0	0.0%
		Professional Fees	15,000	15,000	0	0.0%	15,000	0	0.0%
		Office Supplies & Expenses	8,300	8,300	0	0.0%	8,300	0	0.0%
		Staff Development & Training	4,500	4,500	0	0.0%	4,500	0	0.0%
		Communications	1,000	1,000	0	0.0%	1,000	0	0.0%
		Meals & Travel	360	360	0	0.0%	360	0	0.0%
		Other	180	180	0	0.0%	180	0	0.0%
		Office Equipment & Furniture	0	0	0	0.0%	0	0	0.0%
		Total	49,940	49,940	0	0.0%	49,940	0	0.0%
	Total Expenses		199,940	199,940	0	0.0%	199,940	0	0.0%
	Net Expenditures		199,940	199,940	0	0.0%	199,940	0	0.0%



City Auditor

2012-14 Business Plan

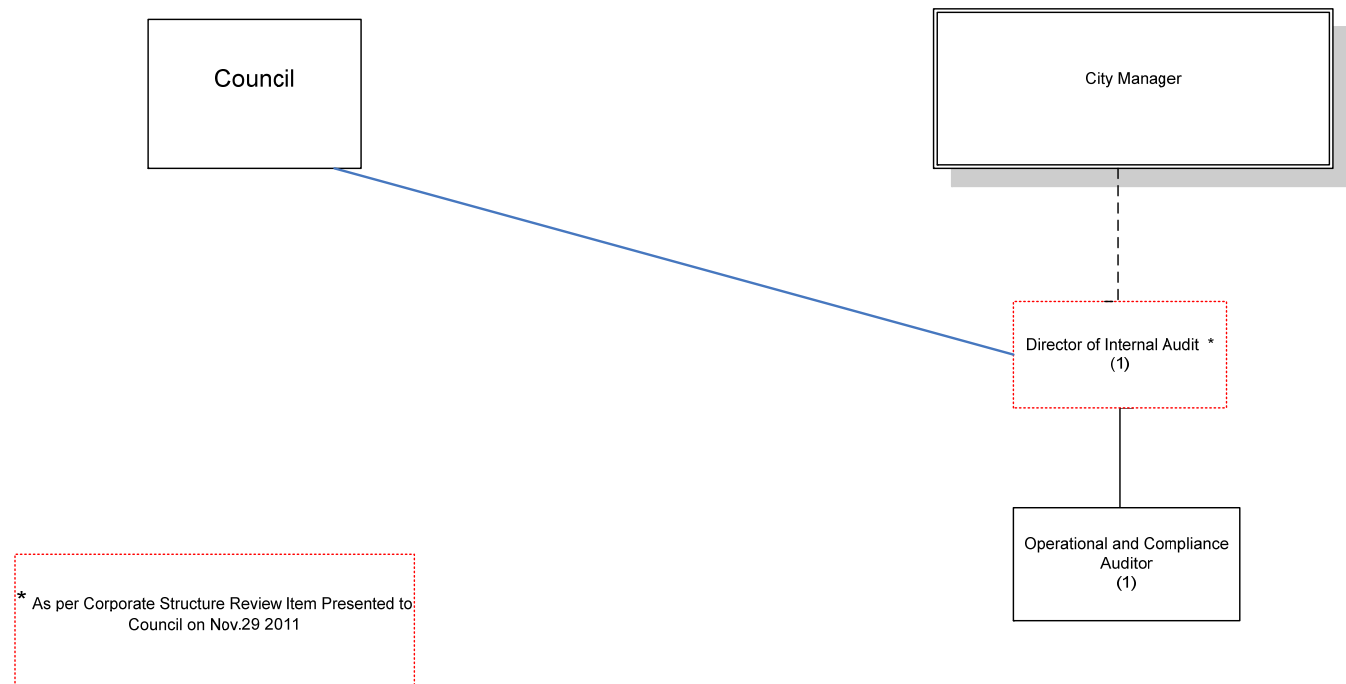
BUSINESS OVERVIEW

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

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

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

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



Full Time, Part Time and Overtime – Budgeted Amounts

	2011	2012 Base	Corporate Structure Review	2012 Final	2013 ARR	2014 ARR
Full Time	1	1	1	2	-	-
Part Time	0	0	0	0	-	-
Total FTE	1	0	1	2	-	-
Overtime	-	-	-	-	-	-

2012-14 Business Plan

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

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

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

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

Work Plan:

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

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

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

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

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

Improves the integrity of financial information
Improves compliance with policies, rules and regulations
Improves safeguarding of assets
Improves effective and efficient use of resources
Improves Risk Management

2012-14 Business Plan

Improves internal controls
Improves corporate governance
Improves the achievement of value for money in City operations.

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

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

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

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

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2012 (Top 3 Objectives)			
To complete 2011 Audit work plan. To meet with directors and commissioners of all City departments to prepare new 3 year audit work plan based on risk assessment..	2012	To develop a 3 year audit work plan for the audit department to accomplish based on 1 staff member.	1 staff member
2. To perform special assignments requested by the Finance and Admin Committee.	2012	To report on the audit request and provide answers to the F & A Committee on their concerns.	1 staff member
3. To complete audit work plan for 2012	2012	Auditing departments will make them more effective and efficient by improving control, governance and risk management.	1 staff member
Other To evaluate the quality of stewardship over public funds and the achievement of value for money in City operations.	2012	To improve the effective management of public funds.	1 staff member
2013 (Top 3 Objectives)			

2012-14 Business Plan

1.To complete audit work plan for 2013. The work plan can be expanded if there is an addition of one senior auditor.	2013	If there is an additional resource person, more audits can be completed.	Currently 1 staff member
2.To perform special assignments requested by the Finance and Admin Committee	2013	If there is an additional resource person, more audits can be completed.	Currently 1 staff member
3. To evaluate requests from the public and perform audits as warranted.	2013	If there is an additional resource person, more audits can be completed.	Currently 1 staff member
Other To evaluate the quality of stewardship over public funds and the achievement of value for money in City operations.	2013	If there is an additional resource person, more audits can be completed.	Currently 1 staff member

2014 (Top 3 Objectives)

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

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

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

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

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

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

2012-14 Business Plan

BUSINESS OVERVIEW:

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

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

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

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

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

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

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

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

Commissioner Sign-off

Date (mm/dd/yy)

City of Vaughan

Revenue/Expenditure Summary Report

2012 Operating Budget

					2012			
			2011 Actuals *	2011 Budget	2012 Budget	% of Total Budget	Budget Variance \$	Budget Variance %
City Auditor	Labour Costs	Staffing Costs (incl Benefits)	154,069	153,458	317,760	90.2%	164,302	107.07%
	Other Expenses	Staff Development & Training	3,863	7,800	10,300	2.9%	2,500	32.05%
		Office Equipment & Furniture	191	4,285	9,285	2.6%	5,000	116.69%
		Communications	744	2,000	4,000	1.1%	2,000	100.0%
		Office Supplies& Expenses	884	2,500	4,000	1.1%	1,500	60.0%
		Other	6	750	2,750	0.8%	2,000	266.67%
		Professional Fees	0	250	2,250	0.6%	2,000	800.0%
		Meals & Travel	733	2,100	2,100	0.6%	0	0.0%
		Total	6,420	19,685	34,685	9.8%	15,000	76.2%
	Total Expenses		160,489	173,143	352,445	100.0 %	179,302	103.56 %
Net Expenditures		160,489	173,143	352,445		179,302	103.56 %	

Corporate Structure Review***													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2012 Impact		Net 2013 Impact		Net 2014 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Director Internal Audit	FT	1.00	157,500		157,500			1.00	157,500				
*** Net budget impact was nil as budget resided in contingency													

City of Vaughan
Revenue/Expenditure Summary Report
Operating Budget Forecast

			2012 Budget	2013 Forecast	2013 vs 2012 Forecast Variance \$	2013 vs 2012 Forecast Variance %	2014 Forecast	2014 vs 2013 Forecast Variance \$	2014 vs 2013 Forecast Variance %
City Auditor	Labour Costs	Staffing Costs (incl Benefits)	317,760	318,654	894	0.3%	319,550	896	0.28%
	Other Expenses	Staff Development & Training	10,300	10,300	0	0.0%	10,300	0	0.0%
		Office Equipment & Furniture	9,285	9,285	0	0.0%	9,285	0	0.0%
		Communications	4,000	1,000	(3,000)	-75.0%	1,000	0	-300.0%
		Office Supplies & Expenses	4,000	4,000	0	0.0%	4,000	0	0.0%
		Other	2,750	2,750	0	0.0%	2,750	0	0.0%
		Professional Fees	2,250	2,250	0	0.0%	2,250	0	0.0%
		Meals & Travel	2,100	2,100	0	0.0%	2,100	0	0.0%
		Total	34,685	31,685	(3,000)	-8.6%	31,685	0	-9.47%
	Total Expenses		352,445	350,339	(2,106)	-0.6%	351,235	896	-0.6%
	Net Expenditures		352,445	350,339	(2,106)	-0.6%	351,235	896	-0.6%

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 provide sound professional advice to Council so the City will be well positioned to face the future with confidence, knowing that we can meet our goals of Service Excellence through Staff Excellence and Organizational Excellence within a sustainable municipal tax structure.

The most recent Ipsos Reid Survey of Vaughan residents in 2011 indicated that 83% of Vaughan residents said they received good value for their tax dollar; however towards building a progressive, inclusive, and fiscally responsible City continue. In 2011, the City conducted a Corporate Structure review. As a result, we created a new Commission of Strategic and Corporate Services. This new Commission will provide the capacity, skills and level of service that management and the operational groups will require in the future.

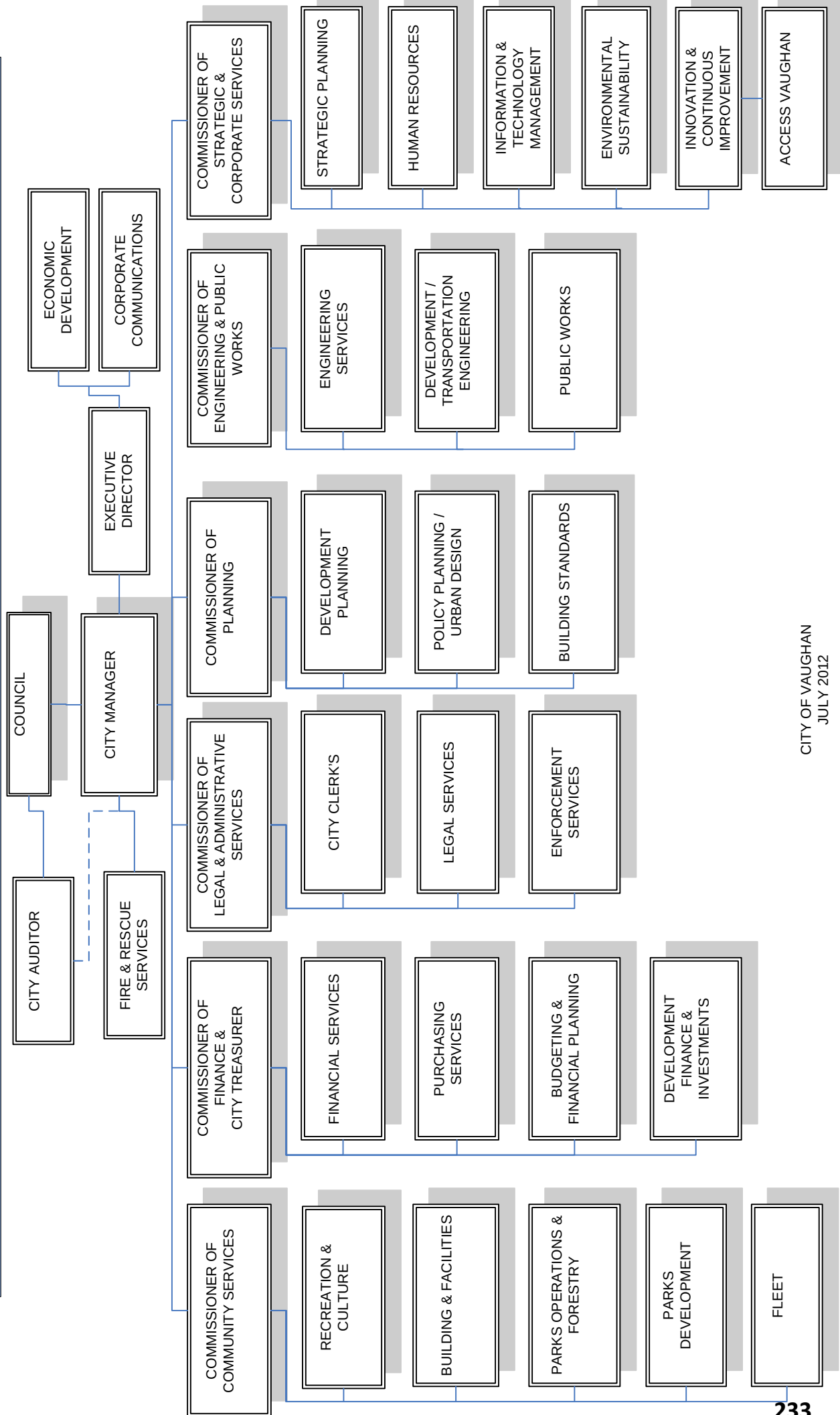
Initially, the new Commission will include the following functions; Human Resources, Information Technology Management, Strategic Planning, Access Vaughan, Environmental Sustainability and a new department called Innovation and Continuous Improvement.

In addition, we have added an Executive Director position that reports directly to the City Manager and a Director of Internal Audit that will report to Council and administratively to the City Manager. These are just a few of the positive changes that will greatly assist us in meeting the strategic goals in *Vaughan Vision 20/20*.

CORPORATION OF THE CITY OF VAUGHAN

STRUCTURE OF OPERATIONS

CIVIC ADMINISTRATION



City of Vaughan

Revenue/Expenditure Summary Report

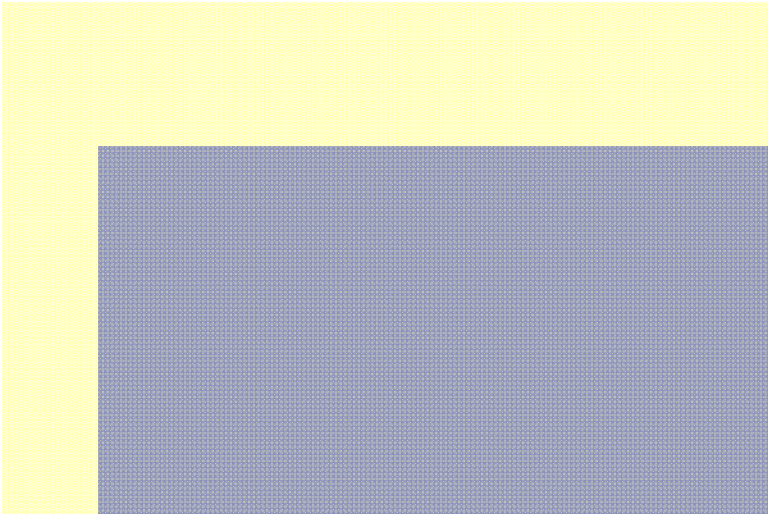
2012 Operating Budget

					2012			
			2011 Actuals *	2011 Budget	2012 Budget	% of Total Budget	Budget Variance \$	Budget Variance %
City Manager	Labour Costs	Staffing Costs (incl Benefits)	550,083	667,000	579,580	86.2%	(87,420)	-13.11%
	Other Expenses	Professional Fees	19,945	29,860	29,860	4.4%	0	0.0%
		Staff Development & Training	2,487	15,670	15,670	2.3%	0	0.0%
		Office Supplies & Expenses	5,355	11,530	11,530	1.7%	0	0.0%
		Other	5,844	10,170	10,170	1.5%	0	0.0%
		Operating Leases	13,379	9,290	8,460	1.3%	(830)	-8.93%
		Meals & Travel	7,648	6,200	6,200	0.9%	0	0.0%
		Communications	1,876	4,820	4,820	0.7%	0	0.0%
		Utilities & Fuel	6,603	5,910	4,600	0.7%	(1,310)	-22.17%
		Office Equipment & Furniture	258	1,450	1,450	0.2%	0	0.0%
		Joint Services & Department Transfers	175	100	100	0.0%	0	0.0%
		Corporate Accounts	4,535	4,535	0	0.0%	(4,535)	-100.0%
		General Mtce & Repairs	1,041	2,550	0	0.0%	(2,550)	-100.0%
		Total	69,145	102,085	92,860	13.8 %	(9,225)	-9.04 %
	Total Expenses		619,228	769,085	672,440	100.0 %	(96,645)	-12.57 %
	Net Expenditures		619,228	769,085	672,440		(96,645)	-12.57 %

Corporate Structure Review***													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2012 Impact		Net 2013 Impact		Net 2014 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Manager, Special Projects *	FT	-1.00	(119,616)		(119,616)			(1.00)	(119,616)	0.00	(5,996)		(6,046)
* Budget was transferred to Innovation & Continuous Improvement Department as per Council Item													

City of Vaughan
Revenue/Expenditure Summary Report
Operating Budget Forecast

			2012 Budget	2013 Forecast	2013 vs 2012 Forecast Variance \$	2013 vs 2012 Forecast Variance %	2014 Forecast	2014 vs 2013 Forecast Variance \$	2014 vs 2013 Forecast Variance %
City Manager	Labour Costs	Staffing Costs (incl Benefits)	579,580	587,713	8,133	1.4%	592,830	5,117	1.38%
	Other Expenses	Professional Fees	29,860	29,860	0	0.0%	29,860	0	0.0%
		Staff Development & Training	15,670	15,670	0	0.0%	15,670	0	0.0%
		Office Supplies & Expenses	11,530	11,530	0	0.0%	11,530	0	0.0%
		Other	10,170	10,170	0	0.0%	10,170	0	0.0%
		Operating Leases	8,460	8,460	0	0.0%	8,460	0	0.0%
		Meals & Travel	6,200	6,200	0	0.0%	6,200	0	0.0%
		Communications	4,820	4,820	0	0.0%	4,820	0	0.0%
		Utilities & Fuel	4,600	4,600	0	0.0%	4,600	0	0.0%
		Office Equipment & Furniture	1,450	1,450	0	0.0%	1,450	0	0.0%
		Joint Services & Department Transfers	100	100	0	0.0%	100	0	0.0%
		Corporate Accounts	0	0	0	0.0%	0	0	0.0%
		General Mtce & Repairs	0	0	0	0.0%	0	0	0.0%
		Total	92,860	92,860	0	0.0%	92,860	0	0.0%
	Total Expenses		672,440	680,573	8,133	1.2%	685,690	5,117	1.2%
	Net Expenditures		672,440	680,573	8,133	1.2%	685,690	5,117	1.2%



Executive Director

City of Vaughan

Revenue/Expenditure Summary Report

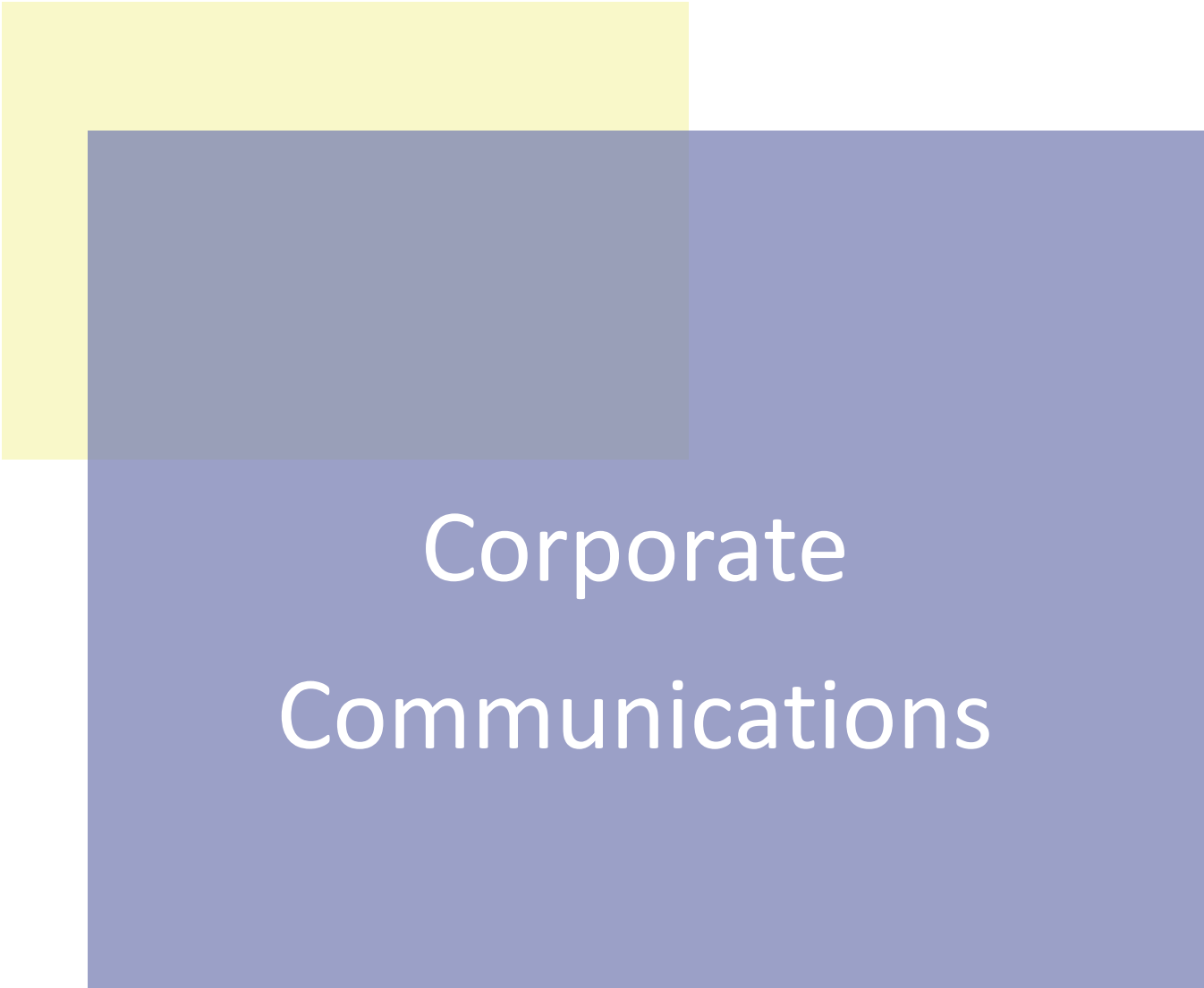
2012 Operating Budget

					2012			
			2011 Actuals *	2011 Budget	2012 Budget	% of Total Budget	Budget Variance \$	Budget Variance %
Executive Director	Labour Costs	Staffing Costs (incl Benefits)	1,913	126,829	185,140	98.0%	58,311	45.98%
	Other Expenses	Staff Development & Training	155	1,790	1,790	0.9%	0	0.0%
		Meals & Travel	0	1,030	1,030	0.5%	0	0.0%
		Office Supplies& Expenses	49	1,010	1,010	0.5%	0	0.0%
	Total		204	3,830	3,830	2.0%	0	0.0%
	Total Expenses		2,117	130,659	188,970	100.0%	58,311	44.63%
	Net Expenditures		2,117	130,659	188,970		58,311	44.63%

Corporate Structure Review***													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2012 Impact		Net 2013 Impact		Net 2014 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Executive Director****	FT	0.00	65,524		65,524			0.00	65,524				
**** Position converted from Sr. Manager, Corp. Policy													
*** Net budget impact was nil as budget resided in contingency													

City of Vaughan
Revenue/Expenditure Summary Report
Operating Budget Forecast

			2012 Budget	2013 Forecast	2013 vs 2012 Forecast Variance \$	2013 vs 2012 Forecast Variance %	2014 Forecast	2014 vs 2013 Forecast Variance \$	2014 vs 2013 Forecast Variance %
Executive Director	Labour Costs	Staffing Costs (incl Benefits)	185,140	191,136	5,996	3.2%	197,182	6,046	3.14%
	Other Expenses	Staff Development & Training	1,790	1,790	0	0.0%	1,790	0	0.0%
		Meals & Travel	1,030	1,030	0	0.0%	1,030	0	0.0%
		Office Supplies & Expenses	1,010	1,010	0	0.0%	1,010	0	0.0%
		Total	3,830	3,830	0	0.0%	3,830	0	0.0%
	Total Expenses		188,970	194,966	5,996	3.2%	201,012	6,046	3.08%
	Net Expenditures		188,970	194,966	5,996	3.2%	201,012	6,046	3.08%



Corporate Communications

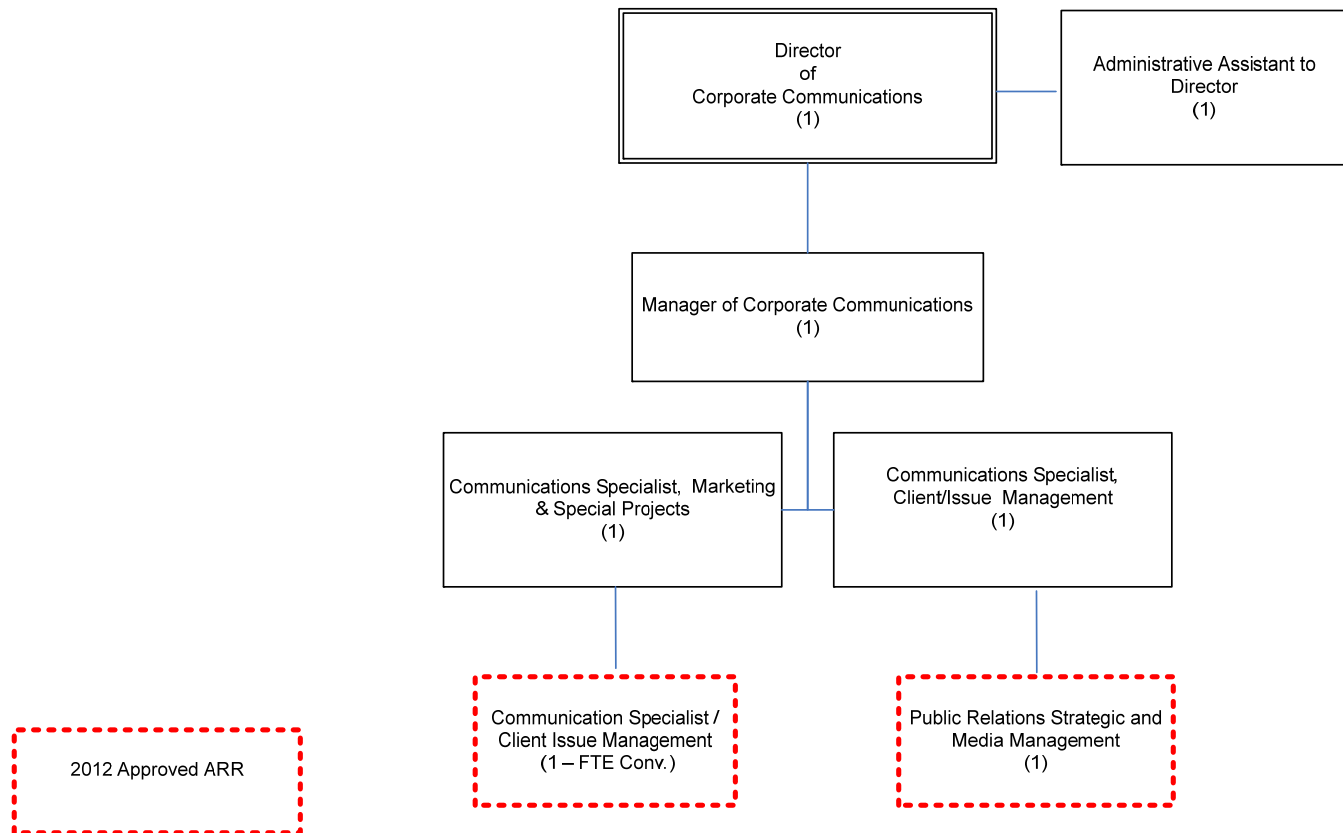
2012-14 Business Plan

BUSINESS OVERVIEW

Service Statement:

Corporate Communications provides professional, fully-integrated communications support and services that inform and engage the community and promote a positive image of the City. The department supports Council and the Corporation by providing strategic communications products, services and advice; managing corporate protocols; and facilitating internal communications to increase employee engagement.

Service Profile:



Full Time, Part Time and Overtime – Budgeted Amounts

	2011	2012 Base	Approved 2012 ARR	2012 Final	2013 ARR	2014 ARR
Full Time	6	6	2	8	-	2
Part Time	1	1	(1)	-	-	-
Total FTE	7	7	1.00	8	-	2
Overtime	-	-	-	-	-	-

2012-14 Business Plan

Key Stakeholders:

Communications support for Mayor and Members of Council, City Manager and Senior Management Team. External stakeholders include residents, local businesses, special interest groups, other levels of government, business organizations and associations, and the media. Support project-specific communications for various City departments. Internal communications for City employees.

The key stakeholders list is determined by the department's strategic goals:

- Provide easy and full public access to information on City programs and activities.
- Effectively communicate service levels provided by the City to residents and local businesses.
- Promote a positive City image.
- Promote participation in local government through community engagement.
- Support the communications needs of City departments which provide public information services.
- Strengthen the City's corporate culture through effective internal communications and clearly-communicated policies.
- Ensure the media is fully briefed and updated.

2012-14 Business Plan

Work Plan:

Link to Vaughan Vision 2020:

- Demonstrate Excellence in Service Delivery
- Demonstrate Effective Leadership
- Value and Encourage a Highly Motivated Workforce

Future Pressures and Opportunities:

The department continues to fulfill its primary responsibilities in delivering core services which include media relations, issue management, City website content, advertising, council communications support, client services (other departments), and internal communications.

The strategic goal of promoting a positive image of the City, with a focus on strengthening the brand identity of the City, would require advertising, marketing, and public relations initiatives. However, the scope and reach of these initiatives will be largely dependent on the level of investment in staff resources and program budgets. The use of new technologies, including e-newsletters and social media networks, improves the effectiveness and reach of City communications, and supports efforts to build a wider audience. This approach supplements the use of traditional communications, such as media releases, brochures, and print advertisements and extends the reach to other demographics and a wider audience.

In order to enhance public consultation efforts, expanded use of surveys and focus groups would be required. Previous surveys conducted by the City have identified public engagement and communications as key strategic issues for citizens and businesses.

2012-14 Business Plan

Business Plan Objectives

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
1. Update the Communications Strategy	Q4/11	Draft completed Sept 2010. Revise to support 2012 priorities	Revised strategy will support new Vaughan Vision goals and objectives.
2. Draft Internal Communications Strategy: to be reviewed by key stakeholders	Q4/11	May 2011 presentation to SMT. Draft to be completed in Dec.	Produce a comprehensive internal communications strategy
3. Expand/enhance the City website as the Corporation's primary communication tool – Corporate Communications is responsible for overall management of website content	Q4/11	Responsibilities defined. Key content identified. Templates to be completed in Sept.	New website is now an ITM led project called Vaughan Online to launch Dec 2011
4. Develop external communications initiatives to support the delivery of quality services and public information, including the enhancement of public consultation opportunities	Q4/11	Staff committee on Social Media reviewed draft policy in June. Social media sites launched	New communications tools to reach a wider audience

2012-14 Business Plan

2012-14 Business Plan Objectives:

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2012 (Top 3 Objectives)			
1. Implement strategic communications initiatives to promote a positive image of the City, ensuring brand integrity and communicating the City's successes.	Q4/12	Viable City brand. Improved media relations.	New staff complement for advertising and marketing (ARR)
2. Provide a fully integrated suite of communication services in order to ensure citizen focused communications, including rollout of new City website and other web-based technologies, social media, and the development and administration of online surveys and focus groups.	Q2/12	Improved public engagement and communications with citizens. Online citizen survey deferred to 2012 from 2011 budget proposal	On-line citizen public engagement forum supported by Strategic Planning and requested advertising and marketing staff.
3. Strengthen the City's internal communications	Q2/12	Strategy, to be completed Q4/11, will be implemented	Corp Comm, Human Resources and Strategic Planning
2013 (Top 3 Objectives)			
1. Collaborate with appropriate departments to develop the tools needed to enhance community engagement	Q4/13	Establish a virtual town hall	New staff complement for website content (ARR). Existing staff working with Strategic Planning and ITM departments
2. Improving program-based communications utilizing a performance measurement "dashboard" or software program which provides updates for all projects and initiatives	Q2/13	Enhance accountability and transparency	Corp Comm staff to support Strategic Planning department
3. Enhance delivery of core communications services	Q2/13	Mobile app for City communications	Outsource technical requirements

2012-14 Business Plan

2014 (Top 3 Objectives)

1. Consolidate City's marketing services	Q2/14	Boost brand integrity and support requirements of all City departments	Consolidation of existing staff resources
2. Establish dedicated web team	Q2/14	Improve effectiveness of web-based communications and support requirements of all City departments	Consolidation of existing staff resources and new hires
3. Implement Corporate advertising program	Q2/14	Improve reach of corporate brand	Budget for ad creative and placement costs

2012-14 Business Plan

KEY PERFORMANCE INDICATORS (2008-2013):

1. # of News Releases and Media Advisories issued
2. # of Media Contacts/Inquiries
3. # of Media Clippings of published stories on Vaughan
4. # of visitors to the City Website
5. # of Website Postings

The following performance indicators are being discontinued as the data tracks the department's level of "activity" but does not necessarily indicate the "value" of these services to the corporation:

1. # of News Releases and Media Advisories issued
5. # of Website Postings

The following performance indicators are being added as the collected data will better indicate the "value" of these services to the corporation:

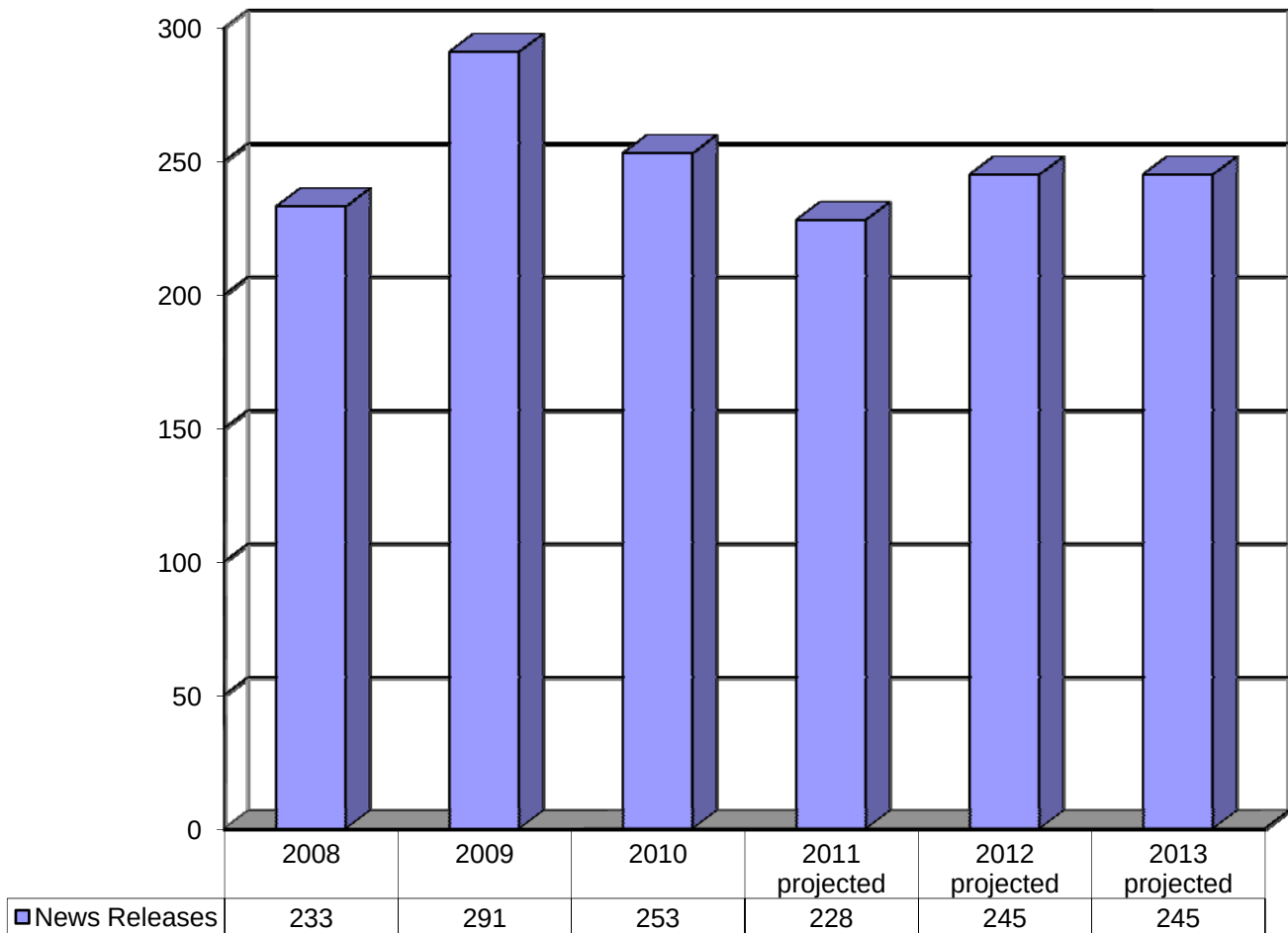
6. # of media stories generated by City-issued news releases, public service announcements and media advisories
7. # of subscribers to the City's social media sites
8. # of subscribers to the City's e-newsletter

2012-14 Business Plan

Measure: NUMBER OF NEWS RELEASES AND MEDIA ADVISORIES ISSUED

THIS MEASUREMENT WILL BE DISCONTINUED

Definition: News Releases and Media Advisories are issued to the Media List by email and News Releases are emailed and posted to the City's website and intranet.



KEY CONCLUSION:

There has been a concerted effort to decrease the number of news releases and media advisories issued by the City, focusing instead on fewer topics that have high news value. However, overall commitment of staff resources remains unchanged as “news-worthy” topics require more research, backgrounders and key messages. In addition, Public Service Announcements without quotes are now being used for more routine topics (i.e. new swim program).

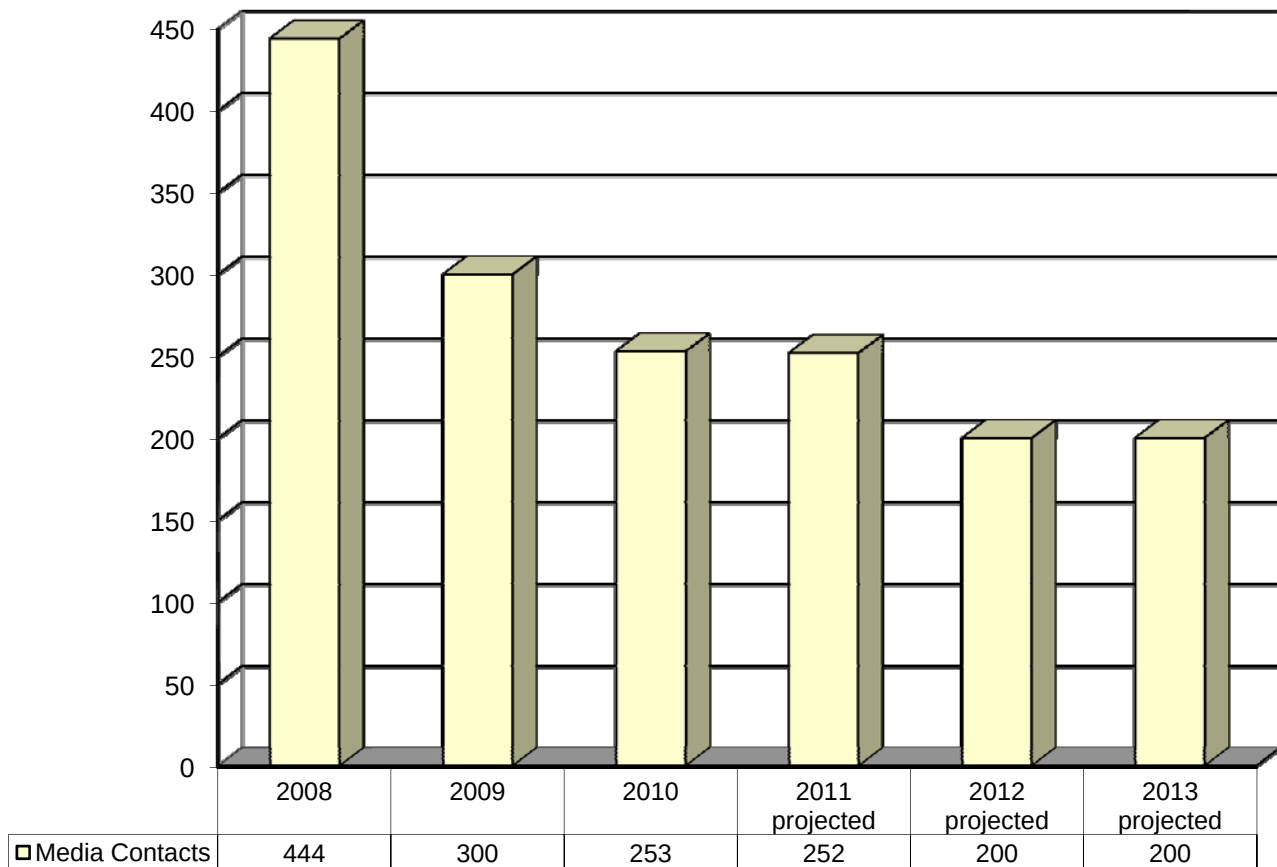
NOTES ABOUT THE MEASURE:

The department has the staff resources to produce approximately 245 news releases and media advisories per year, including research, fact checking, writing, revisions, the approval process, distribution, and web posting. A higher requirement results in re-tasking staff, and delays in other projects.

2012-14 Business Plan

Measure: NUMBER OF MEDIA CONTACTS/INQUIRIES

Definition: All contacts with members of the media are documented, including purpose (arrange interview, forward background information, provide photography, etc.).



KEY CONCLUSION:

Local media interest in the City of Vaughan continues to be strong, but coverage by the “national” media has declined. The number of media contacts is directly related to the level of political activity and the number of topics requiring Issue Management. From its peak following the 2006 election, activity has been slowly returning to pre-2006 levels.

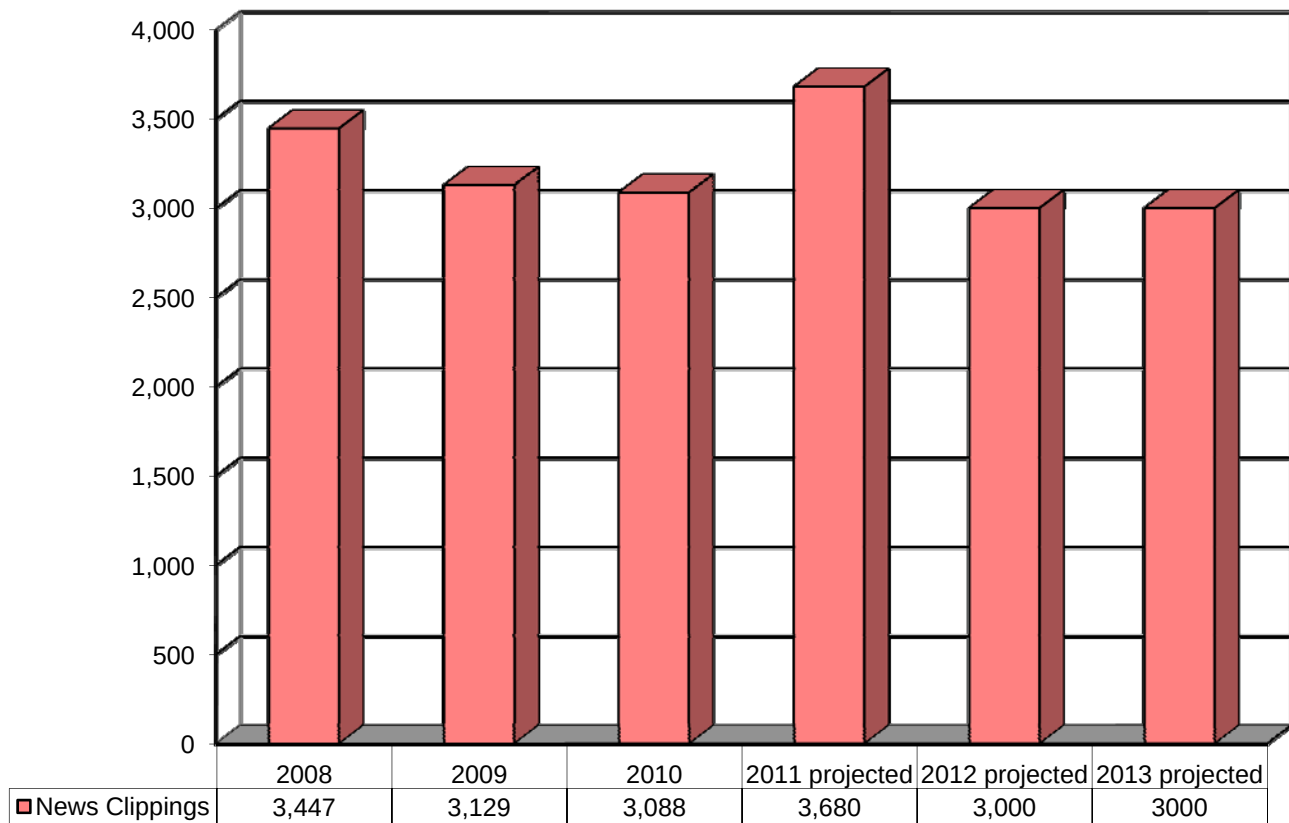
NOTES ABOUT THE MEASURE:

The average time per routine media contact is estimated at 30 minutes (excluding topics requiring Issue Management and a greater time commitment). As a priority task, up to four FTEs can be involved in media relations although routine inquiries only require one FTE.

2012-14 Business Plan

Measure: NUMBER OF MEDIA CLIPPINGS OF PUBLISHED NEWS STORIES ON VAUGHAN

Definition: This includes all media monitoring systems, including a contracted media clipping service, and departmental monitoring activities of the print media and news websites. Content includes stories specific to the Corporation of the City of Vaughan, as well as general news and current affairs relating to Vaughan.



KEY CONCLUSION:

The City does receive a high level of media coverage, compared to neighbouring municipalities, particularly in the local print media. Many media stories are based on issued news releases and PSAs or attendance at Council meetings, but do not require follow-up interviews – this explains how published stories increased in 2011 but media inquiries declined in the same period.

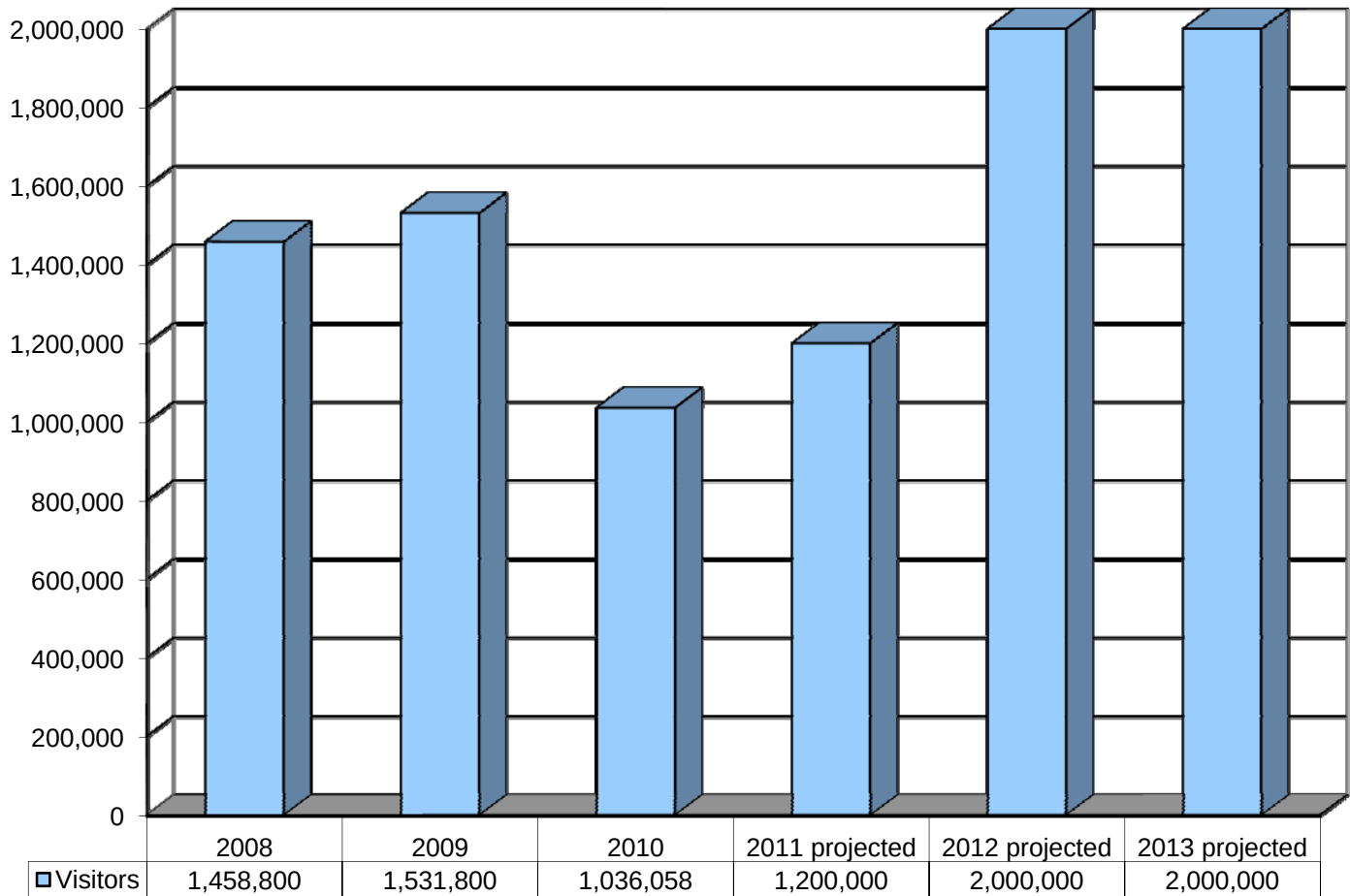
NOTES ABOUT THE MEASURE:

The media monitoring systems now in place cover published stories and reports from across Canada, and there is an ongoing effort to expand monitoring of news websites and broadcast media (TV and radio).

2012-14 Business Plan

Measure: NUMBER OF VISITORS TO THE CITY WEBSITE PER YEAR

Definition: A "visitor" to the website represents one computer link up and does not include repeat visits in the same day.



KEY CONCLUSION:

The current website is outdated and difficult to navigate, and these factors have contributed to the decrease in visitors. This activity is expected to increase substantially with the new design and navigation tools being launched under the Vaughan On Line program in December 2011. Efforts to achieve wider publication of the City's website address continue.

NOTES ABOUT THE MEASURE:

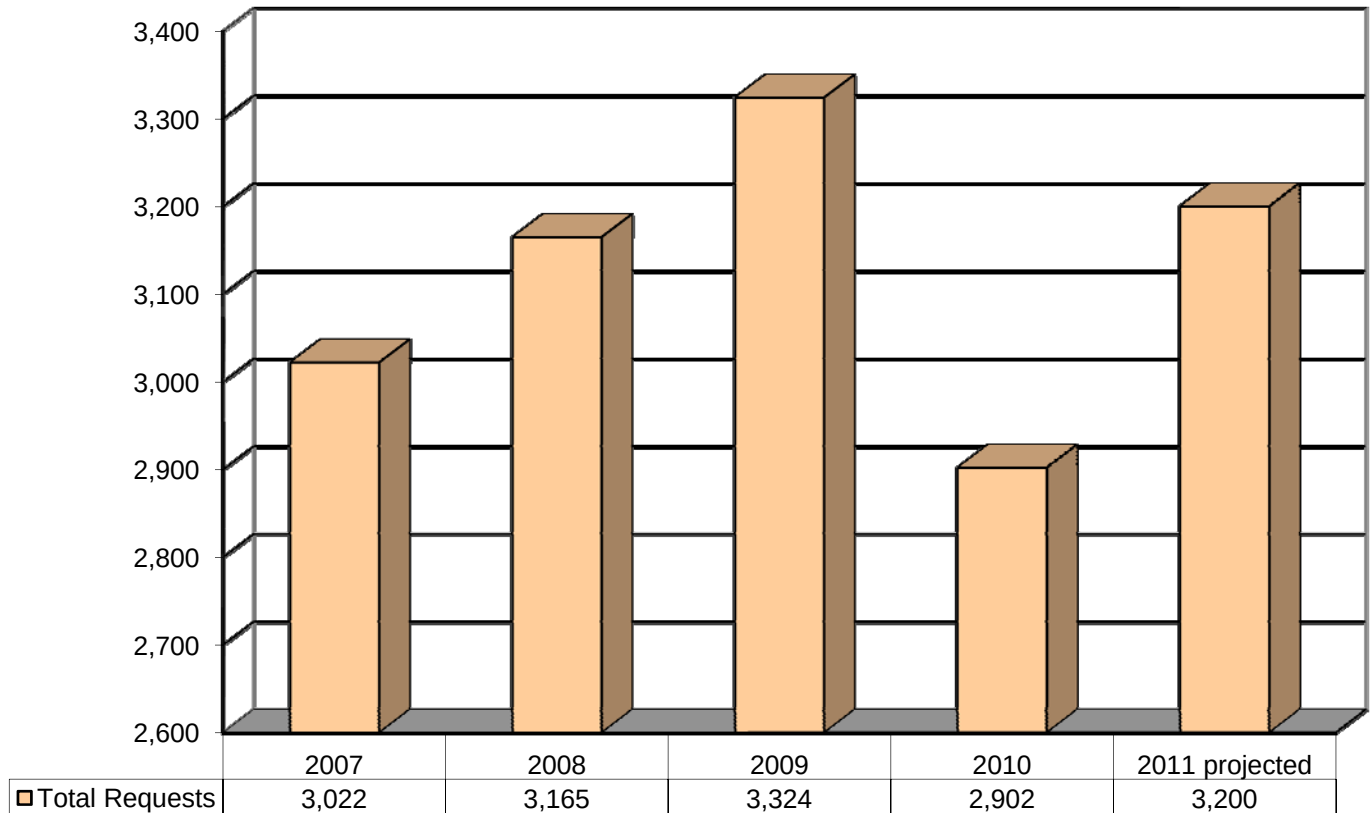
"Number of visitors" is the best indicator of a website's popularity, as opposed to the "hit count."

2012-14 Business Plan

Measure: NUMBER OF WEBSITE POSTINGS

THIS MEASUREMENT WILL BE DISCONTINUED

Definition: A "posting" is a file or other website content that has been added to the existing website, including corrections to existing content.



KEY CONCLUSION:

This performance measurement is being discontinued as it indicates the level of "activity" of City staff in maintaining the website, but it does not document the "value" provided to the corporation. It does not reflect the work required to update the website, nor does it measure the usefulness of the site to the public.

NOTES ABOUT THE MEASURE:

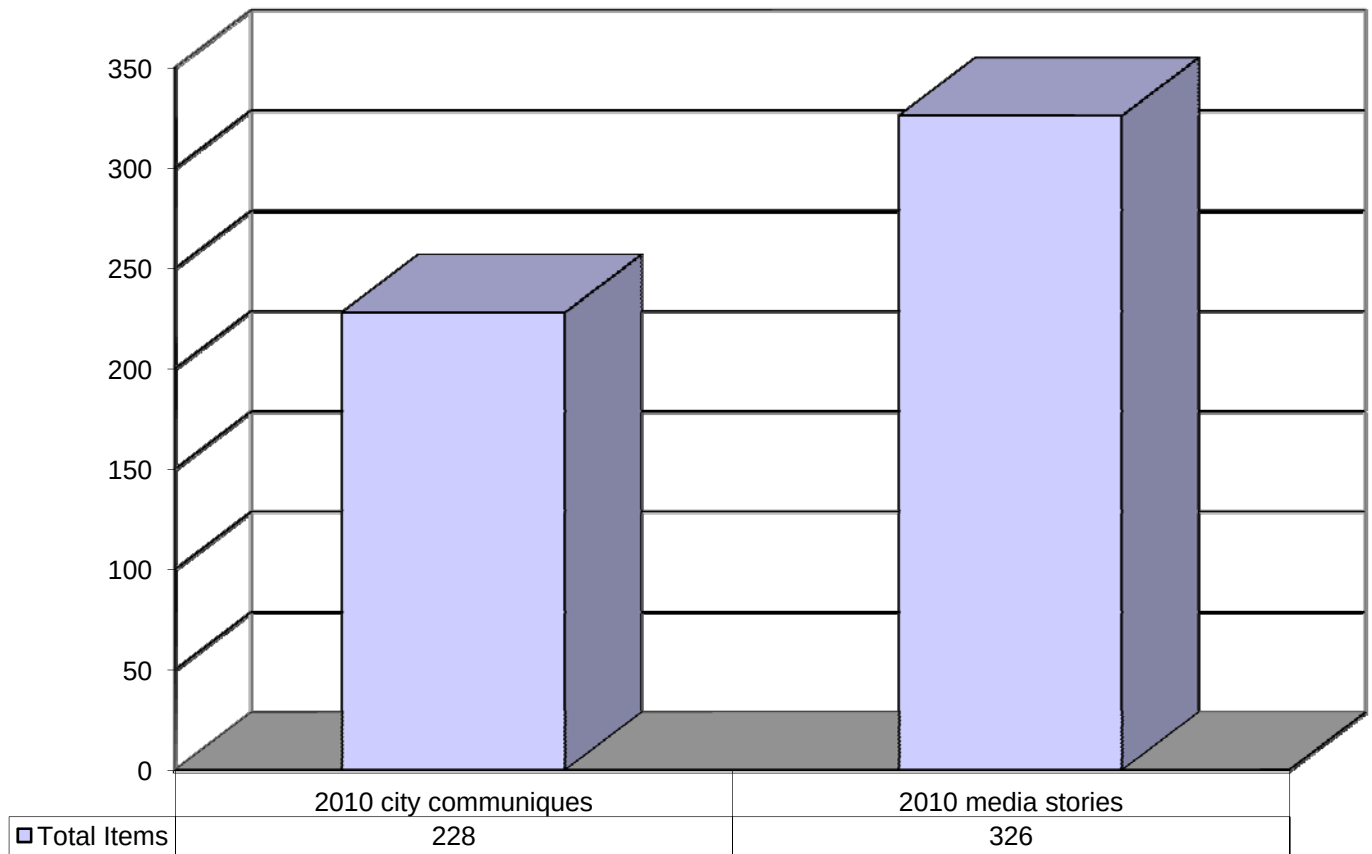
Several City departments now have direct posting access to the City website through a temporary Content Management System. There is not a reliable tracking system in place to record all changes/postings to the website.

2012-14 Business Plan

Measure: **NUMBER OF MEDIA STORIES GENERATED BY CITY-ISSUED COMMUNIQUE**

THIS IS A NEW PERFORMANCE MEASUREMENT

Definition: A "communiqué" refers to a City-issued news release, public service announcement, or media advisory.



KEY CONCLUSION:

This new performance measurement indicates how many media stories were directly generated from City-issued news releases and public service announcements. Almost 100% of all news stories generated by Corporate Communications are published by a least one media outlet. It is important to note that City generated communiqués also provide content for the news section of the City's website.

NOTES ABOUT THE MEASURE:

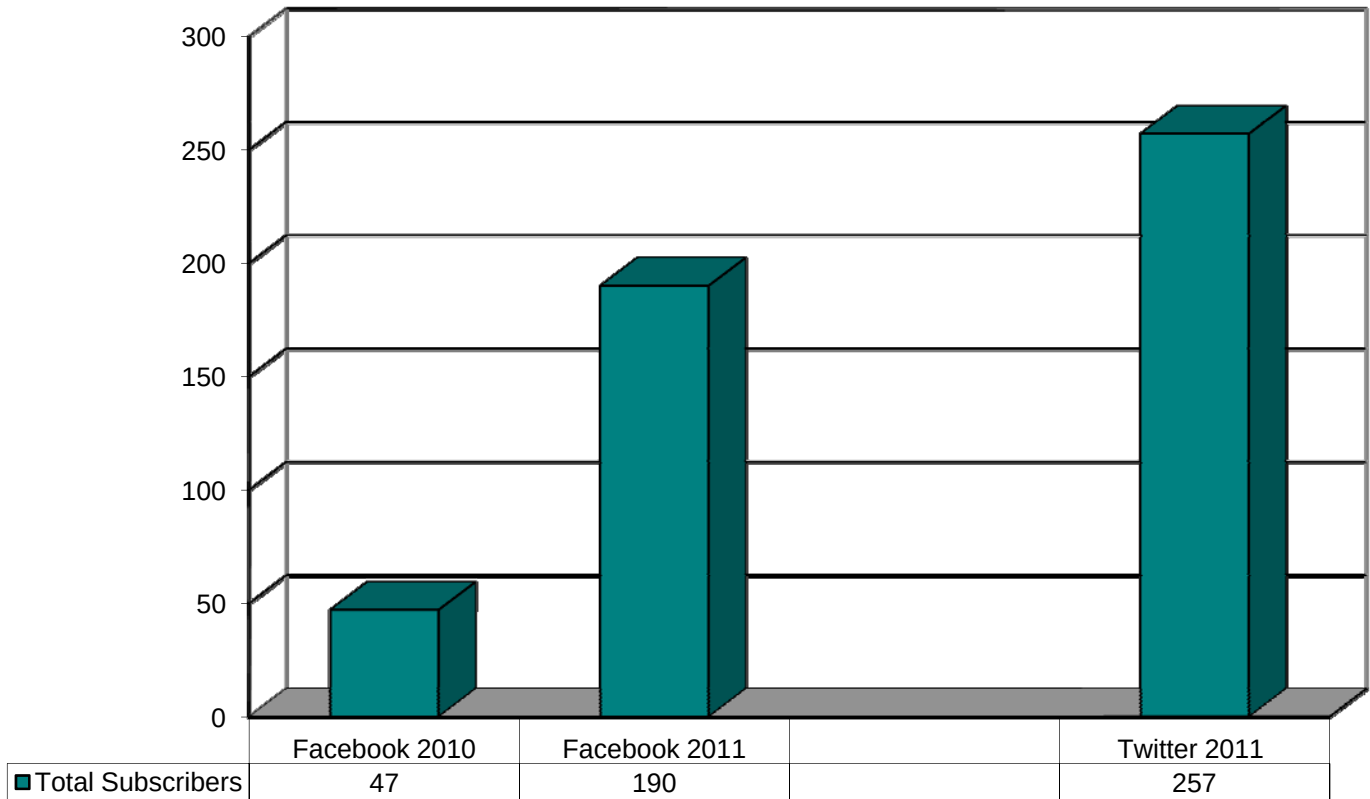
An efficient system for tracking City-generated media coverage is being developed. Other sources of information for the media, not tracked here, would include: media-generated story ideas; media coverage of council proceedings; Council attendance at public events; and media interviews with Council Members.

2012-14 Business Plan

Measure: NUMBER OF SUBSCRIBERS TO CITY SOCIAL MEDIA SITES

THIS IS A NEW PERFORMANCE MEASUREMENT

Definition: A "subscriber" is a user of a City social media site (also called "follower" or "like").



KEY CONCLUSION:

This new performance measurement will track the City's use of corporate social media sites. A campaign has been launched to publicize the availability of these services and social media icons are now included on the City website and corporate publications.

NOTES ABOUT THE MEASURE:

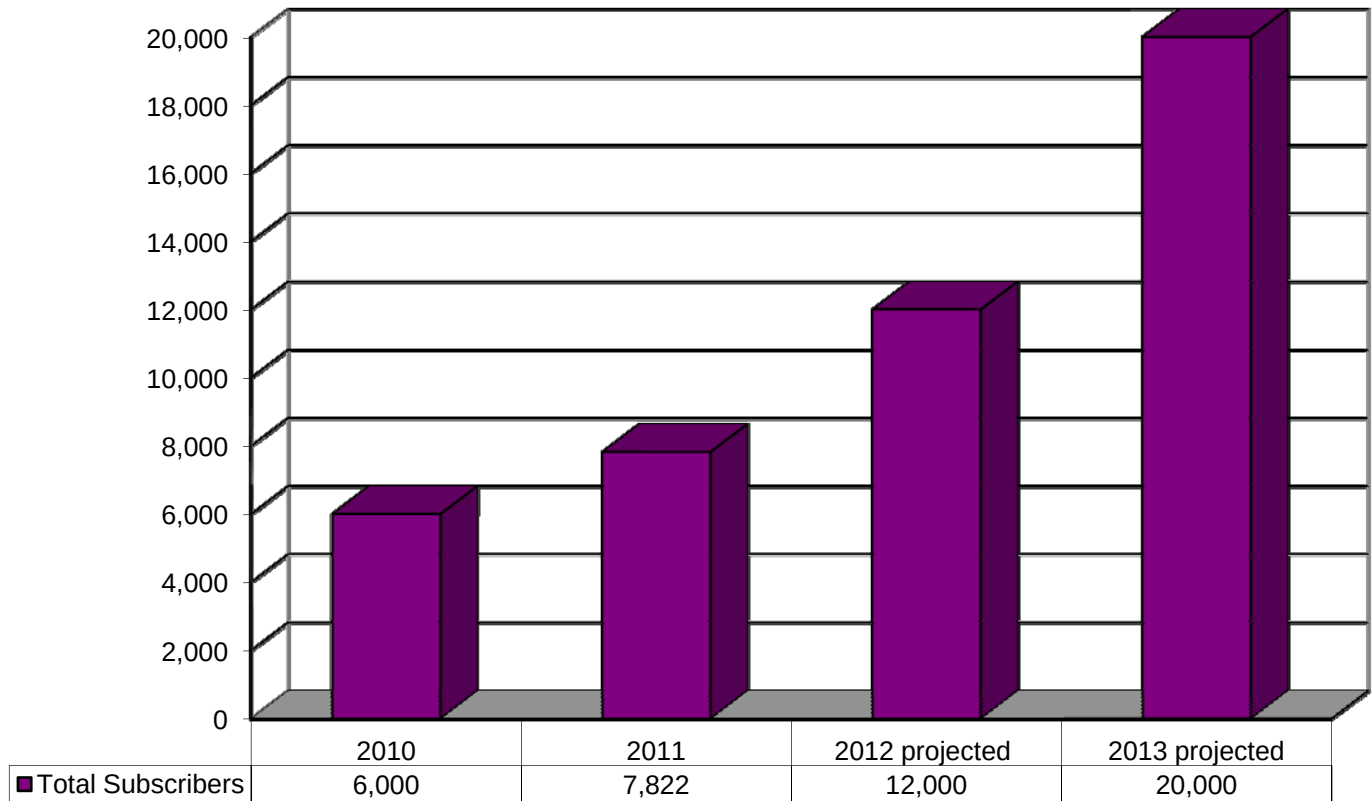
Insufficient data is available to provide projections. The City's first social media site was launched in 2010. As more data is collected, this user tracking may be adjusted to more accurately represent the reach of this new media. For example, 36 tweets or messages issued by the City in 2011 were re-tweeted or re-broadcast to approximately 26,000 people.

2012-14 Business Plan

Measure: NUMBER OF SUBSCRIBERS TO THE CITY E-NEWSLETTER

THIS IS A NEW PERFORMANCE MEASUREMENT

Definition: A "subscriber" is someone who has submitted an online or written request to the City to receive the monthly City Update e-newsletter sent directly to the subscriber's email address.



KEY CONCLUSION:

The corporate e-newsletter is a new web-based communications vehicle which has great potential for reaching a sizable audience. There has been a significant increase in subscribers since Corp Comm launched a promotional campaign, and these efforts will be expanded over the next two years.

NOTES ABOUT THE MEASURE:

The original subscriber list was generated before the corporate e-newsletter was launched in January, 2010. The 2011 result is the total number of subscribers as of August, 2011.

2012-14 Business Plan

Overall Conclusion:

In 2010, the City moved forward with a limited branding program with the redesign of the City logo. A municipal brand reflects and communicates the “image” of the city, capturing the essence of what makes a municipality unique and great. The City’s logo is the graphical representation of the City’s brand, and only part of the overall municipal brand. One objective of a successful municipal brand is to represent all activities of a city, such as economic development, tourism, the strategic vision, and key programs. An effective brand is adopted by key stakeholders, including residents and local businesses who will start using your brand message when describing or referring to the city. Expanding the City’s branding initiatives will largely depend on the advertising, marketing and public relations resources available to Corporate Communications.

Corporate Communications is employing new technologies, including e-newsletters and social media networks, to improve the effectiveness and reach of City communications. This approach supplements the use of traditional communications such as media releases, brochures, and print advertisements. To date, these efforts have added to the department’s core services but further benefits may depend on the availability of additional resources.

Surveys and focus groups conducted by the City have identified public engagement and communications as key strategic issues for citizens and businesses. The City can make an investment in community engagement through the use of surveys, focus groups and virtual town halls.

The world of communications moves quickly. The progressive image of the City will depend in large part on how well the City utilizes these new channels of communication.

Commissioner Sign-off

Date (mm/dd/yy)

City of Vaughan

Revenue/Expenditure Summary Report

2012 Operating Budget

					2012			
			2011 Actuals *	2011 Budget	2012 Budget	% of Total Budget	Budget Variance \$	Budget Variance %
Corporate Comm.	Labour Costs	Staffing Costs (incl Benefits)	855,025	750,108	965,846	82.9%	215,738	28.76%
	Other Expenses	Office Supplies& Expenses	74,465	76,277	76,277	6.5%	0	0.0%
		Community Advertising & Promotion	55,812	112,386	64,961	5.6%	(47,425)	-42.2%
		Professional Fees	9,050	56,955	17,564	1.5%	(39,391)	-69.16%
		Office Equipment & Furniture	13,274	12,051	14,235	1.2%	2,184	18.12%
		Communications	7,252	8,952	10,902	0.9%	1,950	21.78%
		Staff Development & Training	6,673	9,108	10,308	0.9%	1,200	13.18%
		Meals & Travel	3,056	5,632	5,632	0.5%	0	0.0%
		Capital Funding	6,377	0	0	0.0%	0	0.0%
		Other	344	0	0	0.0%	0	0.0%
		Total	176,302	281,361	199,879	17.1 %	(81,482)	-28.96 %
		Total Expenses	1,031,327	1,031,469	1,165,725	100.0 %	134,256	13.02 %
		Net Expenditures	1,031,327	1,031,469	1,165,725		134,256	13.02 %

2012 ARRs													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2012 Impact		Net 2013 Impact		Net 2014 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Communications Specialist, Strategic Communications	FT	1.00	139,377	(84,391)	54,986			1.00	54,986	0.00	(3,334)	-	0
Comm. Specialist, Client/Issue Mgmt (FTE Conversion)	FT	0.00	109,464	(109,464)	0			0.00	0				

City of Vaughan
Revenue/Expenditure Summary Report
Operating Budget Forecast

			2012 Budget	2013 Forecast	2013 vs 2012 Forecast Variance \$	2013 vs 2012 Forecast Variance %	2014 Forecast	2014 vs 2013 Forecast Variance \$	2014 vs 2013 Forecast Variance %
Corporate Communications	Labour Costs	Staffing Costs (incl Benefits)	965,846	973,554	7,708	0.8%	1,146,630	173,076	0.79%
	Other Expenses	Office Supplies & Expenses	76,277	76,277	0	0.0%	76,277	0	0.0%
		Community Advertising & Promotion	64,961	64,961	0	0.0%	64,961	0	0.0%
		Professional Fees	17,564	17,564	0	0.0%	17,564	0	0.0%
		Office Equipment & Furniture	14,235	12,051	(2,184)	-15.3%	20,051	8,000	-18.12%
		Communications	10,902	9,752	(1,150)	-10.5%	11,352	1,600	-11.79%
		Staff Development & Training	10,308	10,308	0	0.0%	10,308	0	0.0%
		Meals & Travel	5,632	5,632	0	0.0%	5,632	0	0.0%
		Capital Funding	0	0	0	0.0%	0	0	0.0%
		Other	0	0	0	0.0%	0	0	0.0%
		Total	199,879	196,545	(3,334)	-1.7%	206,145	9,600	-1.7%
	Total Expenses		1,165,725	1,170,099	4,374	0.4%	1,352,775	182,676	0.37%
	Net Expenditures		1,165,725	1,170,099	4,374	0.4%	1,352,775	182,676	0.37%

Recognized 2014 ARRs											
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Corp Comm Specialist, Web Content Spec	FT	1.00	89,320		89,320			1.00	89,320		226
Corp Comm Specialist, Client Serv	FT	1.00	89,320		89,320			1.00	89,320		226



Economic and Business Development

2012-14 Business Plan

BUSINESS OVERVIEW

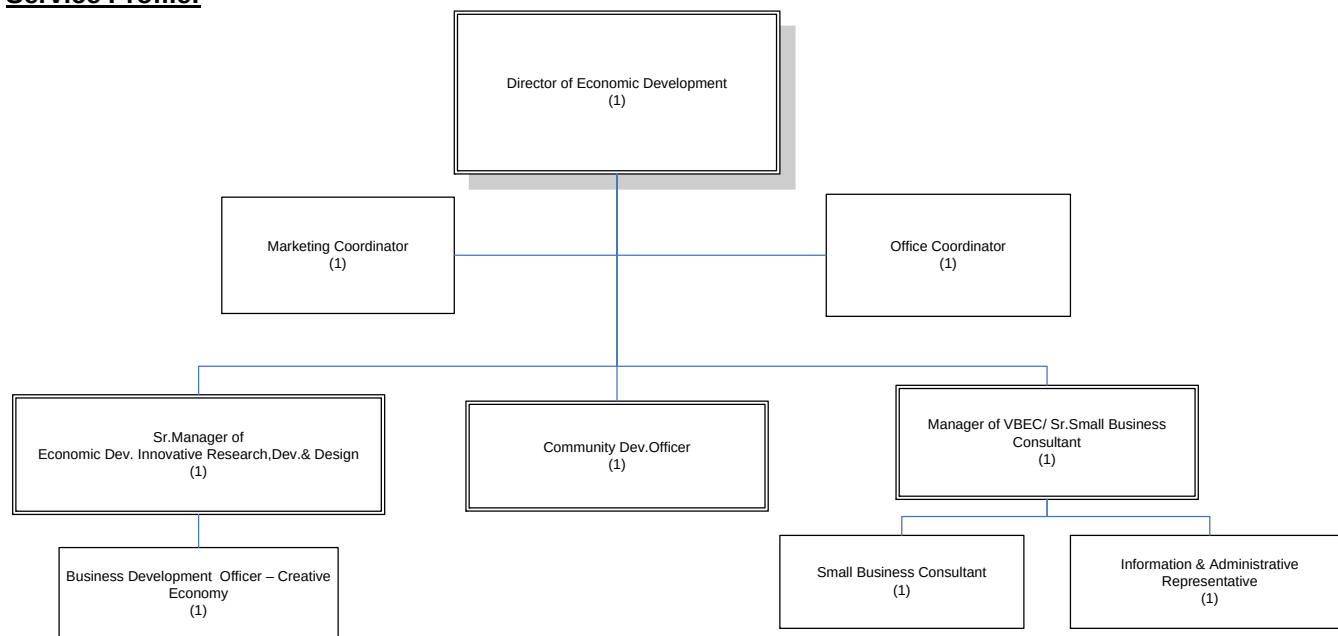
Service Statement: (Describe the core responsibilities for your department)

Economic Development is dedicated to promoting economic growth in our community. On-going initiatives aimed at assisting the existing business community and attracting new business and entrepreneurs to Vaughan will help to ensure that Vaughan remains a vibrant growth community. We are also focused on the future and ensuring that Vaughan has the infrastructure, development policies, qualified labour force to meet the needs of the future.

The department has the ability to do this through the following programs:

- Business Investment and Attraction
- Corporate Branding and Marketing
- Economic Cluster Development
- Employment Zone Development
- Foreign Business Development
- Small Business Development

Service Profile:



Full Time, Part Time and Overtime – Budgeted Amounts

	2011	2012 Base	Approved 2012 ARR	Corporate Structure Review	2012 Final	2013 ARR	2014 ARR
Full Time	7	7	2	(1)	8	-	1
Part Time	2.69	2.69	(2)	0	0.69	-	-
Total FTE	9.69	9.69	-	(1)	8.69	-	1
Overtime	-	-	-	-	-	-	-

2012-14 Business Plan

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

Internal

Mayor and Members of Council, City Manager, internal City departments.

External

Company executives; business owners; local agencies; realtors; consultants; commercial/industrial developers; site selectors; Vaughan Chamber of Commerce; York Region Economic Development; GTMA; TRRA; post secondary institutions; Federal/Provincial Ministries including ministry staff.

Work Plan:

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

Manage Growth & Economic Well-Being
Demonstrate Excellence in Service Delivery
Preserve our Heritage & Support Diversity, Arts & Culture

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

PRESSURES

- Effects of economic uncertainties (e.g. strength of Canadian dollar having impact on exporters and manufacturers; US economy, etc.)
- Approval of Planning studies are outstanding (e.g. OP, secondary plans, zoning bylaw)
- Resolving Planning and heritage policy impacts for small business establishments
- Infrastructure availability in VEZ and new employment areas (timing)
- Availability of employment lands for purchase – cost of land, development charges
- Conversion of employment lands to retail or residential uses – encroachment issues also impacts on employment uses
- Current market perception (e.g. manufacturing versus centre of innovation)
- Budgetary pressures
- IT resources (e.g. web 2.0 needs, social media, etc.)
- Future Provincial mandates (e.g. Green Energy Act, capital funding of 427 extension, GTA West Corridor)
- Openness to corporate visits

OPPORTUNITIES

- Create and implement innovative programs that align with the Economic Development Strategy

2012-14 Business Plan

- Organizational structure realigned to Economic Development Strategy
- Implement new operations model for Vaughan Business Enterprise Centre
- Defining VMC brand for investment
- Better alignment with Planning and Engineering/Public Works
- Strengthen economic partnerships with Kleinburg Business Improvement Area
- Growing foreign business development interests in Vaughan
- Defining employment uses to complement new Vaughan hospital
- Leveraging transit infrastructure in VMC for employment
- District energy opportunities & eco-districts in employment zones

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

Prior Year Business Plan Objectives / Accomplishments:	Year	Status	Outcome/Results
Kleinburg Economic Development Strategy	2011	Completed	Adopted by Council
Realign staff resources in the Economic Development Department to focus on the opportunities noted in the Strategy	2011	In Progress	1 of 2 ARR positions approved – further adjustments to contract and P/T staff still required
Expand the corporate calling program to introduce the changing array of economic development & incubation services available, and to ensure wider contact with the business community and advocacy on business and development related issues (Strategy 2.1.1)	2011 Ongoing	In Progress	Synchronist is now populated with more than 9,000 businesses. Roundtable for solar sector has been initiated. Member of Vaughan Chamber's Mfg. Committee 100 corporate calls completed to date
Undertake partnership and relationship building activities (Strategy 4.4.5)	2011 - Ongoing	Ongoing	Stronger linkages achieved with Chamber of Commerce and KBIA. Ties formed with Canada China Business Council, EPIC, Human Endeavours, GTMA, TRRA, York Region, YRRT, TTC and provincial ministries.
Develop and adopt benchmarks for Vaughan's economic development performance and business climate against similar jurisdictions (Strategy- 3.4)	2011- Ongoing	In Progress	Q4 2011 project completion date

2012-14 Business Plan

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

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2012 (Top 3 Objectives)			
Develop an “Incubation Vaughan” program, in which the entire community and its economic development programs are positioned as an incubator of innovative business practice and leading edge investment opportunities. (Strategy Objective 2.1)	Q3 / Q4 2012	1. Urban Design Awards – highlighting City’s placemaking and creative economy 2. MOU with a post secondary institution	1. Planning Urban Design 2. Council City Manager Legal Dept. Ec Dev staff
Develop a specialized component of the incubation program targeting the “Innovation in research and development” convergence area described in the strategy. (Strategy Objective 2.2)	Q2 2012	Convergent sector profile	VentureLink York University Seneca College Ontario Centres of Excellence Ministry of Research & Innovation TRRA York Region Economic Strategy
Undertake projects focused on the built environment, environmental sustainability and green design with the ultimate goal of enhancing local technical capacity and industry development in the green building sector. (Strategy Objective 2.5)	Q3 2012	Clean Tech Mission to Israel	York Region Economic Strategy Israel Consulate Vaughan Chamber of Commerce Ec Dev Staff
2013 (Top 3 Objectives)			
Recognize and build upon transportation linkages and 21st Century technology infrastructure development as a key competitive factor in Vaughan’s “Edge City” characteristics, and enhance the community’s role as a gateway to the GTA for new business and new investment. (Strategy Objective 1.1)	Q1 2013	Business-friendly process for development application approvals	Planning Development Engineering / Transportation Centreport
Develop a specialized component of the incubation program targeting the “Advanced Goods Production & Movement” convergence area outlined in the strategy. (Strategy Objective 2.4)	Q2 2013	Working Group for Advanced Goods Production & Movement Investment attraction campaign	VCC Manufacturing Committee Canadian Mfrs. & Exporters Supply Chain Logistics Ministry of Transportation Ontario Trucking Assn.

2012-14 Business Plan

Reposition the Vaughan Business Enterprise Centre to offer a wider range of services in support of the overall incubation effort, and to serve a greater range of established businesses. (Strategy Objective 3.1)	Q1 2013 – Ongoing	4 Workshops	COSTI EPIC / Human Endeavours Seneca College Ministry of Training, Colleges & Universities Vaughan Chamber Ec Dev staff
2014 (Top 3 Objectives)			
Develop a specialized component of the incubation program targeting the “Innovation in Design” convergence area described in the strategy. (Strategy Objective 2.3)	Q1 2014	Transform Bridges to Business event to Entrepreneurship by Design Program	MEDT VentureLink Seneca College York University Ontario Centres of Excellence Social Innovation Network
Develop a specialized component of the incubation program targeting the “Advanced Goods Production & Movement” convergence area outlined in the strategy. (Strategy Objective 2.4)	Q1 2014	Convergent sector profile	VCC Manufacturing Committee Canadian Mfrs. & Exporters Supply Chain Logistics Ministry of Transportation Ontario Trucking Assn. MEDT
Undertake projects focused on the built environment, environmental sustainability and green design with the ultimate goal of enhancing local technical capacity and industry development in the green building sector. (Strategy Objective 2.5)	1. Q1 2014 2. Q3 2014	1. Green / CleanTech Strategy 2. Marketing / communications strategy for Designing the Community	BLOOM York Region Economic Strategy CANSIA/CANWIA External consultant BILD OSCAR Kortright Centre TRCA Earth Rangers/Schad Foundation World Green Building Council / Canadian Green Building Council BOMA

2012-14 Business Plan

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

Year-to-Year

1. Complete 125 Corporate Calls
2. Number of business consultations developed by VBEC per FTE as per MEDT requirements.
3. Number of jobs created through assistance of VBEC per FTE as per MEDT requirements.
4. Submit packaged response to site selection enquiries within 48 hours.

2012 KPI

1. Complete the staffing and organizational structure as outlined in the Strategy and as proposed in ARR process.
2. Target of 15 submissions to the Urban Design Awards promoting placemaking and creative/cultural industries. Additional KPI may be partnership in the Urban Design Awards by recognized industry leaders.
3. Identify and develop an MOU for (1) post-secondary institution to locate in Vaughan.
4. Create a Sector Profile for the Convergent Sector – Innovative research, development and design to establish benchmark(s) for ongoing KPI.
5. Number of international business investment enquiries directly tied to specific trade missions.

2013 KPI

1. Created and implemented an "one-window" approach to development approvals in the VEZ. KPI: number of transportation, warehousing and logistics providers in the VEZ; total number of dollars invested in new transportation infrastructure.
2. Produce an Advanced Goods Production investment attraction campaign. KPI: distribution reach of marketing materials; and number of advanced goods manufacturers.
3. Offer (4) additional initiatives (workshops seminars etc...) through VBEC that focus on promotion of equity in the labour market, inclusiveness in the private sector workplace and issues relating to access to jobs and trades for foreign trained professionals.

2014 KPI

1. Launch an annual one-day long "Entrepreneurship by Design" program with a target of 50 participants
2. Create a Sector Profile for the Convergent Sector – advanced goods production and movement to establish benchmark(s) for ongoing KPI.
3. Implement a business attraction and retention strategy to encourage environmentally-friendly or progressive businesses to set up in Vaughan. Future KPI will be the number of LEED (or equivalent) sites and projects in Vaughan.
4. Develop a campaign for raising awareness of and involvement in the green building movement. Future KPI will be the number of trade shows or conferences focused on green building and construction taking place in Vaughan.

2012-14 Business Plan

BUSINESS OVERVIEW:

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

Economic Development as a service-based department has a number of difficulties in relation to performance measures and the adoption of Key Performance Indicators. Some of the difficulties that arise are:

- Diverse nature of our activities
- Much of our work is carried out in partnership and outcomes tend to be enabled through collective endeavour
- Individual projects and programs tend to produce a wide range of benefits and outcomes
- Program outcomes are heavily influenced by external factors (e.g. economy, servicing readiness, timing, development interests, etc.)
- Often the causal relationship between involvement and outcome will be unclear and benefits can often be realized well after the involvement was initially made.
- Reporting of initial outcomes should also be assessed in later years. In assessing business development completions/jobs/square footage, Year 1 outcomes tend to be lower and only fully realize their potential in third or fourth years.

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

1. Recovery from economic conditions are still posing a challenge on the number of business development enquiries.
2. New work program for the Department will require time to go through learning curve.
3. At the same time that staff is learning about the new convergent sectors and the Strategy, there is still the workload issue of handling day to day business development inquiries, Council requests, information requests, administrative tasks, etc.
4. Ramping up of the VMC, especially subway construction, may create business retention challenges and challenges to attracting office development projects – tenants want to wait until traffic issues are resolved.

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

The 10-year Economic Development Strategy has four goals, 15 objectives and more than 60 associated actions that capitalize on its strategic advantages of the City as a gateway for economic opportunities and an incubator of entrepreneurship, creativity, and innovation. Although the Business Plan lists our top three objectives in any given year, the Department carries out a larger set of objectives and action plans that are carried over from year to year. All of this work culminates in achieving the Strategy's four goals which aligns with Vaughan Vision 2020. To support this, Economic Development is working with ITM's Business Solutions Group to implement a project management interface in Q2 2012 to track and measure progress on the Department's work to fulfill the City's Economic Development Strategy. This comprehensive approach will be a first for the Corporation, measuring performance on an overall Strategy rather than a single project.

Commissioner Sign-off

Date (mm/dd/yy)

City of Vaughan

Revenue/Expenditure Summary Report

2012 Operating Budget

					2012			
		2011 Actuals *	2011 Budget		2012 Budget	% of Total Budget	Budget Variance \$	Budget Variance %
Economic and Business Develop.	Revenue	Dept. Misc. Revenues	(2,200)	(5,000)	(4,000)	100.0%	1,000	-20.0%
	Total Revenues		(2,200)	(5,000)	(4,000)	100.0 %	1,000	-20.0 %
	Labour Costs	Staffing Costs (incl Benefits)	837,053	928,066	942,921	70.5%	14,855	1.6%
	Other Expenses	Service Contracts and Materials	126,610	138,809	137,385	10.3%	(1,424)	-1.03%
		Community Advertising & Promotion	71,795	126,526	108,463	8.1%	(18,063)	-14.28%
		Meals & Travel	29,194	37,487	59,050	4.4%	21,563	57.52%
		Professional Fees	0	0	55,000	4.1%	55,000	0.0%
		Staff Development & Training	9,899	11,890	16,126	1.2%	4,236	35.63%
		Office Supplies & Expenses	12,303	15,606	12,816	1.0%	(2,790)	-17.88%
		Communications	2,951	2,827	3,255	0.2%	428	15.14%
		Office Equipment & Furniture	3,711	4,546	2,000	0.1%	(2,546)	-56.01%
		Other	1,355	1,000	1,000	0.1%	0	0.0%
		Capital Funding	(3,663)	0	0	0.0%	0	0.0%
		Corporate Accounts	3,510	3,510	0	0.0%	(3,510)	-100.0%
		Library Books & Periodicals	222	509	0	0.0%	(509)	-100.0%
	Joint Services & Department Transfers		0	0	(1,000)	-0.1%	(1,000)	0.0%
	Total		257,886	342,710	394,095	29.5 %	51,385	14.99 %
	Total Expenses		1,094,939	1,270,776	1,337,016	100.0 %	66,240	5.21 %
	Net Expenditures		1,092,739	1,265,776	1,333,016		67,240	5.31 %

2012 ARRs													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2012 Impact		Net 2013 Impact		Net 2014 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
VBEC Transfer of 2 Contract Positions to FTEs (FTE Conversion)	FT	0.00	196,333	(196,333)	0			0.00	0				
Strategy to Implement a Municipal Sponsorship Program			55,000		55,000			0.00	55,000		(55,000)		

City of Vaughan
Revenue/Expenditure Summary Report
Operating Budget Forecast

			2012 Budget	2013 Forecast	2013 vs 2012 Forecast Variance \$	2013 vs 2012 Forecast Variance %	2014 Forecast	2014 vs 2013 Forecast Variance \$	2014 vs 2013 Forecast Variance %
Economic and Business Develop.	Revenue	Dept. Misc. Revenues	(4,000)	(4,000)	(0)	0.0%	(4,000)	(0)	0.0%
	Total Revenues		(4,000)	(4,000)	(0)	0.0%	(4,000)	(0)	0.0%
	Labour Costs	Staffing Costs (incl Benefits)	942,921	969,666	26,745	2.8%	1,075,921	106,255	2.76%
	Other Expenses	Service Contracts and Materials	137,385	137,385	0	0.0%	137,385	0	0.0%
		Community Advertising & Promotion	108,463	108,463	0	0.0%	108,463	0	0.0%
		Meals & Travel	59,050	59,050	0	0.0%	59,050	0	0.0%
		Professional Fees	55,000	50,000	(5,000)	-9.1%	50,000	0	-10.0%
		Staff Development & Training	16,126	16,126	0	0.0%	16,126	0	0.0%
		Office Supplies & Expenses	12,816	12,816	0	0.0%	12,816	0	0.0%
		Communications	3,255	3,255	0	0.0%	3,255	0	0.0%
		Office Equipment & Furniture	2,000	2,000	0	0.0%	3,500	1,500	0.0%
		Other	1,000	1,000	0	0.0%	1,000	0	0.0%
		Capital Funding	0	0	0	0.0%	0	0	0.0%
		Corporate Accounts	0	0	0	0.0%	0	0	0.0%
		Library Books & Periodicals	0	0	0	0.0%	0	0	0.0%
		Joint Services & Department Transfers	(1,000)	(1,000)	(0)	0.0%	(1,000)	(0)	0.0%
	Total		394,095	389,095	(5,000)	-1.3%	390,595	1,500	-1.29%
	Total Expenses		1,337,016	1,358,761	21,745	1.6%	1,466,516	107,755	1.6%
	Net Expenditures		1,333,016	1,354,761	21,745	1.6%	1,462,516	107,755	1.61%

Recognized 2013 ARRs											
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2013 Impact		Net 2014 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Vaughan Metropolitan Marketing			50,000		50,000				50,000		

Recognized 2014 ARRs											
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Business Development Officer Adv Goods	FT	1.00	90,046		90,046			1.00	90,046		2,927



Fire and Rescue Services

City of Vaughan

Revenue/Expenditure Summary Report

2012 Operating Budget

					2012			
		2011 Actuals *	2011 Budget		2012 Budget	% of Total Budget	Budget Variance \$	Budget Variance %
Fire and Rescue Services	Revenue							
	Dept. Misc. Revenues	(822,144)	(509,921)		(511,912)	89.9%	(1,991)	0.39%
	Fees from Other Municip.	(35,000)	(35,000)		(35,000)	6.1%	0	0.0%
	Rev. frm Recov. Exp - Pd Dutv	(7,174)	(14,757)		(22,412)	3.9%	(7,655)	51.87%
Total Revenues		(864,318)	(559,678)		(569,324)	100.0 %	(9,646)	1.72 %
Labour Costs	Staffing Costs (incl Benefits)	30,717,482	31,558,692		32,711,777	95.0%	1,153,085	3.65%
Other Expenses	Tools & Equipment	519,355	475,072		495,069	1.4%	19,997	4.21%
	General Mtce & Repairs	488,772	390,086		417,579	1.2%	27,493	7.05%
	Communications	291,717	305,761		305,563	0.9%	(198)	-0.06%
	Service Contracts and Materials	243,839	215,983		216,651	0.6%	668	0.31%
	Staff Development & Training	122,112	136,390		138,390	0.4%	2,000	1.47%
	Utilities & Fuel	60,766	66,699		89,765	0.3%	23,066	34.58%
	Office Equipment & Furniture	41,983	71,556		61,553	0.2%	(10,003)	-13.98%
	Other	64,475	60,260		60,260	0.2%	0	0.0%
	Community Advertising & Promotion	45,232	46,644		46,645	0.1%	1	0.0%
	Office Supplies& Expenses	39,745	35,891		36,962	0.1%	1,071	2.98%
	Meals & Travel	13,218	15,400		15,401	0.0%	1	0.01%
	Joint Services & Department Transfers	(1,561)	3,108		3,110	0.0%	2	0.06%
	Professional Fees	0	2,285		2,285	0.0%	0	0.0%
	Operating Leases	(21)	283		283	0.0%	0	0.0%
	Corporate Accounts	349,990	349,990		0	0.0%	(349,990)	-100.0%
	Capital Funding	1,099,000	796,150		(150,000)	-0.4%	(946,150)	-118.84%
	Total	3,378,622	2,971,558		1,739,516	5.0 %	(1,232,042)	-41.46 %
Total Expenses		34,096,103	34,530,250		34,451,293	100.0 %	(78,957)	-0.23 %
Net Expenditures		33,231,786	33,970,572		33,881,969		(88,603)	-0.26 %

2012 ARRs													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2012 Impact		Net 2013 Impact		Net 2014 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Communication Operators	FT	2.00	155,961		155,961			2.00	155,961	0.00	7,678	-	8,062

City of Vaughan
Revenue/Expenditure Summary Report
Operating Budget Forecast

			2012 Budget	2013 Forecast	2013 vs 2012 Forecast Variance \$	2013 vs 2012 Forecast Variance %	2014 Forecast	2014 vs 2013 Forecast Variance \$	2014 vs 2013 Forecast Variance %
Fire and Rescue Services	Revenue	Dept. Misc. Revenues	(511,912)	(521,271)	(9,359)	1.8%	(530,894)	(9,623)	1.8%
		Fees from Other Municip.	(35,000)	(35,000)	0	0.0%	(35,000)	0	0.0%
		Rev. frm Recov. Exp - Pd Dntv	(22,412)	(22,880)	(468)	2.1%	(23,348)	(468)	2.05%
	Total Revenues		(569,324)	(579,151)	(9,827)	1.7%	(589,242)	(10,091)	1.7%
	Labour Costs	Staffing Costs (incl Benefits)	32,711,777	35,121,029	2,409,252	7.4%	36,834,568	1,713,539	6.86%
	Other Expenses	Tools & Equipment	495,069	558,069	63,000	12.7%	582,069	24,000	11.29%
		General Mtce & Repairs	417,579	428,274	10,695	2.6%	434,159	5,885	2.5%
		Communications	305,563	306,463	900	0.3%	306,463	0	0.29%
		Service Contracts and Materials	216,651	218,007	1,356	0.6%	219,821	1,814	0.62%
		Staff Development & Training	138,390	139,890	1,500	1.1%	139,890	0	1.07%
		Utilities & Fuel	89,765	98,740	8,975	10.0%	103,680	4,940	9.09%
		Office Equipment & Furniture	61,553	77,553	16,000	26.0%	77,553	0	20.63%
		Other	60,260	60,260	0	0.0%	60,260	0	0.0%
		Community Advertising & Promotion	46,645	46,645	0	0.0%	46,645	0	0.0%
		Office Supplies & Expenses	36,962	39,062	2,100	5.7%	39,862	800	5.38%
		Meals & Travel	15,401	15,401	0	0.0%	15,401	0	0.0%
		Joint Services & Department Transfers	3,110	3,110	0	0.0%	3,110	0	0.0%
		Professional Fees	2,285	2,285	0	0.0%	2,285	0	0.0%
		Operating Leases	283	283	0	0.0%	283	0	0.0%
		Corporate Accounts	0	0	0	0.0%	0	0	0.0%
		Capital Funding	(150,000)	0	150,000	-100.0%	0	0	0.0%
		Total	1,739,516	1,994,042	254,526	14.6%	2,031,481	37,439	12.76%
	Total Expenses		34,451,293	37,115,071	2,663,778	7.7%	38,866,049	1,750,978	7.18%
	Net Expenditures		33,881,969	36,535,920	2,653,951	7.8%	38,276,807	1,740,887	7.26%

Recognized 2013 ARRs											
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2013 Impact		Net 2014 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Training Officer	FT		133,228		133,228				133,228		(2,867)
Stn 75- 16 Firefighters & 4 Captains	FT	20.00	1,703,727		1,703,727			20.00	1,703,727		155,069

Recognized 2014 ARRs											
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Fire District Chiefs	FT	8.00	1,077,988		1,077,988			8.00	1,077,988		87,112

City of Vaughan
City Manager
Fire and Rescue Services

2012 Capital Budget

Budget Year	Project #	Project Name	Project Type	Total Budget	Operating Budget Impact	TCA
2012	FR-3508-11	Breathing Apparatus Replacements	Equipment Replacement	\$45,100		Y
2012	FR-3559-12	Mid Life Refurbish Aerial 7968-2000 SMEAL 32M/QUINT	Growth/Equipment	\$180,300		Y
2012	FR-3514-12	Relocate Fire Station 7-3, LAND ACQUISITION	Growth/Development	\$1,739,400		Y
2012	FR-3560-12	Station # 71 Cascade - Air Tank Refiller	Infrastructure Replacement	\$77,300		Y
2012	FR-3561-12	Station # 77 Cascade - Air Tank Refiller	Infrastructure Replacement	\$77,300		Y
2012	FR-3569-12	Station #7-10 Equipment	Growth/Equipment	\$170,000		Y
2012	FR-3570-12	Station #7-10 Equipment Purchase for Firefighters	Growth/Development	\$123,100		Y
2012	FR-3563-12	Station #73 Design	Growth/Development	\$242,800		Y
Total 2012 Capital Budget				\$2,655,300		

2013 Capital Budget Plan

Budget Year	Project #	Project Name	Project Type	Total Budget	Operating Budget Impact	TCA
2013	FR-3508-11	Breathing Apparatus Replacements	Equipment Replacement	\$45,100		Y
2013	FR-3574-13	Mid-Life Refurb Aerial 7965	Equipment Replacement	\$180,300		Y
2013	FR-3556-13	New Engine for Station 75 - Pumper	Growth/Equipment	\$667,300	\$1,726,907	Y
2013	FR-3564-13	Station #73 Construction	Growth/Development	\$1,727,300		Y
2013	FR-3565-13	Station #73 Equipment	Growth/Development	\$170,000		Y
Total 2013 Capital Budget Plan				\$2,790,000		

2012-14 Business Plan

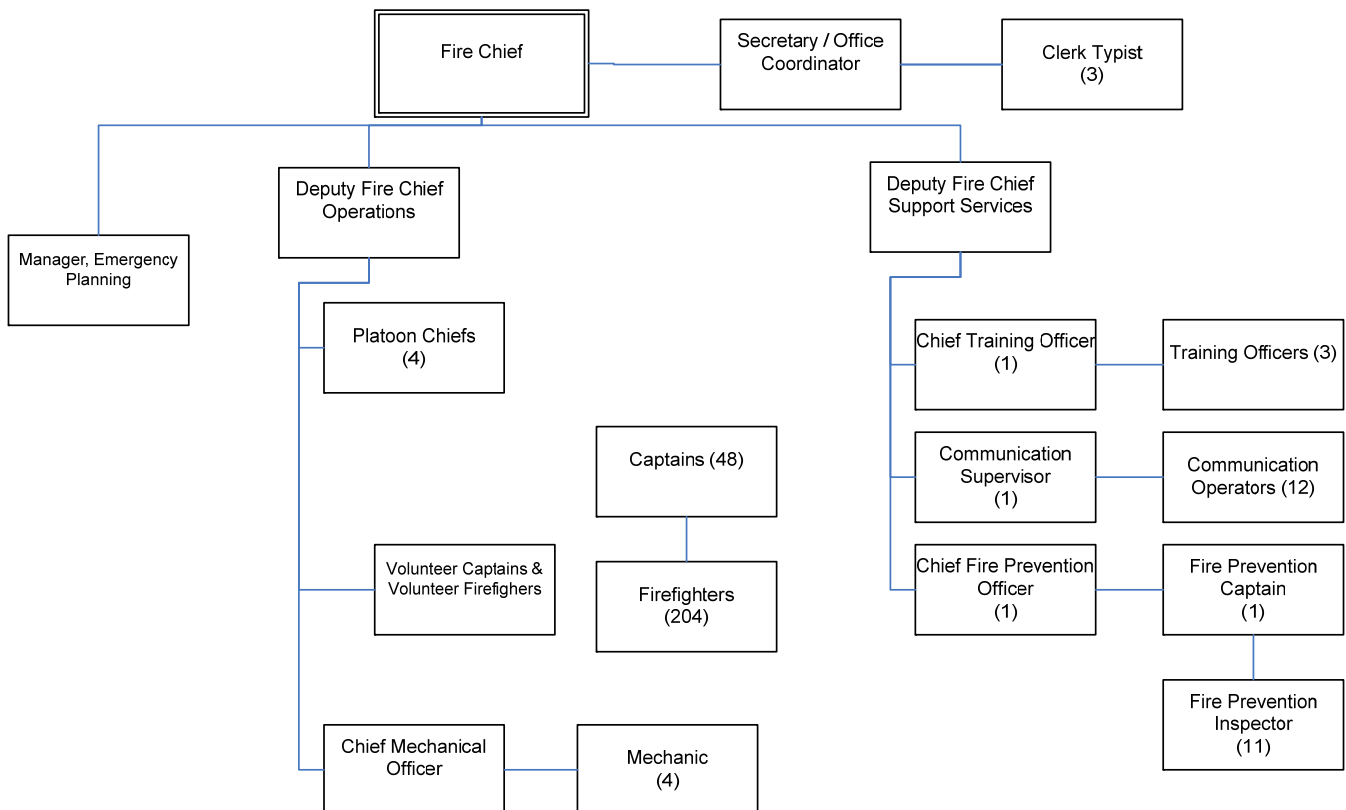
BUSINESS OVERVIEW

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

FIRE ADMINISTRATION

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

Service Profile:



2012-14 Business Plan

Full Time, Part Time and Overtime – Budgeted Amounts

	2011	2012 Base	Approved 2012 ARR	2012 Final	2013 ARR	2014 ARR
Full Time	4	4	-	4	-	-
Part Time	-	-	-	-	-	-
Total FTE	4	4	-	4	-	-
Overtime	-	-	-	-	-	-

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

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

Work Plan:

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

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

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

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

2012-14 Business Plan

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

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

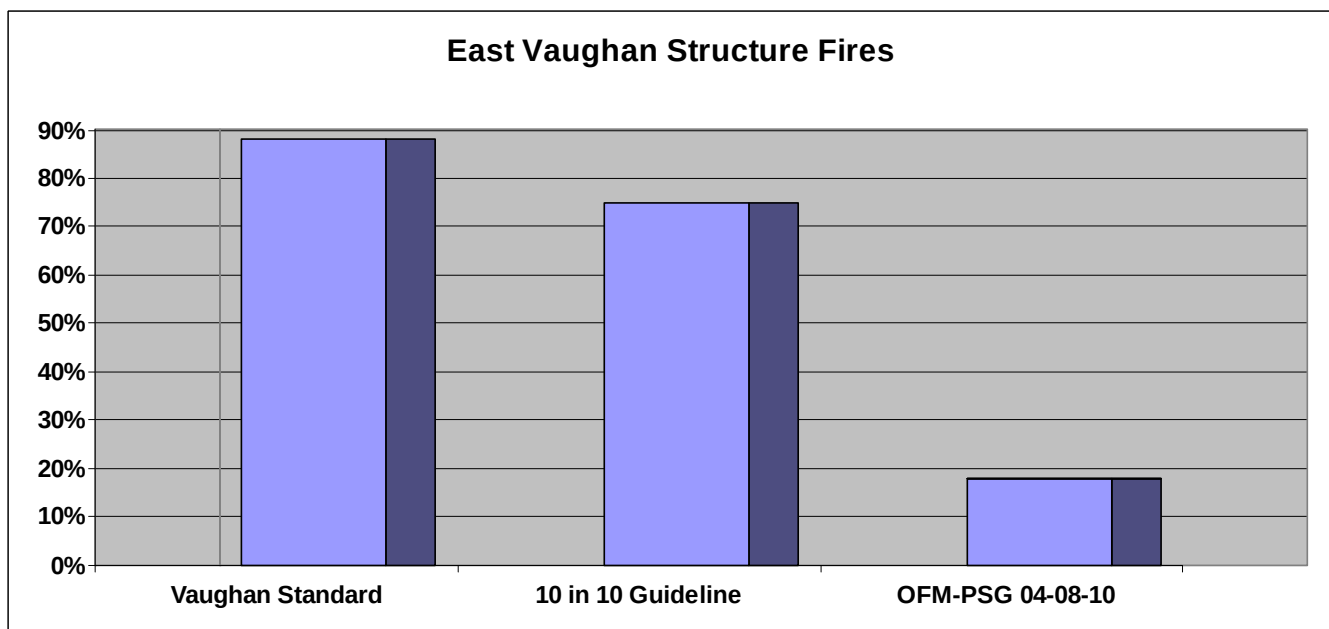
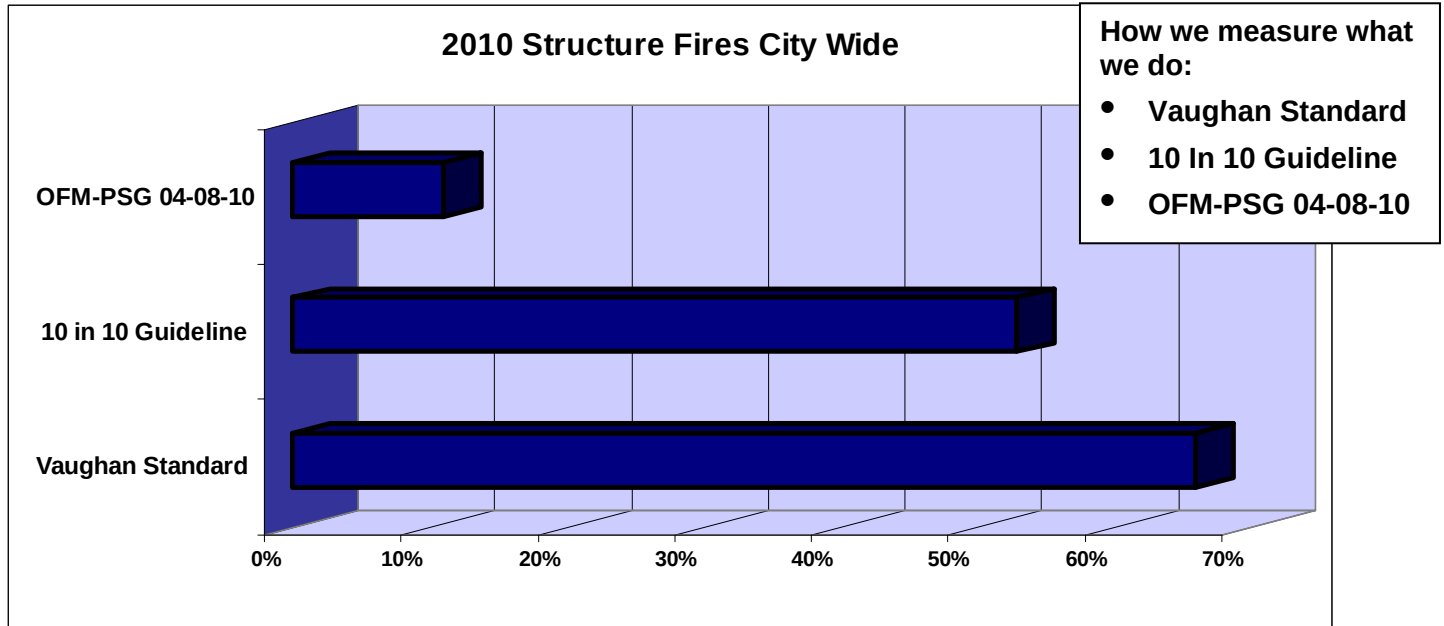
2012-14 Business Plan Objectives: (You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.)

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2012 (Top 3 Objectives)			
Purchase Land for Stn. 7-3 and Design	2012	Improve response capabilities in the West	Capital Project – Council Approval Required
Build Station. 7-3	2012	Improve response capabilities in the West of the City	Council Approval Required
2013 (Top 3 Objectives)			
Purchase Engine 781	2013	Improve response capabilities in the East	Capital Project – Council Approval Required
Staff Engine 781	2014	Improve response capabilities in the East	Council Approval Required
Purchase Engine 751	2013	Improve response capabilities in the Central area	Capital Project – Council Approval Required
Staff Engine 751	2013	Improve response capabilities in the Central area	Council Approval Required

2012-14 Business Plan

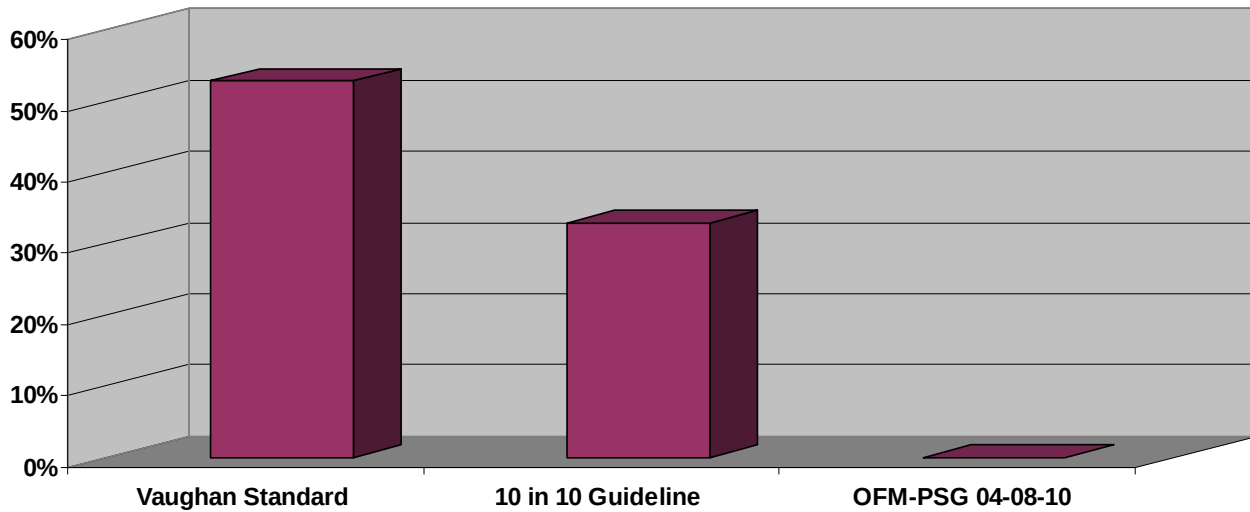
Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks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

RESPONSE TIME OBJECTIVES

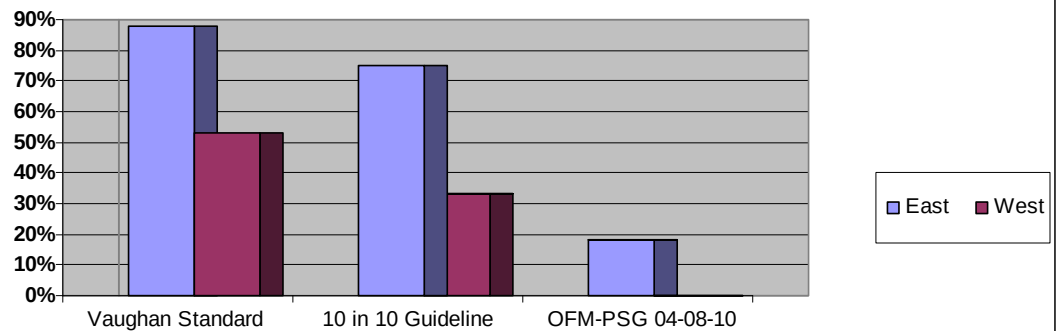


2012-14 Business Plan

West Vaughan Structure Fires



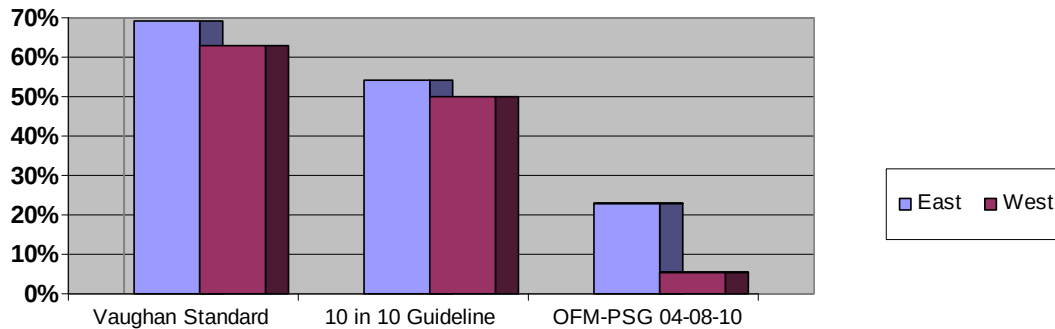
East vs West 2010



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

2012-14 Business Plan

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



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

BUSINESS OVERVIEW:

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

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

2012-14 Business Plan

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

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

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

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

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

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

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

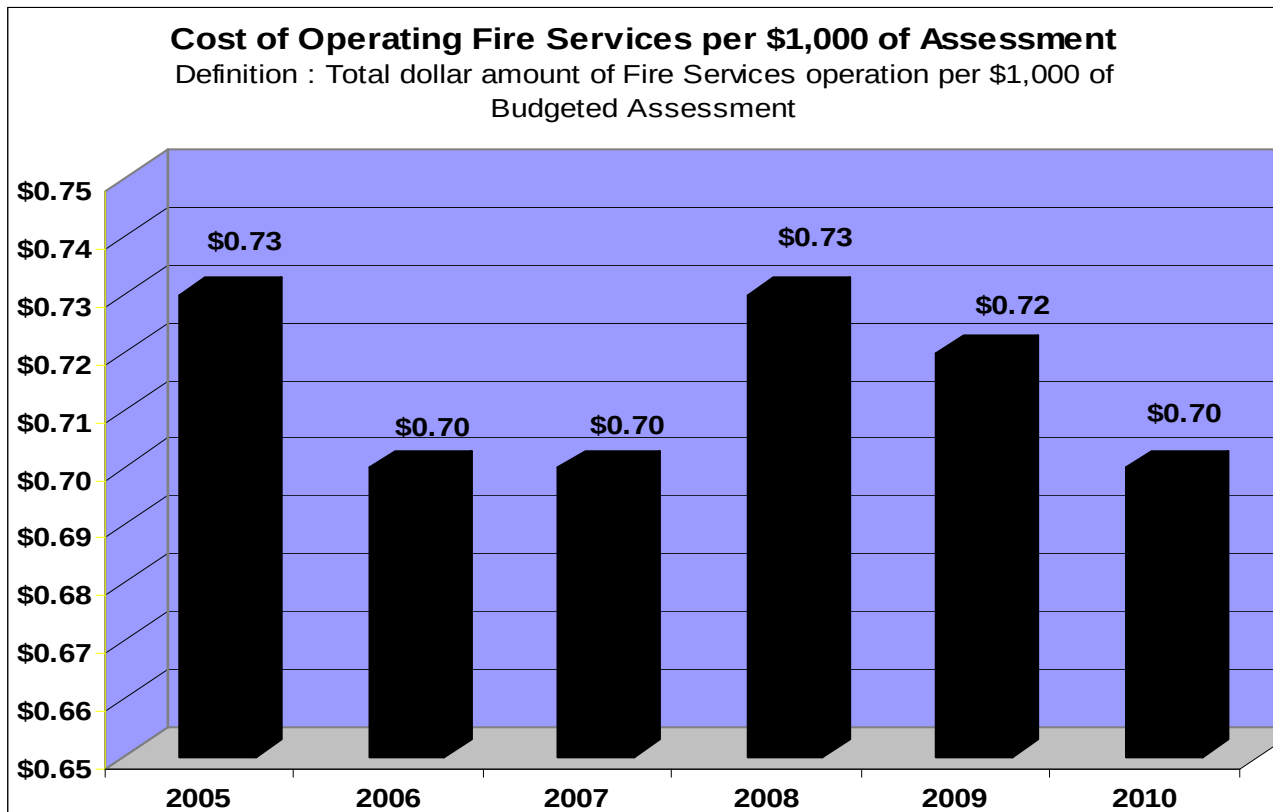
Because of the large investment required to support emergency response, VFRS is especially concerned with establishing a sound strategy for acquiring and deploying the necessary resources to accomplish the mission of optimal emergency response.

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

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

2012-14 Business Plan

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



BUSINESS OVERVIEW:

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

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

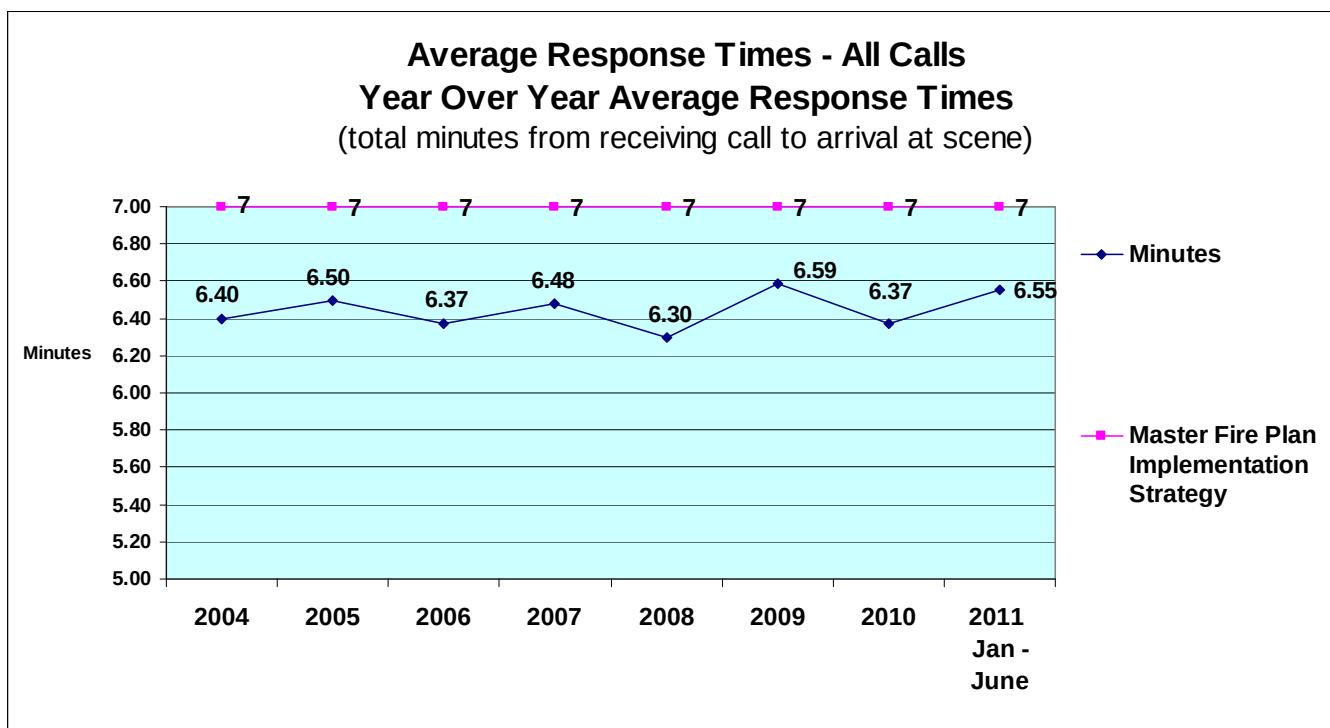
2012-14 Business Plan

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

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

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

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



2012-14 Business Plan

BUSINESS OVERVIEW:

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

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

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

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

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

Commissioner Sign-off

Date (mm/dd/yy)

City of Vaughan Revenue/Expenditure Summary Report 2012 Operating Budget

					2012			
			2011 Actual	2011 Budget	2012 Budget	% of Total Budget	Budget Variance \$	Budget Variance %
100001 - Fire & Rescue Services-Admin.	Labour Costs	Staffing Costs (incl Benefits)	580,058	700,636	672,354	89.0%	(28,282)	-4.04%
	Other Expenses	Other	44,629	44,500	18,930	2.5%	(25,570)	-57.46%
		Office Supplies & Expenses	16,147	18,439	18,439	2.4%	0	0.0%
		General Mtce & Repairs	20,402	8,680	10,263	1.4%	1,583	18.24%
		Utilities & Fuel	10,248	7,484	10,070	1.3%	2,586	34.55%
		Office Equipment & Furniture	2,384	6,279	6,279	0.8%	0	0.0%
		Communications	3,746	5,354	5,354	0.7%	0	0.0%
		Tools & Equipment	5,150	4,984	4,984	0.7%	0	0.0%
		Staff Development & Training	5,692	4,940	4,940	0.7%	0	0.0%
		Meals & Travel	2,118	1,570	1,570	0.2%	0	0.0%
		Professional Fees	0	1,491	1,491	0.2%	0	0.0%
		Service Contracts and Materials	601	462	462	0.1%	0	0.0%
		Operating Leases	(21)	193	193	0.0%	0	0.0%
		Capital Funding	6,530	6,530	0	0.0%	(6,530)	-100.0%
		Community Advertising & Promotion	243	0	0	0.0%	0	0.0%
		Corporate Accounts	341,870	341,870	0	0.0%	(341,870)	-100.0%
		Joint Services & Department Transfers	864	0	0	0.0%	0	0.0%
		Total	460,601	452,776	82,975	11.0%	(369,801)	-81.67%
	Total Expenses		1,040,660	1,153,412	755,329	100.0%	(398,083)	-34.51%
	Net Expenditures		1,040,660	1,153,412	755,329		(398,083)	-34.51%

City of Vaughan
Revenue/Expenditure Summary Report
Operating Budget Forecast

BU and Description			2012 Budget	2013 Forecast	2013 vs 2012 Forecast Variance \$	2013 vs 2012 Forecast Variance %	2014 Forecast	2014 vs 2013 Forecast Variance \$	2014 vs 2013 Forecast Variance %
100001 - Fire & Rescue Services-Admin.	Labour Costs	Staffing Costs (incl Benefits)	672,354	683,874	11,520	1.71%	695,490	11,616	1.68%
	Other Expenses	Other	18,930	18,930	0	0.0%	18,930	0	0.0%
		Office Supplies & Expenses	18,439	18,439	0	0.0%	18,439	0	0.0%
		General Mtce & Repairs	10,263	10,878	615	5.99%	11,218	340	5.65%
		Utilities & Fuel	10,070	11,075	1,005	9.98%	11,630	555	9.07%
		Office Equipment & Furniture	6,279	6,279	0	0.0%	6,279	0	0.0%
		Communications	5,354	5,354	0	0.0%	5,354	0	0.0%
		Tools & Equipment	4,984	4,984	0	0.0%	4,984	0	0.0%
		Staff Development & Training	4,940	4,940	0	0.0%	4,940	0	0.0%
		Meals & Travel	1,570	1,570	0	0.0%	1,570	0	0.0%
		Professional Fees	1,491	1,491	0	0.0%	1,491	0	0.0%
		Service Contracts and Materials	462	462	0	0.0%	462	0	0.0%
		Operating Leases	193	193	0	0.0%	193	0	0.0%
		Capital Funding	0	0	0	0.0%	0	0	0.0%
		Community Advertising & Promotion	0	0	0	0.0%	0	0	0.0%
		Corporate Accounts	0	0	0	0.0%	0	0	0.0%
		Joint Services & Department Transfers	0	0	0	0.0%	0	0	0.0%
		Total	82,975	84,595	1,620	2.0%	85,490	895	1.92%
	Total Expenses		755,329	768,469	13,140	1.7%	780,980	12,511	1.71%
	Net Expenditures		755,329	768,469	13,140	1.7%	780,980	12,511	1.71%

2012-14 Business Plan

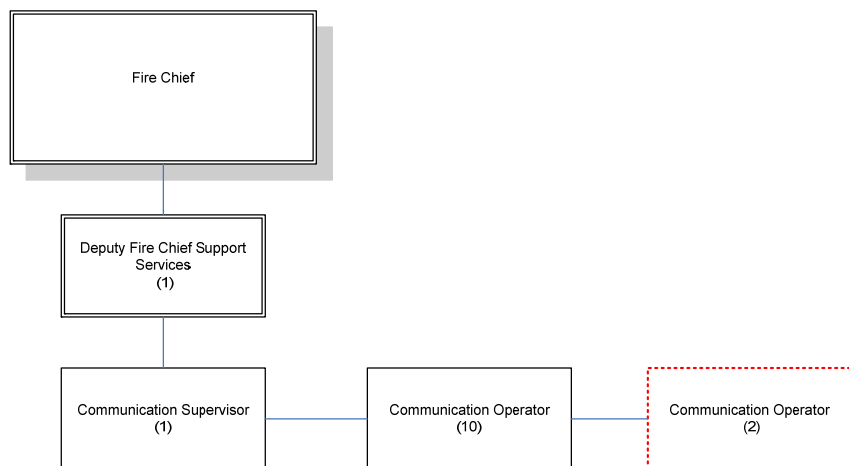
BUSINESS OVERVIEW

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

FIRE COMMUNICATION

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

Service Profile:



2012 approved ARR

Full Time, Part Time and Overtime – Budgeted Amounts

	2011	2012 Base	Approved 2012 ARR	2012 Final	2013 ARR	2014 ARR
Full Time	11	11	2	13	-	-
Part Time	-	-	-	-	-	-
Total FTE	11	11	2	13	-	-
Overtime	\$27,412	\$27,547	-	\$27,547	-	-

2012-14 Business Plan

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

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

Work Plan:

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

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

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

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

2012-14 Business Plan

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

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

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

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

2012-14 Business Plan

Phase 2 of MDT Implementation – RMS on MDTs	2012	Captains able to complete reports in Real-Time	Installation of Firehouse RMS licenses on MDTs and Training
2013 (Top 3 Objectives)			
Continue the Repeater Program	2013	Ongoing	Radio Repeaters installed in Fire Apparatus
Initiate project for scheduled replacement of the YRP radio system	2013	Planning	Capital Project
Initiate Subway communication plan	2013	Planning	Capital Project
2014 (Top 3 Objectives)			
Hire Chief Communications Officer	2014	Complexity of operation requires a higher level of management.	Council Approval Required
Hire 4 Shift Supervisors	2014	Span of control/accountability improvements	Council Approval Required
Replacement of YRP/VFRS Communication System	2014	Implement replacement	Capital Project
Complete Subway Communication Plan	2014		Capital Project

2012-14 Business Plan

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

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

BUSINESS OVERVIEW:

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

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

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

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

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

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

Commissioner Sign-off

Date (mm/dd/yy)

City of Vaughan

Revenue/Expenditure Summary Report

2012 Operating Budget

					2012			
			2011 Actual	2011 Budget	2012 Budget	% of Total Budget	Budget Variance \$	Budget Variance %
100176 - Fire Communicat.	Revenue	Fees from Other Municip.	(35,000)	(35,000)	(35,000)	100.0%	(0)	0.0%
	Total Revenues		(35,000)	(35,000)	(35,000)	100.0%	(0)	0.0%
	Labour Costs	Staffing Costs (incl Benefits)	1,042,730	1,054,841	1,216,634	81.2%	161,793	15.34%
	Other Expenses	Communications	213,302	242,433	242,433	16.2%	0	0.0%
		Office Equipment & Furniture	3,134	13,154	13,153	0.9%	(1)	-0.01%
		Staff Development & Training	2,320	8,232	10,232	0.7%	2,000	24.3%
		Tools & Equipment	11,940	9,384	9,384	0.6%	0	0.0%
		Office Supplies & Expenses	3,056	2,574	2,977	0.2%	403	15.66%
		Service Contracts and Materials	1,049	2,306	2,304	0.2%	(2)	-0.09%
		Meals & Travel	1,348	1,856	1,856	0.1%	0	0.0%
		Capital Funding	6,865	5,440	0	0.0%	(5,440)	-100.0%
		Other	42	0	0	0.0%	0	0.0%
		Total	243,056	285,379	282,339	18.8%	(3,040)	-1.07%
	Total Expenses		1,285,785	1,340,220	1,498,973	100.0%	158,753	11.85%
	Net Expenditures		1,250,785	1,305,220	1,463,973		158,753	12.16%

2012 ARR's													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2012 Impact		Net 2013 Impact		Net 2014 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Communication Operators	FT	2.00	155,961		155,961			2.00	155,961	0.00	7,678	-	8,062

City of Vaughan
Revenue/Expenditure Summary Report
Operating Budget Forecast

BU and Description			2012 Budget	2013 Forecast	2013 vs 2012 Forecast Variance \$	2013 vs 2012 Forecast Variance %	2014 Forecast	2014 vs 2013 Forecast Variance \$	2014 vs 2013 Forecast Variance %
100176 - Fire Communication	Revenue	Fees from Other Municip.	(35,000)	(35,000)	(0)	0.0%	(35,000)	(0)	0.0%
	Total Revenue		(35,000)	(35,000)	(0)	0.0%	(35,000)	(0)	0.0%
	Labour Costs	Staffing Costs (incl Benefits)	1,216,634	1,246,189	29,555	2.43%	1,276,818	30,629	2.37%
	Other Expenses	Communications	242,433	242,433	0	0.0%	242,433	0	0.0%
		Office Equipment & Furniture	13,153	13,153	0	0.0%	13,153	0	0.0%
		Staff Development & Training	10,232	10,232	0	0.0%	10,232	0	0.0%
		Tools & Equipment	9,384	9,384	0	0.0%	9,384	0	0.0%
		Office Supplies & Expenses	2,977	2,977	0	0.0%	2,977	0	0.0%
		Service Contracts and Materials	2,304	2,304	0	0.0%	2,304	0	0.0%
		Meals & Travel	1,856	1,856	0	0.0%	1,856	0	0.0%
		Capital Funding	0	0	0	0.0%	0	0	0.0%
		Other	0	0	0	0.0%	0	0	0.0%
		Total	282,339	282,339	0	0.0%	282,339	0	0.0%
	Total Expenses		1,498,973	1,528,528	29,555	2.0%	1,559,157	30,629	1.93%
	Net Expenditures		1,463,973	1,493,528	29,555	2.0%	1,524,157	30,629	1.98%

2012-14 Business Plan

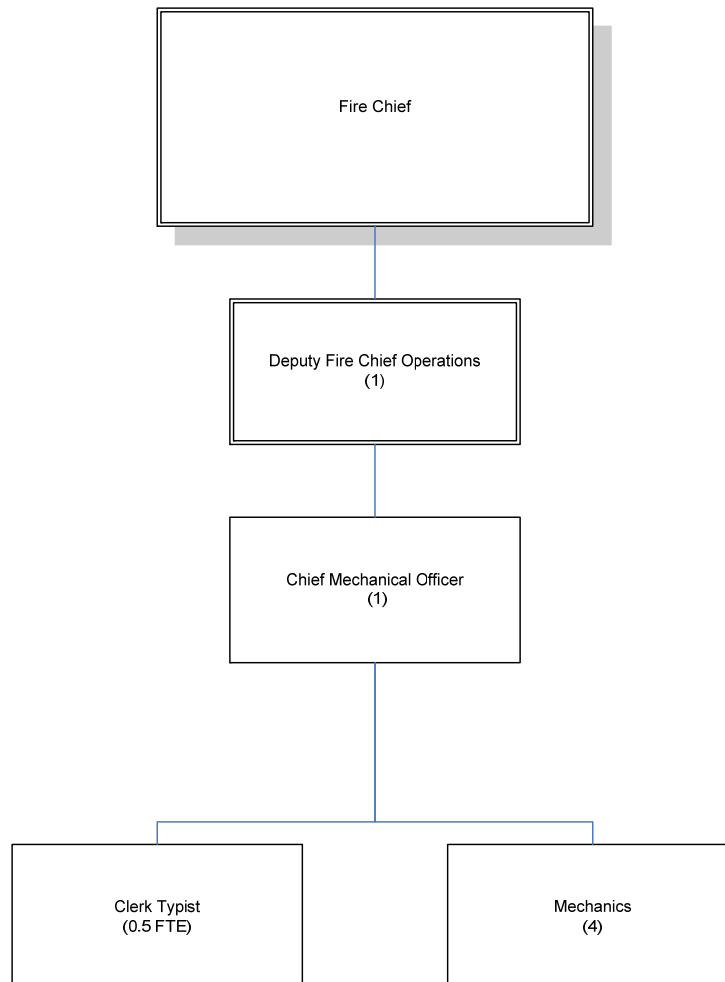
BUSINESS OVERVIEW

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

FIRE MECHANICAL

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

Service Profile:



2012-14 Business Plan

Full Time, Part Time and Overtime – Budgeted Amounts

	2011	2012 Base	Approved 2012 ARR	2012 Final	2013 ARR	2014 ARR
Full Time	5.5	5.5	-	5.5	-	-
Part Time	-	-	-	-	-	-
Total FTE	5.5	5.5	-	5.5	-	-
Overtime	\$184	\$185	-	\$185	-	-

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

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

Work Plan:

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

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

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

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

2012-14 Business Plan

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

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

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

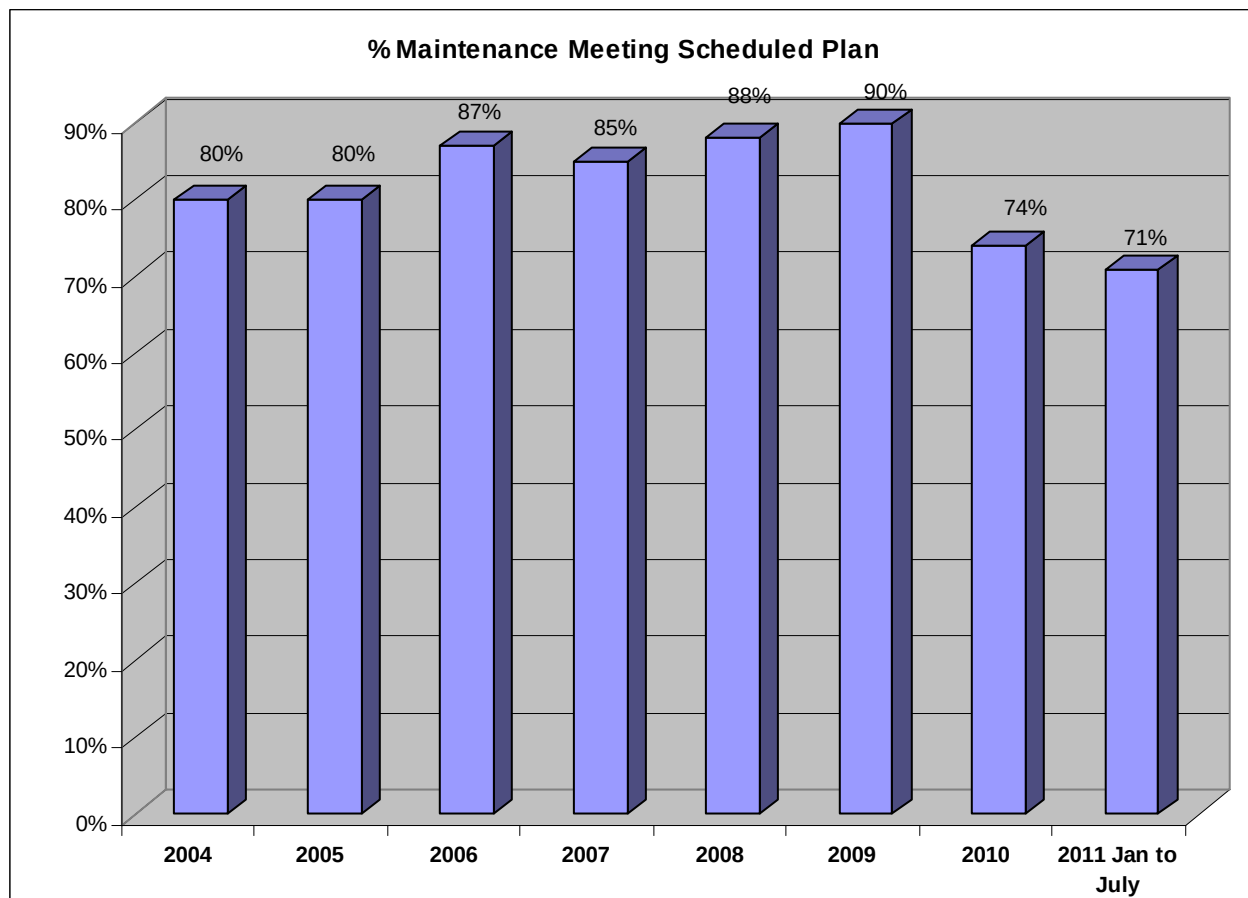
<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2012 (Top 3 Objectives)			
Fleet Maintenance Program	2012	Elevate efficiency	Complete Research Purchase Program
Fully Refurbish Aerial 7968	2012	Extend life cycle	Capital Project
Improve ability to Manage Protective Clothing Inventory, SCBA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

2012-14 Business Plan

2014 (Top 3 Objectives)

Full Refurbish Unit# 7967	2014	Extend life cycle	Capital Project
Strive to achieve our 90% maintenance goal (benchmark)	2014		

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



BUSINESS OVERVIEW:

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

2012-14 Business Plan

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

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

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

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

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

Commissioner Sign-off

Date (mm/dd/yy)

City of Vaughan
Revenue/Expenditure Summary Report
2012 Operating Budget

					2012			
		2011 Actual	2011 Budget		2012 Budget	% of Total Budget	Budget Variance \$	Budget Variance %
100177 - Fire Mechanical	Revenue	Dept. Misc. Revenues	(68,307)	(55,496)	(56,884)	100.0%	(1,388)	2.5%
	Total Revenues		(68,307)	(55,496)	(56,884)	100.0 %	(1,388)	2.5 %
	Labour Costs	Staffing Costs (incl Benefits)	472,808	557,784	565,585	82.6%	7,801	1.4%
	Other Expenses	Service Contracts and Materials	73,708	56,264	56,263	8.2%	(1)	0.0%
		Tools & Equipment	27,336	25,122	25,119	3.7%	(3)	-0.01%
		General Mtce & Repairs	35,912	19,879	21,710	3.2%	1,831	9.21%
		Office Equipment & Furniture	5,813	6,039	6,039	0.9%	0	0.0%
		Staff Development & Training	764	4,439	4,437	0.6%	(2)	-0.05%
		Joint Services & Department Transfers	(2,537)	3,108	3,110	0.5%	2	0.06%
		Office Supplies & Expenses	1,345	1,112	1,113	0.2%	1	0.09%
		Meals & Travel	599	656	656	0.1%	0	0.0%
		Communications	204	583	584	0.1%	1	0.17%
		Capital Funding	10,870	10,870	0	0.0%	(10,870)	-100.0%
		Other	1,253	0	0	0.0%	0	0.0%
		Total	155,267	128,072	119,031	17.4 %	(9,041)	-7.06 %
	Total Expenses		628,075	685,856	684,616	100.0 %	(1,240)	-0.18 %
	Net Expenditures		559,768	630,360	627,732		(2,628)	-0.42 %

City of Vaughan
Revenue/Expenditure Summary Report
Operating Budget Forecast

BU and Description			2012 Budget	2013 Forecast	2013 vs 2012 Forecast Variance \$	2013 vs 2012 Forecast Variance %	2014 Forecast	2014 vs 2013 Forecast Variance \$	2014 vs 2013 Forecast Variance %
100177 - Fire Mechanical	Revenue	Dept. Misc. Revenues	(56,884)	(58,272)	(1,388)	2.44%	(59,660)	(1,388)	2.38%
	Total Revenue		(56,884)	(58,272)	(1,388)	2.4 %	(59,660)	(1,388)	2.38 %
	Labour Costs	Staffing Costs (incl Benefits)	565,585	579,280	13,695	2.42%	590,953	11,673	2.36%
	Other Expenses	Service Contracts and Materials	56,263	56,263	0	0.0%	56,263	0	0.0%
		Tools & Equipment	25,119	25,119	0	0.0%	25,119	0	0.0%
		General Mtce & Repairs	21,710	22,425	715	3.29%	22,815	390	3.19%
		Office Equipment & Furniture	6,039	6,039	0	0.0%	6,039	0	0.0%
		Staff Development & Training	4,437	4,437	0	0.0%	4,437	0	0.0%
		Joint Services & Department Transfers	3,110	3,110	0	0.0%	3,110	0	0.0%
		Office Supplies & Expenses	1,113	1,113	0	0.0%	1,113	0	0.0%
		Meals & Travel	656	656	0	0.0%	656	0	0.0%
		Communications	584	584	0	0.0%	584	0	0.0%
		Capital Funding	0	0	0	0.0%	0	0	0.0%
		Other	0	0	0	0.0%	0	0	0.0%
		Total	119,031	119,746	715	0.6 %	120,136	390	0.6 %
	Total Expenses		684,616	699,026	14,410	2.1 %	711,089	12,063	2.06 %
	Net Expenditures		627,732	640,754	13,022	2.1 %	651,429	10,675	2.03 %

2012-14 Business Plan

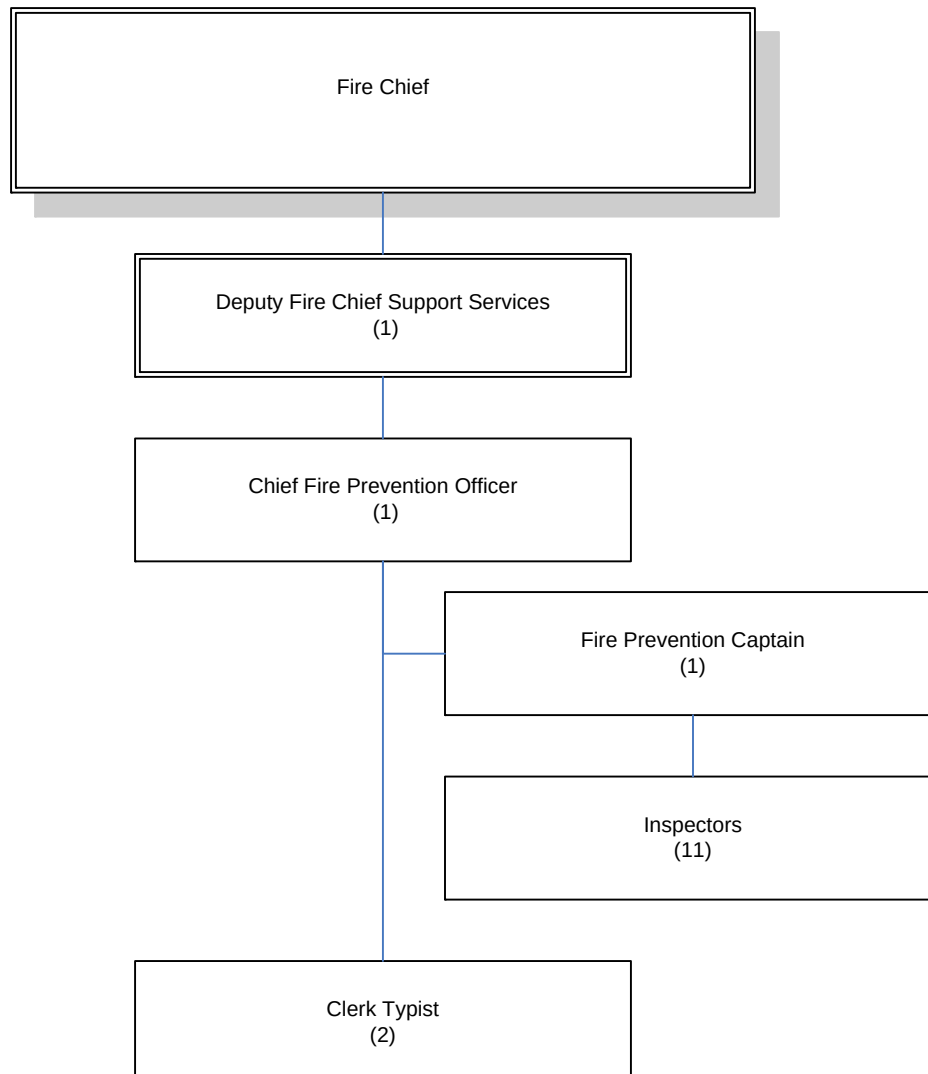
BUSINESS OVERVIEW

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

FIRE PREVENTION

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

Service Profile:



2012-14 Business Plan

Full Time, Part Time and Overtime – Budgeted Amounts

	2011	2012 Base	Approved 2012 ARR	2012 Final	2013 ARR	2014 ARR
Full Time	16	15	-	15	-	-
Part Time	-	-	-	-	-	-
Total FTE	16	15	-	15	-	-
Overtime	\$3,426	\$19,443	-	\$19,443	-	-

* 2012 Budget adjusted to reflect Full Time equivalent

Key Stakeholders: (list major internal and external stakeholders)

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

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

Work Plan:

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

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

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

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

2012-14 Business Plan

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

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

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

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

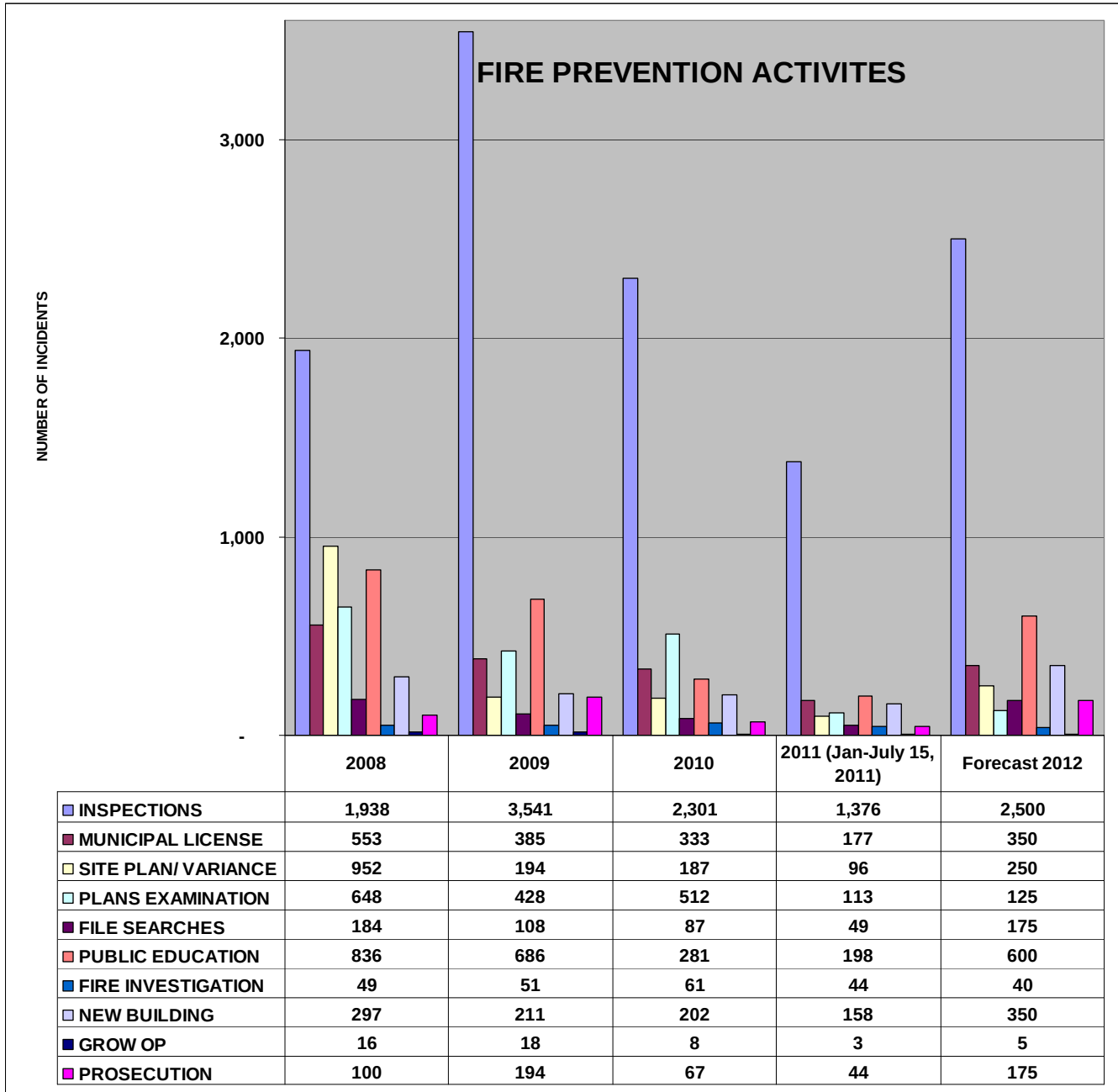
2012-14 Business Plan

technology		Standards leads to service excellence	involvement. Capital project.
2013 (Top 3 Objectives)			
Increase number of fire investigators with 921 training	2013	Expand investigation ability	Course availability
Increase RMS efficiency	2013	Code Compliance	Tablets required
2014 (Top 3 Objectives)			
Hire a Fire Prevention Inspector	2014	Expand public fire safety education ability	Council Approval Required
Adopt OFM Official Guide to Matching Fire Prevention Resources and Risk	2014	Improve program delivery	

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

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

2012-14 Business Plan



BUSINESS OVERVIEW:

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

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

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

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

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

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

Commissioner Sign-off

Date (mm/dd/yy)

City of Vaughan
Revenue/Expenditure Summary Report
2012 Operating Budget

					2012			
		2011 Actual	2011 Budget		2012 Budget	% of Total Budget	Budget Variance \$	Budget Variance %
100178 - Fire Prevention	Revenue	Dept. Misc. Revenues	(37,232)	(34,009)	(41,584)	100.0%	(7,575)	22.27%
		Rev. frm Recov. Exp - Pd Duty	(7,174)	(5,000)	0	0.0%	5,000	-100.0%
Total Revenues		(44,406)	(39,009)		(41,584)	100.0 %	(2,575)	6.6 %
Labour Costs	Staffing Costs (incl Benefits)	1,483,056	1,681,267		1,590,917	90.2%	(90,350)	-5.37%
Other Expenses	General Mtce & Repairs	33,621	42,750		52,353	3.0%	9,603	22.46%
	Community Advertising & Promotion	44,990	46,644		46,645	2.6%	1	0.0%
	Office Equipment & Furniture	10,435	17,074		17,073	1.0%	(1)	-0.01%
	Tools & Equipment	10,806	16,837		16,837	1.0%	0	0.0%
	Staff Development & Training	17,970	13,767		13,768	0.8%	1	0.01%
	Service Contracts and Materials	2,718	7,400		7,400	0.4%	0	0.0%
	Other	3,410	0		6,400	0.4%	6,400	0.0%
	Communications	3,299	6,124		6,124	0.3%	0	0.0%
	Office Supplies & Expenses	4,094	3,392		3,393	0.2%	1	0.03%
	Meals & Travel	667	1,862		1,862	0.1%	0	0.0%
	Operating Leases	0	90		90	0.0%	0	0.0%
	Capital Funding	21,740	21,740		0	0.0%	(21,740)	-100.0%
	Total	153,750	177,680		171,945	9.8 %	(5,735)	-3.23 %
Total Expenses		1,636,806	1,858,947		1,762,862	100.0 %	(96,085)	-5.17 %
Net Expenditures		1,592,400	1,819,938		1,721,278		(98,660)	-5.42 %

City of Vaughan
Revenue/Expenditure Summary Report
Operating Budget Forecast

BU and Description			2012 Budget	2013 Forecast	2013 vs 2012 Forecast Variance \$	2013 vs 2012 Forecast Variance %	2014 Forecast	2014 vs 2013 Forecast Variance \$	2014 vs 2013 Forecast Variance %
100178 - Fire Prevention	Revenue	Dept. Misc. Revenues	(41,584)	(42,401)	(817)	1.96%	(43,221)	(820)	1.93%
		Rev. frm Recov. Exp - Pd Dutv	0	0	0	0.0%	0	0	0.0%
	Total Revenues		(41,584)	(42,401)	(817)	2.0%	(43,221)	(820)	1.93%
	Labour Costs	Staffing Costs (incl Benefits)	1,590,917	1,611,265	20,348	1.28%	1,625,623	14,358	1.26%
	Other Expenses	General Mtce & Repairs	52,353	56,088	3,735	7.13%	58,143	2,055	6.66%
		Community Advertising & Promotion	46,645	46,645	0	0.0%	46,645	0	0.0%
		Office Equipment & Furniture	17,073	17,073	0	0.0%	17,073	0	0.0%
		Tools & Equipment	16,837	16,837	0	0.0%	16,837	0	0.0%
		Staff Development & Training	13,768	13,768	0	0.0%	13,768	0	0.0%
		Service Contracts and Materials	7,400	7,400	0	0.0%	7,400	0	0.0%
		Other	6,400	6,400	0	0.0%	6,400	0	0.0%
		Communications	6,124	6,124	0	0.0%	6,124	0	0.0%
		Office Supplies & Expenses	3,393	3,393	0	0.0%	3,393	0	0.0%
		Meals & Travel	1,862	1,862	0	0.0%	1,862	0	0.0%
		Operating Leases	90	90	0	0.0%	90	0	0.0%
		Capital Funding	0	0	0	0.0%	0	0	0.0%
		Total	171,945	175,680	3,735	2.2%	177,735	2,055	2.13%
	Total Expenses		1,762,862	1,786,945	24,083	1.4%	1,803,358	16,413	1.35%
	Net Expenditures		1,721,278	1,744,544	23,266	1.4%	1,760,137	15,593	1.33%

2012-14 Business Plan

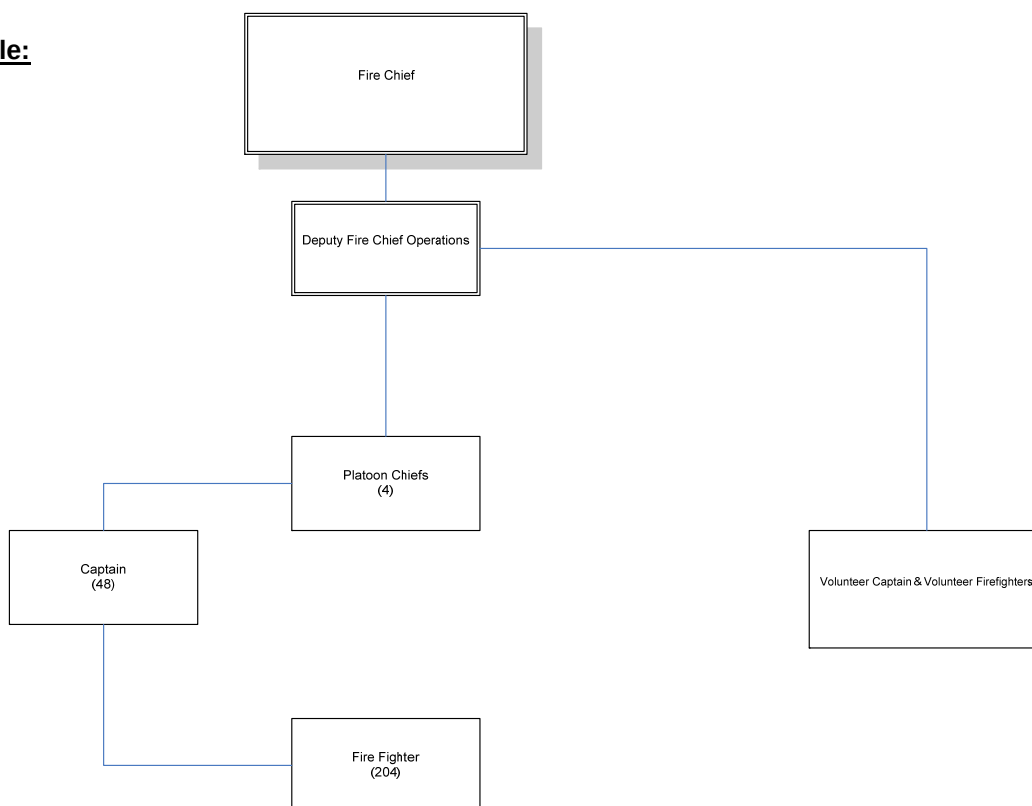
BUSINESS OVERVIEW

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

FIRE OPERATIONS

The Operations Division provides 'Full Service emergency Response' which includes fire incidents, sudden medical emergencies, technical rescue, hazard materials and CBRN incidents. Currently, to protect 300,000 residents and visitors to this 275 square kilometre city, the Operations Division operates out of ten fire stations. All emergency response apparatus (engines, aerials, rescues) carry advanced life support equipment and are staffed with 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 2010, the division responded to 9,817 emergencies resulting in 15,931 vehicle responses averaging 42 emergency movements per day. As reported by the Ontario Fire Marshal, the City sustained fire losses of \$6,568,690 with eight reported injuries due to fire.

Service Profile:



Full Time, Part Time and Overtime – Budgeted Amounts

	2011	2012 Base	Approved 2012 ARR	2012 Final	2013 ARR	2014 ARR
Full Time	249.30	256	-	256	20	8
Part Time	-	-	-	-	-	-
Total FTE	249.30	256	-	256	20	8
Overtime	\$102,050	\$102,552	-	\$102,552	-	-

2012-14 Business Plan

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

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

Work Plan:

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

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

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

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

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

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Complete Staffing Stn. 7-10	2011	Complete	Improve response capabilities in the North-East quadrant
Vaughan Standard	2011	On target	Consistent bench-mark

2012-14 Business Plan

Ontario Fire Marshal Public Safety Guideline 04-08-10	2011	Ongoing	Consistent bench-mark
NFPA 1710 Benchmark	2011	Ongoing	Consistent bench-mark

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

Business Plan Objectives:	Timeline	Outcome	Resources
2012 (Top 3 Objectives)			
Vaughan Guideline (2008 Master Fire Plan Implementation Strategy adopted by Council on Feb. 24, 2009): City Wide Objective = 7 minutes or less/90% of emergency incidents	2012	Consistent bench-mark	Continue to Monitor
Ontario Fire Marshal Public Safety Guideline 04-08-10 Operational Planning	2012	Consistent bench-mark	Continue to Monitor and Improve
NFPA 1710 Benchmark	2012	Consistent bench-mark	Continue to Monitor and Improve
Meet NFPA 472 Standard - Hazmat Response	2012	Technician Level 60	Training Division and Platoon Instructor
2013 (Top 3 Objectives)			
Hire additional 20 Firefighters – Staff Engine 751	2013	Improve Operational Efficiency	Council Approval
Vaughan Guideline (2008 Master Fire Plan Implementation Strategy adopted by Council on Feb. 24, 2009): City Wide Objective = 7 minutes or less/90% of emergency incidents	2013	Consistent bench-mark	Continue to Monitor
Ontario Fire Marshal Public Safety Guideline 04-08-10 Operational Planning	2013	Consistent bench-mark	Continue to Monitor and Improve
NFPA 1710 Benchmark	2013	Consistent bench-mark	Continue to Monitor and Improve

2012-14 Business Plan

Meet NFPA 1006	Phase 1 2013	Standard for Technical Rescue/Structural	Training Division and Platoon Instructor
2014 (Top 3 Objectives)			
Hire additional 20 Firefighters – Staff Engine 781	2014	Improve Operational Efficiency	Council Approval
Hire 8 District Chiefs	2014	Improve Span of Control	Council Approval
Vaughan Guideline (2008 Master Fire Plan Implementation Strategy adopted by Council on Feb. 24, 2009): City Wide Objective = 7 minutes or less/90% of emergency incidents	2014	Consistent bench- mark	Continue to Monitor
Ontario Fire Marshal Public Safety Guideline 04-08-10 Operational Planning	2014	Consistent bench- mark	Continue to Monitor and Improve
NFPA 1710 Benchmark	2014	Consistent bench- mark	Continue to Monitor and Improve
Meet NFPA 1006	Phase 2 2014	Standard for Technical Rescue/Structural	Training Division and Platoon Instructor

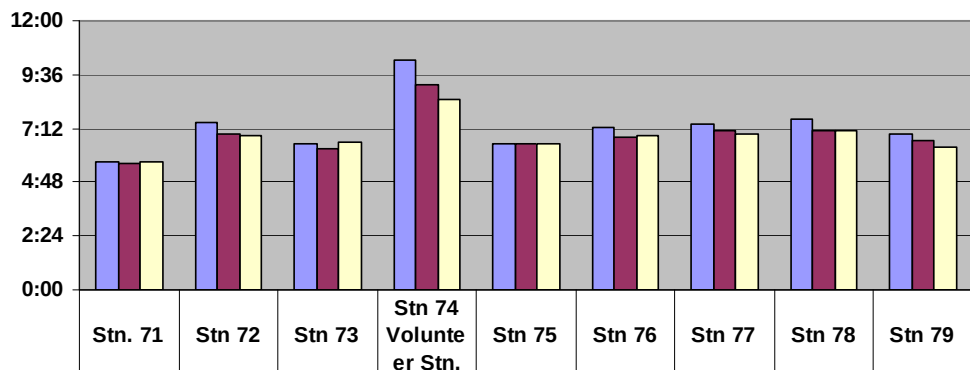
Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks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

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

2012-14 Business Plan

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

Average Response Time for All Emergency Calls By Station



■ Average Response Time 2009 ■ Average Response Time 2010 ■ Average Response Time 2011 Jan - June	Stn. 71	Stn 72	Stn 73	Stn 74 Volunteer Stn.	Stn 75	Stn 76	Stn 77	Stn 78	Stn 79
	5:42	7:28	6:30	10:15	6:30	7:16	7:25	7:38	6:55
	5:36	6:59	6:19	9:07	6:29	6:49	7:05	7:07	6:39
	5:41	6:52	6:34	8:28	6:32	6:51	6:55	7:08	6:20

BUSINESS OVERVIEW:

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

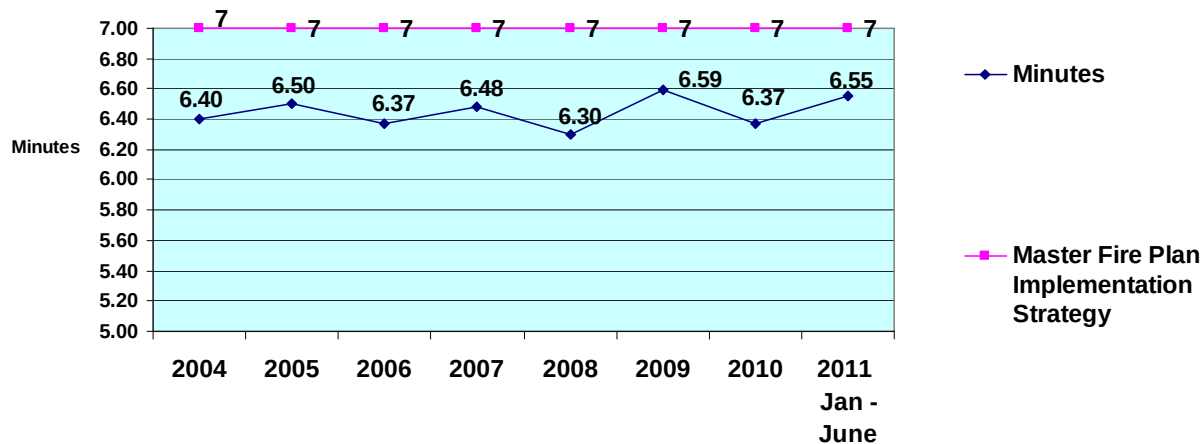
- Provide adequate staffing and ensure that each response district of the city maintains consistent response time

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

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

2012-14 Business Plan

Average Response Times - All Calls
Year Over Year Average Response Times
 (total minutes from receiving call to arrival at scene)



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

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

Commissioner Sign-off

Date (mm/dd/yy)

City of Vaughan
Revenue/Expenditure Summary Report
2012 Operating Budget

					2012			
		2011 Actual	2011 Budget		2012 Budget	% of Total Budget	Budget Variance \$	Budget Variance %
100179 - Fire Operations	Revenue	Dept. Misc. Revenues	(716,605)	(420,416)	(413,444)	94.9%	6,972	-1.66%
		Rev. frm Recov. Exp - Pd Duty	0	(9,757)	(22,412)	5.1%	(12,655)	129.7%
Total Revenues		(716,605)	(430,173)		(435,856)	100.0 %	(5,683)	1.32 %
Labour Costs	Staffing Costs (incl Benefits)	26,609,988	27,005,718		28,096,923	96.9%	1,091,205	4.04%
Other Expenses	Tools & Equipment	446,152	401,503		421,503	1.5%	20,000	4.98%
	General Mtce & Repairs	392,060	310,476		324,343	1.1%	13,867	4.47%
	Service Contracts and Materials	117,755	102,362		102,920	0.4%	558	0.55%
	Utilities & Fuel	50,518	59,215		79,695	0.3%	20,480	34.59%
	Communications	70,381	49,379		49,179	0.2%	(200)	-0.41%
	Other	15,081	15,760		27,390	0.1%	11,630	73.79%
	Staff Development & Training	21,198	22,218		22,220	0.1%	2	0.01%
	Meals & Travel	6,783	8,487		8,488	0.0%	1	0.01%
	Office Equipment & Furniture	8,526	15,257		5,257	0.0%	(10,000)	-65.54%
	Office Supplies & Expenses	6,145	3,103		3,770	0.0%	667	21.5%
	Joint Services & Department Transfers	112	0		0	0.0%	0	0.0%
	Capital Funding	1,014,300	714,300		(150,000)	-0.5%	(864,300)	-121.0%
Total		2,149,009	1,702,060		894,765	3.1 %	(807,295)	-47.43 %
Total Expenses		28,758,997	28,707,778		28,991,688	100.0 %	283,910	0.99 %
Net Expenditures		28,042,392	28,277,605		28,555,832		278,227	0.98 %

City of Vaughan
Revenue/Expenditure Summary Report
Operating Budget Forecast

BU and Description			2012 Budget	2013 Forecast	2013 vs 2012 Forecast Variance \$	2013 vs 2012 Forecast Variance %	2014 Forecast	2014 vs 2013 Forecast Variance \$	2014 vs 2013 Forecast Variance %
100179 - Fire Operations	Revenue	Dept. Misc. Revenues	(413,444)	(420,598)	(7,154)	1.73%	(428,013)	(7,415)	1.7%
		Rev. frm Recov. Exp - Pd Dutv	(22,412)	(22,880)	(468)	2.09%	(23,348)	(468)	2.05%
	Total Revenues		(435,856)	(443,478)	(7,622)	1.7%	(451,361)	(7,883)	1.72%
	Labour Costs	Staffing Costs (incl Benefits)	28,096,923	30,306,864	2,209,941	7.87%	31,943,663	1,636,799	7.29%
	Other Expenses	Tools & Equipment	421,503	481,503	60,000	14.23%	505,503	24,000	12.46%
		General Mtce & Repairs	324,343	329,738	5,395	1.66%	332,708	2,970	1.64%
		Service Contracts and Materials	102,920	103,760	840	0.82%	105,440	1,680	0.81%
		Utilities & Fuel	79,695	87,665	7,970	10.0%	92,050	4,385	9.09%
		Communications	49,179	49,379	200	0.41%	49,579	200	0.41%
		Other	27,390	27,390	0	0.0%	27,390	0	0.0%
		Staff Development & Training	22,220	22,220	0	0.0%	22,220	0	0.0%
		Meals & Travel	8,488	8,488	0	0.0%	8,488	0	0.0%
		Office Equipment & Furniture	5,257	13,257	8,000	152.18%	21,257	8,000	60.35%
		Office Supplies & Expenses	3,770	5,770	2,000	53.05%	6,570	800	34.66%
		Joint Services & Department Transfers	0	0	0	0.0%	0	0	0.0%
		Capital Funding	(150,000)	0	150,000	-100.0%	0	0	0.0%
		Total	894,765	1,129,170	234,405	26.2%	1,171,205	42,035	20.76%
	Total Expenses		28,991,688	31,436,034	2,444,346	8.4%	33,114,868	1,678,834	7.78%
	Net Expenditures		28,555,832	30,992,556	2,436,724	8.5%	32,663,507	1,670,951	7.86%

Recognized 2013 ARRs											
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2013 Impact		Net 2014 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Stn 75- 16 Firefighters & 4 Captains	FT	20.00	1,703,727		1,703,727			20.00	1,703,727		155,069

Recognized 2014 ARRs											
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Fire District Chiefs	FT	8.00	1,077,988		1,077,988			8.00	1,077,988		87,112

2012-14 Business Plan

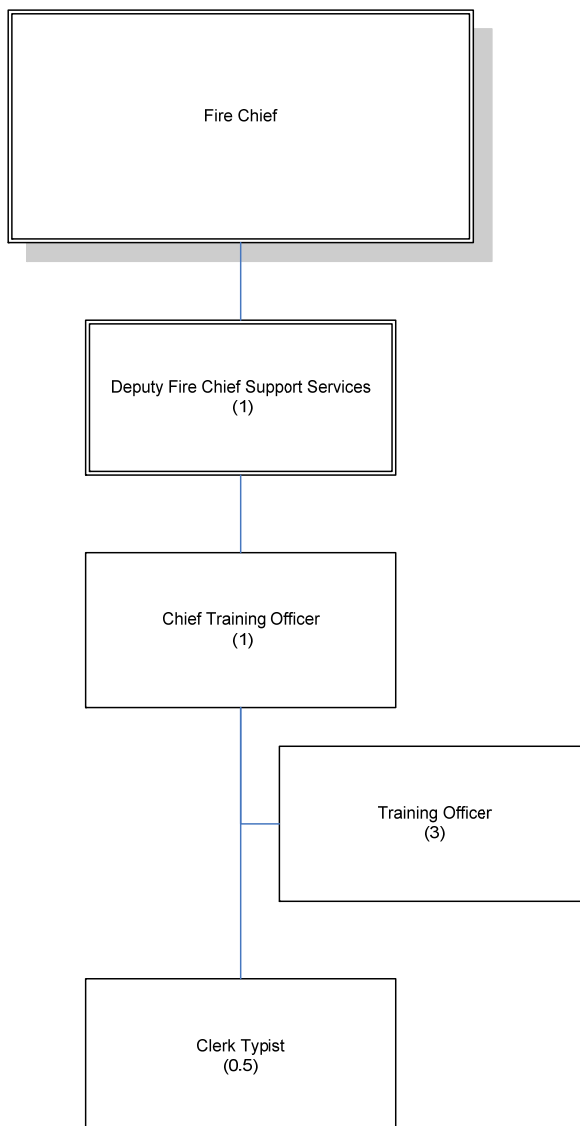
BUSINESS OVERVIEW

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

FIRE TRAINING

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

Service Profile:



2012-14 Business Plan

Full Time, Part Time and Overtime – Budgeted Amounts

	2011	2012 Base	Approved 2012 ARR	2012 Final	2013 ARR	2014 ARR
Full Time	4.5	4.5	-	4.5	1	-
Part Time	-	-	-	-	-	-
Total FTE	4.5	4.5	-	4.5	1	-
Overtime	\$5,505	\$5,527	-	\$5,527	-	-

Key Stakeholders: (list major internal and external stakeholders)

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

Work Plan:

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

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

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

- The Training division is required to maintain continuous, consistent and certified training for all VFRS staff. Ten new recruits will come on board in September 2011, in order to staff the new Fire Station 7-10 in the North-East quadrant of the City. New recruits are also anticipated to replace retirees.

2012-14 Business Plan

- Workload of the Training division has increased significantly which is attributed to training of new recruits and accelerated training for staff progressions related to retirement.
- Enhanced emergency patient care medical training provides a broader skill sets to staff when dealing with medical and related emergency.

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

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

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2012 (Top 3 Objectives)			
Recruit Training	2012	Retiree Replacements + 20 for 751	All staff
Live Fire Training	2012	Complete 200 FF	All staff + Burn building rental
Delivery of Ontario Fire College Officer Program In-house/ Blue Card Certification	2012	40 Acting Captains	2 Instructors
Build a training tower	2012		Capital Project
Other - Complete HazMat Training	2012	60 Technicians	4 Instructors
Structural Collapse Awareness Level NFPA 1006	2012	256 firefighters	4 Instructors/Platoon Trainers
2013 (Top 3 Objectives)			

2012-14 Business Plan

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

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

BUSINESS OVERVIEW:

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

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

- Meeting training target date is directly related to deployment of staff
- Meet applicable standards (OFM, NFPA, Section 21)

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

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

2012-14 Business Plan

emergency. The efforts of the Training division elevate the performance of the firefighters in the field.

Commissioner Sign-off

Date (mm/dd/yy)

City of Vaughan Revenue/Expenditure Summary Report 2012 Operating Budget

			2012					
			2011 Actual	2011 Budget	2012 Budget	% of Total Budget	Budget Variance \$	Budget Variance %
100180 - Fire Training	Labour Costs	Staffing Costs (incl Benefits)	528,843	558,446	569,364	81.3%	10,918	1.96%
	Other Expenses	Staff Development & Training	66,604	67,957	67,956	9.7%	(1)	0.0%
		Tools & Equipment	17,970	14,934	14,934	2.1%	0	0.0%
		Office Equipment & Furniture	11,692	13,753	13,752	2.0%	(1)	-0.01%
		Service Contracts and Materials	8,244	10,882	10,882	1.6%	0	0.0%
		Other	0	0	7,540	1.1%	7,540	0.0%
		Office Supplies & Expenses	8,960	7,271	7,270	1.0%	(1)	-0.01%
		General Mtce & Repairs	6,777	5,169	5,777	0.8%	608	11.76%
		Communications	784	1,888	1,889	0.3%	1	0.05%
		Meals & Travel	1,703	969	969	0.1%	0	0.0%
		Capital Funding	23,165	21,740	0	0.0%	(21,740)	-100.0%
		Total	145,899	144,563	130,969	18.7%	(13,594)	-9.4%
	Total Expenses		674,742	703,009	700,333	100.0%	(2,676)	-0.38%
	Net Expenditures		674,742	703,009	700,333		(2,676)	-0.38%

City of Vaughan
Revenue/Expenditure Summary Report
Operating Budget Forecast

BU and Description			2012 Budget	2013 Forecast	2013 vs 2012 Forecast Variance \$	2013 vs 2012 Forecast Variance %	2014 Forecast	2014 vs 2013 Forecast Variance \$	2014 vs 2013 Forecast Variance %
100180 - Fire Training	Labour Costs	Staffing Costs (incl Benefits)	569,364	693,557	124,193	21.81%	702,021	8,464	17.91%
	Other Expenses	Staff Development & Training	67,956	69,456	1,500	2.21%	69,456	0	2.16%
		Tools & Equipment	14,934	17,934	3,000	20.09%	17,934	0	16.73%
		Office Equipment & Furniture	13,752	21,752	8,000	58.17%	13,752	(8,000)	36.78%
		Service Contracts and Materials	10,882	10,882	0	0.0%	10,882	0	0.0%
		Other	7,540	7,540	0	0.0%	7,540	0	0.0%
		Office Supplies & Expenses	7,270	7,370	100	1.38%	7,370	0	1.36%
		General Mtce & Repairs	5,777	6,012	235	4.07%	6,142	130	3.91%
		Communications	1,889	2,589	700	37.06%	2,389	(200)	27.04%
		Meals & Travel	969	969	0	0.0%	969	0	0.0%
		Capital Funding	0	0	0	0.0%	0	0	0.0%
		Total	130,969	144,504	13,535	10.3%	136,434	(8,070)	9.37%
	Total Expenses		700,333	838,061	137,728	19.7%	838,455	394	16.43%
	Net Expenditures		700,333	838,061	137,728	19.7%	838,455	394	16.43%

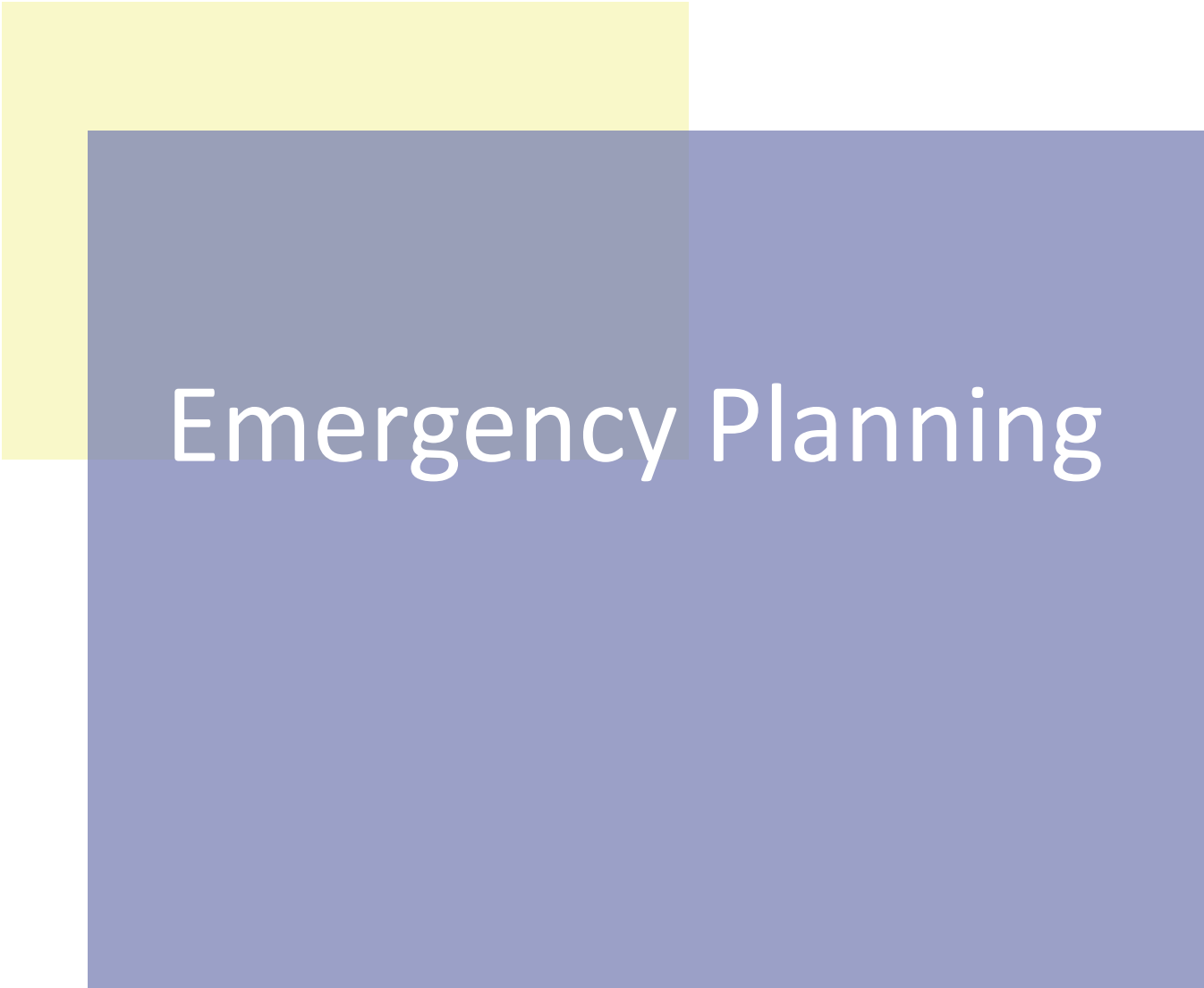
Recognized 2013 ARRs											
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2013 Impact		Net 2014 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Training Officer	FT		133,228		133,228				133,228		(2,867)

City of Vaughan
Revenue/Expenditure Summary Report
2012 Operating Budget

			2012					
			2011 Actual	2011 Budget	2012 Budget	% of Total Budget	Budget Variance \$	Budget Variance %
100181 - Emergency Medical Program	Other Expenses	Service Contracts and Materials	39,764	36,307	36,420	63.3%	113	0.31%
		Staff Development & Training	7,565	14,837	14,837	25.8%	0	0.0%
		General Mtce & Repairs	0	3,132	3,133	5.4%	1	0.03%
		Tools & Equipment	0	2,308	2,308	4.0%	0	0.0%
		Professional Fees	0	794	794	1.4%	0	0.0%
		Capital Funding	15,530	15,530	0	0.0%	(15,530)	-100.0%
		Corporate Accounts	8,120	8,120	0	0.0%	(8,120)	-100.0%
		Other	60	0	0	0.0%	0	0.0%
		Total	71,039	81,028	57,492	100.0 %	(23,536)	-29.05 %
	Total Expenses		71,039	81,028	57,492	100.0 %	(23,536)	-29.05 %
Net Expenditures			71,039	81,028	57,492		(23,536)	-29.05 %

City of Vaughan
Revenue/Expenditure Summary Report
Operating Budget Forecast

BU and Description			2012 Budget	2013 Forecast	2013 vs 2012 Forecast Variance \$	2013 vs 2012 Forecast Variance %	2014 Forecast	2014 vs 2013 Forecast Variance \$	2014 vs 2013 Forecast Variance %
100181 - Emergency Medical Program	Other Expenses	Service Contracts and Materials	36,420	36,936	516	1.42%	37,070	134	1.4%
		Staff Development & Training	14,837	14,837	0	0.0%	14,837	0	0.0%
		General Mtce & Repairs	3,133	3,133	0	0.0%	3,133	0	0.0%
		Tools & Equipment	2,308	2,308	0	0.0%	2,308	0	0.0%
		Professional Fees	794	794	0	0.0%	794	0	0.0%
		Capital Funding	0	0	0	0.0%	0	0	0.0%
		Corporate Accounts	0	0	0	0.0%	0	0	0.0%
		Other	0	0	0	0.0%	0	0	0.0%
		Total	57,492	58,008	516	0.9%	58,142	134	0.89%
	Total Expenses		57,492	58,008	516	0.9%	58,142	134	0.89%
	Net Expenditures		57,492	58,008	516	0.9%	58,142	134	0.89%



Emergency Planning

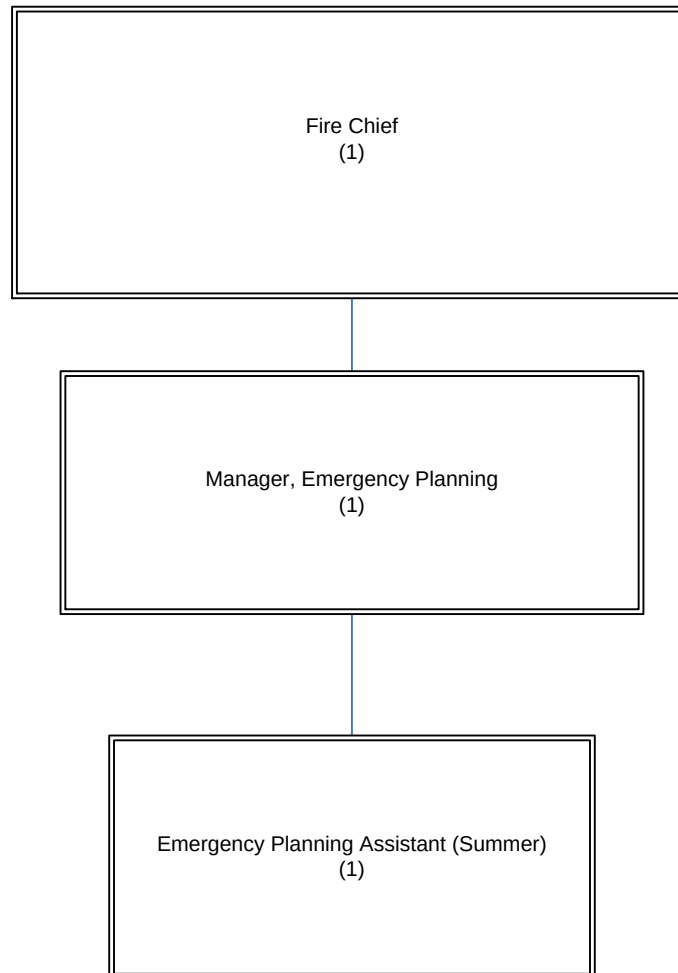
2012-14 Business Plan

BUSINESS OVERVIEW

Service Statement:

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

Service Profile:



Full Time, Part Time and Overtime – Budgeted Amounts

	2011	2012 Base	Approved 2012 ARR	2012 Final	2013 ARR*	2014 ARR
Full Time	1	1	-	1	1	-
Part Time	0.33	0.33	-	0.33	(0.33)	-
Total FTE	1.33	1.33	-	1.33	0.69	-
Overtime	-	-	-	-	-	-

*Part Time FTE conversion to full time

2012-14 Business Plan

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

- Council, All City Commissions/Divisions, Vaughan Public Libraries all have responsibilities in managing an emergency in the City and are required to attend annual training and exercises to maintain their emergency management knowledge and skills.
- Region of York: Police, EMS, Community and Health Services, Emergency Management and GIS have responsibilities under our plan to respond to an emergency in Vaughan requiring ongoing communication and collaboration. Joint programming is conducted with York Region Departments in public education, planning, training, data collection and maintenance and exercises.
- Private Industry, Utilities, Community Agencies and Non-Government Organizations have responsibilities under our plan to respond to an emergency in Vaughan requiring ongoing communication and collaboration. Joint programming is conducted with these entities in public education, planning, training, data collection and maintenance and exercises.
- Joint planning, collaboration and communications with Emergency Management Ontario and neighbouring municipal Emergency Management Programs to ensure they are aware of our response systems and program activities. Annual compliance reporting is also made to Emergency Management Ontario.
- Media messaging to promote community preparedness and advise of protective actions.
- Public and community groups are targeted with public information materials to build disaster-resiliency and emergency preparedness.

Work Plan:

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

Service Excellence –Promote community safety, health and wellness.

Service Excellence – Demonstrate excellence in service delivery.

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

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

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

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

2012-14 Business Plan

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
1. Maintain essential level emergency management program elements in accordance with the Act and Regulations.	Q4/11	On target to maintain program as per Act	Confirmation by Emergency Management Ontario program is compliant with Act
2. Develop Emergency Planning Program to meet CSA Z1600 Standards a. Hazard specific Emergency Flood Response Plan (also per draft Official Plan) b. Procedure Manual	Q3/11 Q3/11	Deferred Completed	a. Deferred until OPA approved by Province and additional resources are available b. Completed manual
3. Develop accessible alternate formats and communication supports and services for public on emergency and public safety information.	Q3/11	ongoing	Pictograms developed for Emergency Shelters, Videos closed captioned, Workshop developed

2012-14 Business Plan Objectives:

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2012 (Top 3 Objectives)			
1. Maintain the City in a state of emergency readiness.	Q4/12	☐ Program is compliant with Act ☐ Demonstrated emergency readiness through training and exercises ☐ Develop and maintain emergency plans and procedures	Manager Emergency Planning, Emergency Management Team, Manager Emergency Planning,
2. Promote emergency preparedness to citizens and business.	Q2/12 Q1/12 Q3/12	☐ Develop the first book in the PrepE series, ☐ release of three new videos ☐ Deliver business oriented workshops	Manager Emergency Planning, Manager Emergency Planning, Manager, Emergency Planning

Emergency Planning

2012-14 Business Plan

	Q4/12	☐ Increase by 10% the volume of information distributed	Manager, Emergency Planning
2013 (Top 3 Objectives)			
1. Maintain the City in a state of emergency readiness.	Q4/13	☐ Program is compliant with Act ☐ Demonstrated emergency readiness through training, exercises ☐ Develop and maintain emergency plans and procedures	Manager Emergency Planning, Emergency Management Team, Emergency Planner (ARR) Manager Emergency Planning, Emergency Planner (ARR)
2. Promote emergency preparedness to citizens and business.	Q2/13	☐ Release of the first book in the PrepE series,	Manager Emergency Planning, Emergency Planner (ARR)
	Q4/13	☐ Implement a school-based public education program to 25 classes per school year	Emergency Planner (ARR) Manager Emergency Planning,
	Q2/13	☐ release of three new videos	Manager, Emergency Planning
	Q3/13	☐ Deliver business oriented workshops	Emergency Planner (ARR)
	Q4/13	☐ Increase by 32% the volume of information distributed (increase related to school program)	Manager Emergency Planning, Emergency Planner (ARR)
	Q4/13	☐ Development PrepE Public Education Materials	Emergency Planner (ARR), Manager Emergency Planning
3. Evaluate and develop program to address gaps identified related to the CSA Z1600 Standard for Emergency Management and Business Continuity.	Q4/13	Program developed to meet the Standard	Manager Emergency Planning, Emergency Planner (ARR)
2014 (Top 3 Objectives)			
1. Maintain the City in a state of emergency readiness.	Q4/14	☐ Program is compliant with Act ☐ Demonstrated emergency readiness through training and exercises ☐ Develop and maintain	Manager Emergency Planning, Emergency Management Team, Emergency Planner (ARR) Manager Emergency Planning, Emergency

2012-14 Business Plan

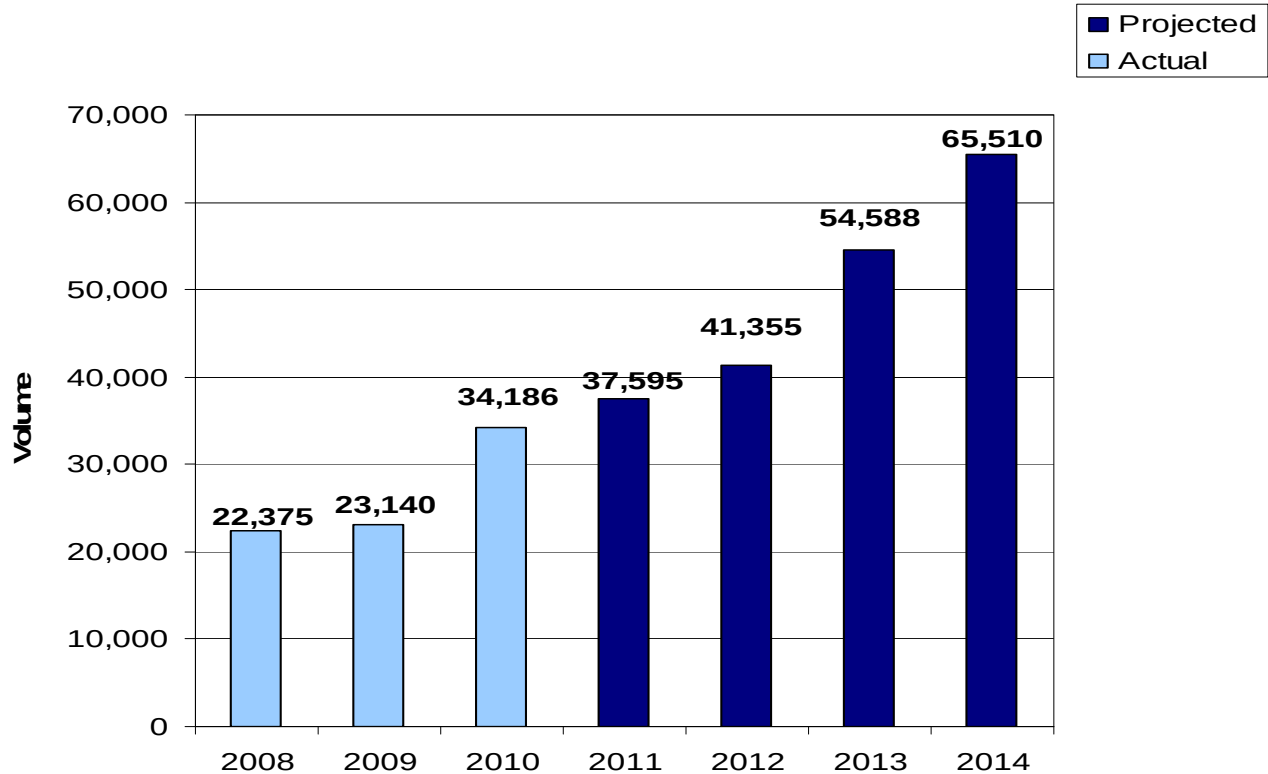
		emergency plans and procedures	Planner (ARR)
2. Promote emergency preparedness to citizens and business.	Q2/14	☐ Develop and release of the second book in the PrepE series,	Manager Emergency Planning, Emergency Planner (ARR)
	Q4/14	☐ Increase school-based public education program to 30 classes per year	Emergency Planner (ARR)
	Q2/14		
	Q3/14	☐ release of three new videos	Manager Emergency Planning, Emergency Planner (ARR)
	Q4/14	☐ Deliver business oriented workshops	Manager, Emergency Planning
	Q2/14	☐ Increase by 20% the volume of information distributed	Emergency Planner (ARR)
		☐ Development of PrepE education materials	Manager Emergency Planning, Emergency Planner (ARR)
3. Develop program to address gaps identified related to the CSA Z1600 Standard for Emergency Management and Business Continuity.	Q4/14	Program developed to meet the Standard	Manager Emergency Planning, Emergency Planner (ARR)
4. Develop and implement a business continuity program for the City.	Q4/14	Completion of business impact analysis review phase	Manager Emergency Planning, Business Continuity Planner (ARR), Senior Managers from all departments

Key Performance Indicators:

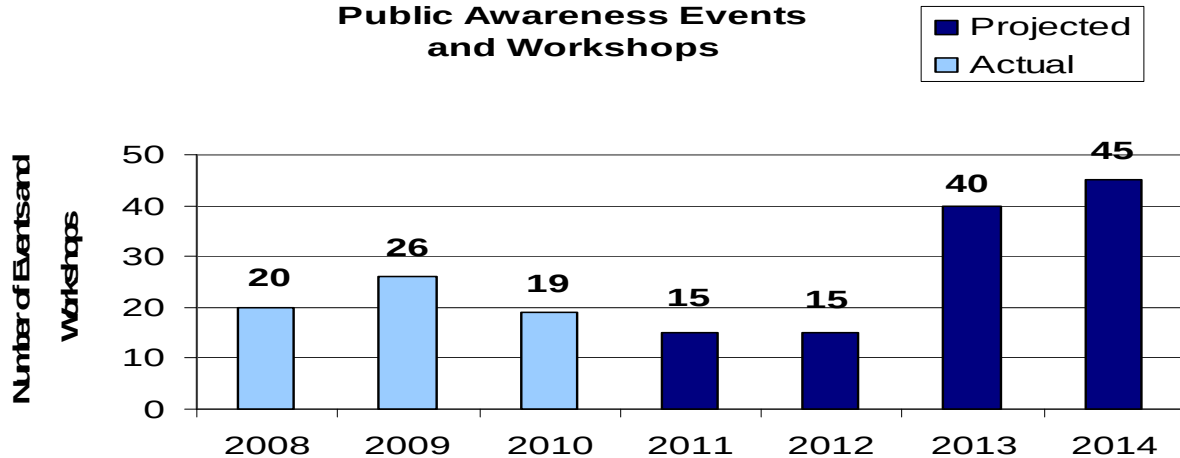
The performance measures of the program include annual verification by the Ministry of Community Safety and Correctional Services that the City is maintaining the mandatory elements of an emergency management program in accordance with the Act and the Business Plan. Quantifiable measurements of mandatory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

2012-14 Business Plan

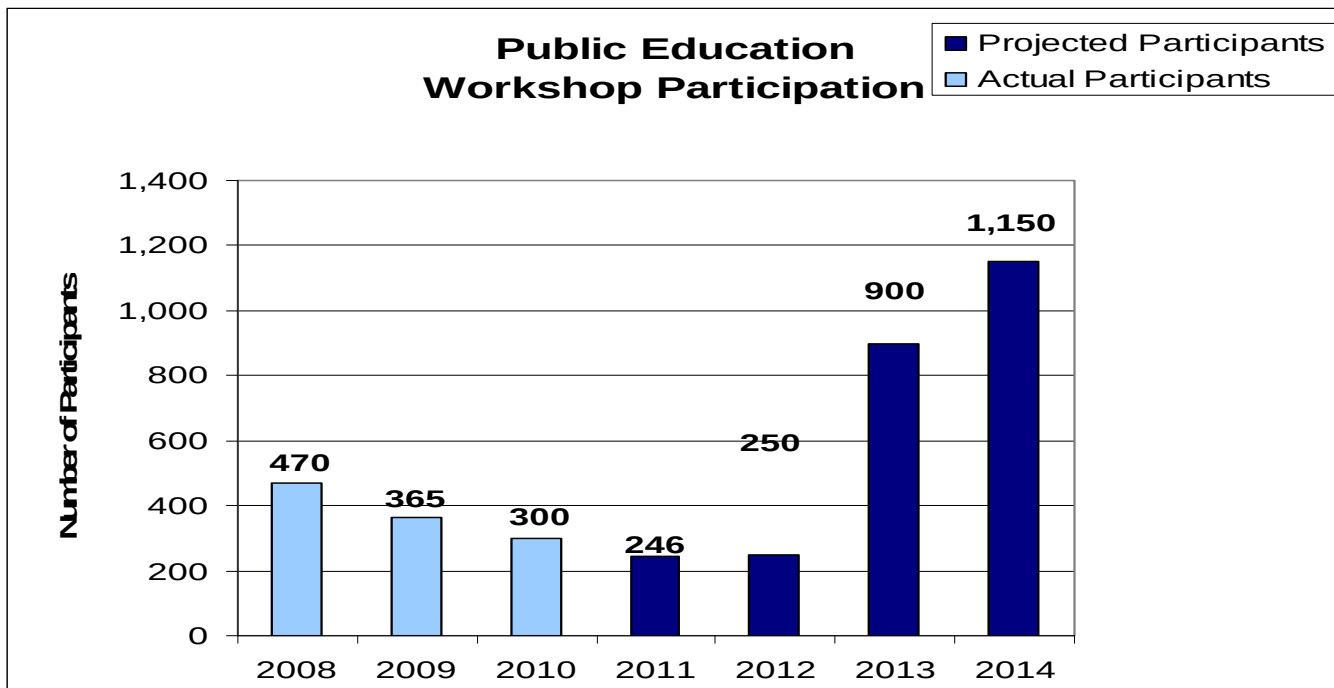
Public Awareness and Education Literature Distribution



Public Awareness Events and Workshops



2012-14 Business Plan



BUSINESS OVERVIEW:

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

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

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

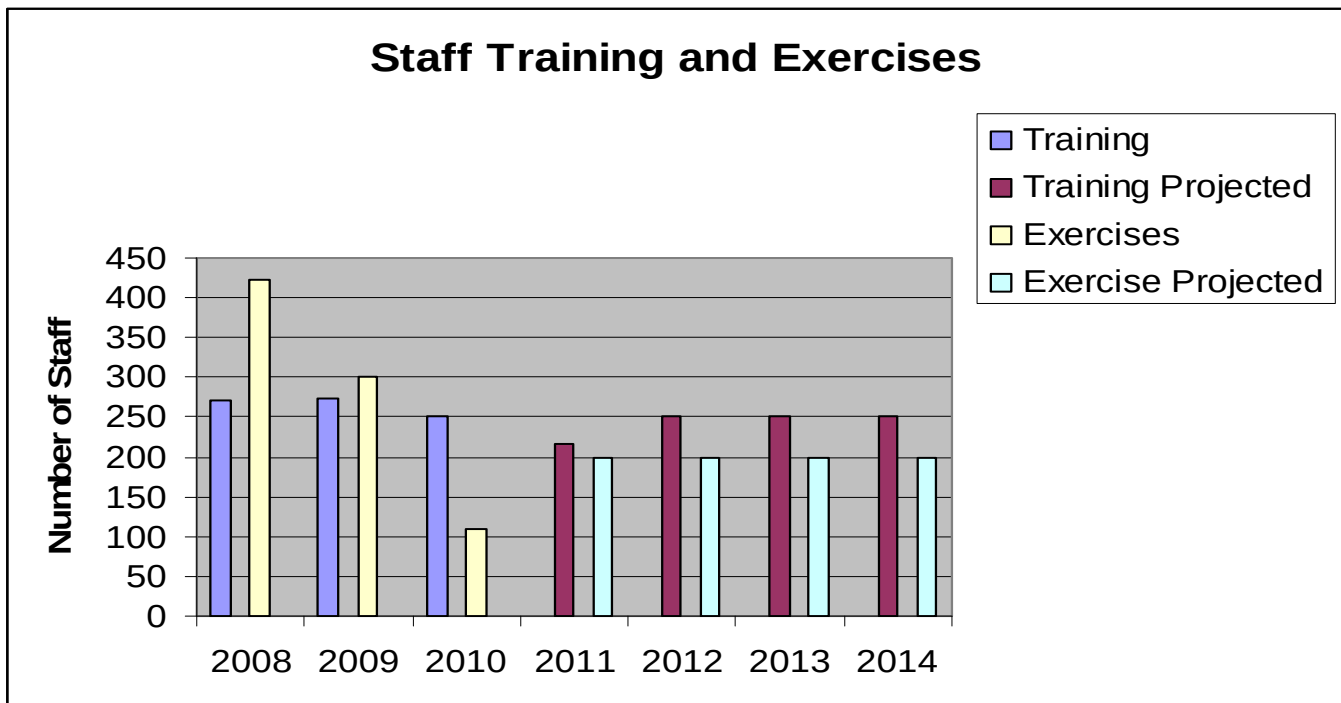
A new public education initiative was launched in 2011, PrepE that establishes a brand identity and utilizes social networks. The goal of the PrepE program is to reach a wider audience and be interactive. It is focused at families and children with a message of working together to be prepared for emergencies

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

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

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

2012-14 Business Plan



BUSINESS OVERVIEW:

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

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

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

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

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

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

2012-14 Business Plan

Overall Conclusion:

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

Commissioner Sign-off

Date (mm/dd/yy)

City of Vaughan

Revenue/Expenditure Summary Report

2012 Operating Budget

					2012				
					2012 Budget	% of Total Budget	Budget Variance \$	Budget Variance %	
					2011 Actuals *	2011 Budget			
Emergency Planning	Labour Costs	Staffing Costs (incl Benefits)	122,284	122,225	127,334	71.4%	5,109	4.18%	
	Other Expenses	Staff Development & Training	31,546	31,960	31,960	17.9%	0	0.0%	
		Tools & Equipment	7,595	8,520	8,520	4.8%	0	0.0%	
		Office Supplies& Expenses	4,030	3,610	3,610	2.0%	0	0.0%	
		Other	2,065	3,080	3,080	1.7%	0	0.0%	
		Communications	640	1,300	1,300	0.7%	0	0.0%	
		Office Equipment & Furniture	13	1,200	1,200	0.7%	0	0.0%	
		General Mtce & Repairs	2,044	4,225	800	0.4%	(3,425)	-81.07%	
		Meals & Travel	155	450	450	0.3%	0	0.0%	
		Utilities & Fuel	0	0	200	0.1%	200	0.0%	
		Corporate Accounts	2,885	2,885	0	0.0%	(2,885)	-100.0%	
		Total	50,972	57,230	51,120	28.6%	(6,110)	-10.68%	
		Total Expenses		173,256	179,455	178,454	100.0%	(1,001)	-0.56%
		Net Expenditures		173,256	179,455	178,454		(1,001)	-0.56%

City of Vaughan
Revenue/Expenditure Summary Report
Operating Budget Forecast

			2012 Budget	2013 Forecast	2013 vs 2012 Forecast Variance \$	2013 vs 2012 Forecast Variance %	2014 Forecast	2014 vs 2013 Forecast Variance \$	2014 vs 2013 Forecast Variance %
Emergency Planning	Labour Costs	Staffing Costs (incl Benefits)	127,334	205,135	77,801	61.1%	209,992	4,857	37.93%
	Other Expenses	Staff Development & Training	31,960	32,960	1,000	3.1%	32,960	0	3.03%
		Tools & Equipment	8,520	8,520	0	0.0%	8,520	0	0.0%
		Office Supplies & Expenses	3,610	3,610	0	0.0%	3,610	0	0.0%
		Other	3,080	3,080	0	0.0%	3,080	0	0.0%
		Communications	1,300	1,800	500	38.5%	1,800	0	27.78%
		Office Equipment & Furniture	1,200	1,200	0	0.0%	1,200	0	0.0%
		General Mtce & Repairs	800	800	0	0.0%	800	0	0.0%
		Meals & Travel	450	950	500	111.1%	950	0	52.63%
		Utilities & Fuel	200	200	0	0.0%	200	0	0.0%
		Corporate Accounts	0	0	0	0.0%	0	0	0.0%
		Total	51,120	53,120	2,000	3.9%	53,120	0	3.77%
	Total Expenses		178,454	258,255	79,801	44.7%	263,112	4,857	30.9%
	Net Expenditures		178,454	258,255	79,801	44.7%	263,112	4,857	30.9%

Recognized 2013 ARR's											
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2013 Impact		Net 2014 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Emergency Planner (Partial FTE Conversion)	FT	0.69	86,057	(6,930)	79,127			0.69	79,127		4,203

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.

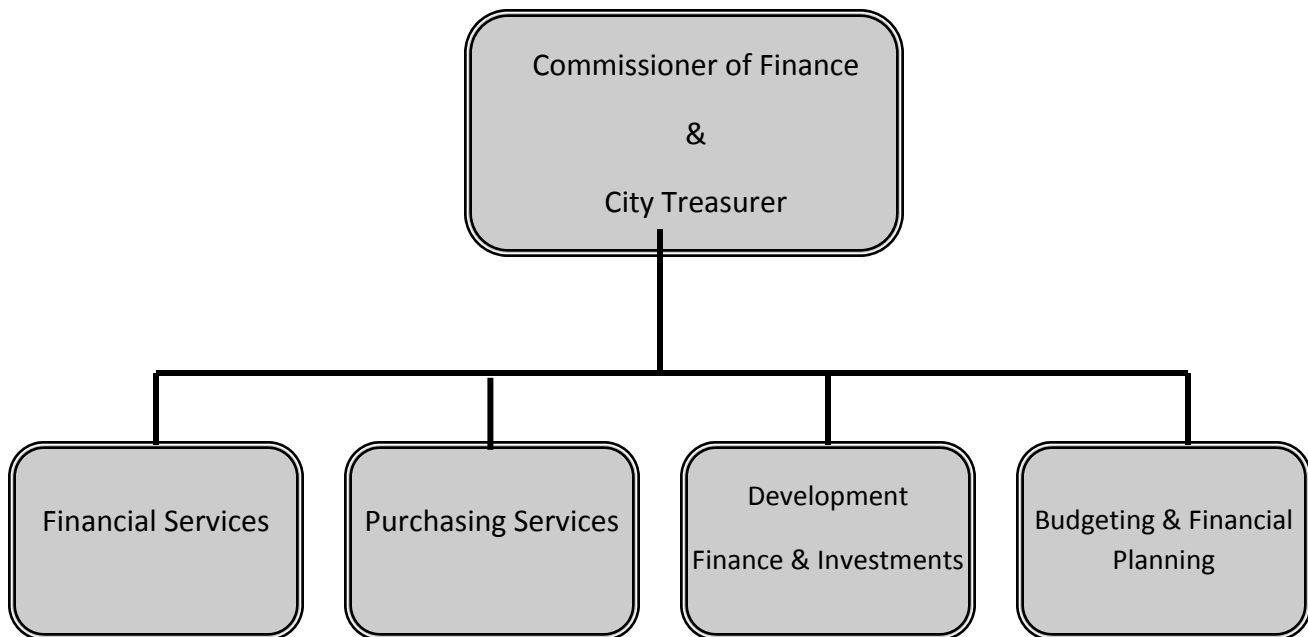
Included in the portfolio of the Commissioner of Finance & City Treasurer are the following departments: Budget and Financial Planning, Financial Services, Reserves and Investments and Purchasing. They provide financial support and corporate guidance to the City's departments, Senior Management and Council 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



City of Vaughan

Revenue/Expenditure Summary Report

2012 Operating Budget

			2012					
			2011 Actuals *	2011 Budget	2012 Budget	% of Total Budget	Budget Variance \$	Budget Variance %
Comm of Finance & City Treasurer	Labour Costs	Staffing Costs (incl Benefits)	322,031	351,135	365,633	90.7%	14,498	4.13%
	Other Expenses	Operating Leases	8,639	8,098	9,540	2.4%	1,442	17.81%
		Staff Development & Training	1,551	5,251	5,250	1.3%	(1)	-0.02%
		Utilities & Fuel	2,565	7,586	4,400	1.1%	(3,186)	-42.0%
		Office Equipment & Furniture	721	4,193	4,190	1.0%	(3)	-0.07%
		Community Advertising & Promotion	1,251	3,769	3,770	0.9%	1	0.03%
		Office Supplies& Expenses	7,908	3,533	3,400	0.8%	(133)	-3.76%
		Communications	647	2,940	2,260	0.6%	(680)	-23.13%
		Meals & Travel	360	3,225	2,230	0.6%	(995)	-30.85%
		Professional Fees	3,770	0	1,300	0.3%	1,300	0.0%
		Other	518	4,320	1,000	0.2%	(3,320)	-76.85%
		Corporate Accounts	3,150	3,150	0	0.0%	(3,150)	-100.0%
		General Mtce & Repairs	1,119	1,956	0	0.0%	(1,956)	-100.0%
		Total	32,199	48,021	37,340	9.3%	(10,681)	-22.24%
	Total Expenses		354,230	399,156	402,973	100.0%	3,817	0.96%
	Net Expenditures		354,230	399,156	402,973		3,817	0.96%

City of Vaughan
Revenue/Expenditure Summary Report
Operating Budget Forecast

			2012 Budget	2013 Forecast	2013 vs 2012 Forecast Variance \$	2013 vs 2012 Forecast Variance %	2014 Forecast	2014 vs 2013 Forecast Variance \$	2014 vs 2013 Forecast Variance %
Comm of Finance & City Treasurer	Labour Costs	Staffing Costs (incl Benefits)	365,633	367,531	1,898	0.5%	369,425	1,894	0.52%
	Other Expenses	Operating Leases	9,540	9,540	0	0.0%	9,540	0	0.0%
		Staff Development & Training	5,250	5,250	0	0.0%	5,250	0	0.0%
		Utilities & Fuel	4,400	4,400	0	0.0%	4,400	0	0.0%
		Office Equipment & Furniture	4,190	4,190	0	0.0%	4,190	0	0.0%
		Community Advertising & Promotion	3,770	3,770	0	0.0%	3,770	0	0.0%
		Office Supplies & Expenses	3,400	3,400	0	0.0%	3,400	0	0.0%
		Communications	2,260	2,260	0	0.0%	2,260	0	0.0%
		Meals & Travel	2,230	2,230	0	0.0%	2,230	0	0.0%
		Professional Fees	1,300	1,300	0	0.0%	1,300	0	0.0%
		Other	1,000	1,000	0	0.0%	1,000	0	0.0%
		Corporate Accounts	0	0	0	0.0%	0	0	0.0%
		General Mtce & Repairs	0	0	0	0.0%	0	0	0.0%
		Total	37,340	37,340	0	0.0%	37,340	0	0.0%
	Total Expenses		402,973	404,871	1,898	0.5%	406,765	1,894	0.47%
	Net Expenditures		402,973	404,871	1,898	0.5%	406,765	1,894	0.47%



Financial Services

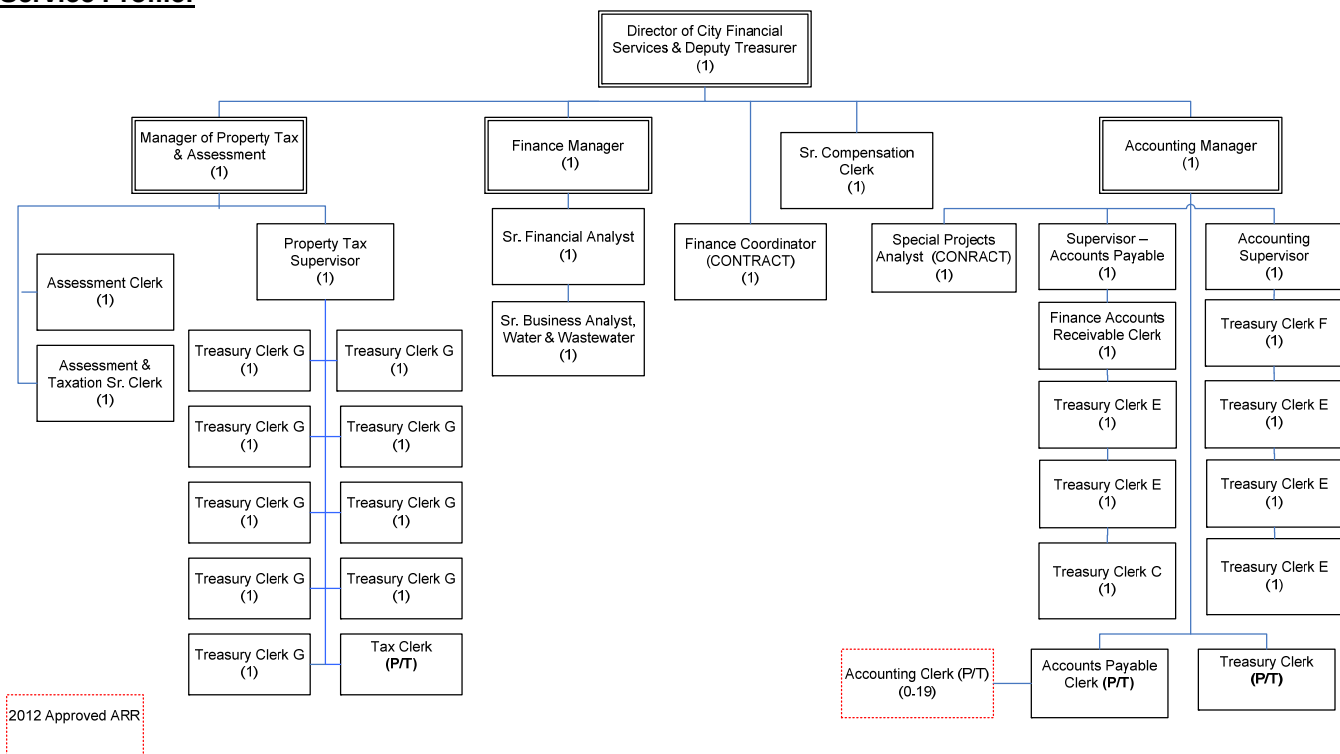
2012-14 Business Plan

BUSINESS OVERVIEW

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

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

Service Profile:



Full Time, Part Time and Overtime – Budgeted Amounts

	2011	2012 Base	Approved 2012 ARR	2012 Final	2013 ARR	2014 ARR
Full Time	13	13	-	13	-	-
Part Time	0.69	0.69	-	0.69	-	-
Total FTE	13.69	13.69	-	13.69	-	-
Overtime	\$8,770	\$10,230	-	\$10,230	-	-

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

2012-14 Business Plan

- Other Municipalities, Region of York and School Boards
- Government Agencies
- Associations (AMTCO, AMCTO, IMA, MFOA, AMO)

Work Plan:

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

Service Excellence: Demonstrate Excellence in Service Delivery

Organizational Excellence: Ensure Financial Sustainability

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

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

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

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

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

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

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Levy and bill property taxes according to Legislation for all property classes	2011	Continuing	\$ 649 million billed
	2011	Continuing	

2012-14 Business Plan

Promotion and encouragement of Pre-Authorization payment plan for taxes			1.0% increase in participation
Protect and enhance the assessment base for the City of Vaughan	2011	Continuing	Growth over 3.17%

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

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2012 (Top 3 Objectives)			
1. Levy and bill property taxes according to Legislation for all property classes	2012	City portion tax levies expected to increase 2-4%; there is expected increase to Regional levies and collection	ALL staff
2. Percentage of outstanding tax levies indicated by % o/s vs amount billed	2012	Increase in population directly increases # of tax bills issued and not paid; Collection efforts must increase in order to keep Tax Receivables % in line	ALL staff
3. PAP program participation; Customer service levels phone & front counter;	Q2 2012	Increase participation in PAP payment program; increase in service level in phone calls/inquiry counter	ALL staff
4. Protect and enhance the assessment base for the City of Vaughan	Q3 2012	Increase site inspections; more hands-on approach with ARB / MPAC; increase in assessment growth necessary to keep the tax rate increase minimum	ARO Staff
2013 (Top 3 Objectives)			
1. Levy and bill property taxes according to Legislation for all property classes	2013	City portion tax levies expected to increase 2-3%; there is expected increase to Regional levies and collection	ALL staff
2. Percentage of outstanding tax levies indicated by % o/s vs amount billed	2013	Increase in population directly increases # of tax bills issued and not paid; Collection efforts must	ALL staff

2012-14 Business Plan

		increase in order to keep Tax Receivables % in line	
3. PAP program participation; Customer service levels phone & front counter;	Q2 2013	Increase participation in PAP payment program; increase in service level in phone calls/inquiry counter	ALL staff
4. Protect and enhance the assessment base for the City of Vaughan	Q3 2013	Increase site inspections; more hands-on approach with ARB / MPAC; increase in assessment growth necessary to keep the tax rate increase minimum	ARO Staff

2014 (Top 3 Objectives)

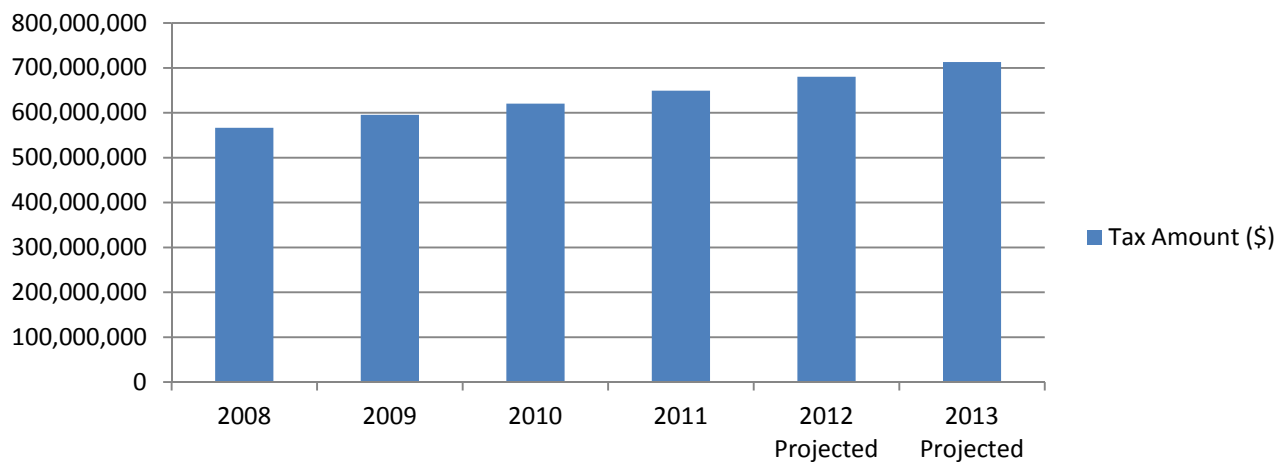
1. Levy and bill property taxes according to Legislation for all property classes	2014	City portion tax levies expected to increase 2-2.5%; there is expected increase to Regional levies and collection	ALL staff
2. Percentage of outstanding tax levies indicated by % o/s vs amount billed	2014	Increase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

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

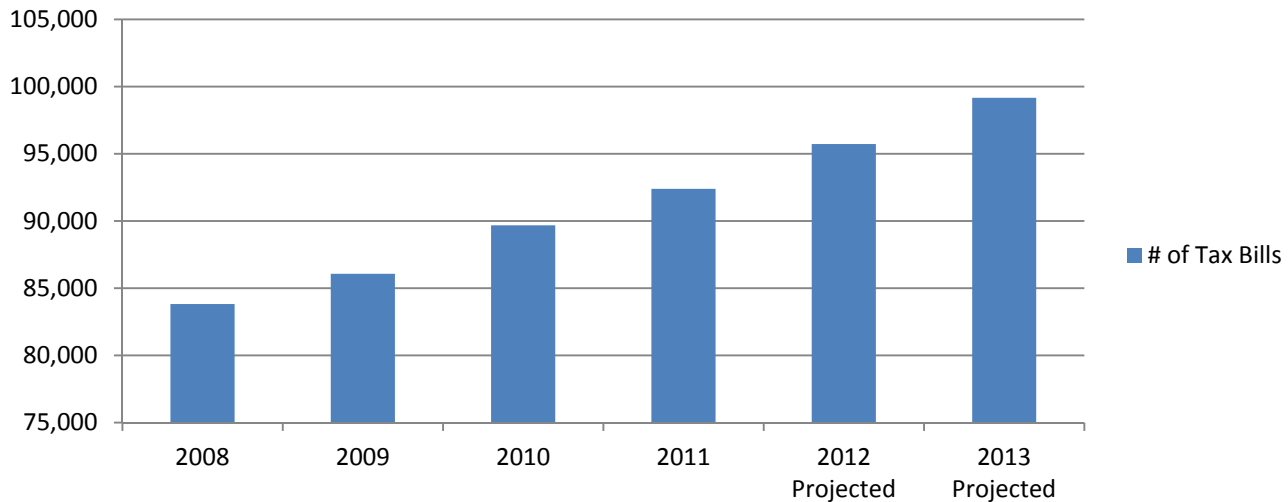
Efficient and timely issuance of property tax bills; provides positive economic impact to the City, provides necessary cash flow to meet City's needs and its financial obligations to the Region and the Province

2012-14 Business Plan
Tax levied- Amount (\$)

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

Tax Levied- Amount (\$)

Tax levied- # of Tax Bills

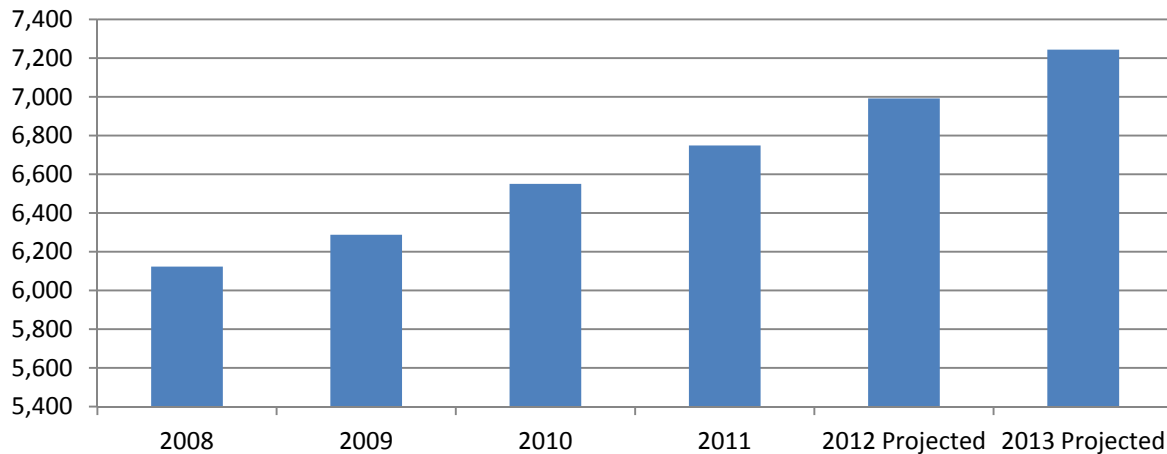
Year	2008	2009	2010	2011	2012 Projected	2013 Projected
# of Tax Bills (in thousands)	84	86	90	92	96	99

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


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

of Tax Bills per FTE

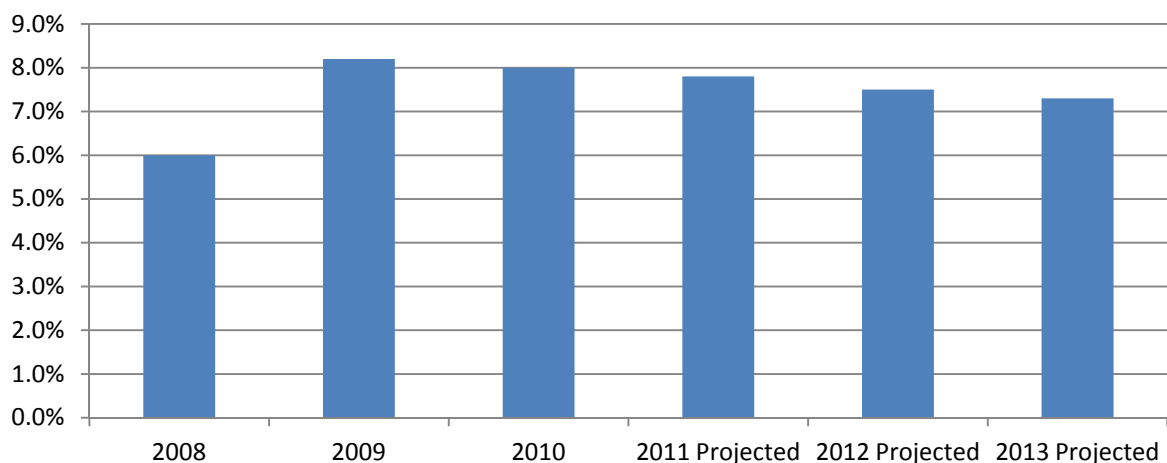
Year	2008	2009	2010	2011 Projected	2012 Projected	2013 Projected
# of Tax Bills per FTE	6,123	6,287	6,551	6,749	6,992	7,244

2012-14 Business Plan
of Tax Bills per FTE


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

Receivable Percentages

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

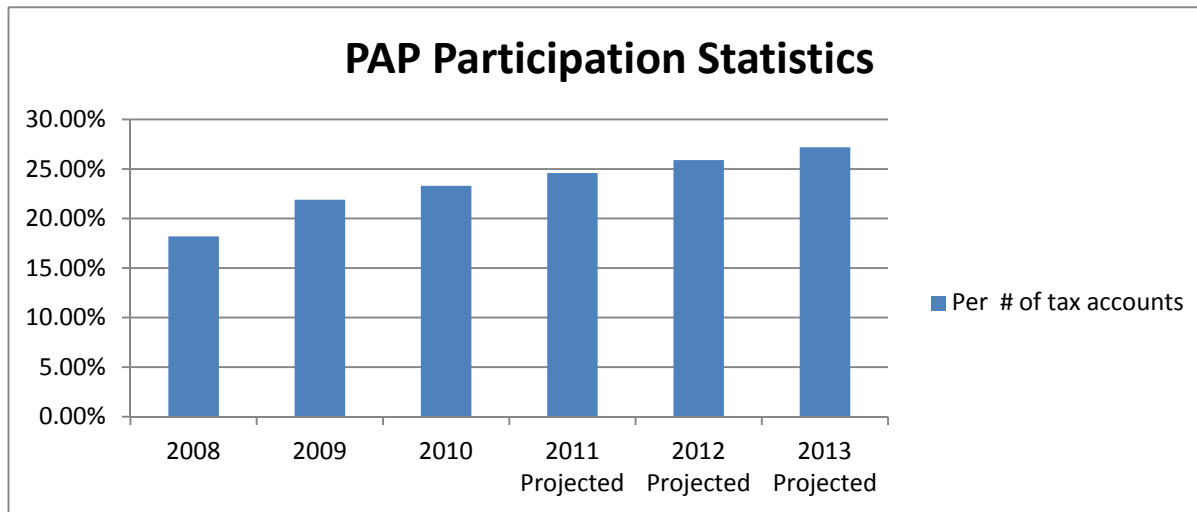
Receivable Percentages


2012-14 Business Plan

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

PAP participation statistics

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



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

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

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

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

- * performance measures in Taxation are entirely dependent on legislation mandated by each Provincial government
- * this can directly impact the billing and collection procedures and timing which can then affect the tax levy and receivable percentages

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

- * increase in population/housing causing increase in billing numbers i.e. dollar amounts, number of bills without any increase in staffing levels
- * increase in billing numbers will cause an increase in importance of Collection policies and administration
- * trend of economic forecast will also influence collection policy and effort
- * payment processing, applications and procedures will become increasingly crucial

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

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

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

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

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

2012-14 Business Plan

BUSINESS OVERVIEW

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

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

Full Time, Part Time and Overtime – Budgeted Amounts

	2011	2012 Base*	Approved 2012 ARR	2012 Final	2013 ARR	2014 ARR
Full Time	13	12	-	12	-	-
Part Time	2.60	2.32	0.19	2.51	-	-
Total FTE	15.60	14.32	0.19	14.51	-	-
Overtime	\$7,500	\$7,900	-	\$7,900	-	-

*2012 base budget adjusted to reflect transfer of Full Time Project Manager to City Financial Services and base budget Part Time equivalent

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

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

Work Plan:

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

- PURSUE EXCELLENCE IN SERVICE DELIVERY
- ENSURE FINANCIAL SUSTAINABILITY

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

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

2012-14 Business Plan

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

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

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

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

2012-14 Business Plan

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

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

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

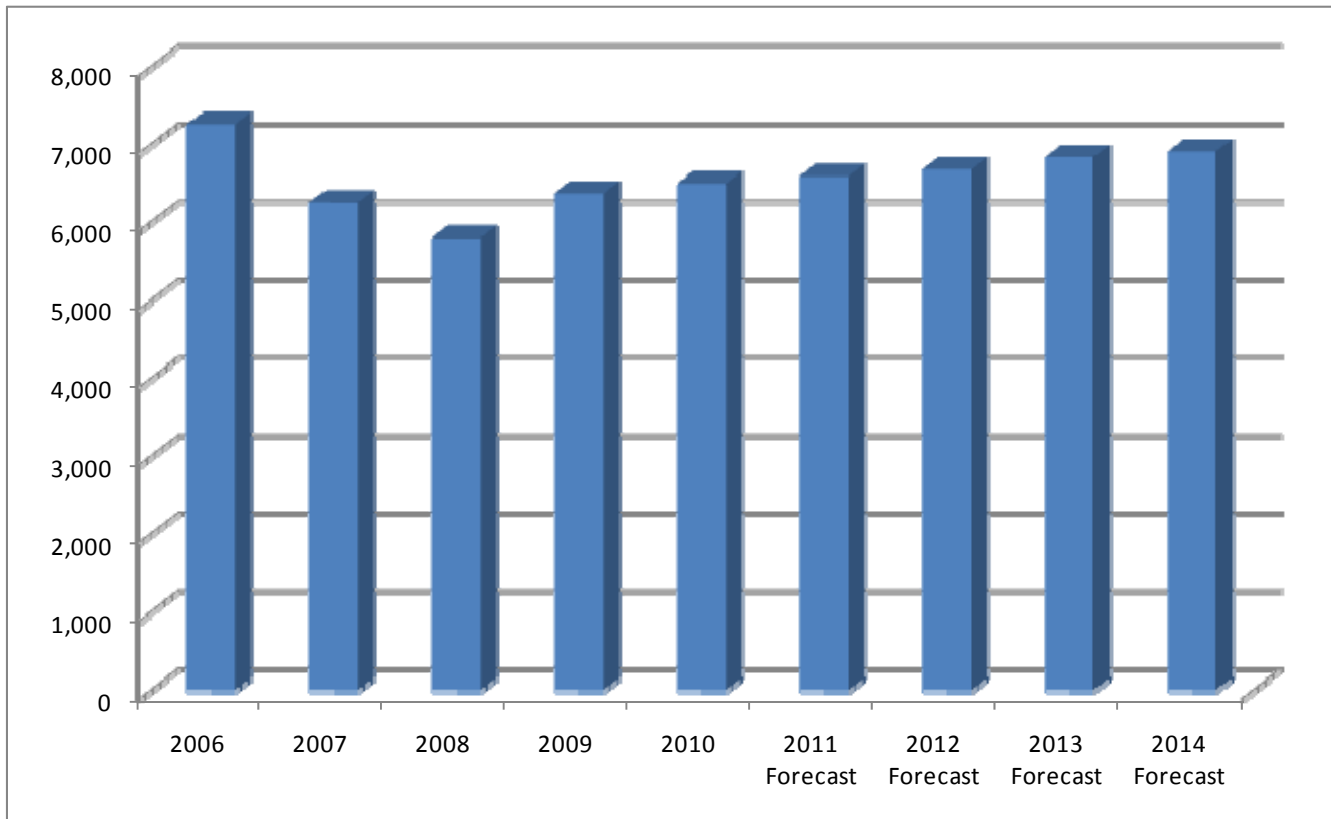
Performance Indicator Schedule 1

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

2012-14 Business Plan

2. TOTAL NUMBER OF ACCOUNTS PAYABLE INVOICES PROCESSED PER FTE

Performance Indicator Schedule 2

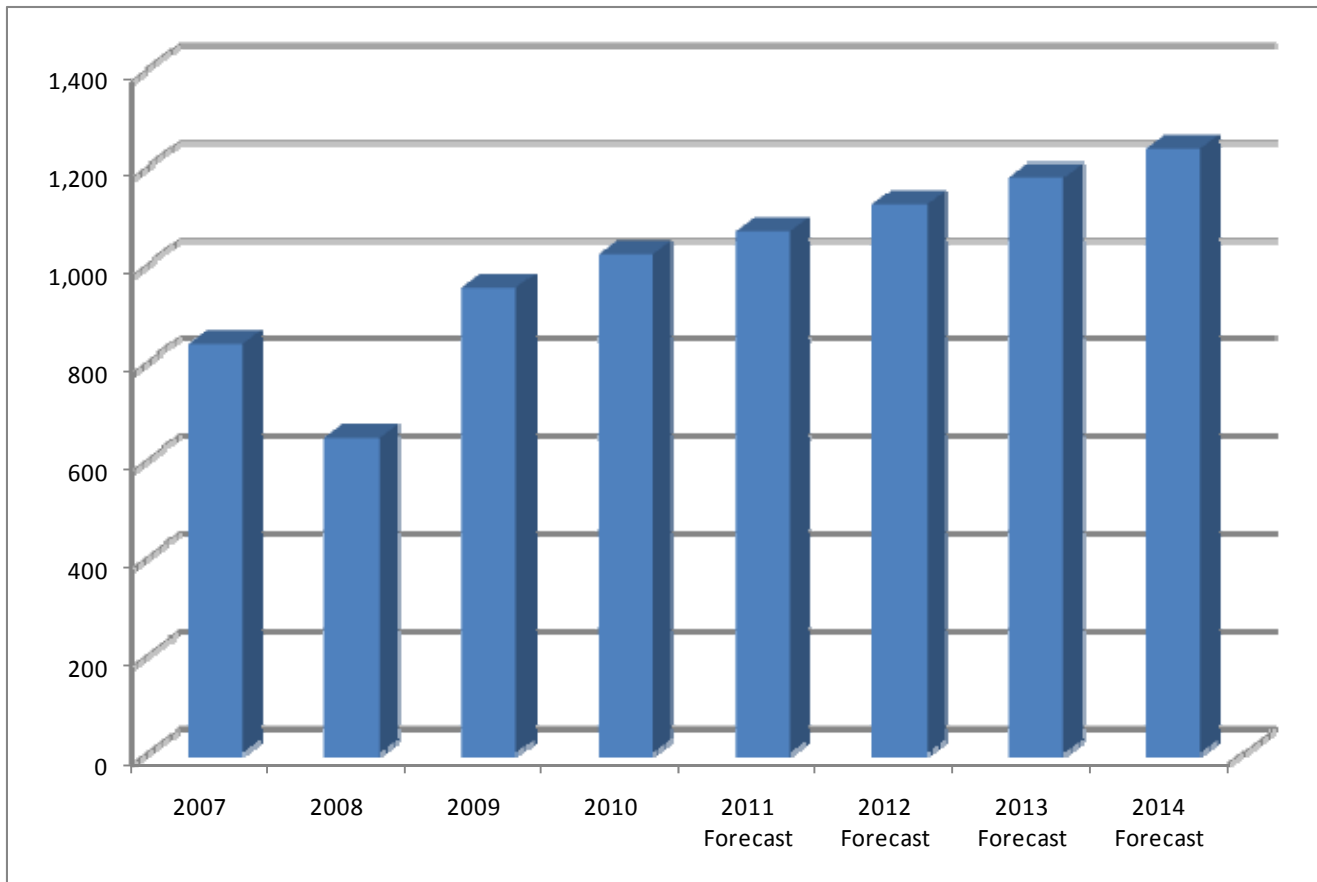


2011 ACCOUNTS PAYABLE INVOICES PER FTE

2012-14 Business Plan

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

Performance Indicator Schedule 3

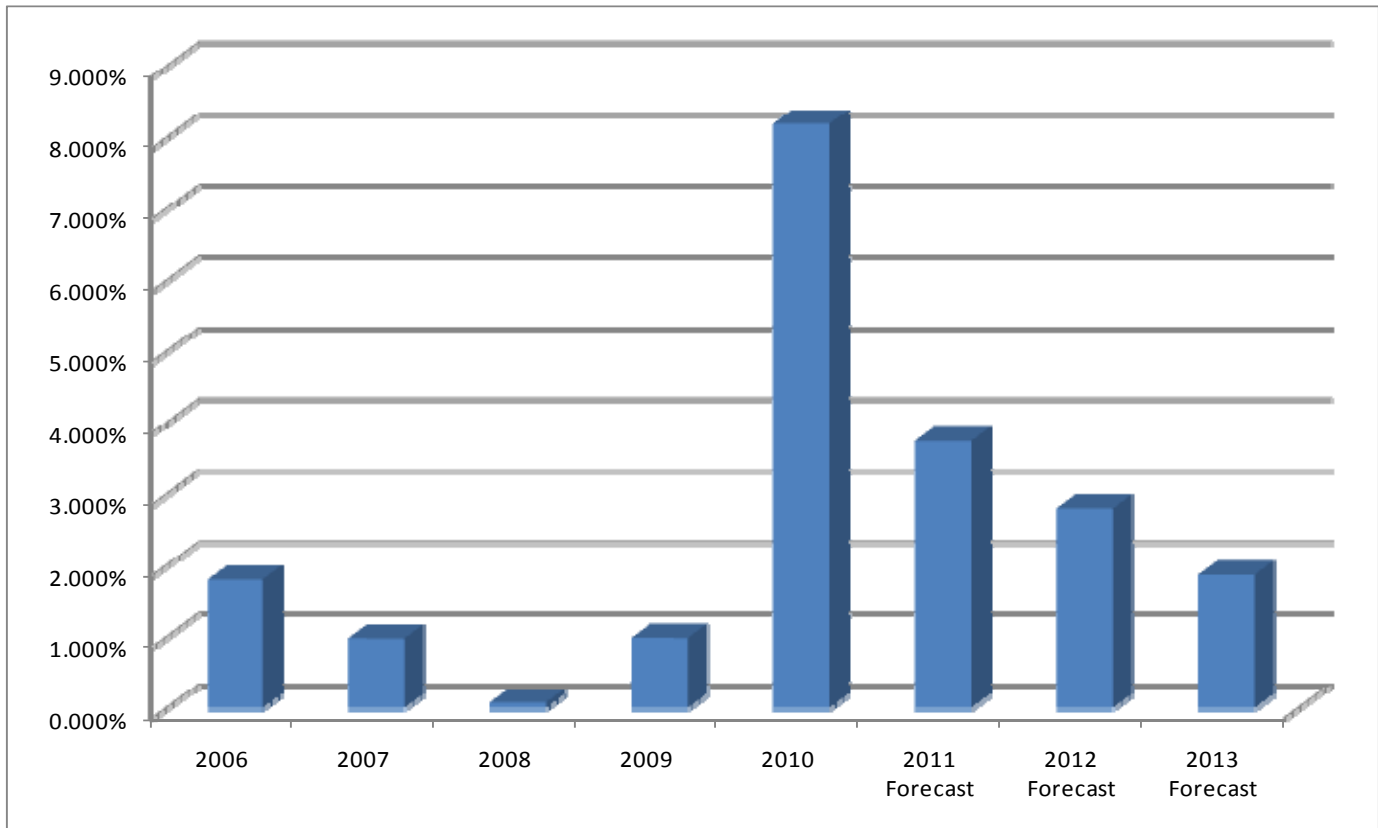


2011 ACCOUNTS RECEIVABLE INVOICES PER FTE

2012-14 Business Plan

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

Performance Indicator Schedule 4



2011 ACCOUNTS RECEIVABLE INVOICES O/S OVER 90 DAYS

BUSINESS OVERVIEW:

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

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

2012-14 Business Plan**Sch 2. TOTAL NUMBER OF ACCOUNTS PAYABLE INVOICES PROCESSED PER FTE:**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

City of Vaughan

Revenue/Expenditure Summary Report

2012 Operating Budget

					2012			
		2011 Actuals *	2011 Budget		2012 Budget	% of Total Budget	Budget Variance \$	Budget Variance %
Financial Services	Revenue							
	Service Charges	(513,017)	(454,945)		(459,438)	98.3%	(4,493)	0.99%
	Rev. frm Recov. Exp - Pd Duty	0	(6,664)		(7,990)	1.7%	(1,326)	19.9%
	Dept. Misc. Revenues	(22)	0		0	0.0%	0	0.0%
	Total Revenues	(513,039)	(461,609)		(467,428)	100.0 %	(5,819)	1.26 %
	Labour Costs							
	Staffing Costs (incl Benefits)	2,504,899	2,651,971		2,775,479	93.2%	123,508	4.66%
	Other Expenses							
	Office Supplies & Expenses	64,635	81,412		78,759	2.6%	(2,653)	-3.26%
	Service Contracts and Materials	81,739	72,498		76,499	2.6%	4,001	5.52%
	Office Equipment & Furniture	6,661	30,334		28,602	1.0%	(1,732)	-5.71%
	Staff Development & Training	6,543	20,122		18,282	0.6%	(1,840)	-9.14%
	Professional Fees	0	0		8,346	0.3%	8,346	0.0%
	Community Advertising & Promotion	4,667	4,240		4,240	0.1%	0	0.0%
	Other	693	5,400		3,440	0.1%	(1,960)	-36.3%
	Meals & Travel	415	3,354		3,354	0.1%	0	0.0%
	Communications	908	1,320		1,319	0.0%	(1)	-0.08%
	Operating Leases	707	754		754	0.0%	0	0.0%
	General Mtce & Repairs	763	749		749	0.0%	0	0.0%
	Capital Funding	(13,500)	0		0	0.0%	0	0.0%
	Joint Services & Department Transfers	(37,543)	(22,662)		(22,662)	-0.8%	0	0.0%
	Total	116,687	197,521		201,682	6.8 %	4,161	2.11 %
	Total Expenses	2,621,587	2,849,492		2,977,161	100.0 %	127,669	4.48 %
	Net Expenditures	2,108,547	2,387,883		2,509,733		121,850	5.1 %

2012 ARRs													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2012 Impact		Net 2013 Impact		Net 2014 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
PT Accounting Clerk (Partial FTE Conversion)	PT	0.19	30,072	(30,072)	0			0.19	0				

City of Vaughan
Revenue/Expenditure Summary Report
Operating Budget Forecast

			2012 Budget	2013 Forecast	2013 vs 2012 Forecast Variance \$	2013 vs 2012 Forecast Variance %	2014 Forecast	2014 vs 2013 Forecast Variance \$	2014 vs 2013 Forecast Variance %
Financial Services	Revenue	Service Charges	(459,438)	(487,543)	(28,105)	6.1%	(492,315)	(4,772)	5.76%
		Rev. frm Recov. Exp - Pd	(7,990)	(8,425)	(435)	5.4%	(8,425)	(0)	5.16%
		Dutv							
		Dept. Misc. Revenues	0	0	0	0.0%	0	0	0.0%
	Total Revenues		(467,428)	(495,968)	(28,540)	6.1%	(500,740)	(4,772)	5.75%
	Labour Costs	Staffing Costs (incl	2,775,479	2,814,296	38,817	1.4%	2,834,988	20,692	1.38%
		Benefits)							
	Other Expenses	Office Supplies & Expenses	78,759	78,759	0	0.0%	78,759	0	0.0%
		Service Contracts and	76,499	76,499	0	0.0%	76,499	0	0.0%
		Materials							
		Office Equipment &	28,602	28,602	0	0.0%	28,602	0	0.0%
		Furniture							
		Staff Development &	18,282	18,454	172	0.9%	18,635	181	0.93%
		Training							
		Professional Fees	8,346	8,346	0	0.0%	8,346	0	0.0%
		Community Advertising &	4,240	4,240	0	0.0%	4,240	0	0.0%
		Promotion							
		Other	3,440	3,440	0	0.0%	3,440	0	0.0%
		Meals & Travel	3,354	3,354	0	0.0%	3,354	0	0.0%
		Communications	1,319	1,319	0	0.0%	1,319	0	0.0%
		Operating Leases	754	754	0	0.0%	754	0	0.0%
		General Mtce & Repairs	749	749	0	0.0%	749	0	0.0%
		Capital Funding	0	0	0	0.0%	0	0	0.0%
		Joint Services &	(22,662)	(22,662)	(0)	0.0%	(22,662)	(0)	0.0%
		Department Transfers							
	Total		201,682	201,854	172	0.1%	202,035	181	0.09%
Total Expenses			2,977,161	3,016,150	38,989	1.3%	3,037,023	20,873	1.29%
Net Expenditures			2,509,733	2,520,182	10,449	0.4%	2,536,283	16,101	0.41%

City of Vaughan
Commissioner of Finance and City Treasurer
City Financial Services

2012 Capital Budget

Budget Year	Project #	Project Name	Project Type	Total Budget	Operating Budget Impact	TCA
2012	CF-0053-09	Point of Sale Initiative	Technology	\$154,500	\$15,000	Y
Total 2012 Capital Budget				\$154,500		



Budgeting and Financial Planning

2012-2014 Business Plans

BUSINESS OVERVIEW

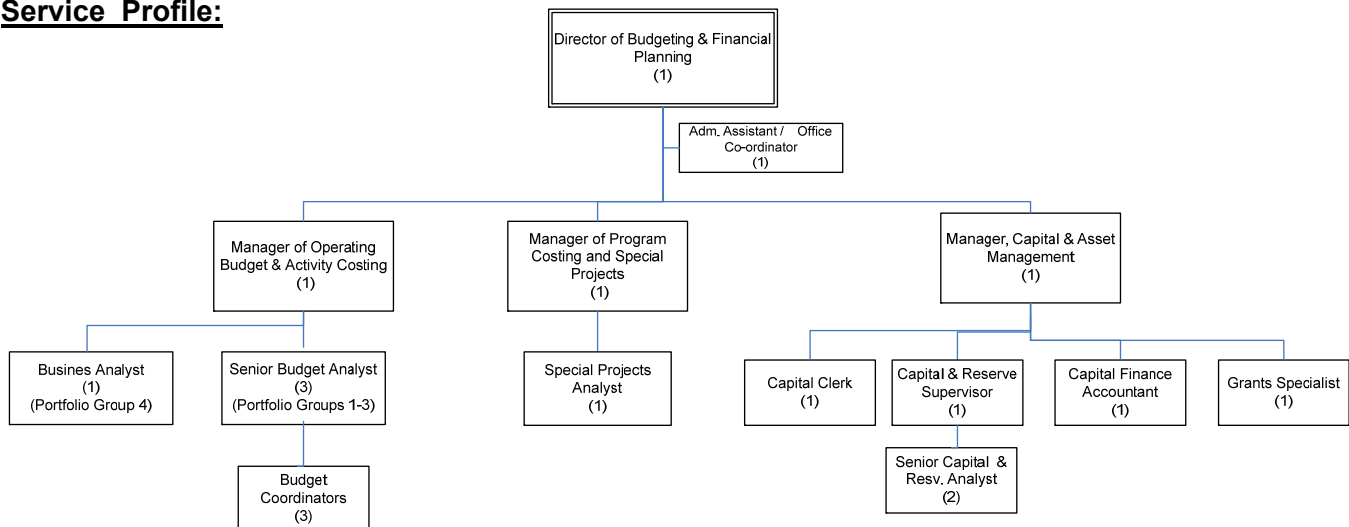
Service Statement:

The Budgeting and Financial Planning Department is committed to providing valuable and useful financial information to better assist members of Council, Senior Management Team, and all departments in financial and strategic decision-making. Our department is primarily responsible for short and long range financial plans and special projects. Dedicated to ensuring the City's financial well being, the Budgeting and Financial Planning Department performs the following activities:

- Financial Policy Development
- Operating and Capital Budgeting & Forecasting
- Capital Program Accounting & Payments
- Reserve and Debt Management
- External Grant Procurement
- Project Costing
- Asset Planning & PSAB reporting
- Compliance and Financial Reporting

These activities are essential and ensure the City of Vaughan has the necessary tools and information to make well-informed financial and strategic decisions.

Service Profile:



Full Time, Part Time and Overtime – Budgeted Amounts

	2011*	2012 Base**	Approved 2012 ARR	2012 Final	2013 ARR	2014 ARR
Full Time	17.5	18	1.00	19	-	-
Part Time	0	0	-	-	-	-
Total FTE	17.5	18	1.00	19	-	-
Overtime	\$935	\$1,025	-	\$1,025	-	-

* In 2011, Capital division was transferred from Reserves & Investment-a total of 5 FTE's

** Adjusted for 2011 ARR gapping

2012-2014 Business Plans

Stakeholders

Internal

- City of Vaughan Council
- Senior Management Team (SMT)
- All City Departments
- Library Board

External

- Residents of Vaughan
- Other Municipal and Government Agencies
- Consultants/External Auditors
- Financial Institutions and Partners
- Power Stream

Work Plan:

Link to Vaughan Vision 2020:

Although heavily invested in the service excellence and staff excellences goals, the Budgeting and Financial Planning department's core function directly supports the City's management excellence goal. This is clearly illustrated by the department's heavy involvement in the City's annual corporate planning cycle, providing assistance in the visioning and aligning stages and supporting the planning and initiating stages.

In addition to the above, the Budget and Financial Planning Department is directly linked to a number of strategic themes and initiatives. These are as follows:

1. *Manage Corporate Assets*
 - Develop and implement a corporate-wide asset management system
2. *Ensure a High Performing Organization*
 - Undertake a program review
 - Further evolve performance measurement
3. *Ensure Financial Sustainability*
 - Develop a Financial Master Plan
 - Develop a multi-year capital plan
 - Develop and implement an external funding program

In addition to the above activities, the Budgeting and Financial Planning Department provides assistance, support, and guidance to all departments, thereby contributing to the successful completion of their respective strategic themes and initiatives.

Future Pressures and Opportunities:

Challenge & Opportunity - "Resource Capacity and Priority Timing"

The City continues to undertake a number of corporate initiatives requiring leadership or involvement from the Budgeting and Financial Planning Department. In 2011, in addition to regular operating activities these initiatives included:

- Corporate planning process
- Multi-year budgeting
- Program review
- Asset management

2012-2014 Business Plans

- Financial Master Plan
- Performance measurement
- Department realignment

As a result, the department is experiencing great pain in balancing incremental priorities with current resources and processes. This is particularly challenging and generating a capacity gap, which could jeopardize the successful completion of key assignments. Opportunities to alleviate the above pressures relate to the following:

- Increasing resources - special projects analyst requested for 2012
- Thoroughly assess scope, resource and capacity requirements of in-year key initiatives during the corporate planning alignment stage to aid in prioritization/resourcing discussions.

The above opportunities will help to ensure key initiatives are meeting expectation and completed as planned.

Challenge & Opportunity - "Increased Complexity and Sophistication"

The City continues to become more complex and sophisticated in its transition from a suburban area to an emerging metropolis. As a result there is a need for additional value added information and processes. In the past few years, the department has invested resources in new systems, realigned staff, and developed processes, which will greatly assist in financial planning and corporate decision making. As with any transition, "change management" is a significant pressure that takes time and effort to minimize.

Work Plan:

Business Plan Objectives:

Prior Year Business Plan Objectives / Accomplishments:	Year	Status	Outcome/Results
GFOA Budget Award	Q1-2011	Complete	Received
RiNC and ISF reporting	Q1 -2011	Complete	\$25m+ in grant funding
Machine Time Process Review	Q2- 2011	Complete	Incl. in Budget
City wide Asset Inventory	Q2 -2011	Complete	PSAB Compliance;
Questica Operating Budgeting Software Implementation	Q3 -2011	Complete	2012-14 Budget
Development Activity Revenue Forecast	Q3-2011	Complete	Incur. in budget & SMT pres.
Multi-yr budget (2012 + 2013/2014 forecast)	Q3-2011	Complete	2011 Process
Department Reorganization	Q3 -2011	Complete	Process Synergies
Propose infrastructure funding policies	Q3- 2011	Complete	Council Item
Long-Range Financial Planning (LRFP) Outcomes Report	Q4-2011	Underway	Fall SMT presentation
Program Review	Q4-2011	Complete	2011 Budget

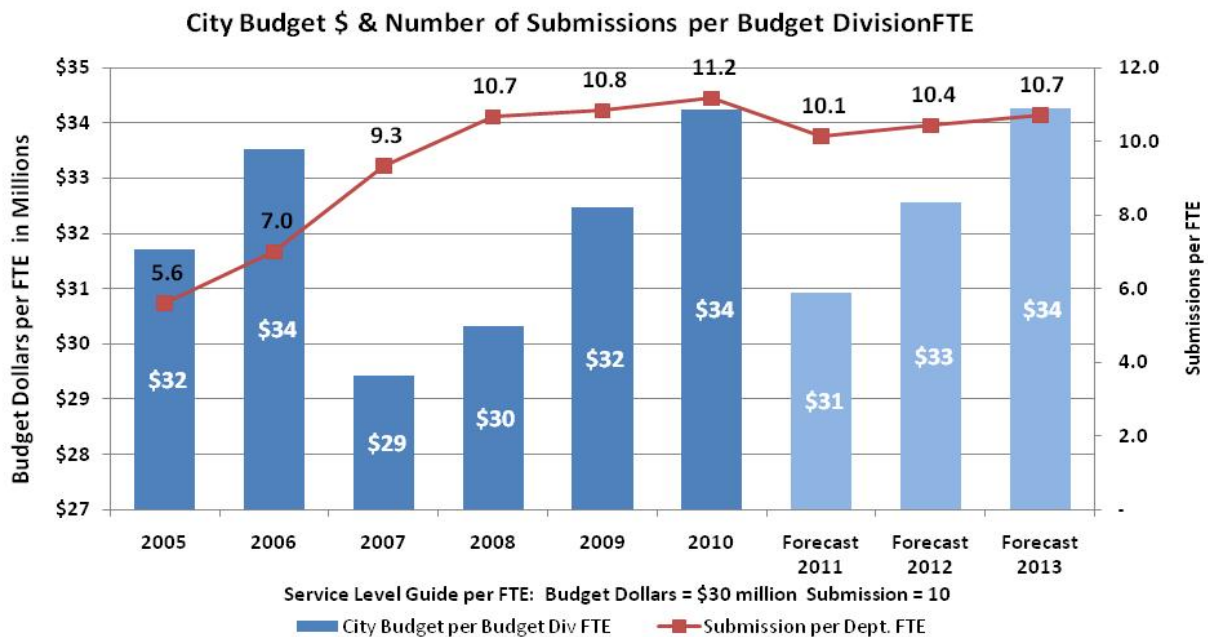
2012-2014 Business Plans

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2012 Key Objectives			
Implementation of LRFP Council actions	Q3 to Q4	Action & strategy formulation	Dependant on Council decisions
Develop Grant Funding Process	Q3	Process that aligns to policy	In-house
Questica "Operating" dept. roll out	Q2-Q3	Department Training	Training in-house
Questica "Capital" version upgrade	Q2- Q3	Synchronize budget systems	Capital Request
Review & update reserve policies	Q3	Improved guidance	In-house
ISF reporting – Phase 2	Q3	Submission of claims& reimbursement	In-house
Multi-yr budget – Current yr + 3 yr forecast	Q4	Deliberation on 4 yr Cap/Oper. forecast	In-house
Engineering Fee Review	Q4 -2012	Fee structure to support intensification	In-house + potential consultant work
Corporate Planning Process	Full Yr.	Further Integration	In-house
Operation Review Involvement	TBD	Financial Analysis	TBD
2013 Key Objectives			
Develop Budget Control By-Law	Q1 2013	Operating Budget Policy Document	In-house
Update Grant Funding Matrix for distribution to internal stakeholders & development of community information portal	Q2 2013	Annual report / website	Assistance required for data mgmt / ITM
Activity Based Costing Model Review	Q3	Revisit methodology and system	In-house + potential consultant work
Building Standards – Fee Review	Q3	Revisit methodology and fee structure	In-house + potential consultant work
Licensing fee review	Q3	Revisit methodology and fee structure	In-house + potential consultant work
Financial Master Plan Development	Q4	Consolidation of Council planning decisions	Dependant on Council decisions
2014 Key Objectives			

2012-2014 Business Plans

ERP upgrade involvement	Q 4	TBD	TBD

Key Performance Indicators:

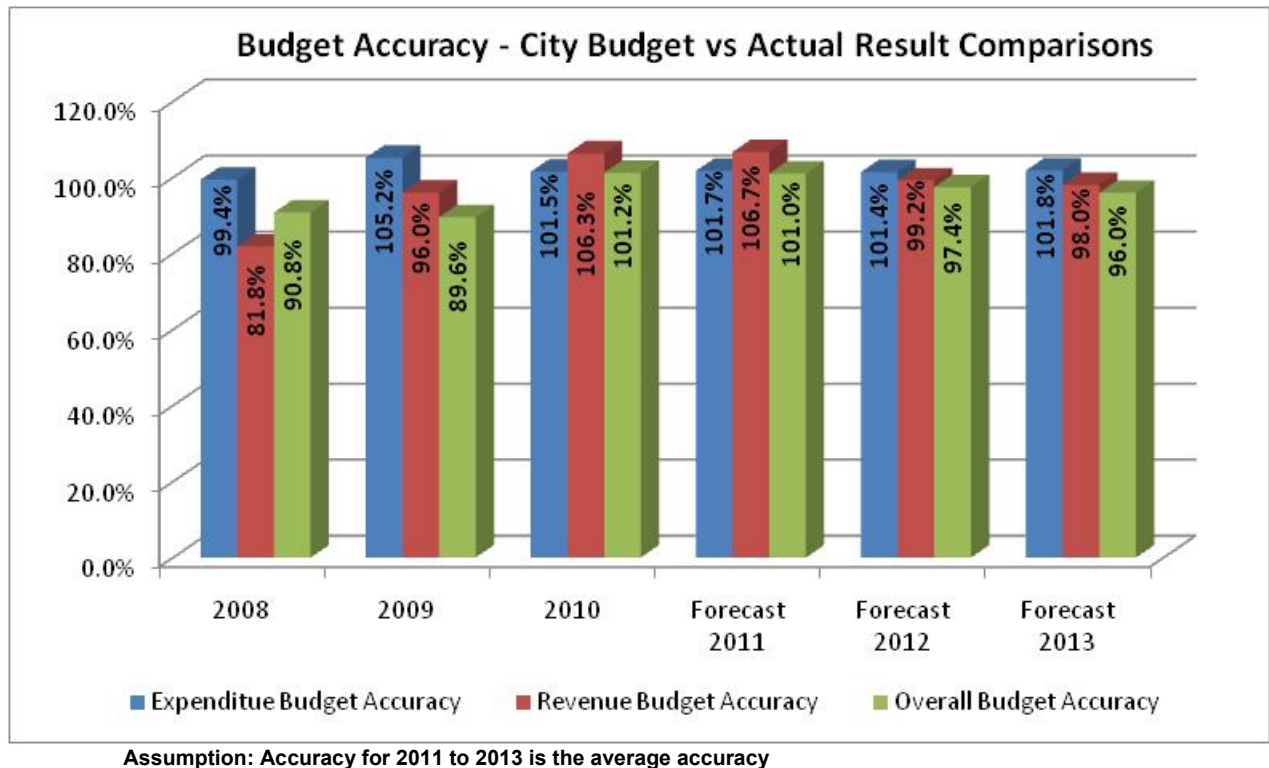


Key Conclusion:

City budget dollars per budget division FTE and submissions per budget division FTE are indicators of department workload. Increases in these measures correlate with rising work volumes and associated analysis per FTE. Not represented in these measures is the complexity associated with moving to a four year budget by 2012 or other emerging department/corporate objectives. This is extremely difficult to measure as resource requirements for each request is different. However, the measure does serve as a basic workload indicator.

Trending and history illustrates when budget dollars/FTE reaches the level of \$34 million, there is a need for assistance to better distribute the workload i.e. staffing was added in both 2006 and 2010 which corroborate with the peaks in the bar graph illustration. It is anticipated the ***pressures will continue through the forecast with anticipated resource needs in 2013/2014.***

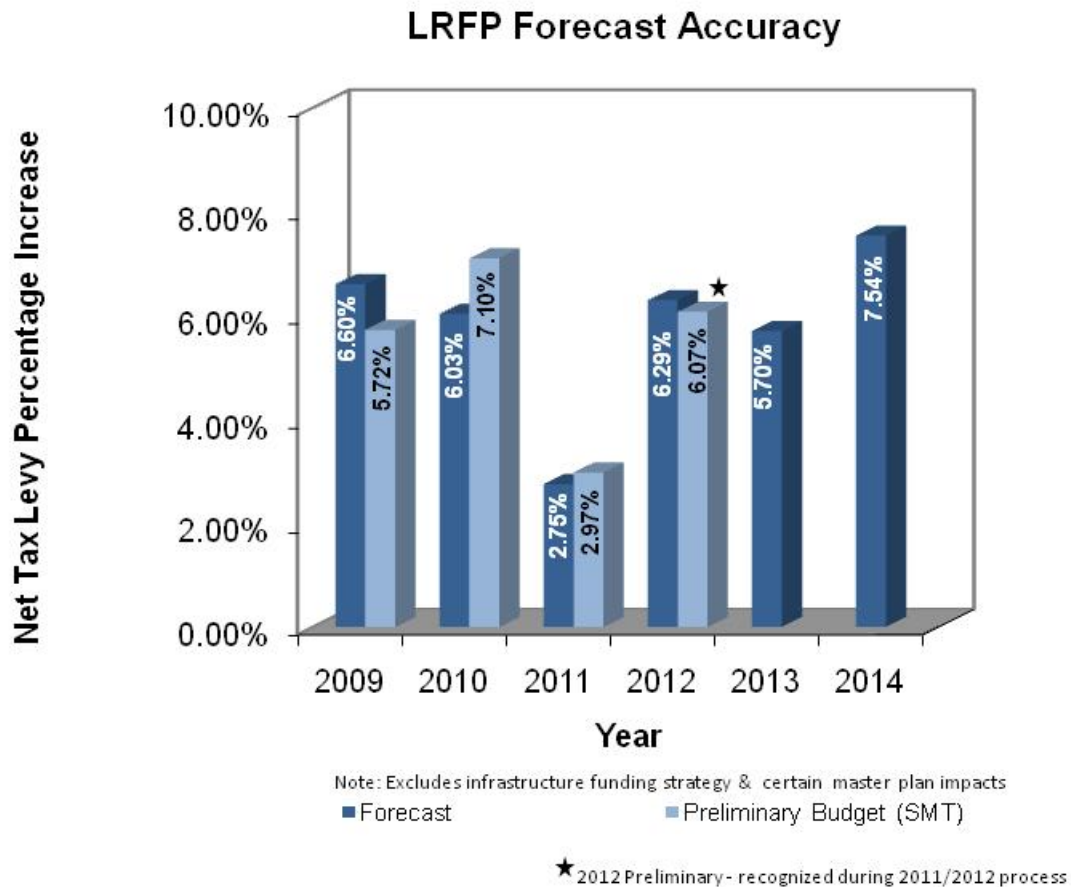
2012-2014 Business Plans



Key Conclusion:

The above graph demonstrates the budget's forecasting accuracy. As illustrated above, the Budgeting and Financial Planning department continues to maintain highly accurate short-term forecasts. Over the past 3 years, the net operating budget was accurate within a 7% margin. This figure was largely impacted in 2008 as a result of the recession an unpredictable impact on revenues, which steadily recovered in 2009 & 2010. Its anticipated this indicator will return to within a 2-5% margin. This is a very impressive figure provided the complexity and number of variables within the operating budget e.g. growth pressures, legislative requirements, new service/initiatives, etc.

2012-2014 Business Plans

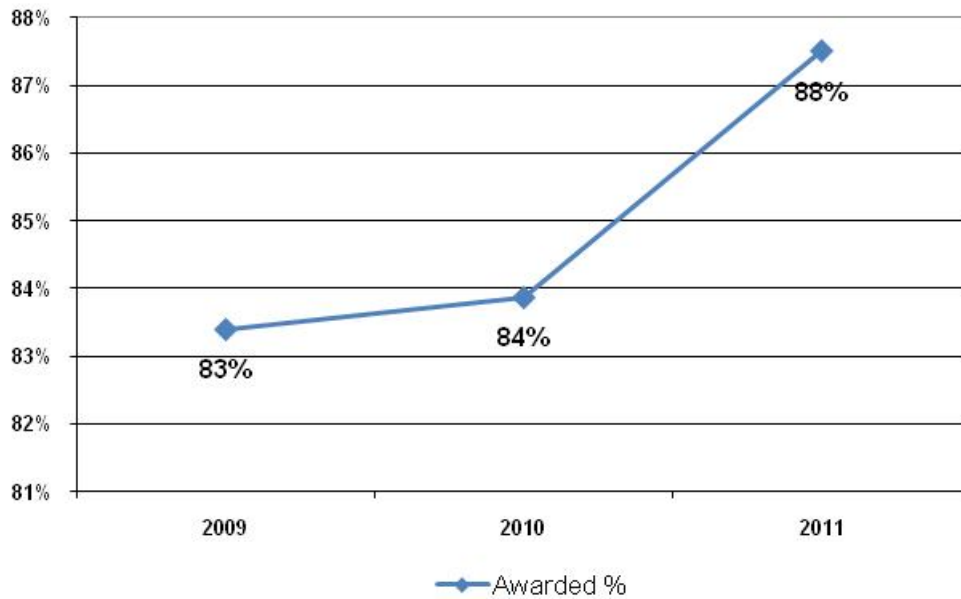


Key Conclusion:

Starting in 2009, the department presented a 3 year budget forecast. The above graph demonstrates the financial planning forecasting accuracy as compared to initial SMT budget drafts. The measure is intended to illustrate the division's predictive ability. As indicated by the graph, the accuracy of the preliminary forecast is improving. With the move to multi-year budgeting, financial planning will be of great importance to assist key decision makers prioritize available funding for multiple initiatives, master plans, infrastructure, etc.

2012-2014 Business Plans

Success Rate of Grant Application Submissions



Key Conclusion:

The Grant Application process was centralized within the City of Vaughan in June of 2009. The intent is to develop a comprehensive/cohesive process to increase the number of grant awards that could fund City projects and thereby reduce the burden on taxation. As this is a new initiative within the City, evaluation of the progress was measured by utilizing the limited statistical data related to the success of the applications submitted from June 2009 to August 2011. The success rate was determined by assessing the number of applications, which resulted in grant awards, as a percentage of the total number of applications submitted in a given year.

The above graph illustrates the high success rate achieved to date regarding the number of applications which have been successful in providing external funds to implement various City projects. Specifically, 2009 and 2010 resulted in success rates of 83% & 84% respectively. Further, the results in the first half of 2011 show an increased success rate of 88% with additional applications pending approval later in the year. Assessing the data in this manner allows for one time anomalies, such as that of 2009, to be included without skewing the data with respect to evaluating the results equally over each year. In 2009 the Federal Government implemented a onetime grant program known as the Building Canada Fund (BCF). Vaughan received grant awards for 174 projects which could not have been applied for without BCF.

2012-2014 Business Plans

Indicator	Target	2008	2009	2010	2011 Forecast	Trend
Reserve per Capita		\$1,022	\$1,073	\$1,218	TBD	↑
Asset Value (PSAB)		\$6.41B	\$6.69B	\$6.79B	\$6..98B	↑
Discretionary Reserve Ratio	50%	72%	68%	72%	68%	↔
Debt Charges Ratio	10% (Municipal 25%)	6.6%	6.3%	9.7%	9.2%	↔

Key Conclusion:

Illustrated above are a number of useful indicators and data trends.

- Discretionary reserves are being managed to exceed the City's minimum target levels and preserve Vaughan's financial stability and flexibility
- Long-term debt is maintained below the City's policy and far below the provincial maximum of 25% own source revenue
- Reserves per capital continue to be maintained, but a slight decline over the next few years is anticipated as the City begins to apply Gas Tax Funding to capital projects more rigorously
- Tangible capital asset values are consistently rising between 2% to 4% annually. This inventory consists of over 130,000 individual assets

2012-2014 Business Plans

Overall Conclusion:

The Budgeting and Financial Planning Department is dedicated to providing quality information to assist City officials in decision making. The Budget & Financial Planning Department continues to deliver exceptional and efficient service, as the department objectives and performance indicators confirm.

The department is currently feeling pressures from two very specific challenges.

First the number of corporate objectives/initiatives the department is involved with is significant and pressure is felt through frequent timeline rescheduling and employee stress. A special projects resource to address this concern will be required.

Secondly, there is great need to apply resources to the capital division in order to develop capital plans and revisit associated policies. This will be accommodated through an internal micro restructuring. As with any transition, "change management" is a significant concern that takes time and effort to address.

Commissioner Sign-off

Date (mm/dd/yy)

City of Vaughan

Revenue/Expenditure Summary Report

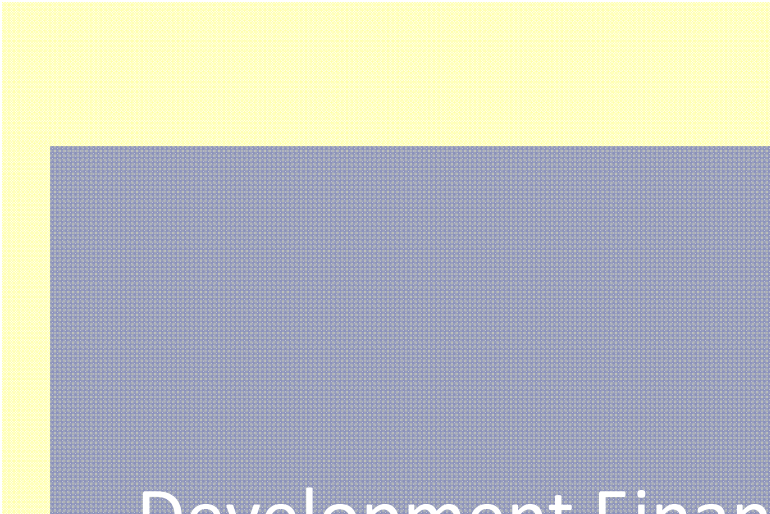
2012 Operating Budget

					2012			
			2011 Actuals *	2011 Budget	2012 Budget	% of Total Budget	Budget Variance \$	Budget Variance %
Budgeting & Financial Planning	Labour Costs	Staffing Costs (incl Benefits)	1,809,892	1,889,909	2,134,733	95.3%	244,824	12.95%
	Other Expenses	Service Contracts and Materials	21,792	24,298	40,000	1.8%	15,702	64.62%
		Staff Development & Training	18,299	21,476	23,950	1.1%	2,474	11.52%
		Office Supplies & Expenses	25,568	18,188	18,800	0.8%	612	3.36%
		Office Equipment & Furniture	5,165	12,730	10,220	0.5%	(2,510)	-19.72%
		Professional Fees	19,011	4,223	5,500	0.2%	1,277	30.24%
		Communications	3,365	4,495	3,300	0.1%	(1,195)	-26.59%
		Meals & Travel	3,290	3,058	2,500	0.1%	(558)	-18.25%
		Other	305	1,638	800	0.0%	(838)	-51.16%
		Capital Funding	(8,142)	0	0	0.0%	0	0.0%
		Joint Services & Department Transfers	136	0	0	0.0%	0	0.0%
		Total	88,790	90,106	105,070	4.7%	14,964	16.61%
	Total Expenses		1,898,682	1,980,015	2,239,803	100.0%	259,788	13.12%
	Net Expenditures		1,898,682	1,980,015	2,239,803		259,788	13.12%

2012 ARRs													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2012 Impact		Net 2013 Impact		Net 2014 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Special Projects Analyst	FT	1.00	95,221	0	95,221			1.00	95,221	-	3,178	-	4,827

City of Vaughan
Revenue/Expenditure Summary Report
Operating Budget Forecast

			2012 Budget	2013 Forecast	2013 vs 2012 Forecast Variance \$	2013 vs 2012 Forecast Variance %	2014 Forecast	2014 vs 2013 Forecast Variance \$	2014 vs 2013 Forecast Variance %
Budgeting & Financial Planning	Labour Costs	Staffing Costs (incl Benefits)	2,134,733	2,183,783	49,050	2.3%	2,219,873	36,090	2.25%
	Other Expenses	Service Contracts and Materials	40,000	42,700	2,700	6.8%	45,500	2,800	6.32%
		Staff Development & Training	23,950	24,550	600	2.5%	25,250	700	2.44%
		Office Supplies & Expenses	18,800	18,900	100	0.5%	19,000	100	0.53%
		Office Equipment & Furniture	10,220	8,800	(1,420)	-13.9%	8,800	0	-16.14%
		Professional Fees	5,500	5,500	0	0.0%	5,500	0	0.0%
		Communications	3,300	3,300	0	0.0%	3,300	0	0.0%
		Meals & Travel	2,500	2,500	0	0.0%	2,500	0	0.0%
		Other	800	800	0	0.0%	800	0	0.0%
		Capital Funding	0	0	0	0.0%	0	0	0.0%
		Joint Services & Department Transfers	0	0	0	0.0%	0	0	0.0%
		Total	105,070	107,050	1,980	1.9%	110,650	3,600	1.85%
	Total Expenses		2,239,803	2,290,833	51,030	2.3%	2,330,523	39,690	2.2%
	Net Expenditures		2,239,803	2,290,833	51,030	2.3%	2,330,523	39,690	2.2%



Development Finance & Investments

2012-14 Business Plan

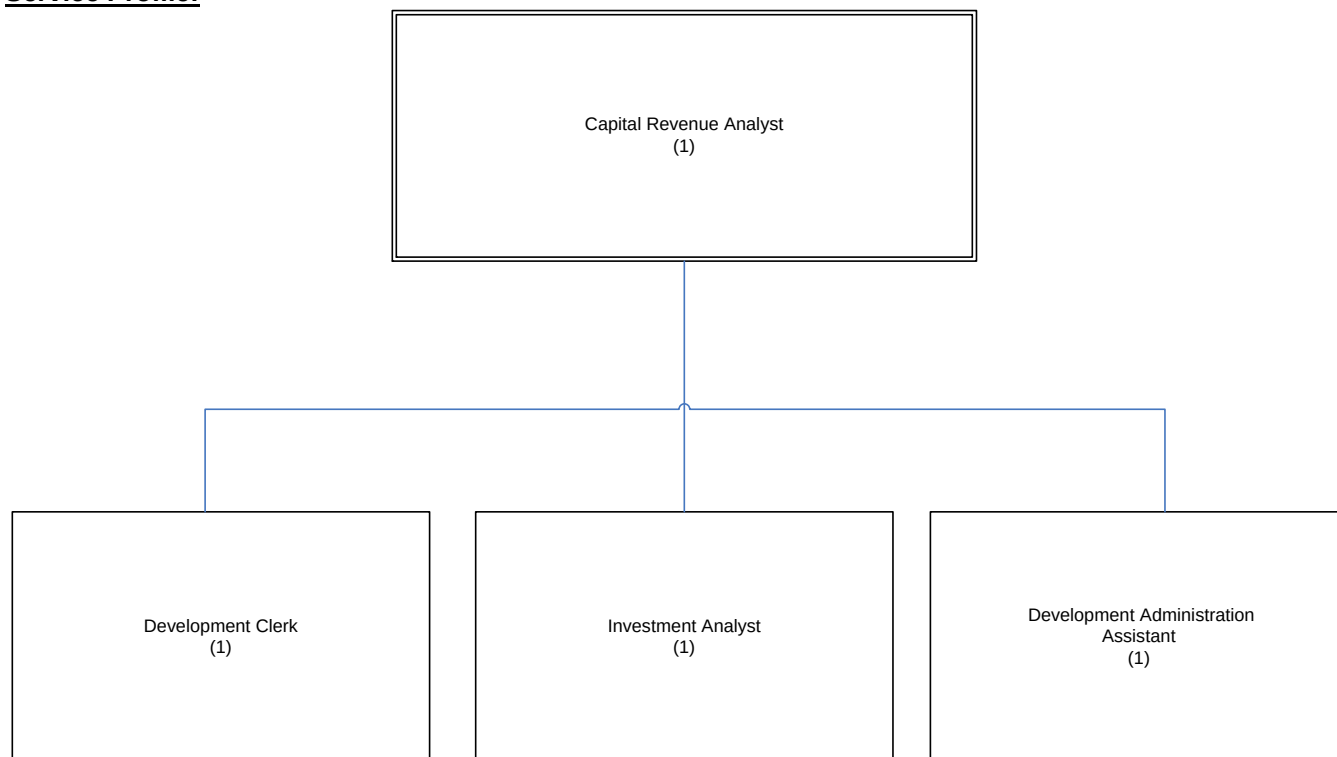
BUSINESS OVERVIEW

Service Statement:

A service based section, within the Finance Commission, whose mandate is to provide financial management functions with respect to Reserves and Investments. The department delivers services in two core areas of responsibility.

1. Development	Collection of development charges in accordance with provincial statutes, municipal by-laws and policies. Oversee financial compliance of development related agreements. Administer letters of credit Provides internal and external financial reporting in compliance with all provincial statutes, city by-laws and policies.
2. Investments	Provides Investments services

Service Profile:



Full Time, Part Time and Overtime – Budgeted Amounts

	2011*	2012 Base	Approved 2012 ARR	2012 Final	2013 ARR	2014 ARR
Full Time	5	5	-	5	-	-
Part Time	-	-	-	-	-	-
Total FTE	5	5	-	5	-	-
Overtime	-	-	-	-	-	-

* In 2011, Capital division was transferred from Reserves & Investment to Budgeting & Financial Planning. A total of 5 FTE's

2012-14 Business Plan

Key Stakeholders:

STAKEHOLDER GROUP	RATIONALE
Internal:	
City Departments	Review development related agreements and oversee financial compliance.
Senior Management Team	Report Financial Matters to SMT
City of Vaughan Council	Report Financial Matters to Council
External:	
Vaughan Citizens	Responsible to citizens for service delivery
Members of the Development & Real Estate Community	Provide information related to development charges and agreement financial compliance
Region of York	Collect & remit development charges
Boards of Education	Collect & remit development charges
Financial Institutions	Investment transactions & Letters of Credit

Work Plan:

Link to Vaughan Vision 2020:

1. Ensure Financial/Sustainability
 - a. Cash Investment revenue increases reserves for future sustainability
 - b. Ensure Financial Compliance of development agreements
2. Manage Corporate Assets
 - a. Cash & Investments
 - b. Letters of Credit and Cash security deposits
3. Ensure High Performance Organization
 - a. Provides customer service
 - b. Assists department with drafting development agreements

Future Pressures and Opportunities:

- Worldwide financial and economic instability has created a low interest rate environment impacting interest income revenue. It is unknown when the economy will recover and when interest rates will rise.
- Explore investment opportunities to improve investment returns.

Business Plan Objectives

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Investigate Financial Opportunities to Improve Investment Income	2010	Ongoing	Increased investment income

2012-14 Business Plan

2012-14 Business Plan Objectives:

<u>Business Plan Objectives:</u>	<u>Timeline</u>	<u>Outcome</u>	<u>Resources</u>
2012 (Top 3 Objectives)			
1. Financial Securities – Automation of Administration of Financial Securities (letters of credit and cash deposits) – Design	Q4	Financial Securities Module within AMANDA	Reserves, Building Standards & ITM
2. Development Charges – Automation - Design	Q4	Development Charges module within AMANDA	Reserves, Building Standards & ITM
3. Investment Software - implementation	Q4	Replacing manual reports	Reserve & ITM
4. Develop a Long-term cash flow	Q4	Cash-flow forecast utilized for long-term investments	Reserves & Budgeting
2013 (Top 3 Objectives)			
1. Financial Securities – Tracking System - Automation of Administration of Financial Securities (letters of credit and cash deposits) – Testing & Implementation	Q2	Utilization of AMANDA software – Tool Improving Customer service	Reserves, Building Standards & ITM
2. Development Charges – Tracking System - Automation - Implementation –Testing & Implementation	Q2	Utilization of AMANDA software Tool – Improving Customer service	Reserves, Building Standards & ITM
2014 (Top 3 Objectives)			
1. Review of current letters of credit and cash security deposit holdings.	Q2	Identify areas to improve the time	Reserves, Building Standards, Engineering, Planning

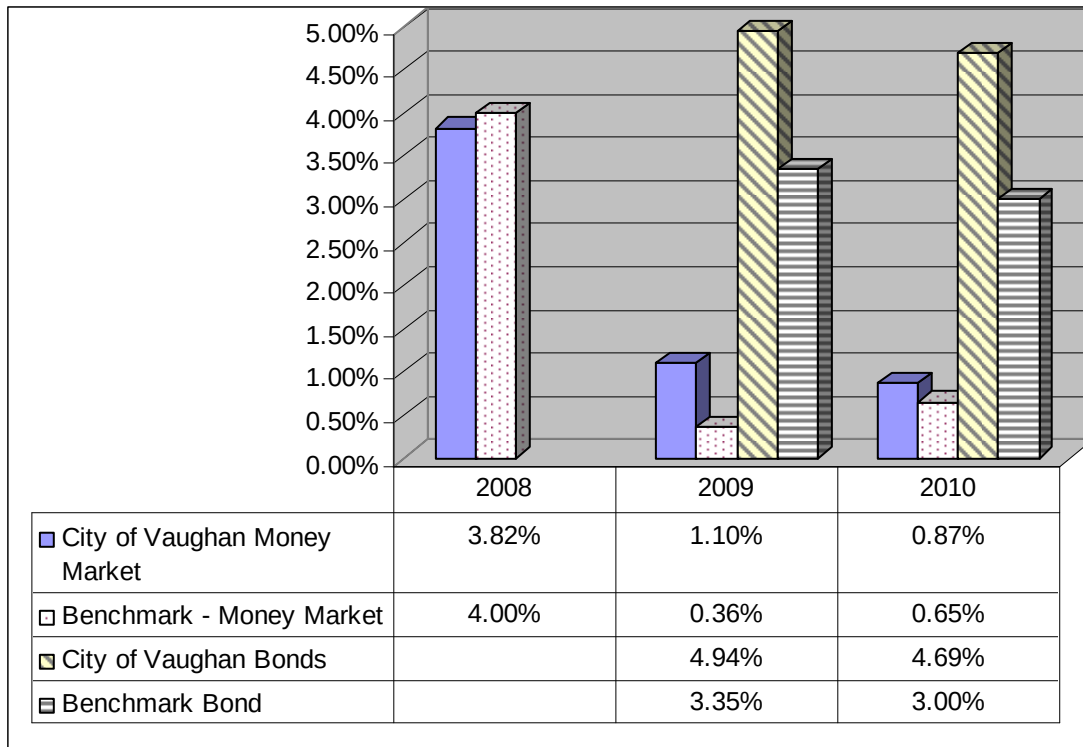
Key Performance Indicators:

Average Interest Rate of Return versus the Benchmark Average Interest Rate of Return (One Fund).

2012-14 Business Plan

BUSINESS OVERVIEW:

Notes about the Measure: Average Rate of Return versus the Benchmark Average Interest Rate of Return.



Key Conclusion:

The City of Vaughan attempts to optimize investment returns within its statutory limitations while preserving capital and maintaining liquidity to meet ongoing financial demands.

2008 included all funds. With the exception of 2008, the City of Vaughan has been able to obtain better average rate of returns than its comparative benchmark. The 2011 comparable is not available. With the instability of financial markets, staff is not able to provide forecasts for 2012 to 2014.

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

Commissioner Sign-off

Date (mm/dd/yy)

City of Vaughan

Revenue/Expenditure Summary Report

2012 Operating Budget

					2012			
		2011 Actuals *	2011 Budget		2012 Budget	% of Total Budget	Budget Variance \$	Budget Variance %
Development Finance & Investments	Revenue	Dept. Misc. Revenues	(1,773)	0	0	0.0%	0	0.0%
		Administrative Fee Revenue	(7,535)	(25,000)	(25,000)	50.0%	0	0.0%
		Investment Income	0	0	(25,000)	50.0%	(25,000)	0.0%
	Total Revenues		(9,307)	(25,000)	(50,000)	100.0 %	(25,000)	100.0 %
	Labour Costs	Staffing Costs (incl Benefits)	370,644	526,697	532,835	94.4%	6,138	1.17%
	Other Expenses	Office Equipment & Furniture	207	212	25,212	4.5%	25,000	11,792.45%
		Staff Development & Training	1,021	3,343	3,343	0.6%	0	0.0%
		Office Supplies & Expenses	2,085	1,724	1,724	0.3%	0	0.0%
		Other	33	887	887	0.2%	0	0.0%
		Communications	458	565	565	0.1%	0	0.0%
		Meals & Travel	59	146	146	0.0%	0	0.0%
		Capital Funding	0	0	0	0.0%	0	0.0%
		Professional Fees	13,819	0	0	0.0%	0	0.0%
		Service Contracts and Materials	43	0	0	0.0%	0	0.0%
	Total		17,725	6,877	31,877	5.6 %	25,000	363.53 %
Total Expenses			388,369	533,574	564,712	100.0 %	31,138	5.84 %
Net Expenditures			379,062	508,574	514,712		6,138	1.21 %

2012 ARR's													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2012 Impact		Net 2013 Impact		Net 2014 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Investment Software			25,000	(25,000)	0			0.00	0				

City of Vaughan
Revenue/Expenditure Summary Report
Operating Budget Forecast

		2012 Budget	2013 Forecast	2013 vs 2012 Forecast Variance \$	2013 vs 2012 Forecast Variance %	2014 Forecast	2014 vs 2013 Forecast Variance \$	2014 vs 2013 Forecast Variance %
Development Finance & Investments	Revenue							
	Investment Income	(25,000)	(25,000)	(0)	0.0%	(25,000)	(0)	0.0%
	Administrative Fee Revenue	(25,000)	(25,000)	(0)	0.0%	(25,000)	(0)	0.0%
	Dept. Misc. Revenues	0	0	0	0.0%	0	0	0.0%
	Total Revenues	(50,000)	(50,000)	(0)	0.0%	(50,000)	(0)	0.0%
	Labour Costs							
	Staffing Costs (incl Benefits)	532,835	548,664	15,829	3.0%	563,411	14,747	2.89%
	Other Expenses							
	Office Equipment & Furniture	25,212	25,212	0	0.0%	25,212	0	0.0%
	Staff Development & Training	3,343	3,343	0	0.0%	3,343	0	0.0%
	Office Supplies & Expenses	1,724	1,724	0	0.0%	1,724	0	0.0%
	Other	887	887	0	0.0%	887	0	0.0%
	Communications	565	565	0	0.0%	565	0	0.0%
	Meals & Travel	146	146	0	0.0%	146	0	0.0%
	Capital Funding	0	0	0	0.0%	0	0	0.0%
	Professional Fees	0	0	0	0.0%	0	0	0.0%
	Service Contracts and Materials	0	0	0	0.0%	0	0	0.0%
	Total	31,877	31,877	0	0.0%	31,877	0	0.0%
	Total Expenses	564,712	580,541	15,829	2.8%	595,288	14,747	2.73%
	Net Expenditures	514,712	530,541	15,829	3.1%	545,288	14,747	2.98%

City of Vaughan
Commissioner of Finance and City Treasurer
Development Finance & Investments

2012 Capital Budget

Budget Year	Project #	Project Name	Project Type	Total Budget	Operating Budget Impact	TCA
2012	RI-0069-12	Investment Software	Technology	\$30,900	\$25,000	Y
Total 2012 Capital Budget				\$30,900		

* Please note as per February 13, 2012 Special Council Meeting, the department was called Reserves and Investments.



Purchasing

2012-14 Business Plan

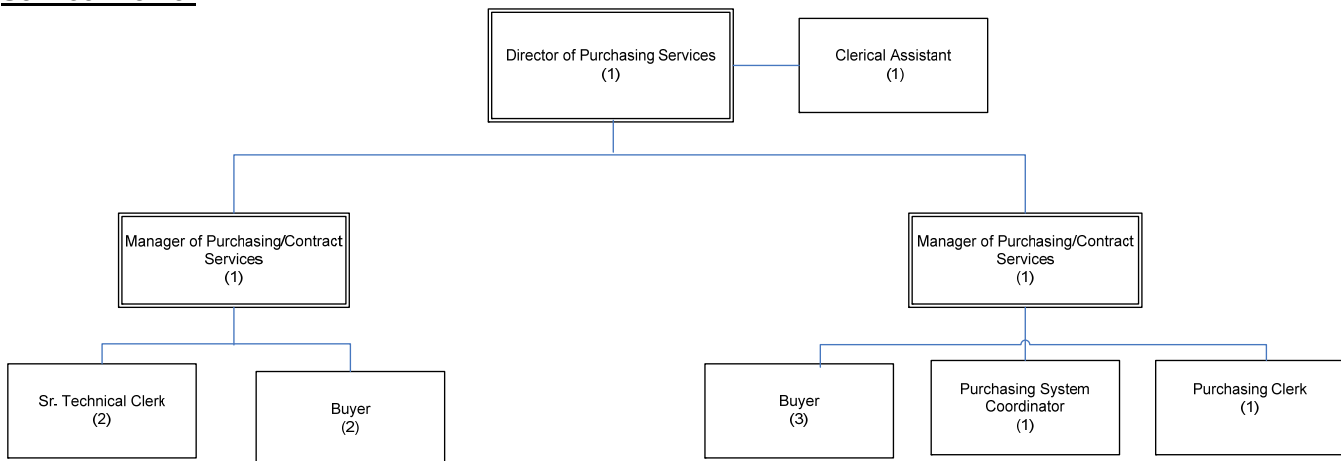
BUSINESS OVERVIEW

Service Statement:

The Purchasing Services Department is committed to the procurement of goods, services and construction in a timely and cost effective manner through contracts and other pre-determined methods.

Purchasing Services consists of, Construction Services and Supplies & Services who are responsible for the procurement of capital and operating requirements necessary for the operation of the municipality.

Service Profile:



Full Time, Part Time and Overtime – Budgeted Amounts

	2011	2012 Base	Approved 2012 ARR	2012 Final	2013 ARR	2014 ARR
Full Time	13	13	-	13	1	
Part Time	0.29	0.29	-	0.29	-	
Total FTE	13.29	13.29	-	13.29	1	
Overtime	\$2,835	\$3,100	-	\$3,100	\$1,000	-

2012-14 Business Plan

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

- Internal Departments
- Council
- External Vendors / Businesses

Work Plan:

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

Pursue Excellence in Service Delivery
Integrity, transparency and accountability

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

Challenges

- Increased demand on staff time, due to increased number of bids, proposal evaluation, training and relocation to new City Hall
- Increasing legal complexity and changes due to recent court decisions
- Staff , buyers group's training to keep themselves current with changes due to legal decisions , public procurement trends
-

Opportunities

- Asking internal customers to rate their degree of satisfaction with Procurement's performance or to indicate whether or not they are satisfied and benchmarking satisfaction levels is possible.
- Internal training programs for City Staff on Purchasing processes
- Participate in vendor awareness program launched by York Buyers Cooperative on " how to do business with the City and Basics of the bid process"
- Consider sale and distribution of bid documents to the Bidders through Bidingo.com
- Review purchasing processes to improve efficiencies with specific emphasis on measure of average procurement cycle time.
- Provide additional Services to user departments as relocated to civic centre

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

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Review and update policies and procedures i.e. incorporate all legal / governmental amendments.	2011	Departmental review completed	Updated policies and procedures
Streamline the procurement process: continuously review the procurement processes in order to improve efficiency and results	2011	Project Charter approved	Turnaround time for the bids and

2012-14 Business Plan

i.e. enhance payment options, methods for bid payments.		2ndQtr 2011 Ongoing	process improvements
Use of external professional development and in house corporate training courses in order to enhance staff professional skills and professional knowledge i.e. through PMAC, NIGP, OPBA , ISM and OSGOODE	2011	Staff being assigned to attend PMAC Seminars Ongoing	Professionally trained staff
Identify and assess opportunities to implement Green purchasing Policy	2011 4 th Qtr	Ongoing	# of implemented green guidelines
Coordination with user departments to improve vendor performance	2011	Ongoing	Improved collaboration and clear performance documentation

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

Business Plan Objectives:	Timeline	Outcome	Resources
2012 (Top 3 Objectives)			
1. Review all bid document and contract templates through Legal department's assistance	2nd Qtr 2012	Further refine and perfect bid documents	Purchasing and Legal Staff
2. Arrange internal customers Survey to rate their degree of satisfaction with Procurement's performance or to indicate whether or not they are satisfied and benchmark satisfaction levels for further improvements.	3rd Qtr 2012	Benchmark Customers Satisfaction to monitor Procurement Performance and enhance service levels	Purchasing Staff , ITM and user departments staff
3. Develop in house professional training programs for buyers and purchasing staff	2nd Qtr 2013	Professional staff Consistent application of Purchasing Policies & Procedures	Purchasing Staff and Professional Associations
4. Plan and develop Internal training programs for City Staff on Purchasing Policies and processes	3rd Qtr 2012	City Staff well aware of Purchasing Policies. Improved collaboration on procurement projects	Purchasing Staff and Procurement related available City Staff
2013 (Top 3 Objectives)			
1. Participate in Capital and operating budget process with the department to recognize the department's requirement and plan the annual Procurement workload to meet the timelines.	1 st Qtr 2013	Advance operational planning. Improve efficiency and procurement turn	Purchasing and Finance Staff

2012-14 Business Plan

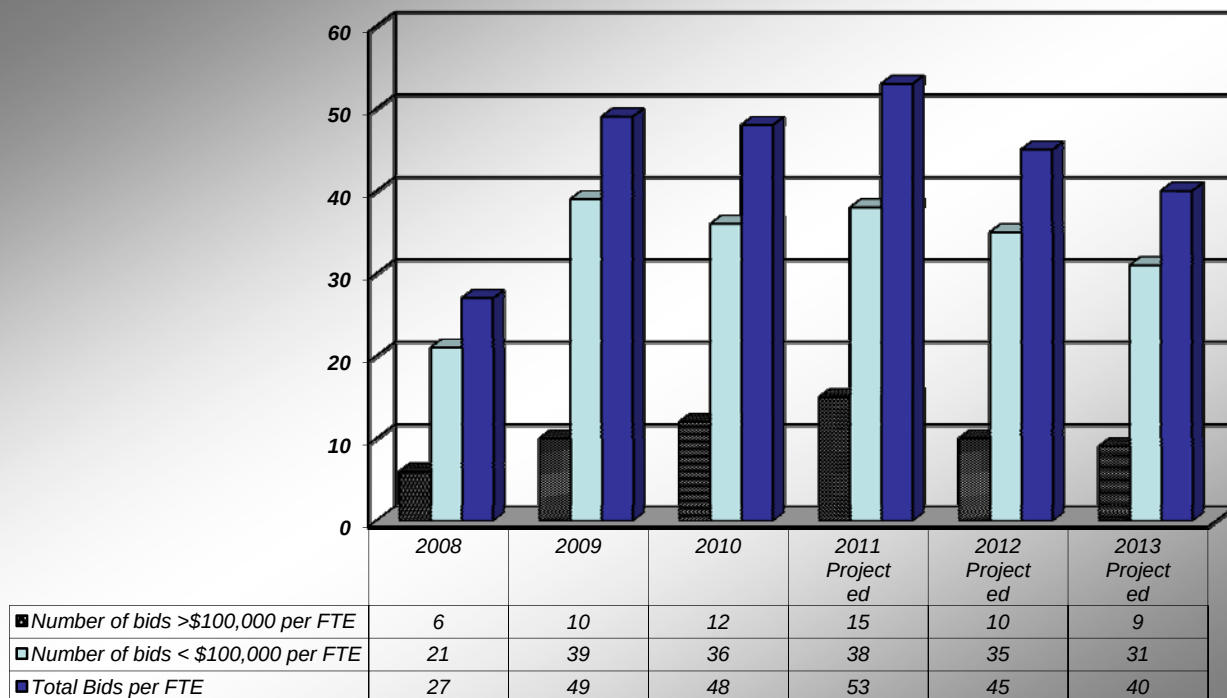
		around time	
2. Enhance contract tracking System to update contractor's Insurances and WSIB clearance certificates	3 rd Qtr 2013	Enhanced system efficiency and reduce City's risk and liability	Purchasing and user departments staff
3. Study to implement on- line bidding system	4th Qtr 2013	Save Bid process time	Purchasing and ITM Source current software in market.

2014 (Top 3 Objectives)

1. Review, develop and implement City wide P-Card Program	2014	Enhanced efficiency and reduced costs through rebates, less paperwork and save staff time	Finance and Purchasing staff
2. Arrange external customers Survey to rate their degree of satisfaction with Procurement's performance and benchmark satisfaction levels for further improvements.	3rd Qtr 2014	Benchmark Customers Satisfaction to monitor Procurement Performance and enhance service levels	Purchasing Staff , ITM and user departments staff
3. Develop weekly, monthly and annual reports to analyze ongoing procurement data to monitor department's function for ongoing improvements	4th Qtr 2014	Enhanced efficiency	Purchasing Staff

2012-14 Business Plan

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



BUSINESS OVERVIEW:

Number of Bids per FTE

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

On average, Purchasing Department is consistently handling the average bid workload at 25 bids per FTE prior to 2009. The number of bids for 2009 has exceeded the average due to ISF and RINC projects. Purchasing is also working towards establishing Vendor of Records agreements for Supplies and Services. This has resulted in an increase in total bids for 2010 onwards by over 90 %. However volumes will gradually stabilize in 2012 and 2013 to a 50% to 55% increase, which will be managed by the new FTE.

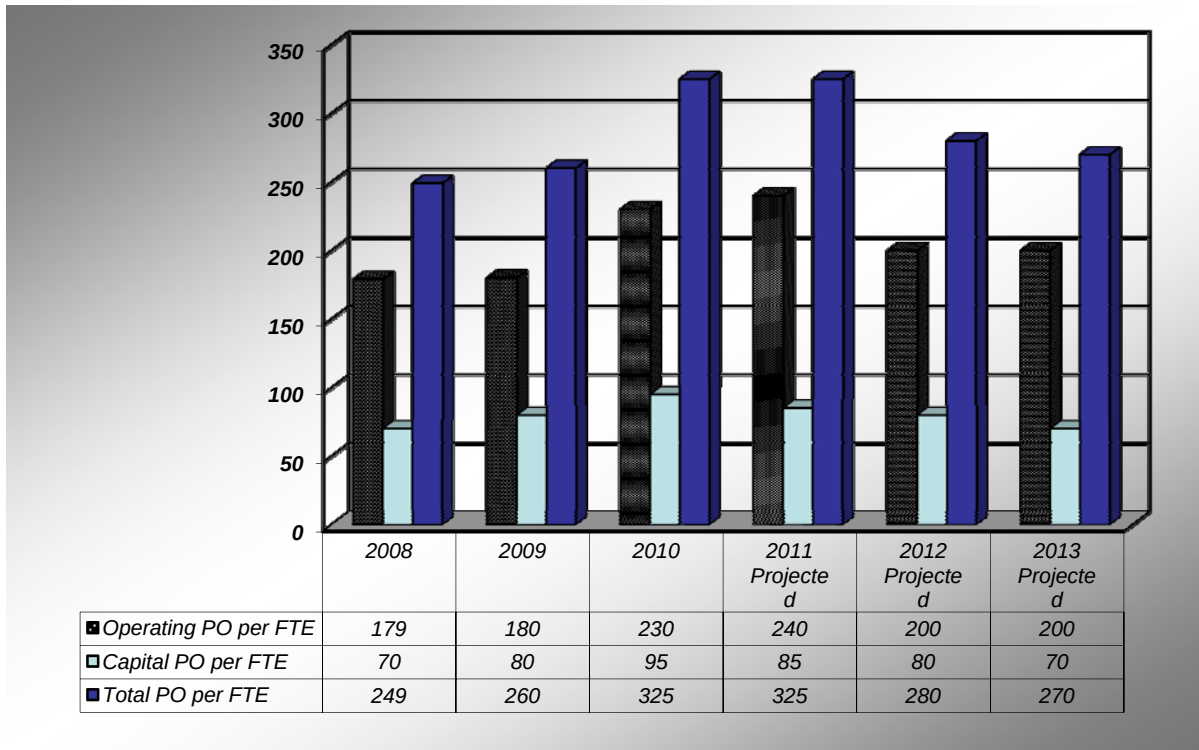
Notes about the Measure: (What are some assumptions about the performance measure which should be stated)

To provide a cost effective supply system to receive the greatest value possible for the corporation a combination of quality, price, product service and delivery, and environmental considerations are managed by the department through the bid process. At the same time ensuring our supplier recourses are maximized and supplier interests are respectively represented.

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

2012-14 Business Plan

Number of Purchase Orders per FTE



Key Conclusion:

On average, Purchasing Department is consistently handling workload. The total Purchase Orders handled by the department from 2005- 2007 has been on average 158. The figures for 2009 onwards have exceeded the average by over 90% due to Infrastructure Stimulus funded projects and due to departments' compliance of \$3000 limit for field purchase orders. However the increased volumes are expected to stabilize in 2012-2013 which will be managed by new FTEs.

Notes about the Measure:

Purchase orders are one component of the bid process.

Commissioner Sign-off

Date (mm/dd/yy)

City of Vaughan
Revenue/Expenditure Summary Report
2012 Operating Budget

		2011 Actuals *	2011 Budget	2012			
				2012 Budget	% of Total Budget	Budget Variance \$	Budget Variance %
Purchasing	Revenue						
	Sale of Fixed Assets	(95,521)	(50,000)	(30,000)	49.4%	20,000	-40.0%
	Dept. Misc. Revenues	(41,847)	(30,700)	(30,700)	50.6%	0	0.0%
	Total Revenues	(137,368)	(80,700)	(60,700)	100.0 %	20,000	-24.78 %
	Labour Costs						
	Staffing Costs (incl Benefits)	1,097,583	1,222,660	1,279,270	94.2%	56,610	4.63%
	Other Expenses						
	Office Supplies & Expenses	24,814	47,499	45,597	3.4%	(1,902)	-4.0%
	Staff Development & Training	10,859	14,211	16,315	1.2%	2,104	14.81%
	Operating Leases	5,667	6,351	6,653	0.5%	302	4.76%
	Communications	3,458	6,241	5,739	0.4%	(502)	-8.04%
	Other	980	4,130	3,130	0.2%	(1,000)	-24.21%
	Meals & Travel	498	1,516	1,314	0.1%	(202)	-13.32%
	Utilities & Fuel	0	0	1,180	0.1%	1,180	0.0%
	Office Equipment & Furniture	3,341	7,160	1,160	0.1%	(6,000)	-83.8%
	General Mtce & Repairs	689	2,128	367	0.0%	(1,761)	-82.75%
	Community Advertising & Promotion	0	325	325	0.0%	0	0.0%
	Capital Funding	95,521	0	0	0.0%	0	0.0%
	Corporate Accounts	4,535	3,535	0	0.0%	(3,535)	-100.0%
	Joint Services & Department Transfers	(3,027)	(3,053)	(3,053)	-0.2%	0	0.0%
	Total	147,334	90,043	78,727	5.8 %	(11,316)	-12.57 %
	Total Expenses	1,244,917	1,312,703	1,357,997	100.0 %	45,294	3.45 %
	Net Expenditures	1,107,550	1,232,003	1,297,297		65,294	5.3 %

City of Vaughan
Revenue/Expenditure Summary Report
Operating Budget Forecast

			2012 Budget	2013 Forecast	2013 vs 2012 Forecast Variance \$	2013 vs 2012 Forecast Variance %	2014 Forecast	2014 vs 2013 Forecast Variance \$	2014 vs 2013 Forecast Variance %
Purchasing	Revenue	Dept. Misc. Revenues	(30,700)	(30,700)	(0)	0.0%	(30,700)	(0)	0.0%
		Sale of Fixed Assets	(30,000)	(30,000)	(0)	0.0%	(30,000)	(0)	0.0%
	Total Revenues		(60,700)	(60,700)	(0)	0.0%	(60,700)	(0)	0.0%
	Labour Costs	Staffing Costs (incl Benefits)	1,279,270	1,365,402	86,132	6.7%	1,382,693	17,291	6.31%
	Other Expenses	Office Supplies & Expenses	45,597	45,897	300	0.7%	45,897	0	0.65%
		Staff Development & Training	16,315	16,315	0	0.0%	16,315	0	0.0%
		Operating Leases	6,653	6,653	0	0.0%	6,653	0	0.0%
		Communications	5,739	5,739	0	0.0%	5,739	0	0.0%
		Other	3,130	4,130	1,000	31.9%	3,130	(1,000)	24.21%
		Meals & Travel	1,314	1,314	0	0.0%	1,314	0	0.0%
		Utilities & Fuel	1,180	1,298	118	10.0%	1,363	65	9.09%
		Office Equipment & Furniture	1,160	3,660	2,500	215.5%	1,160	(2,500)	68.31%
		General Mtce & Repairs	367	367	0	0.0%	367	0	0.0%
		Community Advertising & Promotion	325	325	0	0.0%	325	0	0.0%
		Capital Funding	0	0	0	0.0%	0	0	0.0%
		Corporate Accounts	0	0	0	0.0%	0	0	0.0%
		Joint Services & Department Transfers	(3,053)	(3,053)	(0)	0.0%	(3,053)	(0)	0.0%
	Total		78,727	82,645	3,918	5.0%	79,210	(3,435)	4.74%
	Total Expenses		1,357,997	1,448,047	90,050	6.6%	1,461,903	13,856	6.22%
	Net Expenditures		1,297,297	1,387,347	90,050	6.9%	1,401,203	13,856	6.49%

Recognized 2013 ARRs											
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2013 Impact		Net 2014 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Senior Technical Clerk	FT	1.00	73,398		73,398			1.00	73,398		6,690

Legal and Administrative Services Commission

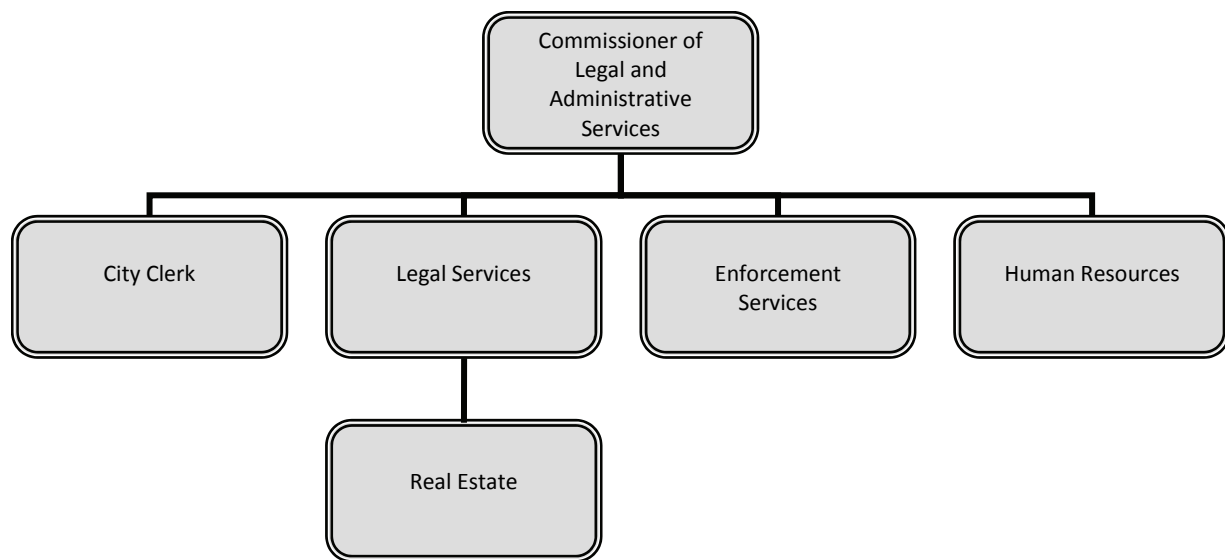
With a diverse population of over 300,000 people, Vaughan is one of Canada's fastest growing municipalities. The four departments within this commission are Legal Services, Clerks and Enforcement Services.

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 conveying 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.

Commissioner of Legal And Administrative Services Organizational Chart

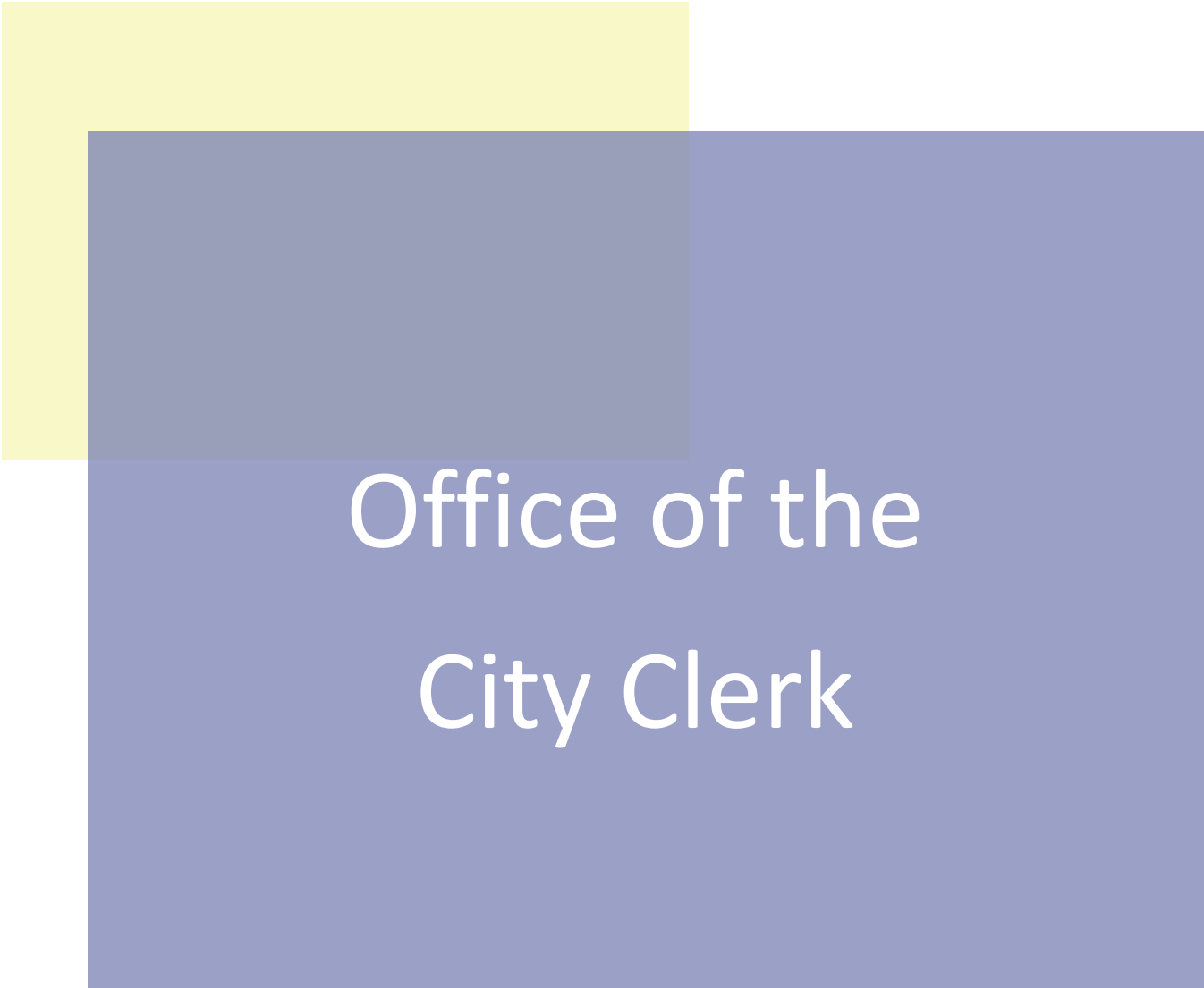


City of Vaughan
Revenue/Expenditure Summary Report
2012 Operating Budget

			2012					
			2011 Actuals *	2011 Budget	2012 Budget	% of Total Budget	Budget Variance \$	Budget Variance %
Comm. of Legal & Admin. Serv.	Labour Costs	Staffing Costs (incl Benefits)	328,239	326,930	341,428	86.6%	14,498	4.43%
	Other Expenses	Professional Fees	0	19,580	19,580	5.0%	0	0.0%
		Operating Leases	9,190	9,730	10,800	2.7%	1,070	11.0%
		Staff Development & Training	4,353	8,655	8,758	2.2%	103	1.19%
		Utilities & Fuel	6,954	6,360	5,900	1.5%	(460)	-7.23%
		Meals & Travel	2,959	2,580	2,580	0.7%	0	0.0%
		Office Supplies & Expenses	2,459	5,640	2,340	0.6%	(3,300)	-58.51%
		Office Equipment & Furniture	0	1,400	1,400	0.4%	0	0.0%
		Communications	1,729	1,000	1,000	0.3%	0	0.0%
		Other	74	265	265	0.1%	0	0.0%
		Corporate Accounts	3,465	3,465	0	0.0%	(3,465)	-100.0%
		General Mtce & Repairs	87	75	0	0.0%	(75)	-100.0%
		Total	31,270	58,750	52,623	13.4%	(6,127)	-10.43%
	Total Expenses		359,509	385,680	394,051	100.0%	8,371	2.17%
	Net Expenditures		359,509	385,680	394,051		8,371	2.17%

City of Vaughan
Revenue/Expenditure Summary Report
Operating Budget Forecast

			2012 Budget	2013 Forecast	2013 vs 2012 Forecast Variance \$	2013 vs 2012 Forecast Variance %	2014 Forecast	2014 vs 2013 Forecast Variance \$	2014 vs 2013 Forecast Variance %
Comm. of Legal & Admin. Serv.	Labour Costs	Staffing Costs (incl Benefits)	341,428	343,326	1,898	0.6%	345,220	1,894	0.55%
	Other Expenses	Professional Fees	19,580	19,580	0	0.0%	19,580	0	0.0%
		Operating Leases	10,800	10,800	0	0.0%	10,800	0	0.0%
		Staff Development & Training	8,758	8,865	107	1.2%	8,974	109	1.21%
		Utilities & Fuel	5,900	6,490	590	10.0%	6,815	325	9.09%
		Meals & Travel	2,580	2,580	0	0.0%	2,580	0	0.0%
		Office Supplies & Expenses	2,340	2,340	0	0.0%	2,340	0	0.0%
		Office Equipment & Furniture	1,400	1,400	0	0.0%	1,400	0	0.0%
		Communications	1,000	1,000	0	0.0%	1,000	0	0.0%
		Other	265	265	0	0.0%	265	0	0.0%
		Corporate Accounts	0	0	0	0.0%	0	0	0.0%
		General Mtce & Repairs	0	0	0	0.0%	0	0	0.0%
		Total	52,623	53,320	697	1.3%	53,754	434	1.31%
	Total Expenses		394,051	396,646	2,595	0.7%	398,974	2,328	0.65%
	Net Expenditures		394,051	396,646	2,595	0.7%	398,974	2,328	0.65%



Office of the City Clerk

2012-14 Business Plan

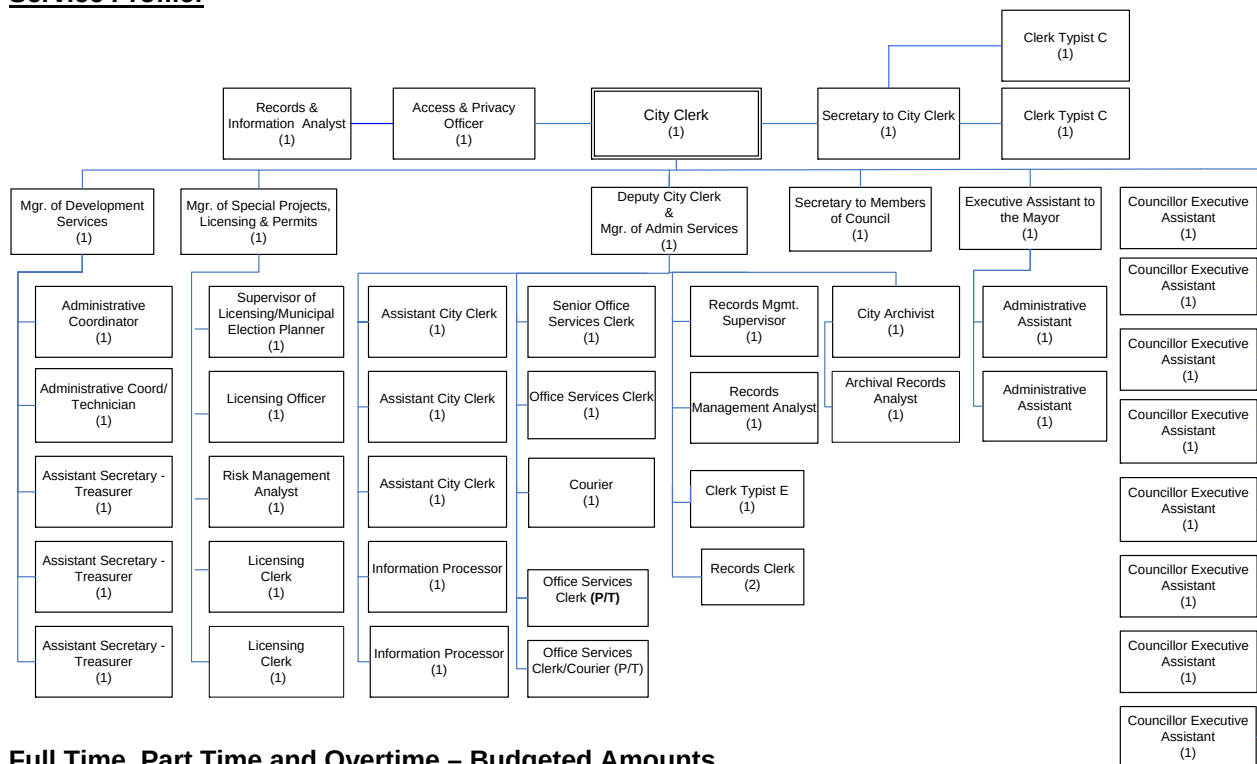
BUSINESS OVERVIEW

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

The City Clerk's Office (CCO) is one of the primary points of contact for Vaughan's citizens and businesses, and is also an information and service focal point for Members of Council and City Staff. The CCO provides corporate secretariat services to Council and its committees (including advisory committees). The Archives and Records Management Services Division (ARMS) is responsible for maintaining corporate records which includes records retention, management, retrieval and disposal. The Access & Privacy Office responds to Freedom of Information requests from the public, and oversees the City's responsibility for the protection of personal information.

Staff also issue a full range of licenses and permits including marriage, business and lottery licenses. The Committee of Adjustment processes minor variances and consents under the Planning Act. CCO staff are also responsible for conducting municipal elections and providing a full mail/printing/internal courier service for the Corporation. In addition, staff manage the Corporation's Insurance and Risk Management programs.

Service Profile:



Full Time, Part Time and Overtime – Budgeted Amounts

	2011*	2012 Base	Approved 2012** ARRs/transfer	2012 Final	2013 ARR	2014 ARR
Full Time	39	44	2	46	3	-
Part Time	8.5	3.7	0	3.7	-	-
Total FTE	47.5	47.7	2	49.7	3	-
Overtime	\$23,345	\$24,488	-	\$24,488	-	-

*City Clerk's Office only

*2011 base budget adjusted to reflect Full and Part Time equivalent

**Transfer of 2 Records Clerks from Building Standards Dept

2012-14 Business Plan

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

- Council
- Boards
- Statutory and Non-statutory Committees
- City of Vaughan Internal Departments
- Other levels of government and external agencies
- Residents and Businesses
- Media

Work Plan:

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

Demonstrate Excellence in Service Delivery
Demonstrate Effective Leadership

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

- New building technologies require staff commitment to development, implementation and training;
- Significant activities associated with the acquisition and implementation of EDMS;
- Lack of detailed population data for budget and election purposes;
- The implementation of Vaughan On-line will give the Clerk's Office greater control over its web postings; but with a commensurate burden on staff resources;
- Expensive off-site storage at Iron Mountain is increasing, but cost containment will be attempted through contract reconfiguration, JOC shelving expansion (2012 capital request), and efficiencies derived from EDMS project (2012 capital request); and
- Restructuring of municipal election polls and possible ward boundary review.

2012 will also see a marked expansion in the City's privacy protection program, and greater involvement in enterprise records management through EDMS. 2012 will also see the development of an electronic interface for Members for use during Council and Committee meetings. These activities will have prominence for several years beyond 2012.

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

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	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

2012-14 Business Plan

Completed a review of ward boundary redistribution and regional wards	Q4/09	Completed	Implemented change in ward boundaries
Explore enhanced use of technology in the Secretariat divisions' practices and procedures, including implementation of electronic/digital equipment in Council chambers	2010	Ongoing	New technology implemented in new City Hall
Completed business case and functional specifications of corporate electronic document management system (EDMS)	2010	Completed	Business Case and functional specifications completed
Complete a review of the committee structure and procedural by-law	2010	completed	New committee structure and procedural by-law adopted by Council
Formalize a City wide risk management plan- Q4/09	2010	Ongoing	Awaiting finalization
Establish corporate privacy program implementation 2010 and beyond	2010	Ongoing	Corporate privacy program
Organized and administered 2010 municipal election	Q4/10	Completed	Election held in October 2010
Established new Council (inauguration) and oriented Members and staff	2011	Completed	Successful
Implemented New Committee Structure	2011	Completed	To be reviewed after one full year
Moved into new City Hall and supported records component of city staff moves	2011	Completed	Successful. Records centre is at capacity
Established new Secretariat practices and procedures for New City Hall	2011	Completed	Continual improvement review in place
Managed first election contribution rebate program	2011	Ongoing	Tracking system implemented. Issuance of payments reliant on J.D. Edwards modifications;
Established Compliance Audit Committee and managed process	2011	Ongoing	Dec. 2011 last deadline for filing requests
Expanded Risk Management activities	2011	Ongoing	Meetings, seminars with internal stakeholders
MFIPPA Request – 30 Day Compliance	2010	Completed	100% Compliance with 30-day statutory time frame
Implemented Council Chamber and Committee Room control systems	2011	Completed/Ongoing	'Control' system (voting, speaking etc) completed August 2011. 'Content' system in development

2012-14 Business Plan

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

<u>Business Plan Objectives:</u>	<u>Timeline</u>	<u>Outcome</u>	<u>Resources</u>
2012 (Top 3 Objectives)			
Implementation of EDMS and new records management processes, including new records retention by-law	2012-2015	Effective records management	TBD; Retention by-law – own forces
Implement Council Chamber content system	2012	Ability for Members to research, communicate	Tablet technology to be determined
Implement Claims Management System and improve subrogation recovery	2012	Improved effectiveness of insurance management process	2012 ARR
2013 (Top 3 Objectives)			
Continued roll-out of EDMS	2012-2015	Effective records management	TBD
Implementation of restructured electoral districts following completion of Ward Boundary Review	2013	Configuration of polling districts and integration into election systems	Own forces
2014 Election Preparations	2013-2014	Training Plan, manuals, sites, processes, documents	Own Forces
2014 (Top 3 Objectives)			
1.Continued roll-out of EDMS	2012-2015	Effective records management	TBD
2. 2014 Election Preparations and conduct election, preparation for inauguration	2014-2015	Training Plan, recruitment, manuals, sites, processes, documents, ballots, nominations, candidates administration, vote counting, certifications, financial statements, compliance audit process	City staff, external recruitment, external contractors
3. Preparation for new process for recruitments to advisory and statutory committees	2014-2015	Revised process, appointments by Council	Own forces
Other Civil Marriages likely to commence in 2012	2012	Fee for service civil marriage ceremonies at City Hall	Own Forces, Contracted Service

2012-14 Business Plan

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

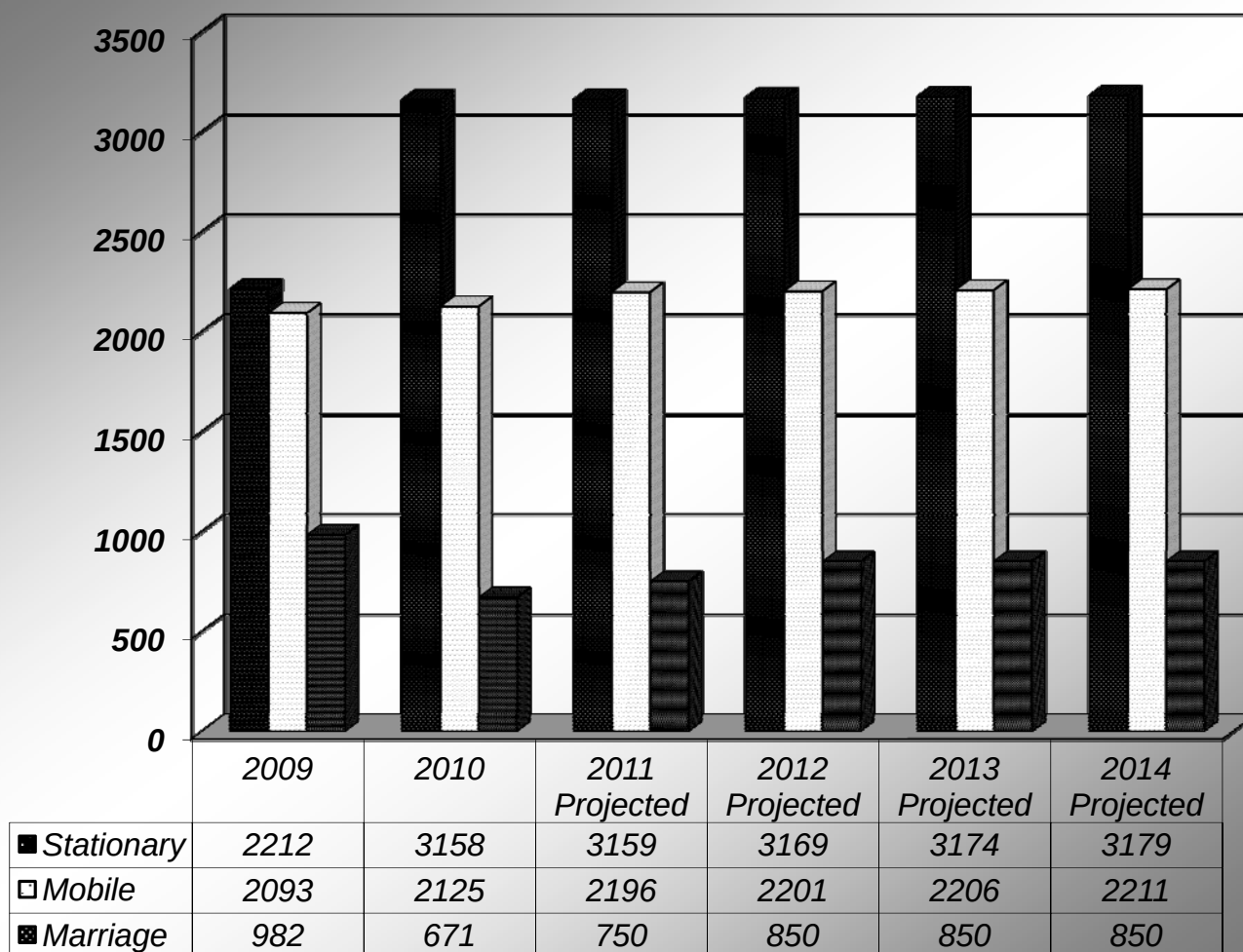
1. Number of Business Licenses Issued per Fiscal Year
2. Cost per Processed License
3. Average Turnaround Time per Business License Application (Business Weeks)
4. Number of Access Requests and Appeals and Privacy Complaints
5. Access and Privacy Compliance within 30-day Statutory Timeline
6. Number of JOC Records Centre Record Requests per annum
7. Number of Boxes Stored Off-site at Iron Mountain per annum
8. Archival Services Information/Research Requests per annum
9. Quantity of Archival Records Processed per Annum
10. Number of Registrations/FTE
11. Number of Committee of Adjustment Applications

2012-14 Business Plan

BUSINESS OVERVIEW

Key Performance Indicators: Number of Business Licenses Issued per Fiscal Year

Definition: The number of business licenses issued by the City includes stationary businesses, mobile businesses and marriage licenses.



Key Conclusion:

The number of total licenses processed across the 3 key categories has increased overall from 2009 to 2011. Policy and process adjustments increased the availability of processing service hours to accommodate the increased demand.

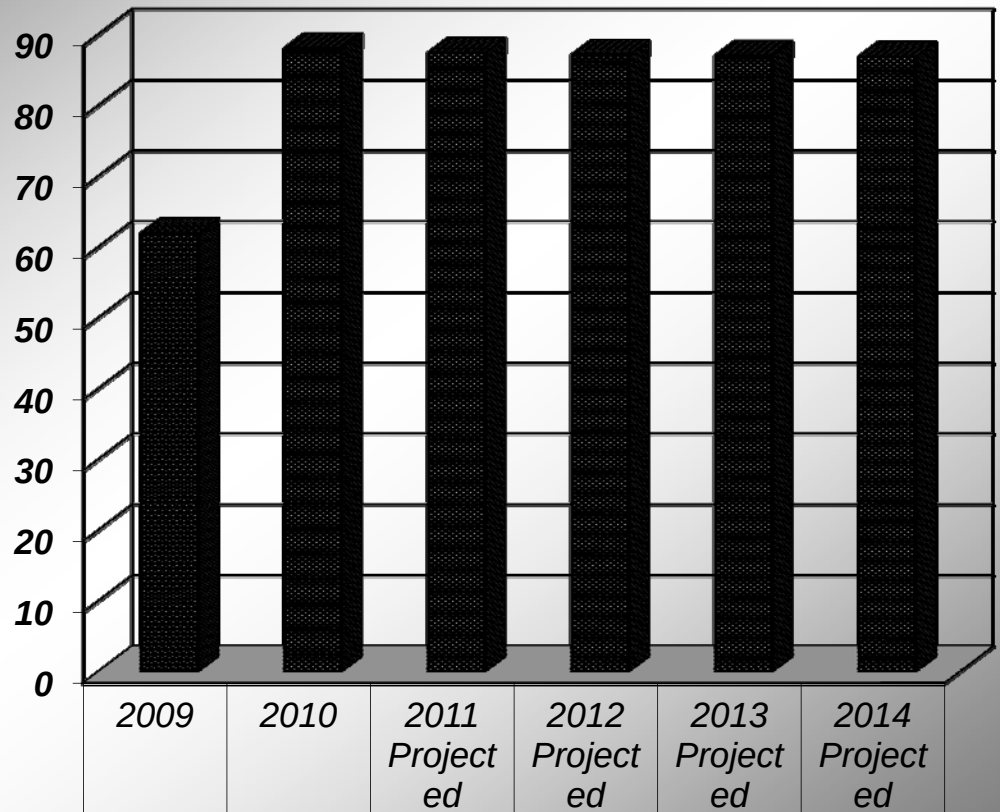
Notes about the Measure:

The marriage license decrease from 2009 – 2011 is as a result of the City of Toronto strike in the summer of 2009. Projected increases are in anticipation of the added service of marriage ceremonies and Chapel bookings.

2012-14 Business Plan

Key Performance Indicators: Cost per Processed License

Definition: Gross operating cost of staff involved in processing stationary and mobile licenses per processed license or per budgeted processing service hour



■ Cost per License Processed	61.96	88.09	87.44	87.14	87.02	86.89

Key Conclusion:

Unit costs have increased as a result of increased participation of management in processing time to cover for staff absences (vacation/Sick time). Lower projected costs are a result of rising license issuance.

Notes about the Measure:

Costs include only Licensing staff. An allocated percentage of Managerial wages was removed from the cost of each processed license in order to more accurately reflect the performance of the Department.

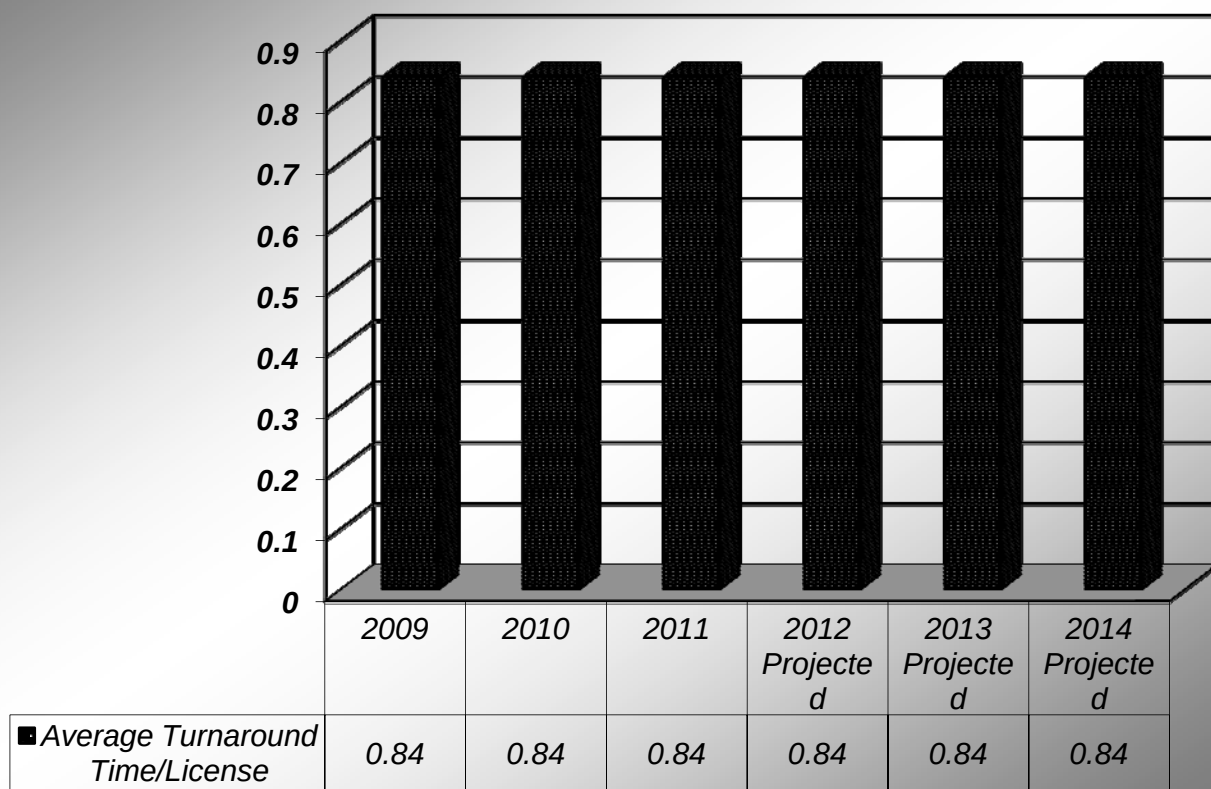
The above is inclusive of time on non license issued matters. Average customers served each day is 45, with an annual total estimated at 11,250

2012-14 Business Plan

Key Performance Indicators:

Average Turnaround Time per License Application (Business Weeks)

Definition: Average number of business weeks required to process a business license from the date of application (including Building & Fire Inspections and remedial actions required of the applicant).



Key Conclusion:

License application turnaround time has decreased 96% over the 2005 to 2009 time period. The steep decline in the turnaround time of the licensing process has occurred mainly as a result of the flip-side of productivity growth in the number of licenses being processed and the streamlining of processes that include mail in renewals, batchwork of normally fragmented duties and a process change that now only requires the upfront qualification of Zoning compliance for license issuance. Compliance on outstanding Building and Occupancy permits, Fire and Health Issues are no longer a prerequisite of license issuance, and are now brought into compliance accordingly by the agency having jurisdiction.

Notes about the Measure:

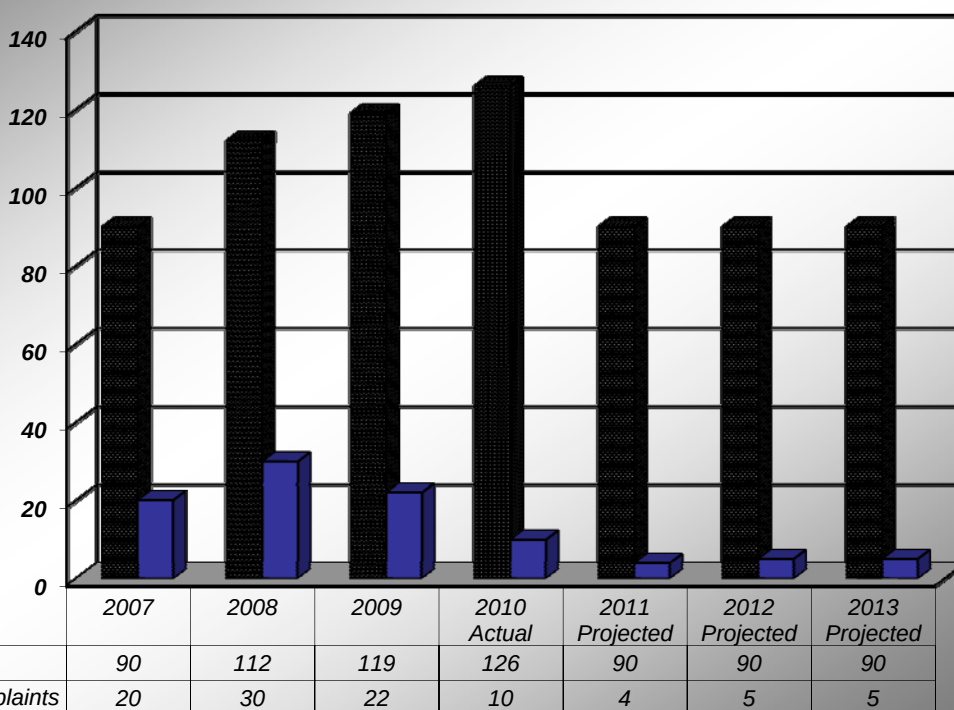
Future turnaround time measurement by staff can only be improved by excluding the external turnaround time associated with zoning clearance from the Building Department.

2012-14 Business Plan

BUSINESS OVERVIEW

Measure: Number of Access Requests and Appeals and Privacy Complaints

Definition: The total number of requests, appeals and privacy complaints pursuant to the Municipal Freedom of Information and Protection of Privacy Act



Key Conclusion:

The relocation of staff to City Hall has contributed to an increase in the ability to coordinate the provision of information being requested. Consistent internal file processing methods were also implemented. Both developments have contributed to a decrease in formal requests and appeals in 2011. As of mid-Q3, no privacy complaints have been filed against the City. It is anticipated that the current levels will be maintained through 2012 and 2013.

Notes about the Measure:

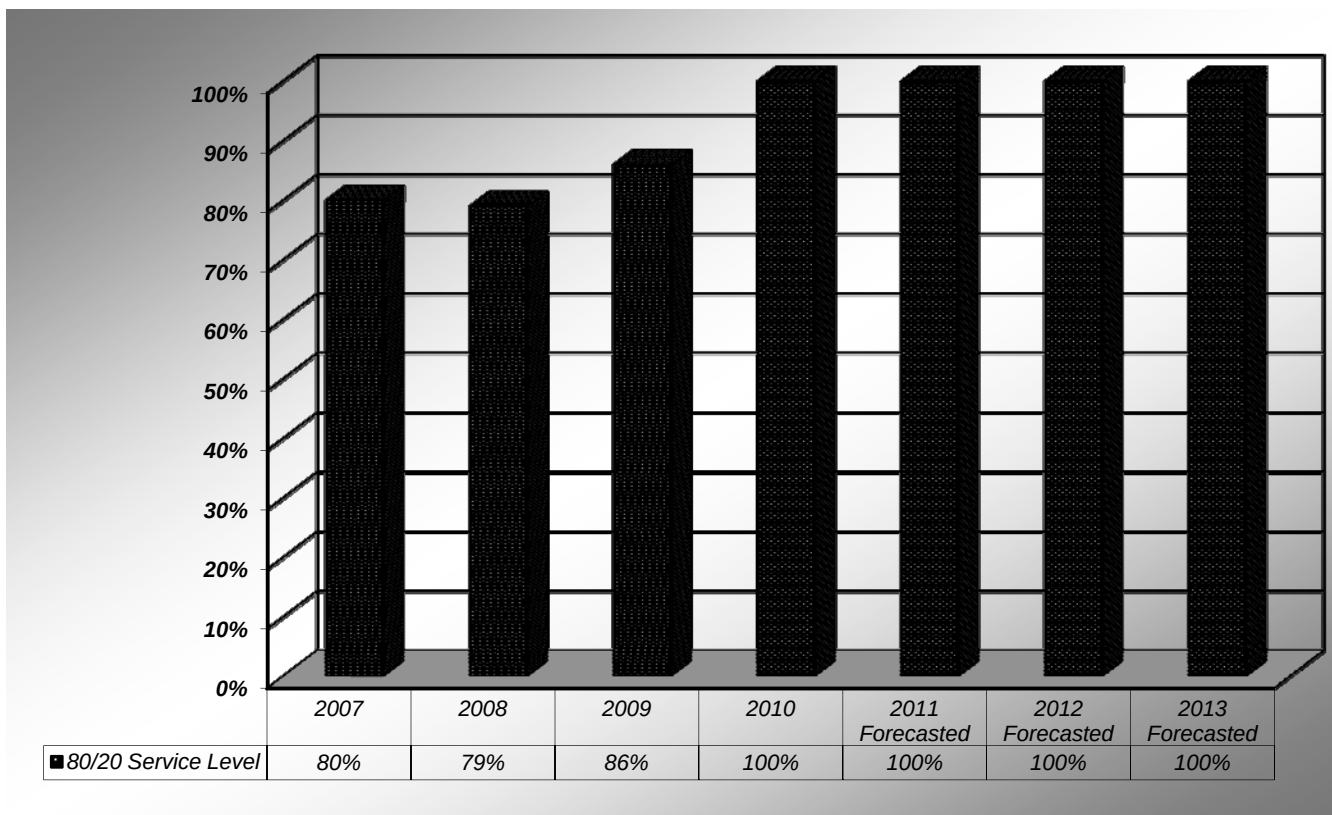
Information was requested on a number of topics including financial, accounts payable and enforcement related matters. The City saw a marked increase in requests for environmental related records which require the coordination of searches through a number of City departments.

2012-14 Business Plan

BUSINESS OVERVIEW

Measure: Access and Privacy Compliance within 30 day Statutory Timeline

Definition: The percentage of statutory 30 day compliance for access and privacy requests



Key Conclusion:

Between 2010 and 2011 the 30 day statutory compliance measure has been maintained at 100%. It is anticipated to continue into 2012 and 2013.

Notes about the Measure:

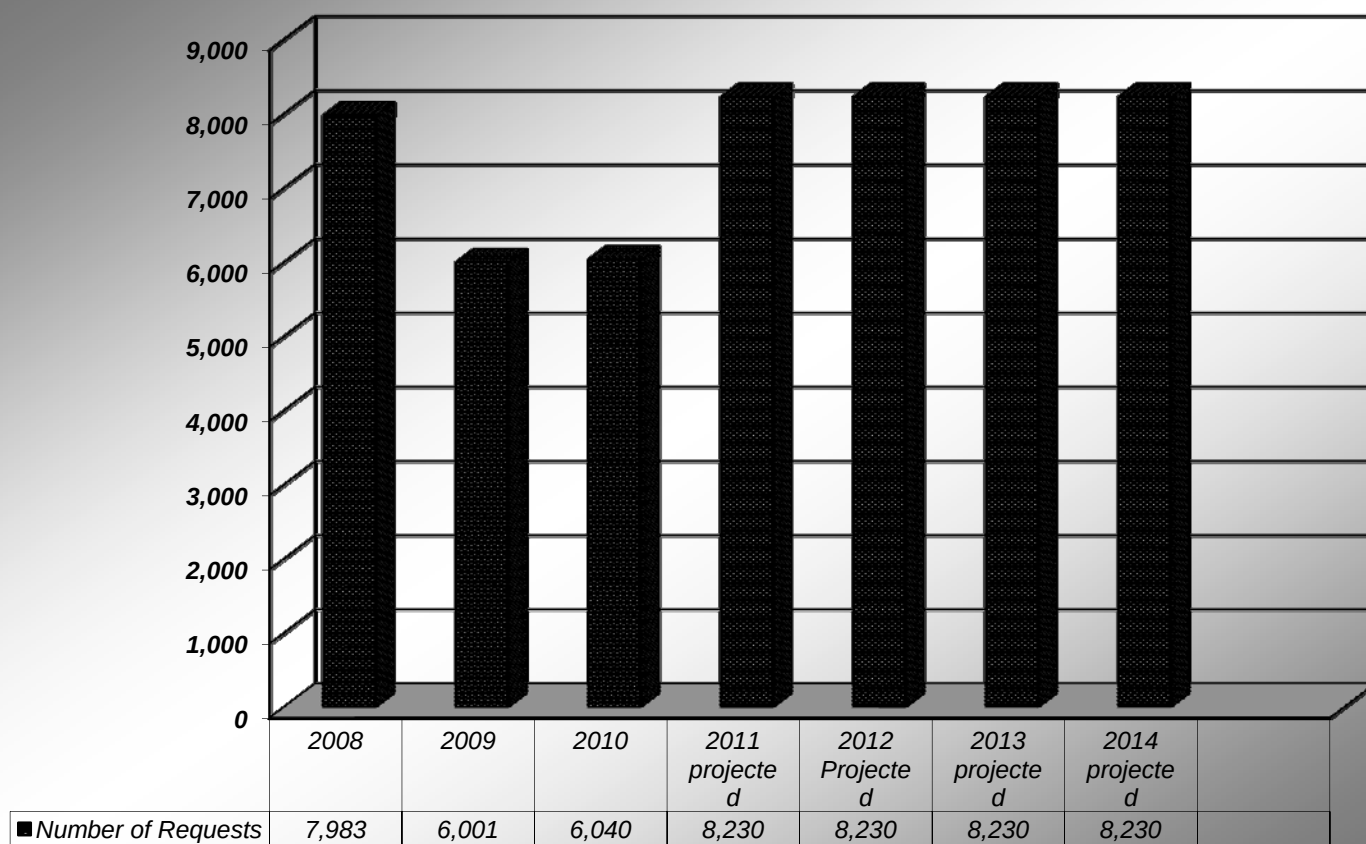
The departments standard is for 100% compliance on access and privacy requests within the 30 day statutory timeline.

2012-14 Business Plan

BUSINESS OVERVIEW

Measure: Number of JOC Records Centre Record Requests per Annum

Definition: The total number of Joint Operation Centre (JOC) Records Centre record requests for inactive business records per annum.



Key Conclusion:

In 2011, the number of record requests increased by about 25 percent. It is projected that the number of record requests will remain constant between 2011 and 2014. In 2011, the number of documents to be interfiled into existing file folders has increased. It is projected that the number of documents to be interfiled will remain constant between 2011 and 2014. The need to utilize the services of Iron Mountain, our external records service provider, has increased. Between 2008 and 2011, the volume of records sent to Iron Mountain for storage increased by 83 percent.

Notes about the Measure:

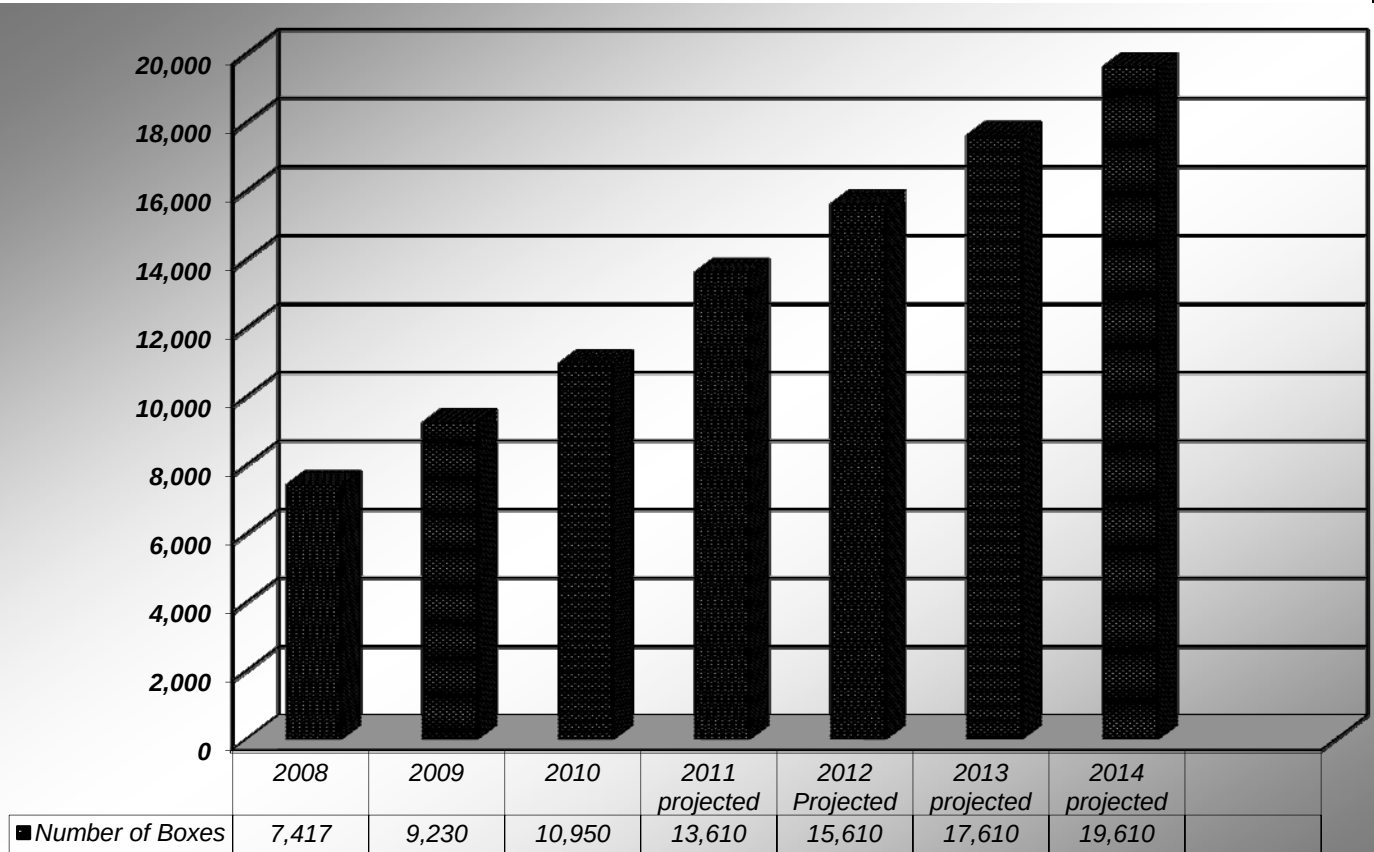
Information was requested on a variety of topics including building permit architectural drawings, by-law enforcement investigations, purchasing documents, account payable records, various City prosecutions, etc.

2012-14 Business Plan

BUSINESS OVERVIEW

Measure: Number of Boxes Stored Off-site at Iron Mountain per Annum

Definition: The total number of inactive business record storage boxes stored off-site at Iron Mountain, our external service provider, per annum.



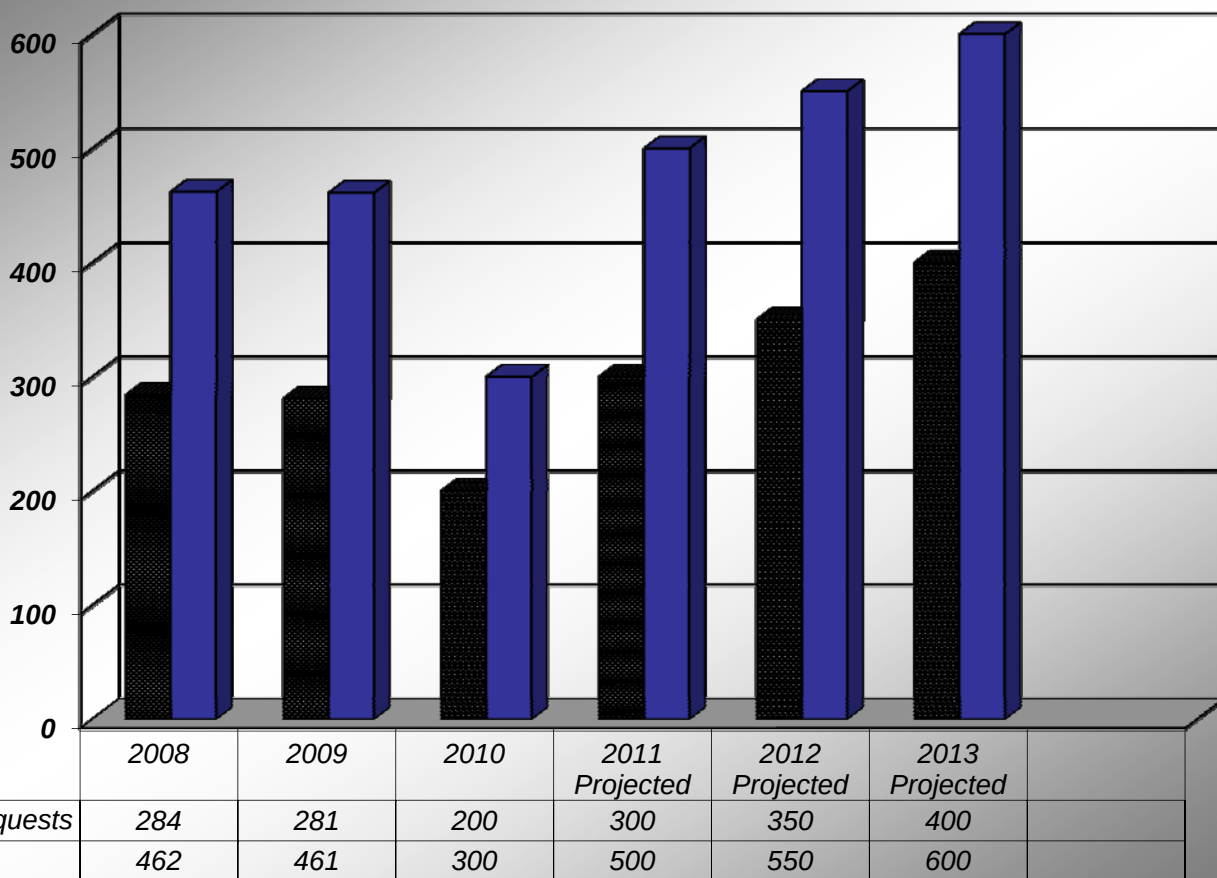
Key Conclusion:

Between 2008 and 2011, the volume of business records sent to Iron Mountain for storage increased by 83 percent. The volume of records being managed by Iron Mountain is expected to increase by about 2,000 boxes per year. Some records stored at Iron Mountain will be destroyed as part of our annual destruction process.

2012-14 Business Plan

Measure: Archival Services Information/Research Requests per Annum

Definition: The total number and total hours of information research requests per annum



Key Conclusion:

The total number of archival information research requests has varied over the years. However, the total hours has increased each year, with the exception of 2010. The 2010 decrease was attributable to the redeployment of Archival staff to municipal election duties.

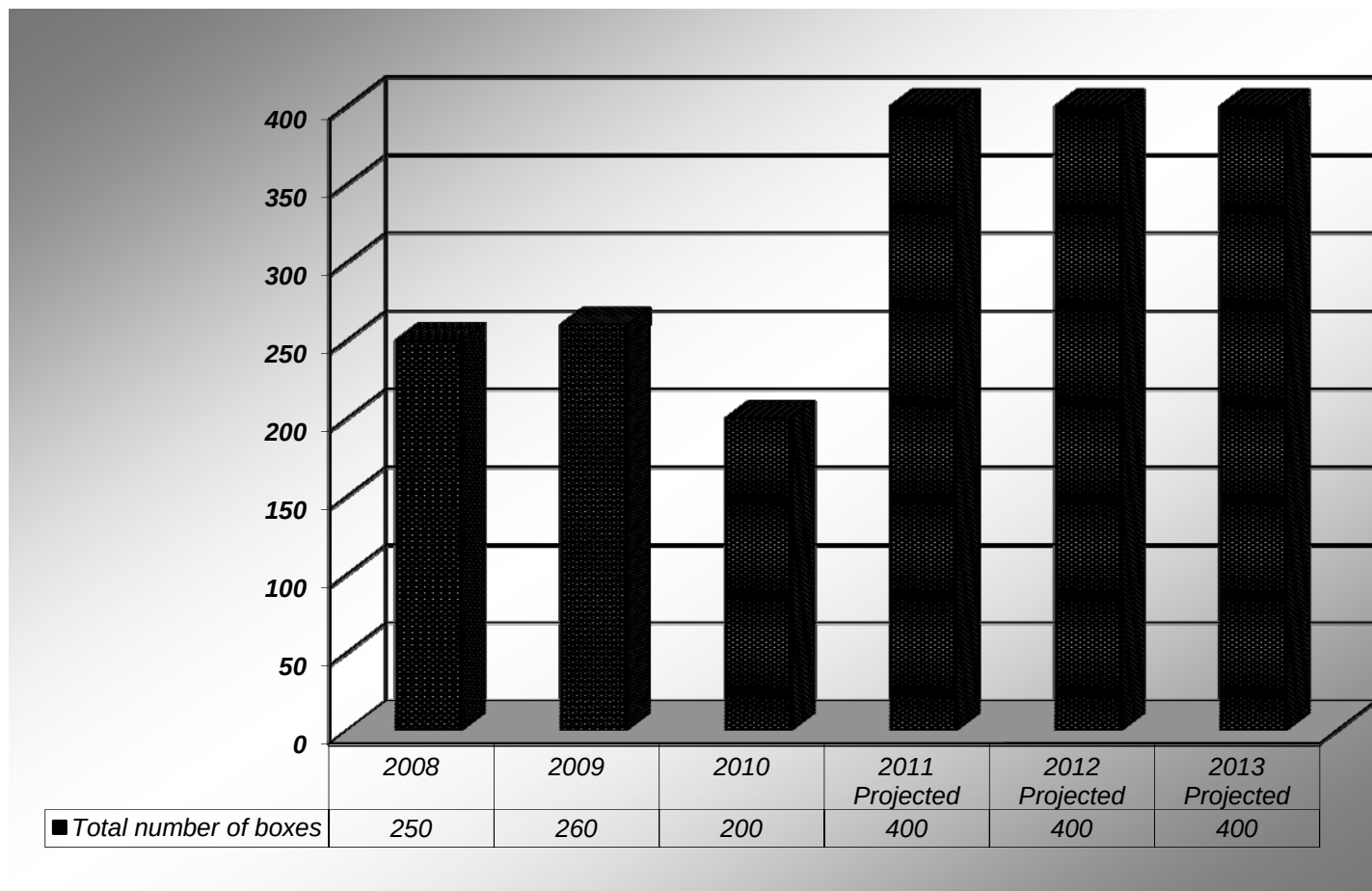
Notes about the Measure:

Measure relates to requests for information from City staff, other levels of government, residents, etc. requiring Archival Services staff to either conduct research on behalf of the requester, or undertake a detailed search for records. Each request generally takes .5 to 3 hours.

2012-14 Business Plan

Measure: Quantity of Archival Records Processed per Annum

Definition: The total number of archival records processed per annum



Key Conclusion:

The total number of archival records processed per annum has increased 38% from 2005-2009. The decrease in 2010 was attributable to the redeployment of Archival staff to municipal election duties.

Notes about the Measure:

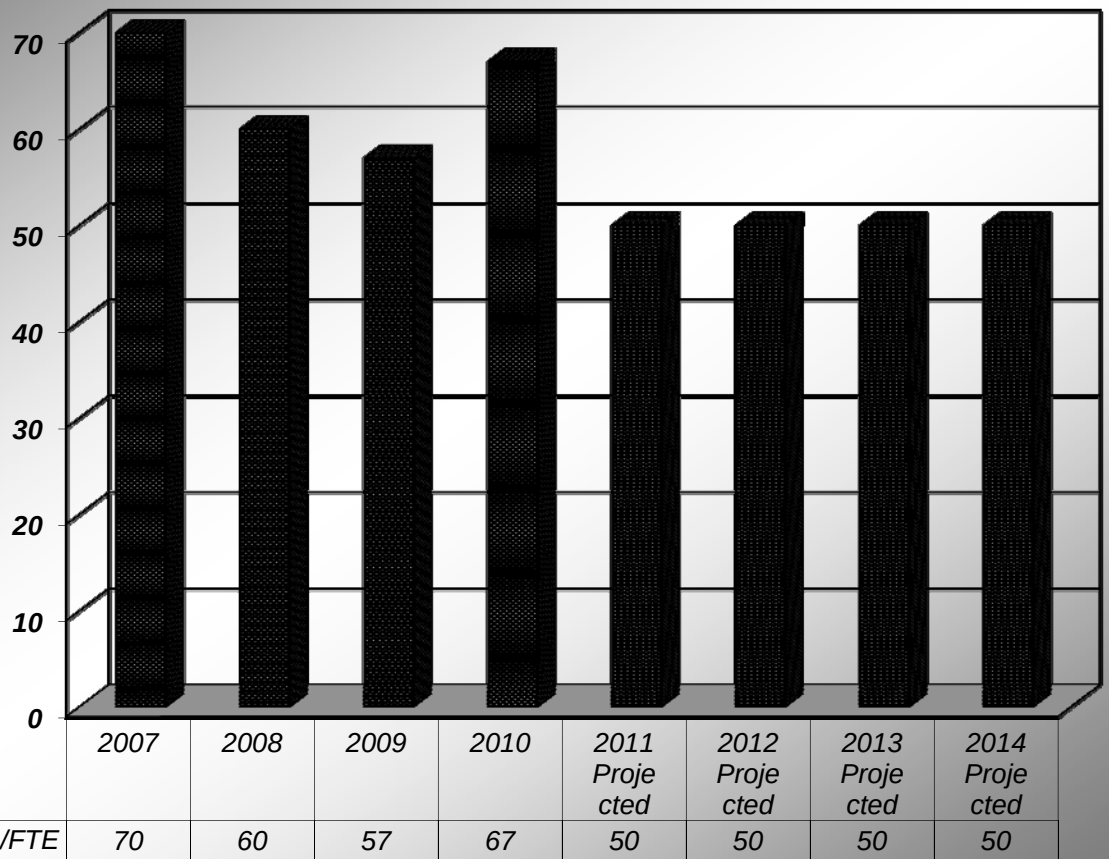
Refers to the professional activities undertaken to make records accessible: appraisal (determining what has sufficient importance to retain for the long term); content/functional analysis, arrangement, and description/indexing in accordance with national archival standards. "Processing" of records is labour intensive.

2012-14 Business Plan

BUSINESS OVERVIEW

Measure: Number of Registrations/FTE

Definition: Number of registrations processed per FTE.



Key Conclusion:

Number of registrations have fluctuated greatly over the past few years, but have since

Notes about the Measure:

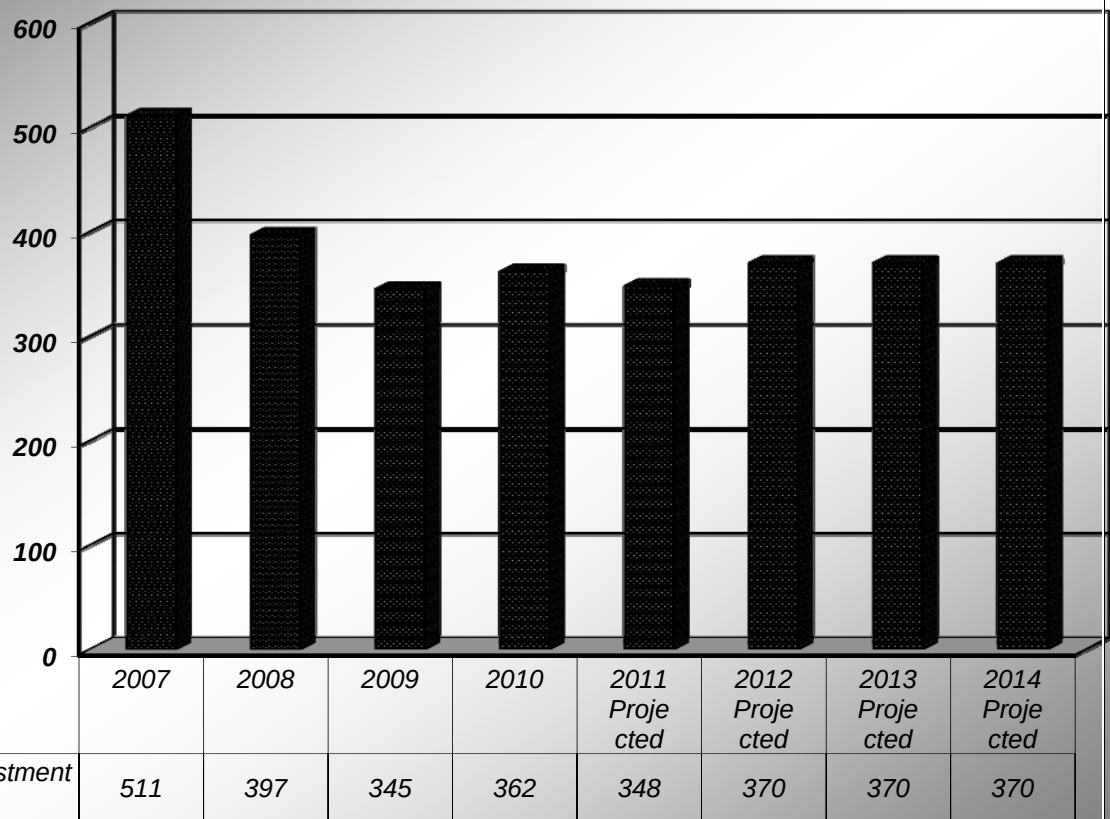
Total number of registrations include subdivisions and site plans. Measure does not include condominium agreements (averaging 5-7 per year) or development agreements (averaging 6-8 registrations per year). Number of applications have plateaued as a result of fewer development applications in the City.

2012-14 Business Plan

BUSINESS OVERVIEW

Measure: Number of Committee of Adjustment Applications

Definition: Number of Committee of Adjustment Applications.



Key Conclusion:

The downturn in the economy was reflected in fewer Committee of Adjustment applications for 2008 and 2009. It is expected that there will be a slight increase in the number of application over the next couple of years.

Notes about the Measure:

The total number of applications include both minor Variance and Consent applications. Number of staff has remained constant from 2002 to 2011.

2012-14 Business Plan

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

In addition to the statutory functions most readily associated with the City Clerk's Office (CCO) such as supporting the City's Council and Committee processes and election administration, the CCO also provides front line services (such as business licensing, document commissioning...) and key internal support services (such as mail/print/courier, corporate secretariat services, and records management). In addition, the department supports council offices through the council corporate budget, and council executive assistant human resources responsibility.

The CCO is positioned to move forward with the mandate of greater transparency and accountability while delivering service excellence. For example the department supported transformative changes in the City's governance structure following the 2010 municipal election, and will continue to improve and be seen as a leader in the municipal government field. To do so the CCO will require the collaboration of key departments such as Information Technology Management and other organizational support to implement technology such as an Electronic Document Management System (EDMS), and leading collaborative technology for use by members of City Council in the City's new council chamber. The CCO has placed particular emphasis on the future deployment of an Electronic Document Management System to support all City knowledge workers and act as a foundation to derive benefit from the City's growing electronic information holdings.

The department values striving for continuous improvement and in future years will be reviewing its business processes to ensure it continues to add value to the Corporation.

Lessons learned from the administration of the 2010 General Municipal Election point to two critical concerns:

- 1) poll redistribution is required; and
- 2) proper staff management requires a new approach to training and recruitment.

Work is underway on both of these fronts and will result in escalating staff effort as the 2014 election approaches.

Commissioner Sign-off

Date (mm/dd/yy)

City of Vaughan

Revenue/Expenditure Summary Report

2012 Operating Budget

					2012			
			2011 Actuals *	2011 Budget	2012 Budget	% of Total Budget	Budget Variance \$	Budget Variance %
City Clerk	Revenue	Licenses and Permits	(988,486)	(966,529)	(1,077,078)	53.3%	(110,549)	11.44%
		Trsf. fm Res & Res Funds	(3,167,000)	(3,167,000)	(500,000)	24.7%	2,667,000	-84.21%
		Service Charges	(428,130)	(402,207)	(410,207)	20.3%	(8,000)	1.99%
		Dept. Misc. Revenues	(32,352)	(25,381)	(27,211)	1.3%	(1,830)	7.21%
		General Revenue	(5,438)	(4,530)	(4,742)	0.2%	(212)	4.68%
		Taxable Sales-Postage Fees	(739)	(1,972)	(2,040)	0.1%	(68)	3.45%
		Departmental Revenues	(336)	0	0	0.0%	0	0.0%
		Insurance Claims Revenue	(35,907)	0	0	0.0%	0	0.0%
	Total Revenues		(4,658,388)	(4,567,619)	(2,021,278)	100.0 %	2,546,341	-55.75 %
	Labour Costs	Staffing Costs (incl Benefits)	4,126,305	4,207,037	4,554,579	44.7%	347,542	8.26%
	Other Expenses	Corporate Accounts	5,136,624	3,151,275	4,662,000	45.8%	1,510,725	47.94%
		Office Supplies& Expenses	658,687	565,577	569,900	5.6%	4,323	0.76%
		Operating Leases	80,370	122,538	122,536	1.2%	(2)	0.0%
		Professional Fees	2,030	20,000	65,000	0.6%	45,000	225.0%
		Meals & Travel	33,753	42,523	42,523	0.4%	0	0.0%
		Service Contracts and Materials	32,510	29,859	29,859	0.3%	0	0.0%
		Other	30,290	30,043	28,343	0.3%	(1,700)	-5.66%
		Community Advertising & Promotion	18,285	22,237	27,050	0.3%	4,813	21.64%
		Staffing Costs (incl Benefits)	21,552	26,320	26,320	0.3%	0	0.0%
		Staff Development & Training	12,890	30,468	25,624	0.3%	(4,844)	-15.9%
		Communications	14,883	21,918	20,068	0.2%	(1,850)	-8.44%
		Utilities & Fuel	0	0	8,260	0.1%	8,260	0.0%
		Office Equipment & Furniture	13,158	8,291	4,291	0.0%	(4,000)	-48.25%
		Library Books & Periodicals	2,495	2,544	2,544	0.0%	0	0.0%
		General Mtce & Repairs	24,896	20,439	2,496	0.0%	(17,943)	-87.79%
		Awards, Sponsorships & Grants	800	1,036	1,100	0.0%	64	6.18%
		Tools & Equipment	439	743	743	0.0%	0	0.0%
Capital Funding		1,221	0	0	0.0%	0	0.0%	
Joint Services & Department Transfers		(18,029)	(13,709)	(13,709)	-0.1%	0	0.0%	
Total		6,066,853	4,082,102	5,624,948	55.3 %	1,542,846	37.8 %	
Total Expenses		10,193,158	8,289,139	10,179,527	100.0 %	1,890,388	22.81 %	
Net Expenditures		5,534,770	3,721,520	8,158,249		4,436,729	119.22 %	

Corporate Structure Review***													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2012 Impact		Net 2013 Impact		Net 2014 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Learning & Dev. Specialist*				(5,000)	(5,000)			0.00	(5,000)	0.00	0		0
* Net impact was nil as budget was transferred from ITM and Clerks departments													

City of Vaughan
Revenue/Expenditure Summary Report
Operating Budget Forecast

			2012 Budget	2013 Forecast	2013 vs 2012 Forecast Variance \$	2013 vs 2012 Forecast Variance %	2014 Forecast	2014 vs 2013 Forecast Variance \$	2014 vs 2013 Forecast Variance %
City Clerk	Revenue	Licenses and Permits	(1,077,078)	(1,120,570)	(43,492)	4.0%	(1,168,251)	(47,681)	3.88%
		Trsf. fm Res & Res Funds	(500,000)	(300,000)	200,000	-40.0%	(100,000)	200,000	-66.67%
		Service Charges	(410,207)	(410,207)	(0)	0.0%	(410,207)	(0)	0.0%
		Dept. Misc. Revenues	(27,211)	(27,938)	(727)	2.7%	(28,666)	(728)	2.6%
		General Revenue	(4,742)	(4,835)	(93)	2.0%	(4,927)	(92)	1.92%
		Taxable Sales-Postage Fees	(2,040)	(2,095)	(55)	2.7%	(2,151)	(56)	2.63%
		Departmental Revenues	0	0	0	0.0%	0	0	0.0%
		Insurance Claims Revenue	0	0	0	0.0%	0	0	0.0%
	Total Revenues		(2,021,278)	(1,865,645)	155,633	-7.7%	(1,714,202)	151,443	-8.3%
	Labour Costs	Staffing Costs (incl Benefits)	4,554,579	4,919,929	365,350	8.0%	4,975,448	55,519	7.43%
Other Expenses		Corporate Accounts	4,662,000	5,133,000	471,000	10.1%	5,610,600	477,600	9.18%
		Office Supplies& Expenses	569,900	570,300	400	0.1%	570,300	0	0.07%
		Operating Leases	122,536	122,536	0	0.0%	122,536	0	0.0%
		Professional Fees	65,000	65,000	0	0.0%	65,000	0	0.0%
		Meals & Travel	42,523	42,523	0	0.0%	42,523	0	0.0%
		Service Contracts and Materials	29,859	29,859	0	0.0%	29,859	0	0.0%
		Other	28,343	28,343	0	0.0%	28,343	0	0.0%
		Community Advertising & Promotion	27,050	27,050	0	0.0%	27,050	0	0.0%
		Staffing Costs (incl Benefits)	26,320	26,320	0	0.0%	26,320	0	0.0%
		Staff Development & Training	25,624	28,743	3,119	12.2%	27,865	(878)	10.85%
		Communications	20,068	21,468	1,400	7.0%	21,468	0	6.52%
		Utilities & Fuel	8,260	9,086	826	10.0%	9,541	455	9.09%
		Office Equipment & Furniture	4,291	14,291	10,000	233.0%	4,291	(10,000)	69.97%
		Library Books & Periodicals	2,544	2,544	0	0.0%	2,544	0	0.0%
		General Mtce & Repairs	2,496	2,496	0	0.0%	2,496	0	0.0%
		Awards, Sponsorships & Grants	1,100	1,100	0	0.0%	1,100	0	0.0%
		Tools & Equipment	743	743	0	0.0%	743	0	0.0%
		Capital Funding	0	0	0	0.0%	0	0	0.0%
		Joint Services & Department Transfers	(13,709)	(13,709)	(0)	0.0%	(13,709)	(0)	0.0%
	Total		5,624,948	6,111,693	486,745	8.7%	6,578,870	467,177	7.96%
	Total Expenses		10,179,527	11,031,622	852,095	8.4%	11,554,318	522,696	7.7%
	Net Expenditures		8,158,249	9,165,977	1,007,728	12.4%	9,840,116	674,139	10.99%

Recognized 2013 ARRs											
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2013 Impact		Net 2014 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
EDMS Business Analyst		1.00	118,791		118,791			1.00	118,791		70
EDMS Technical SME		1.00	118,791		118,791			1.00	118,791		70
Claims Analyst		1.00	77,319		77,319			1.00	77,319		

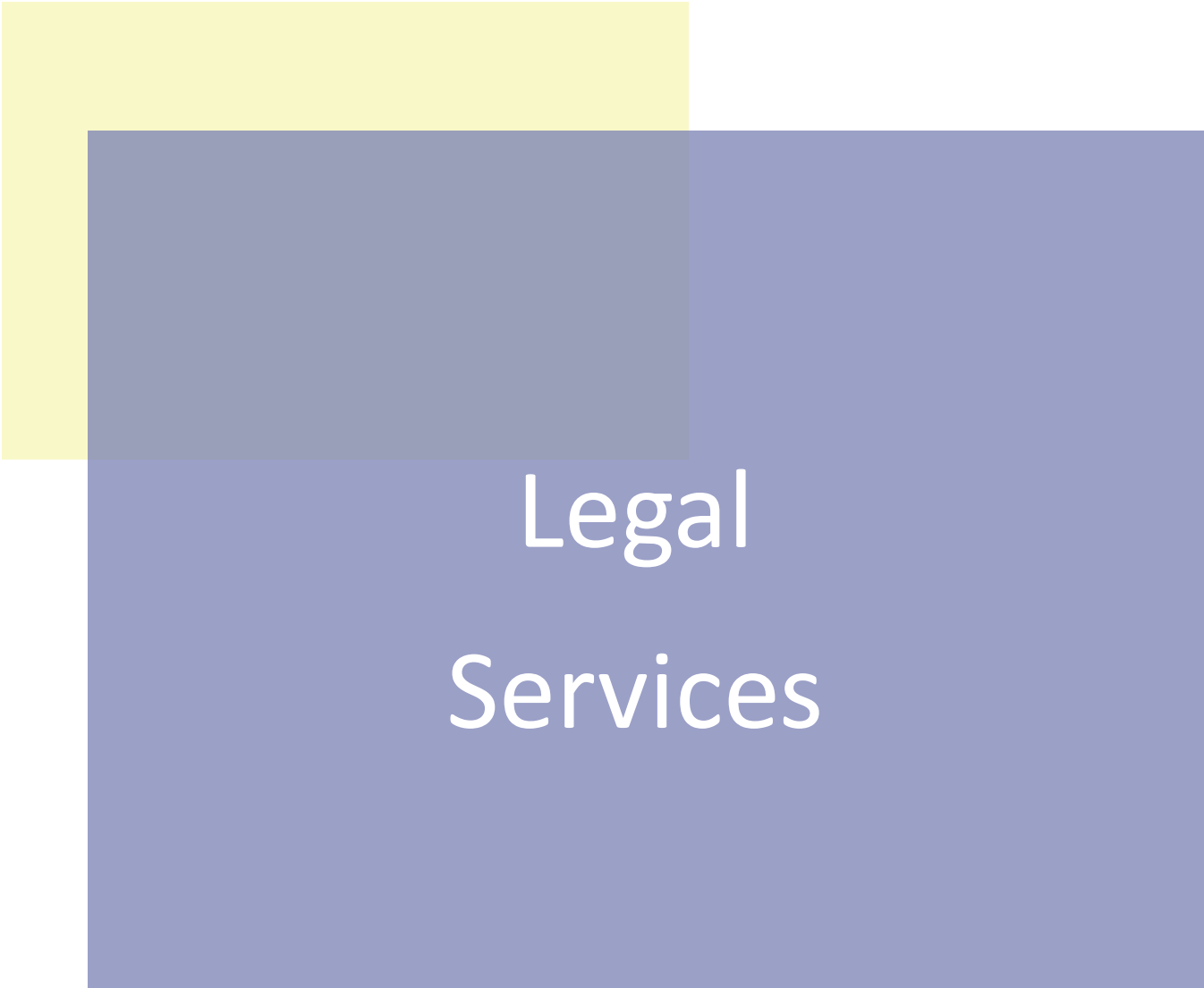
City of Vaughan
Commissioner of Legal and Administrative Services
City Clerk

2012 Capital Budget

Budget Year	Project #	Project Name	Project Type	Total Budget	Operating Budget Impact	TCA
2012	CL-2517-12	Claims Management System	Technology	\$51,500		Y
2012	CL-2502-12	Electronic Document Management System	Technology	\$103,000	\$236,350	Y
Total 2012 Capital Budget				\$154,500		

2013 Capital Budget Plan

Budget Year	Project #	Project Name	Project Type	Total Budget	Operating Budget Impact	TCA
2013	CL-2502-12	Electronic Document Management System	Technology	\$1,791,200	\$236,350	Y
Total 2013 Capital Budget Plan				\$1,791,200		



Legal Services

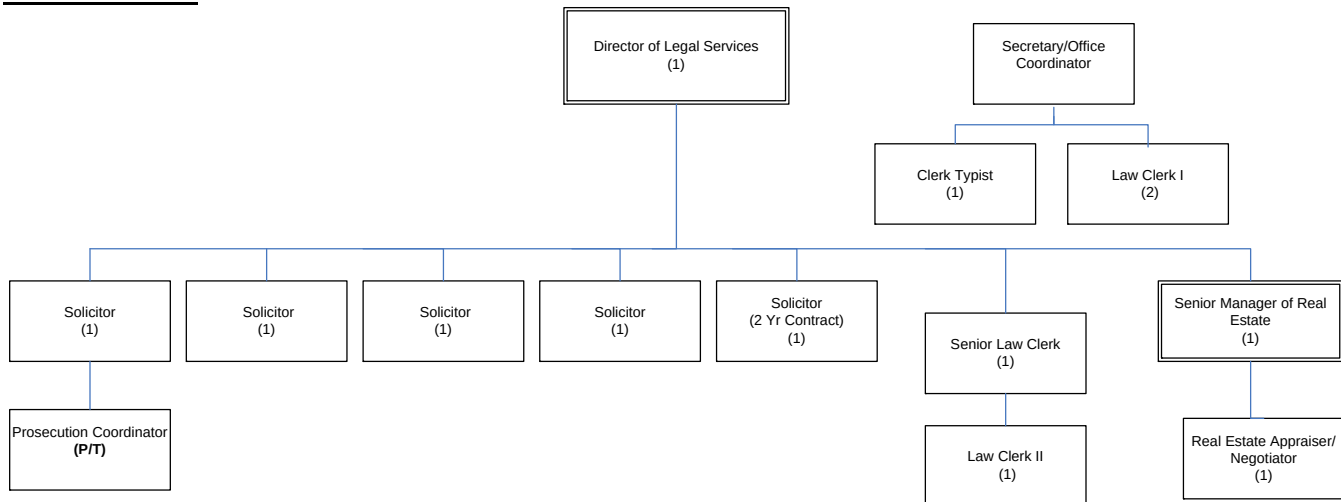
2012-14 Business Plan

BUSINESS OVERVIEW

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

The Legal Services Department supports, promotes and reinforces the City's corporate objectives and the Vaughan Vision through the provision of timely, accurate, relevant and strategic legal advice and real estate services.

Service Profile:



Full Time, Part Time and Overtime – Budgeted Amounts

	2011*	2012 Base	Approved 2012 ARR	2012 Final	2013 ARR	2014 ARR
Full Time	11	11	-	11	-	-
FT-Contract	1	1	-	1	1	-
Part Time	1.69	1.69	-	1.69	-	-
Total FTE	13.69	13.69	-	13.69	1	-
Overtime	-	-	-	-	-	-

*2011 base budget adjusted to reflect Part Time equivalent

2012-14 Business Plan

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

- Council – providing advice on major issues impacting the City and receiving instructions
- Senior Management – providing legal and strategic advice
- Internal Departments and City Staff – providing legal and strategic advice
- External lawyers - a) interact on legal matters on a professional basis; b) retain to advise City on major issues
- Vaughan Public Libraries – provide legal advice on major issues impacting the VPL

Work Plan:

Link to Vaughan Vision 2020:

Lead & Promote Environmental Sustainability
 Manage Growth & Economic Well-being
 Demonstrate Excellence in Service Delivery
 Demonstrate Effective Leadership

Future Pressures and Opportunities:

Continuing growth, legislative changes and increasing complexity of OMB, real estate, general municipal matters and litigation, create a future challenge to continue to ensure service levels. Additional lawyers/law clerks will be needed.

Continued growth also creates a future challenge for land acquisition to fulfill City requirements. Additional real estate staff will be needed to ensure timely acquisition for all City requirements including capital projects.

As a service department, any future pressures/challenges identified by all City Departments impact Legal Services. Legal and Real Estate Services support and contribute to the numerous initiatives undertaken by all City Departments.

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

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Provide timely and strategic advice to Council/staff on all legal	2011	Ongoing	

2012-14 Business Plan

aspects of municipal law, operations and policy, and by-laws			
Represent and defend the City at all Ontario Municipal Board Hearings and other tribunals, and in all litigation	2011	Ongoing	

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2012 (Top 3 Objectives)			
1. Defend/Resolve Appeals of OP 2010 and Secondary Plans	Ongoing		Existing complement
2. Provide continued support for the realization of a hospital in Vaughan	2012 – 2014		Existing complement
3. Provide continued support for the Toronto York Spadina Subway Expansion and expansion of public/rapid transit in Vaughan	Ongoing		Existing complement
4. Continue to maximize cash-in-lieu of parkland collection by the City, and acquisition of parkland and open space to implement the Active Together Master Plan	2012 – 2014		Additional resources required
2013 (Top 3 Objectives)			
1. Defend/Resolve Appeals of OP 2010 and Secondary Plans	Ongoing		Existing complement
2. Provide continued support for the realization of a hospital in Vaughan	2012 – 2014		Existing complement
3. Continue to maximize cash-in-lieu of parkland collection by the City, and acquisition of parkland and open space to implement the Active Together Master Plan	Ongoing		Additional resources required
4. Fulfill Acquisition Plan	2012 – 2014		Additional resources required
2014 (Top 3 Objectives)			

2012-14 Business Plan

1. Provide continued support for the realization of a hospital in Vaughan	Ongoing		Existing complement
2. Continue to maximize cash-in-lieu of parkland collection by the City, and acquisition of parkland and open space to implement the Active Together Master Plan	2012 – 2014		Existing complement
3. Fulfill Acquisition Plan	2012 – 2014		Additional resources required

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

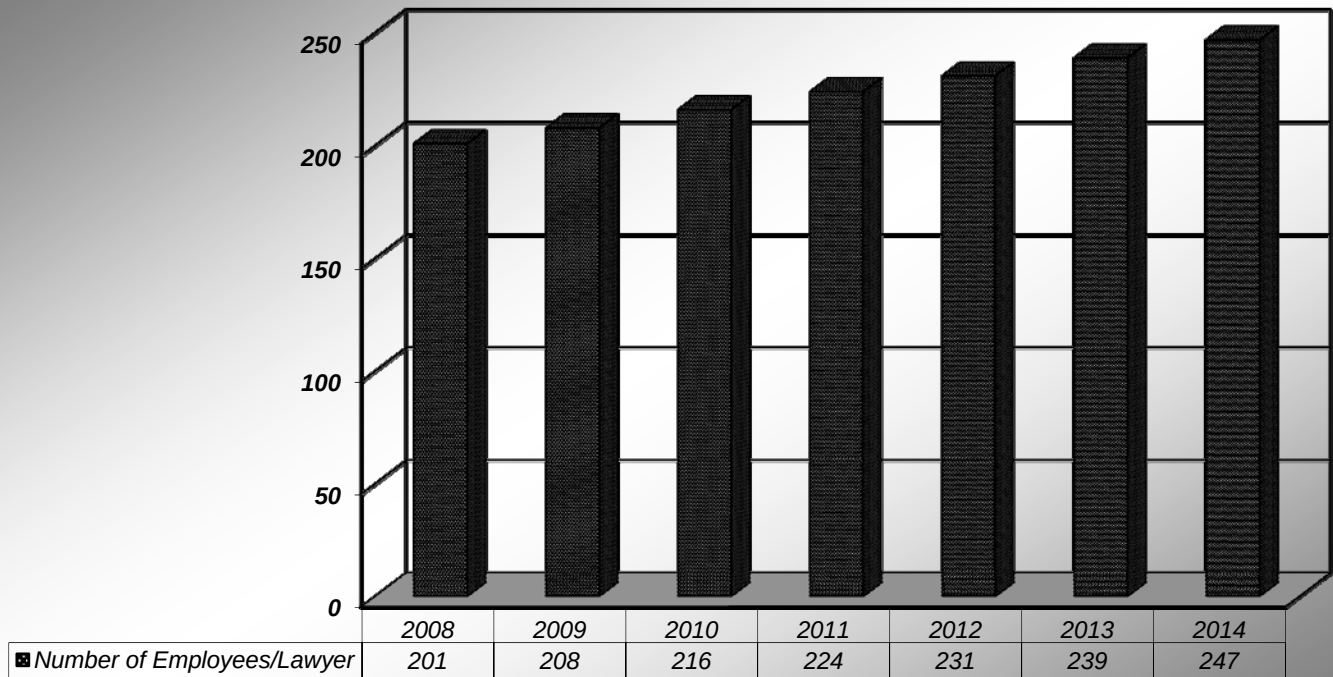
Key Performance Indicators:

1. # of Lawyers per # of Employees
2. # of Lawyers per # of Residents
3. Dollar Value of Cash-in-lieu Determinations
4. # of Days Required for OMB Hearings and Litigation
5. Dollar Value of Acquisitions and Sales; # of Acquisitions and Sales

2012-14 Business Plan

Measure: Number of Lawyers per Number of Employees

Definition: The total number of lawyers in the Legal Services Department per the number of employees in the City of Vaughan



Key Conclusion:

The number of employees/lawyer is continuing to increase.

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

Continued growth in Vaughan and in the civic administration will mean the number of employees per lawyer will continue to increase.

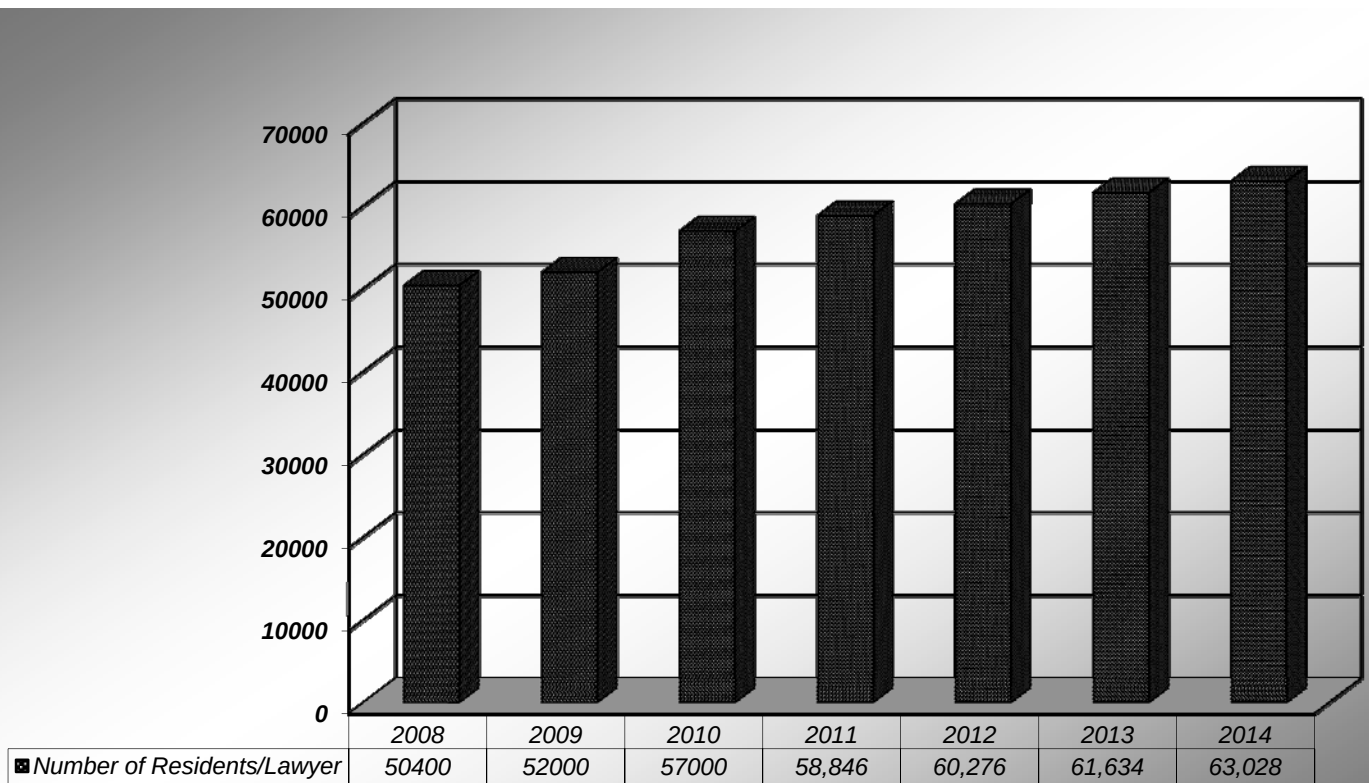
An additional contract lawyer is being added for OP 2010 matters, however, this will not impact the legal services provided to City employees.

2012-14 Business Plan

BUSINESS OVERVIEW

Measure: Number of Lawyers per Number of Residents

Definition: The total number of lawyers in the Legal Services Department per the number of City of Vaughan residents



Key Conclusion:

The number of residents per lawyer has increased 17% from 2008 – 2011.

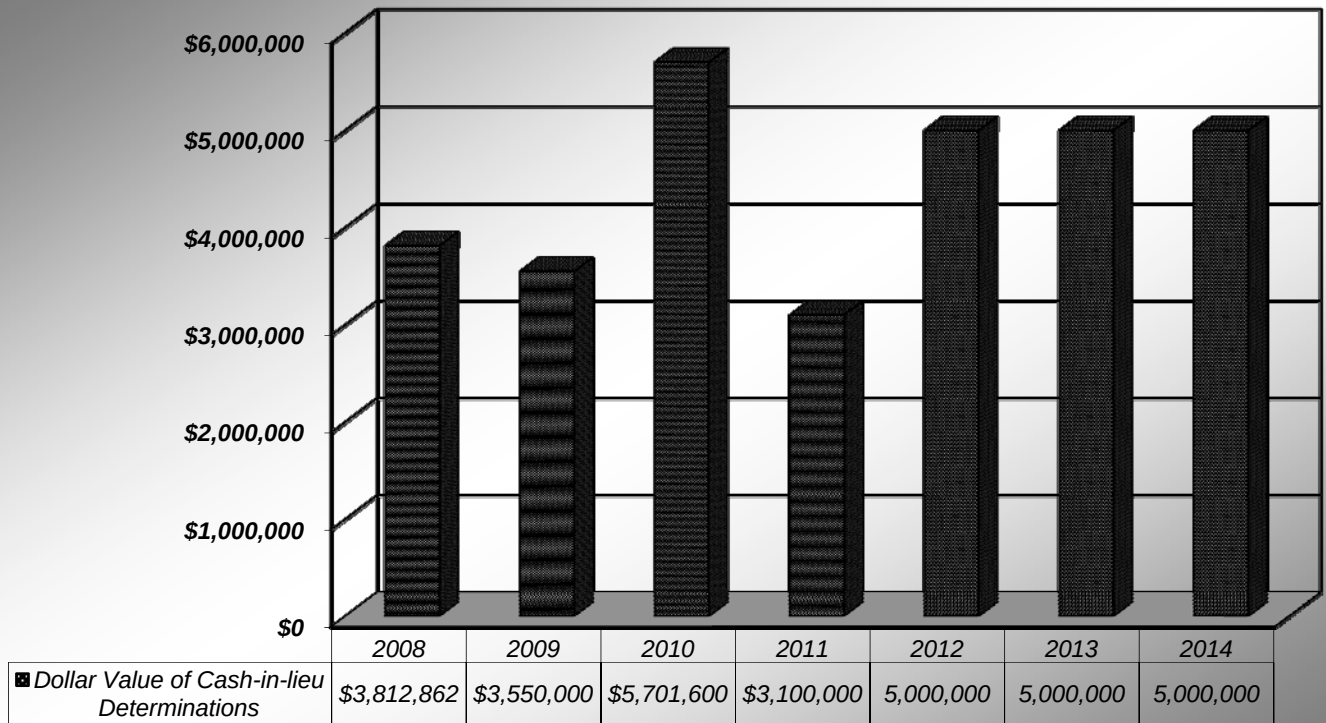
Notes about the Measure:

As the population continues to grow, the number of residents per lawyer will increase. A population figure of 285,000 was used for 2010, for 2011 – 294,232, for 2012 – 301,382, for 2013 – 308,172, and for 2014 – 315,142. An additional contract lawyer is being added for OP 2010 matters, however this will not impact the legal services provided.

2012-14 Business Plan

BUSINESS OVERVIEW

Measure: Dollar Value of Cash-in-Lieu Determinations



Key Conclusion:

While the dollar value of cash-in-lieu payments may decrease, the number of appraisals generally remains constant. While development slowed marginally as a result of the economic downturn, predictions are that it will slowly increase in 2011 and 2012, with additional increases attributable to increased high density development.

2012-14 Business Plan

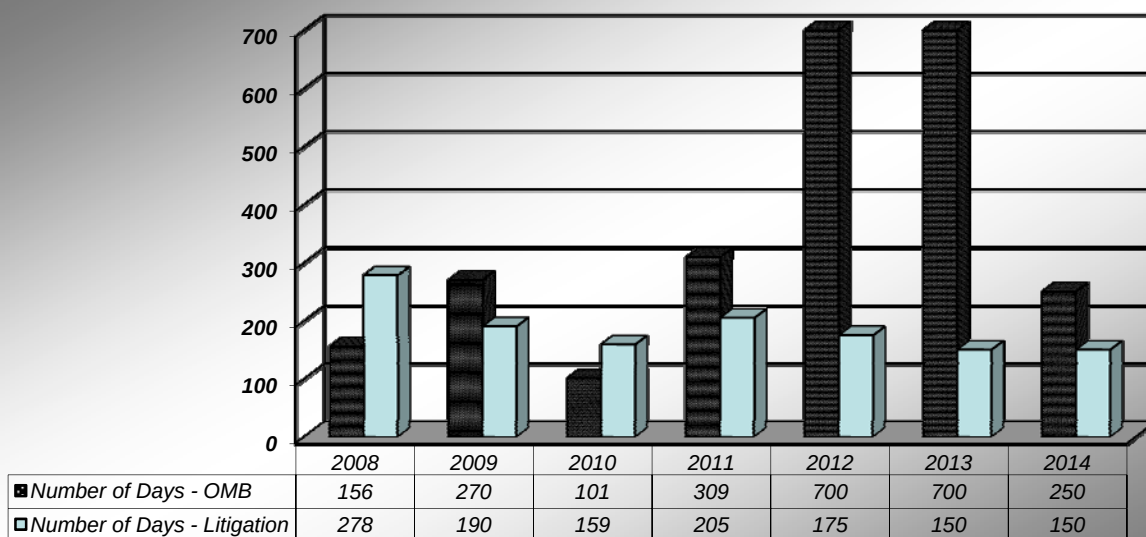
Notes about the Measure:

Every \$160,000 of cash-in-lieu collected represents an overall average of approximately 35 hours of labour. The approval of OP 2010 is expected to bring an increase in the number of development applications, with a resulting increase in the amount of cash-in-lieu of parkland collected.

BUSINESS OVERVIEW

Measure: Number of Days Required for OMB Hearings and Litigation

Definition: The total number of days booked for OMB hearings/litigation for internal and external lawyers



Key Conclusion:

With the expected jump in OMB activity, significant time is devoted to working toward resolving issues to avoid hearings, so that even if anticipated hearings do not occur, considerable staff time is still required.

Larger, more complex acquisitions require significant time for valuation and negotiation. If agreed settlements are not reached, expropriation proceedings may result, which are time consuming and expensive, placing further demands on both Real Estate and Legal staff.

Notes about the Measure:

External and internal legal counsel are both involved in representing the City at the OMB hearings. When external counsel are used, internal lawyers assist. The shorter OMB matters include 3 days of preparation and follow-up for each hearing day held.

2012-14 Business Plan

With the adoption on September 7, 2010 of the City of Vaughan Official Plan 2010, including a number of secondary Plans, appeals were anticipated in the spring of 2011, with some prehearings, mediations and hearings projected for mid – late 2011. However, OP 2010 is not expected to be approved until late 2011, resulting in the anticipated appeals coming in 2012 and continuing in 2013. These will be longer, more complicated hearings projected for 2012 and 2013, due to significant preparation days which results in very high projected numbers.

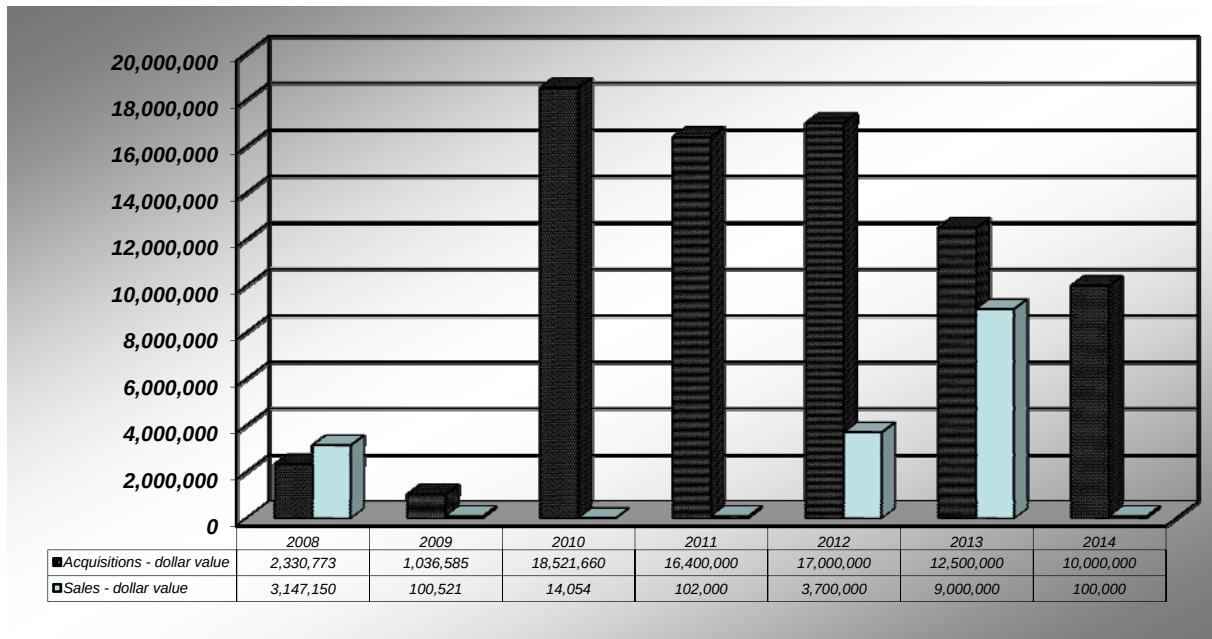
Litigation statistics include all lawsuits (including Small Claims Court), arbitrations, grievances and other hearings handled by internal lawyers. Claims against the municipality are difficult to anticipate. Decreasing numbers of grievances is reflective of the legal participation and the assistance of the Human Resources Department in training staff and working toward resolution of matters.

The increase in the monetary limit of Small Claims Court from \$10,000 per claim to \$25,000 per claim is expected to result in an increase in claims. Continued growth and the increasing complexity of prosecution matters requires increased involvement by City lawyers, along with increased numbers of hearings on other matters, such as the Licensing Committee.

2012-14 Business Plan

Measure: Dollar Value of Acquisitions and Sales Number of Acquisitions and Sales

Definition: The number of acquisitions and sales in dollar value from 2008 to 2014



	2008	2009	2010	2011	2012	2013	2014
Number of acquisitions	4	6	6	6	4	5	5
Number of sales	8	8	4	4	6	2	2

Key Conclusion:

Large park purchases are the basis of the 2011 statistics.

Significant acquisitions for fire hall sites, parks, works yards and capital projects are expected in 2012 and 2013, as Identified in the Development Charges Background Study, 2008, the Fire Master Plan, the Active Together Master Plan, and the Vaughan Official Plan 2010.

Sales are predicted of remaining City surplus land in 2012 and 2013.

Notes about the Measure:

The significant increase in 2010 was attributable to the Block 11 community centre and Library site, the former Avondale site, and the Kleinburg location for the future Discovery Centre.

2012-14 Business Plan

The measure is not reflective of significant time expended on general real estate activity related to development, easements to utilities, and other registrations and matters which do not result in a transaction.

Real Estate acquisitions and dispositions are generally increasing in complexity and value, which requires additional time for valuation and negotiation.

Overall Conclusion:

Performance measures continue to show increases in requirements for legal and real estate services. The Department has been operating at capacity for the last few years. Significant OMB activity in 2011 is expected to continue in 2012 and 2013. Increased participation in prosecutions results in increasing litigation days.

With the adoption of the Active Together Master Plan and the Fire Master Plan, and in accordance with the Development Charges Background Study, 2008, significant acquisitions are anticipated in 2012 and 2013. This means increased staff workload for both Real Estate and Legal Services. Continued economic recovery will increase the number and time required for cash-in-lieu valuations.

Commissioner Sign-off

Date (mm/dd/yy)

City of Vaughan

Revenue/Expenditure Summary Report

2012 Operating Budget

					2012			
					2012 Budget	% of Total Budget	Budget Variance \$	Budget Variance %
					2011 Actuals *	2011 Budget		
Legal Services	Revenue	Dept. Misc. Revenues	(63,317)	(83,990)	(85,346)	23.1%	(1,356)	1.61%
		Trsf. fm Res & Res Funds	(280,338)	(280,338)	(284,819)	76.9%	(4,481)	1.6%
	Total Revenues		(343,655)	(364,328)	(370,165)	100.0 %	(5,837)	1.6 %
	Labour Costs	Staffing Costs (incl	1,501,914	1,718,752	1,830,598	89.6%	111,846	6.51%
	Other Expenses	Professional Fees	191,074	114,979	114,979	5.6%	0	0.0%
		Staff Development & Training	39,954	39,615	39,915	2.0%	300	0.76%
		Other	43,574	2,030	22,030	1.1%	20,000	985.22%
		Office Supplies& Expenses	15,897	14,525	14,525	0.7%	0	0.0%
		Office Equipment & Furniture	6,921	11,486	6,708	0.3%	(4,778)	-41.6%
		Meals & Travel	6,541	5,871	5,871	0.3%	0	0.0%
		Service Contracts and Materials	3,883	25,440	5,440	0.3%	(20,000)	-78.62%
		Communications	3,261	1,639	4,939	0.2%	3,300	201.34%
		General Mtce & Repairs	0	306	306	0.0%	0	0.0%
		Capital Funding	0	0	0	0.0%	0	0.0%
		Joint Services & Department Transfers	(2,000)	(2,000)	(2,035)	-0.1%	(35)	1.75%
		Total		309,107	213,891	212,678	10.4 %	(1,213)
Total Expenses		1,811,020	1,932,643	2,043,276	100.0 %	110,633	5.72 %	
Net Expenditures		1,467,365	1,568,315	1,673,111		104,796	6.68 %	

City of Vaughan
Revenue/Expenditure Summary Report
Operating Budget Forecast

			2012 Budget	2013 Forecast	2013 vs 2012 Forecast Variance \$	2013 vs 2012 Forecast Variance %	2014 Forecast	2014 vs 2013 Forecast Variance \$	2014 vs 2013 Forecast Variance %
Legal Services	Revenue	Trsf. fm Res & Res Funds	(284,819)	(284,819)	(0)	0.0%	(284,819)	(0)	0.0%
		Dept. Misc. Revenues	(85,346)	(86,702)	(1,356)	1.6%	(88,058)	(1,356)	1.56%
	Total Revenues		(370,165)	(371,521)	(1,356)	0.4%	(372,877)	(1,356)	0.36%
	Labour Costs	Staffing Costs (incl Benefits)	1,830,598	1,998,157	167,559	9.2%	2,019,074	20,917	8.39%
	Other Expenses	Professional Fees	114,979	114,979	0	0.0%	114,979	0	0.0%
		Staff Development & Training	39,915	40,224	309	0.8%	40,543	319	0.77%
		Other	22,030	22,030	0	0.0%	22,030	0	0.0%
		Office Supplies & Expenses	14,525	14,525	0	0.0%	14,525	0	0.0%
		Office Equipment & Furniture	6,708	10,008	3,300	49.2%	6,708	(3,300)	32.97%
		Meals & Travel	5,871	5,871	0	0.0%	5,871	0	0.0%
		Service Contracts and Materials	5,440	5,440	0	0.0%	5,440	0	0.0%
		Communications	4,939	4,939	0	0.0%	4,939	0	0.0%
		General Mtce & Repairs	306	306	0	0.0%	306	0	0.0%
		Capital Funding	0	0	0	0.0%	0	0	0.0%
		Joint Services & Department Transfers	(2,035)	(2,035)	(0)	0.0%	(2,035)	(0)	0.0%
		Total	212,678	216,287	3,609	1.7%	213,306	(2,981)	1.67%
	Total Expenses		2,043,276	2,214,444	171,168	8.4%	2,232,380	17,936	7.73%
	Net Expenditures		1,673,111	1,842,923	169,812	10.1%	1,859,503	16,580	9.21%



Enforcement Services

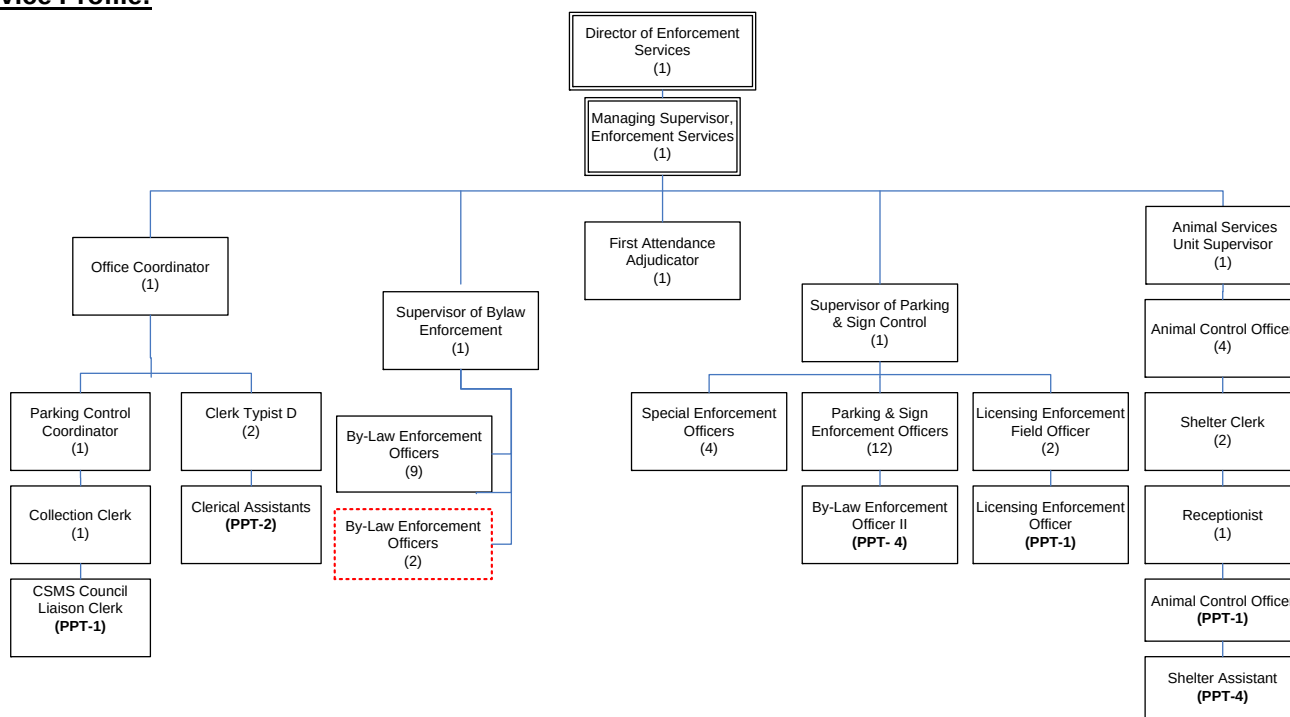
2012-14 Business Plan

BUSINESS OVERVIEW

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

Enforcement Services is responsible for encouraging compliance with 41 City of Vaughan By-Laws through a combination of reactive and proactive enforcement methodologies in both a uniformed and non-uniformed presence in the community. In 2011 the department assumed responsibility for the delivery Animal Services for the City.

Service Profile:



2012 Approved ARR

Full Time, Part Time and Overtime – Budgeted Amounts

	2011	2012 Base*	Approved 2012 ARR	2012 Final	2013 ARR	2014 ARR
Full Time	44	45	2	47	-	2
Part Time	8.91	8.91	-	8.91	-	-
Total FTE	52.91	53.91	2	55.91	-	2
Overtime	\$28,985	\$28,768	\$2,000	\$30,768	-	\$1,000

*2012 base budget **adjusted** to reflect Full Time equivalent

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

- Residents and Businesses
- Council
- Other internal departments
- External Enforcement Agencies
- Other municipalities and levels of government

2012-14 Business Plan

Work Plan:

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

Demonstrate Excellence in Service Delivery

Promote Community Safety, Health and Wellness

Lead & Promote Environmental Sustainability

Manage Growth & Economic Well-being

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

Continued growth within the community continues to outpace staffing growth causing an erosion of service delivery. This will continue for the foreseeable future.

The department assumed the direct delivery of animal services and rolled out an online animal licensing program in 2011. These two items will provide an opportunity to increase the level of compliance with animal licensing provisions while reducing the level of manual labour involved in the animal licensing program.

A department wide review of process and policies will potentially produce opportunities to improve upon the current business model. Bylaws will also be reviewed to ensure they are current and relevant.

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

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Assumed service delivery for Animal Services	2011	complete	Ongoing program
Blackberry Initiative – increase efficiency by reducing amount of time per day by permitting records management information downloaded onto blackberry device by Officers on the road, real time	2007	Awaiting ITM implementation	Awaiting ITM - Pending
Implement new Property Standards Bylaw including standards for Heritage properties	2011	Launch Q4 2011	

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

2012-14 Business Plan

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2012 (Top 3 Objectives)			
1. Evaluate full year of Animal Services delivery	Q3 2012	Ensure Best Practices	Allocated
2. Review and revise Standard Operating Procedures as required	Q2 2011	Ensure best practices	Allocated
3. Review and revise Bylaws	Complete by Q1 2013	Improve quality of Bylaw and process	Allocated
In vehicle reporting - increase efficiencies by data entry live into CTS by Officers on the road, real time	Q2 2012	Improved Efficiencies	Allocated
2013 (Top 3 Objectives)			
1. Complete Process Review			
2. Review Animal Services Contract with Bradford West Gwillumbury			
2014 (Top 3 Objectives)			
1. Review Animal Contract with King Twp			

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

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

1. Enforcement Services Complaint-Driven Requests
2. Number of online ticket payments
3. Service standard response
4. Number of Complaint Driven Service Request per Field Officer
5. Calls for Service – Animals
6. Number of animals passing through system

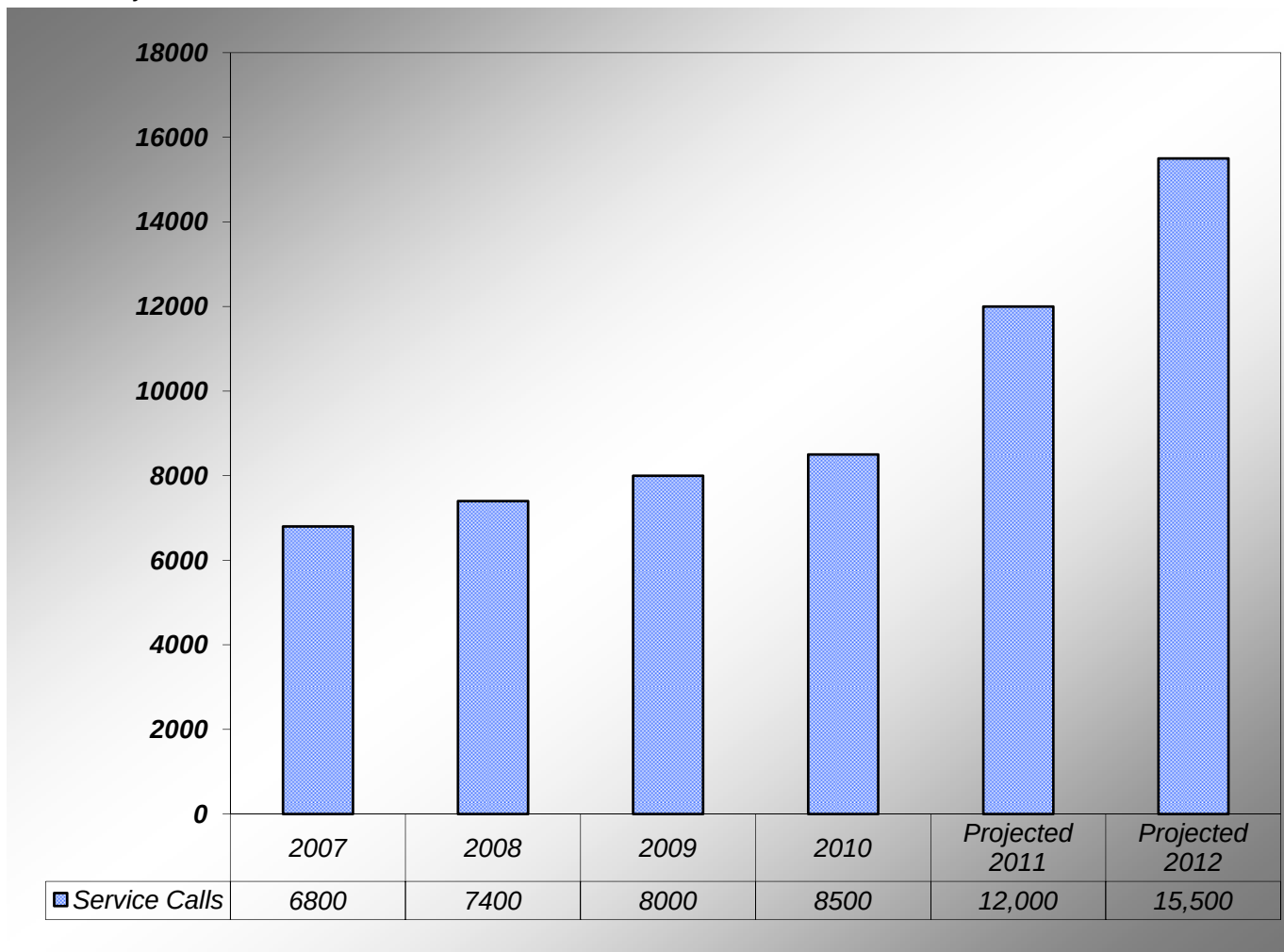
2012-14 Business Plan

7. Amount of parking revenue generated/received per annum
8. Number of service requests completed per annum

BUSINESS OVERVIEW:

Measure: Enforcement Services Complaint-Driven Requests

Definition: The number of complaint driven service requests (files) requiring investigation and/or resolution driven by Enforcement Services staff.



Key Conclusion:

The number of complaint driven service requests continue to increase at a rate of approximately 500 per year. As the population rate continues to increase, so too will the call volume. Call volume from 2007 to 2010 has increased 20%.

2012-14 Business Plan

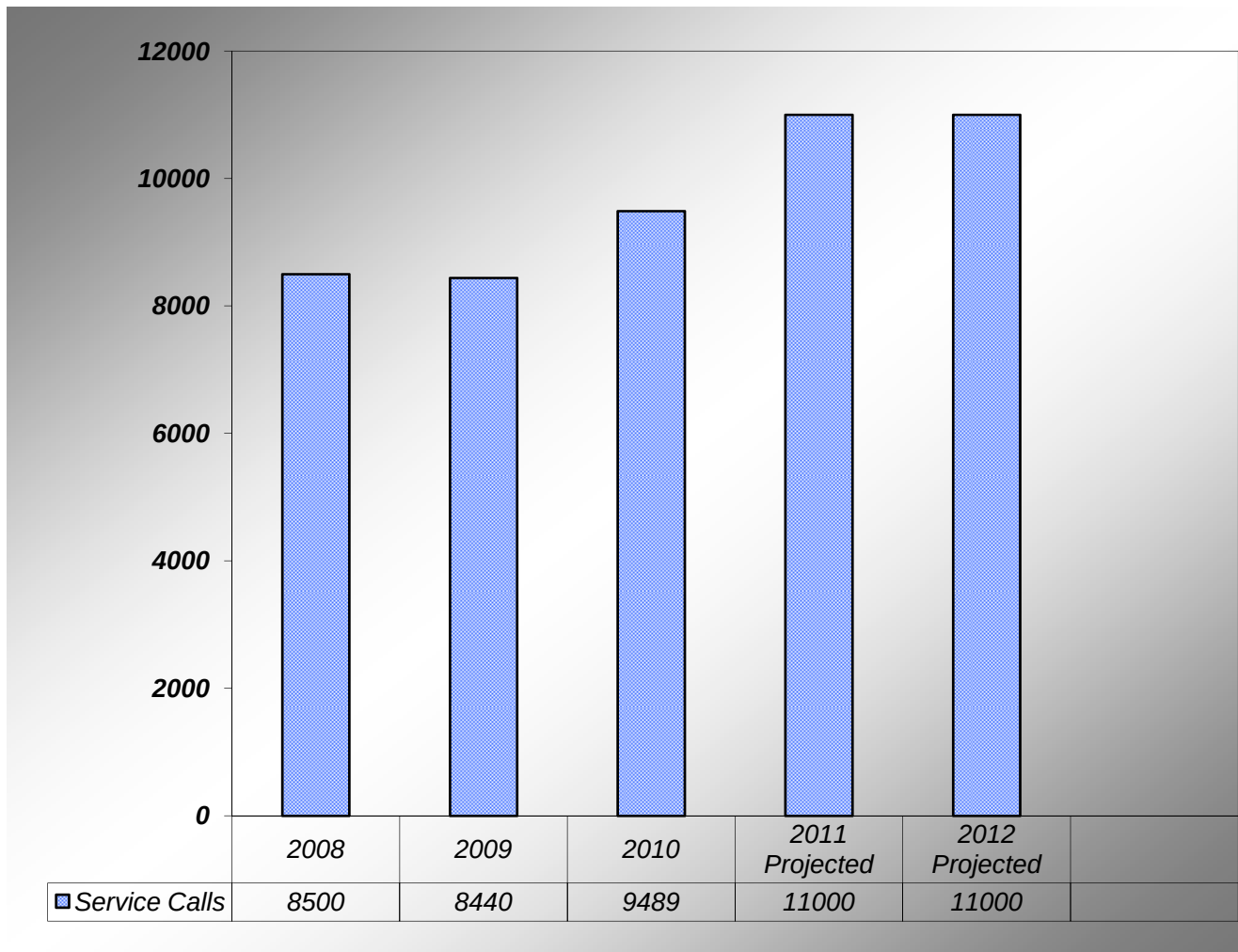
Notes about the Measure:

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 anticipated spike in 2011 and 2012 represent the additional of animal complaints. The current number of enforcement service hours available to respond to escalating service request volumes is **inadequate to maintain established service standard due to the continual increase in call volume.**

BUSINESS OVERVIEW:

Measure: Number of Online Ticket Payments

Definition: The number of complaint of online ticket payments per annum



Key Conclusion:

The implementation of the Ticket Online Payment process is a valuable customer service, that is being used at a satisfactory level

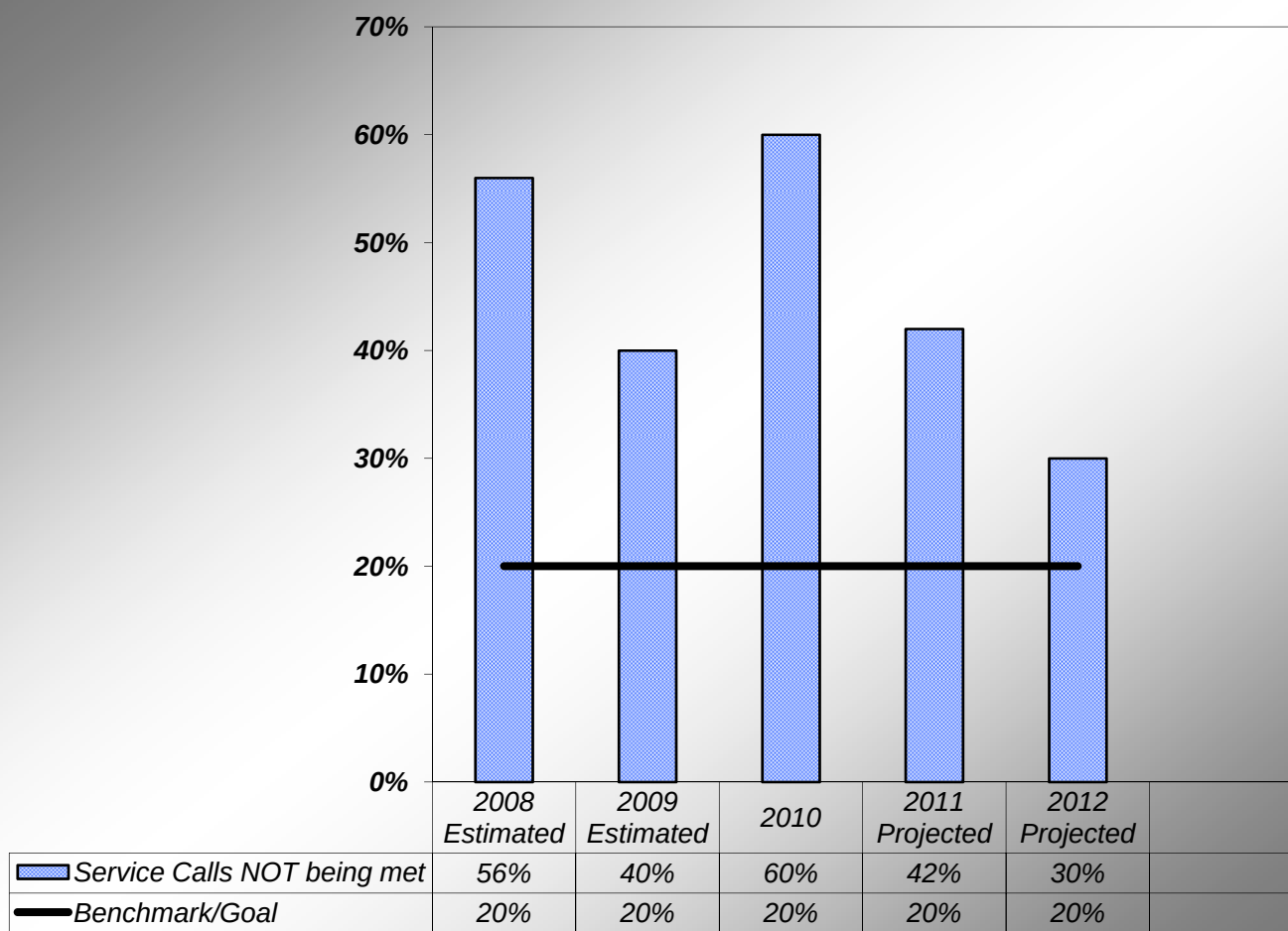
Notes about the Measure:

Continued and consistent usage of the system indicates that the service is useful to residents

2012-14 Business Plan

Measure: Service Standard Response

Definition: The percentage of complaints unable to be responded to with the accepted service standard of 5 -10 business days



Key Conclusion: The ability of staff to initially respond to a call for service is within 5 – 10 days. In conjunction with the number of calls per officer, the numbers here demonstrate the impact of the workload on the department's ability to provide timely service.

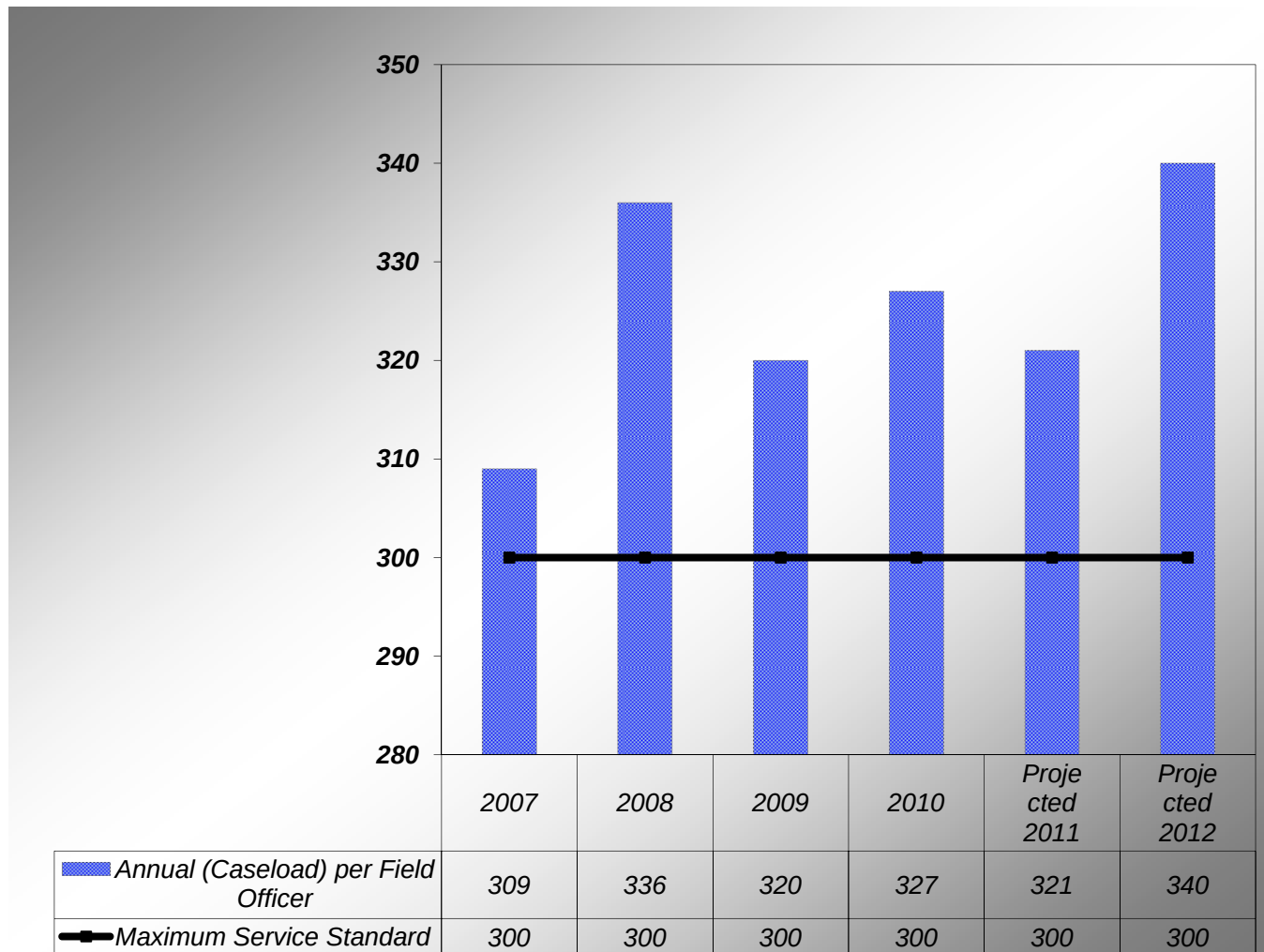
Notes about the Measure:

The goal for initial response is 5-10 days, 80% of the time

2012-14 Business Plan

Measure: Number of Complaint Driven Service Requests per Field Officer

Definition: The number of complaint-driven service requests per Field Officer who are handling such requests – excluding Animal Services



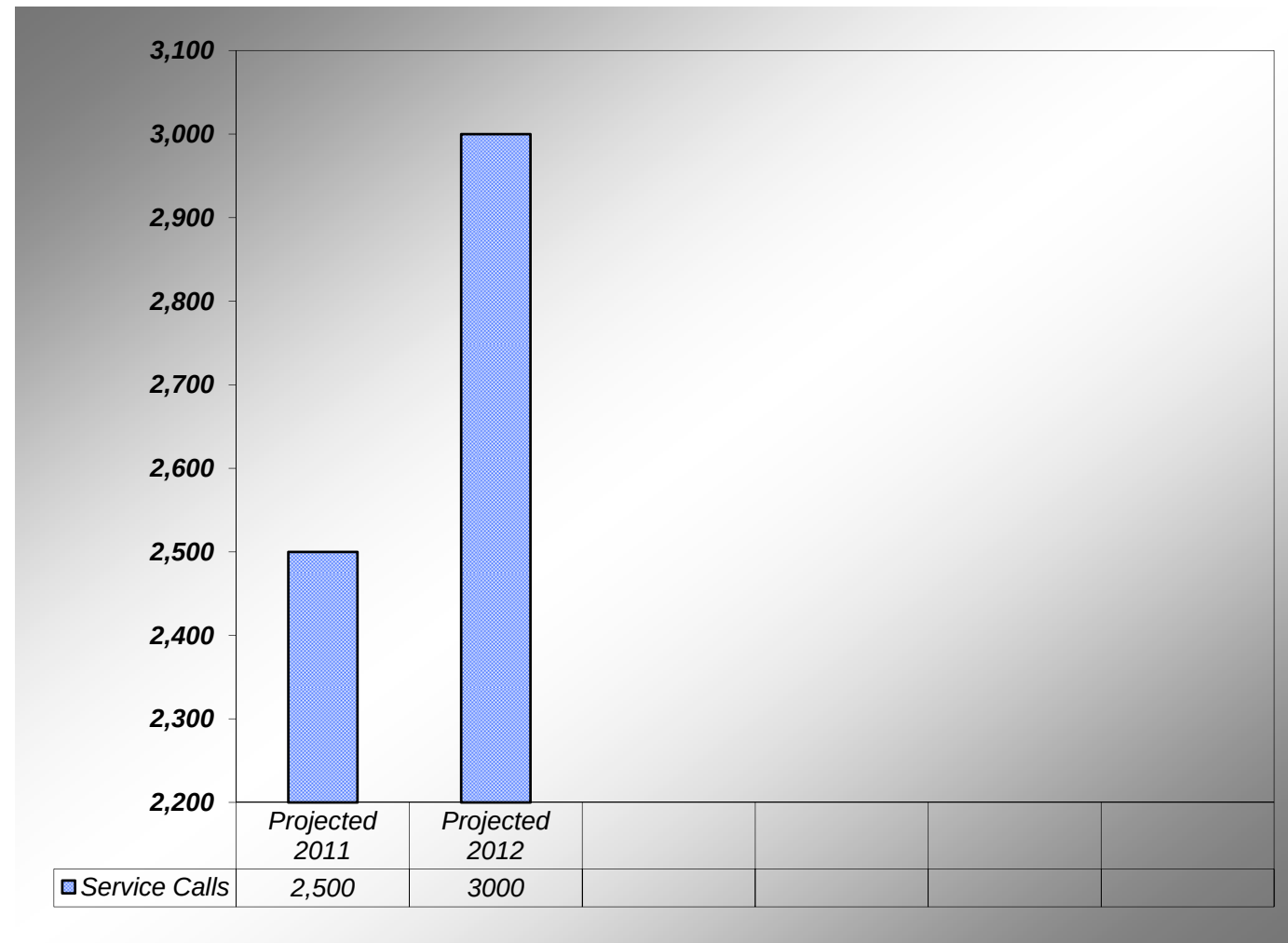
Key Conclusion:

The number of complaints that each Field Officer is required to investigate rose by 20% from 2007 to 2010 period. This trend will continue which will result in slowing service delivery. **A case load of over 300 per officer will diminish the service delivery standard of response in 5-10 days.**

2012-14 Business Plan

Measure: Animal Services - Calls for Service

Definition: The number of complaint driven service requests (files) requiring investigation and/or resolution driven by Animal Services staff.



Key Conclusion:

The number of complaint driven service requests for animal services As the population rate continues to increase, so too will the call volume.

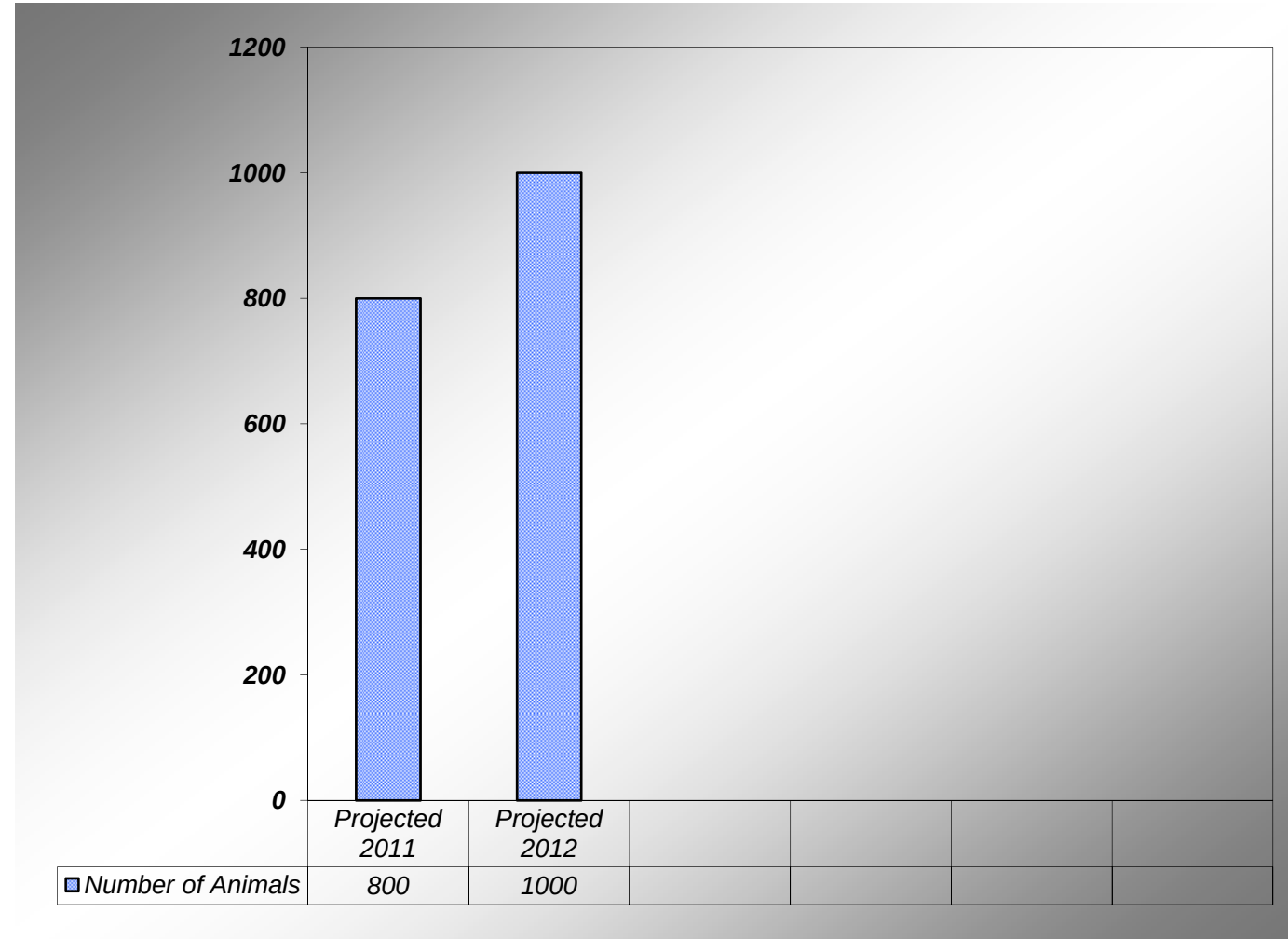
Notes about the Measure:

The measure demonstrates the increase in demand for service from Animal Services.

2012-14 Business Plan

Measure: Number of Animals in Animal Services system

Definition: The number of cats and dogs that have entered into the Animal Services system



Key Conclusion:

The number of animals passing through the shelter provides a snap shot of the amount of animals using the animal services system.

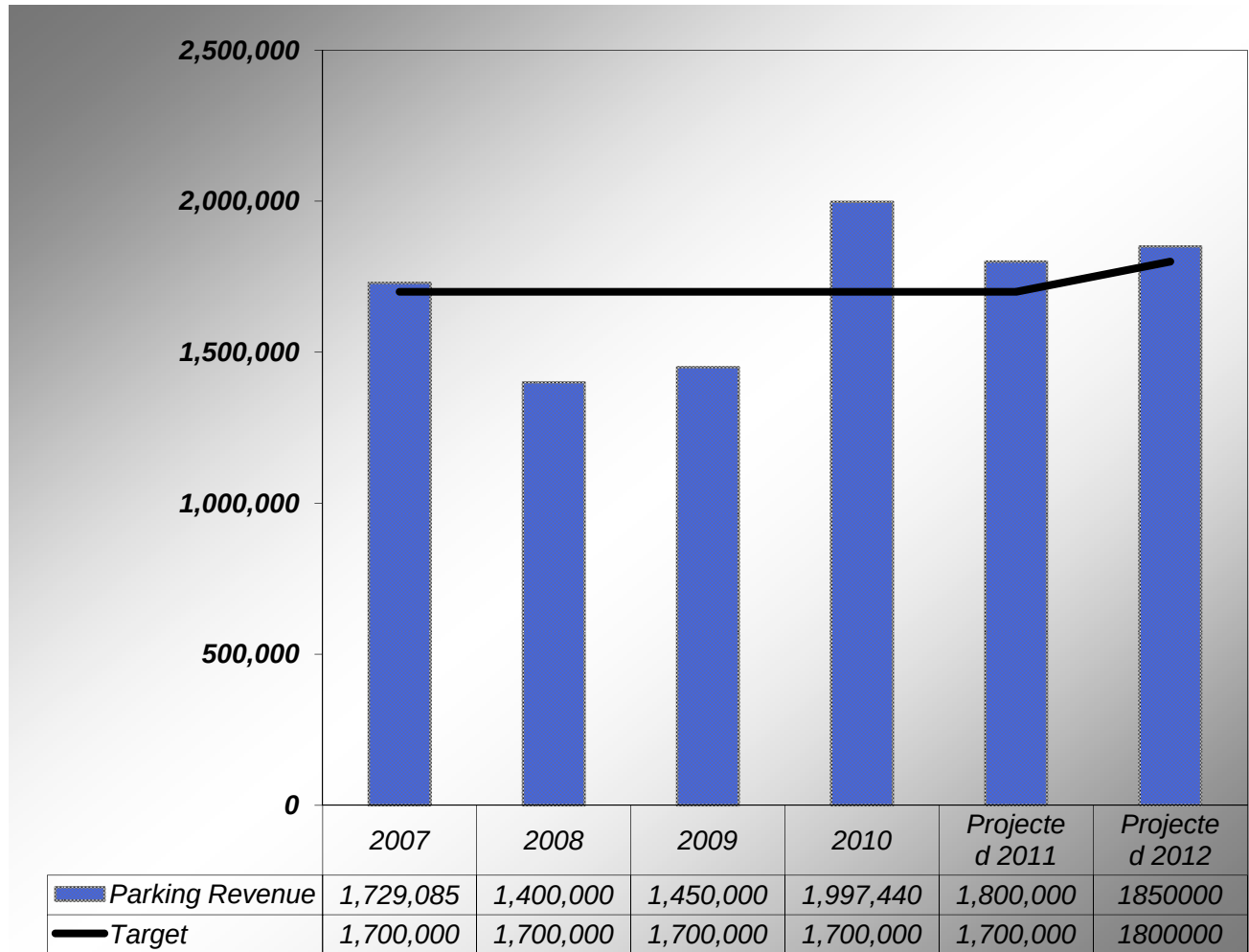
Notes about the Measure:

The measure demonstrates an increase in the use of animal control officers and the animal shelter. The shelter did not open until June 11, 2011, so the estimate is prorated for the year.

2012-14 Business Plan

Measure: Amount of Penalty Revenue Generated/Received per Annum

Definition:



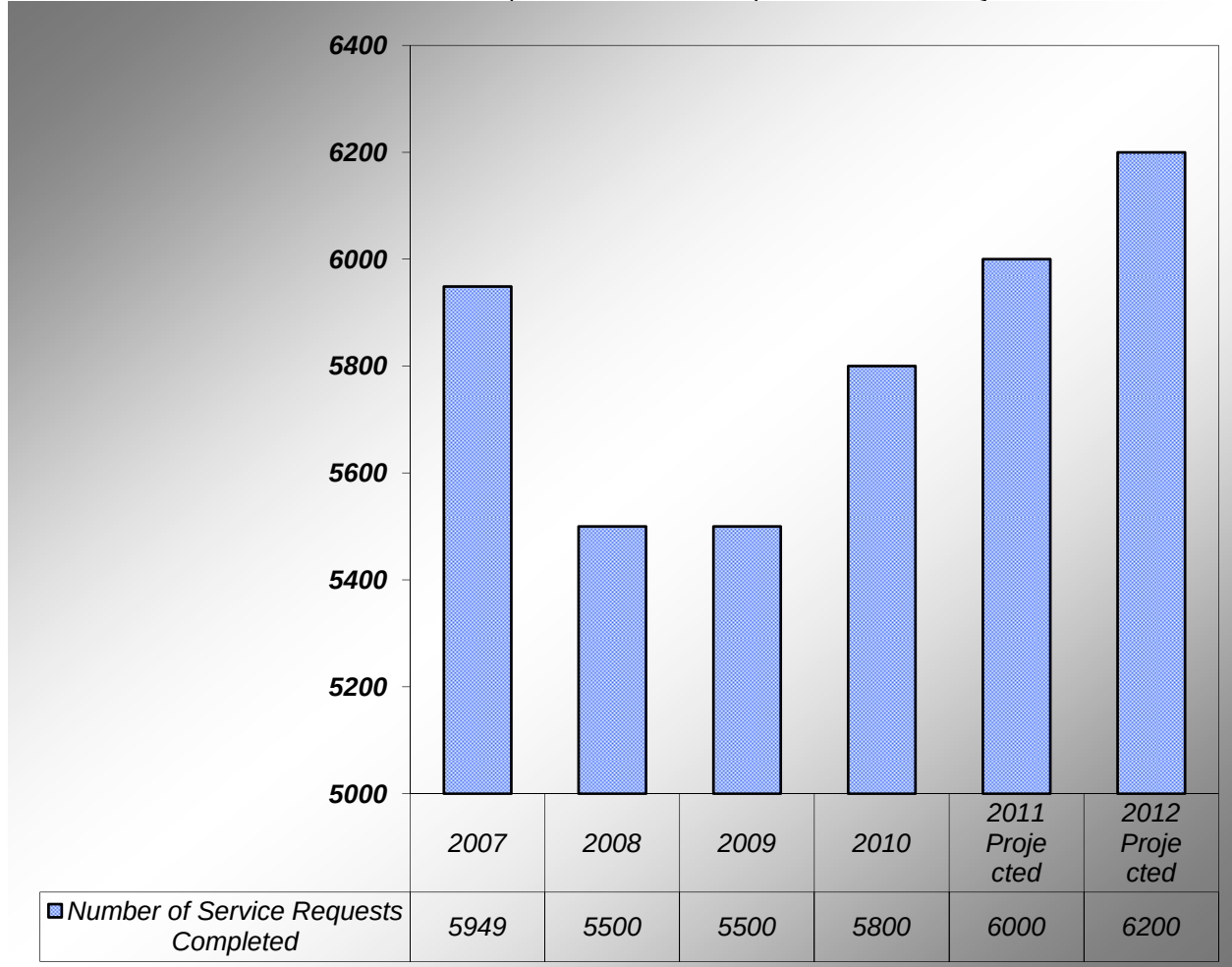
Key Conclusion: Call volume increases, and other increasing enforcement demands such as sign enforcement, and permit parking negatively impacts fine revenue. Administrative Monetary Penalties is producing the projected results

Notes about the Measure: Revenue received cannot be controlled or accurately projected by staff. Revenue generated was a measure of the productivity of staff. However, the time required to now inspect the growing number of parking permits across the city quite dramatically impacts productivity. Parking Permits also tend to reduce fine revenue.

2012-14 Business Plan

Measure: Number of Service Requests Completed per Annum

Definition: The total number of Service Requests which are completed and closed by Enforcement Services staff



Key Conclusion:

The number of service requests completed per year by Enforcement Services staff will vary from year to year based on call volume and call case load.

Notes about the Measure:

As the length of time to investigate and complete files increases which will impact the number of service requests completed per year. Operational and procedural changes implemented by the Enforcement Services staff have improved the timelines of file closing.

2012-14 Business Plan

BUSINESS OVERVIEW

Overall Conclusion:

Staff continue to use all available efficiencies to meet service demands. However, call volumes have continued to increase to a point where despite recent staffing increases, the established service delivery standards and revenue targets cannot be sustained.

Year-to-date 2011, staff have been able to respond to 65% of calls within the established service standard. This leaves 35% of calls that are not responded to within 5-10 days. All efficiencies have been implemented to increase investigational effectiveness, however, the call volume is exceeding the staff's ability to respond in a timely manner.

Direct service delivery of Animal Services began in May 2011, and is being monitored for service response times and general service delivery efficiencies.

Revenue will meet projections this year. Although a customer service related initiative, the increasing volume of parking permits have a negative impact on the productivity of parking enforcement staff and have the potential to diminish fine revenue.

Commissioner Sign-off

Date (mm/dd/yy)

City of Vaughan

Revenue/Expenditure Summary Report

2012 Operating Budget

					2012			
			2011 Actuals *	2011 Budget	2012 Budget	% of Total Budget	Budget Variance \$	Budget Variance %
Enforcement Services	Revenue	Licenses and Permits	(1,896,488)	(1,771,000)	(1,771,200)	79.5%	(200)	0.01%
		Rev. frm Recov. Exp - Pd Duty	(216,384)	(319,847)	(314,075)	14.1%	5,772	-1.8%
		Dept. Misc. Revenues	(21,924)	(58,500)	(91,640)	4.1%	(33,140)	56.65%
		General Revenue	(29,588)	(68,050)	(50,170)	2.3%	17,880	-26.27%
		Donations	(2,312)	0	0	0.0%	0	0.0%
	Total Revenues		(2,166,695)	(2,217,397)	(2,227,085)	100.0 %	(9,688)	0.44 %
	Labour Costs	Staffing Costs (incl Benefits)	3,488,811	4,121,758	4,484,112	87.8%	362,354	8.79%
	Other Expenses	Service Contracts and Materials	353,141	156,284	139,284	2.7%	(17,000)	-10.88%
		Operating Leases	77,078	136,317	136,317	2.7%	0	0.0%
		Other	2,041	50,025	72,155	1.4%	22,130	44.24%
		Utilities & Fuel	0	0	61,000	1.2%	61,000	0.0%
		Office Equipment & Furniture	21,643	45,041	39,791	0.8%	(5,250)	-11.66%
		Communications	26,209	33,617	37,617	0.7%	4,000	11.9%
		Office Supplies& Expenses	42,805	34,786	34,786	0.7%	0	0.0%
		Staff Development & Training	15,628	26,522	30,522	0.6%	4,000	15.08%
		Corporate Accounts	77,023	47,546	29,211	0.6%	(18,335)	-38.56%
		Professional Fees	82,191	25,440	25,440	0.5%	0	0.0%
		Tools & Equipment	15,746	16,877	16,877	0.3%	0	0.0%
		Meals & Travel	1,260	1,003	1,003	0.0%	0	0.0%
		Joint Services & Department Transfers	3,167	700	700	0.0%	0	0.0%
Capital Funding		8,320	0	0	0.0%	0	0.0%	
General Mtce & Repairs		146,450	138,787	0	0.0%	(138,787)	-100.0%	
Total		872,704	712,945	624,703	12.2 %	(88,242)	-12.38 %	
Total Expenses		4,361,515	4,834,703	5,108,815	100.0 %	274,112	5.67 %	
Net Expenditures		2,194,820	2,617,306	2,881,730		264,424	10.1 %	

2012 ARRs													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2012 Impact		Net 2013 Impact		Net 2014 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Property Standards Officers	FT	2.00	180,211	(30,000)	150,211			2.00	150,211	-	3,311	-	8,726

City of Vaughan
Revenue/Expenditure Summary Report
Operating Budget Forecast

			2012 Budget	2013 Forecast	2013 vs 2012 Forecast Variance \$	2013 vs 2012 Forecast Variance %	2014 Forecast	2014 vs 2013 Forecast Variance \$	2014 vs 2013 Forecast Variance %
Enforcement Services	Revenue	Licenses and Permits	(1,771,200)	(1,771,300)	(100)	0.0%	(1,771,400)	(100)	0.01%
		Rev. frm Recov. Exp - Pd	(314,075)	(314,255)	(180)	0.1%	(314,435)	(180)	0.06%
		Dutv							
		Dept. Misc. Revenues	(91,640)	(91,880)	(240)	0.3%	(122,120)	(30,240)	0.26%
		General Revenue	(50,170)	(51,695)	(1,525)	3.0%	(56,720)	(5,025)	2.95%
		Donations	0	0	0	0.0%	0	0	0.0%
	Total Revenues		(2,227,085)	(2,229,130)	(2,045)	0.1%	(2,264,675)	(35,545)	0.09%
	Labour Costs	Staffing Costs (incl	4,484,112	4,601,531	117,419	2.6%	4,831,103	229,572	2.55%
		Benefits)							
	Other Expenses	Service Contracts and	139,284	139,285	1	0.0%	139,285	0	0.0%
		Materials							
		Operating Leases	136,317	136,317	0	0.0%	136,317	0	0.0%
		Other	72,155	72,155	0	0.0%	72,155	0	0.0%
		Utilities & Fuel	61,000	61,000	0	0.0%	61,000	0	0.0%
		Office Equipment &	39,791	34,791	(5,000)	-12.6%	39,291	4,500	-14.37%
		Furniture							
		Communications	37,617	37,617	0	0.0%	39,617	2,000	0.0%
		Office Supplies& Expenses	34,786	34,786	0	0.0%	34,786	0	0.0%
		Staff Development &	30,522	30,522	0	0.0%	32,522	2,000	0.0%
		Training							
		Corporate Accounts	29,211	29,211	0	0.0%	29,211	0	0.0%
		Professional Fees	25,440	25,440	0	0.0%	25,440	0	0.0%
		Tools & Equipment	16,877	16,877	0	0.0%	17,377	500	0.0%
		Meals & Travel	1,003	1,003	0	0.0%	1,003	0	0.0%
		Joint Services &	700	700	0	0.0%	700	0	0.0%
		Department Transfers							
		Capital Funding	0	0	0	0.0%	0	0	0.0%
		General Mtce & Repairs	0	0	0	0.0%	0	0	0.0%
	Total		624,703	619,704	(4,999)	-0.8%	628,704	9,000	-0.81%
Total Expenses			5,108,815	5,221,235	112,420	2.2%	5,459,807	238,572	2.15%
Net Expenditures			2,881,730	2,992,105	110,375	3.8%	3,195,132	203,027	3.69%

Recognized 2014 ARRs											
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Property Standards Officers	FT	2.00	176,998	(30,000)	146,998			2.00	146,998		3,900

City of Vaughan
Commissioner of Legal and Administrative Services
Enforcement Services

2012 Capital Budget

Budget Year	Project #	Project Name	Project Type	Total Budget	Operating Budget Impact	TCA
2012	BY-2518-12	Animal Shelter Lease Hold Improvements	Growth/Development	\$114,400		Y
Total 2012 Capital Budget				\$114,400		

2013 Capital Budget Plan

Budget Year	Project #	Project Name	Project Type	Total Budget	Operating Budget Impact	TCA
2013	BY-2518-12	Animal Shelter Lease Hold Improvements	Growth/Development	\$114,400		Y
Total 2013 Capital Budget Plan				\$114,400		

Commissioner of Community Services



Marlon H. Kallideen

Commissioner's Message:

Vaughan continues to be one of the fastest growing cities in Canada. The City's proud endorsement of the Active Together Master Plan ensures that we meet the challenge of providing service needs in order to enhance the overall quality of life of our residents.

The Community Services Commission is comprised of the Building and Facilities Department, the Fleet Services Department, the Recreation and Culture Department, the Parks and Forestry Operations Department and the Parks Development Division. These departments manage the growth, and continue to meet the needs of the community in an efficient and responsive manner. They maintain the current levels of service by adding facilities such as community centres, libraries and parks for all residents to enjoy.

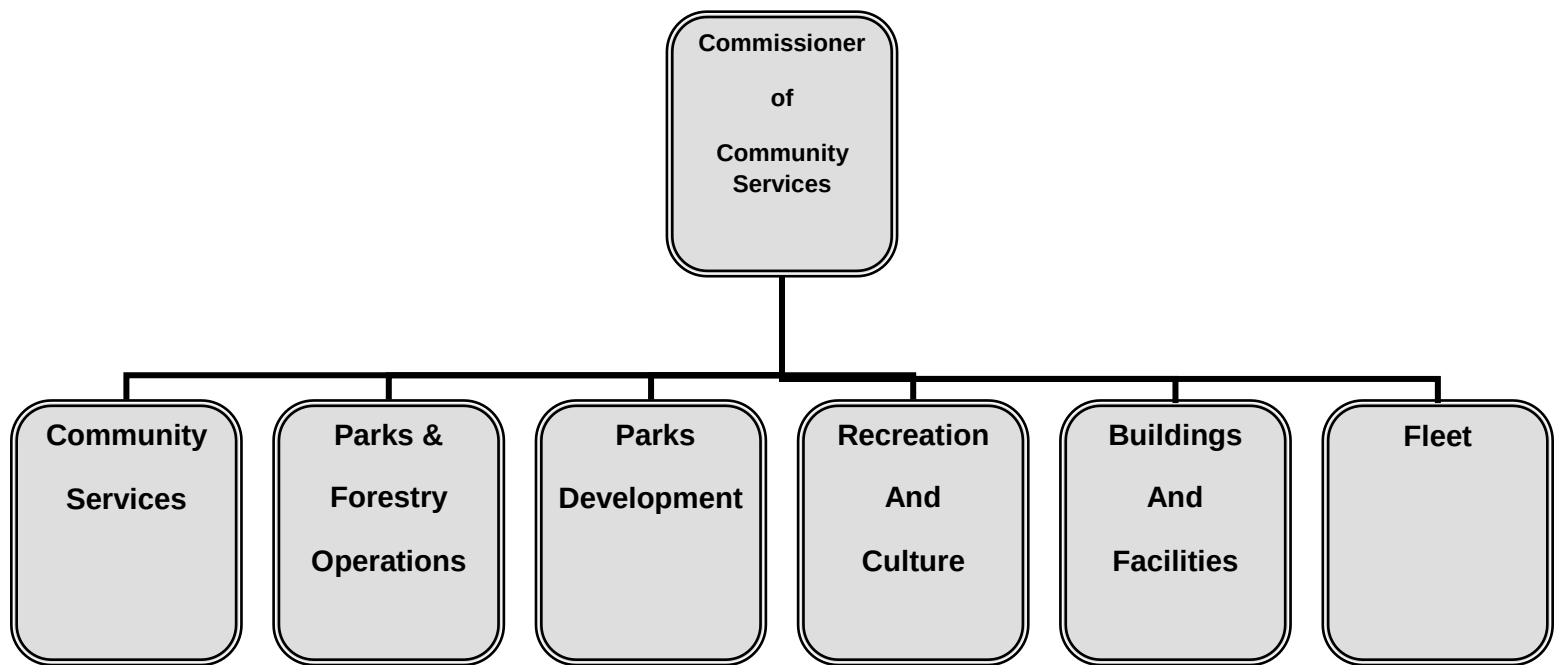
The Building and Facilities Department oversees the planning, design, and construction, as well as the operation and maintenance of all City of Vaughan owned buildings. This includes community centres, heritage buildings, fire stations and libraries. The Fleet Services Department is responsible for the 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 and Forestry Operations 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.

Commissioner of Community Services

Organizational Chart



City of Vaughan
Revenue/Expenditure Summary Report
2012 Operating Budget

			2012					
			2011 Actuals *	2011 Budget	2012 Budget	% of Total Budget	Budget Variance \$	Budget Variance %
Comm. of Commty. Serv.	Revenue	Outside Contributions	0	(15,000)	(10,000)	100.0%	5,000	-33.33%
		Dept. Misc. Revenues	(10,000)	0	0	0.0%	0	0.0%
Total Revenues			(10,000)	(15,000)	(10,000)	100.0 %	5,000	-33.33 %
Labour Costs	Staffing Costs (incl Benefits)		379,013	403,600	398,415	74.7%	(5,185)	-1.28%
Other Expenses	Service Contracts and Materials		0	0	79,390	14.9%	79,390	0.0%
	Professional Fees		20,149	25,000	25,000	4.7%	0	0.0%
	Operating Leases		8,369	8,370	8,370	1.6%	0	0.0%
	Office Supplies & Expenses		6,171	7,400	7,400	1.4%	0	0.0%
	Staff Development & Training		2,258	3,955	3,955	0.7%	0	0.0%
	Communications		2,099	3,600	3,600	0.7%	0	0.0%
	Utilities & Fuel		2,997	3,500	3,186	0.6%	(314)	-8.97%
	Meals & Travel		1,246	2,510	2,510	0.5%	0	0.0%
	Other		71,839	59,325	880	0.2%	(58,445)	-98.52%
	Office Equipment & Furniture		0	490	490	0.1%	0	0.0%
	Corporate Accounts		3,150	3,150	0	0.0%	(3,150)	-100.0%
	General Mtce & Repairs		4,636	600	0	0.0%	(600)	-100.0%
Total			122,912	117,900	134,781	25.3 %	16,881	14.32 %
Total Expenses			501,925	521,500	533,196	100.0 %	11,696	2.24 %
Net Expenditures			491,925	506,500	523,196		16,696	3.3 %

City of Vaughan
Revenue/Expenditure Summary Report
Operating Budget Forecast

			2012 Budget	2013 Forecast	2013 vs 2012 Forecast Variance \$	2013 vs 2012 Forecast Variance %	2014 Forecast	2014 vs 2013 Forecast Variance \$	2014 vs 2013 Forecast Variance %
Commissioner of Commty. Serv.	Revenue	Dept. Misc. Revenues	0	0	0	0.0%	0	0	0.0%
		Outside Contributions	(10,000)	(10,000)	(0)	0.0%	(10,000)	(0)	0.0%
	Total Revenues		(10,000)	(10,000)	(0)	0.0%	(10,000)	(0)	0.0%
	Labour Costs	Staffing Costs (incl Benefits)	398,415	400,417	2,002	0.5%	402,415	1,998	0.5%
	Other Expenses	Service Contracts and Materials	79,390	79,390	0	0.0%	79,390	0	0.0%
		Professional Fees	25,000	25,000	0	0.0%	25,000	0	0.0%
		Operating Leases	8,370	8,370	0	0.0%	8,370	0	0.0%
		Office Supplies & Expenses	7,400	7,400	0	0.0%	7,400	0	0.0%
		Staff Development & Training	3,955	3,955	0	0.0%	3,955	0	0.0%
		Communications	3,600	3,600	0	0.0%	3,600	0	0.0%
		Utilities & Fuel	3,186	3,505	319	10.0%	3,680	175	9.1%
		Meals & Travel	2,510	2,510	0	0.0%	2,510	0	0.0%
		Other	880	880	0	0.0%	880	0	0.0%
		Office Equipment & Furniture	490	490	0	0.0%	490	0	0.0%
		Corporate Accounts	0	0	0	0.0%	0	0	0.0%
		General Mtce & Repairs	0	0	0	0.0%	0	0	0.0%
		Total	134,781	135,100	319	0.2%	135,275	175	0.24%
	Total Expenses		533,196	535,517	2,321	0.4%	537,690	2,173	0.43%
	Net Expenditures		523,196	525,517	2,321	0.4%	527,690	2,173	0.44%

City of Vaughan
Revenue/Expenditure Summary Report
2012 Operating Budget

				2012			
		2011 Actuals *	2011 Budget	2012 Budget	% of Total Budget	Budget Variance \$	Budget Variance %
Commt. Grants & Advisory Comm	Revenue						
	Dept. Misc. Revenues	(6,380)	0	0	0.0%	0	0.0%
	Rev. frm Recov. Exp - Pd Duty	(8,732)	(9,000)	0	0.0%	9,000	-100.0%
Total Revenues		(15,112)	(9,000)	0	0.0%	9,000	-100.0%
Other Expenses	Professional Fees	33,140	35,368	36,368	37.2%	1,000	2.83%
	Other	18,234	23,890	23,645	24.2%	(245)	-1.03%
	Office Supplies& Expenses	8	16,144	16,144	16.5%	0	0.0%
	Awards, Sponsorships & Grants	10,200	10,200	10,200	10.4%	0	0.0%
	Service Contracts and Materials	547	4,934	4,934	5.1%	0	0.0%
	Community Advertising & Promotion	1,118	3,924	3,924	4.0%	0	0.0%
	Meals & Travel	875	2,000	2,000	2.0%	0	0.0%
	Staff Development & Training	0	480	480	0.5%	0	0.0%
	Joint Services & Department Transfers	8,732	8,730	0	0.0%	(8,730)	-100.0%
	Total	72,855	105,670	97,695	100.0%	(7,975)	-7.55%
	Total Expenses	72,855	105,670	97,695	100.0%	(7,975)	-7.55%
Net Expenditures		57,743	96,670	97,695		1,025	1.06%

City of Vaughan
Revenue/Expenditure Summary Report
Operating Budget Forecast

			2012 Budget	2013 Forecast	2013 vs 2012 Forecast Variance \$	2013 vs 2012 Forecast Variance %	2014 Forecast	2014 vs 2013 Forecast Variance \$	2014 vs 2013 Forecast Variance %
Commtty. Grants & Advisory Comm	Revenue	Dept. Misc. Revenues	0	0	0	0.0%	0	0	0.0%
		Rev. frm Recov. Exp - Pd Duty	0	0	0	0.0%	0	0	0.0%
	Total Revenues		0	0	0	0.0%	0	0	0.0%
	Other Expenses	Professional Fees	36,368	36,368	0	0.0%	36,368	0	0.0%
		Other	23,645	23,645	0	0.0%	23,645	0	0.0%
		Office Supplies & Expenses	16,144	16,144	0	0.0%	16,144	0	0.0%
		Awards, Sponsorships & Grants	10,200	10,200	0	0.0%	10,200	0	0.0%
		Service Contracts and Materials	4,934	4,934	0	0.0%	4,934	0	0.0%
		Community Advertising & Promotion	3,924	3,924	0	0.0%	3,924	0	0.0%
		Meals & Travel	2,000	2,000	0	0.0%	2,000	0	0.0%
		Staff Development & Training	480	480	0	0.0%	480	0	0.0%
		Joint Services & Department Transfers	0	0	0	0.0%	0	0	0.0%
		Total	97,695	97,695	0	0.0%	97,695	0	0.0%
	Total Expenses		97,695	97,695	0	0.0%	97,695	0	0.0%
	Net Expenditures		97,695	97,695	0	0.0%	97,695	0	0.0%



Recreation and Culture

2012-14 Business Plan

BUSINESS OVERVIEW

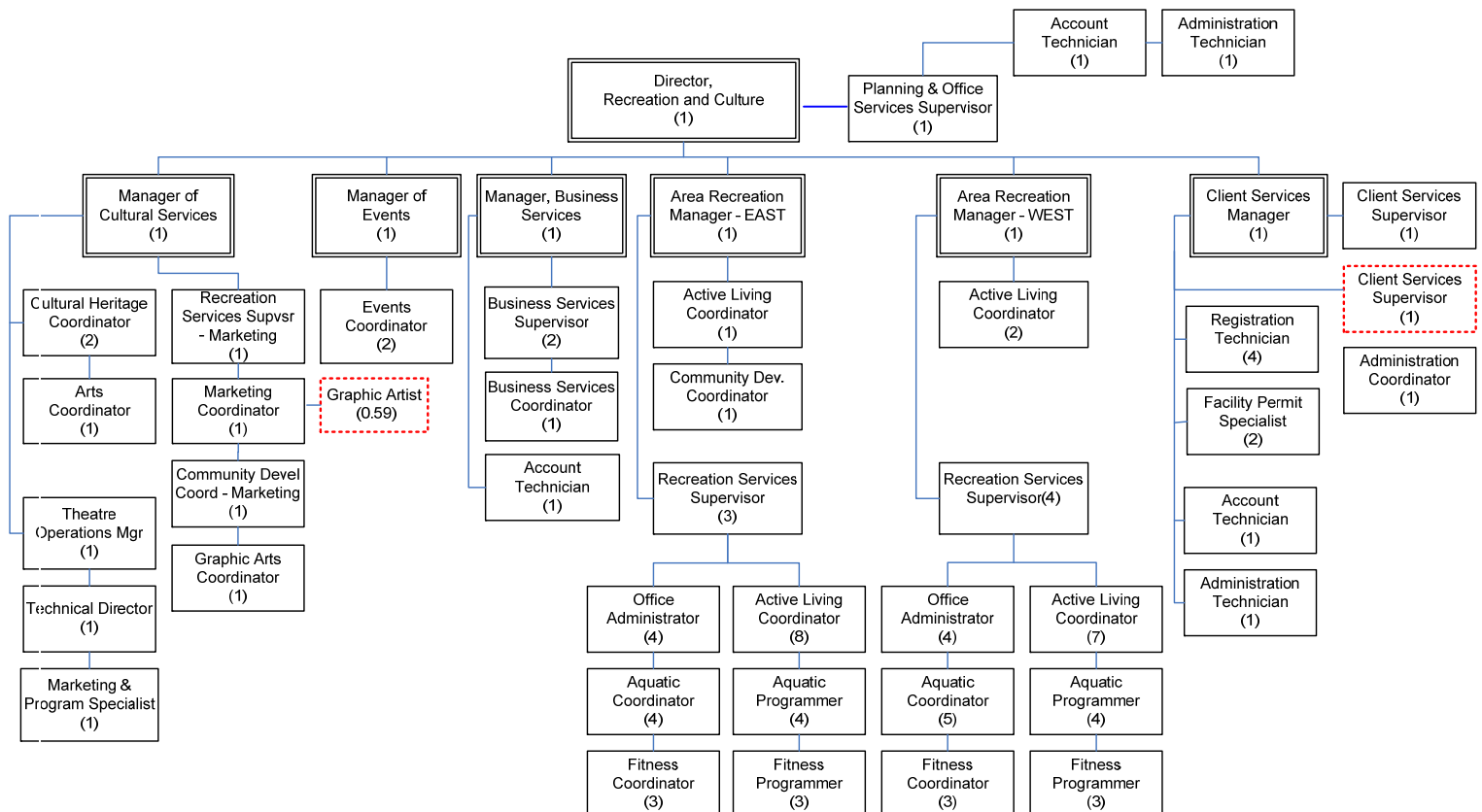
Service Statement:

The City of Vaughan, Recreation and Culture Department is committed to providing quality recreation and cultural programs and services in an accessible, equitable and efficient manner so as to ensure that all Vaughan citizens have the opportunity to enhance their leisure and quality of life.

The Recreation and Culture Department is guided by the following principles:

- The Department will strive to provide a variety of recreation and cultural programs that promote health, wellness and active living for all ages;
- The Department will ensure its recreation and cultural programs; services and facilities support the needs of diverse individuals and groups in Vaughan.

Service Profile:



2012 Approved ARRs

2012-14 Business Plan

<u>Recreation:</u>	2011	2012 Base	Approved 2012 ARR***	2012 Final	2013 ARR	2014 ARR
Full Time	85.17	87*	0	87*	-	-
Ft-Contract	2	0**	-	0**	-	-
Part Time	214.82	223.72**	-	223.72**	-	-
Total FTE	301.99	310.72	-	310.72	-	-
Overtime	\$6,655	\$6,190	-	\$6,190	-	-

<u>Culture:</u>	2011	2012 Base*	Approved 2012 ARR	2012 Final	2013 ARR	2014 ARR
Full Time	4	6	-	6	-	-
FT-Contract	0	2	-	2	-	-
Part Time	0.69	6.40	0.59	6.99	-	-
Total FTE	4.69	14.40	0.59	14.99	-	-
Overtime	\$2,794	\$2,715	-	\$2,715	-	-

Full Time, Part Time and Overtime – Budgeted Amounts

*2012 transfer of 2 Full Time Staff to Culture offset by full year impact of 2 gapped Full Time 2011 ARRs

<u>Events:</u>	2011	2012 Base*	Approved 2012 ARR	2012 Final	2013 ARR	2014 ARR
Full Time	2.5	3	-	3	-	-
Part Time	2.07	2.07	-	2.07	-	-
Total FTE	4.57	5.07	-	5.07	-	-
Overtime	-	-	-	-	-	-

**2012 transfer of Full Time Contract and Part Time staff (City Playhouse) to Culture

***Full Time FTE conversion – net ARR FTE impact is zero

*2012 transfer of 2 Full Time staff from Recreation, transfer of FT contract and Part Time staff from Recreation (City Playhouse) to Culture

*2012 base adjusted for full year impact of 2011 ARR gapping

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

A. External:

- Residents of Vaughan
- Community Service Organizations and Advisory Groups (i.e. Sports Groups, Older Adult Groups)
- Social Service Agencies (i.e. Reena Foundation)
- Region of York (i.e. Public Health)
- York Boards of Education
- Ministry of Health and Culture
- Libraries

B. Internal:

2012-14 Business Plan

- 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:

- o Growing private sector competition offering quality programs at competitive prices.
- o New community centres coming on board threaten to cannibalize enrolment.
- o Rollout of full-day kindergarten over next 3-5 years will continue to impact preschool programs.
- o Identified in a benchmarking analysis of user fees, Vaughan's fees are higher than its comparators in most cases.
- o HST has added to the cost of all adult programs and memberships, and rental permits.
- o Demographic changes (e.g. some areas aging, new Canadian population).
- o Decline in elementary school enrolment (e.g. Thornhill).

Opportunities:

- o Creating new sources of funding such as advertising and sponsorship opportunities.
- o Searching for ways to contain operating costs associated with the delivery of recreation and cultural programs and services (i.e. partnerships).

2012-14 Business Plan

- o Mitigating expenses through continuous improvement and performance measures.

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

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Implement Year 1 recommendations of the <i>Creative Together Plan</i>	2011	Ongoing	To guide cultural development in Vaughan and to integrate cultural planning across municipal departments.
Continuous improvement initiatives	2011	Ongoing	Contain operating costs associated with the delivery of recreation and cultural programs and services.
Implement the <i>Diversity Strategy</i>	2011	Ongoing	Protect human rights, promote equality & inclusiveness, and encourage creative cultural expression.
Implement Year 3 recommendations of the <i>Physical Activity Strategy</i>	2011	Ongoing	Increased Physical Activity

2012-14 Business Plan

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

<u>Business Plan Objectives:</u>	<u>Timeline</u>	<u>Outcome</u>	<u>Resources</u>
2012 (Top 3 Objectives)			
1. Implement Year 2 recommendations of the <i>Creative Together Plan</i> , including ¹ o Review and assess current cultural funding opportunities; explore opportunities to develop an endowment fund; etc.	2012-2015	Develop a Vaughan investment strategy and incentives for cultural development.	
2. Continuous improvement initiatives	On-going	Contain operating costs associated with the delivery of recreation and cultural programs and services.	
3. Implement the <i>Diversity Strategy</i> , including ² : o Focus on emerging diversity issues and concerns, proclaim days of recognition for significant holidays and events, identify service counters and language line services, etc.	2012	To communicate and promote City's commitment to cultural differences, promote and protect human rights, and celebrate diversity.	
Other: - Implement Year 4 of the Physical Activity Strategy - Open new Fitness Centre at Vellore Village CC	2012 2012	Increased physical activity	
2013 (Top 3 Objectives)			
1. Implement Year 3 recommendations of the <i>Creative Together Plan</i> , including ¹ o Collaborate with community partners to increase learning opportunities, develop a communication/marketing plan to increase awareness, etc.	2013	Facilitate networking and leadership development to strengthen capacity and organizational sustainability across Vaughan's cultural sector.	
2. Continuous improvement initiatives	On-going	Contain operating costs associated with the delivery of recreation and cultural programs and services.	
3. Implement the <i>Diversity Strategy</i> , including ² : o Establish City protocol/procedures, integrate activities showcasing diversity, develop programs that facilitate cultural expression, etc.	2013	Continue to foster a corporate culture that protects employee human rights, promotes inclusivity and provides opportunities.	
Other: - Implement Year 5 (final year) of the Physical Activity Strategy	2013	Increased physical activity	

2012-14 Business Plan

2014 (Top 3 Objectives)

1. Implement Year 4 recommendations of the <i>Creative Together Plan</i> , including ¹ o Review potential partnerships in cultural programming initiatives, develop partnerships with community artists, etc.	2014	Increased programming initiatives in community centres, civic spaces and with community partners.	
2. Continuous improvement initiatives	On-going	Contain operating costs associated with the delivery of recreation and cultural programs and services.	
3. Implement the <i>Diversity Strategy</i> , including ² : o Integrate activities showcasing culture and tradition of diverse groups, develop programs that facilitate cultural expression and participation, etc.	2014	To create opportunities for creative cultural expression and dialogue.	
Other: - Open new community centre (Block 11)	2014	Implementation of programs and services.	

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

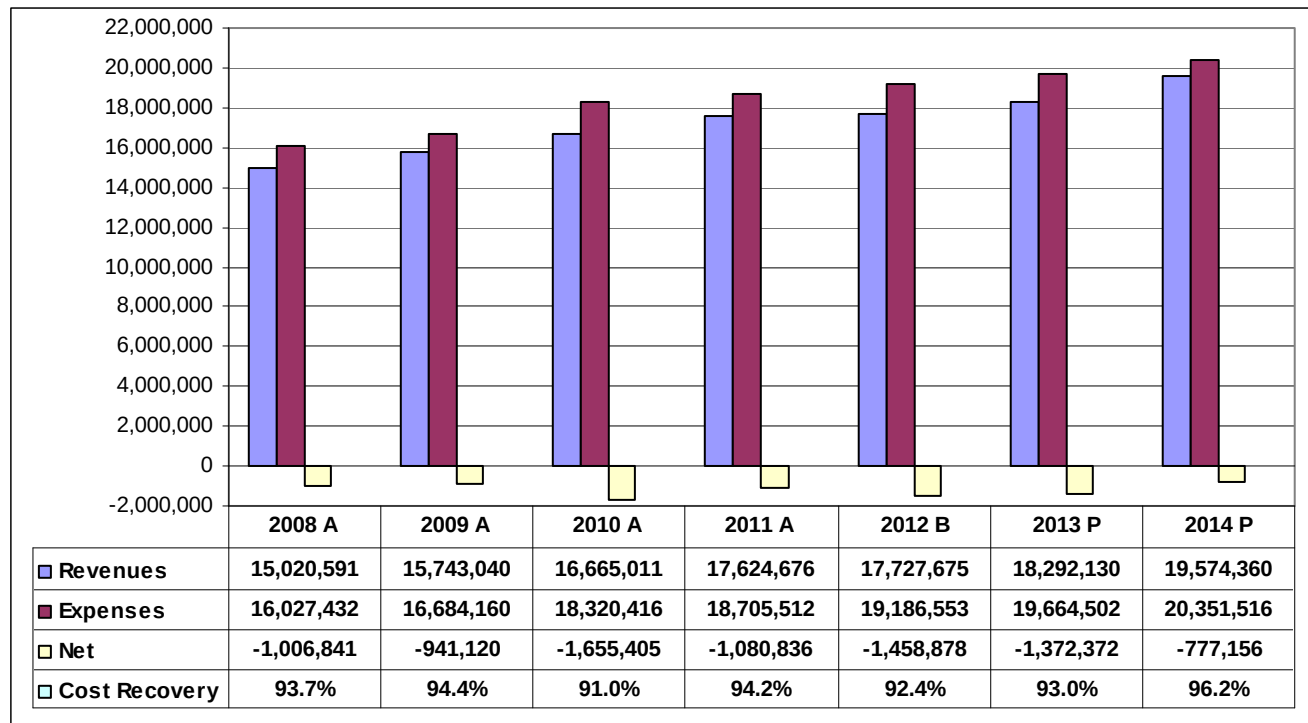
1. Operating Actuals (Revenue, Expenses, Net)
2. Program Fill Rate
3. Facility Utilization Rate
4. Community Centre Traffic Counts
5. Customer Satisfaction Levels on Program Delivery
6. City Playhouse Utilization Rate
7. Sponsorship Revenues

2012-14 Business Plan

BUSINESS OVERVIEW:

Key Performance Indicator #1: REC Operating Actuals (Revenues, Expenses, Net)

Definition: The operating actuals for all recreational departmental programs and services and the corresponding recovery levels.



Notes: A = Actual; B = Budget; P = Projected

Key Conclusion:

The department continues to strive towards 95% cost recovery through operational efficiencies and revenue generating initiatives despite challenges such as rising operating costs and inflationary pressures, demographic changes, and a growing level of competition from the private sector.

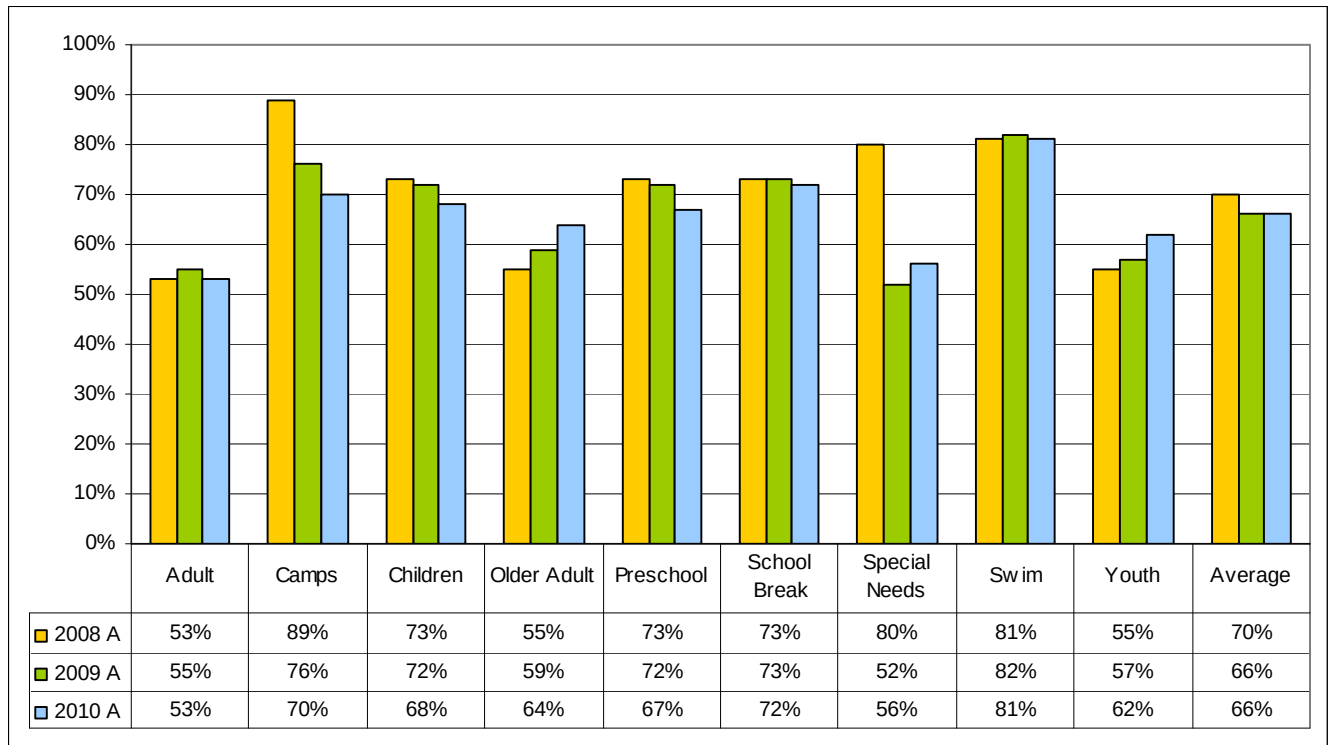
Notes about the Measure:

City Playhouse moved to Culture budget in 2011 budget and all subsequent budget/projected years.
 Two fulltime Community Development Coordinator positions and one part-time Graphics Technician position moved to Culture budget in 2011 budget and all subsequent budget/projected years.
 Consists of all direct departmental expenditures and revenues associated with program delivery.
 Excludes building utilities (i.e. hydro) and building maintenance costs.

2012-14 Business Plan

Key Performance Indicator #2: Program Fill Rate

Definition: The rate at which registered program capacities are filled.



Notes: A = Actual

Key Conclusion:

The department's average fill rate has remained fairly stable (+/- 5%) despite challenges in the last few years due to increased competition in the market place and increases to user fees.

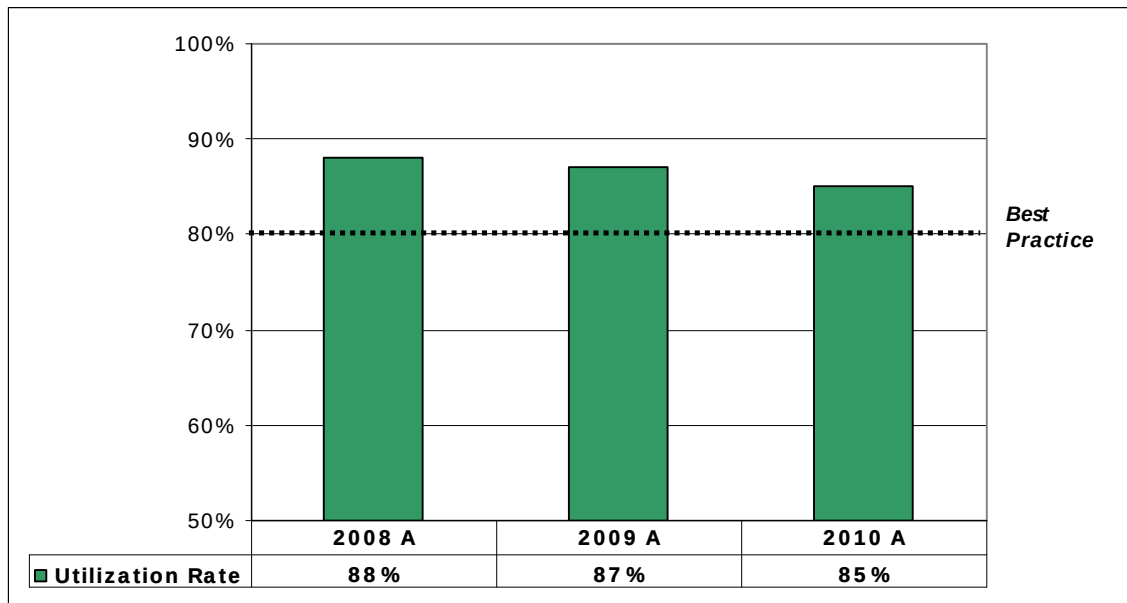
Notes about the Measure:

Consists of participation rates for registered programs city-wide.
Best practice measure set at average of 70%.

2012-14 Business Plan

Key Performance Indicator #3: Facility Utilization Rate

Definition: The rate at which facilities are utilized based on their prime-time availability, and based on a sample week.



Notes: A = Actual

Key Conclusion:

Through operational efficiencies and stable program fill rates, utilization rates have remained relatively consistent since 2008. Demand from Community Service Organizations, private residents and organizations continue to grow resulting in a positive usage rate for facilities.

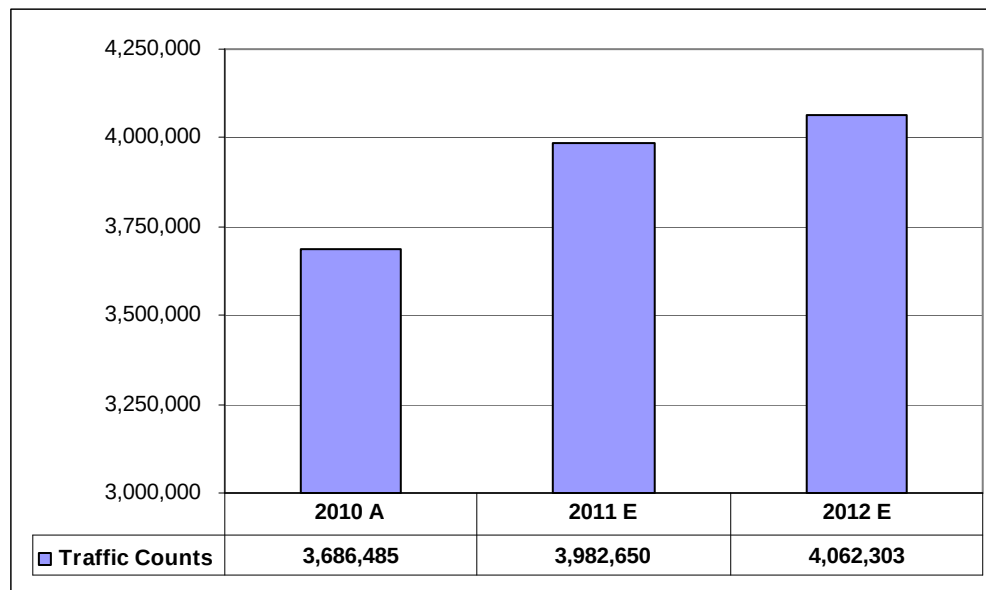
Notes about the Measure:

Consists of facility components such as arenas, sports fields, gyms and rooms City-wide in a typical week. Best practice measure set at average of 80%.

2012-14 Business Plan

Key Performance Indicator #4: Community Centre Traffic Counts

Definition: The total number of people walking into our community centres a year that have traffic counters installed at main entrances. As of mid-2011, nine community centres plus City Playhouse had traffic counters installed.



Notes: A = Actual; E = Estimated

Key Conclusion:

In 2010, there were approximately 3.6 million people walking through our community centres. Traffic counts are expected to increase to over 4 million by 2012 as fitness, aquatics, and programming opportunities increase.

Notes about the Measure:

Best practice measure not applicable.

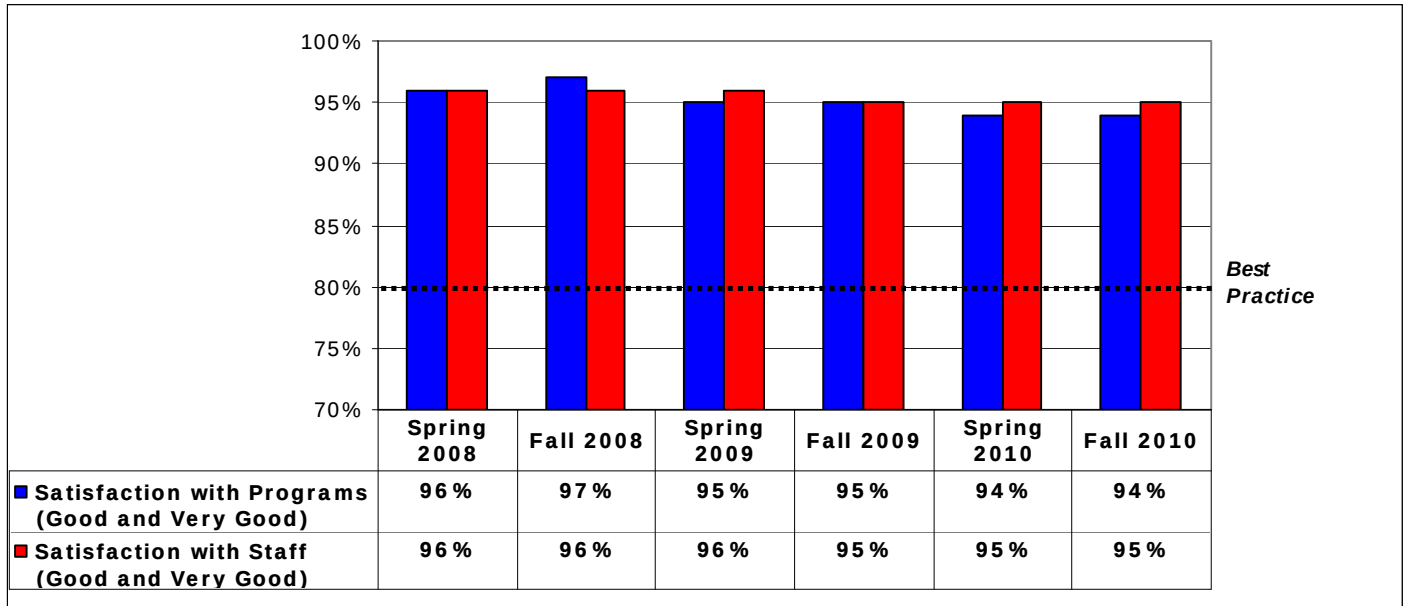
Traffic counts are installed at the following community centres:

- Maple CC
- North Thornhill CC
- Garnett A. Williams CC
- Father Ermano Bulfon CC
- Woodbridge Pool Memorial Arena
- Al Palladini CC
- Vellore Village CC
- Dufferin Clark CC
- Chancellor CC
- City Playhouse

2012-14 Business Plan

Key Performance Indicator #5: Customer Satisfaction Levels on Program Delivery

Definition: Customer feedback on their level of satisfaction with programs and staff.



Key Conclusion:

Overall, customers are extremely satisfied with both programs and staff. The results are from surveys issued in Spring and Fall for 2008 and 2009, and only Fall in 2010.

Notes about the Measure:

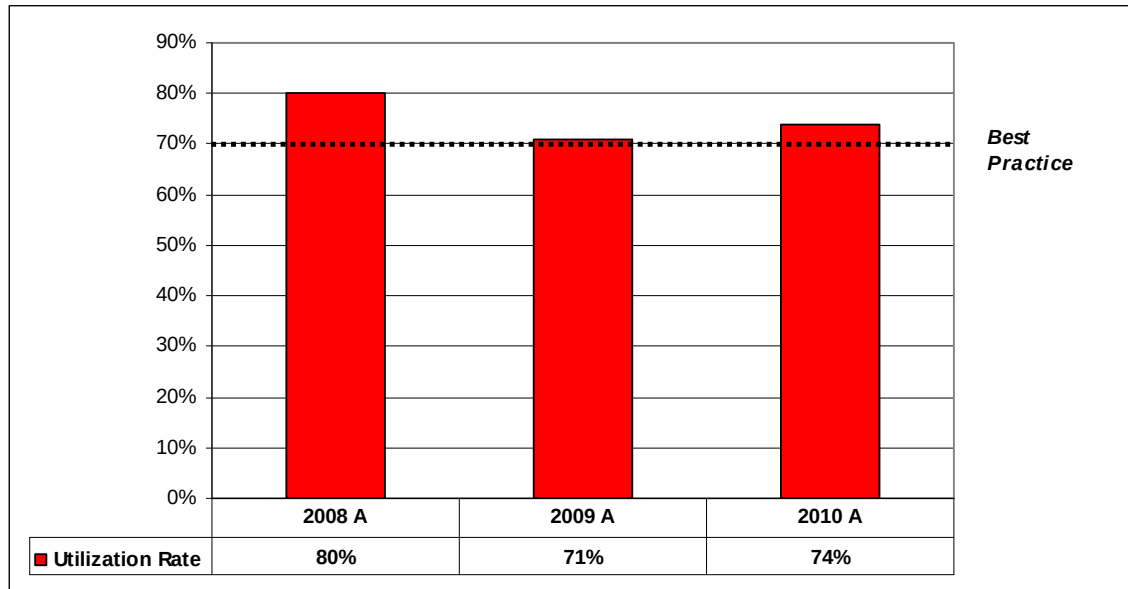
The numbers shown consist of individuals who have expressed good or very good satisfaction levels with programs and staff. The program areas included: Preschool, Children & Youth, Adult, Older Adult and Aquatics. The average number of responses is 600 from centres city wide. The margin of error is expected to be less than 5%.

Best practice measure set at 80%.

2012-14 Business Plan

Key Performance Indicator #6: City Playhouse Utilization Rate

Definition: The rate at which the City Playhouse/Westmount is utilized based on the # of days booked from available dates.



Notes: A = Actual

Key Conclusion:

City Playhouse experienced a negative impact in 2009 when Richmond Hill's new 631-seat theatre opened. However, in 2010, through targeted promotion and loyalty programs, the utilization rate is rebounding and remains higher than the best practice measure.

Notes about the Measure:

Consists of the City Playhouse Auditorium/Westmount.
Best practice measure set at 70%.

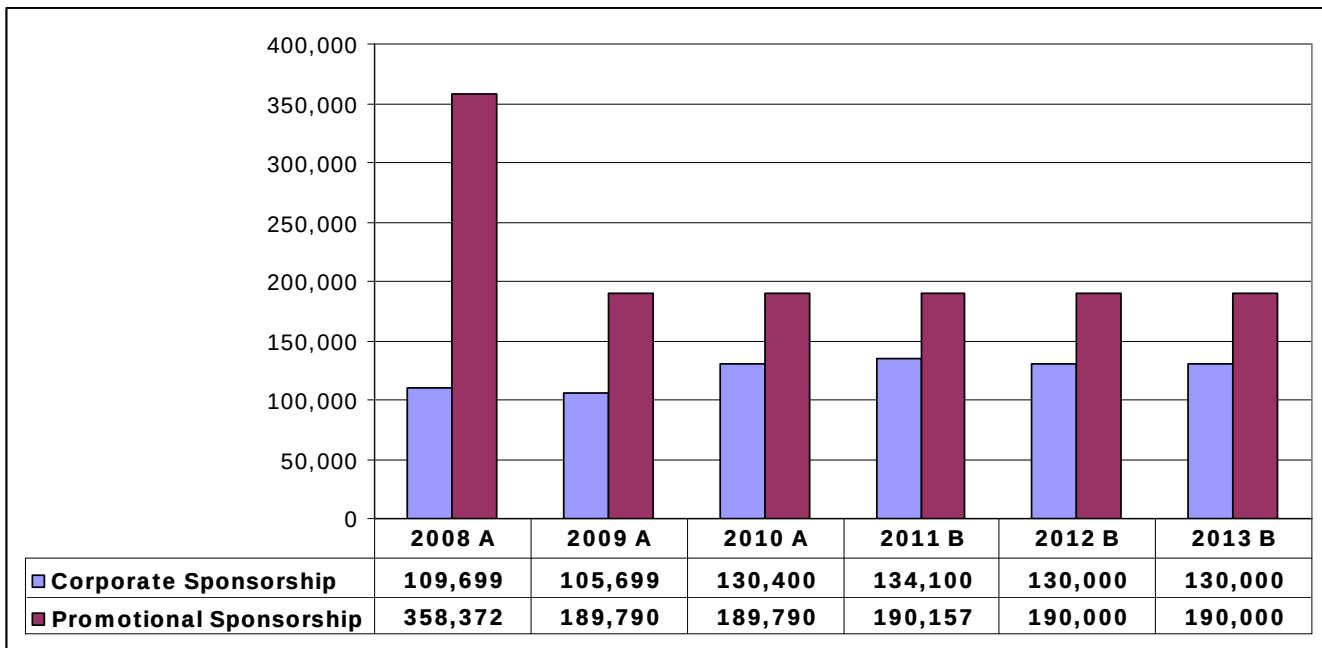
2012-14 Business Plan

Key Performance Indicator #7: Sponsorship Revenue

Definition:

Corporate Sponsorship: The Concerts in the Park program, Canada Day and Winterfest events are funded in part through corporate sponsorship secured through the “Vaughan Celebrates” sponsorship program. Corporate Sponsorship is the actual financial contribution. These sponsorship dollars enable the organizers to produce events that feature higher calibre entertainment and activities and to present them entirely free of charge to the residents.

Promotional Sponsorship: The value of the advertising and promotion provided by media or similar outlets. The value of the promotional sponsorship changes due to outlets no longer renewing their agreements; not being able to provide the same value of promotion for each event; or ceasing their operations.



Key Conclusion:

Since 2008 the Events department has been able to increase corporate sponsorships by over 20%. Promotional sponsorships have remained fairly stable over the last three years.

2012-14 Business Plan

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

The City of Vaughan, Recreation and Culture Department continues to provide quality recreation and cultural programs and services in an accessible, equitable and efficient manner. Based on the department's program fill rates and customer satisfaction surveys, citizens continue to give our programming and staff high ratings.

Despite challenges such as rising operating costs and inflationary pressures, demographic changes, and a growing level of competition from the private sector, the department continues to strive towards greater cost recovery through operational efficiencies and revenue generating initiatives. As a result, utilization rates have remained relatively consistent since 2008.

Overall, the department continues to achieve its goals in providing Service Excellence, Staff Excellence and Management Excellence.

Commissioner Sign-off

Date (mm/dd/yy)

City of Vaughan

Revenue/Expenditure Summary Report

2012 Operating Budget

					2012			
			2011 Actuals *	2011 Budget	2012 Budget	% of Total Budget	Budget Variance \$	Budget Variance %
Recreation	Revenue	Dept. Misc. Revenues	(11,578,496)	(11,593,395)	(11,798,500)	66.6%	(205,105)	1.77%
		Rents and Concessions	(4,031,057)	(4,084,610)	(4,210,675)	23.8%	(126,065)	3.09%
		Transit Fares	(1,681,632)	(1,050,000)	(1,500,000)	8.5%	(450,000)	42.86%
		Advertising Revenue	(203,322)	(127,435)	(155,250)	0.9%	(27,815)	21.83%
		Vending Commissions	(43,806)	(127,720)	(63,250)	0.4%	64,470	-50.48%
		Revenues for Specific Funct.	(84,827)	0	0	0.0%	0	0.0%
		Taxable Sales-Postage Fees	(1,536)	0	0	0.0%	0	0.0%
	Total Revenues		(17,624,676)	(16,983,160)	(17,727,675)	100.0 %	(744,515)	4.38 %
	Labour Costs	Staffing Costs (incl Benefits)	14,041,461	13,792,921	14,739,419	76.6%	946,498	6.86%
	Other Expenses	YRT Tickets	1,631,216	1,030,000	1,470,000	7.6%	440,000	42.72%
		Vaughan Hockey Association Subsidy	1,155,886	1,150,020	1,173,020	6.1%	23,000	2.0%
		Service Contracts and Materials	577,703	573,927	570,040	3.0%	(3,887)	-0.68%
		Office Supplies & Expenses	337,170	323,909	337,277	1.8%	13,368	4.13%
		Corporate Accounts	448,624	404,075	234,650	1.2%	(169,425)	-41.93%
		Tools & Equipment	125,027	152,162	195,920	1.0%	43,758	28.76%
		Capital Funding	36,066	0	140,000	0.7%	140,000	0.0%
		Other	15,767	75,825	90,825	0.5%	15,000	19.78%
		General Mtce & Repairs	86,136	84,879	90,100	0.5%	5,221	6.15%
		Professional Fees	63,849	75,473	59,000	0.3%	(16,473)	-21.83%
		Operating Leases	136,110	170,516	48,555	0.3%	(121,961)	-71.52%
		Staff Development & Training	13,426	33,393	33,500	0.2%	107	0.32%
		Meals & Travel	22,057	29,684	25,650	0.1%	(4,034)	-13.59%
		Office Equipment & Furniture	8,104	24,800	20,850	0.1%	(3,950)	-15.93%
		Communications	6,809	12,149	17,040	0.1%	4,891	40.26%
		Community Advertising & Promotion	0	454	454	0.0%	0	0.0%
		Total	4,663,949	4,141,266	4,506,881	23.4 %	365,615	8.83 %
	Total Expenses		18,705,410	17,934,187	19,246,300	100.0 %	1,312,113	7.32 %
	Net Expenditures		1,080,734	951,027	1,518,625		567,598	59.68 %

2012 ARRs

2012 ARRs													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2012 Impact		Net 2013 Impact		Net 2014 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Client Serv. Supervisor R&C - CSD (FTE Conversion)		19,750		19,750				0.00	19,750	(500)			

Council Item Resource Approvals

Council Item Resource Approvals													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2012 Impact		Net 2013 Impact		Net 2014 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Artificial Turf Item		40,000		40,000				0.00	40,000				

City of Vaughan
Revenue/Expenditure Summary Report
Operating Budget Forecast

			2012 Budget	2013 Forecast	2013 vs 2012 Forecast Variance \$	2013 vs 2012 Forecast Variance %	2014 Forecast	2014 vs 2013 Forecast Variance \$	2014 vs 2013 Forecast Variance %
Recreation	Revenue	Dept. Misc. Revenues	(11,798,500)	(12,214,665)	(416,165)	3.5%	(13,020,090)	(805,425)	3.41%
		Rents and Concessions	(4,210,675)	(4,315,995)	(105,320)	2.5%	(4,748,755)	(432,760)	2.44%
		Transit Fares	(1,500,000)	(1,537,500)	(37,500)	2.5%	(1,575,940)	(38,440)	2.44%
		Advertising Revenue	(155,250)	(159,135)	(3,885)	2.5%	(163,115)	(3,980)	2.44%
		Vending Commissions	(63,250)	(64,835)	(1,585)	2.5%	(66,460)	(1,625)	2.44%
		Revenues for Specific Funct.	0	0	0	0.0%	0	0	0.0%
		Taxable Sales-Postage Fees	0	0	0	0.0%	0	0	0.0%
	Total Revenues		(17,727,675)	(18,292,130)	(564,455)	3.2%	(19,574,360)	(1,282,230)	3.09%
	Labour Costs	Staffing Costs (incl Benefits)	14,739,419	15,083,167	343,748	2.3%	15,583,931	500,764	2.28%
	Other Expenses	YRT Tickets	1,470,000	1,506,750	36,750	2.5%	1,544,420	37,670	2.44%
		Vaughan Hockey	1,173,020	1,202,350	29,330	2.5%	1,232,410	30,060	2.44%
		Association Subsidv							
		Service Contracts and Materials	570,040	591,275	21,235	3.7%	635,745	44,470	3.59%
		Office Supplies & Expenses	337,277	345,800	8,523	2.5%	364,745	18,945	2.46%
		Corporate Accounts	234,650	240,560	5,910	2.5%	246,670	6,110	2.46%
		Tools & Equipment	195,920	211,325	15,405	7.9%	228,975	17,650	7.29%
		Capital Funding	140,000	140,000	0	0.0%	140,000	0	0.0%
		Other	90,825	91,080	255	0.3%	93,645	2,565	0.28%
		General Mtce & Repairs	90,100	101,205	11,105	12.3%	116,870	15,665	10.97%
		Professional Fees	59,000	60,480	1,480	2.5%	62,020	1,540	2.45%
		Operating Leases	48,555	49,795	1,240	2.6%	55,050	5,255	2.49%
		Staff Development & Training	33,500	34,280	780	2.3%	35,970	1,690	2.28%
		Meals & Travel	25,650	26,320	670	2.6%	28,515	2,195	2.55%
		Office Equipment & Furniture	20,850	21,405	555	2.7%	22,470	1,065	2.59%
		Communications	17,040	17,960	920	5.4%	19,330	1,370	5.12%
		Community Advertising & Promotion	454	0	(454)	-100.0%	0	0	0.0%
		Total	4,506,881	4,640,585	133,704	3.0%	4,826,835	186,250	2.88%
	Total Expenses		19,246,300	19,723,752	477,452	2.5%	20,410,766	687,014	2.42%
	Net Expenditures		1,518,625	1,431,622	(87,003)	-5.7%	836,406	(595,216)	-6.08%

City of Vaughan

Revenue/Expenditure Summary Report

2012 Operating Budget

					2012				
			2011 Actuals *	2011 Budget	2012 Budget	% of Total Budget	Budget Variance \$	Budget Variance %	
Cultural Services	Revenue	Rents and Concessions	(240,251)	(295,000)	(295,000)	57.0%	0	0.0%	
		Dept. Misc. Revenues	(181,689)	(148,020)	(181,920)	35.1%	(33,900)	22.9%	
		Rev. frm Recov. Exp - Pd Dutv	(37,030)	(37,030)	(37,030)	7.1%	0	0.0%	
		Vending Commissions	0	(4,000)	(4,000)	0.8%	0	0.0%	
		General Revenue	(6,280)	0	0	0.0%	0	0.0%	
		Total Revenues		(465,250)	(484,050)	(517,950)	100.0 %	(33,900)	7.0 %
	Labour Costs	Staffing Costs (incl Benefits)	1,187,388	1,399,126	1,573,449	79.1%	174,323	12.46%	
		Other Expenses	Service Contracts and Materials	250,067	177,585	200,181	10.1%	22,596	12.72%
			Office Supplies& Expenses	120,984	119,472	72,506	3.6%	(46,966)	-39.31%
			Other	37,909	58,748	58,748	3.0%	0	0.0%
			Professional Fees	32,967	44,652	44,652	2.2%	0	0.0%
			Office Equipment & Furniture	13,000	18,704	12,404	0.6%	(6,300)	-33.68%
			Staffing Costs (incl Benefits)	4,990	9,000	9,000	0.5%	0	0.0%
			Meals & Travel	2,846	10,888	7,765	0.4%	(3,123)	-28.68%
			Communications	2,052	4,325	4,125	0.2%	(200)	-4.62%
			Staff Development & Training	3,770	6,577	4,015	0.2%	(2,562)	-38.95%
			Community Advertising & Promotion	1,833	7,047	1,942	0.1%	(5,105)	-72.44%
			Corporate Accounts	(8,809)	50	50	0.0%	0	0.0%
			Capital Funding	215,000	215,000	0	0.0%	(215,000)	-100.0%
Tools & Equipment	0	0	0	0.0%	0	0.0%			
Total		676,607	672,048	415,388	20.9 %	(256,660)	-38.19 %		
Total Expenses		1,863,995	2,071,174	1,988,837	100.0 %	(82,337)	-3.98 %		
Net Expenditures		1,398,744	1,587,124	1,470,887		(116,237)	-7.32 %		

2012 ARR's													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2012 Impact		Net 2013 Impact		Net 2014 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
PT Graphics Services Tech. (FTE in lieu of Prof fees)	PT	0.59	35,159	(35,159)	0			0.59	0	-	1,758	-	1,846

City of Vaughan
Revenue/Expenditure Summary Report
Operating Budget Forecast

			2012 Budget	2013 Forecast	2013 vs 2012 Forecast Variance \$	2013 vs 2012 Forecast Variance %	2014 Forecast	2014 vs 2013 Forecast Variance \$	2014 vs 2013 Forecast Variance %
Cultural Services	Revenue	Rents and Concessions	(295,000)	(295,000)	(0)	0.0%	(295,000)	(0)	0.0%
		Dept. Misc. Revenues	(181,920)	(181,920)	(0)	0.0%	(181,920)	(0)	0.0%
		Rev. frm Recov. Exp - Pd	(37,030)	(37,030)	(0)	0.0%	(37,030)	(0)	0.0%
		Duty							
		Vending Commissions	(4,000)	(4,000)	(0)	0.0%	(4,000)	(0)	0.0%
		General Revenue	0	0	0	0.0%	0	0	0.0%
	Total Revenues		(517,950)	(517,950)	(0)	0.0%	(517,950)	(0)	0.0%
	Labour Costs	Staffing Costs (incl Benefits)	1,573,449	1,599,565	26,116	1.7%	1,617,908	18,343	1.63%
	Other Expenses	Service Contracts and Materials	200,181	200,181	0	0.0%	200,181	0	0.0%
		Office Supplies & Expenses	72,506	72,506	0	0.0%	87,506	15,000	0.0%
		Other	58,748	58,748	0	0.0%	118,748	60,000	0.0%
		Professional Fees	44,652	44,652	0	0.0%	44,652	0	0.0%
		Office Equipment & Furniture	12,404	12,404	0	0.0%	12,404	0	0.0%
		Staffing Costs (incl Benefits)	9,000	9,000	0	0.0%	9,000	0	0.0%
		Meals & Travel	7,765	7,765	0	0.0%	7,765	0	0.0%
		Communications	4,125	4,125	0	0.0%	4,125	0	0.0%
		Staff Development & Training	4,015	4,015	0	0.0%	4,015	0	0.0%
		Community Advertising & Promotion	1,942	1,942	0	0.0%	1,942	0	0.0%
		Corporate Accounts	50	50	0	0.0%	50	0	0.0%
		Capital Funding	0	0	0	0.0%	0	0	0.0%
		Tools & Equipment	0	0	0	0.0%	0	0	0.0%
	Total		415,388	415,388	0	0.0%	490,388	75,000	0.0%
	Total		1,988,837	2,014,953	26,116	1.3%	2,108,296	93,343	1.3%
	Net Expenditures		1,470,887	1,497,003	26,116	1.8%	1,590,346	93,343	1.74%

Recognized 2014 ARRs											
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Diversity & Inclusiv. Prog			75,000		75,000				75,000		

City of Vaughan
Commissioner of Community Services
Recreation & Culture

2012 Capital Budget

Budget Year	Project #	Project Name	Project Type	Total Budget	Operating Budget Impact	TCA
2012	RE-9520-12	City Playhouse Theatre	Infrastructure Replacement	\$28,900		Y
2012	RE-9512-12	Father Ermanno Fitness Centre Equipment	Growth/Equipment	\$206,000		Y
2012	RE-9503-10	Fitness Centre Equipment Replacement	Equipment Replacement	\$125,100		Y
Total 2012 Capital Budget				\$360,000		

2013 Capital Budget Plan

Budget Year	Project #	Project Name	Project Type	Total Budget	Operating Budget Impact	TCA
2013	RE-9503-10	Fitness Centre Equipment Replacement	Equipment Replacement	\$125,100		Y
Total 2013 Capital Budget Plan				\$125,100		



Building and Facilities

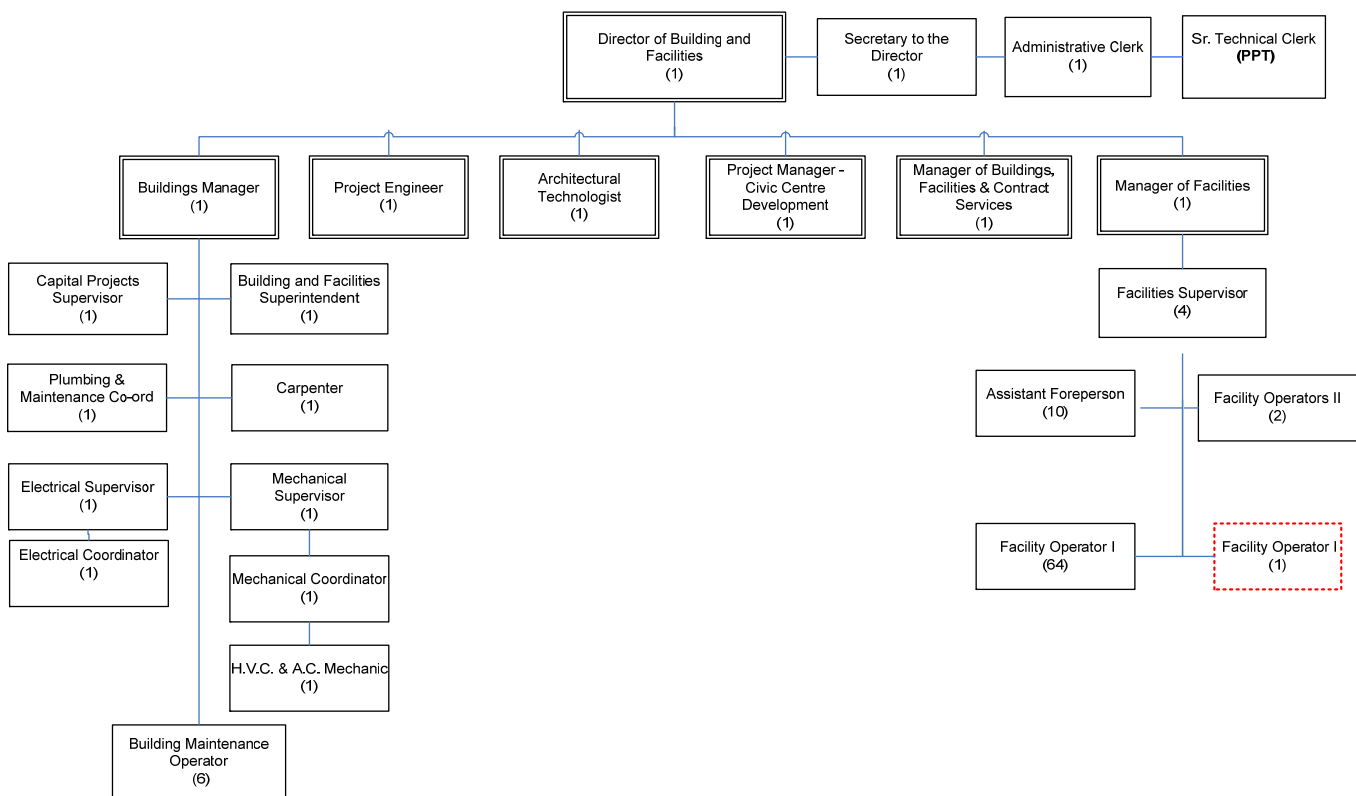
2012-14 Business Plan

BUSINESS OVERVIEW

Service Statement:

The Building and Facilities Department is responsible for providing office accommodations and security for City buildings. Additionally, the Department is responsible for providing plant services and security for employees, residents and users, in addition to overseeing the new construction and renovations to existing buildings, and maintenance of the City buildings (ie. recreation community centres, firehalls, libraries, parks, sports fields, administrative buildings and walkway lighting).

Service Profile:



2012 Approved ARR

Full Time, Part Time and Overtime – Budgeted Amounts

	2010	2011	2012 Base	Approved 2012 ARRs	2012 Final	2013 ARR	2014 ARR
Full Time	100.95	103	103	1	104	2	1
Part Time	5.0	5.0	5.0	-	5	-	-
Overtime	53,865	53,865	53,865	-	53,865	-	-

2012-14 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:

- Demonstrate excellence in service delivery
- Promote community safety, health and wellness
- Lead and promote environmental sustainability
- Manage Corporate assets

Future Pressures and Opportunities:

Sales of Green and blue bin initiative at the community centres has impacted departmental resourcing. There are growing expectations regarding service level and facility expansions that will have to be addressed in the future by this department. Opportunities exist for retrofitting of existing buildings to accommodate accessibility legislation. As well, environmental initiatives (LEED) will need to be addressed as well as planning for future recycling initiatives, energy and water savings.

Business Plan Objectives:

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Develop and adopt the Active Together Master Plan to guide the planning and implementation of new facilities	2009	Ongoing	Master Plan approved by Council implementation is proceeding
Work with Finance Department to develop key measures for Long Range Financial Plan	2009	Ongoing	Used as a tool for building analysis for maintenance audits and Capital Forecasting
Create work order system electronically with ITM and implement the CTS program into Building and Facilities	2009	Implemented	Creation of benchmarking for productivity and effectiveness evaluation
Perform building audits under the Accessibility Plan	2009	Audits performed, analysis continuous	Addition of more automatic doors, accessible counters, strobe

2012-14 Business Plan

		and ongoing	lights added to fire alarms bells/horns, enhancement of building designs for both new and renovations, submissions put forth in base specifications for ongoing enhancements
Perform energy audits on City buildings and implement recommendations for energy and environmental efficiencies	2011	ongoing	Working with Powerstream on solar panels to be installed on roofs of City Buildings

Organize and hold a strategic visioning session for the department	2011	Q3	Engage front-line staff in seeking improvements to customer and building service levels
Enhance training programs to bring newer technologies and methods into day-to-day practices	2011	Q3	Increase effectiveness of maintenance
Implement a customer service feedback survey to internal City Departments	2011	Q4	Evaluate expectations against resources to identify gaps in service levels.

2012-14 Business Plan

2012-14 Business Plan Objectives:

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2012 (Top 3 Objectives)			
1. Continue to implement energy reduction enhancements	Q4-2012	Stability in maintaining consumption budgets	Environmental Sustainability, Powerstream
2. Implement continuous improvement initiatives	Q2-2012	Increase customer service levels, and sqft maintained per FTE	Recreation and Culture
3. Implement Electronic Work Order System into the Facilities	Q3-2012	Decrease turnaround time for resolution of sub-standard conditions/downtime	ITM
2013 (Top 3 Objectives)			
1. Continue to implement energy reduction enhancements	Q4-2013	Stability in maintaining consumption budgets	Environmental Sustainability, Powerstream
2. Perform building audits under the Accessibility Plan	Q4-2013	Increase Accessibility	Accessibility Committee
2014 (Top 3 Objectives)			
1. Continue to implement energy reduction enhancements	Q4-2014	Stability in maintaining consumption budgets	Environmental Sustainability, Powerstream
2. Perform building audits under the Accessibility Plan	Q4-2014	Increase Accessibility	Accessibility Committee

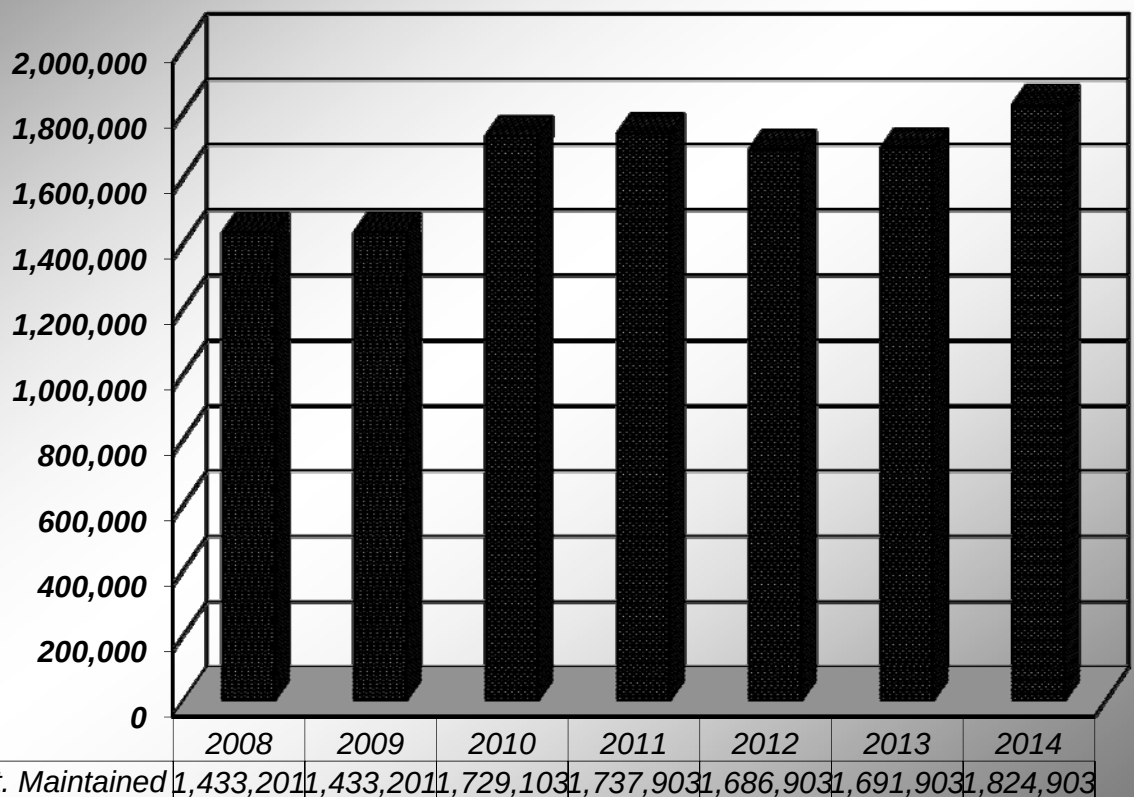
Key Performance Indicators:

1. Quantity of Building Square Feet Maintained
2. Number of Building Square Feet Maintained per Maintenance FTE
3. Cost per Building Square Feet Maintained
4. Utilities Consumption per Square Foot for all Major Buildings (to be developed)
5. Number of Work Orders per FTE, and Average turn Around Time (to be developed)
6. Number of Unscheduled Disruptions (to be developed)

2012-14 Business Plan

Measure: Quantity of Building Square Feet Maintained

Definition: The total number of building square feet maintained



Key Conclusion:

The number of building square feet maintained will be increased by 27% over the 2008-2014 period.

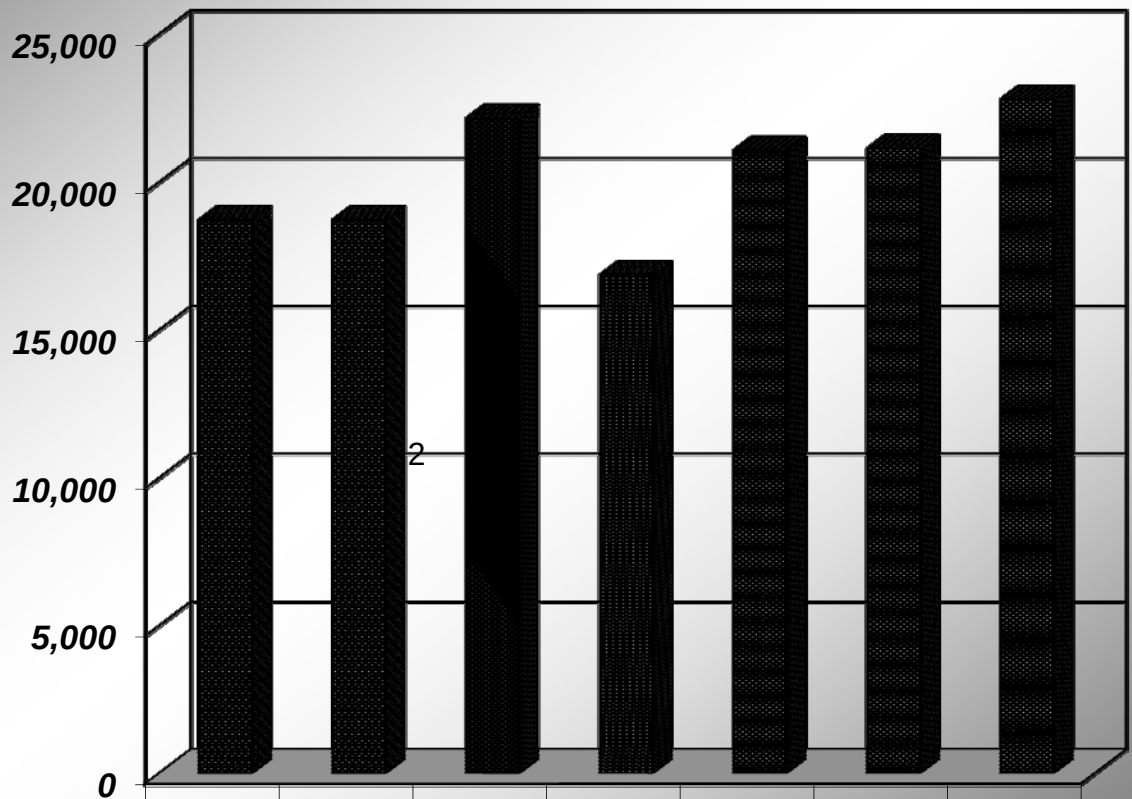
Notes about the Measure:

These figures include; Community Centres, Libraries, Administration Buildings, Fire Stations, Heritage Buildings, Senior's Centres and Park's Buildings/Field Houses. Buildings added include new City Hall, North Thornhill Community Centre, Fire Station 7-10, expansions to existing facilities, Kleinburg United Church and proposed Community Centre for Block 11.

2012-14 Business Plan

Measure: Number of Building Square Feet Maintained per Maintenance FTE

Definition: The number of building square feet maintained per actual FTE across the City



■ Sq. ft. maintained per FTE

2008	2009	2010	2011	2012	2013	2014
18,734	18,734	22,168	16,872	21,086	21,148	22,811

Key Conclusion:

The total number of building square feet maintained per Maintenance FTE will be increased by 22% (over 4000 sq. ft.) over the 2008 to 2014 period.

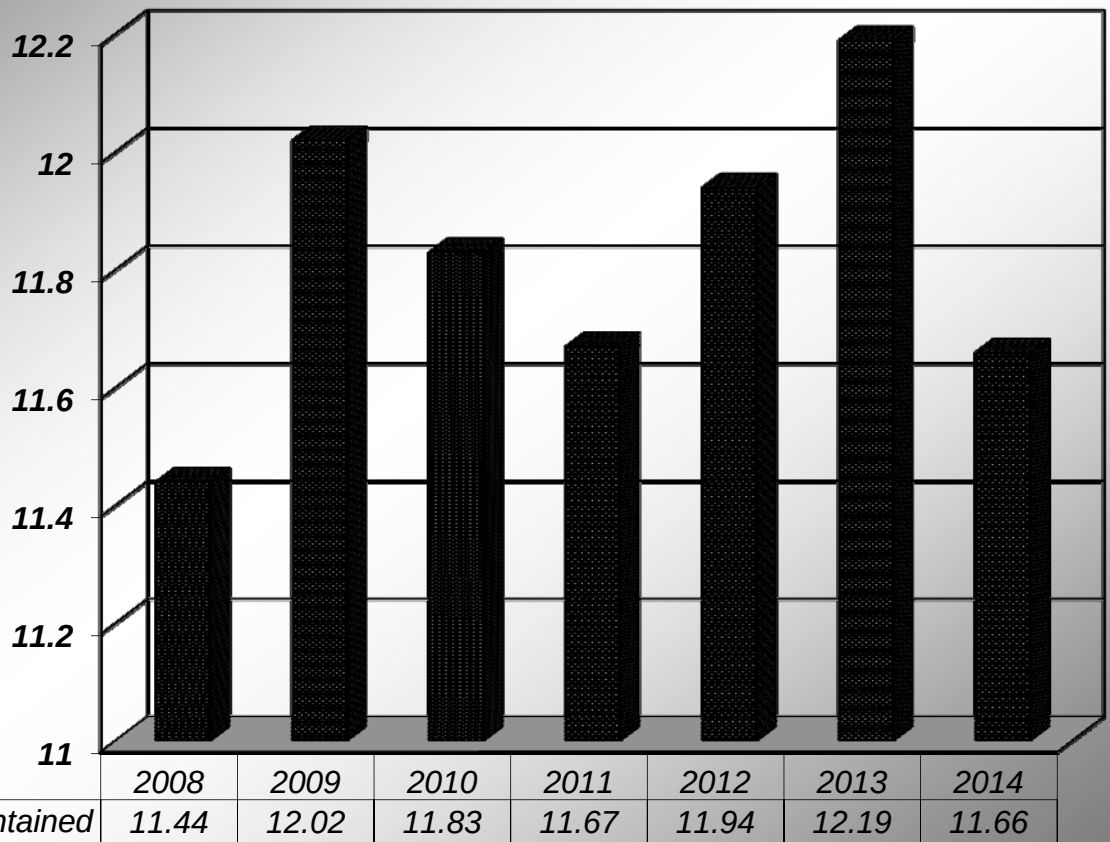
Notes about the Measure:

These figures include; Community Centres, Libraries, Administration Buildings, Fire Stations, Heritage Buildings, Senior's Centres and Park's Buildings/Field Houses.

2012-14 Business Plan

Measure: Cost per Building Sq. Ft. Maintained

Definition: The total cost of maintenance per building square foot



Key Conclusion:

Since 2008, Vaughan's operating costs have increased by 7%, while square footage increased by 27%.

Notes about the Measure:

Unit cost increases have been primarily driven by utilities and contract cost increases.

2012-14 Business Plan

Overall Conclusion:

There has been an increase in number of new buildings city wide including a Community Centre, fire hall and new City Hall which impacts on the department in resource allocation and planning. Also, dealing with multiple priorities in daily maintenance and new initiatives such as accessibility, environmental and sustainability planning require organization and long term strategic thinking.

Commissioner Sign-off

Date (mm/dd/yy)

City of Vaughan

Revenue/Expenditure Summary Report

2012 Operating Budget

					2012			
					2012 Budget	% of Total Budget	Budget Variance \$	Budget Variance %
					2011 Actuals *	2011 Budget		
Buildings and Facilities	Revenue	Rents and Concessions	(109,605)	(104,890)	(106,090)	56.6%	(1,200)	1.14%
		Rev. frm Recov. Exp - Pd Duty	(85,146)	(56,250)	(56,250)	30.0%	0	0.0%
		General Revenue	(18,705)	(25,000)	(25,000)	13.3%	0	0.0%
		Dept. Misc. Revenues	(6,272)	0	0	0.0%	0	0.0%
		Reserves Revenue	(163,174)	0	0	0.0%	0	0.0%
	Total Revenues		(382,901)	(186,140)	(187,340)	100.0 %	(1,200)	0.64 %
	Joint Service Revenue	Joint Service Revenue	(133,149)	(123,000)	(52,621)	-0.3%	70,379	-57.22%
	Labour Costs	Staffing Costs (incl Benefits)	7,942,829	8,181,483	8,742,739	42.8%	561,256	6.86%
	Other Expenses	Utilities & Fuel	5,041,651	5,056,091	5,013,566	24.5%	(42,525)	-0.84%
		General Mtce & Repairs	5,120,634	4,041,817	4,096,056	20.1%	54,239	1.34%
		Service Contracts and Materials	2,361,779	2,188,298	2,256,080	11.0%	67,782	3.1%
		Operating Leases	356,327	269,424	312,941	1.5%	43,517	16.15%
		Tools & Equipment	193,735	173,673	192,398	0.9%	18,725	10.78%
		Communications	110,025	121,911	103,186	0.5%	(18,725)	-15.36%
		Staff Development & Training	16,115	22,418	22,953	0.1%	535	2.39%
		Meals & Travel	18,331	19,777	22,777	0.1%	3,000	15.17%
		Office Supplies& Expenses	23,470	13,697	20,162	0.1%	6,465	47.2%
		Office Equipment & Furniture	7,612	18,495	15,745	0.1%	(2,750)	-14.87%
		Other	2,344	21,790	3,190	0.0%	(18,600)	-85.36%
		Community Advertising & Promotion	0	641	641	0.0%	0	0.0%
		Capital Funding	163,174	0	0	0.0%	0	0.0%
		Corporate Accounts	670,215	670,215	0	0.0%	(670,215)	-100.0%
		Professional Fees	815	0	0	0.0%	0	0.0%
		Joint Services & Department Transfers	(314,819)	(209,980)	(326,688)	-1.6%	(116,708)	55.58%
		Total		13,771,408	12,408,267	11,733,007	57.4 %	(675,260)
Total Expenses		21,581,087	20,466,750	20,423,125	100.0 %	(43,625)	-0.21 %	
Net Expenditures		21,198,186	20,280,610	20,235,785		(44,825)	-0.22 %	

2012 ARRs													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2012 Impact		Net 2013 Impact		Net 2014 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
McMillan Farm Building Maintenance			35,000	0	35,000			0.00	35,000	0.00	0	-	0
Facility Operator I - New City Hall	FT	1.00	55,858		55,858			1.00	55,858		2,794		2,932

City of Vaughan
Revenue/Expenditure Summary Report
Operating Budget Forecast

			2012 Budget	2013 Forecast	2013 vs 2012 Forecast Variance \$	2013 vs 2012 Forecast Variance %	2014 Forecast	2014 vs 2013 Forecast Variance \$	2014 vs 2013 Forecast Variance %
Buildings and Facilities	Revenue	Rents and Concessions	(106,090)	(106,090)	(0)	0.0%	(106,090)	(0)	0.0%
		Rev. frm Recov. Exp - Pd	(56,250)	(56,250)	(0)	0.0%	(56,250)	(0)	0.0%
		Dutv							
		General Revenue	(25,000)	(25,000)	(0)	0.0%	(25,000)	(0)	0.0%
		Dept. Misc. Revenues	0	0	0	0.0%	0	0	0.0%
		Reserves Revenue	0	0	0	0.0%	0	0	0.0%
	Total Revenues		(187,340)	(187,340)	(0)	0.0%	(187,340)	(0)	0.0%
	Joint Service Revenue	Joint Service Revenue	(52,621)	(10,758)	41,863	-79.6%	(11,062)	(304)	-389.13%
	Labour Costs	Staffing Costs (incl Benefits)	8,742,739	9,097,039	354,300	4.1%	9,261,957	164,918	3.89%
	Other Expenses	Utilities & Fuel	5,013,566	5,259,206	245,640	4.9%	5,655,150	395,944	4.67%
		General Mtce & Repairs	4,096,056	4,096,056	0	0.0%	4,209,351	113,295	0.0%
		Service Contracts and Materials	2,256,080	2,256,080	0	0.0%	2,302,108	46,028	0.0%
		Operating Leases	312,941	312,941	0	0.0%	312,941	0	0.0%
		Tools & Equipment	192,398	192,398	0	0.0%	194,690	2,292	0.0%
		Communications	103,186	103,186	0	0.0%	103,186	0	0.0%
		Staff Development & Training	22,953	22,953	0	0.0%	22,953	0	0.0%
		Meals & Travel	22,777	22,777	0	0.0%	22,777	0	0.0%
		Office Supplies& Expenses	20,162	20,162	0	0.0%	20,162	0	0.0%
		Office Equipment & Furniture	15,745	15,745	0	0.0%	15,745	0	0.0%
		Other	3,190	3,190	0	0.0%	3,190	0	0.0%
		Community Advertising & Promotion	641	641	0	0.0%	641	0	0.0%
		Capital Funding	0	0	0	0.0%	0	0	0.0%
		Corporate Accounts	0	0	0	0.0%	0	0	0.0%
		Professional Fees	0	0	0	0.0%	0	0	0.0%
		Joint Services & Department Transfers	(326,688)	(326,688)	(0)	0.0%	(326,688)	(0)	0.0%
		Total	11,733,007	11,978,647	245,640	2.1%	12,536,206	557,559	2.05%
	Total Expenses		20,423,125	21,064,928	641,803	3.1%	21,787,101	722,173	3.0%
	Net Expenditures		20,235,785	20,877,588	641,803	3.2%	21,599,761	722,173	3.07%

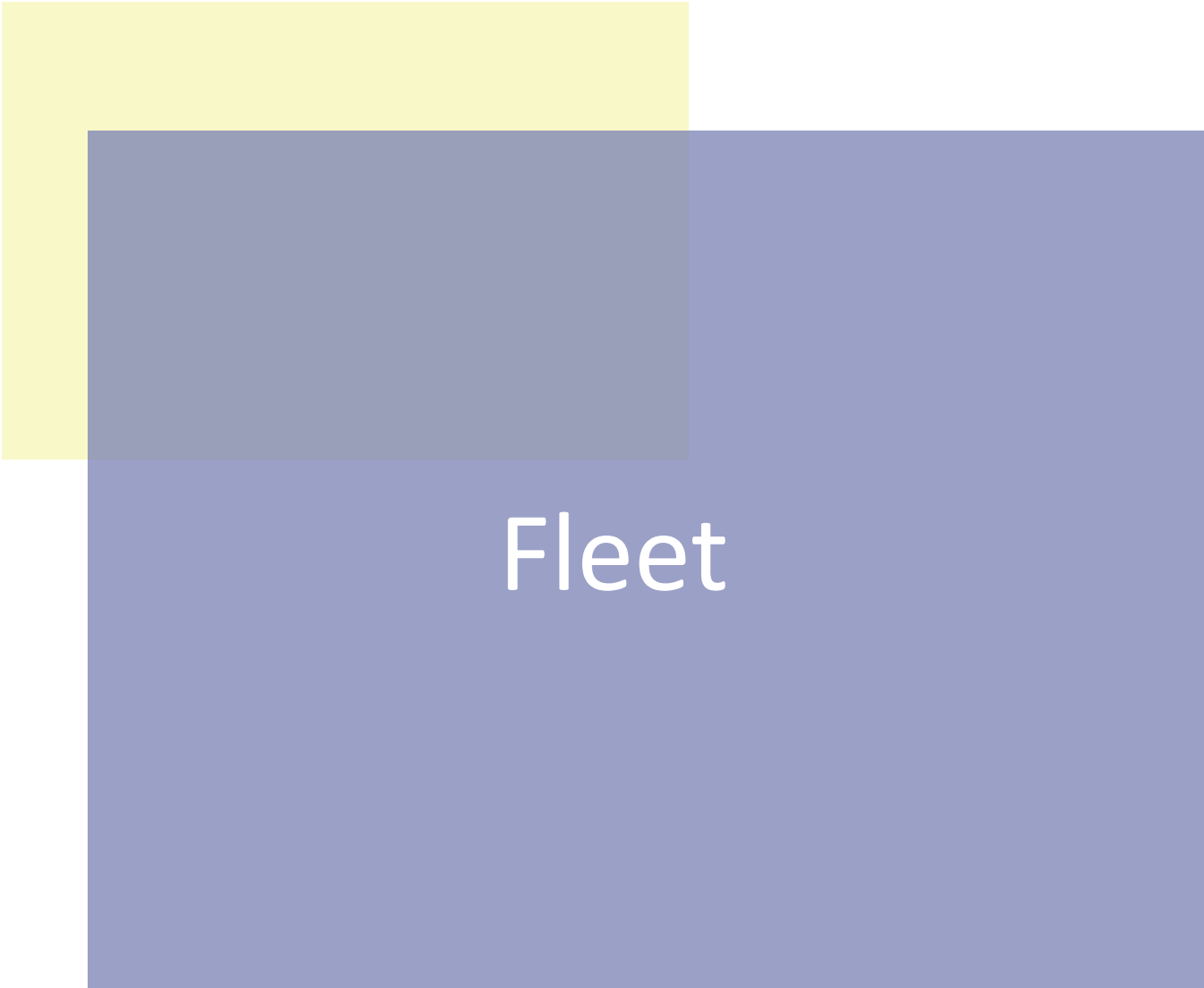
Recognized 2013 ARRs											
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2013 Impact		Net 2014 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Facility Operator I - Vellore Vill. CC Expansion	FT	1.00	56,169		56,169			1.00	56,169	-	2,808
Facility Op I Father Ermenn C. C.	FT	1.00	56,581		56,581			1.00	56,581	-	
Recognized 2014 ARRs											
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Assist Foreperson, Al Pall CC	FT	1.00	62,687		62,687			1.00	62,687		3,134

City of Vaughan
Commissioner of Community Services
Buildings & Facilities
2012 Capital Budget

Budget Year	Project #	Project Name	Project Type	Total Budget	Operating Budget Impact	TCA
2012	BF-8321-12	Al Palladini C. C. Pool Dehumidifier Replacement	Infrastructure Replacement	\$283,300	\$(1,000)	Y
2012	BF-8344-12	Al Palladini C.C. Brine Pump Replacements	Infrastructure Replacement	\$35,100	\$(500)	Y
2012	BF-8384-12	Al Palladini CC-Arena Skate Flooring Replacement	Infrastructure Replacement	\$41,200		Y
2012	BF-8097-12	Al Palladini CC-Pool/Fitness Locker Replacements	Infrastructure Replacement	\$25,800		Y
2012	BF-8313-12	Beaverbrook House Structural Renovations	Infrastructure Replacement	\$154,500		Y
2012	BF-8328-12	Chancellor C.C. Domestic Piping and Plumbing Fixture Replacements	Infrastructure Replacement	\$41,200		Y
2012	BF-8373-12	Chancellor CC-Flooring Replacement	Infrastructure Replacement	\$41,200		Y
2012	BF-8388-12	Civic Centre-Demolition, Parking and Storm Drainage	New Infrastructure	\$2,069,300		Y
2012	BF-8128-12	Dufferin Clark C.C. Additional Heat Pump Replacements	Infrastructure Replacement	\$67,000		Y
2012	BF-8245-12	Dufferin Clark C.C. Make Up Air Unit Replacement	Infrastructure Replacement	\$41,200	\$(5,000)	Y
2012	BF-8244-12	Dufferin Clark C.C. Replace Roof Top Units	Infrastructure Replacement	\$61,800	\$(4,000)	Y
2012	BF-8372-12	Dufferin Clark CC-Lower Level Flooring Replacement	Infrastructure Replacement	\$100,000		Y
2012	BF-8289-12	Dufferin Clarke C. C.- Replace Control System for the Dryotron	Infrastructure Replacement	\$31,600		Y
2012	BF-8324-12	Father Ermanno Bulfon CC New Flooring Seniors & Meeting Rooms	Infrastructure Replacement	\$27,800		Y
2012	BF-8382-12	Father Ermanno Bulfon-Lockers Replacement	Infrastructure Replacement	\$87,600		Y
2012	BF-8369-12	Fire Station#78-Reroof	Infrastructure Replacement	\$504,700		Y
2012	BF-8238-12	Garnet A Williams CC Replace Two Compressors	Infrastructure Replacement	\$131,400		Y
2012	BF-8366-12	Garnet A Williams CC-Pool/Fitness Locker Replacement	Infrastructure Replacement	\$25,800		Y
2012	BF-8345-12	Garnet A. Williams Replace Arena Chiller and Brine Pump	Infrastructure Replacement	\$80,400		N
2012	BF-8339-12	Maple C.C. Insulate & Install Siding on Arena Walls	Infrastructure Replacement	\$92,700	\$(5,000)	Y
2012	BF-8135-12	Maple Community Centre, Lighting Replacement	Infrastructure Replacement	\$41,200		Y
2012	BF-8380-12	Maple Community Centre-Bowling Alley Equipment Replacement	Equipment Replacement	\$154,500		Y
2012	BF-8383-12	Maple Community Centre-Lobby/Hallway Replacement(West Side)	Infrastructure Replacement	\$82,400		Y
2012	BF-8374-12	Maple Community Centre-Skate Flooring Replacement	Infrastructure Replacement	\$46,400		Y
2012	BF-8327-12	Rosemount CC Domestic Piping and Plumbing Fixture Replacement	Infrastructure Replacement	\$77,300		Y
2012	BF-8350-12	Security Camera Installations Various Parks	New Equipment	\$80,000		Y
2012	BF-8322-12	Woodbridge Pool & Arena-Replace Pool & Domestic Water Boiler	Infrastructure Replacement	\$41,200		Y
2012	BF-8279-12	Woodbridge Pool & Memorial Arena-Replace Diving Boards, Stands	Infrastructure Replacement	\$43,000		Y
Total 2012 Capital Budget				\$4,509,600		

2013 Capital Budget Plan

Budget Year	Project #	Project Name	Project Type	Total Budget	Operating Budget Impact	TCA
2013	BF-8329-13	Al Palladini C.C. Arena Benches Capping	Infrastructure Replacement	\$46,400		Y
2013	BF-8378-13	Carrville CC	Growth/Development	\$3,653,000		Y
2013	BF-8278-13	Chancellor Community Centre - Gym Locker Replacements	Infrastructure Replacement	\$37,900		Y
2013	BF-8237-13	Garnet A Williams CC Remove Wall Covering in Pool area	Infrastructure Replacement	\$52,600		N
2013	BF-8381-13	Garnet A Williams CC-Flooring Replacement	Infrastructure Replacement	\$36,100		Y
2013	BF-8371-13	Garnet A Williams CC-Heat Pumps Replacement	Equipment Replacement	\$61,800		Y
2013	BF-8319-13	JOC-HVAC Rooftop Replacements	Infrastructure Replacement	\$103,000		Y
2013	BF-8317-13	Maple C.C. Replace Outdoor Lighting	Infrastructure Replacement	\$144,200		Y
2013	BF-8391-13	Uplands Club House-Golf Cart Storage Building	New Infrastructure	\$231,200		Y
2013	BF-8367-11	Uplands Golf & Ski Centre, Buildings General Capital	Infrastructure Replacement	\$67,000		Y
Total 2013 Capital Budget Plan				\$4,433,200		



Fleet

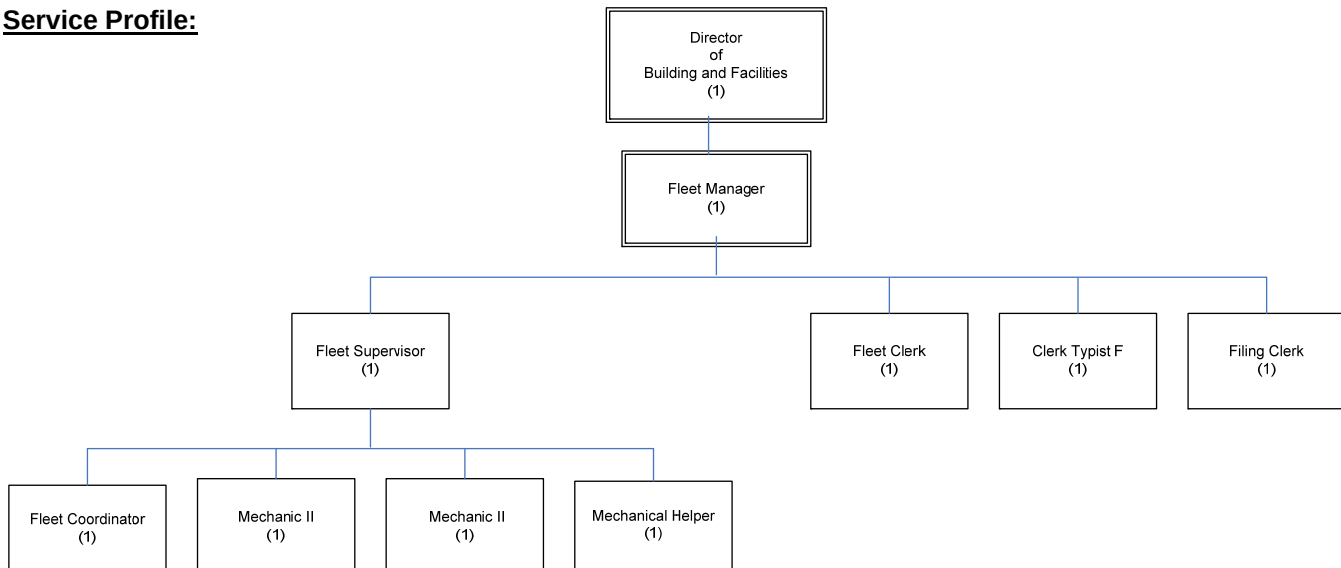
2012-14 Business Plan

BUSINESS OVERVIEW

Service Statement:

Fleet Services is responsible for administering a pro-active and cost efficient maintenance program to ensure that vehicles and equipment are operating in a safe and reliable manner, and ensuring that the guidelines of all government legislation and that of government agencies are met.

Service Profile:



Full Time, Part Time and Overtime – Budgeted Amounts

	2011	2012 Base	Approved 2012 ARR	2012 Final	2013 ARR	2014 ARR
Full Time	9	9	-	9	-	-
Part Time	0	0	-	0	-	-
Total FTE	9	9	-	9	-	-
Overtime	\$28,075	\$29,770	-	\$29,770	-	-

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

2012-14 Business Plan

Work Plan:

Link to Vaughan Vision 2020:

Demonstrate Excellence in Service Delivery

Future Pressures and Opportunities:

To promote good driving habits by following the pertinent laws, acts and legislations to ensure that City vehicles and equipment are operated in a safe manner.

To improve the repairs/maintenance efficiency by hiring more staff to keep up with the demands of City growth.

Business Plan Objectives

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Develop and implemented a driver training procedure for temporary employees who will be assigned to drive vehicles by March 31, 2011.	2010	Driver trainer is now hired on contract	The procedures are in the development stage
Develop training for temporary employees operating a truck and trailer combination, loaded with equipment.	2010	Driver trainer is now hired on contract	The training program is being developed
Develop an ongoing program that will teach city drivers how to improve their driving skills and habits to save fuel, reduce accidents and cost.	2010	Driver trainer is now hired on contract	The program has started
Establish a procedure in consultation with Human Resources requirements for hiring staff that will be driving City vehicle/equipment in accordance with the Highway Traffic Act and the City Fleet Policy.	2010	A revised draft of the Fleet Policy has been completed and waiting approval	
Review present machine time formula with the Budgeting and Financial Planning Department to establish a system for all departments.	2010	Finance dept. has revised machine time	New plan will be implemented in January 2012
Hire a driver trainer.	2011	Driver trainer is now hired on contract	
Streamline vehicle and equipment inventory to comply with replacement schedule.	2011	Pending approval of policy	
To bring all mechanics to the same level as Job Description H26 .	2011	ARR completed for 2012 budget approval	
To bring part time clerk to full time position.	2011	Approved in 2011 Budget	Awaiting final approval by City Manager and then will be posted.

2012-14 Business Plan

2012-14 Business Plan Objectives:

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2012 (Top 3 Objectives)			
1. To hire a permanent driver trainer.	2012		
2. Streamline shop parts inventory procurement	2012		
3. Create a tracking system for the pre-trip inspections.	2012		
4. Finalize Fleet Policy draft for approval.	2012		
2013 (Top 3 Objectives)			
1. Plan to hire an additional mechanic.	2013		
2. To meet the demands of repairs and maintenance due to City growth.	2013		
3. To ensure that the departments with vehicles and equipment sustain the excellent quality of service to the City residents.	2013		
2014 (Top 3 Objectives)			

Key Performance Indicators:

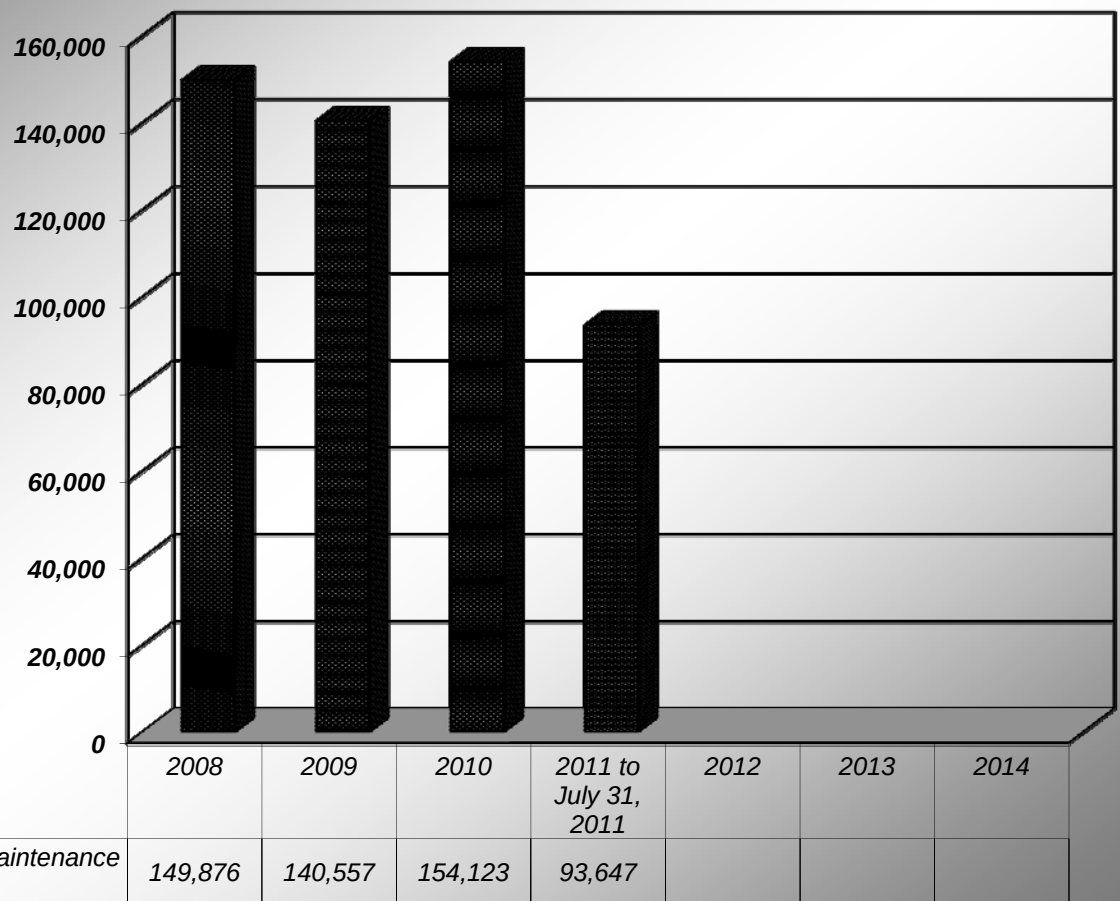
1. To do more equipment in-house.
2. To improve the efficiency of the department needs by hiring additional staff.
3. Because of City growth the department, more vehicles and equipment are required to service this growth.

BUSINESS OVERVIEW:

Notes about the Measure:

2012-14 Business Plan

Measure: Cost per Preventative Maintenance Service
Total costs for Preventative Maintenance Services A, B & C



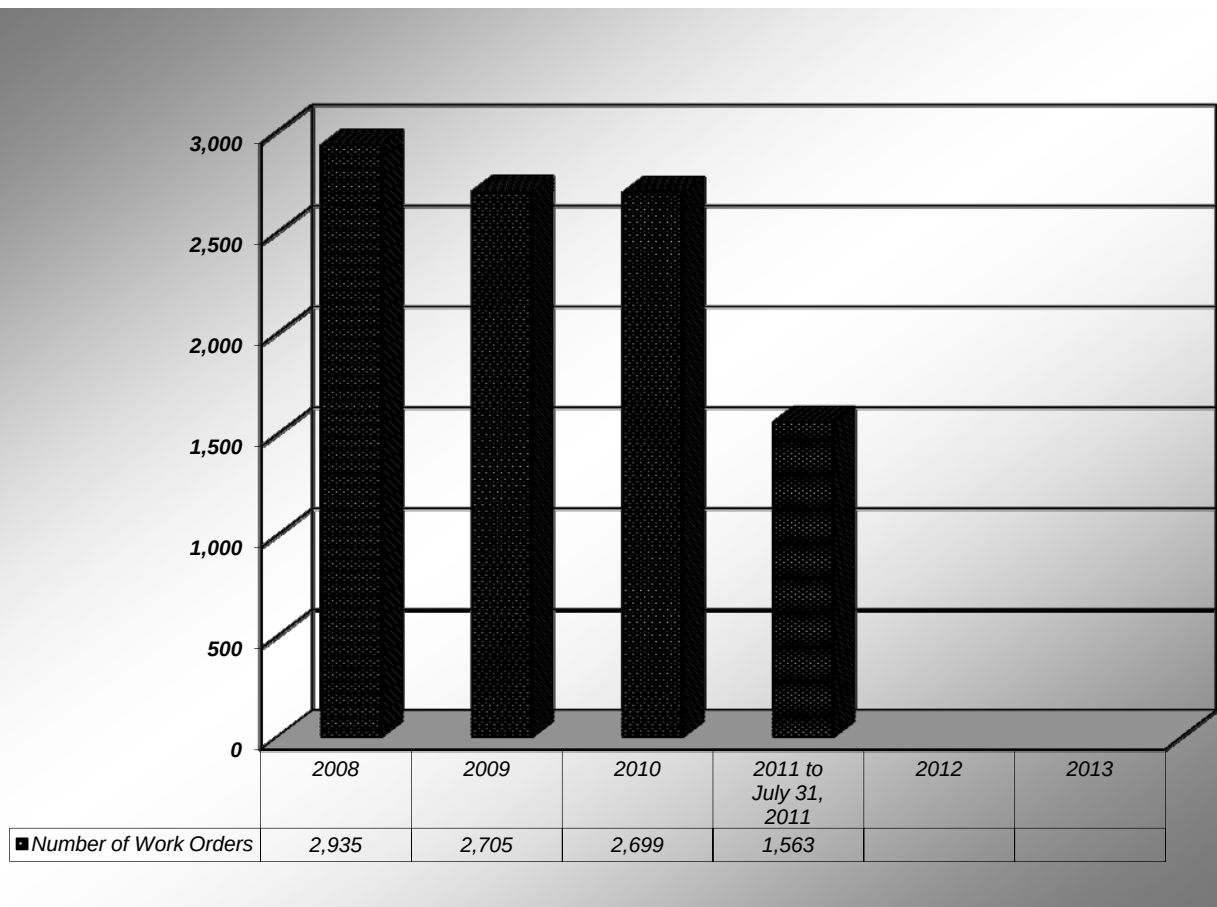
Key Conclusion:

2010 preventative maintenance slightly exceeds that of 2009 because in 2010 vehicles/equipment that were due for replacement were not approved. As such, the maintenance costs were increased because they were kept in service.

2012-14 Business Plan

BUSINESS OVERVIEW

Measure: Number of Work Orders per Clerical FTE



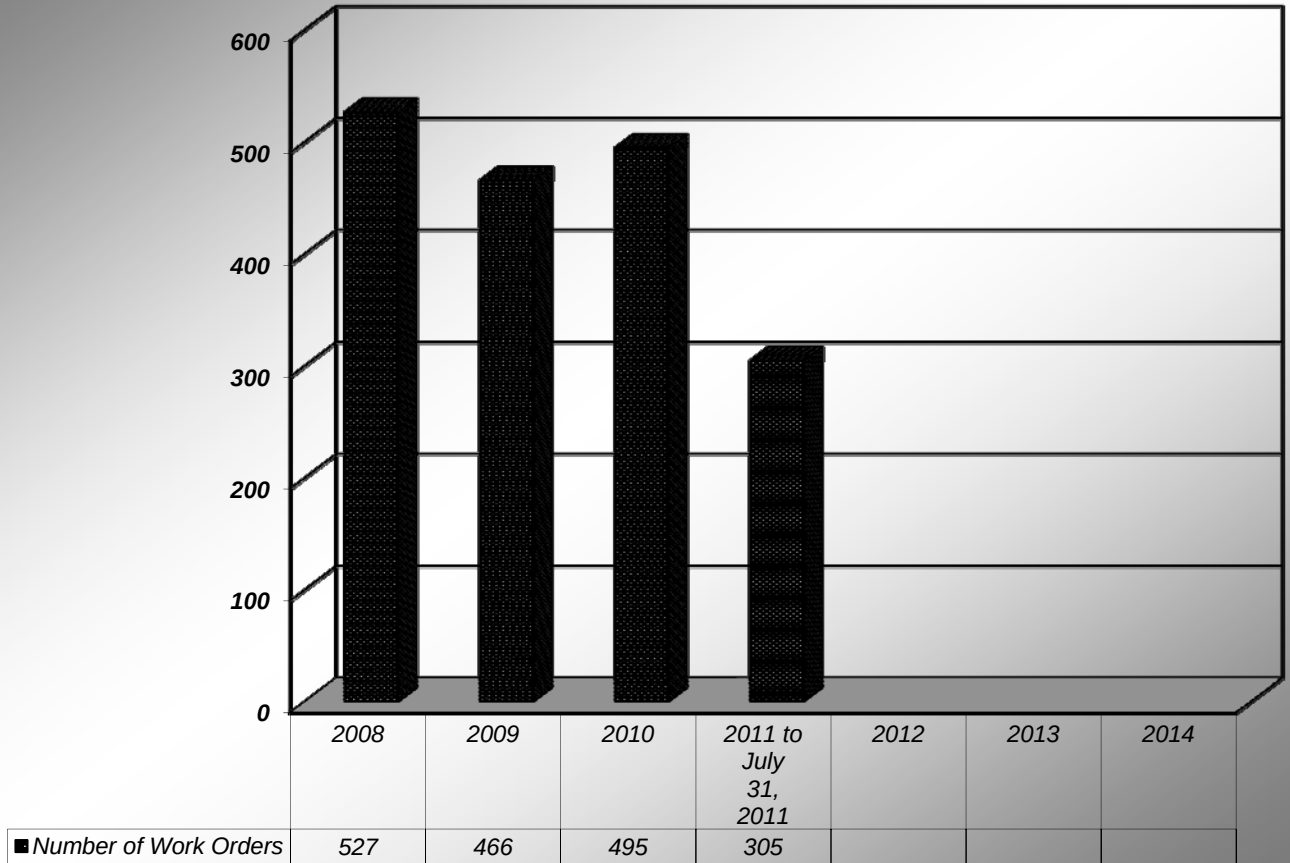
Key Conclusion:

We continue to streamline the work orders and separate the preventative from the general repairs. This is shown in the 2009 and 2010 bars.

BUSINESS OVERVIEW

2012-14 Business Plan

Measure: Number of Work Orders per Mechanical FTE

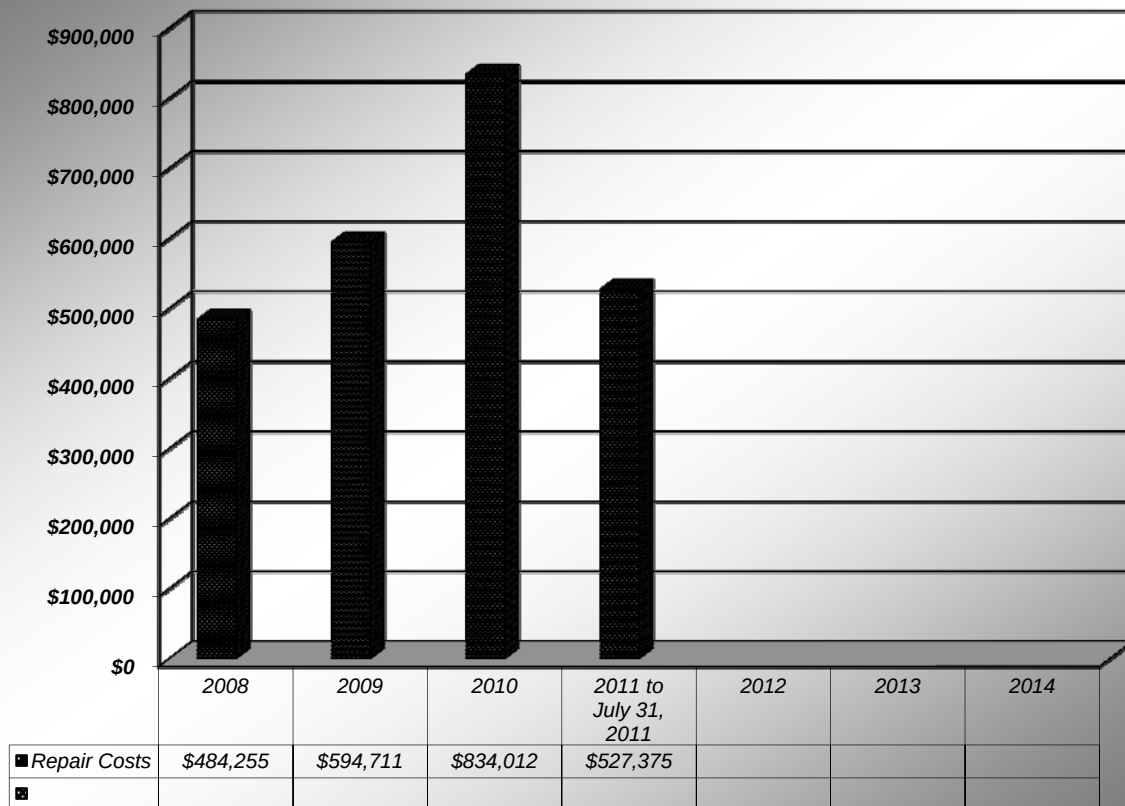


Key Conclusion:

The chart for 2010 shows an increase over 2009 because more repairs were performed on the vehicles/equipment due to no replacement of those that reached/exceeded the life cycle, and we had to keep them in service.

2012-14 Business Plan

Measure: Amount of General Repair Costs per year



Key Conclusion:

The general repair costs increased by approximately 40% in 2010 over 2009 because we had to keep the old vehicles/equipment in service, due to no replacements.

Key Conclusion:

There should be an overall decrease in vehicle/equipment repair costs once the older units are replaced.

Overall Conclusion:

There was an increase in repair costs because the older vehicles/equipment were not replaced in 2010. However, with the replacements taking place in 2011-2012 there would be a decrease in repair costs as the older vehicles/equipment are replaced with newer units.

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

City of Vaughan

Revenue/Expenditure Summary Report

2012 Operating Budget

					2012			
			2011 Actuals *	2011 Budget	2012 Budget	% of Total Budget	Budget Variance \$	Budget Variance %
Fleet Mgmt	Revenue	Trsf. fm Res & Res Funds	(820,338)	(934,305)	(242,747)	100.0%	691,558	-74.02%
	Total Revenues		(820,338)	(934,305)	(242,747)	100.0 %	691,558	-74.02 %
	Joint Service Revenue	Joint Service Revenue	0	(12,000)	(12,500)	-0.5%	(500)	4.17%
	Labour Costs	Staffing Costs (incl Benefits)	744,690	830,466	867,225	33.7%	36,759	4.43%
	Other Expenses	General Mtce & Repairs	29,881	31,338	1,471,672	57.2%	1,440,334	4,596.13%
		Utilities & Fuel	3,800	8,141	136,461	5.3%	128,320	1,576.22%
		Service Contracts and Materials	32,010	28,134	35,100	1.4%	6,966	24.76%
		Joint Services & Department Transfers	0	31,400	31,400	1.2%	0	0.0%
		Office Supplies & Expenses	16,465	19,949	19,122	0.7%	(827)	-4.15%
		Tools & Equipment	9,758	14,039	10,143	0.4%	(3,896)	-27.75%
		Staff Development & Training	595	5,571	5,571	0.2%	0	0.0%
		Office Equipment & Furniture	1,038	7,161	4,092	0.2%	(3,069)	-42.86%
		Communications	194	2,544	2,544	0.1%	0	0.0%
		Other	702	1,680	1,680	0.1%	0	0.0%
		Meals & Travel	138	1,231	1,231	0.0%	0	0.0%
		Professional Fees	0	4,070	(2,897)	-0.1%	(6,967)	-171.18%
	Total		94,581	155,258	1,716,119	66.8 %	1,560,861	1,005.33 %
	Total Expenses		839,271	973,724	2,570,844	100.0 %	1,597,120	164.02 %
	Net Expenditures		18,933	39,419	2,328,097		2,288,678	5,806.03 %

2012 ARR's													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2012 Impact		Net 2013 Impact		Net 2014 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Mechanic II (FTE Conversion)	FT	0.00	84,755	(84,755)	0			0.00	0				

City of Vaughan
Revenue/Expenditure Summary Report
Operating Budget Forecast

			2012 Budget	2013 Forecast	2013 vs 2012 Forecast Variance \$	2013 vs 2012 Forecast Variance %	2014 Forecast	2014 vs 2013 Forecast Variance \$	2014 vs 2013 Forecast Variance %
Fleet Management	Revenue	Trsf. fm Res & Res Funds	(242,747)	(121,374)	121,373	-50.0%	0	121,374	-100.0%
	Total Revenues		(242,747)	(121,374)	121,373	-50.0%	0	121,374	-100.0%
	Joint Service Revenue	Joint Service Revenue	(12,500)	(12,500)	(0)	0.0%	(12,500)	(0)	0.0%
	Labour Costs	Staffing Costs (incl Benefits)	867,225	880,852	13,627	1.6%	886,710	5,858	1.55%
	Other Expenses	General Mtce & Repairs	1,471,672	1,471,672	0	0.0%	1,471,672	0	0.0%
		Utilities & Fuel	136,461	139,293	2,832	2.1%	140,851	1,558	2.03%
		Service Contracts and Materials	35,100	35,100	0	0.0%	35,100	0	0.0%
		Joint Services & Department Transfers	31,400	31,400	0	0.0%	31,400	0	0.0%
		Office Supplies & Expenses	19,122	19,122	0	0.0%	19,122	0	0.0%
		Tools & Equipment	10,143	10,143	0	0.0%	10,143	0	0.0%
		Staff Development & Training	5,571	5,571	0	0.0%	5,571	0	0.0%
		Office Equipment & Furniture	4,092	4,092	0	0.0%	4,092	0	0.0%
		Communications	2,544	2,544	0	0.0%	2,544	0	0.0%
		Other	1,680	1,680	0	0.0%	1,680	0	0.0%
		Meals & Travel	1,231	1,231	0	0.0%	1,231	0	0.0%
		Professional Fees	(2,897)	(2,897)	(0)	0.0%	(2,897)	(0)	0.0%
		Total	1,716,119	1,718,951	2,832	0.2%	1,720,509	1,558	0.16%
	Total Expenses		2,570,844	2,587,303	16,459	0.6%	2,594,719	7,416	0.64%
	Net Expenditures		2,328,097	2,465,929	137,832	5.9%	2,594,719	128,790	5.59%

City of Vaughan
Commissioner of Community Services
Fleet Management
2012 Capital Budget

Budget Year	Project #	Project Name	Project Type	Total Budget	Operating Budget Impact	TCA
2012	FL-5151-12	Clerks - Vehicle Replacement	Equipment Replacement	\$46,400		Y
2012	FL-5231-12	Engineering Construction - New Vehicle	Growth/Equipment	\$25,800	\$1,500	Y
2012	FL-5196-12	Fleet - New Small Equipment	Growth/Equipment	\$30,900		N
2012	FL-5124-12	Fleet - Replacement Small Equipment	Equipment Replacement	\$20,600		N
2012	FL-5149-12	Parks - Equipment Replacement	Equipment Replacement	\$56,700		Y
2012	FL-5163-12	Parks - Equipment Replacement	Equipment Replacement	\$67,000		Y
2012	FL-5177-12	Parks - Equipment Replacement	Equipment Replacement	\$56,700		Y
2012	FL-5178-12	Parks - Equipment Replacement	Equipment Replacement	\$87,600		Y
2012	FL-5181-12	Parks - Equipment Replacement	Equipment Replacement	\$20,600		Y
2012	FL-5184-12	Parks - Equipment Replacement	Equipment Replacement	\$67,000		Y
2012	FL-5247-12	Parks - Forestry - New Vehicle	Growth/Equipment	\$25,800	\$1,500	Y
2012	FL-5251-12	Parks - Forestry - New Vehicle	Growth/Equipment	\$25,800	\$1,500	Y
2012	FL-5252-12	Parks - Forestry - New Vehicle	Growth/Equipment	\$46,400	\$2,000	Y
2012	FL-5213-12	Parks - New Equipment	Growth/Equipment	\$56,700	\$1,500	Y
2012	FL-5214-12	Parks - New Equipment	Growth/Equipment	\$56,700	\$1,500	Y
2012	FL-5218-12	Parks - New Equipment	Growth/Equipment	\$63,900	\$2,500	Y
2012	FL-5219-12	Parks - New Equipment	Growth/Equipment	\$63,900	\$2,500	Y
2012	FL-5220-12	Parks - New Equipment	Growth/Equipment	\$25,800	\$1,200	Y
2012	FL-5222-12	Parks - New Equipment	Growth/Equipment	\$25,800	\$1,000	Y
2012	FL-5223-12	Parks - New Equipment	Growth/Equipment	\$26,300	\$1,000	Y
2012	FL-5224-12	Parks - New Equipment	Growth/Equipment	\$26,800	\$3,000	Y
2012	FL-5216-12	Parks - New Vehicle	Growth/Equipment	\$37,100	\$2,000	Y
2012	FL-5217-12	Parks - New Vehicle	Growth/Equipment	\$37,100	\$2,000	Y
2012	FL-5207-12	Public Works - Roads - New Vehicle	Growth/Equipment	\$25,800	\$2,000	Y
2012	FL-5208-12	Public Works - Roads - New Vehicle	Growth/Equipment	\$231,800	\$4,000	Y
2012	FL-5209-12	Public Works - Roads - New Vehicle	Growth/Equipment	\$43,300	\$4,500	Y
2012	FL-5210-12	Public Works - Roads - New Vehicle	Growth/Equipment	\$43,300	\$4,500	Y
2012	FL-5236-12	Public Works - Wastewater - New Vehicle	Growth/Equipment	\$46,400	\$2,000	Y
2012	FL-5237-12	Public Works - Wastewater - New Vehicle	Growth/Equipment	\$46,400	\$2,000	Y
2012	FL-5238-12	Public Works - Wastewater - New Vehicle	Growth/Equipment	\$77,300	\$2,000	Y
2012	FL-5239-12	Public Works - Wastewater - New Vehicle	Growth/Equipment	\$56,700	\$2,000	Y
Total 2012 Capital Budget				\$1,568,400		

2013 Capital Budget Plan

Budget Year	Project #	Project Name	Project Type	Total Budget	Operating Budget Impact	TCA
2013	FL-5199-13	Bylaw Enforcement - New Vehicle	Growth/Equipment	\$30,900	\$85,053	Y
2013	FL-5244-13	Parks - Forestry - New Vehicle	Growth/Equipment	\$30,900	\$66,320	Y
2013	FL-5245-13	Parks - Forestry - New Vehicle	Growth/Equipment	\$51,500	\$106,741	Y
2013	FL-5191-13	Parks - Vehicle Replacement	Equipment Replacement	\$30,900		Y
2013	FL-5206-13	Public Works - Roads - New Vehicle	Growth/Equipment	\$25,800	\$57,974	Y
2013	FL-5194-13	Public Works - Roads - Vehicle Replacement	Equipment Replacement	\$36,100		Y
2013	FL-5240-13	Public Works - Wastewater - Vehicle Replacement	Equipment Replacement	\$37,100		Y
Total 2013 Capital Budget Plan				\$243,200		



Parks and Forestry Operations

Parks and Forestry Operations

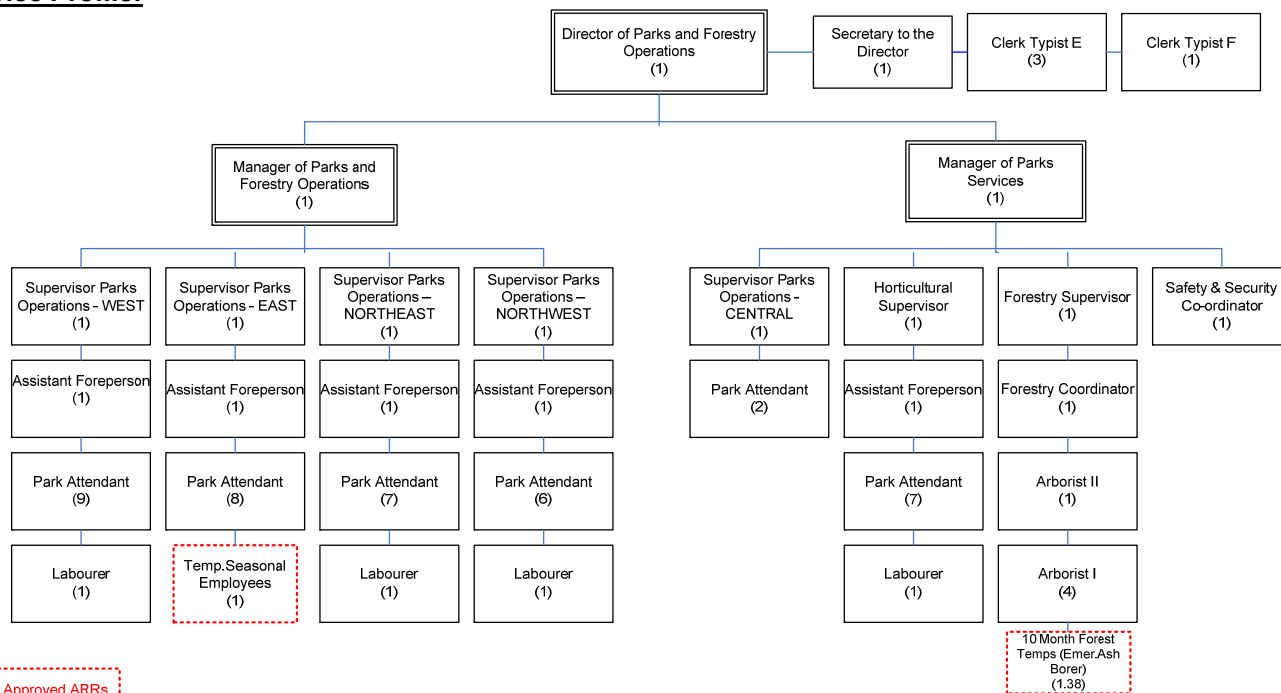
2012-14 Business Plan

BUSINESS OVERVIEW

Service Statement:

To maintain parks and trees to achieve an aesthetically beautiful and consistent service delivery for our residents. In so doing, we strive to se resources in an environmentally responsible and sustainable manner

Service Profile:



2012 Approved ARRs

Full Time, Part Time and Overtime – Budgeted Amounts

	2011	2012 Base*	Approved 2012 ARR	2012 Final	2013 ARR	2014 ARR
Full Time	70	70	-	70	-	2
Part Time	45.41	40.99	2.52	43.51	-	1.38
Total FTE	115.41	110.99	-	113.51	-	3.38
Overtime	\$152,924	\$152,924	-	\$152,924	-	-

*2012 Base budget adjusted to reflect Part Time Equivalent

Key Stakeholders:

Residents and Rate Payers Associations

- Boulevard Trees, Private tree permits, Park issues, vandalism. Community partnerships

Soccer/Baseball Associations

- Sports fields, permits, SIK'

Region of York

EAB, Boulevards, trees

Contractors/Suppliers

Mayor and Members of Council

CFIA (Canadian Food Inspection Agency)

Toronto Regional Conservation Authority (TRCA)

Funeral Homes

School Boards

Internal Departments as related to Customer Service: Recreation and, Culture, Parks Development, By-law, Engineering, PW, Corp Com

Parks and Forestry Operations

2012-14 Business Plan

Work Plan:

Link to Vaughan Vision 2020

Parks and Forestry Operations is directly related to :

SERVICE EXCELLENCE by:

- Demonstrate Excellence in Service Delivery
- Promote Community Safety, Health and Wellness
- Lead and Promote Environmental Sustainability

MANAGEMENT EXCELLENCE by:

- Manage Corporate Assets

Future Pressures and Opportunities:

1. As ash trees decline in the COV due to EAB and demands for more tree removals and replacements are recognized, funds are necessary to maintain the tree canopy
2. As recognized in the Environmental Master plan and supported through UFORE, additional trees are required.
3. With the absence of Pesticides, more funds allocated to turf maintenance at sports fields is necessary
4. Assets need to be inventoried and managed with an Asset Management system

Business Plan Objectives

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Improve the shrub bed pruning on all boulevards in the COV with staff who demonstrate service excellence with revised quality standards.	2011	Ongoing	Timely and improved quality outcome.
Reduction and Conversion of annual flower beds to perennials	2011	Completed	Less stops required for staff to water annuals
Implement GPS system to all COV vehicles to provide timely response to snow clearing and turf cutting issues.	2012	Ongoing as not all funds were approved for second phase	Provide better customer service to our residents
Implemented final phase 3/3 of the Greening Vaughan recycling initiative to include refreshment container recycling at all Parks in COV.	2011	Completed	All Parks and Sports fields have recycling options

Parks and Forestry Operations

2012-14 Business Plan

2012-14 Business Plan Objectives:

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2012 (Top 3 Objectives)			
1. In Conjunction with the five year plan to increase trees and the anticipated 16,000 trees removed as a result of the invasive insect destroying our Ash trees, the Emerald Ash Boer (EAB), continue to manage the Urban Forest	2012-2021	Maintain the current number of trees while addressing the short-fall.	ARR's submitted for temporary and full-time staff. Additional funds for the removals and replacements request as well.
2. Hire and Develop staff to meet the demands of all Park Operations functions.	2012-2013	Maintain service levels at new and existing Parks with skilled staff.	ARR's submitted for temporary staff as well as volume increase for training requirements.
3. Repair and replace sod in unsafe sports fields and strengthen aging weed infested turf with cultural practices.	2012-ongoing	fields are safe and remain permitable	ARR's submitted for temporary staff as well as volume increase for materials associated with soccer fields.

Parks and Forestry Operations

2012-14 Business Plan

2013 (Top 3 Objectives)

1. In Conjunction with the five year plan to increase trees and the anticipated 16,000 trees removed as a result of the invasive insect destroying our Ash trees, the Emerald Ash Boer (EAB), continue to manage the Urban Forest	2012-2021	Maintain the current number of trees while addressing the short-fall.	ARR's submitted for temporary and full-time staff. Additional funds for the removals and replacements request as well.
2. System to track infrastructure and manage our assets	2013	Track and manage assets	ARR in 2012 submitted for this
3. All vehicles equipped with GPS for tracking materials and service levels	2013		

2014 (Top 3 Objectives)

1. In Conjunction with the five year plan to increase trees and the anticipated 16,000 trees removed as a result of the invasive insect destroying our Ash trees, the Emerald Ash Boer (EAB), continue to manage the Urban Forest	2012-2021	Maintain the current number of trees while addressing the short-fall.	ARR's submitted for temporary and full-time staff. Additional funds for the removals and replacements request as well.
2. System to track infrastructure and manage our assets	2014	Track and manage assets	Maintain and enhance tracking system
3. Enhance indicators for all services to demonstrate efficiencies.	2015	All activities have measures to abide by and tracked electronically	Software and GPS tracking for all functions.

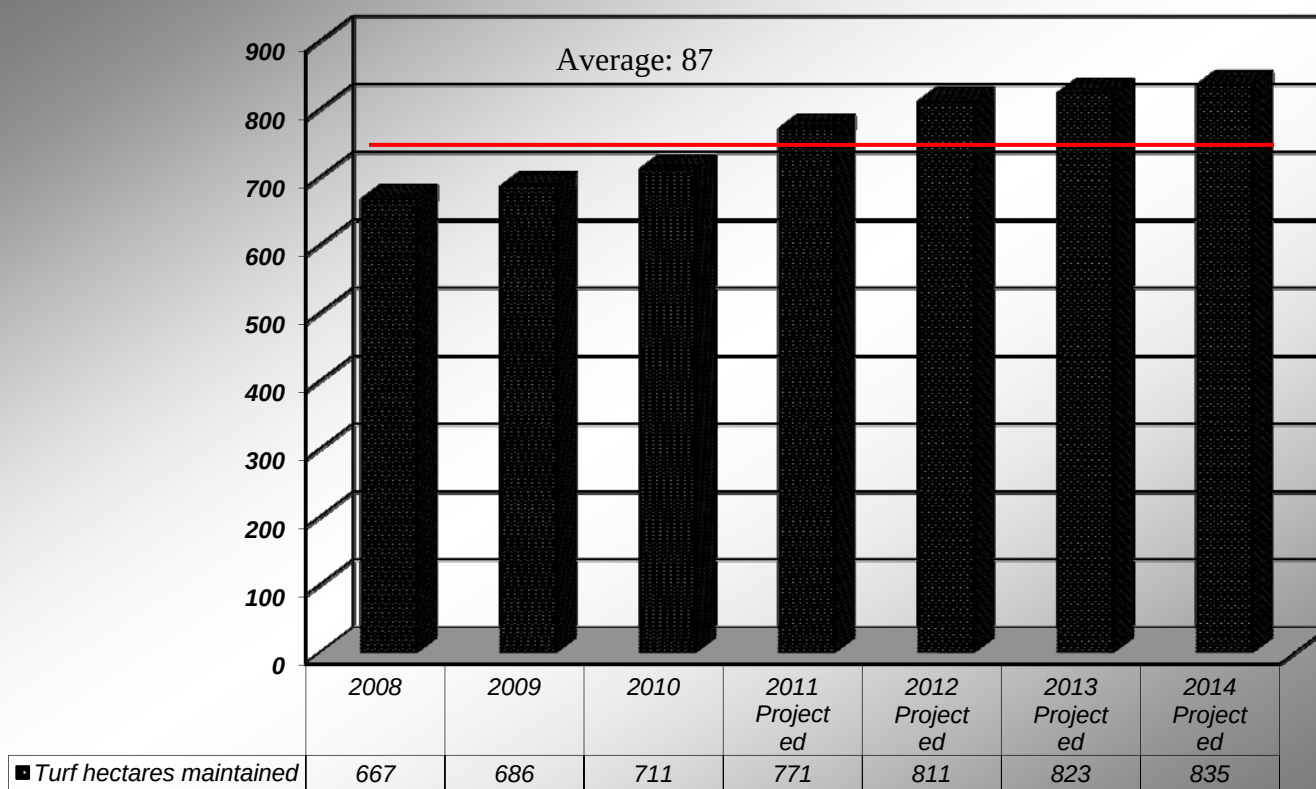
Parks and Forestry Operations

2012-14 Business Plan

BUSINESS OVERVIEW:

Measure: Number of Park Turf Hectares Maintained

Definition: The number of park hectares receiving regularly scheduled turf maintenance services as per the Council approved standards



Key Conclusion:

The number of park turf hectares maintained is projected to increase by 21% for sports fields, parks, and open space from 2008 to 2014 projected. Additional crews are required to meet the current level of service.

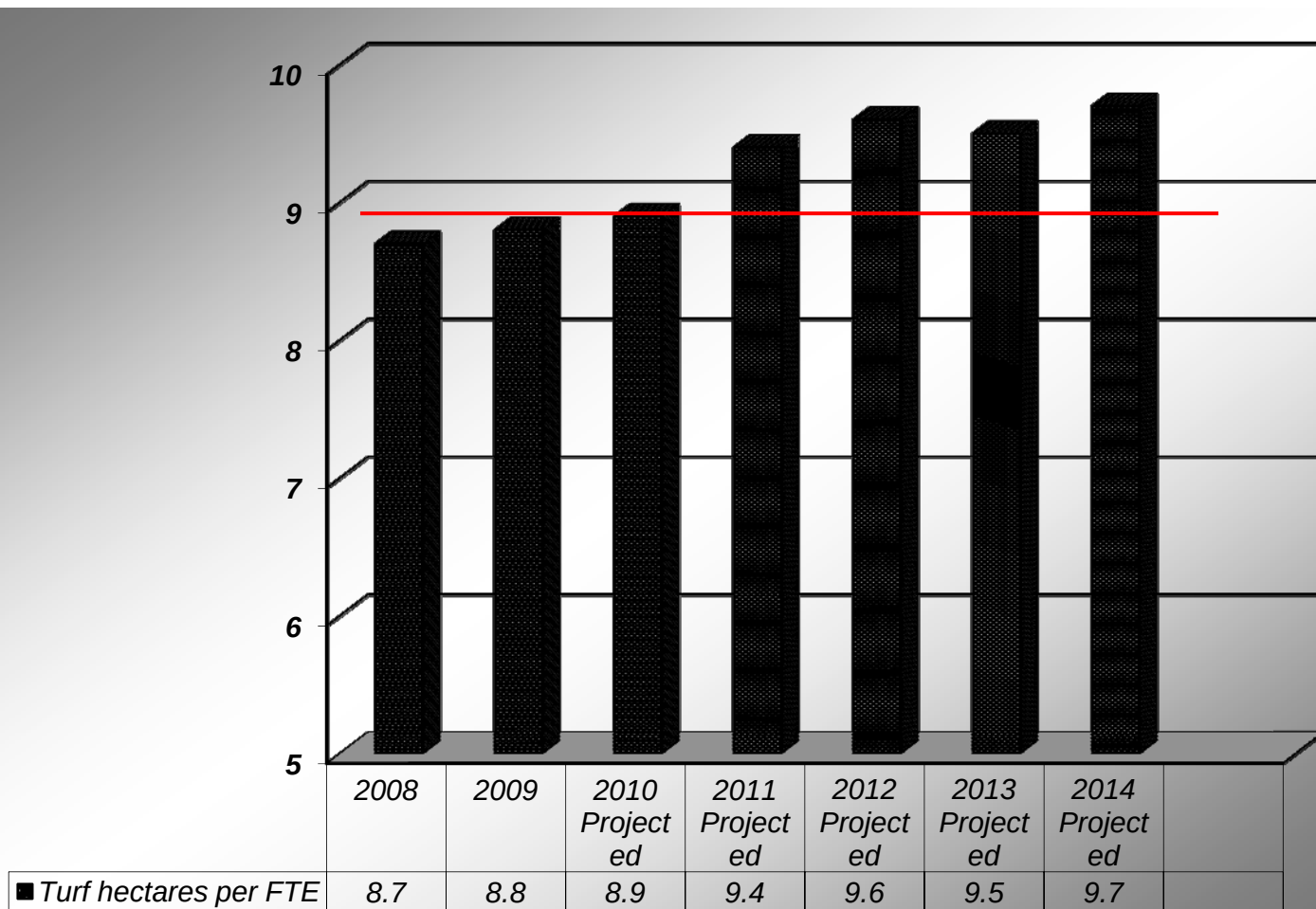
Parks and Forestry Operations

2012-14 Business Plan

BUSINESS OVERVIEW:

Measure: Park Turf Hectares Maintained per FTE

Definition: The number of park turf hectares maintained per standardized FTE



Key Conclusion:

Turf crews have not increased while park hectares has increased. Through better equipment staff has been able to cut more efficiently while hectares have increased. A turf crew can meet the standards at 50 hectares per crew. However there is no more room within the current complement to meet additional hectares.

Notes about the Measure

Chart based on FTE's assigned to grass maintenance

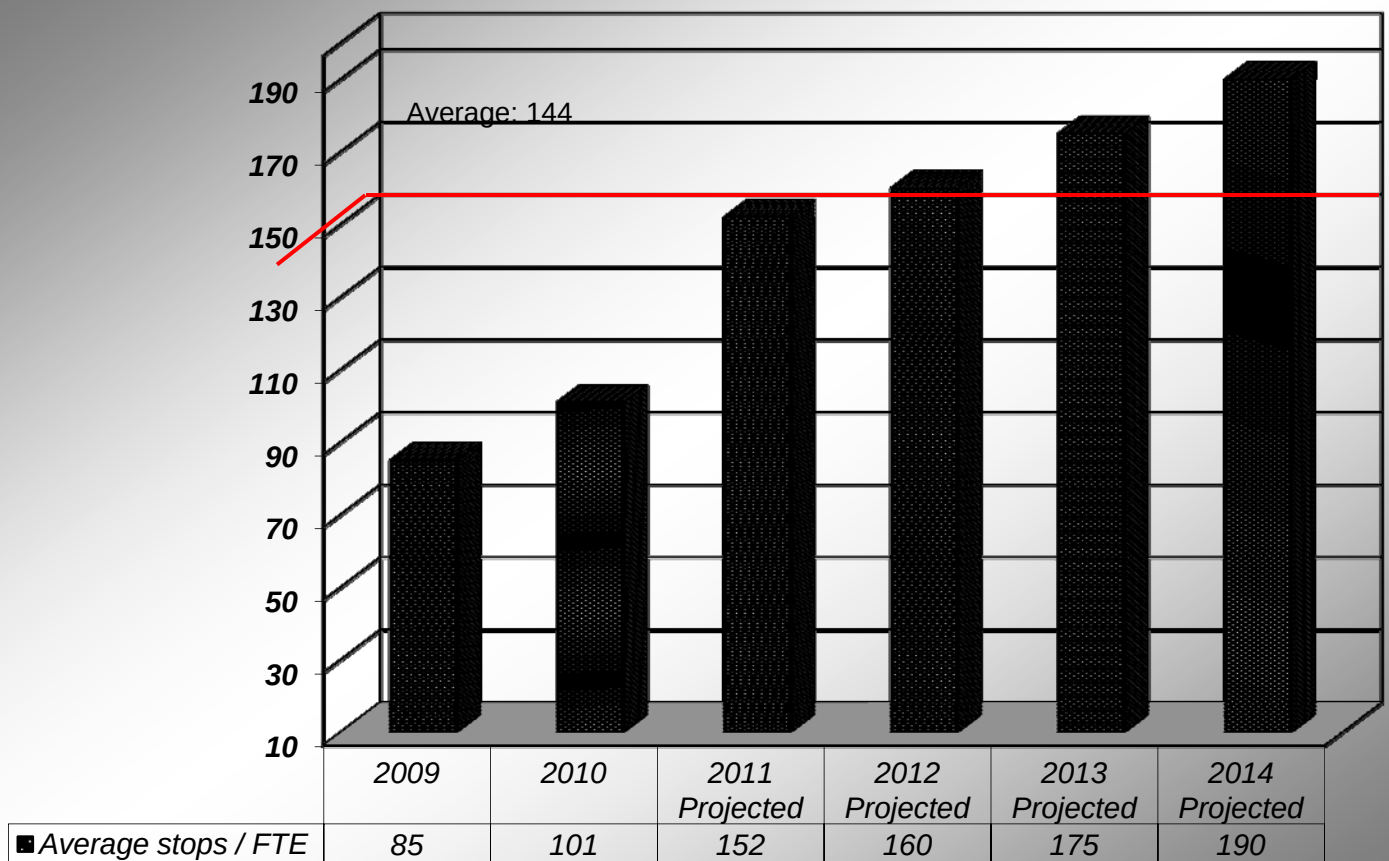
Parks and Forestry Operations

2012-14 Business Plan

BUSINESS OVERVIEW:

Measure: Flower/Shrub Bed Stops Per FTE

Definition: The total number of Flower bed “stops” maintained per standardized crew.



Key Conclusion:

In 2011 Horticulture assumed the maintenance of the boulevard shrub beds which resulted in an increase in the number of Flower/Shrub Bed Stops. Based on this increase and the projected further increased number of stop, additional staffing is required.

Notes about the measure

Staff are expected to maintain the standard length of time to complete a watering rotation based on the standards specific to each site.

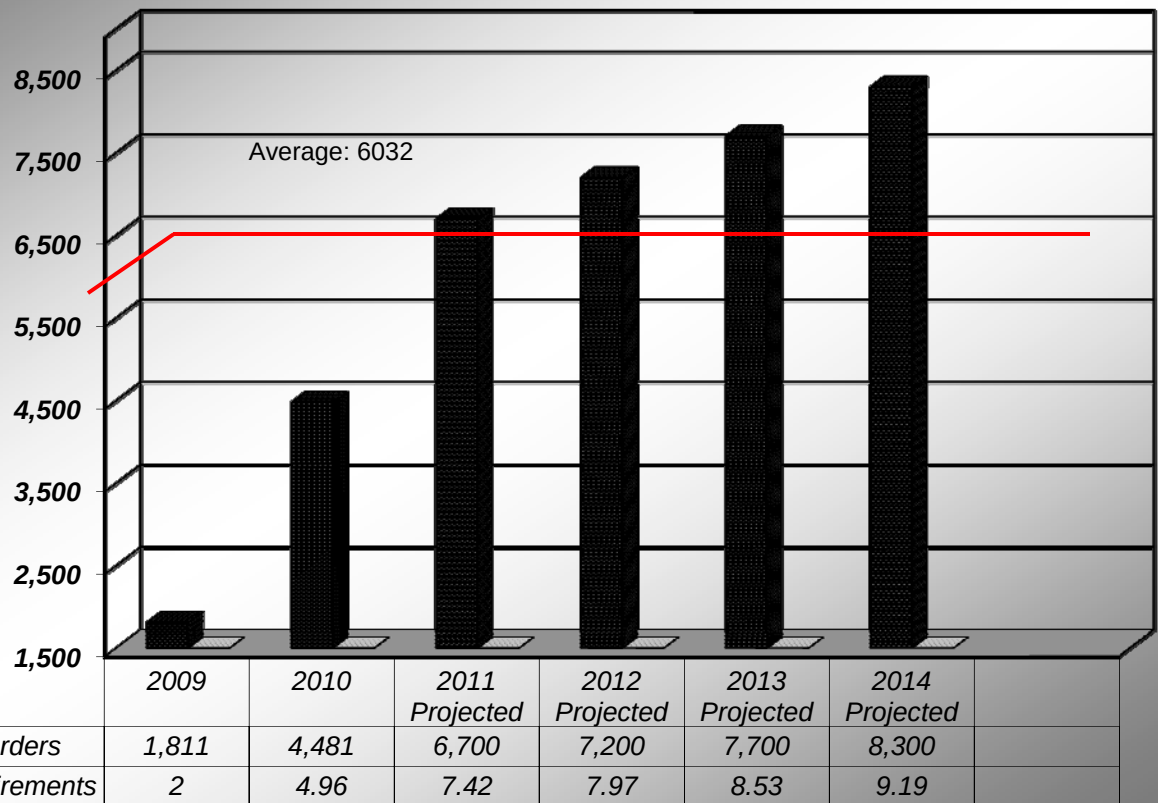
Parks and Forestry Operations

2012-14 Business Plan

BUSINESS OVERVIEW:

Measure: Total Work Orders received related to Forestry

Definition: The number of work orders completed by Forestry staff



Key Conclusion:

Forestry is forecasting a continued growth in the demand for services due to the increased inventory from sub-division development. The time required for managing a tree increases as the tree increases in size. While the boulevard trees being planted today require little work, pruning and removal will require more time and larger equipment once the tree matures.

Notes About the Measure:

The forestry operations involve all aspects of tree maintenance such as planting, pruning, fertilization, mulching, staking, watering and removal. All work is inspected by competent arborists to determine best practices and customer services. The annual productivity is forecasted at 3.71 per person per day.

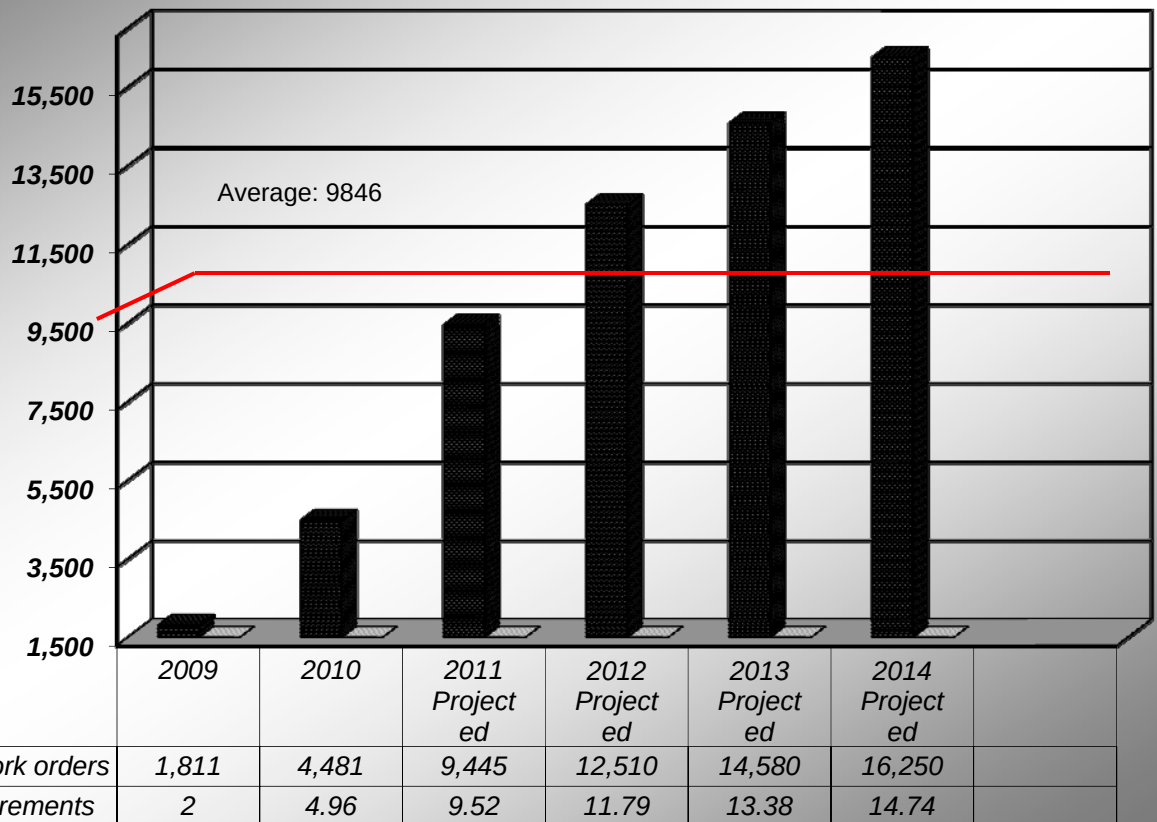
Parks and Forestry Operations

2012-14 Business Plan

BUSINESS OVERVIEW:

Measure: Total Number of Work Orders Completed by Forestry staff

Definition: The total number of work orders completed by Forestry staff (includes; regular tree operations, EAB & Contracted Work)



Key Conclusion:

Forestry is forecasting a continuous increase of work represented by the increase of work orders per year. The growing demand is partially based on the annual increase of tree inventory through Sub-Division development. As the trees grow they require more time for pruning and removal. Infestations such as the Asian long Horn Beetle or the Emerald Ash Borer require large resources for the City to maintain its canopy and landscape objectives.

Notes About the Measure:

The graph forecasts the total resources required for forestry and incorporates City staff, Contract Work and the Implementation of the Emerald Ash Borer Strategy.

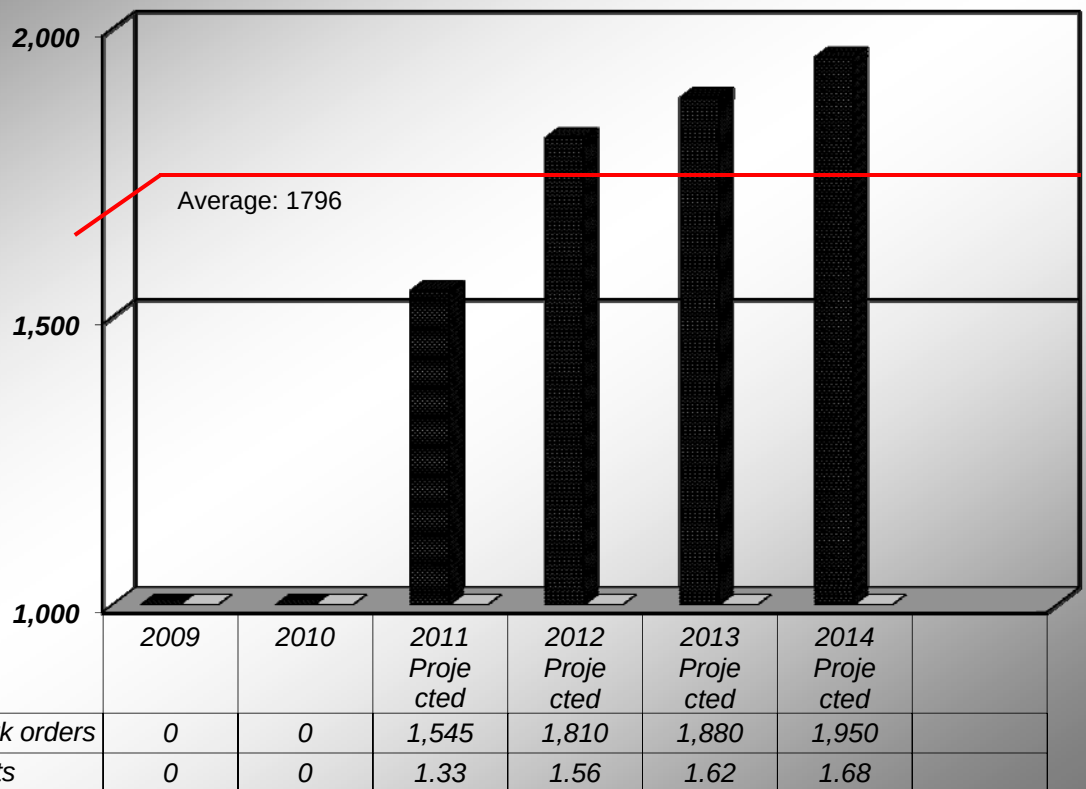
Parks and Forestry Operations

2012-14 Business Plan

BUSINESS OVERVIEW:

Measure: Number of Contractor Work Orders overseen by Forestry Staff

Definition: The total number of work orders inspections completed for quality verification of contracted work



Key Conclusion:

Forestry Operations have increased the use of contracted work to meet increased service requirements in the past years. Staff assignments for work inspections has steadily increased and the trend is forecasted to continue with the growing demand for contracted services.

Notes About the Measure:

To ensure that the standards of contracted work are being met for the establishment and maintenance of trees with the City of Vaughan. This includes parks and subdivision developments, boulevard tree planting, tree maintenance, stump removal and emergency response. The productivity of 4.77 Work Orders per day per person involves multiple trees and locations per Work Order.

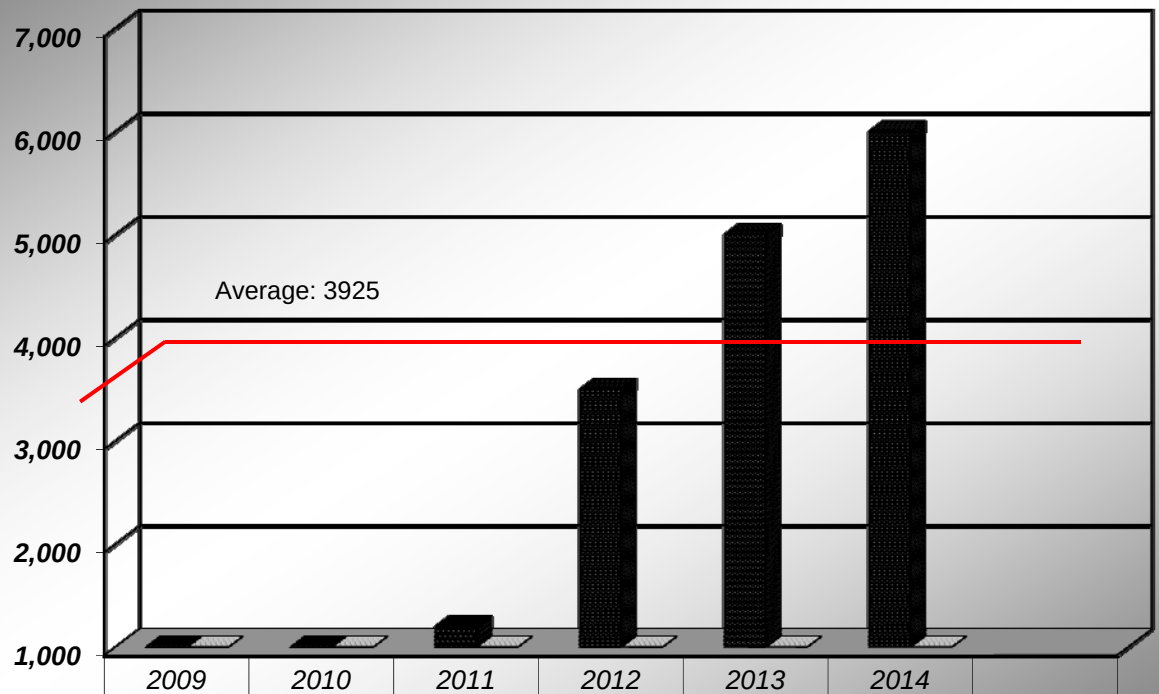
Parks and Forestry Operations

2012-14 Business Plan

BUSINESS OVERVIEW:

Measure: Number of EAB Work Orders Completed by Forestry

Definition: The total number of EAB work orders completed by Forestry staff



■ Number of work orders	0	0	1,200	3,500	5,000	6,000	
□ Annual Staff Requirements	0	0	0.77	2.26	3.23	3.87	

Key Conclusion:

Forestry is forecasting an accelerated mortality rate of Ash trees due to the infestation of the Emerald Ash Borer. A Five Year Management strategy has been proposed that will replace dead trees on boulevards and manage hazard trees throughout the City. The infestation is estimated to last ten years and will kill nearly all Ash trees within the City.

Notes About the Measure:

The strategy forecasts that 70% of the operations will be contracted and 30% will be performed in house to maintain optimum customer service. The productivity of 6.38 Work Orders per day per person includes quality control of the contracted work.

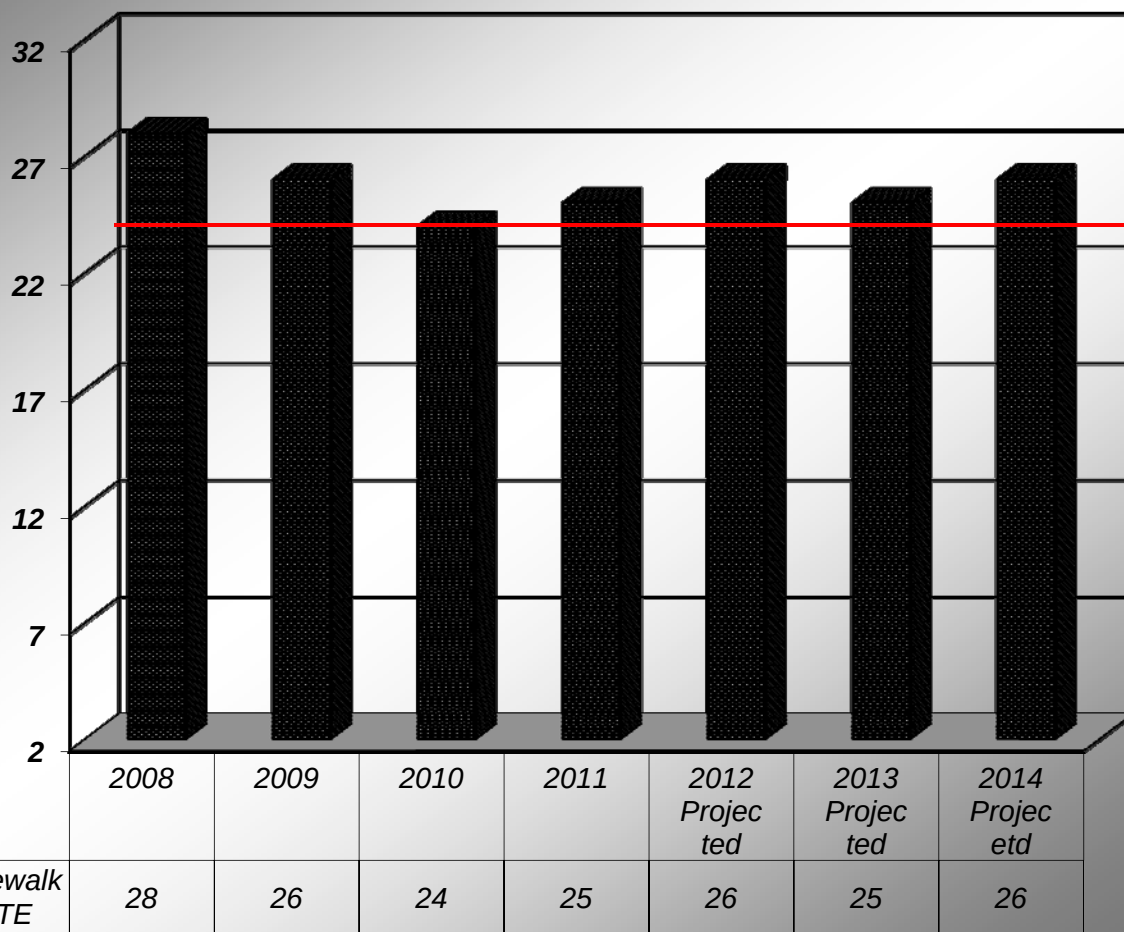
Parks and Forestry Operations

2012-14 Business Plan

BUSINESS OVERVIEW:

Measure: Number of sidewalk snow clearing kilometers per FTE

Definition: The total number of sidewalk snow clearing kilometers per FTE



Key Conclusion:

To maintain current levels of sidewalk snow clearing standards, the average should be 24km/route.

Notes about the Measure:

There are projected to be 40 FTE's with 40 routes involved in the sidewalk snow clearing operation in 2012. In 2012 there will be 965 kilometres of sidewalk. It is projected in 2013 1005km with 42 routes(FTE's) and in 2014 1045km with 44 routes

Parks and Forestry Operations

2012-14 Business Plan

Overall Conclusion:

There is annual growth in parks, floral landscapes trees and sidewalks that require maintenance at the approved levels of service. In addition, new services are being offered to the community that require preparation and inventory such as: trees, flowers, green bins, community outreach, bleacher and show mobile delivery for out of town events.

The business plan highlights these keys activities, as well as providing ongoing repairs to the City's infrastructure. Staff continues to review and revise procedures and processes to increase efficiency. This includes equipment and technology.

Commissioner Sign-off

Date (mm/dd/yy)

City of Vaughan

Revenue/Expenditure Summary Report

2012 Operating Budget

				2012			
		2011 Actuals *	2011 Budget	2012 Budget	% of Total Budget	Budget Variance \$	Budget Variance %
Parks & Forestry Operations	Revenue						
	Service Charges	(61,847)	(91,503)	(104,197)	64.3%	(12,694)	13.87%
	Rev. frm Recov. Exp - Pd Duty	(22,535)	(23,995)	(23,995)	14.8%	0	0.0%
	Departmental Revenues	(14,496)	(13,250)	(13,000)	8.0%	250	-1.89%
	Investment Income	(5,968)	(11,000)	(11,000)	6.8%	0	0.0%
	Dept. Misc. Revenues	(26,890)	(9,395)	(9,395)	5.8%	0	0.0%
	Licenses and Permits	(420)	(12)	(406)	0.3%	(394)	3,283.33%
	Reserves Revenue	(102,744)	0	0	0.0%	0	0.0%
Total Revenues		(234,900)	(149,155)	(161,993)	100.0 %	(12,838)	8.61 %
Labour Costs	Staffing Costs (incl Benefits)	7,400,795	7,502,017	7,930,973	64.9%	428,956	5.72%
Other Expenses	Service Contracts and Materials	2,561,038	2,788,274	2,886,655	23.6%	98,381	3.53%
	Utilities & Fuel	628,990	681,686	941,876	7.7%	260,190	38.17%
	Operating Leases	15,289	11,024	261,079	2.1%	250,055	2,268.28%
	Tools & Equipment	52,386	64,809	64,409	0.5%	(400)	-0.62%
	Office Equipment & Furniture	5,560	44,497	39,497	0.3%	(5,000)	-11.24%
	Staff Development & Training	30,110	27,661	30,061	0.2%	2,400	8.68%
	Office Supplies & Expenses	12,218	19,899	19,899	0.2%	0	0.0%
	Community Advertising & Promotion	4,735	14,764	14,764	0.1%	0	0.0%
	Other	2,024	11,310	11,310	0.1%	0	0.0%
	Communications	3,577	7,575	8,775	0.1%	1,200	15.84%
	Meals & Travel	8,111	7,096	7,096	0.1%	0	0.0%
	Joint Services & Department Transfers	(15,616)	53,965	6,135	0.1%	(47,830)	-88.63%
	Professional Fees	815	814	814	0.0%	0	0.0%
	Capital Funding	120,628	0	0	0.0%	0	0.0%
	Corporate Accounts	3,940	3,940	0	0.0%	(3,940)	-100.0%
	General Mtce & Repairs	1,302,294	931,575	0	0.0%	(931,575)	-100.0%
Total		4,736,097	4,668,889	4,292,370	35.1 %	(376,519)	-8.06 %
Total Expenses		12,136,892	12,170,906	12,223,343	100.0 %	52,437	0.43 %
Net Expenditures		11,901,992	12,021,751	12,061,350		39,599	0.33 %

2012 ARRs													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2012 Impact		Net 2013 Impact		Net 2014 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
McMillan Farm Land Maintenance			25,000		25,000			0.00	25,000				
Temporary Seasonal Employees (2012X2	PT	1.38	63,019		63,019			1.38	63,019		(1,000)		
10 Month Forestry Temps (Emerald Ash E	PT	1.38	49,244		49,244			1.38	49,244		(400)		
Tree Pruning (routine street pruning)			20,000		20,000			0.00	20,000				

City of Vaughan
Revenue/Expenditure Summary Report
2012 Operating Budget

Council Item Resource Approvals													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2012 Impact		Net 2013 Impact		Net 2014 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Artificial Turf Item			10,000		10,000			0.00	10,000				

City of Vaughan
Revenue/Expenditure Summary Report
Operating Budget Forecast

			2012 Budget	2013 Forecast	2013 vs 2012 Forecast Variance \$	2013 vs 2012 Forecast Variance %	2014 Forecast	2014 vs 2013 Forecast Variance \$	2014 vs 2013 Forecast Variance %
Parks & Forestry Operations	Revenue	Service Charges	(104,197)	(106,296)	(2,099)	2.0%	(108,445)	(2,149)	1.97%
		Rev. frm Recov. Exp - Pd Dutc	(23,995)	(23,995)	(0)	0.0%	(23,995)	(0)	0.0%
		Departmental Revenues	(13,000)	(13,780)	(780)	6.0%	(14,040)	(260)	5.66%
		Investment Income	(11,000)	(11,000)	(0)	0.0%	(11,000)	(0)	0.0%
		Dept. Misc. Revenues	(9,395)	(9,395)	(0)	0.0%	(9,395)	(0)	0.0%
		Licenses and Permits	(406)	(420)	(14)	3.4%	(434)	(14)	3.33%
		Reserves Revenue	0	0	0	0.0%	0	0	0.0%
	Total Revenues		(161,993)	(164,886)	(2,893)	1.8%	(167,309)	(2,423)	1.75%
	Labour Costs	Staffing Costs (incl Benefits)	7,930,973	8,068,540	137,567	1.7%	8,366,648	298,108	1.7%
	Other Expenses	Service Contracts and Materials	2,886,655	3,018,469	131,814	4.6%	3,558,605	540,136	4.37%
		Utilities & Fuel	941,876	1,018,151	76,275	8.1%	1,086,438	68,287	7.49%
		Operating Leases	261,079	261,079	0	0.0%	261,079	0	0.0%
		Tools & Equipment	64,409	64,409	0	0.0%	64,409	0	0.0%
		Office Equipment & Furniture	39,497	39,497	0	0.0%	42,497	3,000	0.0%
		Staff Development & Training	30,061	28,661	(1,400)	-4.7%	31,361	2,700	-4.88%
		Office Supplies& Expenses	19,899	19,899	0	0.0%	19,899	0	0.0%
		Community Advertising & Promotion	14,764	14,764	0	0.0%	14,764	0	0.0%
		Other	11,310	11,310	0	0.0%	11,310	0	0.0%
		Communications	8,775	8,775	0	0.0%	9,975	1,200	0.0%
		Meals & Travel	7,096	7,096	0	0.0%	7,096	0	0.0%
		Joint Services & Department Transfers	6,135	6,135	0	0.0%	6,135	0	0.0%
		Professional Fees	814	814	0	0.0%	814	0	0.0%
		Capital Funding	0	0	0	0.0%	0	0	0.0%
		Corporate Accounts	0	0	0	0.0%	0	0	0.0%
		General Mtce & Repairs	0	0	0	0.0%	0	0	0.0%
	Total		4,292,370	4,499,059	206,689	4.8%	5,114,382	615,323	4.59%
	Total Expenses		12,223,343	12,567,599	344,256	2.8%	13,481,030	913,431	2.74%
	Net Expenditures		12,061,350	12,402,713	341,363	2.8%	13,313,721	911,008	2.75%

Recognized 2013 ARRs											
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2013 Impact		Net 2014 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Tree Pruning (routine street pruning)			130,000		130,000				130,000		
Recognized 2014 ARRs											
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Temporary Seasonal Employees	PT	1.38	63,467		63,467			1.38	63,467		(1,000)
Forestry Arborist	FT	1.00	69,889		69,889			1.00	69,889		3,454
EAB Tree Stump Removal			50,000		50,000				50,000		
GPS units			30,000		30,000				30,000		
EAB Tree Removal			460,000		460,000				460,000		
Commty Serv Asset Mgmt Coord.	FT	1.00	106,365		106,365			1.00	106,365		1,613

City of Vaughan
Commissioner of Community Services
Parks Operations

2012 Capital Budget

Budget Year	Project #	Project Name	Project Type	Total Budget	Operating Budget Impact	TCA
2012	PO-6737-12	Fence Repair/Replacement Program	Infrastructure Replacement	\$159,900		Y
2012	PO-6709-12	SWM Pond Life Saving Stations (Phase IV)	New Infrastructure	\$70,800	\$3,000	N
2012	PO-6700-12	Tree Planting Program	Infrastructure Replacement	\$525,000		N
Total 2012 Capital Budget				\$755,700		

2013 Capital Budget Plan

Budget Year	Project #	Project Name	Project Type	Total Budget	Operating Budget Impact	TCA
2013	PO-6741-13	Maple Community Centre-Landscape Improvements	New Infrastructure	\$168,200		N
2013	PO-6700-12	Tree Planting Program	Infrastructure Replacement	\$575,000		N
Total 2013 Capital Budget Plan				\$743,200		



Parks Development

2012-14 Business Plan

BUSINESS OVERVIEW

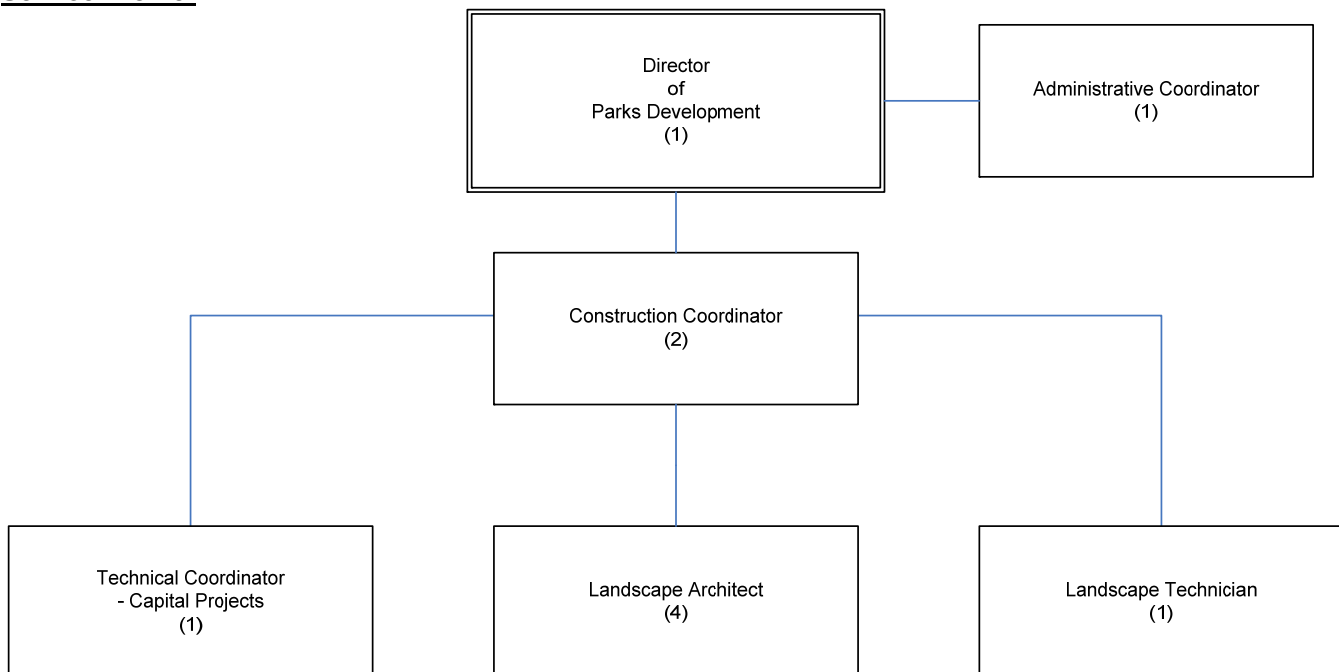
Service Statement:

The department is committed to providing the City and its residents with innovative, functional, and safe parks and open space which foster outdoor physical activity in a manner which is accessible to all residents.

The Parks Development Department is responsible for the following:

- Park / Open Space Planning
- Park / Open Space Design and Construction
- Park / Open Space Facilities Repair and Replacement and Renovation
- Trail Network Planning
- Trail Network Design and Construction
- Special Projects, Plans and Studies
- Park Land / Open Space Acquisitions

Service Profile:



2012-14 Business Plan

Full Time, Part Time and Overtime – Budgeted Amounts

	2011	2012 Base	Approved 2012 ARR	2012 Final	2013 ARR	2014 ARR
Full Time	10	10	-	10	-	-
Part Time	1.37	0.69*	-	0.69	-	-
Total FTE	11.37	10.69	-	10.69	-	-
Overtime	\$7,200	\$7,491	-	\$7,491	-	-

*1 Part Time Clerk Typist transferred to Building and Facilities Dept

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

- **Council & SMT:** parks delivered in accordance with policies established by Council and align with strategic themes of the corporation;
- **Community Residents:** parks and open space directly enhance the quality of life for Vaughan residents – community information sessions are a critical component of the park and open space design process;
- **Ratepayer Associations:** parks and open space directly enhance the quality of life for Vaughan residents – ratepayer associations represent these residents
- **Development Industry:** developer built parks, review and sign off of guarantee maintenance and assumption, park blocks prepared (graded, topsoiled, seeded, and fenced) by Developer prior to construction, Letter of Credit release approval;
- **Planning and Engineering Consultants:** parks are an integral component of community building – interaction with these consultants facilitates location, distribution and size of parks as well as servicing requirements;
- **Sports Associations:** design and construction of sports facilities must meet the requirements of the governing sports bodies as well as the Vaughan sports associations;
- **External Agencies** (MNR, TRCA, MOE): park, open space and trail projects required permit approval from these various agencies;
- **Internal Departments:** PD provides support to and receives support from most internal departments in the course of planning, design and construction of parks, open space and trail projects

Work Plan:

Link to Vaughan Vision 2020:

Service Excellence – Provide service excellence to all citizens:

- Demonstrate Excellence in Service Delivery;
- Promote Community Safety, Health & Wellness;
- Lead and Promote Environmental Sustainability

Management Excellence – Provide excellence in the management of our city:

- Plan & Manage Growth and Economic Well-being

2012-14 Business Plan

Future Pressures and Opportunities:

Pressures:

- Public Sector Accounting Board (PSAB) legislated reporting requirements – workload impact
- Intensification and the pressure it bears on maintaining per capita park provisional service levels
- Infrastructure Repair & Replacement – workload & financial impact
- Active Together Master Plan Update – workload impact
- Development Charges Background Study Update – workload impact

Opportunities:

- Parkland / Open Space Acquisition Strategy
- Parkland Redevelopment Strategy
- Technological Innovations for Asset Management (Geographic Information Systems)

Business Plan Objectives

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	<u>Year</u>	<u>Status</u>	<u>Outcome/Results</u>
1. Implement 2011 Capital Budget;	2011	Projected to be complete Q3/12	
2. Develop a Parkland / Open Space Acquisition Strategy;	2010	Projected to be complete Q3/12	
3. PSAB Inventory Data Collection;	2010	Complete / Updated Annually	

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

<u>Business Plan Objectives:</u>	<u>Timeline</u>	<u>Outcome</u>	<u>Resources</u>
2012 (Top 3 Objectives)			
1. Active Together Masterplan Update & Revision	Phase 1 – Retain Consultant (Q2/12)	Update Masterplan to guide the delivery of parks, recreation, culture and libraries in	

2012-14 Business Plan

	Phase 2 – Complete Study (Q3/13) Phase 3 - Implement Plan (Q4/13)	the City of Vaughan	
2. Develop a Parkland/Open Space Acquisition Strategy	Phase 1 – Retain Consultant (Q1/12) Phase 2 – Complete Study (Q2/13) Phase 3 - Implement Plan (Q2/13)	Acquisition strategy to guide/inform the acquisition of parks and open space lands throughout the City of Vaughan	
3. Development Charges Background Study Update	Phase 1 – Data Collection & Analysis (Q1/12) Phase 2 – Implement Study (Q1/12)	Compile costing for lands development and park facility costs for inclusion in the DC Update / identify and align new park blocks with OP and Secondary Plans / facility fit analysis	
Other Implement 2012 Capital Budget	Q2/13	Plan, design and construct new park and trail projects	

2013 (Top 3 Objectives)

1. Active Together Masterplan Update	Phase 2 – Complete Study (Q3/13) Phase 3 - Implement	Update Masterplan to guide the delivery of parks, recreation, culture and libraries in the City of Vaughan	

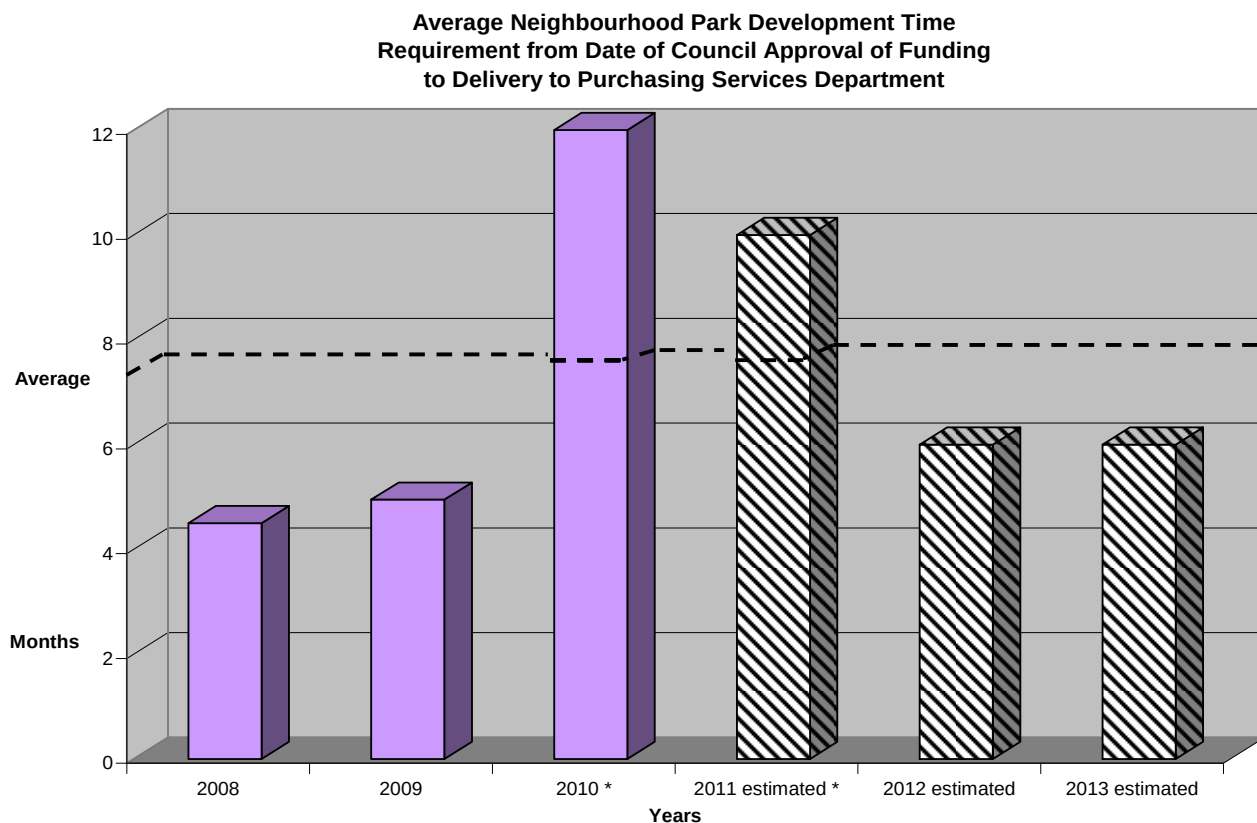
2012-14 Business Plan

	Plan (Q4/13)		
2. Develop a Parkland/Open Space Acquisition Strategy	Phase 2 – Complete Study (Q2/13) Phase 3 - Implement Plan (Q2/13)	Acquisition strategy to guide/inform the acquisition of parks and open space lands throughout the City of Vaughan	
3. North Maple Regional Park - Implementation	Phase 1 – complete design & tender documentation (Q1/13) Phase 2 – commence park construction (Q1/13)	Implementation of the first phase of Vaughan's largest Regional Park.	
Other Implement 2013 Capital Budget	Q2/14	Plan, design and construct new park and trail projects	
2014 (Top 3 Objectives)			
1. North Maple Regional Park - Implementation	Q4/14	Completion of the first phase of Vaughan's largest Regional Park.	
Other Implement 2014 Capital Budget		Plan, design and construct new park and trail projects	

2012-14 Business Plan

Key Performance Indicators:

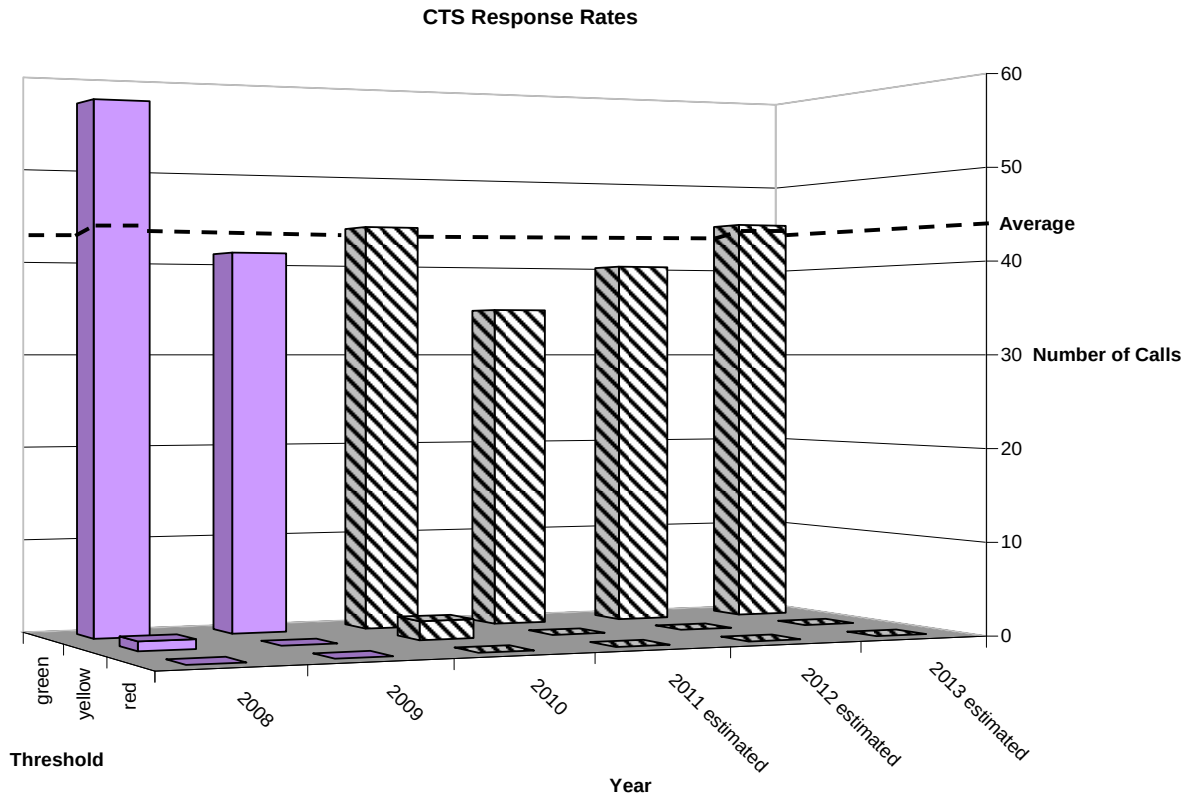
1. Time for delivery of new Park Development Projects to the Purchasing Department within the average time requirement;
2. (CTS) response time to resident inquires;
3. Average length of time to plan, design and construct parkettes, neighbourhood parks and district parks.



NOTE: Delivery of projects to Purchasing Services Department is dependent on a number of contributing factors including staffing, workload, retaining of consultant groups (RFP Process), requirements and approvals such as storm water management certification and external agency review (TRCA, MNR).

*Due to administration of ISF and RiNK Projects, capital projects were given a lower priority and as such took longer than average to complete.

2012-14 Business Plan



NOTE: Resident inquiries answered directly when they call are not logged in the CTS system unless there is an unresolved issue.

Numbers shown represent calls received since 2008.

The scale of escalation for CTS calls to Parks Development is:

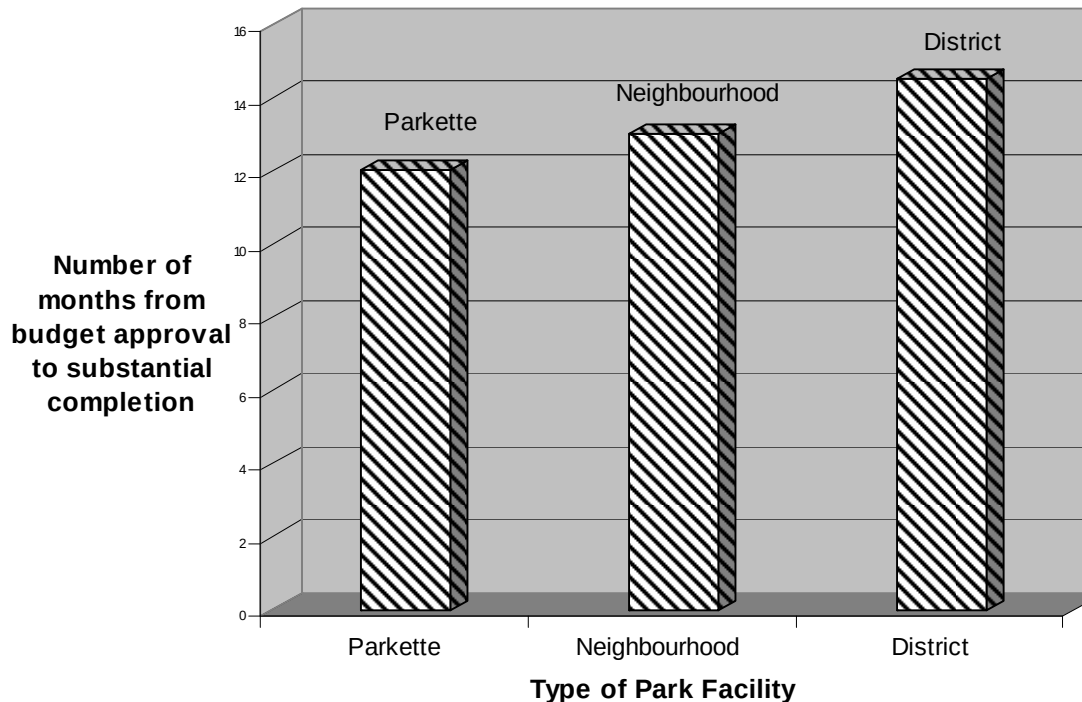
3 days: green

5 days: yellow

10 days: red

2012-14 Business Plan

Timeline for Completion of Parks (by type)



NOTE: 6 months have been removed from the construction period for non-construction during winter months (November 15 to May 15)

BUSINESS OVERVIEW:

Notes about the Measures:

See notes below the individual graphs.

Key Conclusion:

The workload pressures relating to ISF and RiNK grant funding as well as changing processes like storm water certification have resulted in pressures on the delivery time for parks from budget approval to delivery to Purchasing Services for tender. However the data indicates Parks Development continues to provide excellent customer service. Resident inquiries continue to be addressed within the CTS maximum timeline of 3 days.

Overall Conclusion: The department continues to effectively provide services to the residents of the City Vaughan although some recent changes have impacted timelines. Through innovation and revision to procedures departmental efficiency is being enhanced.

Commissioner Sign-off

Date (mm/dd/yy)

City of Vaughan

Revenue/Expenditure Summary Report

2012 Operating Budget

					2012			
			2011 Actuals *	2011 Budget	2012 Budget	% of Total Budget	Budget Variance \$	Budget Variance %
Parks Develop.	Revenue	Trsf. fm Res & Res Funds	(476,882)	(476,882)	(492,401)	100.0%	(15,519)	3.25%
	Total Revenues		(476,882)	(476,882)	(492,401)	100.0 %	(15,519)	3.25 %
	Labour Costs	Staffing Costs (incl Benefits)	947,750	1,062,771	1,069,805	95.9%	7,034	0.66%
	Other Expenses	Office Supplies & Expenses	14,242	13,975	13,975	1.3%	0	0.0%
		Professional Fees	11,121	10,100	10,100	0.9%	0	0.0%
		Office Equipment & Furniture	11,794	7,500	7,500	0.7%	0	0.0%
		Staff Development & Training	4,814	7,350	7,350	0.7%	0	0.0%
		Utilities & Fuel	0	0	5,310	0.5%	5,310	0.0%
		Meals & Travel	738	980	980	0.1%	0	0.0%
		Other	144	385	385	0.0%	0	0.0%
		Tools & Equipment	676	300	300	0.0%	0	0.0%
		Community Advertising & Promotion	8	100	100	0.0%	0	0.0%
		Communications	31	0	0	0.0%	0	0.0%
		Corporate Accounts	6,775	6,775	0	0.0%	(6,775)	-100.0%
		General Mtce & Repairs	16,571	15,770	0	0.0%	(15,770)	-100.0%
	Total		66,913	63,235	46,000	4.1 %	(17,235)	-27.26 %
	Total Expenses		1,014,664	1,126,006	1,115,805	100.0 %	(10,201)	-0.91 %
	Net Expenditures		537,782	649,124	623,404		(25,720)	-3.96 %

City of Vaughan
Revenue/Expenditure Summary Report
Operating Budget Forecast

			2012 Budget	2013 Forecast	2013 vs 2012 Forecast Variance \$	2013 vs 2012 Forecast Variance %	2014 Forecast	2014 vs 2013 Forecast Variance \$	2014 vs 2013 Forecast Variance %
Parks Development	Revenue	Trsf. fm Res & Res Funds	(492,401)	(492,401)	(0)	0.0%	(492,401)	(0)	0.0%
	Total Revenues		(492,401)	(492,401)	(0)	0.0%	(492,401)	(0)	0.0%
	Labour Costs	Staffing Costs (incl Benefits)	1,069,805	1,096,697	26,892	2.5%	1,109,678	12,981	2.45%
	Other Expenses	Office Supplies & Expenses	13,975	13,975	0	0.0%	13,975	0	0.0%
		Professional Fees	10,100	10,100	0	0.0%	10,100	0	0.0%
		Office Equipment & Furniture	7,500	7,500	0	0.0%	7,500	0	0.0%
		Staff Development & Training	7,350	7,350	0	0.0%	7,350	0	0.0%
		Utilities & Fuel	5,310	5,841	531	10.0%	6,133	292	9.09%
		Meals & Travel	980	980	0	0.0%	980	0	0.0%
		Other	385	385	0	0.0%	385	0	0.0%
		Tools & Equipment	300	300	0	0.0%	300	0	0.0%
		Community Advertising & Promotion	100	100	0	0.0%	100	0	0.0%
		Communications	0	0	0	0.0%	0	0	0.0%
		Corporate Accounts	0	0	0	0.0%	0	0	0.0%
		General Mtce & Repairs	0	0	0	0.0%	0	0	0.0%
		Total	46,000	46,531	531	1.2%	46,823	292	1.14%
	Total Expenses		1,115,805	1,143,228	27,423	2.5%	1,156,501	13,273	2.4%
	Net Expenditures		623,404	650,827	27,423	4.4%	664,100	13,273	4.21%

City of Vaughan
Commissioner of Community Services
Parks Development
2012 Capital Budget

Budget Year	Project #	Project Name	Project Type	Total Budget	Operating Budget Impact	TCA
2012	PK-6354-12	Active Together Master Plan Study-5 yr Update	Studies	\$128,800		N
2012	PK-6299-12	Concord Thornhill Regional Park-Artificial Turf Soccer Field	New Infrastructure	\$1,256,600		Y
2012	PK-6131-12	Lakehurst Park-Playground Replacement & Safety Surfacing	Infrastructure Replacement	\$121,600		Y
2012	PK-6353-12	Mapes Park(Pathway Connection to Rainbow Creek Park)	New Infrastructure	\$60,000		Y
2012	PK-6372-12	Pedestrian & Bicycle Masterplan(Off Road System)-Design	New Infrastructure	\$92,000		N
2012	PK-6341-12	Rimwood Park-Tennis Court Replacement	Infrastructure Replacement	\$67,000		Y
2012	PK-6317-12	Riviera Park Retaining Wall Construction	Infrastructure Replacement	\$66,000		N
2012	PK-6328-12	Sonoma Heights Community Park-Bocce Court Resurfacing	Infrastructure Replacement	\$72,100		Y
2012	PK-6362-12	Thornhill Wood Park-Walkway Extension	New Infrastructure	\$91,100		Y
2012	PK-6375-12	Uplands Bridge Replacement	Infrastructure Replacement	\$65,000		Y
2012	PK-6358-12	UV1-N26(Lawford Rd/Wardlaw Place)-Block 40	Growth/Development	\$945,600	\$23,500	Y
2012	PK-6319-12	Vaughan Metropolitan Centre (V.M.C.)-Millway/Applewood Park Design	Growth/Development	\$206,000	\$20,000	Y
2012	PK-6335-12	Woodbridge College Park-Playground Replacement & Safety Surfacing	Infrastructure Replacement	\$75,200		Y
Total 2012 Capital Budget				\$3,247,000		

2013 Capital Budget Plan

Budget Year	Project #	Project Name	Project Type	Total Budget	Operating Budget Impact	TCA
2013	PK-6347-13	LP-N6 (Block 12)	Growth/Development	\$123,200	\$4,300	Y
2013	PK-6348-13	LP-N9 (Block 12)	Growth/Development	\$143,300	\$5,000	Y
2013	PK-6315-13	Mackenzie Glen District Park-Playground Rubber Safety Surfacing	Infrastructure Replacement	\$201,500		Y
2013	PK-6305-13	Maple Valley Plan-North Maple Regional Pk Phase I(A)	Growth/Development	\$7,210,000		Y
2013	PK-6373-13	Pedestrian & Bicycle Masterplan(Off Road System)-Construction	New Infrastructure	\$433,000		N
2013	PK-6370-13	Uplands Golf & Ski Centre-Irrigation/Snow Making Water Systems	Infrastructure Replacement	\$566,500		Y
2013	PK-6325-13	Vaughan Crest Park-Bocce Court Redevelopment	Infrastructure Replacement	\$137,000		Y
Total 2013 Capital Budget Plan				\$8,814,500		

Commissioner of Planning



John MacKenzie

Commissioner's Message:

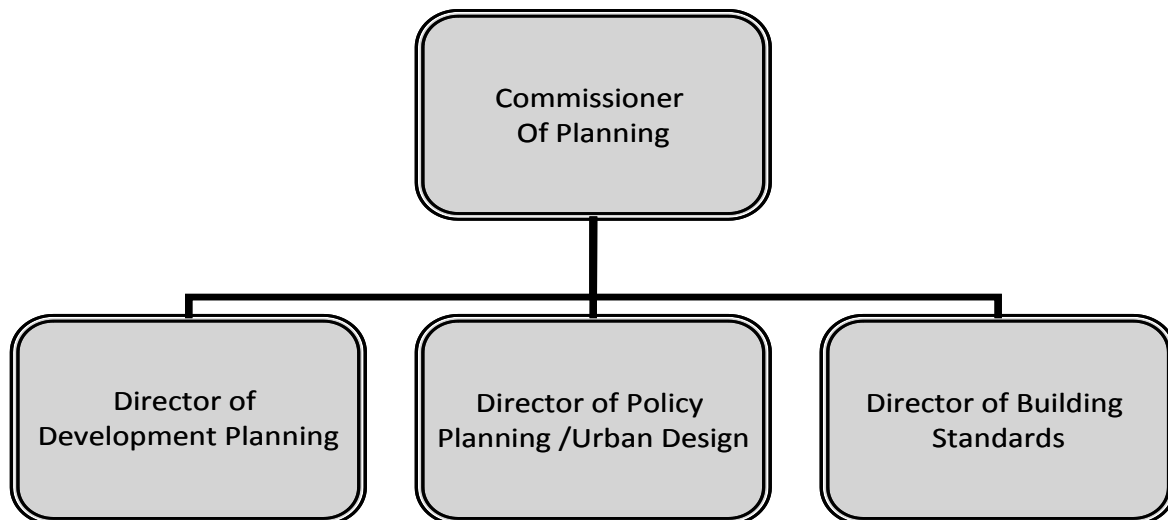
The Commissioner of Planning is responsible for the City's Building Standards Department, Policy Planning Department and the Development Planning Department. Together, these three departments plan and regulate development throughout the City. This work includes preparing and recommending long-term plans for City Council approval, day-to-day administration of development and building permit applications along with implementation of the official plans and zoning by-laws.

In carrying out these related responsibilities, staff consults widely with community stakeholders including residents of Vaughan, landowners, the community organizations, other levels of government 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 and development approval process and building permit requirements.

Carrying out this work is not without its challenges. Based on recent census data, Vaughan is the second fastest growing community in Canada. 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

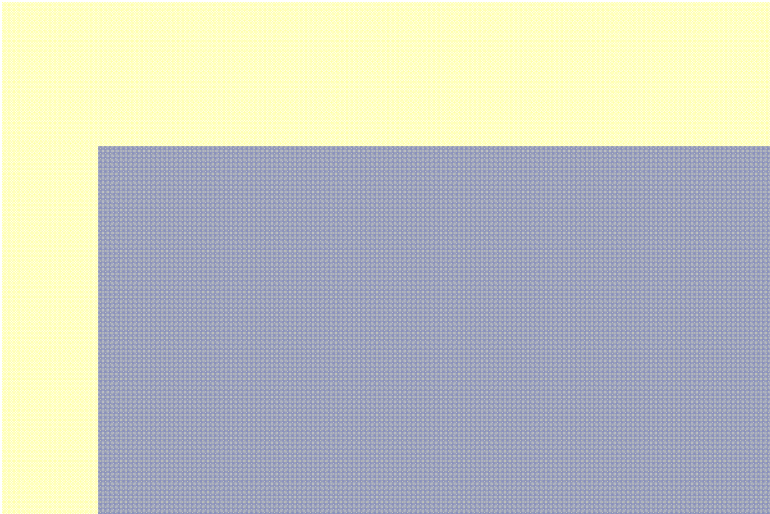


City of Vaughan
Revenue/Expenditure Summary Report
2012 Operating Budget

			2012					
			2011 Actuals *	2011 Budget	2012 Budget	% of Total Budget	Budget Variance \$	Budget Variance %
Comm. of Planning	Labour Costs	Staffing Costs (incl Benefits)	276,127	326,930	317,102	92.1%	(9,828)	-3.01%
	Other Expenses	Operating Leases	10,883	8,650	7,910	2.3%	(740)	-8.55%
		Meals & Travel	7,076	6,840	7,200	2.1%	360	5.26%
		Utilities & Fuel	4,718	6,350	5,100	1.5%	(1,250)	-19.69%
		Staff Development & Training	2,338	3,195	3,205	0.9%	10	0.31%
		Office Supplies & Expenses	696	1,705	1,705	0.5%	0	0.0%
		Communications	1,157	1,080	1,460	0.4%	380	35.19%
		Other	1,165	455	455	0.1%	0	0.0%
		Office Equipment & Furniture	0	175	175	0.1%	0	0.0%
		Corporate Accounts	3,470	3,470	0	0.0%	(3,470)	-100.0%
		General Mtce & Repairs	108	1,000	0	0.0%	(1,000)	-100.0%
		Professional Fees	70,960	0	0	0.0%	0	0.0%
		Total	102,571	32,920	27,210	7.9%	(5,710)	-17.35%
	Total Expenses		378,698	359,850	344,312	100.0%	(15,538)	-4.32%
	Net Expenditures		378,698	359,850	344,312		(15,538)	-4.32%

City of Vaughan
Revenue/Expenditure Summary Report
Operating Budget Forecast

			2012 Budget	2013 Forecast	2013 vs 2012 Forecast Variance \$	2013 vs 2012 Forecast Variance %	2014 Forecast	2014 vs 2013 Forecast Variance \$	2014 vs 2013 Forecast Variance %
Commissioner of Planning	Labour Costs	Staffing Costs (incl Benefits)	317,102	328,956	11,854	3.7%	340,925	11,969	3.6%
	Other Expenses	Operating Leases	7,910	7,910	0	0.0%	7,910	0	0.0%
		Meals & Travel	7,200	7,200	0	0.0%	7,200	0	0.0%
		Utilities & Fuel	5,100	5,100	0	0.0%	5,100	0	0.0%
		Staff Development & Training	3,205	3,205	0	0.0%	3,205	0	0.0%
		Office Supplies & Expenses	1,705	1,705	0	0.0%	1,705	0	0.0%
		Communications	1,460	1,460	0	0.0%	1,460	0	0.0%
		Other	455	455	0	0.0%	455	0	0.0%
		Office Equipment & Furniture	175	175	0	0.0%	175	0	0.0%
		Corporate Accounts	0	0	0	0.0%	0	0	0.0%
		General Mtce & Repairs	0	0	0	0.0%	0	0	0.0%
		Professional Fees	0	0	0	0.0%	0	0	0.0%
		Total	27,210	27,210	0	0.0%	27,210	0	0.0%
	Total Expenses		344,312	356,166	11,854	3.4%	368,135	11,969	3.33%
	Net Expenditures		344,312	356,166	11,854	3.4%	368,135	11,969	3.33%



Development Planning

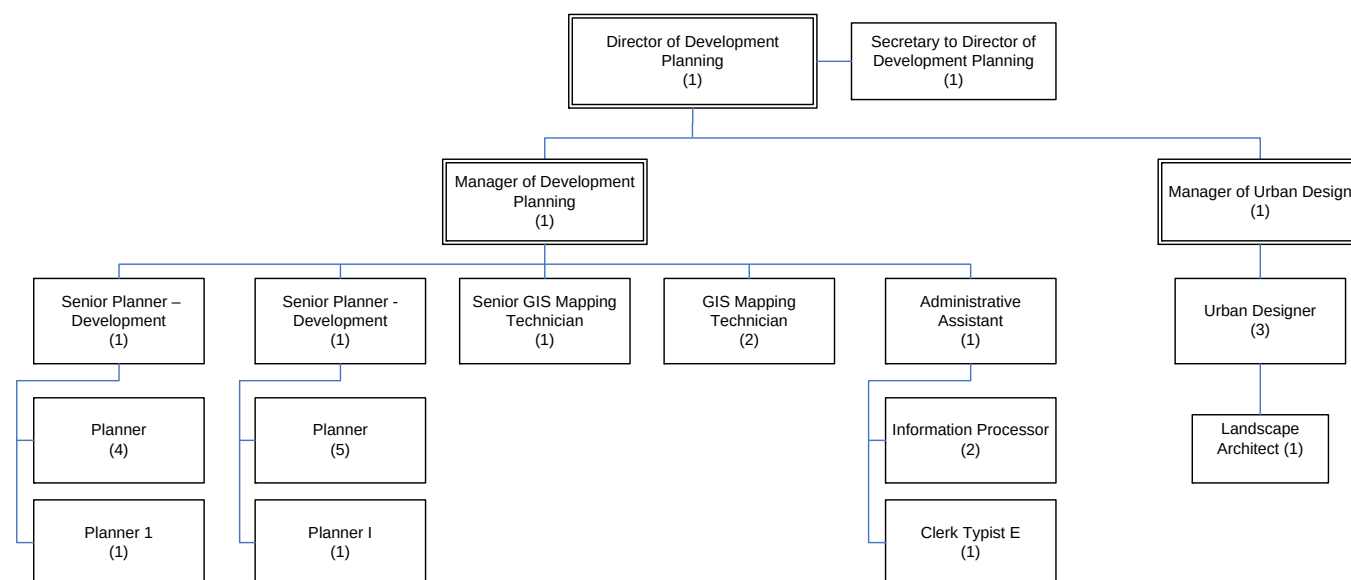
2012-14 Business Plan

BUSINESS OVERVIEW

Service Statement:

The Development Planning Department manages the growth and physical form of the City through the comprehensive analysis and review of development applications including Official Plan, Zoning, Subdivision, Condominium, Part Lot Control and Site Plans from a land use, social, environmental, transportation, economic, planning and urban design perspective. This is accomplished through the implementation of Provincial, Regional and City planning policies in keeping with land use, social, aesthetic, environmental, urban design and corporate objectives. Through this process, the broader public, City and property owner's interests and objectives are balanced in the context of proper land use planning principles in order to achieve physical, economic and social efficiency; health; diversity; and, sustainable and complete urban and rural communities. The Development Planning Department also provides a significant public service function with respect to facilitating public input into the planning process and providing information to the public via counter inquiries, telephone, written correspondence, and email about planning matters in the City. The Development Planning Department is responsible for implementing corporate policies, objectives and initiatives such as Vaughan Vision 2020, Environmental Master Plan, and Green Directions Vaughan.

Service Profile:



Full Time, Part Time and Overtime –Budgeted Amounts

	2011	2012 Base	Approved 2012 ARR	2012 Final	2013 ARR	2014 ARR
Full Time	27	27	1	28	-	-
FT-Contract	-	-	-	-	4	-
Part Time	0	0	-	-	-	-
Total FTE	27	27	1	28	4	-
Overtime	\$36,432	\$36,365	-	\$36,365	\$7,500	-

2012-14 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. Demonstrate Excellence in Service Delivery
2. Lead and Promote Environmental Sustainability
3. Manage Growth and Economic Well-being

Future Pressures and Opportunities:

The main future pressure that challenges this Department is the complexity of the development applications specifically resulting from the Provincial Growth Plan which mandates the City to intensify and accommodate growth within its existing urban boundary. As a result, development applications proposing intensification in or near existing communities and within the Vaughan Metropolitan Centre (VMC) are substantially more complex and require more staff time and resources to manage through the development review process, including meetings with the public and Councillors and responding to numerous counter, telephone and email inquiries on these complex applications. The technical issues associated with development proposals (i.e. density, traffic, design, servicing, etc.) and also the public sensitivity to the applications are due to their proximity to existing generally low density forms of development, and through the difficult integration and transformation of employment lands in the VMC into a vibrant downtown core. These applications have recently resulted in appeals to the Ontario Municipal Board placing considerable stress on the Department's resources during the Hearing and the preparation time required leading up to the Hearing. These OMB Hearings place time demands on other Development Planning staff's time required to cover the responsibilities of the Planner attending the Hearing. The new City-wide Official Plan, which was adopted by Vaughan Council on September 7, 2010, includes significant intensification within Vaughan's built urban boundary to achieve the Province's growth targets, which will likely trigger appeals to the Ontario Municipal Board, and place considerable constraints on staff's workload.

A second pressure facing the Department is sustaining revenue levels collected from development applications given the slowdown in the economy, which impacts development activity in the City, and therefore, the number of planning applications and revenue received by the Department. Planning application revenues are cyclical being exceptionally strong and significantly exceeding average levels during upturns in the economy while sometimes dipping below the average during economic slowdowns. It is important to recognize the cyclical nature of development in the context of the business plan and performance measures of the Development Planning Department. In 2011, the number of applications is consistent with 2010, however, in light of the fee increase in April 2011, revenues from planning applications have increased from 2010, and is expected to continue trending upwards in 2012 to 2014 as the City's new Official Plan is adopted and landowners take advantage of the new land use policies and pending infrastructure to the City (i.e. subway in 2015).

As noted earlier, Council has adopted the City's new Official Plan in September 2010, with Regional approval expected sometime in late 2011 or early 2012, and all of the appeals and modifications addressed in 2013. Upon final approval of the Official Plan, likely in 2013, the Planning Act requires that the City adopt a Zoning By-law to implement the Official Plan. The Zoning By-law must be approved within 3 years of the approval of the Official Plan. The new Official Plan is a key element of the City's Growth Management Strategy, and directly impacts other corporate policies and initiatives such as Vaughan Vision 2020 and the Environmental Master Plan. The last time that the City's Zoning By-law was reviewed on a comprehensive basis was in the 1980's resulting in By-law 1-88. The current zoning by-law does not contain the progressive zoning provisions required to implement the intended

2012-14 Business Plan

forms of development anticipated under the new Official Plan. For example, By-law 1-88 does not include any zoning provisions to implement mixed-use development that is required to facilitate such anticipated development in the Vaughan Metropolitan Centre.

The preparation of a new City-wide Zoning By-law through a combination of staff and consultant resources is a significant undertaking that will likely require 2 to 3 full years to complete and additional staff complement. Staff in the Development Planning and Building Standards Departments will begin preliminary work on the by-law review in 2011 and 2012, with the bulk of the work performed by consultants in 2013 to 2015. Since it is expected that the final approval of the Official Plan will be in 2013, the budget details respecting the Zoning Review will be addressed in the 2013 budget deliberations.

An opportunity for the Department lies in the upgrading of the electronic document management system through the Development Tracking Application (DTA) software. The DTA provides the opportunity to achieve departmental efficiencies through the electronic circulation of development applications, commenting, data retrieval and data management. In May 2011, the department upgraded the DTA from Version 7 to 11, which incorporates many enhanced capabilities to streamline the planning application administrative processes, including facilitating the electronic circulation of development applications. Further system enhancements will be completed by the supplier during the annual maintenance upgrade. Upgrades to the DTA require significant staff input and meetings with the supplier to ensure the software responds to Departmental needs and is user friendly. Through the 2010 budget deliberations, a request by the ITM Department for a City-wide DTA Coordinator was not approved by Council, and instead, \$25,000 was allocated to the Development Planning Department to facilitate upgrades to the DTA with the vendor (i.e. Munirom). At a cost of \$1000/day, only minor improvements can be undertaken to the DTA by Munirom. Larger items such as full-scale implementation of internal and external electronic circulation of development applications, custom templates for reports, and on-going maintenance and upgrading of the DTA system across the corporation, requires a full-time City-wide DTA Coordinator. A subsequent request for a DTA Coordinator (ITM Additional Resource Request for a Systems Analyst/Project Leader (DTA)) through the 2011 budget process was made by the ITM Department, but was unsuccessful. The Development Planning Department will submit an ARR for this position in the 2012 Budget deliberations.

In May 2011, Vaughan Council approved a revised Corporate Planning Cycle including strategic themes and initiatives. One Priority Strategic Theme is "Manage Growth & Economic Well-being", where the Commissioner of Planning has been identified as the Owner or driver to "Develop the plan required to build a dynamic Vaughan Metropolitan Centre" (ie. responsible for overall project management and implementation of this initiative). On this note, the Development Planning Department has a major role to play in shaping how the VMC will be designed to what the buildings and public realm will look like, both through the initial planning and visioning process and during the actual development application review process. A lot of planning and urban design work by Development Planning Staff in collaboration with other City Departments will be required to properly manage growth in the VMC including ensuring the area surrounding the VMC Subway Station (ie. a Gateway Mobility Hub) is ready to facilitate its' opening in late 2015. The forthcoming urban design work related to the VMC includes:

- Project management of strategic urban design studies including the Vaughan Metropolitan Centre Streetscape and Open Space Plan;
- Provide urban design expertise to public realm design and implementation projects within the VMC including transit initiatives, streetscapes, and parks and open spaces;
- Co-ordinate sustainable infrastructure initiatives with the public realm and private development applications; integrating water, energy and mobility infrastructures into public space; and, identifying the potential for multi-functional, design-savvy public amenities; and,
- With Black Creek as a critical armature and catalyst for urbanism, provide urban design co-ordination with the future Black Creek Restoration project, integrated with teams from Development/Transportation Engineering, Policy Planning, and Parks Development Department.

In this regard, a 2012 ARR is being submitted for one additional Urban Designer given the strong emphasis this municipality places on good urban design of the public and private realm, and in creating an in-house City-wide

2012-14 Business Plan

Urban Design Guidelines document consistent with the vision contained within the new Official Plan 2010. In addition, the Council approved Urban Design Review Panel has been advanced from 2012 to Fall 2011 to provide expert professional advice on Development Applications in the VMC, and high density projects and other significant developments in the City. The Development Planning and Policy Planning Departments will use budgeted Professional Fees to sustain the Urban Design Review Panel. The Development Planning Department will also be submitting two 2012 Capital Budget requests for funding to construct a physical VMC Model for display in the City Hall, and to purchase software to enable Urban Design Staff to undertake 3D digital modeling to assist in visualizing what a streetscape or building should look like when planning for an area or reviewing a development application including in the VMC.

Consistent with this theme to acknowledge good urban design, the Development Planning Department and Economic Development Department have identified sufficient funds within their respective budgets to collaborate and jointly hold an Urban Design Awards in Fall 2012 (last held in November 2008). The importance of regularly hosting an Urban Design Awards every 2 years will showcase to the public and the development community of well designed projects that are worthy of praise and that embodies the very best attributes that can be achieved and bettered in future developments by others. Hosting an Urban Design Awards requires a significant amount of work to be performed by the 4 current members of the Urban Design Section, and the approval of an additional Urban Designer through the 2012 budget deliberations would assist to alleviate the everyday heavy workload and special projects that must be tackled by this Division.

With the recent Provincial announcement of a Vaughan Hospital, a Full-time/Temporary (5 Year) Senior Planner (Management) position will need to be created within the Development Planning Department in order to plan for the construction of the actual hospital building and lands, wherein the Province involves the City Staff in the preparations including meeting with construction firms who are doing the bidding to answer questions, and acting as a co-coordinator or liaison with the Province and other City Departments and external public agencies. In this regard, a 2012 ARR is being submitted by the Development Planning Department.

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

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year 2010	Status	Outcome/Results
1. To enhance the functionality of the Development Tracking Applications (DTA) system in order to improve staff efficiency and service delivery standards.	2010	Completed (Note: ITM Dept's 2011 ARR for a Corporate DTA Co-coordinator was not approved)	The installation of DTA Version 11.0 has been completed. This major upgrade from Version 7.0 to Version 11.0 will provide opportunities to utilize enhanced features including facilitating the electronic circulation of development applications that is more efficient for end-users when undertaking their daily business. The implementation of this enhancement will allow the Corporation to keep pace with other major urban

2012-14 Business Plan

			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 is inherent 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	Fall 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.

2012-14 Business Plan

3. To effectively facilitate planning approvals for the subway expansion project into the City of Vaughan.	2010	407 Station approved in Nov 2010. VMC Station approved in May 2011. Steeles Station to be approved Summer/Fall 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	New Fees By-law enacted in April 2011 with increased fees in each of 2011 and 2012.	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.

2012-14 Business Plan

6. To balance growth and environmental protection and encourage a sustainable and complete community to ensure the City remains and is enhanced as an attractive place to live, work and recreate through the implementation of corporate policies such as the Vaughan Vision 2020, Environmental Master Plan and Green Directions Vaughan.	2010	Ongoing	The Development Planning Department in the review of development applications directly implements these corporate policies and initiatives in order to implement sustainable site and building design features, resulting in development that contributes to the development of a sustainable community, that is more environmentally responsible and energy efficient.

Prior Year Business Plan Objectives/ Accomplishments			
	Year 2011	Status	Outcome/Results
1. To undertake the City of Vaughan Urban Design Awards (last done in Fall 2008)	Fall 2011 Update: Budget not approved for 2011	To recognize development projects that have been built and embody the best in urban design and environmental initiatives.	2011 Additional Resource Request for budget funding of Urban Design Awards which will be undertaken by the Development Planning Department.
2. To undertake a two year review of the Site Development Application review process which was streamlined in 2008 to monitor and assess the effectiveness and efficiency of the changes implemented and seek to improve the review process as may be required. To manage and coordinate the review of development applications, and growth management initiatives with City and partner stakeholders (i.e. Province, Region, Toronto and Region Conservation Authority, Development Industry, etc.)	Fall 2011	To facilitate improvements to the Site Plan Process where required.	To be implemented utilizing existing resources.
3. To prepare an in-house City-wide Urban Design Manual including sustainability and design guidelines to implement the policies in the City's new Official Plan.	2011-2012	A consistent urban design document and sustainability and design guidelines	To be implemented utilizing existing resources.

2012-14 Business Plan

		applicable across the municipality.	
4. To initiate a Design Review Panel consisting of Professional Planners, Architects, Landscape Architects and Urban Designers, to evaluate and provide comments to staff on Site Plan applications in the Vaughan Metropolitan Centre, high density projects, and other significant developments within the City.	2012 Update: Advanced to Fall 2011	To provide well designed sites and buildings utilizing expert professional advice for significant developments in Vaughan.	To be implemented using existing resources.
2012-14 Business Plan Objectives: (You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.)			
<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2012 (Top 3 Objectives)			
1. To undertake a two year review of the Public Notification of Planning Applications process, which was implemented in mid-2009 to improve the various notification processes to the public for development applications.	2012	To facilitate improvements to the Public Notification of Planning Applications Process where required.	To be implemented utilizing existing resources.
2. To undertake the City of Vaughan Urban Design Awards (last done in Fall 2008).	2012	To recognize development projects those have been built and embody the best in urban design and environmental initiatives.	To be undertaken in-house utilizing existing funding resources of the Development Planning Department and the Economic Development Department.
3. To facilitate the planning and construction of the Vaughan Hospital building and abutting lands in consultation with the Province and stakeholders.	2012-2016	To ensure development co-ordination and ultimate construction of hospital and abutting lands.	Require approval of 2012 ARR for a Senior Planner/Project Manager (5 year contract).
2013 (Top 3 Objectives)			
1. Initiate a comprehensive city-wide review of By-law 1-88 to implement the new Official Plan.	2013-2015	Completion of the Zoning By-law review will facilitate the implementation of the	Potentially 1 additional FTE Planner complement will be required to undertake

2012-14 Business Plan

		City's Official Plan which is a key component of the City's Growth Management Strategy.	this 3 year project to be undertaken by Development Planning and Building Standards Staff and by consultants. The Building Department would be the Owner of the project, which is anticipated to be funded by the surplus Building Permit Reserve Fund, Development Charges, and Taxation.
2. Review Planning Fees By-law	late 2012/early 2013	Adjust Planning Fees and enact new multi-year Fees By-law.	In-house by Development Planning Department.
3. Process development applications and urban design projects to implement Vaughan Metropolitan Centre (VMC) Secondary Plan Study when completed.	2012-2014	Implement Secondary Plan Policies through processing, review and application approvals.	Existing Planning Resources, plus ARR for an additional Urban Designer position to work on VMC projects.
2014 (Top 3 Objectives)			
1. Process development applications to implement the Vaughan Mills Secondary Plan Study when completed.	2013-2014	Implement Secondary Plan Policies through processing, review and application approvals.	Existing Planning Department Resources
2. Process development applications to implement the Concord Floral Secondary Plan Study when completed.	2013-2014	Implement Secondary Plan Policies through processing, review and application approvals.	Existing Planning Department Resources
3. Process development applications to implement the Weston/Highway 7 Secondary Plan Study when completed.	2013-2014	Implement Secondary Plan Policies through processing, review and application approvals.	Existing Planning Department Resources

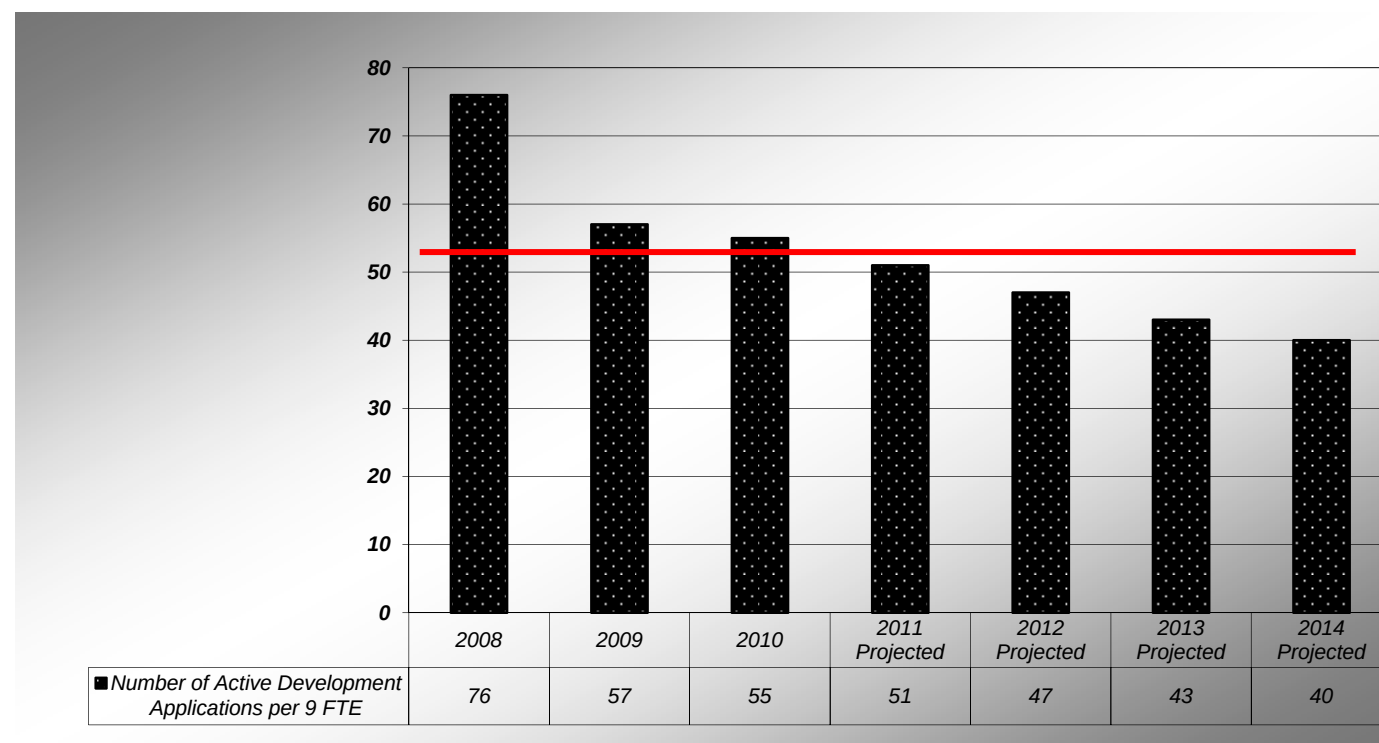
2012-14 Business Plan

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

Total Number of Active Files In Process Per FTE

Definition: Development applications often take more than one calendar year to process and as a result, there are a number of active development applications that were received prior to 2010 that are still being processed by the Department. The Development Planning Department total number of Development Applications currently being managed by the Department is 458 (July 31, 2011). The Department has 9 FTE Planners/Planner 1 responsible for the development application workload, and 1 FTE Planner 1 responsible for reviewing and commenting on 340-400 Committee of Adjustment Minor Variance and Consent applications and attending meetings.

Average _____



Year	2008	2009	2010	2011 Projected	2012 Projected	2013 Projected	2014 Projected
Total Number of Active Files	685	511	491	458	425	390	360

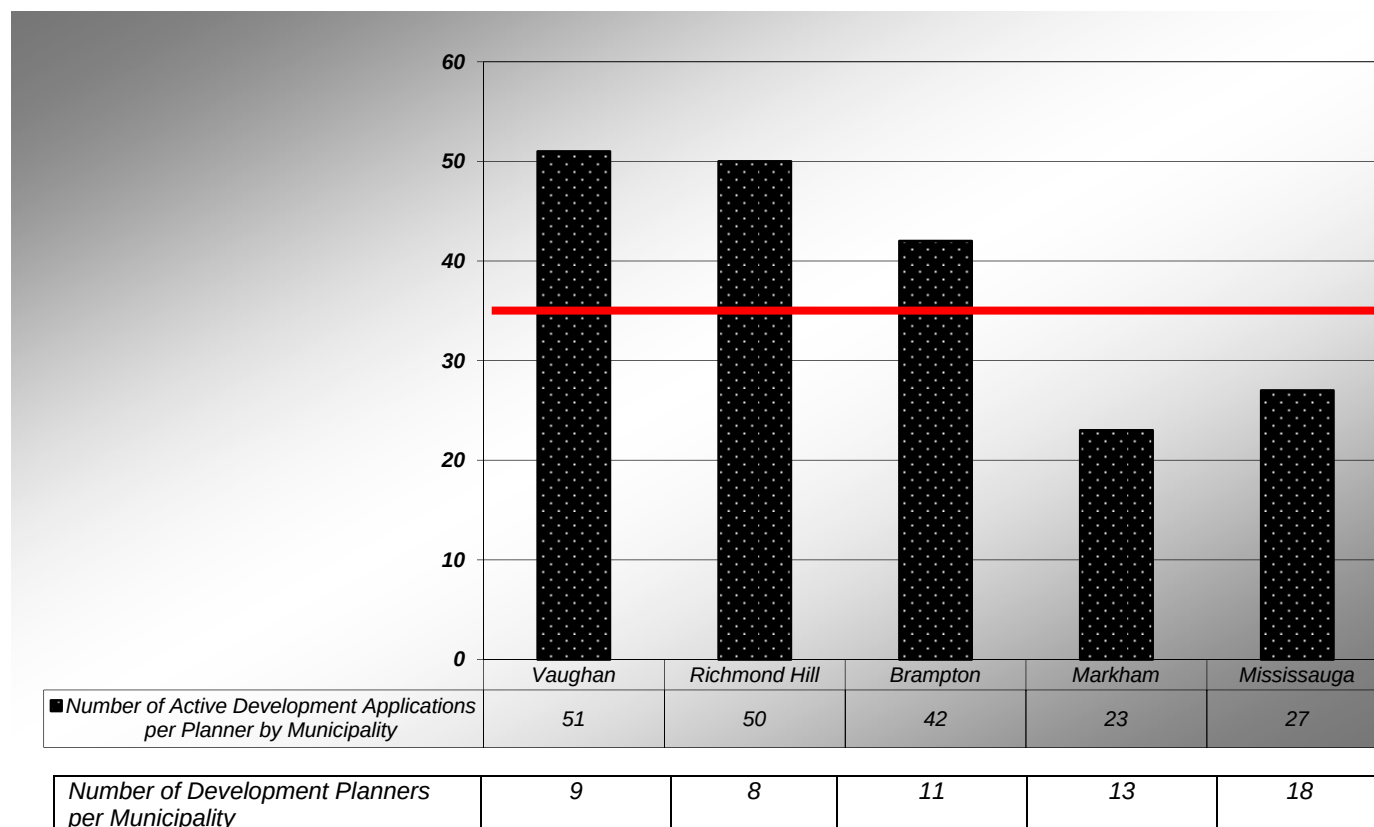
Key Conclusions: The Department is managing a significant volume of Development Planning Applications. Development files can take several months (sometimes years) to process due to issues such as servicing availability, OMB Hearings, clearing of subdivision conditions, resolution of a number of complex urban issues including related to infill development, etc. As a result, the Development Planning Department is managing an average of 51 files for each of the 9 FTE. A discussion/conclusion with respect to Committee of Adjustment Applications is provided on another page/chart.

2012-14 Business Plan

In the 2008 Watson & Associates Planning fee report, it was noted that other GTA municipalities are generally operating at 65% capacity. To confirm, the Development Planning Department contacted neighbouring GTA municipalities in mid-2010 to compare Vaughan's "Number of Development Planners" and "File Load Per Planner" versus Markham, Richmond Hill, Brampton and Mississauga, as follows:

Comparison of Workload by Municipality

Average _____



The above-noted statistics confirms that Vaughan's 9 Development Planners are carrying a heavy file load than other comparable GTA municipalities. The chart also demonstrates that as municipalities become more urban (ie. Markham, Mississauga) the nature of development applications become more complex, and therefore, the number of files that each FTE Planner can manage is reduced. For example, in Markham, the number of Planners increased since 2009 from 8 to 13, and correspondingly, their file load per Planner decreased from 40 to 23.

Notes About the Measure: In 2006/2007, Watson & Associates Economists Ltd. in association with Performance Concepts Consulting Inc. were retained by Vaughan to update the City's Planning Development Applications Approval Process (DAAP) fees, to assess the levels of cost recovery, and to provide recommendations on Planning fee structure design. A highlight of significance is worthy of note:

"At average historic application levels capacity utilization results for the City's development planners (those whose jobs are focused primarily on application processing) are utilized at 90%-95% of total available capacity for these positions. This level of utilization is higher than levels witnessed in other GTA municipalities, but not inconsistent with other large GTA 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."

2012-14 Business Plan

The number of development applications processed to the end of July 2011 is consistent with 2010. It is expected that the number of applications will increase over the next few years as landowners submit proposals to implement the new Official Plan vision for intensification. The types of applications processed in 2011 and beyond include applications with increased complexity and political sensitivity as Vaughan transforms from a suburban municipality to a more dense urban form, particularly as the Department receives more applications in the Urban Growth Centres and District Centres including in the Vaughan Metropolitan Centre. Through the development review process, the Development Planning Department is committed to implementing new sustainable development and environmental initiatives directed by senior levels of government (i.e. New Region of York Official Plan) and City initiatives including the Environmental Master Plan and Green Directions Vaughan. These applications include high density residential and infill projects near existing communities (i.e. Liberty Developments, Skyline Marina, Casertano and Mammone, etc.) which require considerable staff time and resources from the Development Planning Department to manage this transformation and involves the co-ordination of several City Departments, Council members, consultants, external public agencies and other levels of government.

The Department is currently managing 458 (July 2011) applications through the development review process with a yearly average of 51 files per 9 Planners, which when combined with the numerous meetings, public inquiries (i.e. counter, telephone, fax, e-mail and letter correspondence), regular agenda deadlines, Bill 51-New Planning Act requirements for mandatory pre-application consultation meetings prior to the submission of an application, DTA data input and preparation and attendance at OMB Hearings contributes to a significant volume for each Planner. In addition, the Administrative, GIS and Urban Design Sections of the Department must also perform to meet these challenges and deadlines. This significant workload in addition to the increasing complexity of current development applications represents an accurate measure of assessing the Department's activity in meeting its' workload responsibilities rather than the revenue generated by development applications.

The Development Planning Department expects an increase in Zoning By-law Amendment and Site Plan applications with a reduction in the number of back-logged active applications as servicing becomes available in 2011-12 and applications, particularly Draft Plan of Subdivision applications approved in phases, can be completed and the files closed.

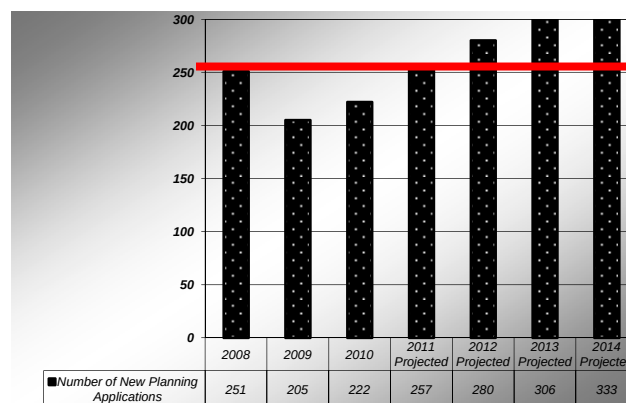
To conclude, the Development Planning Department works efficiently and at the highest level to sustain and improve the level of service for the residents and businesses of Vaughan, as confirmed in the report by Watson & Associates.

Key Performance Indicators:

Total Number of Development Applications

The Development Planning Department is currently managing 500 development applications with 9 FTE Planners and 1 FTE Planner 1 responsible for processing this workload.

Average _____



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2012-14 Business Plan

The Total Number of Planning Applications received by the Department

<i>Application Type</i>	<i>2008</i>	<i>2009</i>	<i>2010</i>	<i>2011 Projected</i>	<i>2012 Projected</i>	<i>2013 Projected</i>	<i>2014 Projected</i>
<i>Official Plan</i>	18	9	6	9	10	11	12
<i>Zoning</i>	75	42	34	41	45	50	55
<i>Draft Plan of Subdivision</i>	8	2	4	7	8	9	10
<i>Site Plan</i>	96	90	108	124	136	150	165
<i>Condo</i>	11	5	3	7	8	9	10
<i>Part Lot Control</i>	32	33	33	19	21	23	25
<i>Parkway Belt Plan</i>	1	0	0	4	2	2	2
<i>Address Change</i>	10	24	34	46	50	52	54
Total	251	205	222	257	280	306	333

<i>Year</i>	<i>2008</i>	<i>2009</i>	<i>2010</i>	<i>2011 Projected</i>	<i>2012 Projected</i>	<i>2013 Projected</i>	<i>2014 Projected</i>
OMB Hearings	13	12	7	17	19	21	23

BUSINESS OVERVIEW

Key Conclusions:

The Department is managing a significant volume of Development Planning Applications. As Vaughan transforms from a suburban to a more urban municipality, the applications have become more complex and require significantly more staff hours to process as a result of the nature of the applications (i.e. high density residential and infill development) and changes to Provincial legislation (i.e. Planning Act (Bill 51), Places to Grow, Provincial Policy Statement, Oak Ridges Moraine / Greenbelt, 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 (407 Station) and continues into 2011, with the VMC Station approved in May 2011, and the last of the 3 subway stations (Steeles Station) remaining to be approved in Fall 2011. This important initiative requires significant staff time commitment from the Development Planning Department in order to deliver this high priority project.

Notes About the Measure:

The management of development applications through the approval process has become increasingly complex for several reasons including: the nature of the applications, many proposing high density building forms which require a more extensive analysis to ensure compatibility with existing developments (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, urban design and land use challenges including the management of this change. In addition, these applications are more politically sensitive to process and require more negotiation, public education, meetings, and time to manage. All these factors place greater time demands on Development Planning Department Staff with respect to the analysis and implementation of these policies through the development review process.

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The implementation of the new Official Plan adopted by Vaughan Council on September 7, 2010, which promotes intensification, will likely result in additional Ontario Municipal Board (OMB) Hearings for development applications, which will occupy a significant amount of a Planner's time in preparation leading up to and during the Hearing.

The Department is under increased pressure to expedite the Development Applications Approval Process. In addition, there are increasing demands on staff time to respond to public and Council inquiries on Planning activities and to facilitate meetings with internal and external stakeholders.

The Development Planning Department also undertakes the review of its processes and procedures as required by Provincial Legislation (e.g. Bill 51 Planning Act amendments), Federal Legislation (Telecommunications Protocol) and as directed by Council (e.g. Site Plan Review, Public Notification Procedures).

It is also anticipated that in the interim period between the approval of the City's new Official Plan and the preparation of a new City-wide Zoning By-law, that the Department will experience an increase in the number of Zoning By-law Amendment Applications since the City's current Zoning By-law 1-88 will be outdated and does not currently contain the zoning provisions required to implement the new forms of development being contemplated by the Official Plan (ie. mixed use zoning categories).

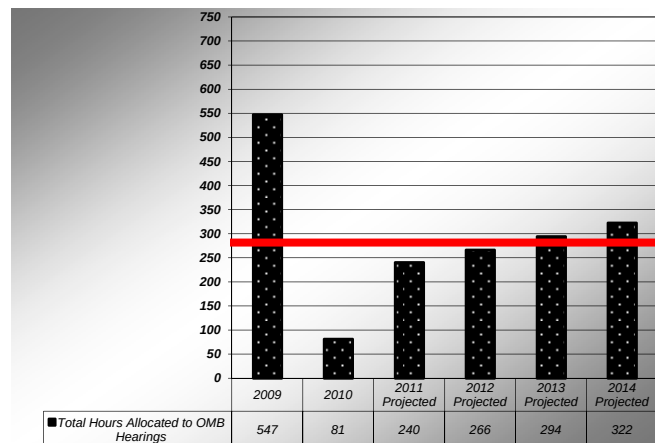
The Development Planning Department is a resource to the public, Council, and other Departments (providing Committee of Adjustment comments to the City Clerk's Department; encroachment comments to Enforcement Department; and, comments on the proposed sale of City lands to the Real Estate Division) and agencies with respect to the provision of general and specific information, data collection and mapping (e.g. Ward Boundary Review mapping, statistical information, aerial photos, etc.) for which it does not generate revenues, however, occupies considerable staff time. The Development Planning Department is the first point of contact for the public with respect to providing information about planning matters and issues and responding to general and specific inquiries respecting existing and proposed development. As the City of Vaughan's population continues to grow, it is expected that the time devoted by Development Planning Staff providing quality public service will continue to increase.

In this regard, other city initiatives such as Vaughan On-Line (VOL) has placed additional demand on Development Planning Department staff related to providing information content, physical creation, and maintenance of the Development Planning Department's internal and external page and web-site, respectively.

Total Number of Hours Related to Ontario Municipal Board (OMB) Hearings

Definition: Development Planning Department Staff spend a considerable amount of time preparing, attending, and following up on matters related to Ontario Municipal Board Hearings. Typically, the Planner is the City's lead witness at an Ontario Municipal Board Hearing, however, several members of the Department contribute to the preparation of an OMB Hearing including senior staff, other Planners, GIS, Administrative and Urban Design staff.

Average _____



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Key Conclusions:

The Development Planning Department started tracking the number of hours allocated to Ontario Municipal Board Hearings in 2008 since they occupy considerable staff time and resources and cause significant disruptions in the everyday work schedule of a planner and department support staff. It is expected that as applications become increasingly complex relating to infill and intensification, particularly in consideration of the new City Official Plan, that the staff time devoted to Ontario Municipal Hearings will increase.

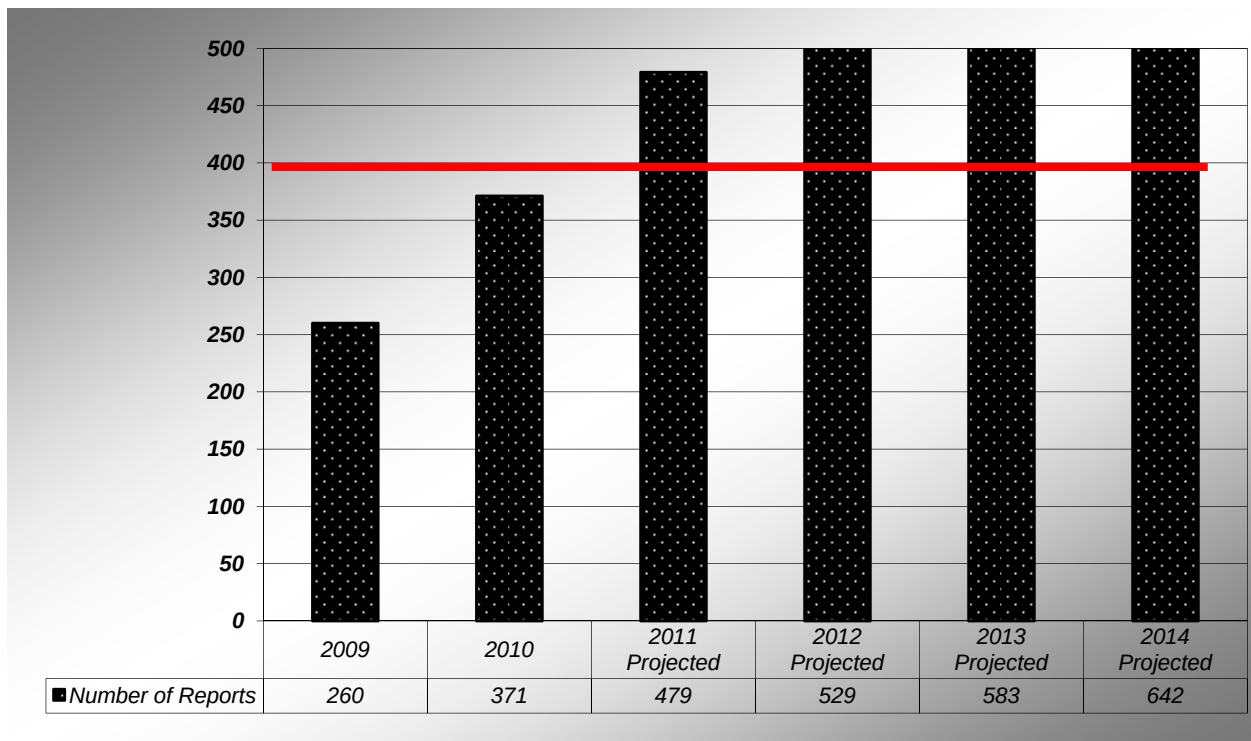
Notes About the Measure:

The hours identified above reflect only the time devoted to OMB Hearings by the Planner managing the file. However, other Development Planning Department Staff, particularly Urban Design, GIS Staff and Administrative support staff also devote a significant amount of time in support of the Planner including the analysis of urban design related issues, the preparation of graphics required for the Hearing, and documents that need to be prepared, consolidated, and distributed. Given the increasing complexity of development applications, OMB Hearings routinely are scheduled for 3 – 7 full weeks at a time, completely occupying the Planner's daily work hours, and placing increased demands on other staff in the Department during this period with respect to coverage of the Planner's assigned work and often requiring overtime hours resulting from the daily events at the Hearing. Although the total number of hours allocated to OMB Hearings in 2010 was lower, the projections for 2011 to 2014 will likely be higher due to the certainty that a significant number of applications will be in the form of zoning by-law amendments to implement the intensification policies in the City's new Official Plan, which have the potential to be appealed to the OMB.

Number of Reports, Official Plan and Zoning Amendments, Agreements

Definition: Each Planning Application that is approved generates the need for staff to prepare documents to facilitate and implement the development. The Department has 9 FTE Planners and 1 FTE Planner 1 responsible for this workload.

Average _____



2012-14 Business Plan

<i>Document</i>	Year					
	<i>2009</i>	<i>2010</i>	<i>2011 Projected</i>	<i>2012 Projected</i>	<i>2013 Projected</i>	<i>2014 Projected</i>
Official Plan Amendments	4	5	7	8	9	10
Zoning By-law Amendments	47	51	46	51	56	62
Site Plan Agreements / Letters of Undertaking	39	25	32	35	38	42
Condo Agreements	4	5	7	8	9	10
Part Lot Control By-laws	31	31	35	39	43	47
Public Hearing Reports	41	37	47	52	57	63
Committee of the Whole Reports	94	90	98	108	119	131
Pre-Application Consultation Meetings (Bill 51)	0	127	207	228	252	277
Total	260	371	479	529	583	642

Key Conclusions:

The Department is managing a significant volume of Development Planning Applications. The applications have become more complex and require significantly more staff hours to process as a result of the nature of the applications (i.e. high density residential and infill development) and changes to Provincial legislation (i.e. Places to Grow, Provincial Policy Statement, Oak Ridges Moraine/Greenbelt, Planning Act Amendments (Bill 51), etc.). Applications will increase over the 2011 to 2014 time frame in order to implement the new Official Plan, which promotes intensification. The Development Planning Department has taken a lead role in the required planning approvals for the subway expansion into the City of Vaughan, which commenced during the second quarter of 2010 and will require a significant time commitment from the Development Planning Department into Fall 2011 and Spring 2012 in order to deliver this high priority project.

In December 2009, Council approved the implementation details of the Province's Bill 51 (Planning Act Amendments), which requires additional work to be undertaken by local municipalities including Pre-Application Consultation with development proponents for all development applications, and preparing and sending out notification to the public of complete and incomplete development applications. There is an additional workload constraint placed on the Development Planning Department to hold meetings for approximately 207 to 277 applications between 2011 to 2014, and in mailing out notices for required applications within the time stipulations mandated by the Planning Act.

Notes about the Measure:

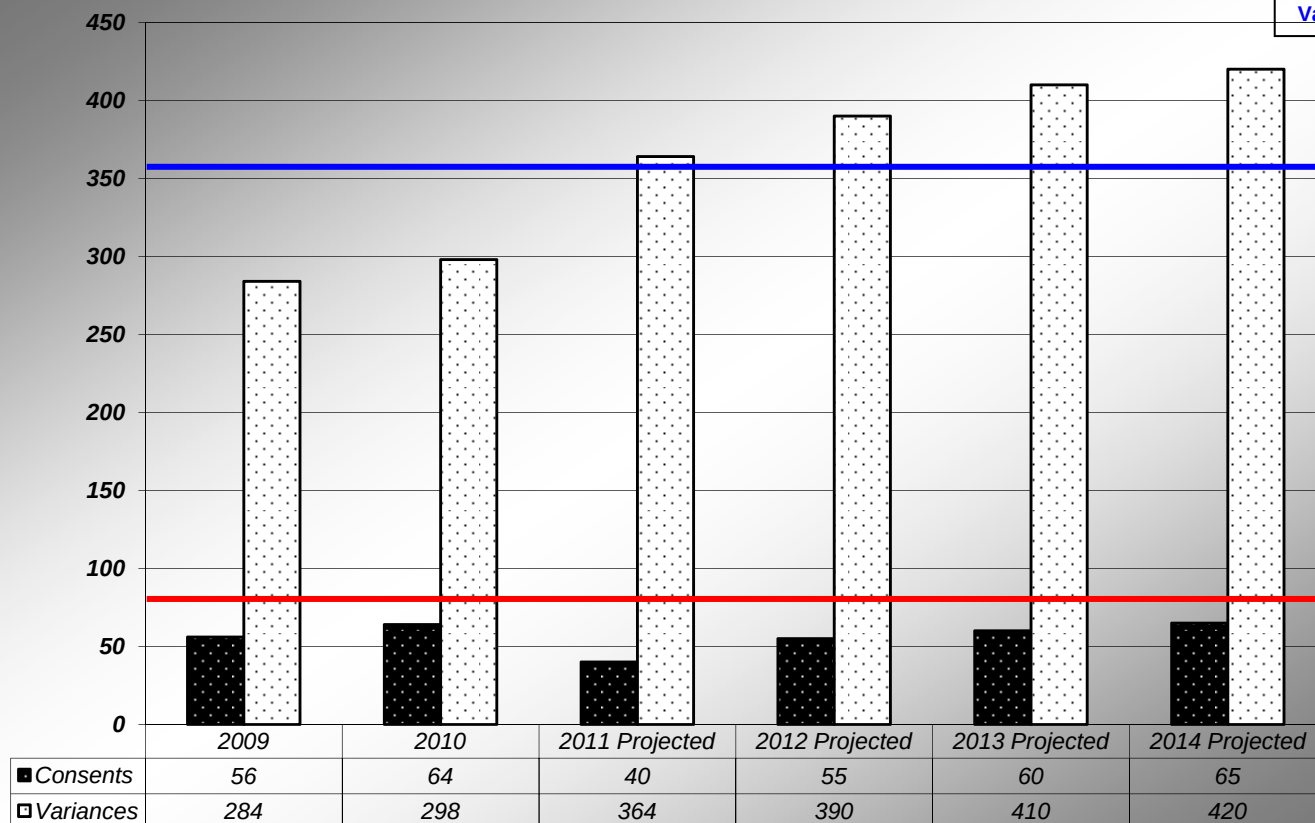
The complexity of the development applications has increased particularly with respect to implementing the Provincial Policy Statement, the Province's Places to Grow Plan and the new Regional Official Plan (December 2009) policies dealing with intensification and infill within the City's existing urban boundary which affects existing communities. This will increase as development applications are submitted over the 2011 to 2014 period to reflect the intensification policies in the City's new Official Plan. Intensification will change the physical form of the City from a traditionally suburban community to a more urban municipality which presents many complex planning and land use challenges including the management of this change. In addition, other policies approved by Vaughan Council (e.g. Environmental Management Plan) and external public agencies (e.g. Province, Region of York, TRCA, Metrolinx), including Oak Ridges Moraine Plan, Provincial Policy Statement, Bill 51 Planning Act Amendments, new Regional Official Plan, the Big Move (Metrolinx), etc. place greater time demands on the Development Planning Department. Implementation of environmental and sustainability initiatives also places demands on staff's time. As a result, the preparation of staff reports and the implementing planning documents are more complex and contain more detailed information, policies, and requirements to implement development, and therefore require more time to prepare, review and finalize.

2012-14 Business Plan

Total Number of Consent and Variance Applications per FTE

The total number of Consent and Variance Applications processed by the Department is 404*, 445*, 470* and 485*, respectively in years 2011 to 2014.
* projected 2011 to 2014

Consents
Minor
Variances



It is expected that consent and variance applications will increase in the 2011 to 2014 period as development proposals are submitted to reflect the intensification policies in the new Official Plan.

Notes about the Measure:

Currently, one Planner 1 is strictly devoted on a full-time basis to the review of Committee of Adjustment applications, and it is anticipated that there will be a continued increase in the number of applications in the future resulting from significant development activity in the City and the redevelopment and improvement of existing areas. As the City continues to experience more intense forms of development, it is expected that the number of Committee of Adjustment applications will increase, as minor variances will be required to implement development forms that are not accommodated by the City's current Zoning By-law 1-88.

Committee of Adjustment decisions can result in appeals to the Ontario Municipal Board which occupies considerable amount of the Planner 1's time both during, and in preparation for the Hearing. In addition, OMB Hearings for Committee of Adjustment Applications requires support from GIS staff for graphics and administrative staff to prepare documents as required.

Measure: Number of Architectural/Urban Design Guidelines, Subdivision Landscape/ Streetscape Plans, Environmental Reports Prepared per FTE

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The Urban Design Section's activities relate both to long range strategic City planning and the day to day guidance of architectural and landscape (hard and soft) design implementation through the development process.

Urban Designers evaluate development applications and provide comments and advice to development applicants related to site specific design (architectural, site organization, landscaping, etc.) in response to City policies and guidelines. Urban Designers consult with a variety of stakeholders about specific development sites leading to improved urban design concepts/solutions.

The Urban Design Section initiates and manages urban design studies and develops urban design guidelines, standards and technical details for landscape and built form to ensure the development of high-quality urban and natural environments in Vaughan.

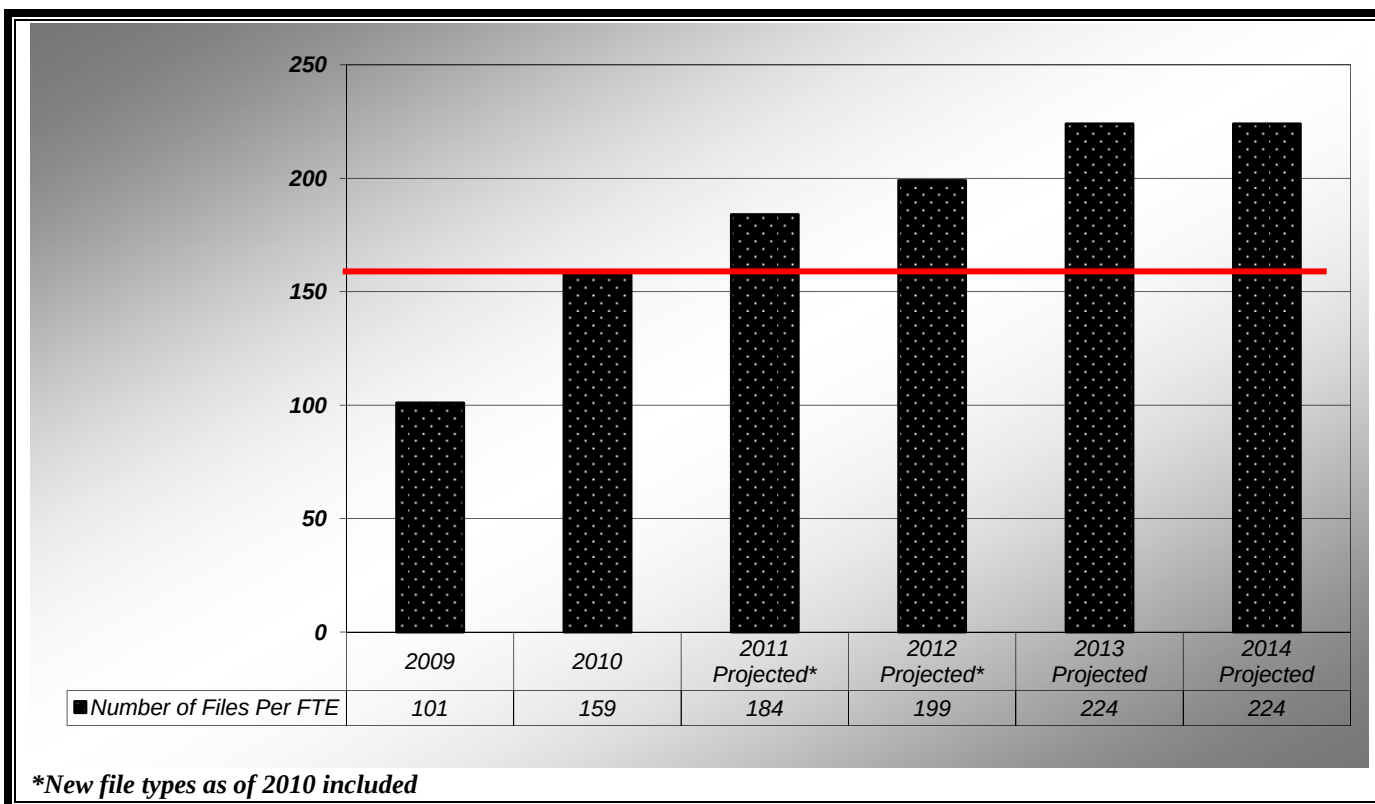
Urban Designers provide project management and urban design services for urban design studies such as development of urban design frameworks, guidelines and plans. These projects include geospatial analysis and digital mapping related functions, community and stakeholder consultation, liaison with regional authorities and external public agencies to collaboratively develop forward-thinking design solutions, ensuring accordance with provincial, regional and municipal plans, and the development of strategic design solutions to meet the challenges of 'sustainable development'.

The Urban Design Section is assuming a greater role in the development planning process due to the complexity of development proposals in the City's VMC and intensification corridors and the recognition of the importance of quality urban design in creating sustainable and livable places for people, including the preparation of urban design guidelines for the Vaughan Metropolitan Centre and City-wide guidelines in accordance with the intensification policies in the new Official Plan. This is creating a greater demand on staff time. There are 4 Urban Design staff members responsible for the total file workload, and accordingly, the Development Planning Department is proposing an ARR for one additional Urban Designer position to facilitate the increased workload.

The Urban Design Section's principle responsibilities include:

- Site plan and subdivision application review.
- Secondary plan and block plan design review.
- Advise on urban design, built form, architectural, landscape architectural and sustainable development matters, including strategic planning initiatives.
- Manage urban design studies, streetscape and community plan projects.
- Consultation with community and stakeholder groups through interactive workshops, meetings, and design charrettes, and sitting on any Committees (such as Sign Variance) as formed, as related to Urban Design.
- Liaise with the public to provide urban design information, including the management of urban design project web pages.
- Provide design review for City and Regional capital projects and external agency infrastructure projects (such as TTC subway extension).
- Liaise with regional authorities, external agencies and municipal departments to promote and coordinate green infrastructure development (such as integration of storm water management controls into streetscapes, transit-oriented development, etc.).
- Inspection and acceptance of landscape and streetscape works through the development process.
- Review sign variance applications as part of the Sign Variance Committee.
- Manage numerous special projects related to urban design (Urban Design charrettes and workshops, presentations to Council, Urban Design Awards).
- Development of urban design-related graphic materials and presentations.

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Types of Files	Year					
	2009	2010	2011	2012	2013	2014
Site Plans	90	108	124	136	150	165
Pre-application Consultation Meetings *	0	127	207	228	252	277
Urban Design Guidelines	14	15	17	21	21	21
Architectural Control Guidelines	6	5	8	12	12	12
Streetscape/Landscape Construction Drawings	17	18	18	19	19	19
Subdivision/Landscape Drawings	131	79	100	60	100	100
Subdivision Assumption Inspections	31	30	45	55	60	60
Subdivision Completion Approval Inspection	34	25	40	50	65	65
Woodlot/Vegetation Assessments	13	13	15	20	20	20
Letters of Credit Release Inspections	40	44	60	75	75	75
Sign Variance Applications *	0	49	50	60	60	60
Urban Design Studies & Masterplans/ In House Studies & Capital Projects	27	46	50	60	60	60
Total	403	634	734	796	894	934

* New as of 2010 included.

Key Conclusion:

The City's new strategic Plan (Vaughan Vision 2020) emphasizes the importance of urban design to deliver the City's commitment to creating more compact, sustainable and livable communities over the next 25 years. Urban design brings together issues of urban planning, architecture, landscape architecture, ecology, real estate

2012-14 Business Plan

development, urban economics, transportation planning and engineering for the physical improvement of the City in application to the public realm and its interface with private developments and re-developments.

Urban design will play a critical role to achieve the goals of the Official Plan, in particular, delivering design excellence and memorable places, strong and diverse communities, a vibrant and thriving downtown, and a green and sustainable city. For the Urban Design Section to develop and implement the urban design visions and urban structures for intensification areas, including the Vaughan Metropolitan Centre, primary centres, intensification corridors, and local centres, it will demand of Urban Design staff consultation and negotiation across a variety of spheres including with transit agencies, other City departments, external agencies, the public, and developers. The importance of strategic phasing and implementation plans to deliver urban design projects is also a key task of the Urban Design Section.

The Urban Design Section will also contribute to the focus on sustainable infrastructure, as outlined in the Official Plan. Increasingly Urban Design staff are collaborating with regional and municipal engineers as part of multi-disciplinary design teams to provide urban design solutions that integrate sustainable and multi-functional transportation, water and energy infrastructure into the City's streets and communities. This collaboration will be most significant in intensification areas, such as the Vaughan Metropolitan Centre, given the role and potential for infrastructures to act as critical armatures and catalysts for urban development. There is also an increase in demand on Urban Design staff to provide core services for the Development Planning and Policy Planning Departments at a variety of scales, from assistance in the preparation of regulatory frameworks and urban design guidelines to site specific design.

Notes about the Measure:

The Development Planning Department has assumed a greater role in the strategic planning of the urban fabric and the preparation of urban design documents "in house", which has significantly increased the work load pressure on Urban Design staff. The development of urban design frameworks, plans, guidelines, phasing and implementation strategies requires significant research, consultation and time-intensive design work. The same urban designers are also responsible for the daily review of development applications and liaison with external agencies and the public, including sitting on Committees (eg. Sign Variance). It is also anticipated that there will be an increase in the number of site inspections associated with the release of Letters of Credit due to the increase in development activity.

BUSINESS OVERVIEW:

The Development Planning Department continues to manage development applications submitted in previous years resulting in 491 currently active development applications with a yearly average of 51 files for each of the 9 Planners in the Department, which when combined with numerous meetings, public inquiries, data input, attending night meetings, Council directed initiatives and Ontario Municipal Board Hearings contributes to a high workload per Planner. As identified, there is one additional Planner that processes 491 Committee of Adjustment applications per year (2010) and attends Ontario Municipal Board Hearings when an appeal is filed in response to the Committee's decision.

The Urban Design, Administrative and GIS Sections of the Department must also perform to meet these challenges and deadlines. The increased complexity and changing nature of development applications, which propose more intense and infill forms of development, are significant and key factors that must be taken into consideration on a go-forward basis as a performance measurement respecting the Department's ability to successfully and efficiently manage development applications while maintaining high service levels. This significant workload in addition to the increasing complexity of current development applications represents an accurate measure of assessing the Department's activity in meeting its' workload responsibilities rather than revenue generated through development applications.

The Development Planning Department has several important initiatives to work on over the next few years as identified in this Business Plan, which will require all Planning Staff to contribute their time in addition to their daily workload including undertaking the Site Plan Process Review (2011), 2012 Urban Design Awards, preparation of a

2012-14 Business Plan

City-wide urban design manual including sustainability and design guidelines to implement the new City Official Plan policies (2011-2012), Public Notification of Planning Applications 2-year review (2012), and a 3 year City-wide review of By-law 1-88 to implement the new City Official Plan (2013 to 2015), as well as, new capital streetscape projects that will be requested through the Capital Budget deliberations. In addition, the Development Planning Department must implement Provincial (i.e. Growth Plan), Regional (ie. new Official Plan) and City (new Official Plan, Vaughan Vision 2020, Environmental Master Plan etc.), policies and initiatives designed to create complete communities where the citizens of Vaughan can work, live and play.

Year to date, the number of development applications processed in 2011 is consistent when compared to the same period last year. The Development Planning Department anticipates an improving economic climate in 2011 and beyond. The City's new Official Plan Review will facilitate new development opportunities resulting in additional development applications and an increased workload, particularly in intensification areas and in the VMC. In addition, the servicing constraints will be lifted over the next few years, which will facilitate applications and phases of development currently held in abeyance to commence their completion, further placing increased time demands on Development Planning staff. Planning and urban design work and approvals for the TTC subway stations will also contribute to the workload of the Department during the 2011 and 2014 period.

To conclude, the Development Planning Department works at a high level to sustain and improve the level of service for the residents and businesses of the City of Vaughan, and the workload is expected to increase in 2011 to 2014.

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

City of Vaughan

Revenue/Expenditure Summary Report

2012 Operating Budget

					2012			
		2011 Actuals *	2011 Budget		2012 Budget	% of Total Budget	Budget Variance \$	Budget Variance %
Develop. Planning	Revenue							
	Service Charges	(3,625,879)	(2,429,460)		(3,196,276)	99.9%	(766,816)	31.56%
	Admin Fee OMB appeals	(600)	(3,000)		(3,000)	0.1%	0	0.0%
	Dept. Misc. Revenues	(35)	0		0	0.0%	0	0.0%
	Inspection Fees	(6,035)	0		0	0.0%	0	0.0%
Total Revenues		(3,632,549)	(2,432,460)		(3,199,276)	100.0 %	(766,816)	31.52 %
Labour Costs	Staffing Costs (incl Benefits)	2,529,684	2,626,793		2,831,142	95.4%	204,349	7.78%
Other Expenses	Office Supplies & Expenses	28,960	37,367		36,569	1.2%	(798)	-2.14%
	Staff Development & Training	16,709	30,446		30,546	1.0%	100	0.33%
	Professional Fees	23,000	25,308		25,308	0.9%	0	0.0%
	Office Equipment & Furniture	14,565	23,597		19,647	0.7%	(3,950)	-16.74%
	Other	825	2,620		9,620	0.3%	7,000	267.18%
	Meals & Travel	5,707	6,954		7,304	0.2%	350	5.03%
	Communications	3,349	4,052		4,052	0.1%	0	0.0%
	General Mtce & Repairs	107	2,111		2,111	0.1%	0	0.0%
	Tools & Equipment	645	1,008		1,008	0.0%	0	0.0%
	Community Advertising & Promotion	818	942		942	0.0%	0	0.0%
	Capital Funding	3,758	0		0	0.0%	0	0.0%
	Joint Services & Department Transfers	(136)	0		0	0.0%	0	0.0%
	Total	98,308	134,405		137,107	4.6 %	2,702	2.01 %
Total Expenses		2,627,992	2,761,198		2,968,249	100.0 %	207,051	7.5 %
Net Expenditures		(1,004,557)	328,738		(231,027)		(559,765)	-170.28 %

2012 ARRs													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2012 Impact		Net 2013 Impact		Net 2014 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Urban Designer - VMC	FT	1.00	92,856		92,856			1.00	92,856		1,508		4,681

City of Vaughan
Revenue/Expenditure Summary Report
Operating Budget Forecast

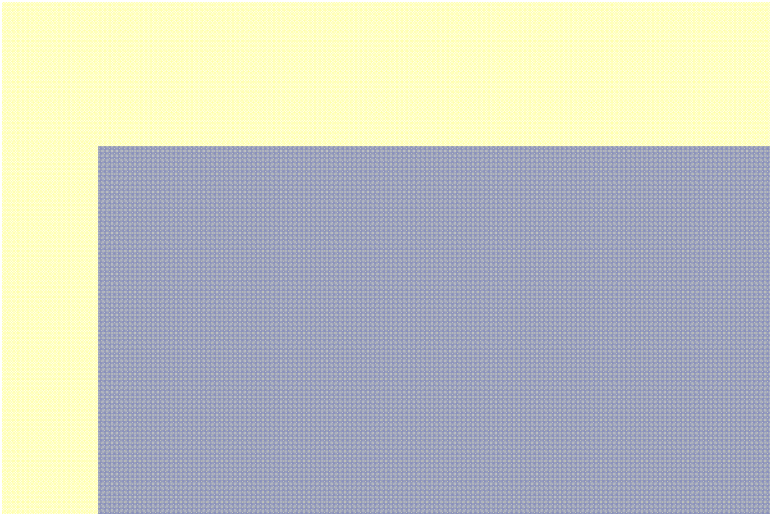
			2012 Budget	2013 Forecast	2013 vs 2012 Forecast Variance \$	2013 vs 2012 Forecast Variance %	2014 Forecast	2014 vs 2013 Forecast Variance \$	2014 vs 2013 Forecast Variance %
Development Planning	Revenue	Service Charges	(3,196,276)	(3,524,541)	(328,265)	10.3%	(3,870,756)	(346,215)	9.31%
		Admin Fee OMB appeals	(3,000)	(3,000)	(0)	0.0%	(3,000)	(0)	0.0%
		Dept. Misc. Revenues	0	0	0	0.0%	0	0	0.0%
		Inspection Fees	0	0	0	0.0%	0	0	0.0%
	Total Revenues		(3,199,276)	(3,527,541)	(328,265)	10.3%	(3,873,756)	(346,215)	9.31%
	Labour Costs	Staffing Costs (incl Benefits)	2,831,142	3,269,753	438,611	15.5%	3,297,535	27,782	13.41%
	Other Expenses	Office Supplies & Expenses	36,569	36,769	200	0.5%	36,769	0	0.54%
		Staff Development & Training	30,546	30,096	(450)	-1.5%	29,846	(250)	-1.5%
		Professional Fees	25,308	125,308	100,000	395.1%	125,308	0	79.8%
		Office Equipment & Furniture	19,647	31,247	11,600	59.0%	17,597	(13,650)	37.12%
		Other	9,620	9,620	0	0.0%	9,620	0	0.0%
		Meals & Travel	7,304	7,404	100	1.4%	7,404	0	1.35%
		Communications	4,052	4,052	0	0.0%	4,052	0	0.0%
		General Mtce & Repairs	2,111	2,111	0	0.0%	2,111	0	0.0%
		Tools & Equipment	1,008	1,008	0	0.0%	1,008	0	0.0%
		Community Advertising & Promotion	942	942	0	0.0%	942	0	0.0%
		Capital Funding	0	0	0	0.0%	0	0	0.0%
		Joint Services & Department Transfers	0	0	0	0.0%	0	0	0.0%
		Total	137,107	248,557	111,450	81.3%	234,657	(13,900)	44.84%
	Total Expenses		2,968,249	3,518,310	550,061	18.5%	3,532,192	13,882	15.63%
	Net Expenditures		(231,027)	(9,231)	221,796	-96.0%	(341,564)	(332,333)	-2,402.73%

Recognized 2013 ARRs											
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2013 Impact		Net 2014 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Senior Planner/Project Mgr (Contract) Hospital	FT	1.00	106,631		106,631			1.00	106,631		(2,200)

City of Vaughan
Commissioner of Planning
Development Planning

2012 Capital Budget

Budget Year	Project #	Project Name	Project Type	Total Budget	Operating Budget Impact	TCA
2012	DP-9030-12	Vaughan Metropolitan Centre Computer 3D Modeling System	Growth/Studies	\$133,900		Y
2012	DP-9028-12	Vaughan Metropolitan Centre Physical Master Plan Base Model	Growth/Studies	\$67,000		Y
2012	DP-9029-12	Woodbridge Heritage District Urban Design/Streetscape Plan Study	Growth/Studies	\$206,000		N
Total 2012 Capital Budget				\$406,900		



Policy Planning

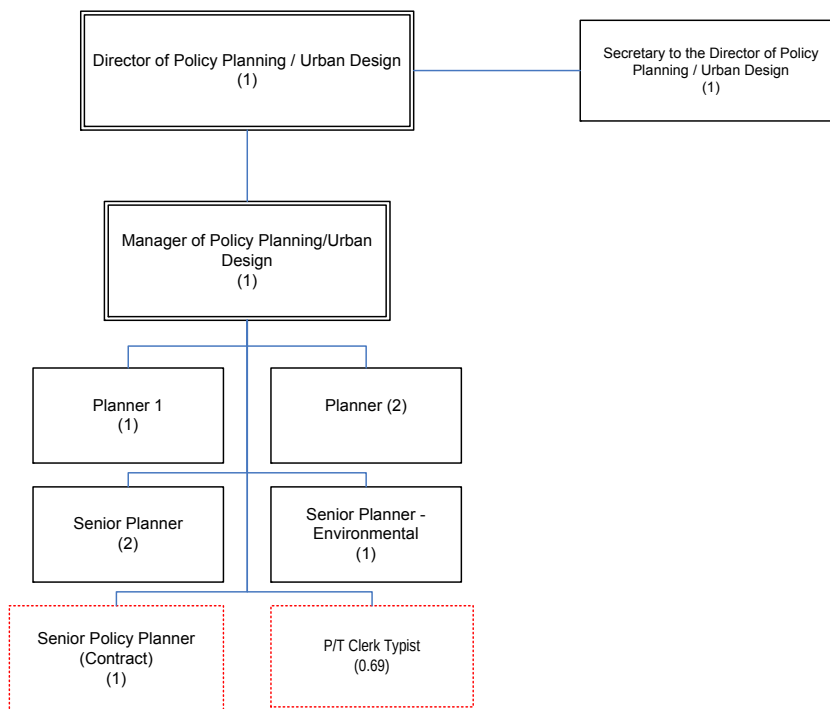
2012-14 Business Plan

BUSINESS OVERVIEW

Service Statement:

The Policy Planning Department promotes the creation of quality communities in the City of Vaughan by providing Council with *Planning Act* based policy tools to guide the growth and physical development of the City. To develop these policies, the department undertakes small to large-scale planning studies, which may vary in size from an individual site to the entire city. The Studies are based on comprehensive professional analysis, consideration of corporate objectives, interdisciplinary and intergovernmental input and visioning involving extensive public outreach and consultation. The policies and guidelines are prepared in consideration of the principles of sustainability including strong communities, a healthy natural environment and economic vitality; with the objective of achieving complete communities, which are designed to meet people's needs for daily living throughout a lifetime. The department provides a significant public service by facilitating citizen input into the planning process and by providing needed information to the public by way of public hearings, reports, workshops, counter and telephone inquiries, written correspondence and web content. Through this process, the interests of the City, the broader public and property owners are balanced in the pursuit of good planning.

Service Profile:



2012 Approved ARR

Full Time, Part Time and Overtime – Budgeted Amounts

	2011	2012 Base	Approved 2012 ARR	2012 Final	2013 ARR	2014 ARR
Full Time	9	9	-	9	-	-
FT-Contract	0	0	1	1	-	-
Part Time	0	0	0.69	0.69	-	-
Total FTE	9	9	1.69	10.69	-	-
Overtime	\$7,420	\$7,205	-	\$7,205	-	-

2012-14 Business Plan

Key Stakeholders:

- Council
- City Departments
- Citizens of Vaughan
- Development Community, Business Community
- Other government & public agencies (e.g. TRCA, Metrolinx, Region, Province)
- Partner Municipalities

Work Plan:

Link to Vaughan Vision 2020:

1. Demonstrate Excellence in Service Delivery
2. Promote Community Safety, Health & Wellness
3. Lead & Promote Environmental Sustainability
4. Manage Corporate Assets
5. Manage Growth & Economic Well-being

Future Pressures and Opportunities:

1. Conducting a 5-year comprehensive review of the Official Plan as part of the Growth Management Strategy 2031 is a high priority for the City of Vaughan. The Policy Planning Department completed the City-Wide Official Plan and 6 Secondary Plans by September 2010. There are a number of projects that are adjuncts or follow up work to the Official Plan namely:
 - Modifications and appeals to Official Plan 2010
 - OPA and Precinct Plan for Hospital site
 - Block Plans (Block 40/47 and 34 east and west, Hwy 400 North Employment)
 - Vaughan Metropolitan Centre Work
 - As part of a multi-disciplinary team to successfully realize the VMC as a sustainable, compact hub and truly attractive and complete mixed-use downtown – VMC Transit Square Plan, the Black Creek Restoration Project and VMC Streetscape and Open Space Plan;
 - VMC northwest and southeast quadrants (Smart Centres and Pandolfo sites) – examination/potential reconfiguration Secondary Plan policy revisions
 - Yonge Steeles Secondary Plan – Dorian Place
 - Natural Heritage Network Study
 - Sustainable Development Guidelines and Performance Standards
 - Centre Street Study, area review
 - Secondary Plans within the Built Boundary – Vaughan Mills, Concord West and Weston Rd/Hwy 7
 - Secondary Suites Study and Task Force
 - Places of Worship Policies
 - Parking Standards Zoning By-law
 - Public Art Policy
2. Due to increased workload and its complexity, the workload and responsibility of the Secretary to Director of Policy Planning far exceeds the hours available for one clerical position to accomplish the clerical and office management tasks for the department. Therefore an Additional Resource Request has been submitted for a part-time clerical position. This position has been approved and is currently under evaluation.

2012-14 Business Plan

3. In order to defend the VOP 2010 at the OMB a full-time contract Senior Planner position is needed for approximately 2 years, starting in 2012. This would allow for the current staff resources to:
 - Complete the work program as outlined above;
 - Be cost efficient in that it would reduce (but not eliminate) the amount of OMB work undertaken by consultants.

An Additional Resource Request was submitted for a full-time Senior Planner for an approximately 2 year contract. This was approved in the 2012 Operating Budget and this position has been filled.

4. Due to having 5 staff members in new positions further pressures and opportunities lie in the Department's commitment to train and develop staff to compliment their skills particularly as they relate to OMB, project management and communications work. A number of initiatives have been developed and are being implemented.

2011 and 2012 Business Plan Objectives

Prior Year Business Plan Objectives / Accomplishments Flowing through to 2012 Business Plan Objectives:	Year Initiated	Year Completed	Outcome/Results
1. Ongoing business in terms of the delivery of Policy Planning through the preparation of planning studies, policies, guidelines and response to Council inquiries. Continue to improve and implement a more effective model for civic engagement and enhance our public consultation strategy (Strategic Initiative #2 – Priority High).	2010	Ongoing	Completed study according to Council approved Terms of Reference
2. Represent the City's planning interests through work and communication with Council Members, the public, other Departments and Agencies, various levels of government and the Ontario Municipal Board.	2010	Ongoing	Delivery of state of the art planning policy Positive feedback from stakeholders/clients
3. Undertake a 5-year comprehensive review of the Official Plan as part of the Growth Management Strategy (Strategic Initiative #1 – Priority High). This work also included the following: 1. Support and coordinate land use planning for high capacity transit at strategic locations in the City (Strategic Initiative #1 – Priority High): • Focused Area Studies and Secondary Plans addressed areas of development intensification related to higher order transit Yonge Steeles Corridor, and the Vaughan Metropolitan Centre (Strategic Initiative #1 – Priority High); 2. Prepare a land use plan for the Vaughan enterprise zone and employment lands (Strategic Initiative # - Priority High), The West Vaughan Employment Area Secondary Plan addressed this initiative;	2007 2007-2010 2010	Follow-up work ongoing.	VOP 2010 Adopted by Council Sept 2010 Adopted by Council Sept 2010

2012-14 Business Plan

3. Implement "Green Directions" (Strategic Initiative #15 – Priority High):	2008		Adopted by Council Sept 2010
a) two Focused Area Studies and Secondary Plans addressed this initiative in a comprehensive manner: The North Kleinburg-Nashville Secondary Plan and the Woodbridge Centre Plan; and	2010		
b) future work includes the Natural Heritage Network Study (NHN); and	2011		Terms of Reference approved by Council. Partial budget allocated. Remainder to be a 2012 Capital Budget Request.
Sustainable Development Guidelines and Performance Standards;	2010		
4. Finalize the modifications to Volumes 1 and 2 of the VOP 2010 in consultation with the Region, TRCA and landowners;	2011	Ongoing	
5. Strategic Initiative #24 – Priority High re: supporting the expansion of public and rapid transit and Strategic Initiative #8 – Priority Medium re: reviewing the Vaughan Metropolitan Centre vision to establish a downtown for Vaughan. Undertake with Planning Development, Engineering and Parks Development the VMC Streetscape and Open Space Plan, VMC Transit Square Plan and the Black Creek Restoration project;	2011	Ongoing	
6. Undertake 3 new Secondary Plan Studies – Vaughan Mills, Concord West, and Weston and Highway 7 (Strategic Initiative #1 – Priority High);	2011	Ongoing	
7. Undertake OPA and Precinct Plan for Vaughan's Hospital and Campus of Care (Strategic Initiative #23 – Priority High);	2011	Ongoing	
8. Undertake planning policy study for Secondary Suites and Places of Worship (Strategic Initiative #5 – Priority High, support our diverse communities);	2011-2012		
9. Assist the Region in addressing the various appeals of the York and ROPA dealing with Vaughan's urban boundary expansion; and	2011-2012	Ongoing	
10. Finalize Secondary Plan Area Reviews – Dorian Place, Yonge and Steeles Corridor, Centre Street - Concord Road to New Westminster and the Vaughan Metropolitan Centre.	2011-2012	Ongoing	
11. Other initiatives that support the Growth Management Strategy 2031 are:	2007-2012	Ongoing work on by-	

2012-14 Business Plan

a) the Parking Standards Review implementing by-law; b) further work on the Drive-Through policies and guidelines; c) Public Art Policy Study (Strategic Initiative #25 – Priority Medium); d) continue to plan with the Region and Province the GTA West Corridor (Strategic Initiative #1 and #15) e) Site design workshop with school boards – potential VOP 2010 policies revisions.		law preparation and addressing potential appeals to Drive through and Gas Station OP policies	Adopted in Principle by Council 2010.
12. Continue to contribute and to host in 2012 the Municipal Urban Designers Roundtable meeting (Strategic Initiative #17 and #21 – Medium Priority);	2012	Ongoing	
13. Continue to plan with the Region and Province the GTA West Corridor (Strategic Initiative #1 and #15)	2012		

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

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2012 (Top 3 Objectives)			
1. Finalize Secondary Plan Studies and OPA's begun in 2011 (Concord West, Vaughan Mills, Weston/Hwy 7, Natural Heritage Network, Secondary Suites, Hospital Precinct Plan).	Q1-Q4 2012	Completion of these studies is a key component of the City's Official Plan. They must be undertaken in a timely way so as to facilitate and guide the New Community Areas Secondary Plan and avoid costly OMB appeals.	To be accomplished with additional clerical help. See attached Additional Resource Request.
2. Initiate addressing appeals to the OMB VOP 2010 (Volumes 1 and 2).	Q2 2012 – Q2 2014	Once the OMB appeals have been resolved the VOP 2010 comes fully into effect.	To be accomplished with a contract Senior Policy Planner. See attached Additional Resource Request.
3. Complete Parking Standards By-law, Secondary Suites Study and Block Plans	Q1 2012	Facilitates appropriate development consistent with VOP 2010.	

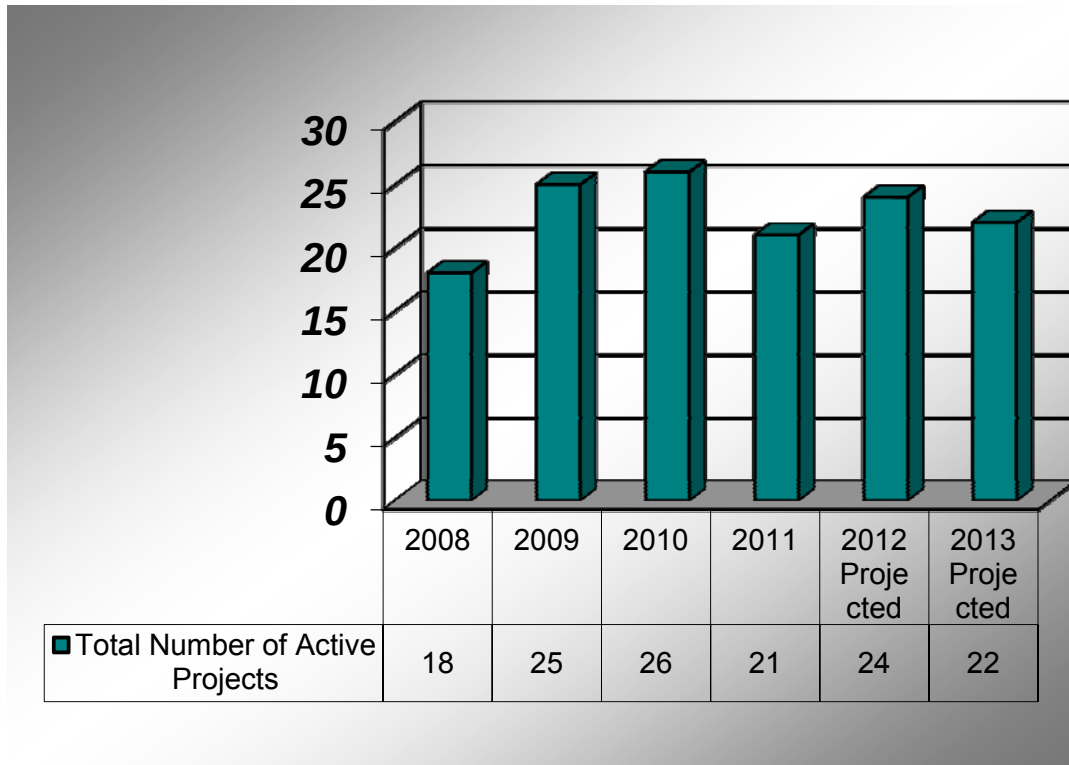
2012-14 Business Plan

- Block 40/47 - Block 34 west and east (Hwy. 400 North Employment)	Q1-Q4 2012		
2013 (Top 3 Objectives)			
1. Develop a Public Art Policy	Q1 – Q4 2013	Achieves a policy directive of the VOP 2010.	
2. Finalize Secondary Plan Studies and OPA's begun in 2011, Weston/Hwy 7, Natural Heritage Network, Secondary Suites, Hospital Precinct Plan).	Q1-Q2 2013	Achieves policy directives of the VOP 2010. Facilitates appropriate development consistent with VOP 2010.	
2014 (Top 3 Objectives)			
1. Conclude appeals of the Vaughan Official Plan 2010	Q2 2012 – Q2 2014	Once the OMB appeals have been resolved the VOP 2010 comes fully into effect.	
2. Undertake new Community Areas Secondary Plans (Block 27 and 41).	Q4 2014	The New Community Areas Secondary Plan and Block Plans will create new greenfield community areas.	

2012-14 Business Plan

Key Performance Indicators:

Total Number of Active Projects:



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

The number and complexity of policy planning studies initiated and completed, has generally increased each year. Completed and initiated studies: 8 in 2005, 12 in 2006, 13 in 2007, 18 in 2008, 26 in 2009, 27 in 2010 and 20 in 2011. It is expected that 2012 will be similar due to finalization of Official Plan and Secondary Plans (modifications, appeals) as well as undertaking follow-up studies such as secondary plans for intensification areas and the Natural Heritage Network, Places of Worship, Secondary Suites, Sustainability Development Guidelines and Performance Standards, Block Plans, and continuing work related to the VMC and Hospital.

Notes about the Measure:

- 1) Study terms of reference are always approved by Council and form the basis of the RFP in the tendering process. The project, whether in-house or by consultants, must contain a work program setting out all tasks, milestones and key deliverables within the set budget timeframe. Throughout the course of a study, issues arise that may add to the complexity and/or change aspects of the study. The milestones, key deliverables and budget may change as a result.
- 2) Although the total number of projects completed per year is provided, projects vary in terms of complexity and conditions and must also be evaluated in their own right.
- 3) A project can be assessed on the basis of its own parameters – I.E. work to be carried out, time lines and successful production of the final recommendations (usually a planning document). Acceptance by the community, adoption/approval by Council and its implementation will be the key test of a successful project.

2012-14 Business Plan

2011 Policy Planning Studies and Work

PROJECT NAME	√ - COMPLETED IN 2011	O - ONGOING IN 2011	■ - INITIATED IN 2011
1. Block Plan 40/47		O	
2. Hospital Site - Major Mac Dr/Jane St – OPA		O	■
3. Parking Standards Zoning By-Law - Initiated			■
4. Sustainable Development Guidelines & Performance Standards		O	
5. Vaughan Official Plan 2010 - Modifications		O	■
6. Vaughan Official Plan 2010 – Vaughan Metropolitan Centre Secondary Plan Modifications		O	■
7. Vaughan Official Plan 2010 – Kleinburg North Secondary Plan Modifications		O	■
8. Places of Worship		O	
9. Vaughan Official Plan 2010 – Natural Heritage Network Study		O	■
10. Vaughan Official Plan – Vaughan West Employment Area Secondary Plan Modifications		O	■
11. Vaughan Official Plan 2010 – Woodbridge Centre Secondary Plan Modifications		O	■
12. Yonge Steeles Secondary Plan Modifications		O	■
13. Revisions to VMC Detailed Streetscaping		O	■
14. Settlement OMB hearing re: OPA 637 – 400 North Employment	√		
15. Revisions to 400 North Employment Lands Design Guidelines		O	■
16. Evaluating Proposed Remedial and Flood proofing Measures & External Technical Review – Woodbridge FAS		O	
17. Vaughan Official Plan 2010 – Yonge Steeles Dorian Place Review	√	O	■
18. Secondary Suites Study and Task Force		O	■
19. Block 61	√	O	
20. Centre Street Review	√	O	■
21. Input into Province's GTA West Corridor EA and Future Go Stations		O	
TOTAL	4/21	18/21	14/21

Committees

Committees requiring staff attendance and work:

- Accessibility Advisory Committee
- Environmental Committee

2012-14 Business Plan

Ongoing and Projected Projects in 2012 - Policy Planning Studies and Work

PROJECT NAME	O - ONGOING IN 2012	■ - INITIATED IN 2012	● – ONGOING IN 2013
1. Follow up work related to the New Official Plan	O		●
2. Vaughan Official Plan – 2010 OMB Appeals		■	●
3. Kleinburg North Secondary Plan – OMB Appeals		■	●
4. Woodbridge Centre Secondary Plan – OMB Appeals		■	●
5. Vaughan West Employment Area Secondary Plan – OMB Appeals		■	●
6. Vaughan Metropolitan Centre – revisions to Plan	O		
7. Vaughan Metropolitan Centre – OMB Appeals		■	●
8. Yonge Steeles Corridor Secondary Plan – OMB Appeals		■	●
9. Vaughan Hospital OPA	O		
10. Vaughan Hospital Precinct Plan		■	●
11. Weston and 7 Secondary Plan	O		●
12. Concord/Go Secondary Plan	O		●
13. Vaughan Mills Secondary Plan			●
14. Natural Heritage Network Study	O		●
15. Parking Standards Review Zoning By-Law	O		
16. Places of Worship	O		
17. Secondary Suites Study and Task Force.	O		
18. Sustainable Development Guidelines Study	O		
19. Highway 400 North Employment Area (Urban Design Guidelines Review and Zoning By-law)	O	■	
20. Revisions to VMC Detailed Streetscaping	O	■	
21. Black Creek Restoration Project		■	
22. Evaluating Proposed Remedial and Flood proofing Measures & External Technical Review – Woodbridge FAS	O		
23. Input into Province's GTA West Corridor EA and Future Go Stations	O		
24. Site Design Workshop with School Boards	O		
TOTAL	15/24	10/24	12/24

Committees

Committees requiring staff attendance and work:

- Accessibility Advisory Committee
- Environmental Committee

2012-14 Business Plan

Overall Conclusion:

Conducting the 5-year comprehensive review of the Official Plan as part of the Growth Management Strategy 2031 is a high priority for the City of Vaughan. A significant amount of staff resources will continue to be needed to address the follow up issues related to the Official Plan. Work load will continue to be high (similar to 2009, 2010 and 2011) due to addressing the modifications and appeals to Vaughan Official Plan 2010 and Secondary Plans, completing several new studies (Vaughan Mills, Weston and Hwy. 7, Concord West Secondary Plans, the Precinct Plan for the Hospital) and continue work on Secondary Suites, Places of Worship, VMC plan and policy revisions and detailed follow-up studies, the Natural Heritage Network Study, Sustainable Development Guidelines and Performance Standards, Parking Standards By-law and Block Plans).

The number and complexity of policy planning studies initiated and completed has increased each year since 2005. Work levels have more than quadrupled between 2005 and 2011 with no increase in staff complement.

The Policy Planning Department continues to evolve as a highly functioning and hard working department. Work continues to outstrip the resources available to cover it.

In order to maintain the department's level of service, complete the Vaughan Official Plan 2010 work and follow-up work, 2 Additional Resource Requests are being made:

- Permanent Part-Time Clerical Position
- Contract (approximately 2 years) Full-Time Senior Policy Planner

The cost of the Clerical Additional Resource Request will be off-set in the Policy Planning 2012 Operating Budget by transferring funds from the Professional Fees line to the Salary and Benefits resulting in zero impact to the City's tax base. This need has been partially met in the past by a contract part-time clerical position that the Department had from November 2009 to December 2010 and June 2011 to December 2011. However, this assistance has been intermittent, time consuming from a logistical standpoint and unreliable.

The cost of the contract Senior Policy Planner will be off-set by savings on consultant expenses (covered under the Legal Department budget) incurred in order to defend the VOP 2010 at the Ontario Municipal Board.

Other aspects of the Operating Budget remain the same as previous years as a zero increase budget with some minor adjustments to reflect actual 2011 and 2012 projected expenditures as follows:

- Increase the Advertising budget due to increased site signage size requirements for OPA's and off-set by Professional Fees;
- Increase to Training and Development and Seminars and Workshops due to 5 staff in new positions and the need for enhanced skills and off-set by Professional fees;
- Create a new line item for the Design Review Panel for \$5,000 and off-set by Professional Fees;
- Increase Computer Hardware budget to cover the cost of a laptop computer and off-set by Professional Fees.

Commissioner Sign-off

Date (mm/dd/yy)

City of Vaughan

Revenue/Expenditure Summary Report

2012 Operating Budget

					2012			
			2011 Actuals *	2011 Budget	2012 Budget	% of Total Budget	Budget Variance \$	Budget Variance %
Policy Planning	Labour Costs	Staffing Costs (incl Benefits)	947,519	1,036,380	1,318,154	95.1%	281,774	27.19%
	Other Expenses	Staff Development & Training	12,383	10,620	20,370	1.5%	9,750	91.81%
		Office Supplies & Expenses	15,291	16,140	16,290	1.2%	150	0.93%
		Professional Fees	30,634	62,130	11,763	0.8%	(50,367)	-81.07%
		Office Equipment & Furniture	8,426	2,090	9,479	0.7%	7,389	353.54%
		Meals & Travel	2,882	5,440	5,440	0.4%	0	0.0%
		Community Advertising & Promotion	4,655	0	2,400	0.2%	2,400	0.0%
		Other	742	1,350	1,350	0.1%	0	0.0%
		Communications	1,094	1,180	1,180	0.1%	0	0.0%
		Tools & Equipment	0	180	180	0.0%	0	0.0%
		Capital Funding	(1,825)	0	0	0.0%	0	0.0%
		Total	74,281	99,130	68,452	4.9%	(30,678)	-30.95%
	Total Expenses		1,021,800	1,135,510	1,386,606	100.0%	251,096	22.11%
	Net Expenditures		1,021,800	1,135,510	1,386,606		251,096	22.11%

2012 ARRs													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2012 Impact		Net 2013 Impact		Net 2014 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Zoning By-law review Contract Staff	PT	1.00	89,914		89,914			1.00	89,914	-	(3,300)	-	0
Permanent P/T Clerk Typist	PT	0.69	37,117	(37,117)	0			0.69	0		(770)		1,805
Senior Policy Planner (2 yr contract) OP/	FT	1.00	94,879		94,879			1.00	94,879			(1.00)	(94,879)

City of Vaughan
Revenue/Expenditure Summary Report
Operating Budget Forecast

			2012 Budget	2013 Forecast	2013 vs 2012 Forecast Variance \$	2013 vs 2012 Forecast Variance %	2014 Forecast	2014 vs 2013 Forecast Variance \$	2014 vs 2013 Forecast Variance %
Policy Planning	Labour Costs	Staffing Costs (incl Benefits)	1,318,154	1,345,057	26,903	2.0%	1,261,568	(83,489)	2.0%
	Other Expenses	Staff Development & Training	20,370	20,220	(150)	-0.7%	20,220	0	-0.74%
		Office Supplies & Expenses	16,290	16,190	(100)	-0.6%	16,190	0	-0.62%
		Professional Fees	11,763	11,763	0	0.0%	11,763	0	0.0%
		Office Equipment & Furniture	9,479	3,940	(5,539)	-58.4%	3,940	0	-140.58%
		Meals & Travel	5,440	5,440	0	0.0%	5,040	(400)	0.0%
		Community Advertising & Promotion	2,400	2,400	0	0.0%	2,400	0	0.0%
		Other	1,350	1,350	0	0.0%	1,350	0	0.0%
		Communications	1,180	1,180	0	0.0%	1,180	0	0.0%
		Tools & Equipment	180	180	0	0.0%	180	0	0.0%
		Capital Funding	0	0	0	0.0%	0	0	0.0%
		Total	68,452	62,663	(5,789)	-8.5%	62,263	(400)	-9.24%
	Total Expenses		1,386,606	1,407,720	21,114	1.5%	1,323,831	(83,889)	1.5%
	Net Expenditures		1,386,606	1,407,720	21,114	1.5%	1,323,831	(83,889)	1.5%

City of Vaughan
Commissioner of Planning
Policy Planning and Urban Design

2012 Capital Budget

Budget Year	Project #	Project Name	Project Type	Total Budget	Operating Budget Impact	TCA
2012	PL-9027-12	Centre Street (West) Gateway Secondary Plan	Growth/Studies	\$67,400		Y
2012	PL-9025-11	Natural Heritage Network (NHN) Inventory and Improvements	Studies	\$199,700		N
Total 2012 Capital Budget				\$267,100		



Building Standards

2012-14 Business Plan

BUSINESS OVERVIEW

Service Statement:

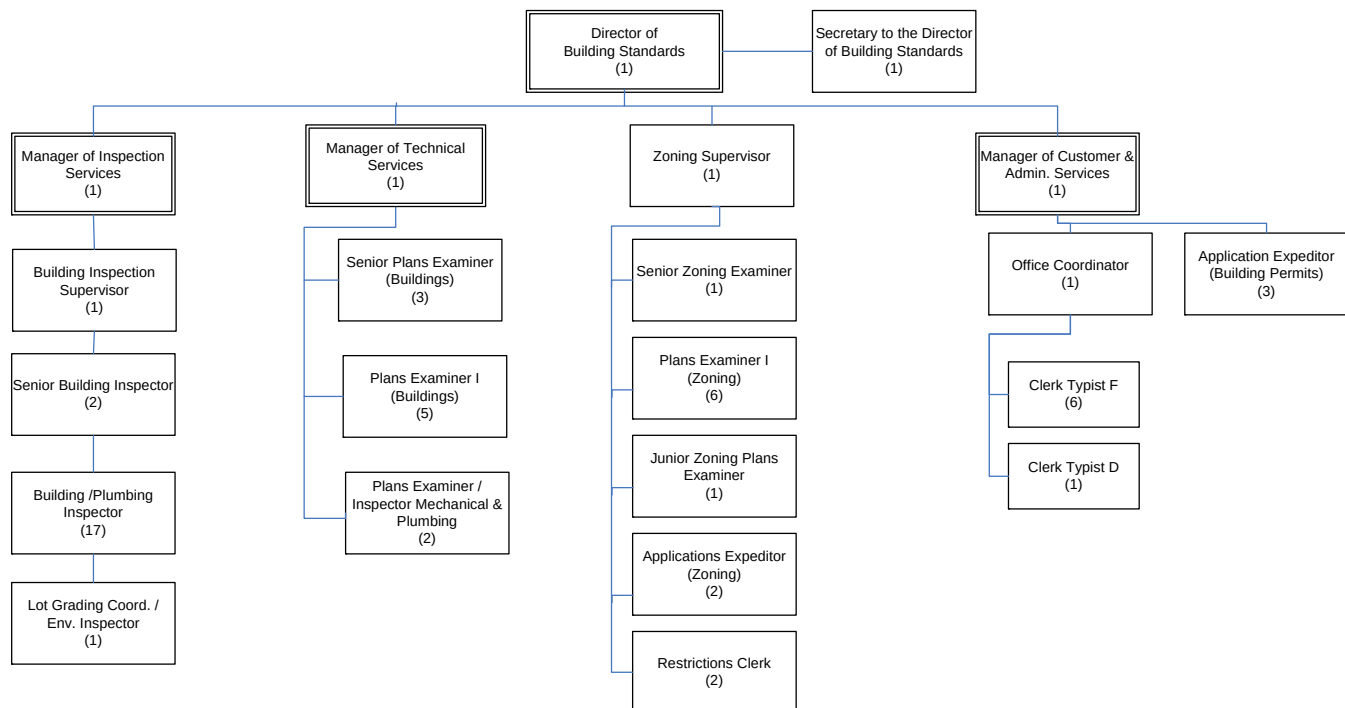
The Building Standards Department is responsible for ensuring reasonable compliance with the health and safety requirements of the Ontario Building Code and other applicable law mandated by the Ontario Building Code Act and its regulation. (The Ontario Building Code.)

The department provides application plans review and inspection services related to building fire safety, fire detection and suppression systems, building exiting and health requirements, building structural, mechanical (HVAC) and plumbing systems, onsite sewage disposal systems and site services, for compliance with the Ontario Building Code.

In addition the department is responsible for responding to Fire Department emergency requests, and for ensuring reasonable compliance with other municipal requirements including the City's Zoning, Site Plan Control, Sign and Fencing (swimming pool enclosures) By-laws, subdivision and development agreements. (Title Restrictions and Occupancy requirements, Noise attenuation, Architectural Control, and other associated development related requirements.)

The Department is committed to provide an optimum level of service that focuses on the strategic directions of the Corporation and the fundamental needs of its Stakeholders.

Service Profile:



2012-14 Business Plan

Full Time, Part Time and Overtime – Budgeted Amounts

	2011*	2012 Base	Approved 2012** ARRs/transfer	2012 Final	2013 ARR	2014 ARR
Full Time	62	62	(2.0)	60	-	-
Full Time Contract	0	0	2.0	2.0	-	-
Part Time	.99	.99	1.23	2.22	-	-
Total FTE	62.99	62.99	1.23	64.22	-	-
Overtime	\$248,325	\$241,070	\$3,750	\$244,820	-	-

*2011 base was adjusted to reflect Part Time equivalent

**Transfer of 2 Full Time Records Clerks to City Clerks Dept.

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:

- Demonstrate Excellence in Service Delivery
- Manage Growth & Economic Well-being

Future Pressures and Opportunities:

Listed below are challenges and issues that are presently facing the Building Standards Department:

- Permit volumes in the future are largely unknown and are dependent upon external influences and additional market factors. Moving forward, it is unclear the effect of increasing interest rates and the HST will have on New Home Sales and related permit volumes and revenues. However, a recent long range analysis of residential units presently being undertaken may provide some guidance for future projections.
- The new Official Plan has been completed and once approved will require a full review of the City's current zoning by-law in order to implement the New Official Plan policies. The Building Standards Department will assume the lead role in this endeavor with research now underway, including a new R.F.P. being prepared for Spring 2012. Extensive ground work on the project will commence in Summer 2012.
- Fire Department contract ratification could see negotiations resume wherein Building Standards would be responsible for all plans review related to fire safety issues.
- With the ever increasing pressures on the Building Standards to provide additional/improved services, the department will continue with its efforts to integrate the department's database (Amanda) with other City systems.

2012-14 Business Plan

Business Plan Objectives

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome / Results
1. Provide building permit turnaround times in accordance with the Ontario Building Code	2009	Ongoing	See Attached Measurements Page 5
2. Provide Building Inspections in accordance with the Ontario Building Code	2009	Ongoing	See Attached Measurements Page 6
3. Reduce the Number of Incomplete/Outstanding Building Permits	2009	Ongoing	See Attached Measurements Page 7
4. Provide timely and accurate information to Building Standards Stakeholders	2009	Ongoing	See Attached Measurements Page 8
5. Create a monthly reconciliation report for permit fees between the Building Standards Dept. "Amanda Database" and the Finance Dept "PeopleSoft General Ledger System. (This item was recommended by the Building Standards Department Internal. Audit Report.)	2009	Building Standards Dept. have completed their portion	Finance Dept. to submit a Additional Resource Request.
6. Enhance the Department's "Amanda" computer system by: a) Upgrading the department's existing computer system. b) Preparing a report for Council's consideration with recommendations respecting future directions for the department's automated systems.	2011	Ongoing	Work with outside consultant to implement recommended enhancements to the system
7. Parallel Processing of Building Permit Applications. (Dept adjusted to support the new process.)	2011	Initial Work Only	As part of department review processes will be evaluated.
8. New City Composite Zoning By-Law Project to implement the New Official Plan	2012-2015	To Start	Complete new by-law to implement OP to be approved 2015
9. Sign By-Law Review Project	2012	To Start	Discussions with industry and enact a New City Sign By-law
10. Review the Department's structure and professional needs to address future development and appropriate departmental funding.	2012 to 2013	To Start	Re-org. of Department – confirmation of resources

2012-14 Business Plan

2012-14 Business Plan Objectives:

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2012 (Top 3 Objectives)			
1. New City Composite Zoning By-Law Project to implement the New Official Plan	2012-2015	New zoning by-law required to implement new OP and guide development	Staff for research, data verification, writing, public consultation, preliminary mapping needs assessment.
2. Sign By-Law Review Project	2012	Updated policies to guide placement of signs and address Council's directions	Internal staff, external stakeholders
3. Review the Department's structure and professional needs in light of development trends to address future development needs	2012	Ensure department is positioned to provide the technical services required to accommodate future development requirements – preliminary re-org.	Internal staff with external input from growth centers, - assistance from human resources
2013 (Top 3 Objectives)			
1. New City Composite Zoning By-Law Project to implement the New Official Plan	2012-2015	Prepare GIS data layers, circulate draft zoning by-law to agencies/public	External consultant, staff from planning and building
2. Re-Organize the Department and enhance staff training	2013	Discussions & approval of proposed re-org. -assessment of cost implications	External consultant, internal staff, including Human Resources & Finance
3. Enhance the Department's "Amanda" Computer system	2013	Ongoing upgrade to highest version of AMANDA	External staff, building planning and IT , external consultant
2014 (Top 3 Objectives)			
1. New City Composite Zoning By-Law Project to implement the New Official Plan	2012-2015	Final product delivery	External consultants, internal staff, Council
2. Evaluate the effectiveness of Departmental changes.	2014	Ensure measurables are appropriate	Internal staff, department managers
3. Enhance the Department's "Amanda" Computer system	2014	Completion of AMANDA web based solutions - convert to EDMS	External consultant, external staff, IT, clerks and Building Standards

2012-14 Business Plan

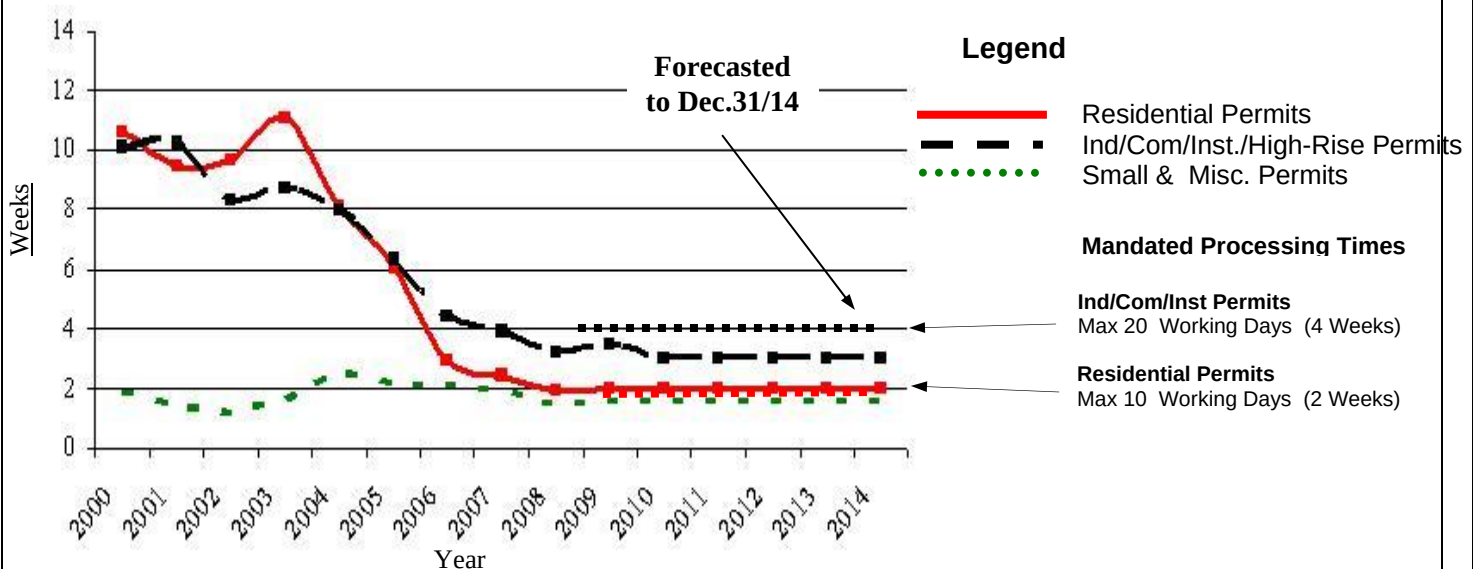
Key Performance Indicators:

Measurement:

Goal: 1) Provide building permit turnaround times in accordance with The Ontario Building Code.

Building permit Processing time is a reflection of Workload (Permit Volumes) and Complexity (Construction Mix.) measured against available Human (FTEs) and Financial Resources. (Budget.)

Permit Processing Times 2000 to 2014



Key Conclusion:

- The Department is required to adopt the provincially mandated building permit processing times.
 - Residential (Singles/Semis/Town) – 10 Working Days (2 Weeks)**
 - Industrial/Commercial/Institutional – 20 Working Days (4 Weeks)**
 - Small and Misc. Permits (Dept. Goal Only) – 10 Working Days (2 Weeks)**
- Permit processing time is managed to an average. With large fluctuations in permit volumes, not all applications will comply. (It is not appropriate to manage to the maximums to ensure that every application complies.)
- The Department has no control over permit volumes it receives (& Time) and manages its human and financial resources to produce optimum permit processing time.
- The Department will actively manage overtime and vacant positions to respond to permit volumes received.

Notes about the Measure:

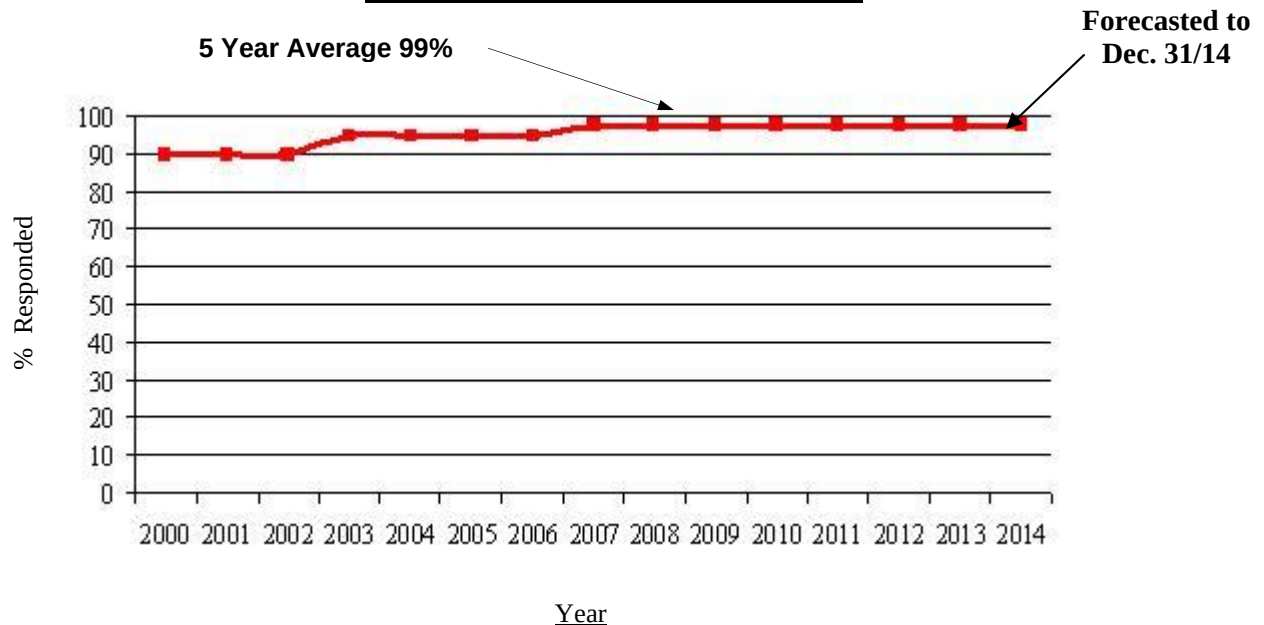
- Permit volumes in the future are largely unknown and are dependent upon New Home Sales. Moving forward, it is unclear the effect of pressures on interest rates and the uncertain economic future will have on permit volumes and associated revenues.

2012-14 Business Plan

Measurement:

Goal: 2) Provide Building Inspections in accordance with The Ontario Building Code.

Approx. Percentage of Inspections Requests Responded to within 48 hrs.



Key Conclusion:

- (a) The Building Code requires that at various stages the permit holder notify the Department that the subject construction is ready for inspection.
- (b) The Province mandates a 48 hour response time to requested inspections.
- (c) Responses to requested building inspections are given a higher priority over other types of inspections. (Where notice has not been given, complaints, surveillance, or other types of un-requested inspections.)
- (d) The Department has no control over the volume of requested inspections, and manages it's human and financial resources to meet inspection response time.

Notes about the Measure:

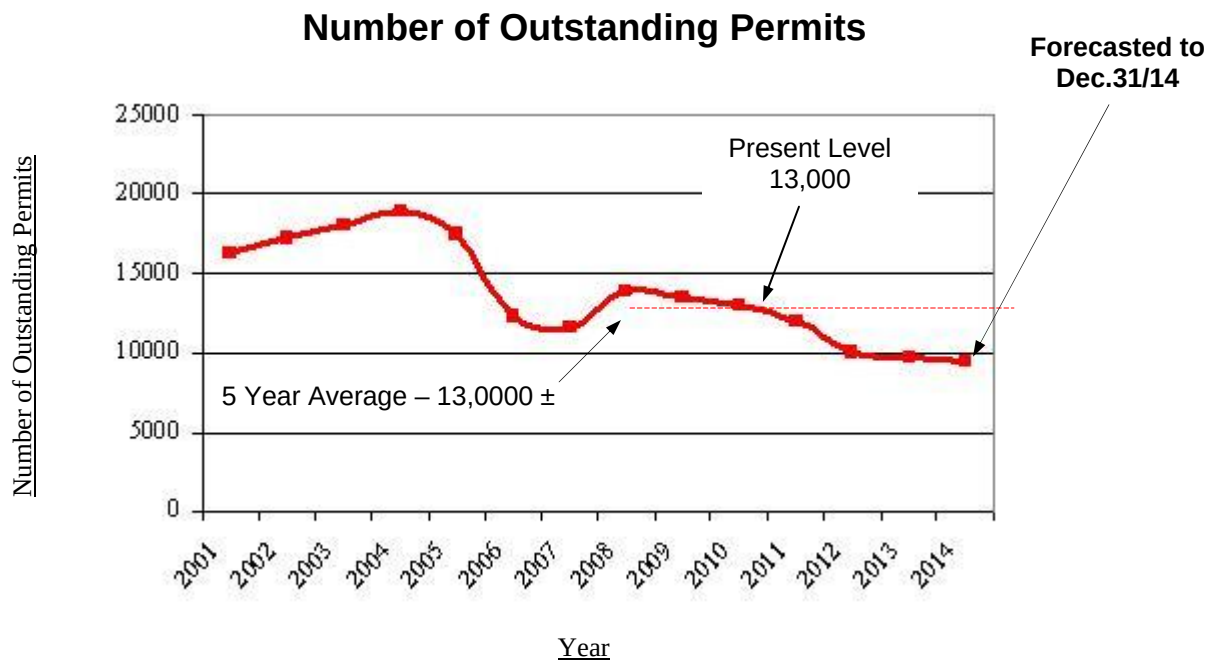
- (a) An accurate measurement was created in 2006.
- (b) Inspection request volumes in the future are largely unknown and are dependant upon New Home Sales. Moving forward, it is unclear the effect of pressures on interest rates and the uncertain economic future will have on associated permits and inspection requests.

2012-14 Business Plan

Measurement:

Goal: 3) Reduce the number of Outstanding/Incomplete Building Permits.

Definition: Incomplete/Outstanding Building Permits are Issued Permits where the Department never received a request for one or more required inspections.



Key Conclusion:

- (a) Given a lower priority than requested inspections.
- (b) This type of inspection is conducted only when other workloads permit. (e.g. Lower requested inspection volumes.)
- (c) This matter was the subject of a report and by-law that was approved by Council on May 12, 2008. The report provides for revised Department policies to substantially reduce the creation of additional Outstanding Permits by requiring refundable inspection security deposits at the time of the building permit application and removing the date limitations in the previous policy.

Notes about the Measure:

- (a) An accurate measurement was created in 2006 and is reported on monthly.
- (b) In response to the declining permit volumes the Department did not hire budgeted temporary positions (Co-Op Student and Summer Student) which impacts the 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.

2012-14 Business Plan

Measurement:

Goal: 4) Provide timely and accurate information to Building Standards Stakeholders.

<u>Type of Service</u>	Dept Service Level	Forecasted to Dec.31/11	Forecasted to Dec.31/12	Forecasted to Dec.31/13	Forecasted to Dec.31/14
Request for Property Information from the Departments Property Files.	1 Week	1 Week +	2 Weeks	2 Weeks +	2 Weeks +
Requests for Copies of Approved Building Permit Drawings.	2 Weeks	2 Weeks	2 Weeks	3 Weeks	3 Weeks +
Responding to requests for departments clearance letters regarding Regional and Provincial Licenses	1 Week	1 Week	1 Week	1 Week	1 Week
Lawyers Compliance Letters.	1 Week with 24 hr Rush	Less than 1 Week with 24 hr rush	Less than 1 Week with 24 hr rush	Less than 1 Week with 24 hr rush	Less than 1 Week with 24 hr rush
Clearance of Title Restrictions (Subdivision Agreements).	2 Weeks	1 Week & Rush where Possible	1 Week & Rush where Possible	1 Week & Rush where Possible	1 Week & Rush where Possible

Key Conclusion:

- (a) Front Counter and Council enquiries are given the highest priority.
- (b) The vast majority of requests are being responded within the departments service level responses times.
- (c) With amendments to the Building Code Act (Bill 124) priority must be given to the processing of building permit applications to meet the prescribed processing times.

Notes about the Measure:

- (a) The department's response times are directly influenced by building permit application volumes
- (b) Additional enhancements to existing automation systems would further enhance the department's ability to provide information to its customers.
- (c) Quarterly reports are being provided.

2012-14 Business Plan

Overall Conclusion:

For the 2011 Budget Year, the Building Standards Department provided permit processing times and building inspection turn around times that meet or outperformed the minimum service delivery requirements of the Ontario Building Code.

Moving forward, with the recent introduction of HST and increase pressures on interest rates, along with the uncertain economic future it is anticipated, at least in the short term that a softening of the new housing market will continue for another 12-18 months.

This Budget Submission has been prepared proposing reduced permit volumes and associated revenues. The Building Standards Continuity Reserve Fund has been approved by Council and is in place with sufficient finds to accommodate any short fall through the next 12-18 months in anticipated revenues without the need to request assistance from the current tax base.

Increases to the City's population and service improvements is placing ever increasing demands on the department's resources to provide acceptable turnarounds times that meets the needs of its customers for both building code and non building code act services. The greatest impact appears to be in zoning where both phone and counter enquiries appear to have dramatically increased.

A proposed additional resource request including contact FTEs has been included in this budget submission and are essential to enable the municipality to implement its new Official Plan through the review and adoption of a new consolidated and comprehensive zoning by-law.

Commissioner Sign-off

Date (mm/dd/yy)

City of Vaughan

Revenue/Expenditure Summary Report

2012 Operating Budget

					2012			
			2011 Actuals *	2011 Budget	2012 Budget	% of Total Budget	Budget Variance \$	Budget Variance %
Building Standards	Revenue	Licenses and Permits	(6,320,396)	(6,956,125)	(6,878,872)	77.0%	77,253	-1.11%
		Trsf. fm Res & Res Funds	0	(778,674)	(1,047,975)	11.7%	(269,301)	34.58%
		Plumbing Permit Fees	(535,495)	(500,000)	(500,000)	5.6%	0	0.0%
		Infill Lot Grading	(499,751)	(336,500)	(374,500)	4.2%	(38,000)	11.29%
		Service Charges	(94,030)	(75,000)	(75,000)	0.8%	0	0.0%
		Property Information Fees	(27,622)	(15,000)	(22,500)	0.3%	(7,500)	50.0%
		Dept. Misc. Revenues	(21,905)	(10,475)	(10,475)	0.1%	0	0.0%
		License Letter Fees	(7,700)	(7,500)	(9,450)	0.1%	(1,950)	26.0%
		Zoning Response Fees	(15,487)	(6,000)	(7,350)	0.1%	(1,350)	22.5%
		Taxable Sales-Postage Fees	(19,440)	(6,000)	(6,000)	0.1%	0	0.0%
		Septic Tank Inspections	(6,086)	(5,000)	(5,000)	0.1%	0	0.0%
		Trsf. from Capital Fund	(1,390)	0	0	0.0%	0	0.0%
	Total Revenues		(7,549,302)	(8,696,274)	(8,937,122)	100.0 %	(240,848)	2.77 %
	Labour Costs	Staffing Costs (incl Benefits)	5,372,266	5,903,165	6,223,190	92.1%	320,025	5.42%
	Other Expenses	Office Equipment & Furniture	24,671	59,055	135,255	2.0%	76,200	129.03%
Professional Fees		3,506	0	100,000	1.5%	100,000	0.0%	
Staff Development & Training		54,159	102,778	97,778	1.4%	(5,000)	-4.86%	
Meals & Travel		67,374	99,282	84,282	1.2%	(15,000)	-15.11%	
Office Supplies& Expenses		48,078	80,433	70,433	1.0%	(10,000)	-12.43%	
Communications		13,410	16,687	16,687	0.2%	0	0.0%	
Utilities & Fuel		0	0	16,000	0.2%	16,000	0.0%	
Tools & Equipment		1,966	7,415	7,415	0.1%	0	0.0%	
Other		221	3,360	3,360	0.0%	0	0.0%	
General Mtce & Repairs		66,125	66,626	923	0.0%	(65,703)	-98.61%	
Operating Leases		0	923	923	0.0%	0	0.0%	
Corporate Accounts		31,190	31,190	0	0.0%	(31,190)	-100.0%	
Total		310,700	467,749	533,056	7.9%	65,307	13.96 %	
Total Expenses		5,682,966	6,370,914	6,756,246	100.0 %	385,332	6.05 %	
Net Expenditures		(1,866,336)	(2,325,360)	(2,180,876)		144,484	-6.21 %	

2012 ARR's													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2012 Impact		Net 2013 Impact		Net 2014 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Zoning By-law review Contract Staff	PT	3.23	379,462	(109,981)	269,481			3.23	269,481	-	(56,600)	-	0
Lot Grading Application Expediter				(67,994)	(67,994)			0.00	(67,994)	-		-	

City of Vaughan
Revenue/Expenditure Summary Report
Operating Budget Forecast

			2012 Budget	2013 Forecast	2013 vs 2012 Forecast Variance \$	2013 vs 2012 Forecast Variance %	2014 Forecast	2014 vs 2013 Forecast Variance \$	2014 vs 2013 Forecast Variance %
Building Standards	Revenue	Licenses and Permits	(6,878,872)	(6,878,872)	(0)	0.0%	(6,878,872)	(0)	0.0%
		Trsf. fm Res & Res Funds	(1,047,975)	(1,167,975)	(120,000)	11.5%	(1,227,975)	(60,000)	10.27%
		Plumbing Permit Fees	(500,000)	(500,000)	(0)	0.0%	(500,000)	(0)	0.0%
		Infill Lot Grading	(374,500)	(383,250)	(8,750)	2.3%	(383,250)	(0)	2.28%
		Service Charges	(75,000)	(78,000)	(3,000)	4.0%	(78,000)	(0)	3.85%
		Property Information Fees	(22,500)	(22,500)	(0)	0.0%	(22,500)	(0)	0.0%
		Dept. Misc. Revenues	(10,475)	(10,475)	(0)	0.0%	(10,475)	(0)	0.0%
		License Letter Fees	(9,450)	(9,450)	(0)	0.0%	(9,450)	(0)	0.0%
		Zoning Response Fees	(7,350)	(7,350)	(0)	0.0%	(7,350)	(0)	0.0%
		Taxable Sales-Postage Fees	(6,000)	(6,000)	(0)	0.0%	(13,000)	(7,000)	0.0%
		Septic Tank Inspections	(5,000)	(5,000)	(0)	0.0%	(5,000)	(0)	0.0%
		Trsf. from Capital Fund	0	0	0	0.0%	0	0	0.0%
	Total Revenues		(8,937,122)	(9,068,872)	(131,750)	1.5%	(9,135,872)	(67,000)	1.5%
	Labour Costs	Staffing Costs (incl Benefits)	6,223,190	6,305,279	82,089	1.3%	6,345,191	39,912	1.3%
	Other Expenses	Office Equipment & Furniture	135,255	78,655	(56,600)	-41.8%	78,655	0	-71.96%
		Professional Fees	100,000	100,000	0	0.0%	100,000	0	0.0%
		Staff Development & Training	97,778	97,778	0	0.0%	97,778	0	0.0%
		Meals & Travel	84,282	84,282	0	0.0%	84,282	0	0.0%
		Office Supplies& Expenses	70,433	70,433	0	0.0%	70,460	27	0.0%
		Communications	16,687	16,687	0	0.0%	16,687	0	0.0%
		Utilities & Fuel	16,000	16,000	0	0.0%	16,000	0	0.0%
		Tools & Equipment	7,415	7,415	0	0.0%	7,415	0	0.0%
		Other	3,360	3,360	0	0.0%	3,360	0	0.0%
		General Mtce & Repairs	923	923	0	0.0%	923	0	0.0%
		Operating Leases	923	923	0	0.0%	923	0	0.0%
		Corporate Accounts	0	0	0	0.0%	0	0	0.0%
	Total		533,056	476,456	(56,600)	-10.6%	476,483	27	-11.88%
Total Expenses			6,756,246	6,781,735	25,489	0.4%	6,821,674	39,939	0.4%
Net Expenditures			(2,180,876)	(2,287,137)	(106,261)	4.9%	(2,314,198)	(27,061)	4.6%

Recognized 2013 ARR's											
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2013 Impact		Net 2014 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Zoning By-Law Review Contract	FT	5.00	633,929		633,929			5.00	633,929	-	(18,300)

Commissioner of Corporate & Strategic Services



Joseph Pittari

Commissioner's Message:

Over the past three decades Vaughan has transformed itself from a rural township into one of the largest and fastest growing municipalities in Canada. In order to effectively respond to the challenges and opportunities of a growing City, Vaughan has created a Strategic and Corporate Services Commission. The Commission includes a newly-established department of Innovation and Continuous Improvement, as well as Strategic Planning, Human Resources, Information & Technology Management, Environmental Sustainability and Access Vaughan.

The Commissioner of Strategic and Corporate Services is responsible for the development, organization, implementation and management of a collaborative and service-oriented entity that will; develop skills, increase efficiencies and cost effectiveness and streamline processes by utilizing technology where appropriate.

Innovation and Continuous Improvement is an internal consulting and project management department. It will be the Centre of Excellence for change, providing services such as project management, change management, business process re-engineering and benefits realization.

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

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 Resources partners with other City departments to foster a quality work environment which supports performance excellence, continuous learning and leadership development.

Information & Technology Management (ITM) is responsible for enabling the effective use of information and technology in all City departments. The ITM department is organized into three business units: Business Solutions, identifying opportunities for delivery and deployment; Technical Services, maintaining a reliable, secure, scalable and cost-effective computing and telecommunications infrastructure, and Client Services, providing computer and telephone support.

Environmental Sustainability is responsible for championing programs as outlined by Green Directions Vaughan (GDV), the City's Community Sustainability and Environmental Master Plan. GDV is used in the development of other master plans to help achieve a healthy natural environment, vibrant communities and a strong economy.

Access Vaughan is the City's contact centre, providing information and assistance through the inbound call centre and at the City Hall Information Desk. On average the call centre receives 185,000 calls a year and handles over 25,000 inquiries at the Information desk. The department's mandate is to provide a service level of 80/20; answering 80% of inbound calls within twenty seconds or less.

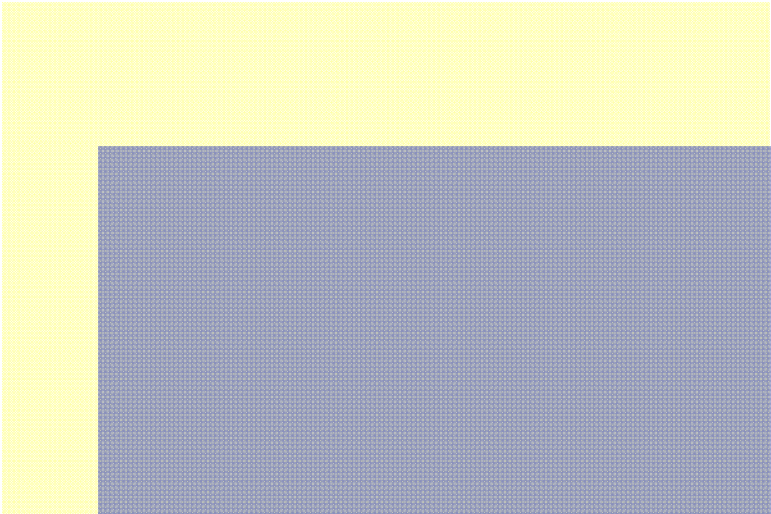
The Corporate and Strategic Services Commission will work closely with all departments across the City to support and respond effectively to the challenges and changes facing our City. Our team is committed to delivering high quality services while building a sustainable future for Vaughan.

City of Vaughan
Revenue/Expenditure Summary Report
2012 Operating Budget

					2012			
		2011 Actuals *	2011 Budget		2012 Budget	% of Total Budget	Budget Variance \$	Budget Variance %
Comm. of Corp. & Strategic Serv.	Labour Costs	Staffing Costs (incl Benefits)	0	210,498	303,950	91.2%	93,452	44.4%
	Other Expenses	Operating Leases	0	9,000	9,000	2.7%	0	0.0%
		Staff Development & Training	0	7,050	7,050	2.1%	0	0.0%
		Communications	0	4,900	4,900	1.5%	0	0.0%
		Utilities & Fuel	0	5,000	3,900	1.2%	(1,100)	-22.0%
		Meals & Travel	0	2,310	2,310	0.7%	0	0.0%
		Office Supplies & Expenses	0	1,100	1,100	0.3%	0	0.0%
		Office Equipment & Furniture	0	670	670	0.2%	0	0.0%
		Other	0	550	550	0.2%	0	0.0%
		Corporate Accounts	3,750	3,750	0	0.0%	(3,750)	-100.0%
		General Mtce & Repairs	0	3,980	0	0.0%	(3,980)	-100.0%
		Total	3,750	38,310	29,480	8.8%	(8,830)	-23.05%
	Total Expenses		3,750	248,808	333,430	100.0%	84,622	34.01%
	Net Expenditures		3,750	248,808	333,430		84,622	34.01%

City of Vaughan
Revenue/Expenditure Summary Report
Operating Budget Forecast

			2012 Budget	2013 Forecast	2013 vs 2012 Forecast Variance \$	2013 vs 2012 Forecast Variance %	2014 Forecast	2014 vs 2013 Forecast Variance \$	2014 vs 2013 Forecast Variance %
Comm. of Corp. & Strategic Serv.	Labour Costs	Staffing Costs (incl Benefits)	303,950	319,037	15,087	5.0%	332,613	13,576	4.73%
	Other Expenses	Operating Leases	9,000	9,000	0	0.0%	9,000	0	0.0%
		Staff Development & Training	7,050	7,050	0	0.0%	7,050	0	0.0%
		Communications	4,900	4,900	0	0.0%	4,900	0	0.0%
		Utilities & Fuel	3,900	3,900	0	0.0%	3,900	0	0.0%
		Meals & Travel	2,310	2,310	0	0.0%	2,310	0	0.0%
		Office Supplies & Expenses	1,100	1,100	0	0.0%	1,100	0	0.0%
		Office Equipment & Furniture	670	670	0	0.0%	670	0	0.0%
		Other	550	550	0	0.0%	550	0	0.0%
		Corporate Accounts	0	0	0	0.0%	0	0	0.0%
		General Mtce & Repairs	0	0	0	0.0%	0	0	0.0%
		Total	29,480	29,480	0	0.0%	29,480	0	0.0%
	Total Expenses		333,430	348,517	15,087	4.5%	362,093	13,576	4.33%
	Net Expenditures		333,430	348,517	15,087	4.5%	362,093	13,576	4.33%



Innovation and Continuous Improvement

City of Vaughan

Revenue/Expenditure Summary Report

2012 Operating Budget

			2011 Actuals *	2011 Budget	2012			
					2012 Budget	% of Total Budget	Budget Variance \$	Budget Variance %
Innov. & Cont. Improvement	Labour Costs	Staffing Costs (incl Benefits)	0	0	341,376	78.7%	341,376	0.0%
	Other Expenses	Office Equipment & Furniture	0	0	59,713	13.8%	59,713	0.0%
		Staff Development & Training	0	0	14,100	3.3%	14,100	0.0%
		Office Supplies & Expenses	0	0	12,202	2.8%	12,202	0.0%
		Communications	0	0	3,600	0.8%	3,600	0.0%
		Meals & Travel	0	0	2,600	0.6%	2,600	0.0%
		Capital Funding	0	0	0	0.0%	0	0.0%
		Professional Fees	0	0	0	0.0%	0	0.0%
	Total		0	0	92,215	21.3 %	92,215	0.0 %
	Total Expenses		0	0	433,591	100.0 %	433,591	0.0 %
	Net Expenditures		0	0	433,591		433,591	0.0 %

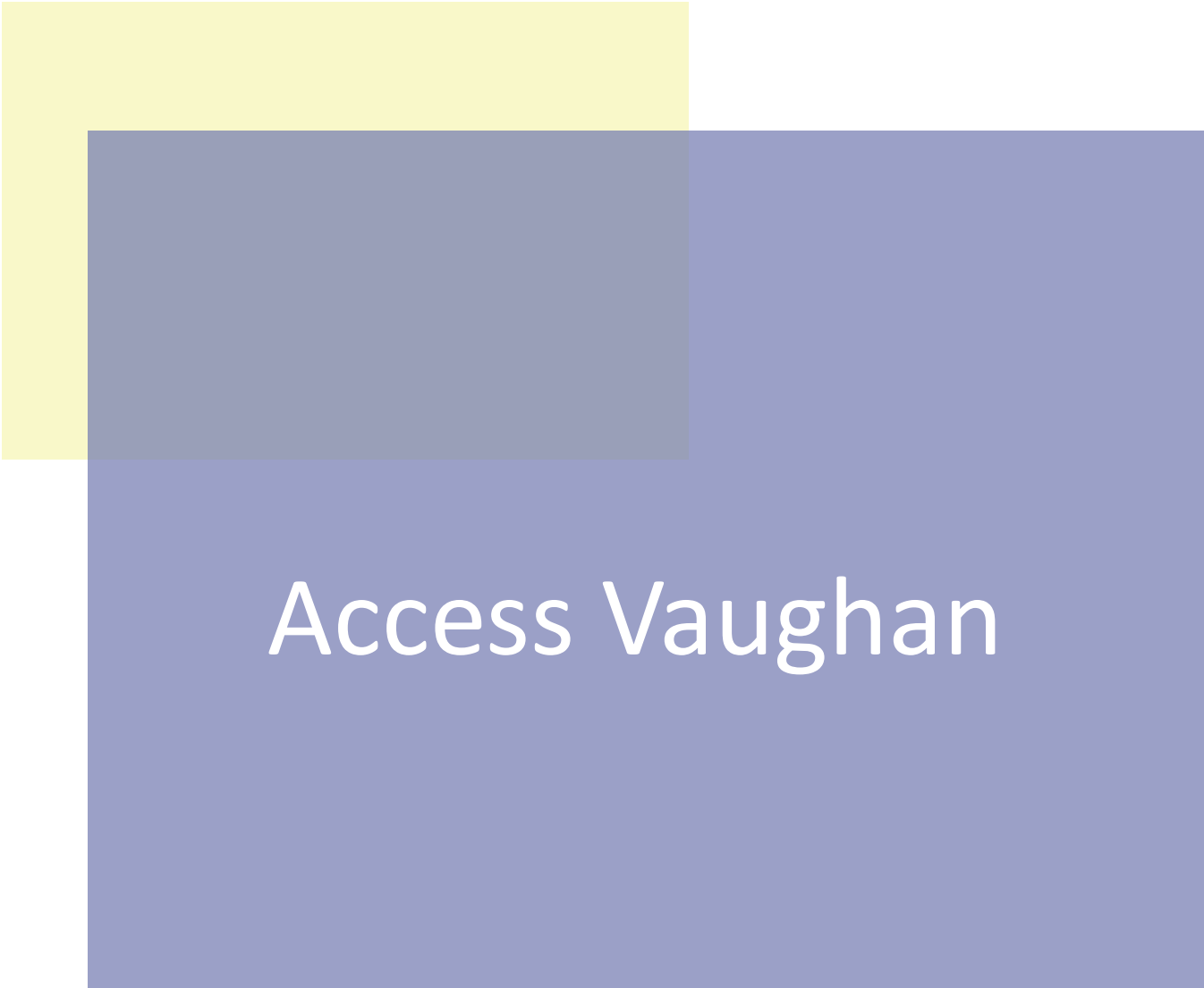
Corporate Structure Review***													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2012 Impact		Net 2013 Impact		Net 2014 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Director	FT	1.00	157,500		157,500	(0.5)	(78,750)	0.50	78,750	0.50	87,544		9,278
Project Leads	FT	2.00	216,720		216,720	(1.0)	(108,360)	1.00	108,360	1.00	120,461		12,768
Project Lead****	FT	1.00	119,616		119,616			1.00	119,616		5,996		6,046
Admin Assistant	FT	1.00	69,300		69,300	(0.5)	(34,650)	0.50	34,650	0.50	38,520		4,083
Mileage			1,300		1,300				1,300				
Memberships			3,600		3,600				3,600		180		190
Gen. Dept Meals			1,300		1,300				1,300				
Train. & Dev			10,500		10,500				10,500				
Hardware Equip.			1,200		1,200				1,200		(1,200)		
Office Supplies			3,004		3,004				3,004		(4)		
Off. Equip & Furn.			33,711		33,711				33,711		(32,311)		
Comp. Hardware			20,500		20,500				20,500		(15,000)		
Comp. Software			5,500		5,500				5,500				
Copier/Fax Chrgs			5,000		5,000				5,000		100		100
Copier/Fax Supplies			1,800		1,800				1,800				
Printing - External			2,400		2,400				2,400				
Wireless/Intern. Comm			2,400		2,400				2,400				
Professional Fees											100,000		
Trsf From Exp Reserve											(304,286)		104,286

**** Net budget impact is nil as budget were transferred from City Manager department

*** Net budget impact is nil as budget was resided in contingency

City of Vaughan
Revenue/Expenditure Summary Report
Operating Budget Forecast

			2012 Budget	2013 Forecast	2013 vs 2012 Forecast Variance \$	2013 vs 2012 Forecast Variance %	2014 Forecast	2014 vs 2013 Forecast Variance \$	2014 vs 2013 Forecast Variance %
Innov. & Cont. Improvement	Labour Costs	Staffing Costs (incl Benefits)	341,376	593,897	252,521	74.0%	626,072	32,175	42.52%
	Other Expenses	Office Equipment & Furniture	59,713	12,400	(47,313)	-79.2%	12,400	0	-381.56%
		Staff Development & Training	14,100	14,280	180	1.3%	14,470	190	1.26%
		Office Supplies & Expenses	12,202	12,300	98	0.8%	12,400	100	0.8%
		Communications	3,600	2,400	(1,200)	-33.3%	2,400	0	-50.0%
		Meals & Travel	2,600	2,600	0	0.0%	2,600	0	0.0%
		Capital Funding	0	(304,286)	(304,286)	0.0%	(200,000)	104,286	100.0%
		Professional Fees	0	100,000	100,000	0.0%	100,000	0	100.0%
		Total	92,215	(160,306)	(252,521)	-273.8%	(55,730)	104,576	157.52%
	Total Expenses		433,591	433,591	0	0.0%	570,342	136,751	0.0%
	Net Expenditures		433,591	433,591	0	0.0%	570,342	136,751	0.0%



Access Vaughan

2012-14 Business Plan

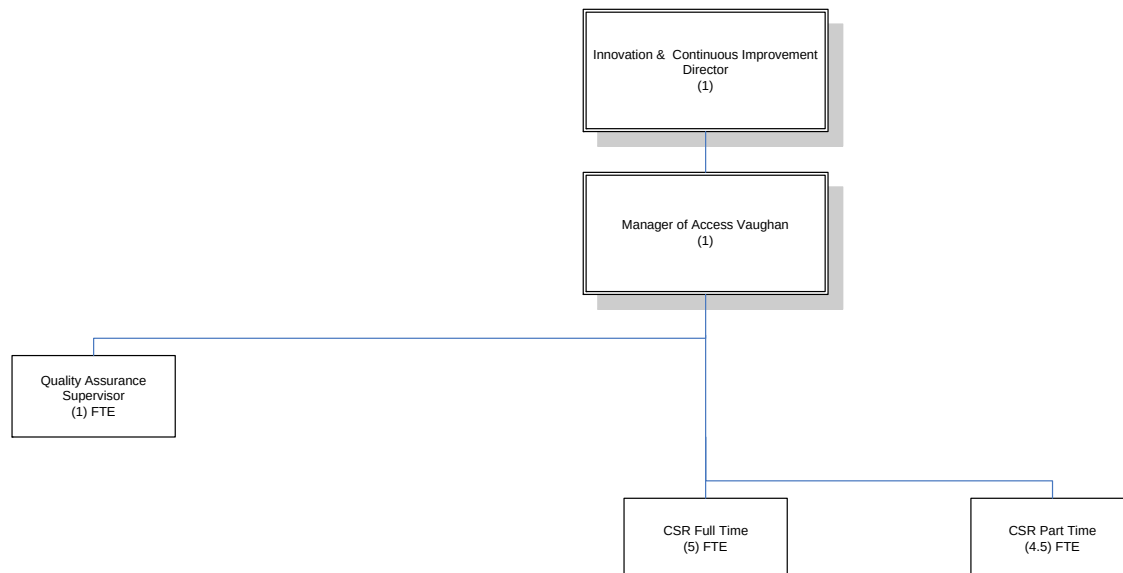
BUSINESS OVERVIEW

Service Statement:

Access Vaughan is the contact centre for the City of Vaughan, offering citizens access to information and assistance through telephone or via face-to-face assistance at the Information Desk.

Access Vaughan is integrated with the following departments: Tax, Public Works – Waste, Recreation and Culture, Parks and Forestry Operations, Enforcement Services (including Animal Services). Access Vaughan handles more in-depth inquiries for the integrated departments.

Service Profile:



Full Time, Part Time and Overtime – Budgeted Amounts

	2011*	2012 Base**	Approved 2012 ARR***	2012 Final	2013 ARR	2014 ARR
Full Time	7	7	-	7	-	-
Part Time	2.84	3.19	1.38	4.57	-	-
Total FTE	9.84	10.19	1.38	11.57	-	-
Overtime	\$7,960	\$8,305	-	\$8,305	-	-

* 2011 base was adjusted to reflect Full Time equivalent

** 2012 adjusted for 2011 ARR gapping

***2012 ARRs dependant on new Commissioner's approval

2012-14 Business Plan

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

- Vaughan Residents - residents calling the main City numbers or any of the integrated numbers will reach an Access Vaughan Citizen Service Representative (CSR), the CSR will assist the caller with their inquiries.
- Vaughan Business Owners - business owners calling the main City numbers or any of the integrated numbers will reach an Access Vaughan Citizen Service Representative (CSR), the CSR will assist the caller with their inquiries.
- Non-Residents - anyone calling the main City numbers or any of the integrated numbers will reach an Access Vaughan Citizen Service Representative (CSR), the CSR will assist the caller with their inquiries.
- City of Vaughan Employees - anyone calling the main City numbers or any of the integrated numbers will reach an Access Vaughan Citizen Service Representative (CSR), the CSR will assist the caller with their inquiries.
- Integrated Departments – Access Vaughan provides services to the integrated departments; handling inquiries in detail and only transferring callers to the integrated departments when a subject matter expert is required.

Work Plan:

Link to Vaughan Vision 2020:

Service Excellence – Demonstrate Excellence in Service Delivery

Future Pressures and Opportunities:

Continue expansion and integration of other departments with Access Vaughan.

Access Vaughan will be able to address general inquiries, eliminate misdirected calls and overall allow for a more inclusive service to callers.

Extending the hours of operation once Access Vaughan has integrated with the majority of departments; will increase the service provided to all of our stakeholders.

The future pressure is to maintain the service level of 80% of all incoming calls to be picked up in 20 seconds or less.

Without additional staffing, the service level to callers will decrease and the wait times will increase. This will result in a negative experience for the caller. In 2010 and 2011 there have been a few months where Access Vaughan was unable to meet the service level due to increased call volume and staffing levels being static for the past 4 years. In addition, for Access Vaughan to continue to expand its services and provide a more holistic and inclusive service to the callers; staffing is required to meet the increased volume of calls directly linked to the type of calls or services that Access Vaughan would handle for an integrated department.

2012-14 Business Plan

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

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Automated Voice Recorder (CRQM) Contact Recorder Quality Monitoring Solution. Software Solution integrated with call centre telephones to record incoming calls for the purpose of quality assurance (training and coaching). Capital Project # AV-3014-10	2010	Ongoing. Capital Funding Approved in 2010. Project implementation was on hold due to new server cut over from old Civic Centre to new City Hall	Improved caller experience and increased efficiencies found for management for coaching/training.
Access Vaughan Phase II – Step A (Integration with Parks and Forestry Operations). Project # AV-3004-09	2010/11	Complete	Increased service to callers/improved caller experience and improved departmental efficiencies.
Access Vaughan Phase II – Step B – Project # AV-3004-10 (Integration with Enforcement Services – Animal Control)	2010/11	Ongoing. Capital Funding Approved for 2010. Business Analysis completed. Project Scoping/Plan Implementation to be completed with Business Solutions Group. Resources required.	Improved caller experience. Improved departmental efficiencies.
Access Vaughan Phase II – Step C – Project # AV-3015-11 Integration with another department or extension of hours (determination will be made once call volume / work load has been determined)	2011/12	Ongoing. Capital Funding Approved for 2011. Project resources required.	Improved caller experience. Improved departmental efficiencies.

2012-14 Business Plan

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

<u>Business Plan Objectives:</u>	<u>Timeline</u>	<u>Outcome</u>	<u>Resources</u>
2012 (Top 3 Objectives)			
1. Access Vaughan Phase II – Step D Integration or expansion with another department to improve the caller experience.	Q4- 2012	Improved caller experience. Increased call volume to Access Vaughan.	2 Permanent Part Time Equipment (hardware/software) Textnet – license fee CC7- license fee
2. Develop and update Accessibility Plan for Access Vaughan	Q4 - 2012	Compliant with legislation. Improved experience for callers and visitors	Access Vaughan Management
2013 (Top 3 Objectives)			
1. Access Vaughan Phase II – Step E Integration or expansion with another department to improve the caller experience.	Q4- 2013	Improved caller experience. Increased call volume to Access Vaughan.	2 Permanent Part Time Equipment (hardware/software) Textnet – license fee CC7- license fee
2. Develop and update Accessibility Plan for Access Vaughan	Q4 - 2013	Compliant with legislation. Improved experience for callers and visitors	Access Vaughan Management
2014 (Top 3 Objectives)			
1. Access Vaughan – Continuous Improvement Integration or expansion with another department to improve the caller experience.	Q4- 2014	Improved caller experience. Increased call volume to Access Vaughan.	2 Permanent Part Time Equipment (hardware/software) Textnet – license fee CC7- license fee
2. Develop and update Accessibility Plan for Access Vaughan	Q4 - 2014	Compliant with legislation. Improved experience for callers and visitors	Access Vaughan Management

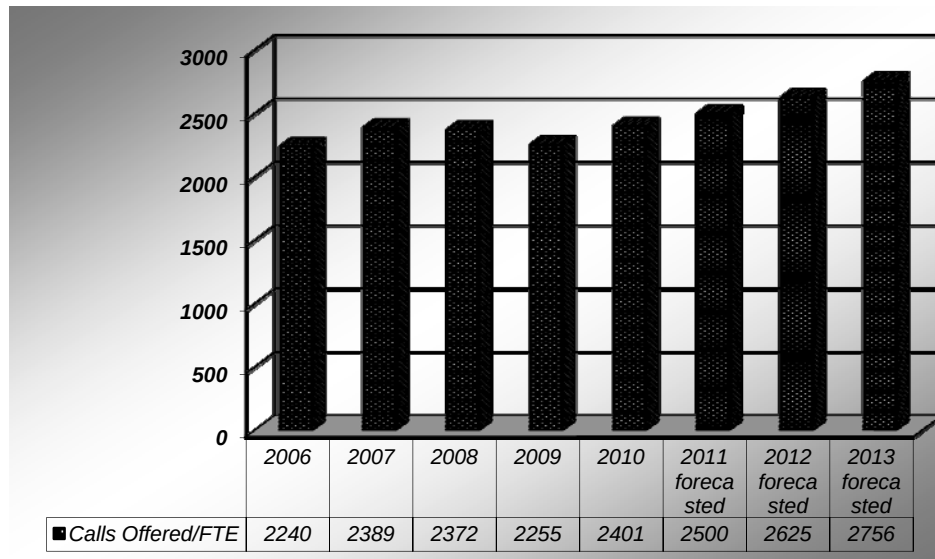
Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks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

1. Aggregate number of calls offered by Full Time Employee (FTE) / Citizen Service Representative (CSR).
2. Aggregate number of calls answered by FTE/CSR.
3. Year-to-date monthly service level – 80/20 standard (80% of calls answered within 20 seconds or less).
4. Call Volume Monthly Average Year-over-Year
5. Information Desk Inquiries
6. Average Handle Time for CSRs Year-over-Year

2012-14 Business Plan

BUSINESS OVERVIEW:

Notes about the Measure: Aggregate Number of Calls Offered Monthly by FTE: Total number of calls offered each month by Access Vaughan divided by the total number of Full Time Employee equivalent (6.5)



Key Conclusion:

Calls offered reflect that residents continue to use the call centre as a main point of contact for information, assistance and communication with the corporation. Call volume has increased slightly from 2009 to 2010.

Notes about the Measure:

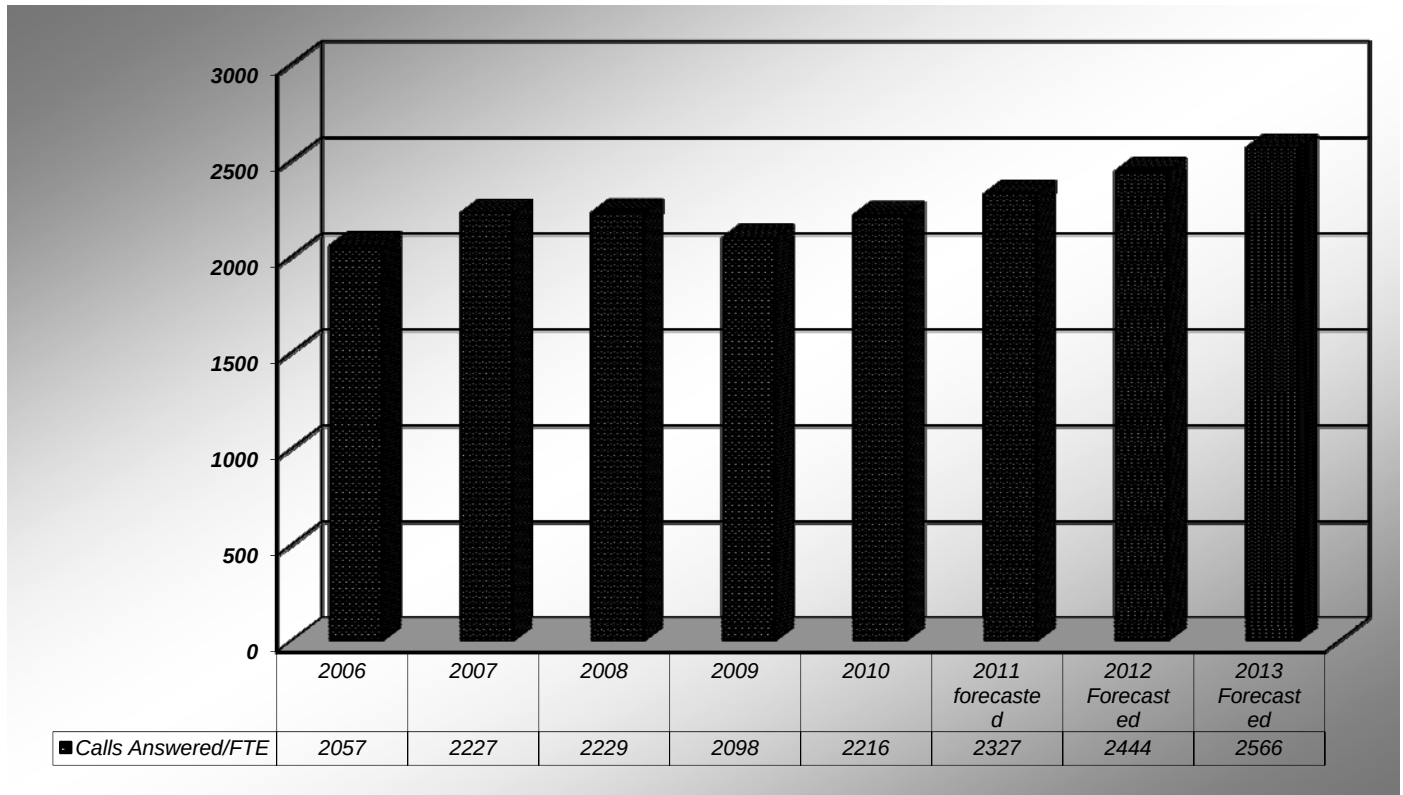
FTE is calculated by taking 4 out of 5 full time Citizen Service Representatives (CSRs) Information Desk rotation equals 1 FTE in hours) and adding the 4 part time CSRs who work up to 24 hours each per week – FTE equivalent is 2.76. Calls offered indicate the number of calls that are presented to a CSR.

The forecasted statistics are based on a 5% overall increase in call volume each year; consideration for expansion/integration with other departments and increase in call handle time as services become more complex, e.g., (work orders).

2012-14 Business Plan

Measure: Aggregate Number of Calls Answered by FTE

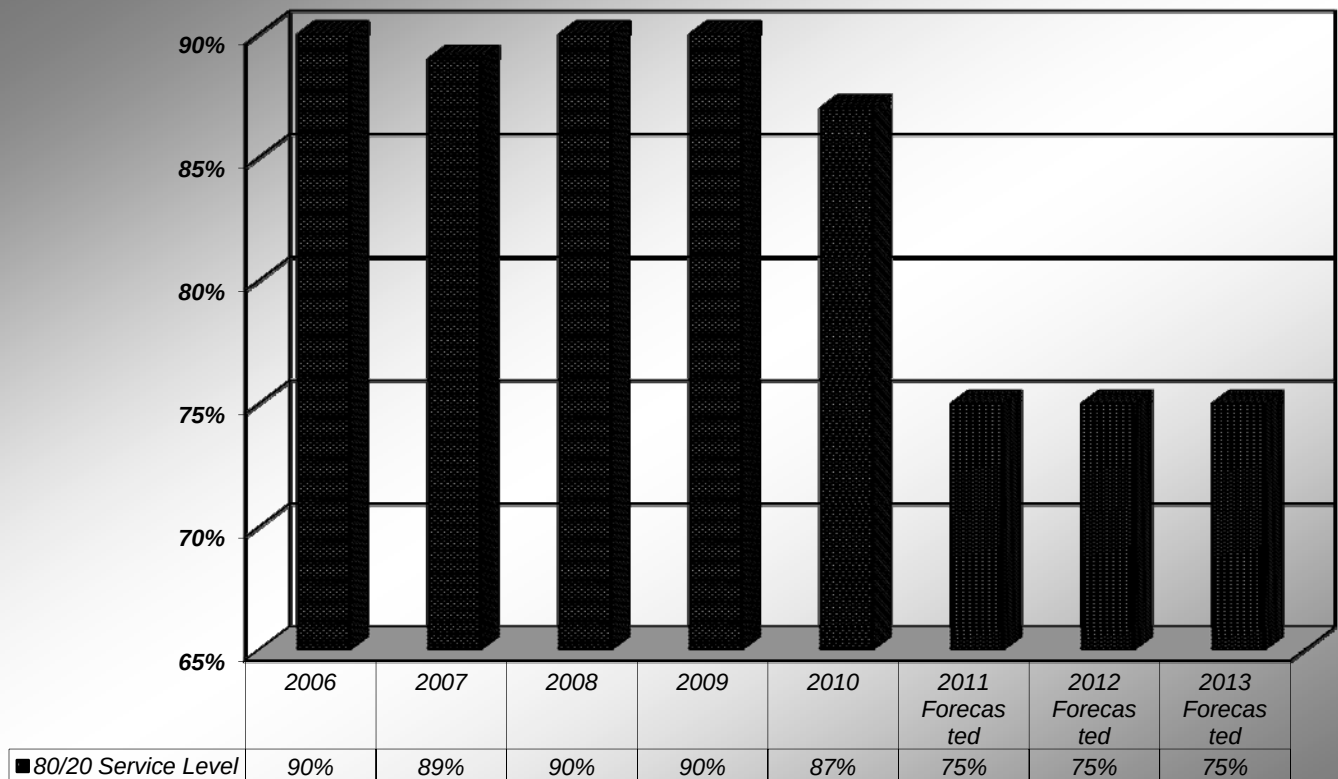
Definition: Total number of calls each month answered by Access Vaughan divided by the total number of FTE (6.5)



2012-14 Business Plan

Measure: Year-to-date monthly service level – 80 % is the standard for Access Vaughan

Definition: 80% of the calls answered (picked up) within 20 seconds or less.



Key Conclusion:

The service level is the percentage of incoming calls (80%) answered in a specified amount of time (20 seconds).

Access Vaughan's standard is 80% of all incoming calls to be picked up within 20 seconds or less on a monthly and yearly average. An increase in services and workload in Access Vaughan will contribute to a decline in service level.

Notes about the Measure:

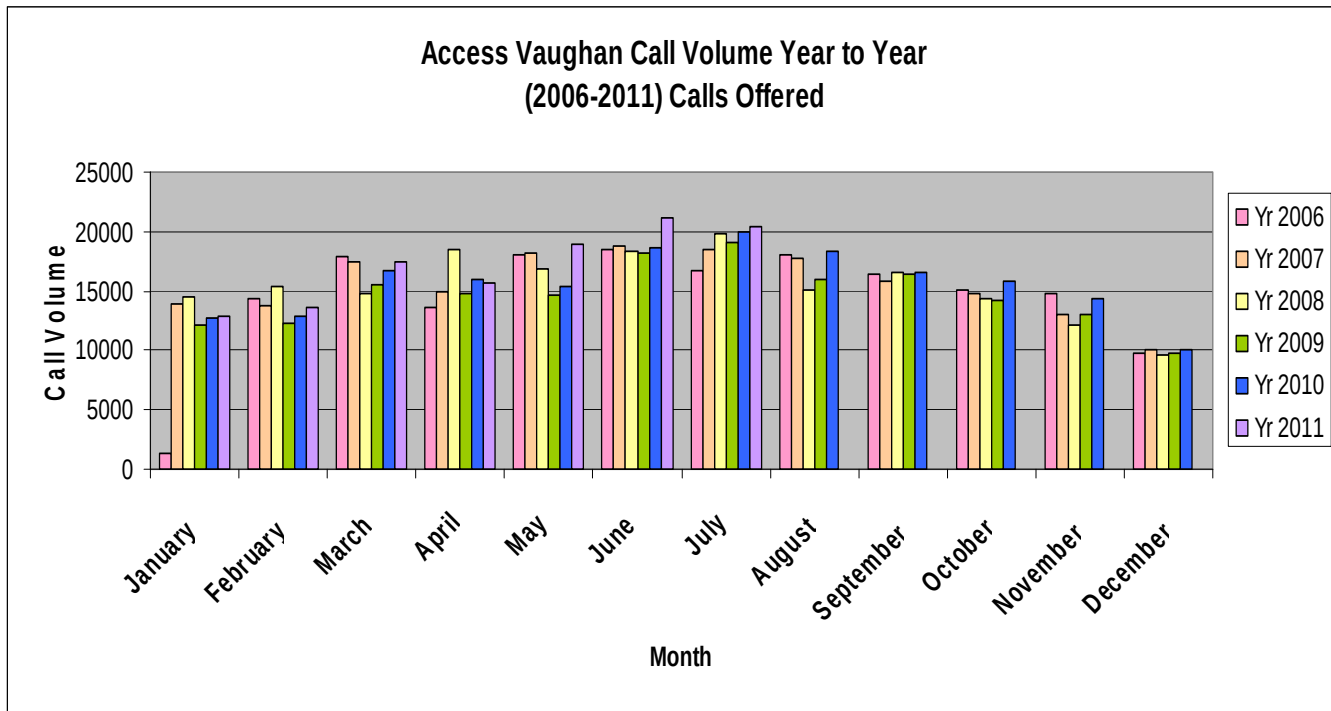
Statistical data from Contact Centre 7 (CC7) reports are used to quantify the service level achieved in the contact centre. Each month the calls answered are measured against the service level standard. In Year 2010 Access Vaughan has struggled to maintain the service level due to increased handle time, increased services and staffing during the summer months for vacation leaves.

2012-14 Business Plan

Forecasted service level based on decreased service level in 2010 and increased call volume. To date 2011 is trending on most months below 80% service level.

Measure: Call Volume Monthly Average Year-over-Year

Definition: Monthly calls offered are the number of calls that come into the Access Vaughan queue and the monthly totals are added to provide us with yearly volume.



Key Conclusion:

Access Vaughan on average has received over 180,000 calls per year. The expectation is that this number will increase as Access Vaughan continues to expand its services and eventually extend hours of operation.

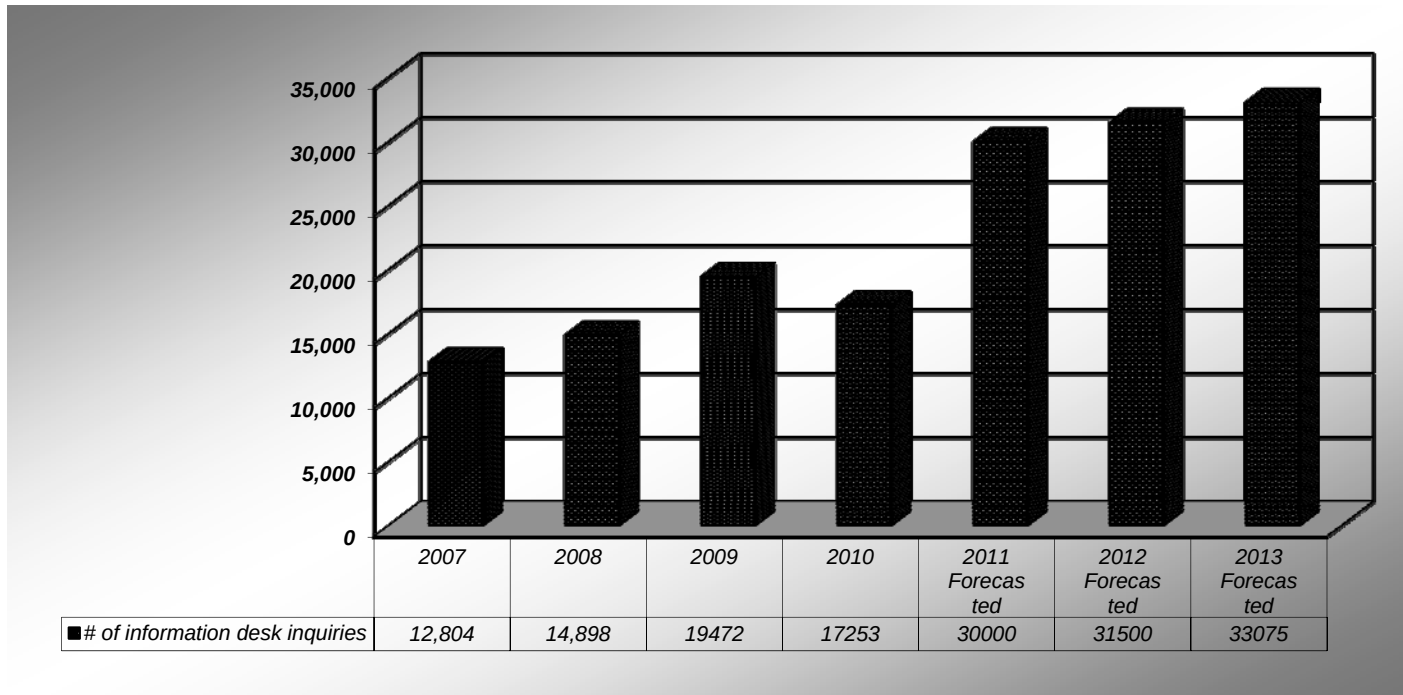
Notes about the Measure:

The data is extracted from Contact Centre 7 (CC7) reports. The calls offered, answered and service level are monitored daily, monthly and weekly to forecast for staff scheduling and determine cyclical periods throughout the year. In 2010 Access Vaughan received 187,296 calls, an increase of 6.5% from year 2009.

2012-14 Business Plan

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 City Hall for the following reasons: dispute of a parking ticket, payment of parking ticket, payment of taxes, appointments with Council, Public Meetings, marriage license, permit applications, and purchase of garbage tags. A dedicated resource is always required to appropriately staff the Information Desk Hours.

The Information Desk inquiries increased greatly from 2010 to 2011 with the opening of the new City Hall and the consolidation of departments in one building.

Notes about the Measure:

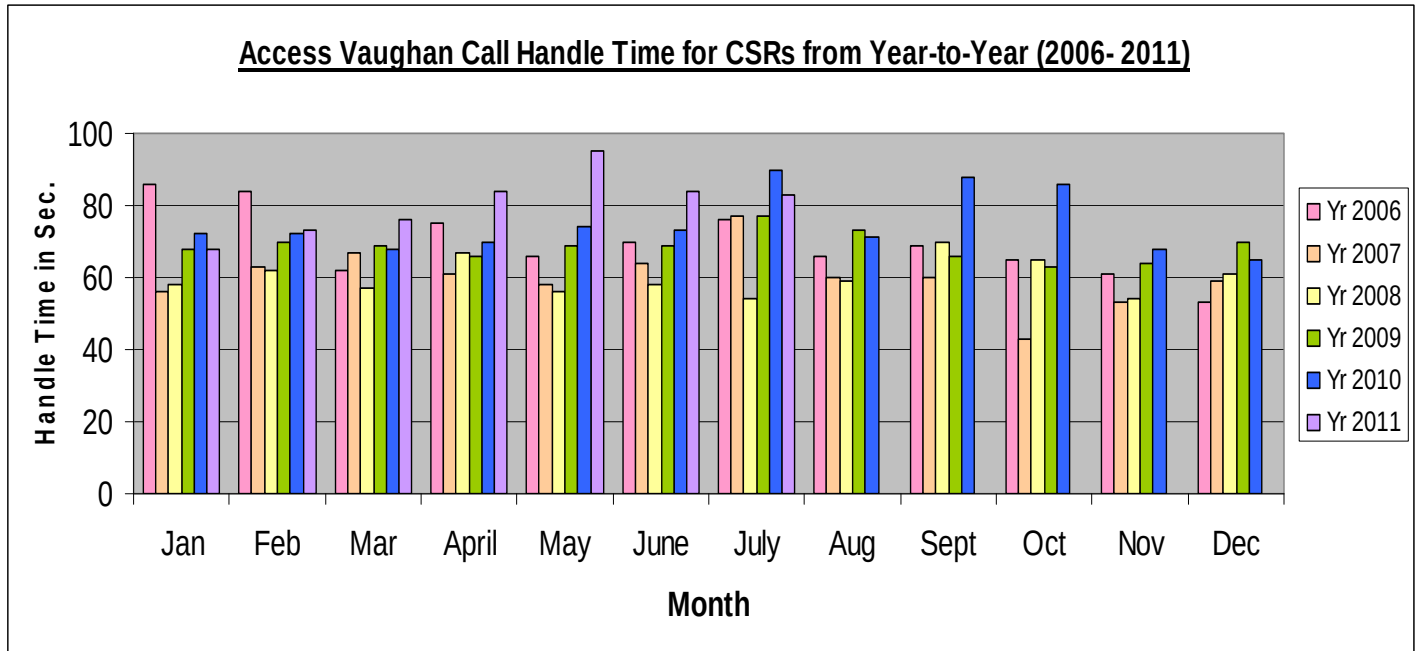
Access Vaughan provides coverage for the Information Desk from 8:30 am to 4:30 pm, Monday to Friday. The data is extracted from the Call Type Tracker reports. The tracking of inquiries is a function performed by each CSR when they are scheduled at the Information Desk.

Forecasting is based on a 5% increase in face-to-face inquiries. The new City Hall will attract more residents as the services will be more comprehensive and the majority of the departments will be in one location. In addition

2012-14 Business Plan

more presentations and community events are being hosted at the new City Hall, hence attracting more patrons to the building and inquiring about services, department locations, etc...

Measure: Average Handle Time for CSRs Year-Over-Year



Key Conclusion:

Average handle time for Access Vaughan Citizen Service Representatives is averaging at about 80-85 seconds for the majority of inquiries. Access Vaughan has added additional services such as registration for Corporate E-news letter and event registration, but has maintained relatively similar handle times over the years. There has been an increase in handle time in 2010 and 2011 and that is due to the time and effort that is required when opening a work order.

Notes about the Measure:

Average handle time (AHT) is the average amount of time that CSRs spend processing calls – including speaking directly with the caller and doing work related to the call after the caller has hung up. This data is expressed in seconds and the data is obtained from Contact Centre 7 reports.

2012-14 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)

City of Vaughan

Revenue/Expenditure Summary Report

2012 Operating Budget

					2012			
			2011 Actuals *	2011 Budget	2012 Budget	% of Total Budget	Budget Variance \$	Budget Variance %
Access Vaughan	Labour Costs	Staffing Costs (incl Benefits)	726,672	728,681	790,114	95.3%	61,433	8.43%
	Other Expenses	Staff Development & Training	7,557	11,240	11,240	1.4%	0	0.0%
		Office Supplies & Expenses	7,010	8,485	8,985	1.1%	500	5.89%
		Office Equipment & Furniture	4,261	7,500	3,000	0.4%	(4,500)	-60.0%
		Community Advertising & Promotion	7,968	0	7,400	0.9%	7,400	0.0%
		Professional Fees	1,892	9,862	3,500	0.4%	(6,362)	-64.51%
		Communications	2,328	2,850	2,850	0.3%	0	0.0%
		Meals & Travel	1,144	1,820	1,320	0.2%	(500)	-27.47%
		Other	76	1,320	282	0.0%	(1,038)	-78.64%
		Total	32,236	43,077	38,577	4.7%	(4,500)	10.45%
Total Expenses			758,908	771,758	828,691	100.0%	56,933	7.38%
Net Expenditures			758,908	771,758	828,691		56,933	7.38%

Corporate Structure Review***													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2012 Impact		Net 2013 Impact		Net 2014 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
2 Permanent P/T Staff Access Vaughan *	PT	1.38	81,552		81,552			1.38	81,552	-	(3,192)	-	180
* Budget is in Contingency as per Council direction. Budget will be transferred upon review by new Commissioner of Corp & Strategic Services and Council													

City of Vaughan
Revenue/Expenditure Summary Report
Operating Budget Forecast

			2012 Budget	2013 Forecast	2013 vs 2012 Forecast Variance \$	2013 vs 2012 Forecast Variance %	2014 Forecast	2014 vs 2013 Forecast Variance \$	2014 vs 2013 Forecast Variance %
Access Vaughan	Labour Costs	Staffing Costs (incl Benefits)	862,266	874,738	12,472	1.4%	879,458	4,720	1.43%
	Other Expenses	Staff Development & Training	14,240	13,240	(1,000)	-7.0%	13,240	0	-7.55%
		Office Supplies & Expenses	9,585	9,585	0	0.0%	9,585	0	0.0%
		Office Equipment & Furniture	8,800	3,000	(5,800)	-65.9%	3,000	0	-193.33%
		Community Advertising & Promotion	7,400	7,400	0	0.0%	7,400	0	0.0%
		Professional Fees	3,500	3,500	0	0.0%	3,500	0	0.0%
		Communications	2,850	2,850	0	0.0%	2,850	0	0.0%
		Meals & Travel	1,320	1,320	0	0.0%	1,320	0	0.0%
		Other	282	282	0	0.0%	282	0	0.0%
	Total		47,977	41,177	(6,800)	-14.2%	41,177	0	-16.51%
	Total Expenses		910,243	915,915	5,672	0.6%	920,635	4,720	0.6%
	Net Expenditures		910,243	915,915	5,672	0.6%	920,635	4,720	0.6%

City of Vaughan
City Manager
Access Vaughan

2013 Capital Budget Plan

Budget Year	Project #	Project Name	Project Type	Total Budget	Operating Budget Impact	TCA
2013	AV-3020-13	Access Vaughan Phase II - Step D	Technology	\$50,500		Y
Total 2013 Capital Budget Plan				\$50,500		



Strategic Planning

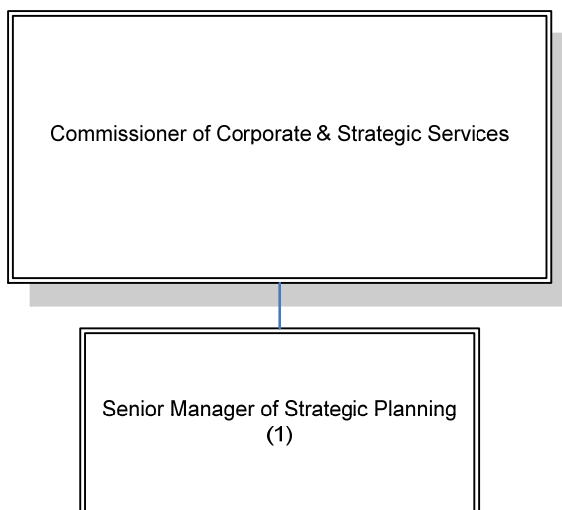
2012-14 Business Plan

BUSINESS OVERVIEW

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

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

Service Profile:



Full Time, Part Time and Overtime – Budgeted Amounts

	2011	2012 Base	Approved 2012 ARR	2012 Final	2013 ARR	2014 ARR
Full Time	1	1	-	-	-	-
Part Time	-	-	-	-	-	-
Total FTE	1	1	-	-	-	-
Overtime	-	-	-	-	-	-

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

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

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

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

2012-14 Business Plan

Work Plan:

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

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

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

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

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

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

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

2012-14 Business Plan

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

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

2013 (Top 3 Objectives)			
1. Implementation of performance measurement dashboard system	Q4/13	Implementation of a performance measurement software system	2012 capital budget request for funding. TBD whether future ARR is required
2. Implementation of on-line citizen engagement forum	Q4/13	Gather citizen feedback on City service delivery	2011 operating budget request deferred to 2012
3. Development of departmental strategic objectives aligned with the VV 2020	Q2/13	Departmental objectives will be aligned with the Corporate strategic	

2012-14 Business Plan

		plan	
2014 (Top 3 Objectives)			
1. Management of performance measurement dashboard system	Q4/14	Fully operational performance measurement dashboard system	
2. Preparation for Vaughan Vision 2020 revision	Q4/14	Strategic plan is revised every Council term	

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

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

BUSINESS OVERVIEW:

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

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

Commissioner Sign-off

Date (mm/dd/yy)

City of Vaughan

Revenue/Expenditure Summary Report

2012 Operating Budget

					2012			
		2011 Actuals *	2011 Budget		2012 Budget	% of Total Budget	Budget Variance \$	Budget Variance %
Strategic Planning	Labour Costs	Staffing Costs (incl Benefits)	154,069	153,458	160,260	45.6%	6,802	4.43%
	Other Expenses	Professional Fees	29,002	62,300	162,300	46.2%	100,000	160.51%
		Meals & Travel	7,845	12,750	12,750	3.6%	0	0.0%
		Office Supplies & Expenses	1,946	6,260	6,260	1.8%	0	0.0%
		Staff Development & Training	1,990	4,900	4,900	1.4%	0	0.0%
		Office Equipment & Furniture	1,245	2,075	2,075	0.6%	0	0.0%
		Communications	608	1,665	1,665	0.5%	0	0.0%
		Other	27	910	910	0.3%	0	0.0%
		Capital Funding	32,877	0	0	0.0%	0	0.0%
		Service Contracts and Materials	0	0	0	0.0%	0	0.0%
		Utilities & Fuel	0	0	0	0.0%	0	0.0%
		Total	75,539	90,860	190,860	54.4%	100,000	110.06%
	Total Expenses		229,608	244,318	351,120	100.0%	106,802	43.71%
	Net Expenditures		229,608	244,318	351,120		106,802	43.71%

2012 ARRs													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2012 Impact		Net 2013 Impact		Net 2014 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Operational/Business review Consulting Support		130,000		130,000				0.00	130,000				

City of Vaughan
Revenue/Expenditure Summary Report
Operating Budget Forecast

			2012 Budget	2013 Forecast	2013 vs 2012 Forecast Variance \$	2013 vs 2012 Forecast Variance %	2014 Forecast	2014 vs 2013 Forecast Variance \$	2014 vs 2013 Forecast Variance %
Strategic Planning	Labour Costs	Staffing Costs (incl Benefits)	160,260	161,154	894	0.6%	162,050	896	0.55%
	Other Expenses	Professional Fees	162,300	237,300	75,000	46.2%	197,300	(40,000)	31.61%
		Meals & Travel	12,750	12,750	0	0.0%	12,750	0	0.0%
		Office Supplies & Expenses	6,260	6,260	0	0.0%	6,260	0	0.0%
		Staff Development & Training	4,900	4,900	0	0.0%	4,900	0	0.0%
		Office Equipment & Furniture	2,075	2,075	0	0.0%	2,075	0	0.0%
		Communications	1,665	1,665	0	0.0%	1,665	0	0.0%
		Other	910	910	0	0.0%	910	0	0.0%
		Capital Funding	0	0	0	0.0%	0	0	0.0%
		Service Contracts and Materials	0	10,000	10,000	0.0%	10,000	0	100.0%
		Utilities & Fuel	0	0	0	0.0%	0	0	0.0%
		Total	190,860	275,860	85,000	44.5%	235,860	(40,000)	30.81%
	Total Expenses		351,120	437,014	85,894	24.5%	397,910	(39,104)	19.65%
	Net Expenditures		351,120	437,014	85,894	24.5%	397,910	(39,104)	19.65%

Recognized 2013 ARRs											
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2013 Impact		Net 2014 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
On-line Public Engagement Survey			75,000		75,000				75,000		(40,000)
Perf Measure Software Mlce			10,000		10,000				10,000		

City of Vaughan
City Manager
Strategic Planning

2013 Capital Budget Plan

Budget Year	Project #	Project Name	Project Type	Total Budget	Operating Budget Impact	TCA
2013	SP-0003-13	Performance Measurement System Software	Technology	\$103,000	\$10,000	Y
Total 2013 Capital Budget Plan				\$103,000		



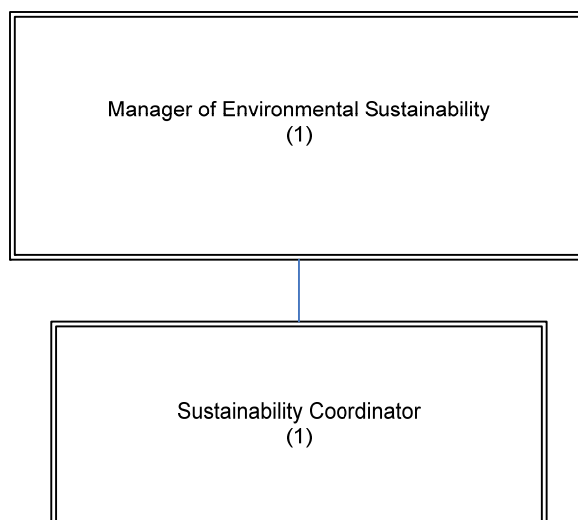
Environmental Sustainability

2012-14 Business Plan

Service Statement:

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

Service Profile:



Full Time, Part Time and Overtime – Budgeted Amounts

	2011	2012 Base	Approved 2012 ARR	2012 Final	2013 ARR	2014 ARR
Full Time	2	2	-	2	-	-
Part Time	0	0	-	0	-	-
Total FTE	2	2	-	2	-	-
Overtime	-	-	-	-	-	-

Key Stakeholders:

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

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

2012-14 Business Plan

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

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

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

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

Work Plan:

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

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

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

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

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

Pressures

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

Opportunities

- Early successes with implementation of actions under Green Directions Vaughan will help foster a corporate culture that embraces environmental sustainability.

2012-14 Business Plan

- Achieving measureable results on environmental sustainability will enable Vaughan to be recognized as a leader amongst municipalities across Ontario

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

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

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

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2012 (Top 3 Objectives)			
1. Establish baseline sustainability/environmental indicators for the purposes of monitoring and reporting on the implementation progress of Green Directions Vaughan	Q3	- Sustainability/ environmental indicators tracking system	No additional resources
2. Foster the development and implementation of an outreach education strategy for citizens and businesses on Green Directions Vaughan and subsequent Workplan	Q2	-Green Directions Community Outreach strategy and Workplan - Improved communication with, and awareness of, community stakeholders in Green Directions Vaughan	No additional resource
3. Develop a greenhouse gas emissions inventory including both corporate and community data	Q3	- Inventory to satisfy milestone 1 of the Partners for Climate Protection	No additional resource

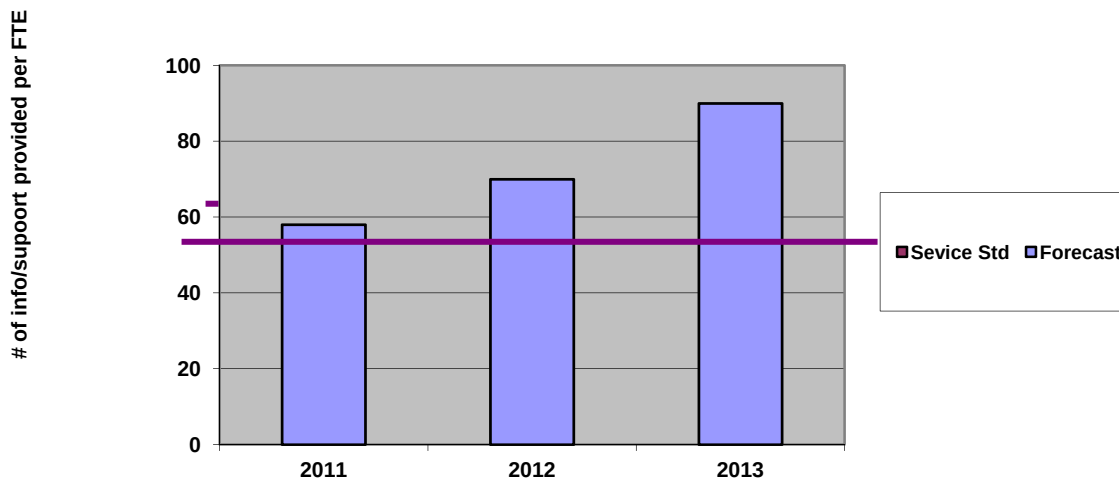
2012-14 Business Plan

2013 (Top 3 Objectives)			
1. Develop and initiate implementation of a strategic document outlining how the City of Vaughan will achieve greenhouse gas emissions targets.	Q4	Implementation strategies resulting in measurable reductions which satisfy milestone 2 & 3 of Partners for Climate Protection	\$ 45k for consultant support for assistance with the public consultation component and local action plan development, of which \$ 22.5k would be sought from the FCM Green Municipal Fund
2. Advise on the development and submission of an annual energy conservation plan for the City of Vaughan as required by provincial requirements.	Q3	Plan submission	No additional resource
3. Produce a State of the Environment Report highlighting key sustainability/environmental indicators.	Q4	Report	No additional resources
2014 (Top 3 Objectives)			
1. Investigate a policy and accompanying fund that would ensure a portion of funds recouped from energy savings are re-invested back into energy related initiatives.	Q3	Policy evaluation	No additional resources
2. Benchmark where the City of Vaughan is in the implementation of the community sustainability and environmental management plan with respect to other cities of similar size and complexity.	Q3	Report	No additional resources
3. Develop options for renewing the Community Sustainability and Environmental Master Plan with the current version of the plan at the end of its lifespan.	Q4	Report	No additional resources

2012-14 Business Plan

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

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



BUSINESS OVERVIEW:

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

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

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

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

2012-14 Business Plan

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

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

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

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

Commissioner Sign-off

Date (mm/dd/yy)

City of Vaughan
Revenue/Expenditure Summary Report
2012 Operating Budget

			2012					
			2011 Actuals *	2011 Budget	2012 Budget	% of Total Budget	Budget Variance \$	Budget Variance %
Environ. Sustain.	Labour Costs	Staffing Costs (incl Benefits)	200,915	207,957	227,890	85.0%	19,933	9.59%
	Other Expenses	Staff Development & Training	16,811	21,403	18,300	6.8%	(3,103)	-14.5%
		Community Advertising & Promotion	12,375	10,500	10,500	3.9%	0	0.0%
		Professional Fees	0	0	6,100	2.3%	6,100	0.0%
		Service Contracts and Materials	7,853	7,550	3,000	1.1%	(4,550)	-60.26%
		Office Supplies & Expenses	227	0	965	0.4%	965	0.0%
		Meals & Travel	942	500	750	0.3%	250	50.0%
		Communications	512	0	500	0.2%	500	0.0%
		Other	355	362	200	0.1%	(162)	-44.75%
		Office Equipment & Furniture	39	0	0	0.0%	0	0.0%
		Total	39,114	40,315	40,315	15.0%	0	0.0%
	Total Expenses		240,029	248,272	268,205	100.0%	19,933	8.03%
	Net Expenditures		240,029	248,272	268,205		19,933	8.03%

City of Vaughan
Revenue/Expenditure Summary Report
Operating Budget Forecast

		2012 Budget	2013 Forecast	2013 vs 2012 Forecast Variance \$	2013 vs 2012 Forecast Variance %	2014 Forecast	2014 vs 2013 Forecast Variance \$	2014 vs 2013 Forecast Variance %
Environmental Sustainability	Revenue							
	Tourism/Rec'n Grant	0	(22,500)	(22,500)	0.0%	0	22,500	100.0%
	Total Revenues	0	(22,500)	(22,500)	0.0%	0	22,500	100.0%
	Labour Costs							
	Staffing Costs (incl Benefits)	227,890	239,017	11,127	4.9%	246,855	7,838	4.66%
	Other Expenses							
	Staff Development & Training	18,300	18,300	0	0.0%	18,300	0	0.0%
	Community Advertising & Promotion	10,500	10,500	0	0.0%	10,500	0	0.0%
	Professional Fees	6,100	51,100	45,000	737.7%	6,100	(45,000)	88.06%
	Service Contracts and Materials	3,000	3,000	0	0.0%	3,000	0	0.0%
	Office Supplies& Expenses	965	965	0	0.0%	965	0	0.0%
	Meals & Travel	750	750	0	0.0%	750	0	0.0%
	Communications	500	500	0	0.0%	500	0	0.0%
	Other	200	200	0	0.0%	200	0	0.0%
	Office Equipment & Furniture	0	0	0	0.0%	0	0	0.0%
	Total	40,315	85,315	45,000	111.6%	40,315	(45,000)	52.75%
Total Expenses		268,205	324,332	56,127	20.9%	287,170	(37,162)	17.31%
Net Expenditures		268,205	301,832	33,627	12.5%	287,170	(14,662)	11.14%

Recognized 2013 ARRs											
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2013 Impact		Net 2014 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Reduce GHG Emissions			45,000	(22,500)	22,500				22,500		(22,500)



Human Resources

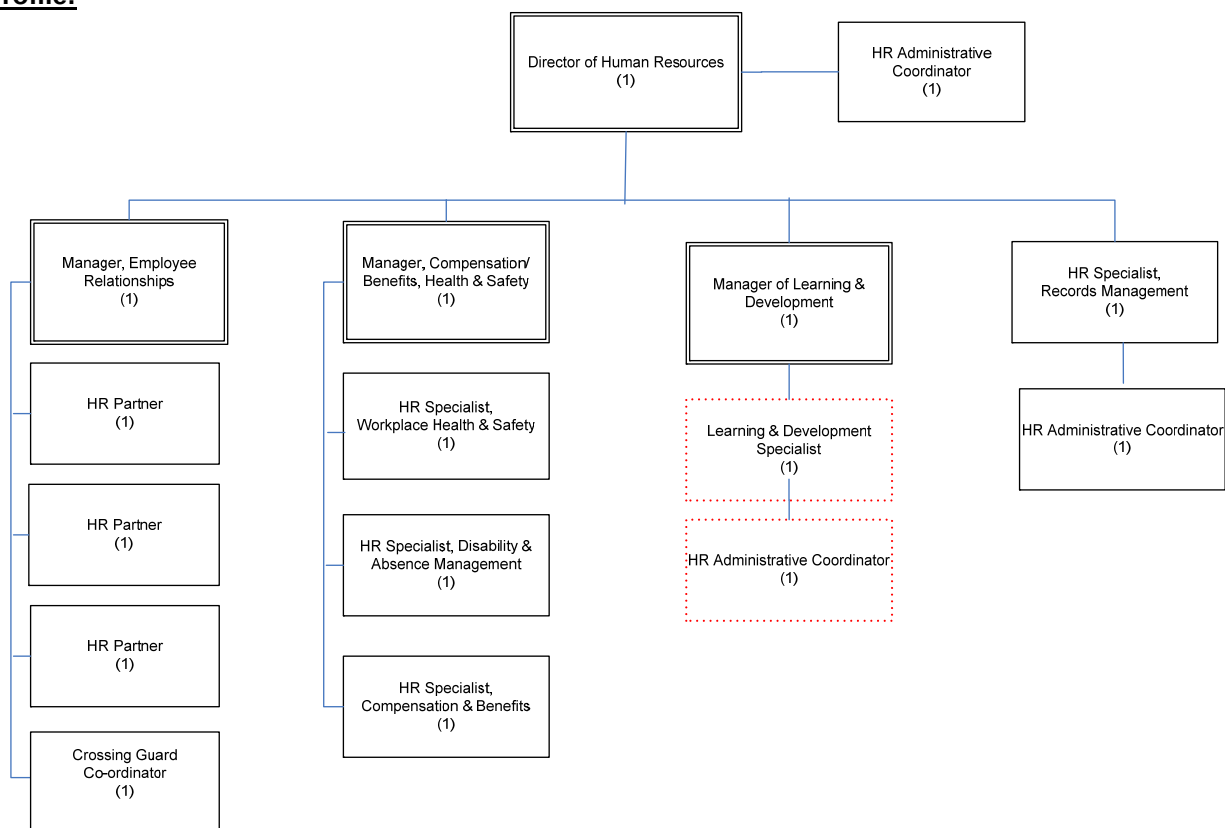
2012-14 Business Plan

BUSINESS OVERVIEW

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

As a department, we strive to contribute to the achievement of corporate goals and objectives and the satisfaction and well being of the employees of the City of Vaughan. The services we provide encompass multiple professional specialties which contribute to the engagement of all employees of the City of Vaughan.

Service Profile:



2012 Approved ARR

Full Time, Part Time and Overtime – Budgeted Amounts

	2011	2012 Base*	Approved 2012 ARR/Council Item	2012 Final	2013 ARR	2014 ARR
Full Time	13.5	14	2	16	1	2
FT-Contract	-	-	1	1	-	-
Part Time	1	0	-	0	-	-
Total FTE	14.5	14	3	17	1	2
Overtime	-	-	-	-	-	-

*2012 base budget adjusted to reflect Full Time equivalent

2012-14 Business Plan

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

- Public / Candidates
- Council
- Employees/unions and Management of the Corporation
- WSIB
- Ministry of Labour
- OMERS
- Great West Life (Benefits)
- Local Executives and Political bodies

Work Plan:

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

Value and encourage a highly motivated workforce
 Attract, retain & promote skilled staff
 Support the professional development of staff

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

The economic slowdown has put pressure on our ability to negotiate with our bargaining partners. Collective agreement renewal – possible strikes – salary compression issues

The Implementation of the Human Resources Strategy will require additional resources to deliver the initiatives that we have committed to our senior management team and our employees. This is an opportunity for the City to improve its reputation as an employer of choice and develop its human capital to be the best in our industry. Also it is an opportunity to attract top talent both from other municipalities and from the private sector.

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

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Identify and Develop a management succession program (Fall 2011 - Working with a consultant to identify core competencies)	2010	Ongoing	Part of HR strategy

2012-14 Business Plan

Develop a strategy to encourage and support life long learning and participation in a wide variety of staff events	2011	Complete	Part of Vaughan Vision 2020
Develop a strategy to continue to ensure a quality work environment and a wide array of staff benefits.	2011	Complete	Part of HR strategy
Develop a focused corporate learning approach to staff education	2011	Complete	Part of HR strategy

2012-14 Business Plan

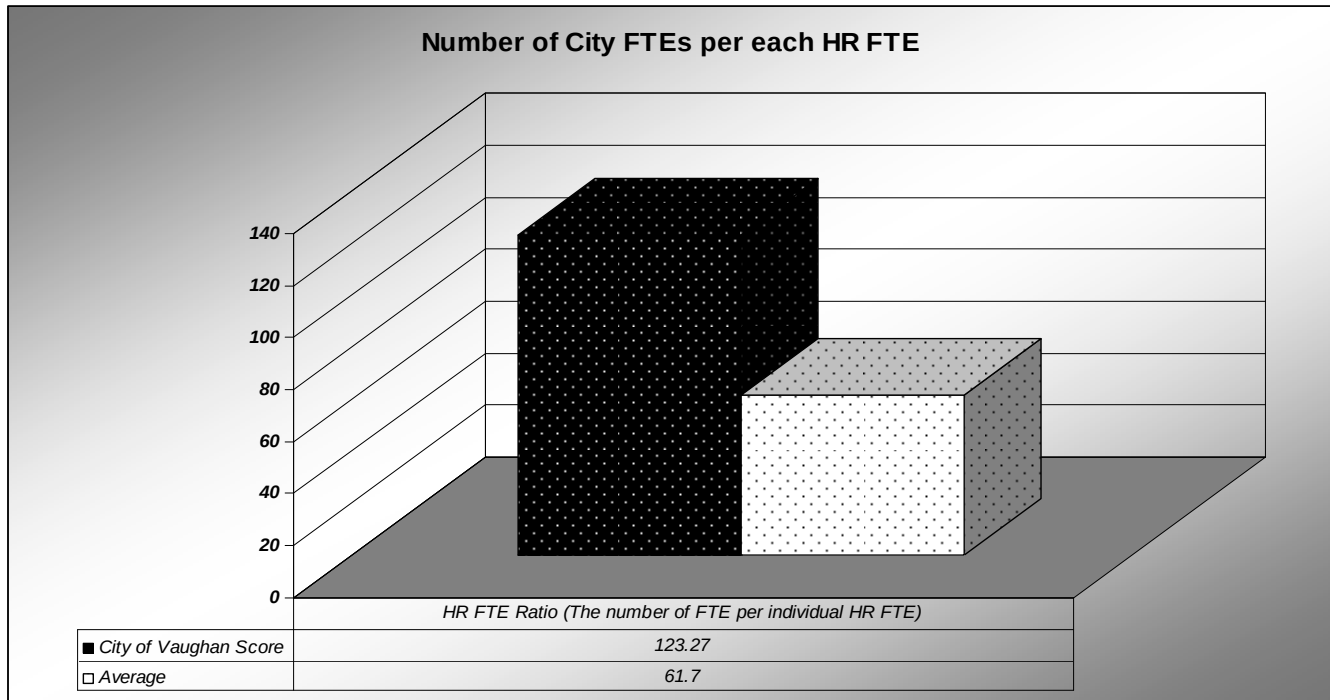
2012-14 Business Plan Objectives: (You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.)

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2012 (Top 3 Objectives)			
1.Implement Learning and Development Strategy	4 th quarter	Movement towards achieving Vaughan Vision 2020 objectives	Existing resources (see 2011/2012 resource requirements 3 FTEs)
2.Develop programs to support management consistency across the organization	4 th quarter	HR Strategy	1 additional HR Partner
3.Phase III development of HRIS	4 th quarter	HR Strategy	Existing resources
4. Engagement Survey	4 th quarter	HR Strategy	(additional funding)
2013 (Top 3 Objectives)			
1.Implementation of Attendance Tracking for the entire organization (including VFRS)	4 th quarter	HR Strategy	1 FTE
2.Attendance management for fire	4 th quarter	HR Strategy	(same as above)
3. Implementation of Engagement survey findings	2 nd quarter	HR Strategy	Existing Resources
2014 (Top 3 Objectives)			
1. Continued development of HRIS	4 th quarter	HR Strategy	Existing resources
2. Enhance the City's Occupational Health and Safety Program (additional training / supporting departments / auditing)	3 rd quarter	Part of Vision 2020	1 FTE
3. Improve recruitment initiatives	2 nd quarter	Part of Vision 2020	1 FTE

2012-14 Business Plan

Key Performance Indicators:

MEASURE#1 2010 HUMAN RESOURCES EFFICIENCY REPORT



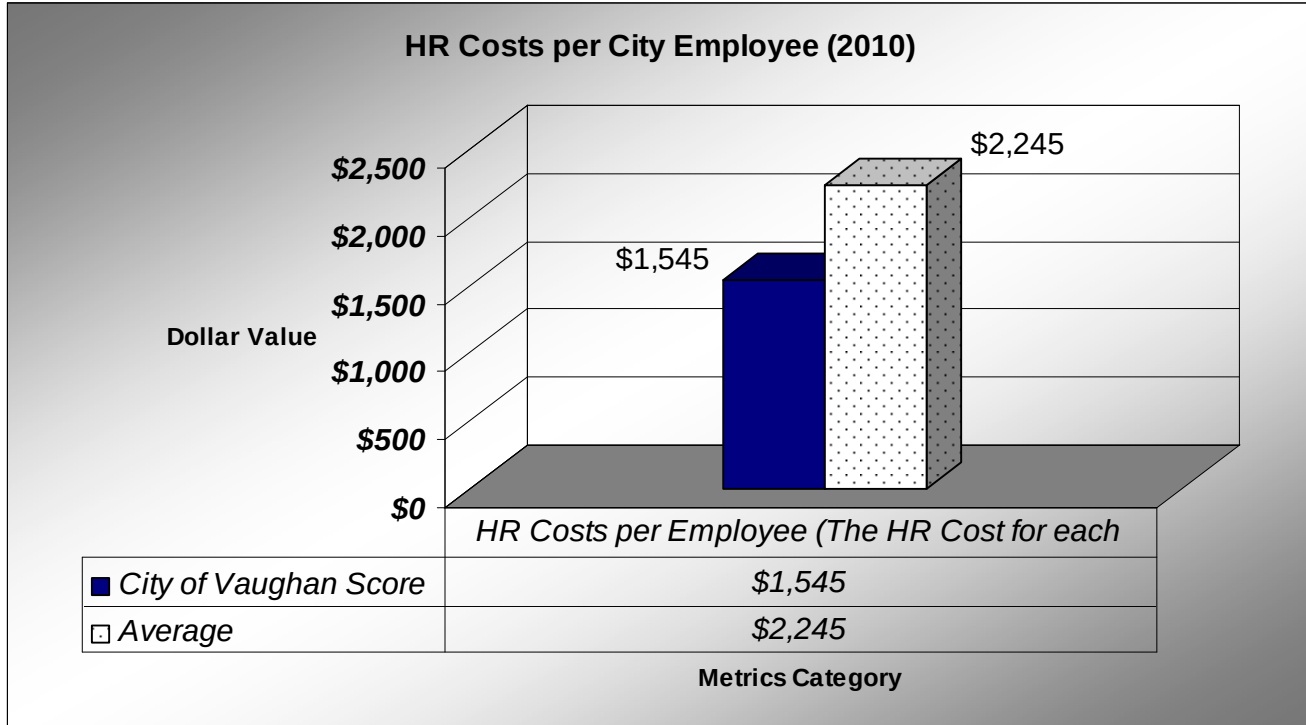
Key Conclusion: The City has subscribed to an HR metrics service that will help us compare our data against other public sector organizations. <http://www.hrmetricsservice.org> The report clearly shows that the City's HR efficiency is better than the average of public sector organizations that participated in this survey. For example the City's HR staff supports double the number of employees as compared to other public sector organizations.

Notes about the Measure:

The ratio **of HR staff to each Full-Time Equivalent (FTE)** - Shows the ratio of HR staff supporting the organization's employee base.

2012-14 Business Plan

MEASURE#2 2010 HUMAN RESOURCES EFFICIENCY REPORT



Key Conclusion: The City has subscribed to an HR metrics service that will help us compare our data against other public sector organizations. <http://www.hrmetricsservice.org> The report clearly shows that the City's HR efficiency is better than the average of public sector organizations that participated in this survey. For example **the cost of HR programs per employee is 31% lower than the average** as compared against public sector employers that participated in the survey.

Notes about the Measure:

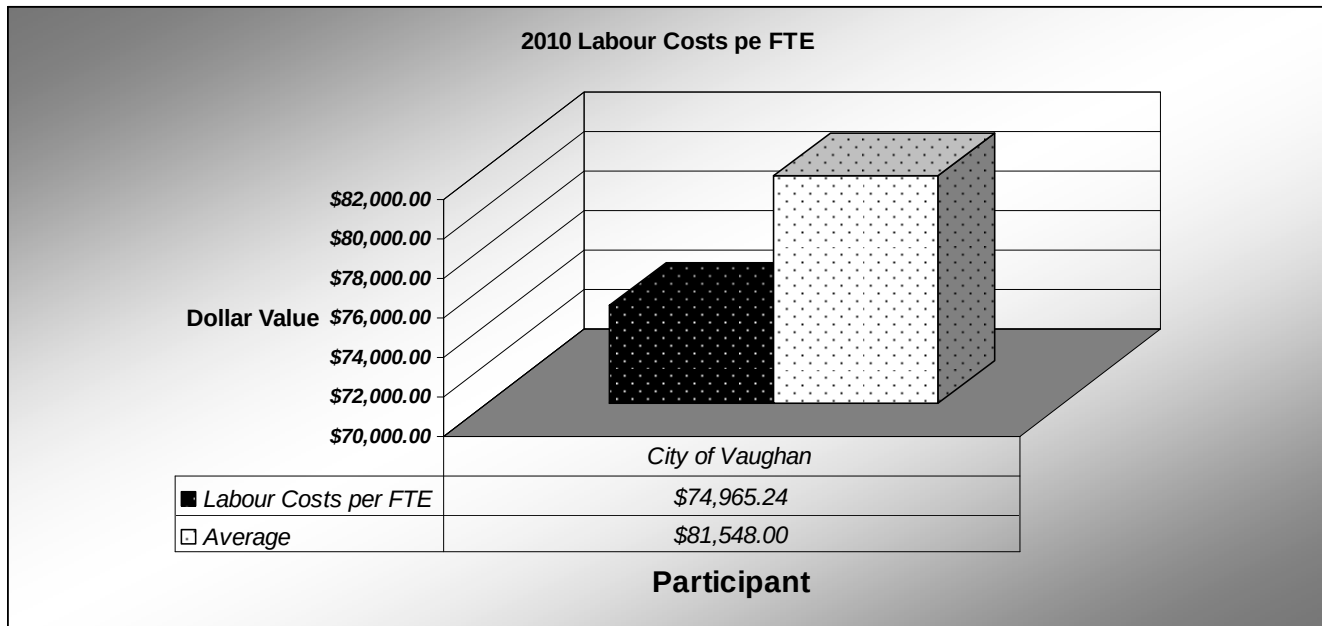
The ratio of **HR Costs per Employee** shows the cost of creating, implementing and administering HR programs for each employee including benefits, compensation, employee relations, HRIS, employee data and personnel records, organization development, recruitment and retention.

How much money the City spends for each employee during the various stages of the employment lifecycle (attract > hire > retain > terminate)

2012-14 Business Plan

BUSINESS OVERVIEW:

MEASURE #3 METRIC CATEGORY "COMPENSATION"



Key Conclusion: The report clearly shows that the City's labour costs per FTE are well below the average of public sector organizations that participated in this survey.

Notes about the Measure:

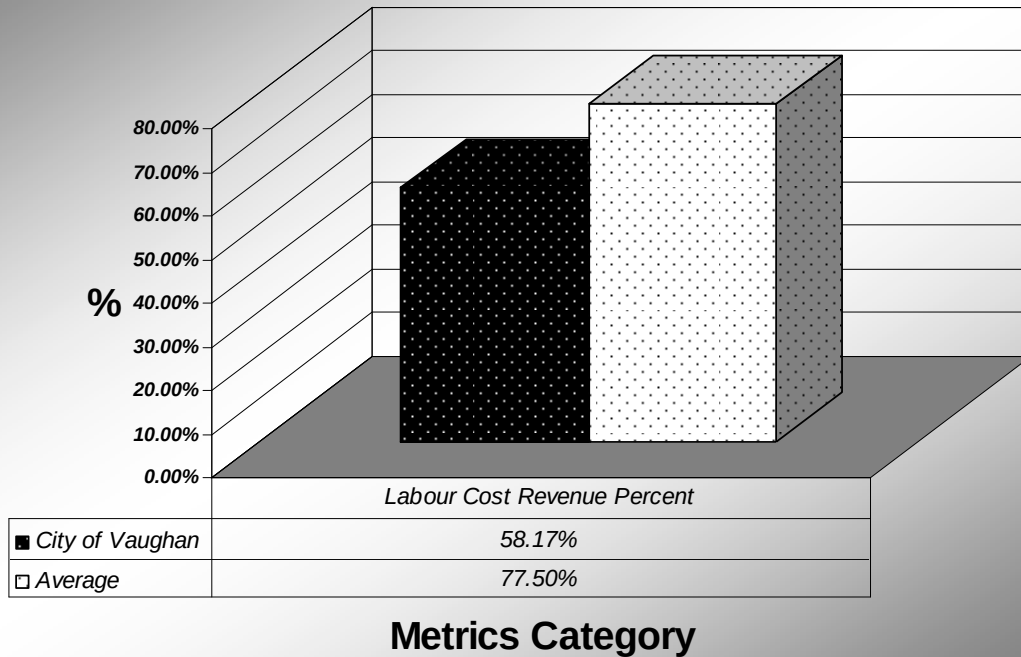
What this metric means: The average labour cost to the organization for each Full-Time Equivalent (FTE). This metric can be used to better understand the impact that labour costs have on total expenditures, and to monitor how these costs change overtime.
To better monitor increases in overall labour costs – not just salary – through combining, payroll, benefit and other taxable compensation-related expenses.

2012-14 Business Plan

BUSINESS OVERVIEW:

MEASURE #4 METRIC CATEGORY "COMPENSATION"

Total Labour Costs as a % of Total Revenue



Key Conclusion: The report clearly shows that the City's ratio of labour as a percentage of revenue is below the average of public sector organizations that participated in this survey.

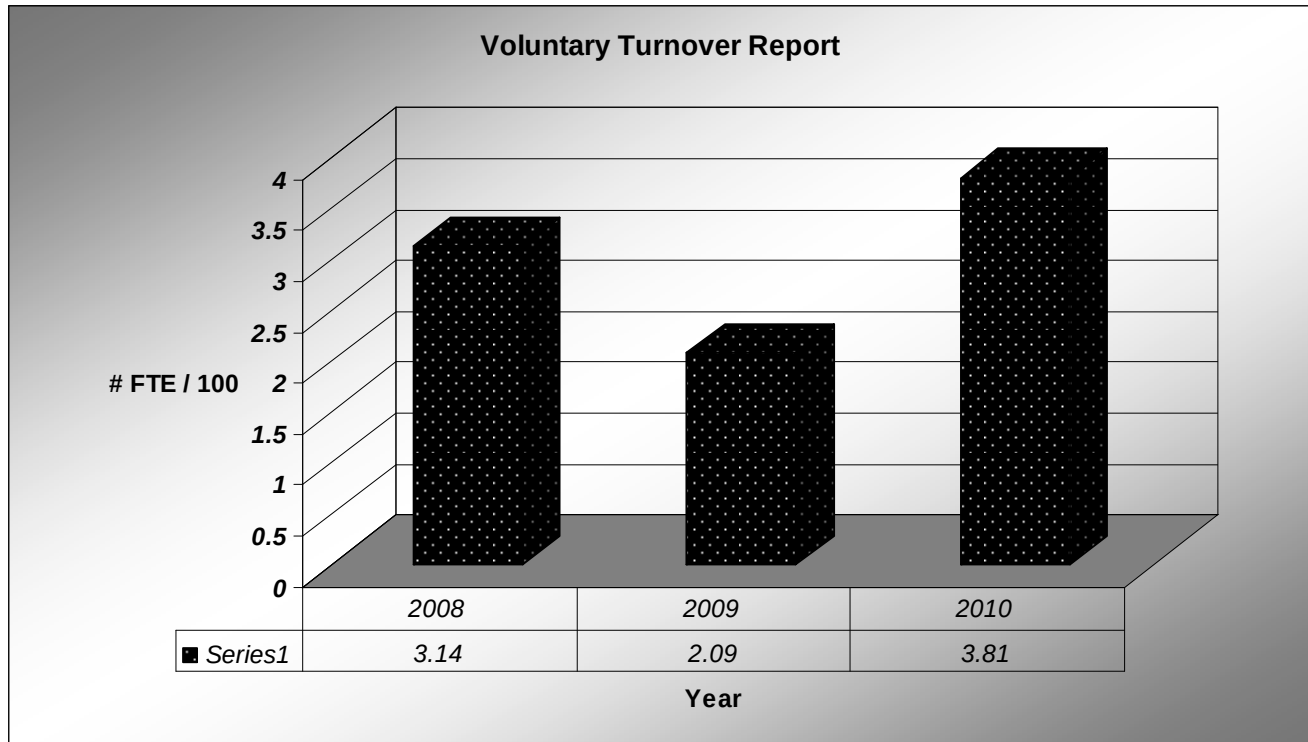
Notes about the Measure:

The total labour costs as a percentage of organizational revenue, or, how much you spend on salary and benefits as a percentage of the revenue generated. The metric result can be translated as the amount of investment in your employees required to generate each dollar of revenue.

Labour cost can be a significant operating expense, in particular in an organization that relies on human capital to generate value.

2012-14 Business Plan

MEASURE#5 TURNOVER RATIO



Key Conclusion:

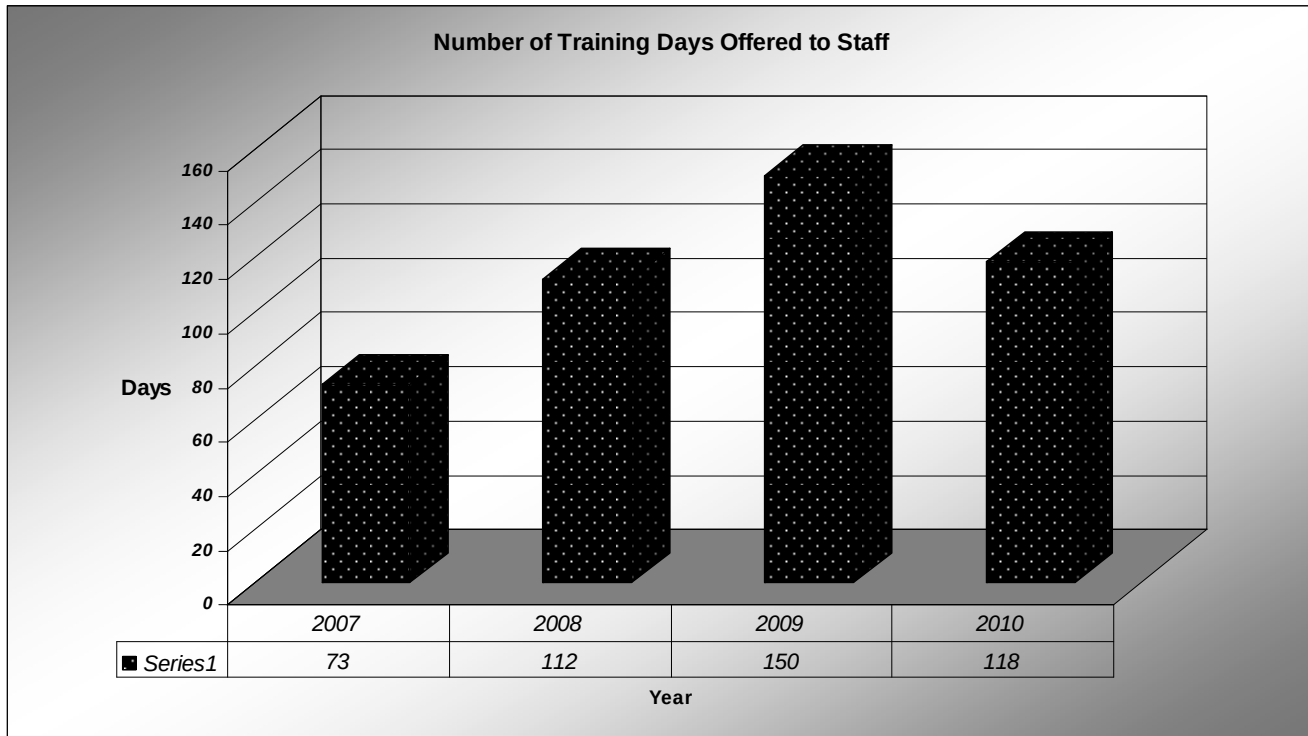
Our gross turnover ratio in 2010 has increased in comparison to the previous years in large part due to an increase in retirements and also in resignations. The municipal average is 4.1% as collected by OMBI survey and we are below the average. In 2010 following the implementation of the Fire Arbitration award we experienced an increase in retirement request from VFRS staff.

Notes about the Measure:

The Human Resources Department tracks all departing employees and compares it to the total employees for the particular year.

2012-14 Business Plan

MEASURE#6 NUMBER OF TRAINING DAYS OFFERED



Key Conclusion:

The number of training days has steadily increased over the past few years. In 2009 we scheduled and completed a total of 150 training days which included training on corporate policies, management and leadership training as well as accessibility training required by the new regulations. We continue to develop and provide training opportunities.

Notes about the Measure:

This measure tracks the number of training days offered to City staff. This includes workshops, seminars, courses on a wide variety of topics including, health and safety, wellness, communications, management and leadership skills.

We are also capturing training days by each employee.

2012-14 Business Plan

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

Human Resources staff continues to work towards enhancing the services we provide to customers including employees and departments. We are working on implementing several initiatives that are part of our HR Strategy to assist the organization in achieving employee excellence, management excellence and service excellence.

Our focus is to provide a comprehensive service to our clients in the most cost effective manner while at the same time minimizing the risk to the organization.

Commissioner Sign-off

Date (mm/dd/yy)

City of Vaughan

Revenue/Expenditure Summary Report

2012 Operating Budget

					2012			
			2011 Actuals *	2011 Budget	2012 Budget	% of Total Budget	Budget Variance \$	Budget Variance %
Human Resources	Labour Costs	Staffing Costs (incl Benefits)	2,556,225	2,541,115	2,770,907	80.8%	229,792	9.04%
	Other Expenses	Professional Fees	450,108	387,988	412,990	12.0%	25,002	6.44%
		Staff Development & Training	66,414	124,746	82,794	2.4%	(41,952)	-33.63%
		Community Advertising & Promotion	68,912	50,000	50,000	1.5%	0	0.0%
		Awards, Sponsorships & Grants	51,617	35,000	35,000	1.0%	0	0.0%
		Meals & Travel	2,578	1,951	29,950	0.9%	27,999	1,435.11%
		Office Supplies & Expenses	23,475	27,504	27,505	0.8%	1	0.0%
		Other	17,476	16,749	16,750	0.5%	1	0.01%
		Service Contracts and Materials	0	14,680	14,680	0.4%	0	0.0%
		Office Equipment & Furniture	799	5,416	8,515	0.2%	3,099	57.22%
		Tools & Equipment	10,841	10,830	10,830	0.3%	0	0.0%
		Communications	4,331	6,820	6,820	0.2%	0	0.0%
		General Mtce & Repairs	0	980	980	0.0%	0	0.0%
		Joint Services & Department Transfers	(39,953)	(40,000)	(40,000)	-1.2%	0	0.0%
		Total	656,599	642,664	656,814	19.2 %	14,150	2.2 %
	Total Expenses		3,212,824	3,183,779	3,427,721	100.0 %	243,942	7.66 %
	Net Expenditures		3,212,824	3,183,779	3,427,721		243,942	7.66 %

Corporate Structure Review***													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2012 Impact		Net 2013 Impact		Net 2014 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Learning & Dev. Specialist*	FT	1.00	91,951	(66,951)	25,000			1.00	25,000		4,598		4,827
Professional Fees - Engagement Survey			50,000		50,000			0.00	50,000		(50,000)		
Administrative Coordinator**	FT	1.00	81,992		81,992			1.00	81,992		(1,700)		3,989
* Net impact was nil as budget was transferred from ITM and Clerks departments													
** Budget is in Contingency as per Council direction. Budget will be transferred upon review by new Commissioner of Corp & Strategic Services and Council													

Corporate Structure Review***													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2012 Impact		Net 2013 Impact		Net 2014 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
HR Coordinator	FT	1.00	74,086		74,086			1.00	74,086	(0.50)	(38,359)	(0.50)	(35,727)

City of Vaughan
Revenue/Expenditure Summary Report
Operating Budget Forecast

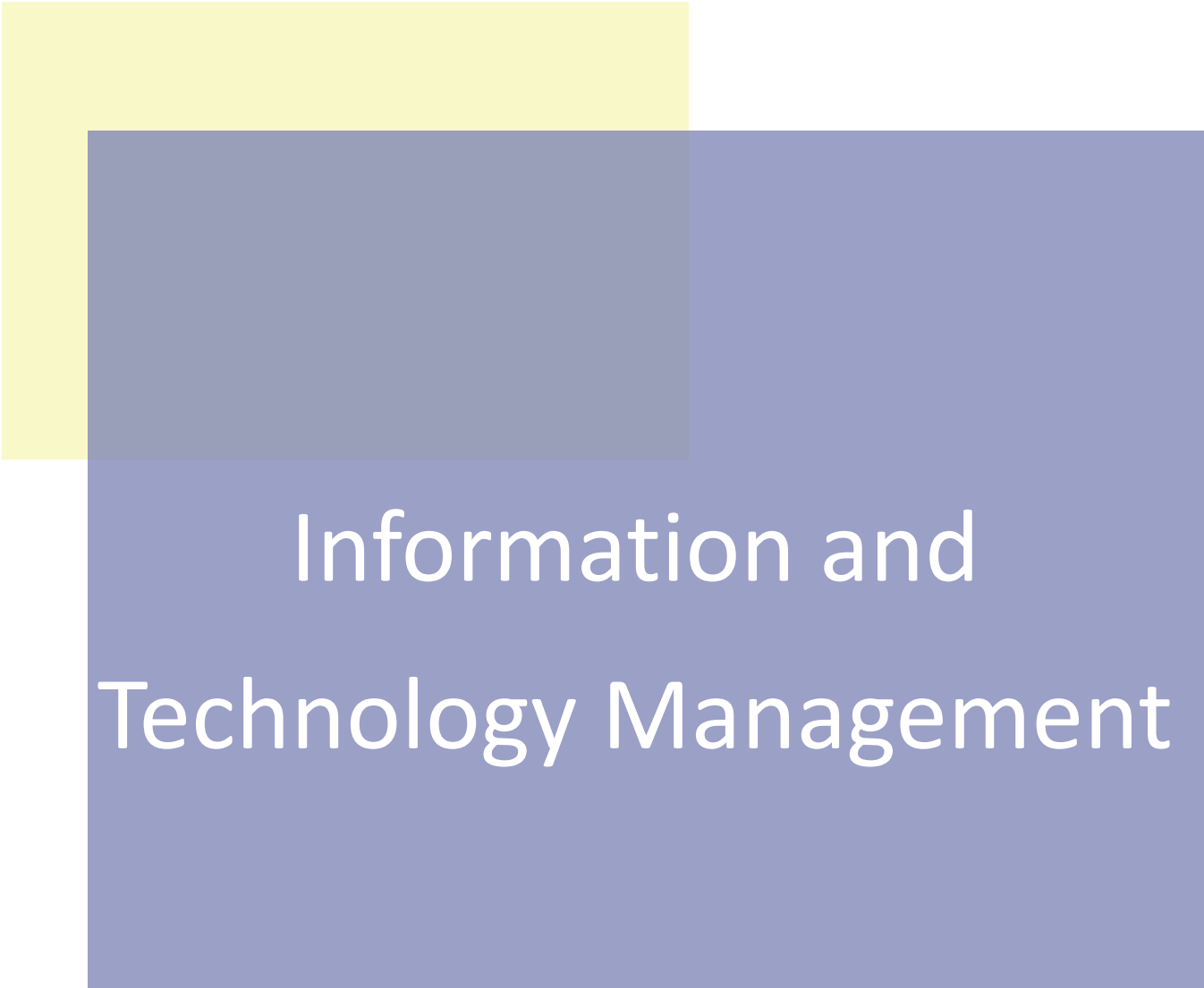
			2012 Budget	2013 Forecast	2013 vs 2012 Forecast Variance \$	2013 vs 2012 Forecast Variance %	2014 Forecast	2014 vs 2013 Forecast Variance \$	2014 vs 2013 Forecast Variance %
Human Resources	Labour Costs	Staffing Costs (incl Benefits)	2,846,899	2,932,973	86,074	3.0%	3,119,684	186,711	2.93%
	Other Expenses	Professional Fees	412,990	362,990	(50,000)	-12.1%	362,990	0	-13.77%
		Staff Development & Training	83,294	84,794	1,500	1.8%	87,794	3,000	1.77%
		Community Advertising & Promotion	50,000	50,000	0	0.0%	50,000	0	0.0%
		Awards, Sponsorships & Grants	35,000	35,000	0	0.0%	50,000	15,000	0.0%
		Meals & Travel	29,950	30,350	400	1.3%	31,050	700	1.32%
		Office Supplies & Expenses	27,505	27,505	0	0.0%	28,505	1,000	0.0%
		Other	16,750	16,750	0	0.0%	16,750	0	0.0%
		Service Contracts and Materials	14,680	14,680	0	0.0%	14,680	0	0.0%
		Office Equipment & Furniture	14,015	10,915	(3,100)	-22.1%	16,515	5,600	-28.4%
		Tools & Equipment	10,830	10,830	0	0.0%	10,830	0	0.0%
		Communications	6,820	7,420	600	8.8%	8,020	600	8.09%
		General Mtce & Repairs	980	980	0	0.0%	980	0	0.0%
		Joint Services & Department Transfers	(40,000)	(40,000)	(0)	0.0%	(40,000)	(0)	0.0%
		Total	662,814	612,214	(50,600)	-7.6%	638,114	25,900	-8.27%
	Total Expenses		3,509,713	3,545,187	35,474	1.0%	3,757,798	212,611	1.0%
	Net Expenditures		3,509,713	3,545,187	35,474	1.0%	3,757,798	212,611	1.0%

Recognized 2013 ARRs											
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2013 Impact		Net 2014 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Learning & Dev. Specialist	FT	1.00	100,462		100,462			1.00	100,462		(877)
Recognized 2014 ARRs											
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
HR Specialist WHS	FT	1.00	120,997		120,997			1.00	120,997		125
HR Specialist Absence & Disb Mgmt	FT	1.00	92,420		92,420			1.00	92,420		(1,374)
HR Awards			15,000		15,000				15,000		

City of Vaughan
Commissioner of Legal and Administrative Services
Human Resources

2012 Capital Budget

Budget Year	Project #	Project Name	Project Type	Total Budget	Operating Budget Impact	TCA
2012	HR-2516-12	JD Edwards - Position Control Module	Technology	\$72,100		Y
Total 2012 Capital Budget				\$72,100		



Information and Technology Management

2012-14 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).

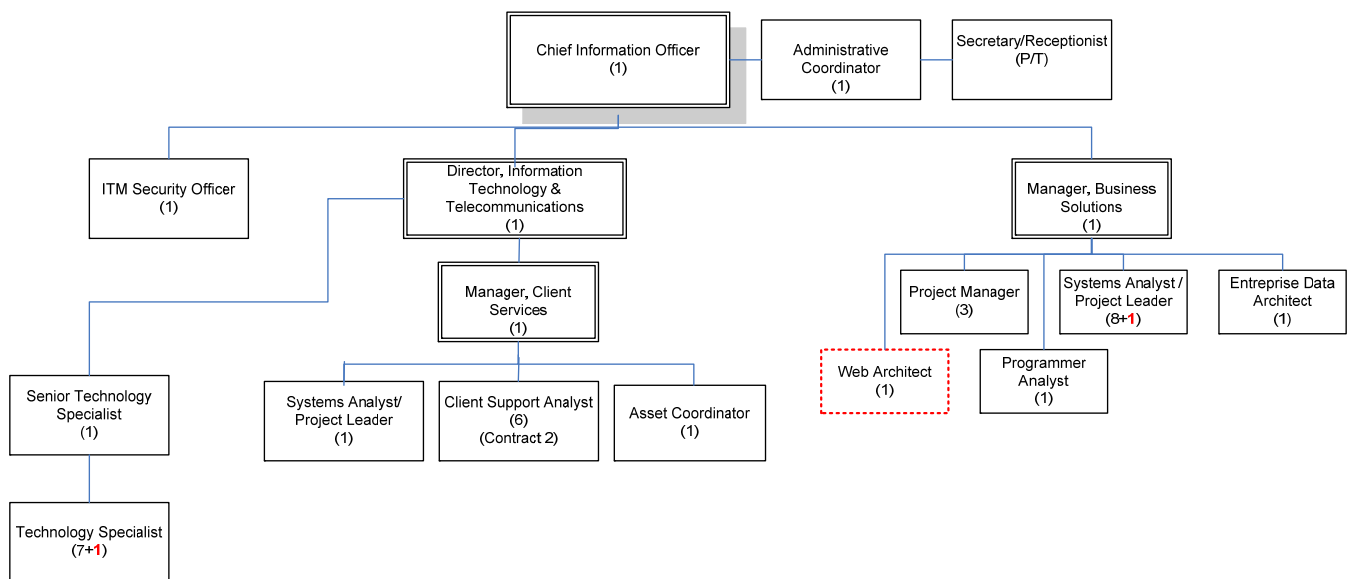
The ITM department is organized into three (3) business units, each with a particular focus and specific responsibilities:

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)



2012 Approved
ARR

2012-14 Business Plan

Full Time, Part Time and Overtime – Budgeted Amounts

	2011	2012 Base*	Approved 2012 ARR	2012 Final	2013 ARR	2014 ARR
Full Time	36	36	3	39	-	-
FT-Contracts	4	4	-	2	1	-
Part Time	2.5	2.69	(2)	0.69	-	-
Total FTE	40.5	40.69	1	41.69	1	-
Overtime	-	-	-	-	-	-

*2012 Base Budget was adjusted to reflect Part Time Equivalent.

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

- Internal departments within the City
- Staff
- Council
- Vaughan Fire and Rescue Services (VFRS)
- Vaughan Public Library (VPL)
- Public

Work Plan:

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

Service Excellence

- Demonstrate Excellence in Service Delivery

Management Excellence

- Ensure a High Performing Organization
- Manage Corporate Assets

Staff Excellence

- Demonstrate Effective Leadership
- Value & Encourage a Highly Motivated Workforce
- Attract, Retain & Promote Skilled Staff
- Support the Professional Development of Staff

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

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

2012-14 Business Plan

City intensifies its efforts to achieve business improvements, more departments are initiating projects requiring ITM support. The result is that ITM department is under resourced and some business improvement projects are not able to proceed.

A number of business improvement opportunities exist in various departments. These opportunities are being identified through departmental business plans and continuous improvement initiatives. Leveraging the ITM expertise in business process mapping, project management, solutions implementation and support, will yield operational efficiencies in many City departments.

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

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Maintain a reliable and secure network and systems infrastructure for all City, VPL, and VFRS facilities	2010/11	On-going Operational	Critical IT infrastructure up and running 99.999%
Renew 25% of the City's personal computer assets	2010/11	Complete	Effective Corporate Assets Management
Renew and/or increase capacity of enterprise computing and network facilities	2010/11	Complete	Effective Corporate Assets Management
Launch Vaughan On-line (VOL) to the public	2010/11	Delayed to Q4-2011	
Prepare IT, telecommunications and IT solutions for relocation and installation in the new City Hall	2010/2011	COMPLETE	Successful technology migration and implementation, without service interruption
Implement e-Mail journaling application	2010/11	Cancelled	

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

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2012 (Top 3 Objectives)			
Support / enable City departments achieve operational efficiencies by providing process mapping, business analysis, process re-engineering, process automation, project management and change management services	On-going	Operational Efficiencies realized in City departments	All City departments, Business Solutions, Technical Support
Contribute to the establishment of business processes, functional requirements and reporting requirements of a corporate performance measurement system and provide support in its implementation and maintenance	2012-14	Effective Measurement and Analysis of City's strategic objectives and operational efficiency	All City departments

2012-14 Business Plan

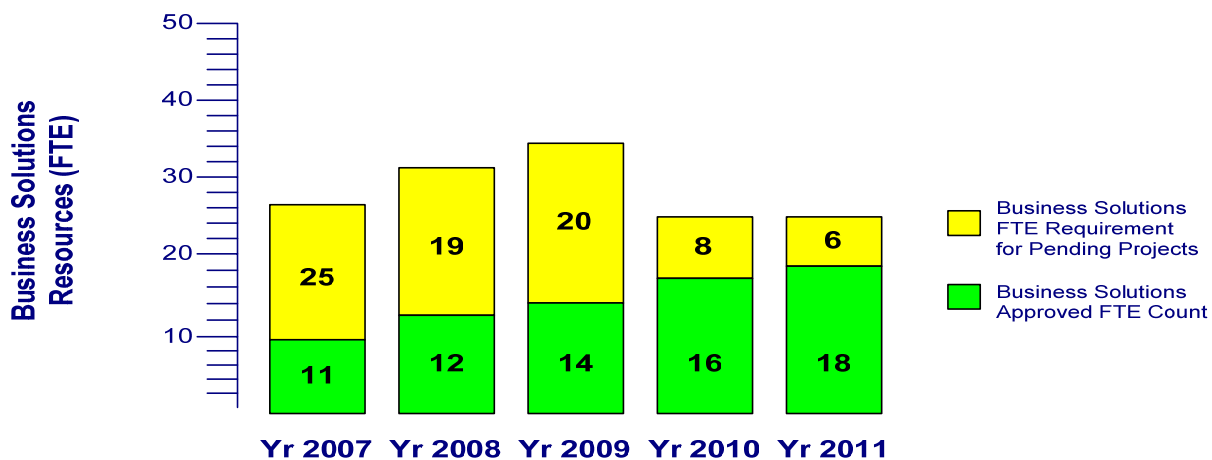
Contribute to the establishment of business processes, functional requirements and reporting requirements of a corporate asset management system and provide support in its implementation and maintenance	2012-14	Effective management of corporate assets and associated financial planning	All City departments
2013 (Top 3 Objectives)			
Support / enable City departments achieve operational efficiencies by providing process mapping, business analysis, process re-engineering, process automation, project management and change management services	2012-14	Operational Efficiencies realized in City departments	All City departments, Business Solutions, Technical Support
Contribute to the establishment of business processes, functional requirements and reporting requirements of a corporate performance measurement system and provide support in its implementation and maintenance	2012-14	Effective Measurement and Analysis of City's strategic objectives and operational efficiency	All City departments
Contribute to the establishment of business processes, functional requirements and reporting requirements of a corporate asset management system and provide support in its implementation and maintenance	2012-14	Effective management of corporate assets and associated financial planning	All City departments
2014 (Top 3 Objectives)			
Support / enable City departments achieve operational efficiencies by providing process mapping, business analysis, process re-engineering, process automation, project management and change management services	2012-14	Operational Efficiencies realized in City departments	All City departments, Business Solutions, Technical Support
Contribute to the establishment of business processes, functional requirements and reporting requirements of a corporate performance measurement system and provide support in its implementation and maintenance	2012-14	Effective Measurement and Analysis of City's strategic objectives and operational efficiency	All City departments
Contribute to the establishment of business processes, functional requirements and reporting requirements of a corporate asset management system and provide support in its implementation and maintenance	2012-14	Effective management of corporate assets and associated financial planning	All City departments

2012-14 Business Plan

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

INFORMATION & TECHNOLOGY MANAGEMENT

Business Solutions Resources Demand and Capacity



BUSINESS OVERVIEW:

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

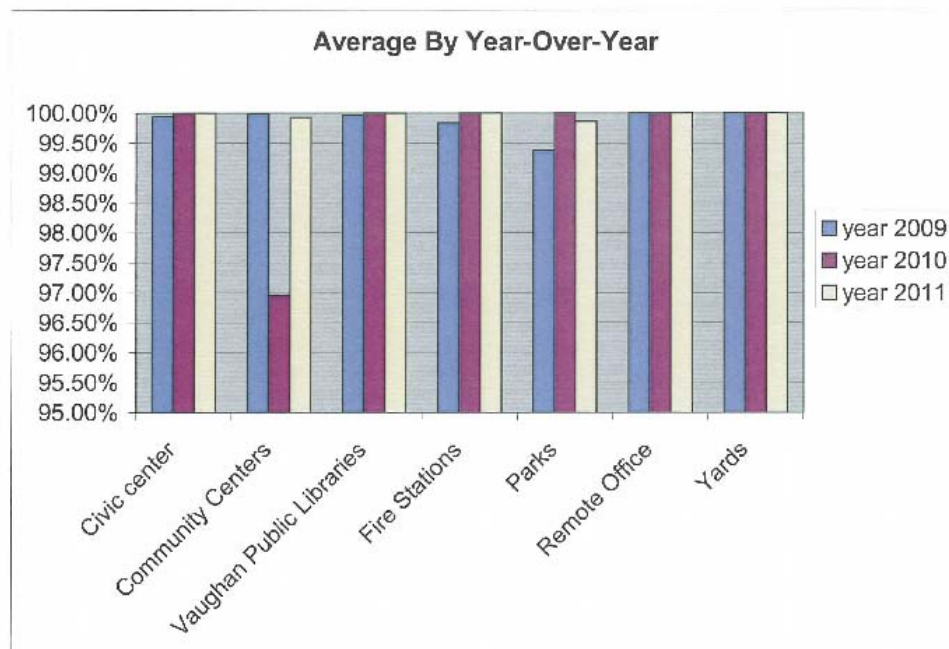
Key Conclusion: (Explanation of the trend on the performance measure graph)

- As departments undertake business improvement initiatives, demand for business solutions support is increasing (Pending Projects)
- ITM Business Solutions group does not have sufficient FTE capacity to meet clients' demand for projects/resources

2012-14 Business Plan

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

Data and Voice Infrastructure Reliability:



30/08/2011

BUSINESS OVERVIEW:

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

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

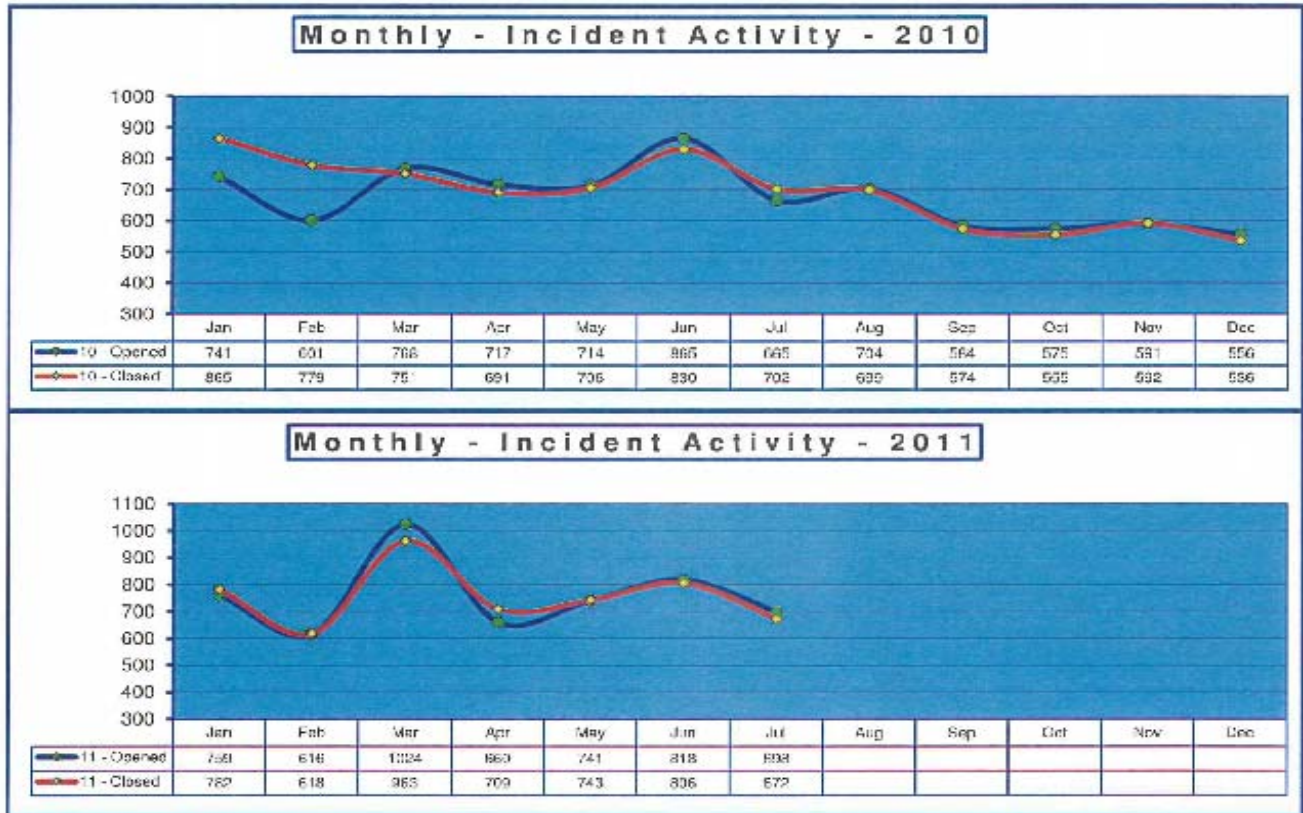
- Networked City facilities are experiencing 99.999% “up” time during normal business hours (over 12 months period)

This measure meets/exceeds IT industry benchmarks for mission-critical systems reliability

2012-14 Business Plan

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

ITM HelpDesk Incident Activity:



BUSINESS OVERVIEW:

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

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

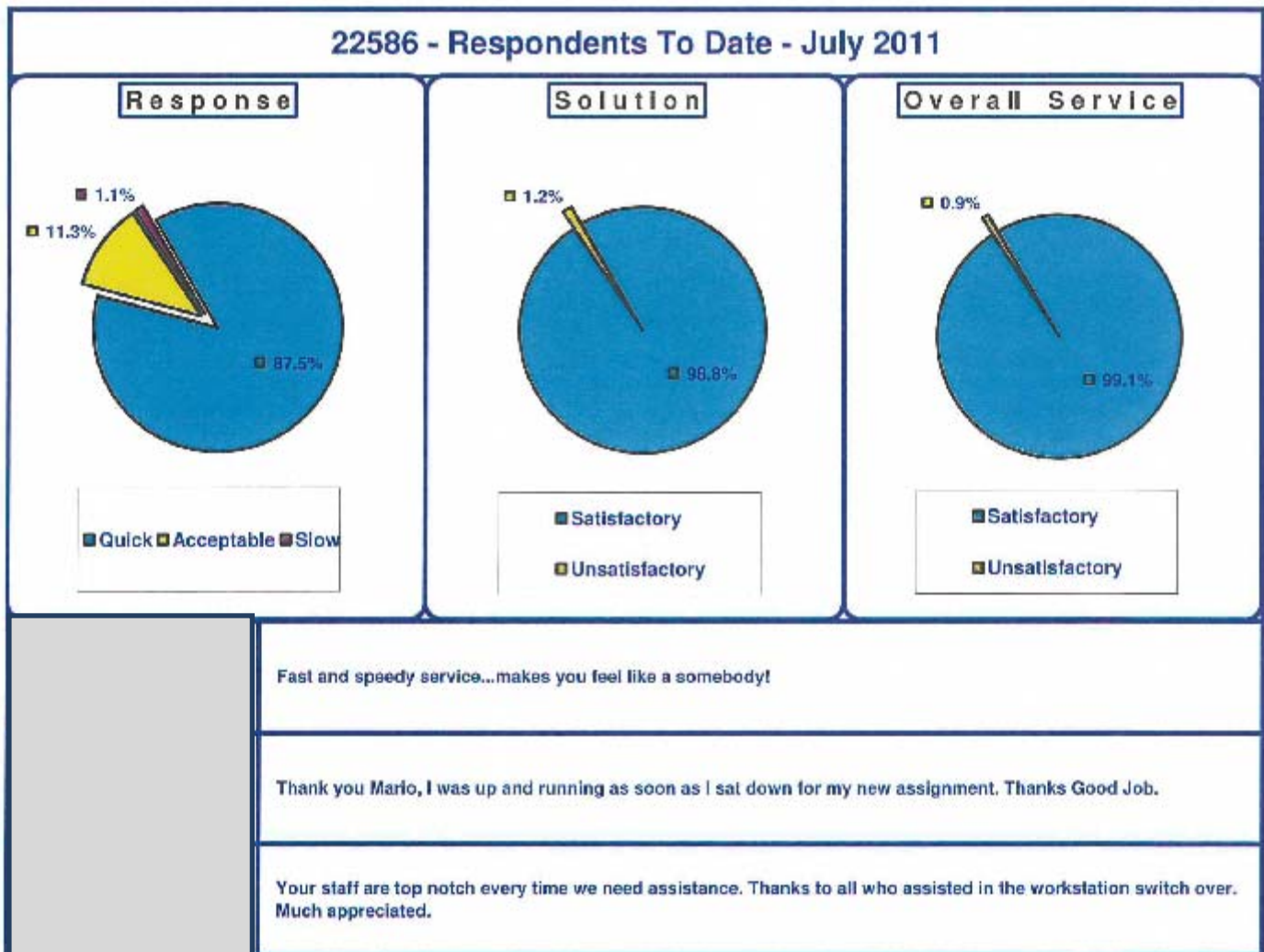
Key Conclusion: (Explanation of the trend on the performance measure graph)

- ITM Client Services resources are effectively utilized to meet client demand

2012-14 Business Plan

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

ITM HelpDesk Service Effectiveness:



BUSINESS OVERVIEW:

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

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

- ITM Client Services group meets/exceeds previously established service level targets

2012-14 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)

City of Vaughan

Revenue/Expenditure Summary Report

2012 Operating Budget

					2012			
		2011 Actuals *	2011 Budget		2012 Budget	% of Total Budget	Budget Variance \$	Budget Variance %
Information & Technology Mgmt.	Joint Service Revenue	Joint Service Revenue	(39,650)	(40,000)	(40,839)	-0.5%	(839)	2.1%
	Labour Costs	Staffing Costs (incl Benefits)	4,125,652	4,413,582	4,723,826	61.3%	310,244	7.03%
	Other Expenses	Service Contracts and Materials	1,401,486	1,398,516	1,538,102	19.9%	139,586	9.98%
		Communications	778,933	703,747	751,433	9.7%	47,686	6.78%
		Professional Fees	325,829	574,231	476,653	6.2%	(97,578)	-16.99%
		Office Equipment & Furniture	226,624	232,823	230,823	3.0%	(2,000)	-0.86%
		Staff Development & Training	28,364	69,440	70,941	0.9%	1,501	2.16%
		Office Supplies & Expenses	16,072	22,231	24,356	0.3%	2,125	9.56%
		Meals & Travel	7,405	13,159	13,309	0.2%	150	1.14%
		Utilities & Fuel	0	0	1,118	0.0%	1,118	0.0%
		Capital Funding	38,277	0	0	0.0%	0	0.0%
		Corporate Accounts	55,615	55,615	0	0.0%	(55,615)	-100.0%
		General Mtce & Repairs	7,289	6,000	0	0.0%	(6,000)	-100.0%
		Other	1,673	2,025	0	0.0%	(2,025)	-100.0%
		Joint Services & Department Transfers	(78,864)	(78,864)	(78,864)	-1.0%	0	0.0%
		Total	2,808,703	2,998,923	3,027,871	39.3 %	28,948	0.97 %
	Total Expenses		6,894,705	7,372,505	7,710,858	100.0 %	338,353	4.59 %
	Net Expenditures		6,894,705	7,372,505	7,710,858		338,353	4.59 %

Corporate Structure Review***													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2012 Impact		Net 2013 Impact		Net 2014 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Learning & Dev. Specialist*				(20,000)	(20,000)			0.00	(20,000)				
Tech. Specialist DBA (FTE in lieu of Prof Fees/Contracts)	FT	1.00	114,710	(114,710)	0			1.00	0		(6,000)		
Sys. Analyst/Proj. Leader (VOL) (FTE Conversion)	FT	0.00	110,775	(110,775)	0			0.00	0				
Web Architect (FTE Conversion)	FT	0.00	115,590	(115,590)	0			0.00	0				

* Budget was transferred to HR Dept.

City of Vaughan
Revenue/Expenditure Summary Report
Operating Budget Forecast

			2012 Budget	2013 Forecast	2013 vs 2012 Forecast Variance \$	2013 vs 2012 Forecast Variance %	2014 Forecast	2014 vs 2013 Forecast Variance \$	2014 vs 2013 Forecast Variance %
Information & Technology Mgmt.	Joint Service Revenue	Joint Service Revenue	(40,839)	(42,065)	(1,226)	3.0%	(43,326)	(1,261)	2.91%
	Labour Costs	Staffing Costs (incl Benefits)	4,723,826	4,899,162	175,336	3.7%	4,953,134	53,972	3.58%
	Other Expenses	Service Contracts and Materials	1,538,102	1,594,698	56,596	3.7%	1,549,872	(44,826)	3.55%
		Communications	751,433	751,433	0	0.0%	751,433	0	0.0%
		Professional Fees	476,653	476,653	0	0.0%	476,653	0	0.0%
		Office Equipment & Furniture	230,823	228,123	(2,700)	-1.2%	224,823	(3,300)	-1.18%
		Staff Development & Training	70,941	70,941	0	0.0%	70,941	0	0.0%
		Office Supplies & Expenses	24,356	24,356	0	0.0%	24,356	0	0.0%
		Meals & Travel	13,309	13,309	0	0.0%	13,309	0	0.0%
		Utilities & Fuel	1,118	1,298	180	16.1%	1,363	65	13.87%
		Capital Funding	0	0	0	0.0%	0	0	0.0%
		Corporate Accounts	0	0	0	0.0%	0	0	0.0%
		General Mtce & Repairs	0	0	0	0.0%	0	0	0.0%
		Other	0	0	0	0.0%	0	0	0.0%
		Joint Services & Department Transfers	(78,864)	(78,864)	(0)	0.0%	(78,864)	(0)	0.0%
		Total	3,027,871	3,081,947	54,076	1.8%	3,033,886	(48,061)	1.75%
	Total Expenses		7,710,858	7,939,044	228,186	3.0%	7,943,694	4,650	2.87%
	Net Expenditures		7,710,858	7,939,044	228,186	3.0%	7,943,694	4,650	2.87%

City of Vaughan
City Manager
Information & Technology Management

2012 Capital Budget

Budget Year	Project #	Project Name	Project Type	Total Budget	Operating Budget Impact	TCA
2012	IT-3018-12	Active Network eConnect Additional Licenses	Equipment Replacement	\$92,700		Y
2012	IT-3019-12	Central Computing Infrastructure Renewal	Equipment Replacement	\$389,300		Y
2012	IT-3017-12	Enterprise Telephone System Assets Renewal	Equipment Replacement	\$391,400		Y
2012	IT-3016-12	Personal Computer (PC) Assets Renewal	Equipment Replacement	\$221,500		Y
Total 2012 Capital Budget				\$1,094,900		

2013 Capital Budget Plan

Budget Year	Project #	Project Name	Project Type	Total Budget	Operating Budget Impact	TCA
2013	IT-3019-12	Central Computing Infrastructure Renewal	Equipment Replacement	\$389,300		Y
2013	IT-3017-12	Enterprise Telephone System Assets Renewal	Equipment Replacement	\$391,400		Y
2013	IT-3016-12	Personal Computer (PC) Assets Renewal	Equipment Replacement	\$221,500		Y
Total 2013 Capital Budget Plan				\$1,002,200		

Commissioner of Engineering and Public Works



Paul Jankowski

Commissioner's Message:

The Engineering and Public Works team proudly oversees the delivery of water, wastewater, solid waste, and local roads services to the residents and businesses of the City of Vaughan.

These four primary services are delivered by three teams focused on integrated implementation, management, and operation of the infrastructure, and on customer service.

The Development/Transportation Engineering Department plans and delivers the new infrastructure needed for our new or redeveloping communities. This includes new waterworks and servicing to individual properties, new sewer connections and mains, new local roads, sidewalks, and cycling facilities, and any associated infrastructure elements. This new infrastructure is constructed either by the builders of our new or redeveloping communities, or in partnership with the regional or provincial levels of government.

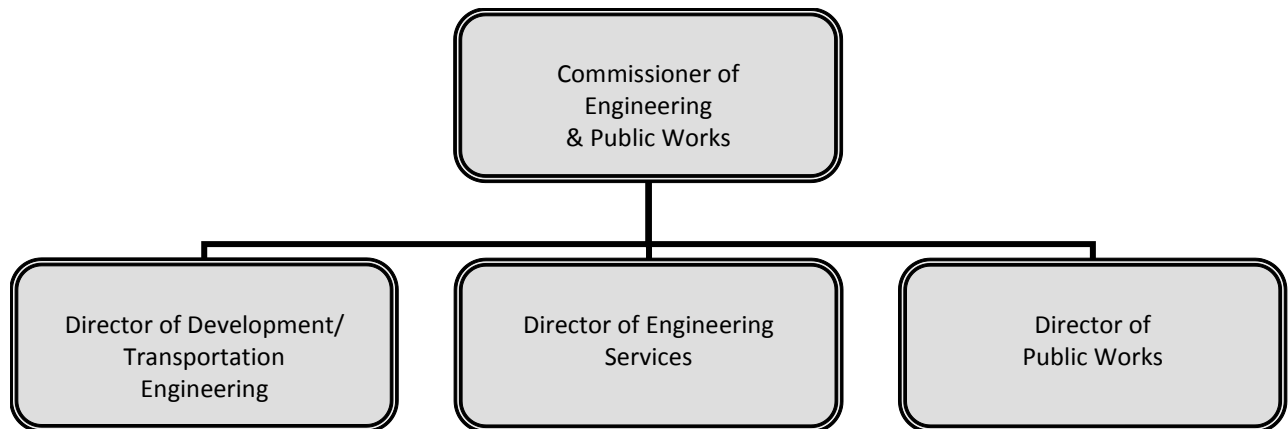
The Engineering Services Department ensures the long-term sustainability of the City's existing infrastructure. As infrastructure repair and replacement is largely funded from property taxes, sound asset management practices are used to optimize the City's financial plan and outlook. To achieve this, the Department is engaged in assessment, planning, design and construction of watermain, sewer, road, sidewalk, and streetlight renewal, replacement and improvement. Traffic assessments, and traffic signal, sign, and pavement marking design and implementation are also managed by this Department.

The Public Works Department operates all of the water, sewer, road and solid waste collection services. It maintains the water distribution system and management of service connections to individual properties, and ensures that the drinking water delivered to our homes and businesses meets or exceeds Ontario Drinking Water Quality Guidelines. Sewer service connections and the wastewater collection system are also managed and maintained by this Department. This Department is responsible for winter and non-winter maintenance of the roads, sidewalks, and streetlight/signal systems. In addition, the Public Works Department oversees the collection of residential solid waste, blue box, green bin, and yard waste materials by private sector contractors.

In collaboration with the other City departments, the entire Engineering and Public Works team looks forward to serving you.

Paul Jankowski
Commissioner of Engineering & Public Works

Commissioner of Engineering And Public Works



City of Vaughan

Revenue/Expenditure Summary Report

2012 Operating Budget

					2012			
			2011 Actuals *	2011 Budget	2012 Budget	% of Total Budget	Budget Variance \$	Budget Variance %
Comm. of Engineering & PWs	Labour Costs	Staffing Costs (incl Benefits)	315,246	326,930	469,642	94.1%	142,712	43.65%
	Other Expenses	Operating Leases	8,908	8,910	8,910	1.8%	0	0.0%
		Staff Development & Training	1,589	3,550	6,000	1.2%	2,450	69.01%
		Office Equipment & Furniture	327	2,200	5,700	1.1%	3,500	159.09%
		Utilities & Fuel	4,699	3,425	3,186	0.6%	(239)	-6.98%
		Communications	719	1,990	2,340	0.5%	350	17.59%
		Meals & Travel	853	560	1,675	0.3%	1,115	199.11%
		Office Supplies & Expenses	580	1,390	1,640	0.3%	250	17.99%
		Capital Funding	1,221	0	0	0.0%	0	0.0%
		Corporate Accounts	3,150	3,150	0	0.0%	(3,150)	-100.0%
		General Mtce & Repairs	1,857	780	0	0.0%	(780)	-100.0%
		Other	120	115	0	0.0%	(115)	-100.0%
		Total	24,025	26,070	29,451	5.9%	3,381	12.97%
	Total Expenses		339,270	353,000	499,093	100.0%	146,093	41.39%
	Net Expenditures		339,270	353,000	499,093		146,093	41.39%

Corporate Structure Review***													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2012 Impact		Net 2013 Impact		Net 2014 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Manager, Special Projects **	FT	1.00	135,764		135,764			1.00	135,764		2,411		320
** Net Impact was nil as budget was offset by savings in Public Works Department streetlight maintenance and Engineering Services													

City of Vaughan
Revenue/Expenditure Summary Report
Operating Budget Forecast

			2012 Budget	2013 Forecast	2013 vs 2012 Forecast Variance \$	2013 vs 2012 Forecast Variance %	2014 Forecast	2014 vs 2013 Forecast Variance \$	2014 vs 2013 Forecast Variance %
Comm. of Engineering & PWs	Labour Costs	Staffing Costs (incl Benefits)	469,642	477,951	8,309	1.8%	480,165	2,214	1.74%
	Other Expenses	Operating Leases	8,910	8,910	0	0.0%	8,910	0	0.0%
		Staff Development & Training	6,000	6,000	0	0.0%	6,000	0	0.0%
		Office Equipment & Furniture	5,700	1,700	(4,000)	-70.2%	1,700	0	-235.29%
		Utilities & Fuel	3,186	3,505	319	10.0%	3,680	175	9.1%
		Communications	2,340	2,340	0	0.0%	2,340	0	0.0%
		Meals & Travel	1,675	1,675	0	0.0%	1,675	0	0.0%
		Office Supplies & Expenses	1,640	1,640	0	0.0%	1,640	0	0.0%
		Capital Funding	0	0	0	0.0%	0	0	0.0%
		Corporate Accounts	0	0	0	0.0%	0	0	0.0%
		General Mtce & Repairs	0	0	0	0.0%	0	0	0.0%
		Other	0	0	0	0.0%	0	0	0.0%
		Total	29,451	25,770	(3,681)	-12.5%	25,945	175	-14.28%
	Total Expenses		499,093	503,721	4,628	0.9%	506,110	2,389	0.92%
	Net Expenditures		499,093	503,721	4,628	0.9%	506,110	2,389	0.92%



Development Transportation and Engineering

Development Transportation / Engineering

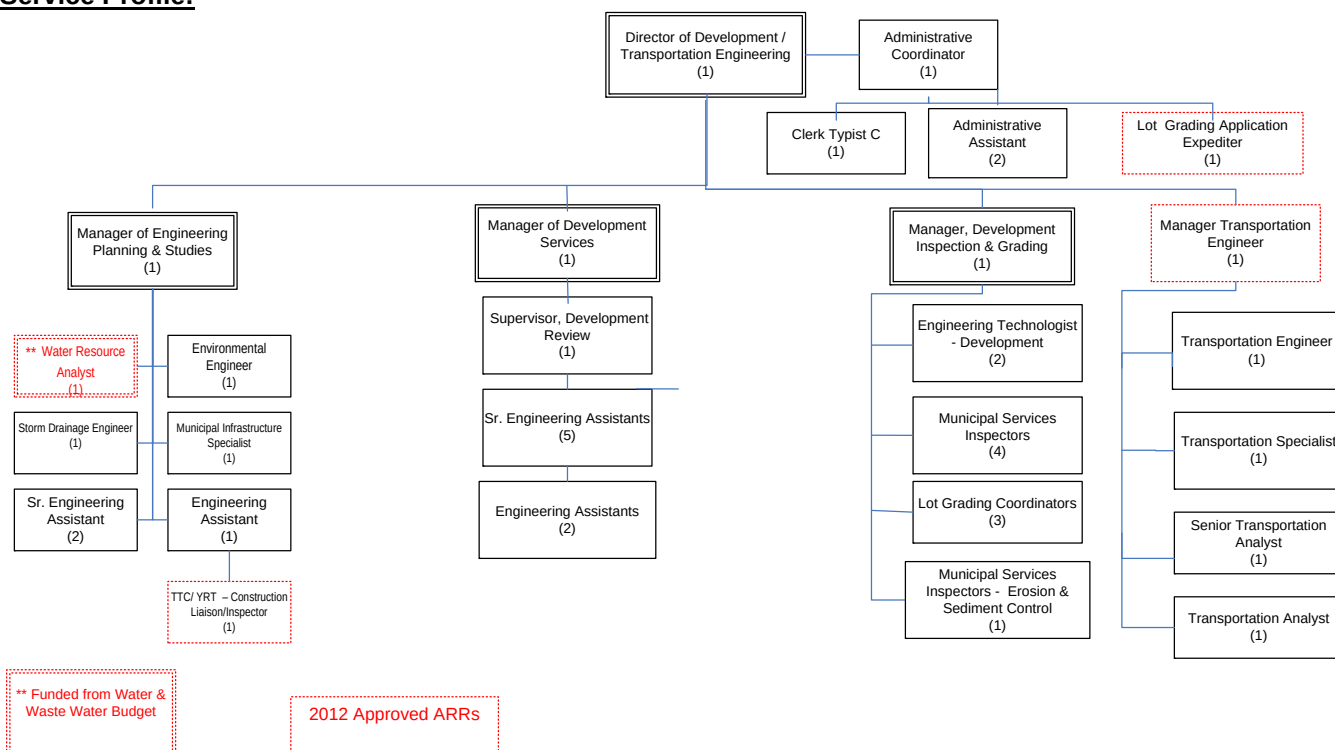
2012-14 Business Plan

BUSINESS OVERVIEW

Service Statement:

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:



Full Time, Part Time and Overtime – Budgeted Amounts

	2011	2012 Base*	Approved 2012 ARR	2012 Final	2013 ARR	2014 ARR
Full Time	36	36	2	38	1	-
FT-Contract	1	0	1	1		
Part Time	1.06	.06	-	.06	-	-
Total FTE	38.06	36.06	3	39.06	1	-
Overtime	\$45,800	\$43,422	\$2,000	\$45,422	-	-

*2012 base budget reduced by 2 FTEs including overtime (2009 Part Time contract ARR expired and 2011 Full Time contract ARR expired)

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

Development Transportation / Engineering

2012-14 Business Plan

Work Plan:

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

Demonstrate Excellence in Service Delivery
Lead & Promote Environmental Sustainability
Manage Growth & Economic Well-Being

SI 2 Conduct the 5-year comprehensive review of the Official Plan as part of the Growth Management Strategy 2031 including; support and coordinate land use planning for high capacity transit at strategic locations in the City and prepare a land use plan for the Vaughan enterprise zone and employment lands

SI 6 Plan for infrastructure renewal: Complete a local water, wastewater and storm sewer assessment system model.

SI 12 Review the Engineering Department design criteria and strategy for storm drainage and storm water management facilities to reflect climate changes and emerging legislation, and protection from significant flooding.

SI 19 Complete and implement the Growth Management Strategy including completion of a Transportation Master Plan, Water, Wastewater and Storm Water Master Plan, Secondary Plan Master Servicing Studies and Optimization studies.

SI 21 Create a city wide Engineering master plan for servicing and allocation. Servicing phase until 2011. Review annually.

SI 22 Continue the implementation plan for Langstaff, Teston and Kirby Road links.

SI 32 Work with other levels of government to continue to support the expansion of the GO System and public/rapid transit.

Link to Green Directions

1.1.5 (Green Directions) develop an emissions reduction plan (PCP Milestone 2) for City facilities. This reduction plan should examine;

- Potential savings in new building and existing infrastructure
- Energy conserving streetlight pilots
- Support for local, renewable sources of energy

1.3(Green Directions) To support enhanced standards of storm water management at the City and work with others to care for Vaughan's watersheds

2.3(Green Directions) To create a City with sustainable built form

3.1(Green Directions) To develop and sustain a network of sidewalks, paths and trails that supports all modes of non-vehicular transportation

3.2(Green Directions) To develop and sustain a network of roads that supports efficient and accessible public and private transit

3.3(Green Directions) To reduce single occupant vehicle (SOV) trips by supporting active transportation, car pooling and public transit.

Development Transportation / Engineering

2012-14 Business Plan

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

- To improve service delivery and realize work process efficiencies, the Development & Transportation Engineering Department will be assuming the responsibility of the receipt and processing of all applications related to approval of urban lot grading and pool enclosures permits, which is currently being done by Building Standards. On average, the City receives approximately 2,600 of these types of permits per year. This process change will take place after the move to the New City Hall and when adequate resources are in place.
- Undertake a comprehensive review of the fees and charges related to Development Engineering activities including engineering review of new subdivisions, site plans, grading permits, construction inspection and assumption process to ensure that revenue collected equals the departments operating costs (development pays for development).
- Continue to coordinate and facilitate rapid transit projects in the City including the Hwy 7 BRT, Spadina and Yonge Subway Extensions, Go Transit expansions and Regional Road widening for HOV lanes.
- Participate and facilitate Provincial Highway extensions/Improvements including Hwy 427, GTA West, 407 Transitway, etc.,.
- Transition from traditional forms of residential development (low density) to a higher density / intensification built form (48% intensification).
- Implementation of the City-wide Transportation Master Plan in consultation with other levels of governments such as the Province, Region of York and Metrolinx.
- Respond to changes in Regional and Provincial environmental and sustainability policies and legislation such as Sewer Infiltration/Inflow Reduction, Water Efficiency, Erosion & Sediment Control, Environmental Contaminated Site Assessment (Brownfield Act), sewer and water infrastructure commissioning standards.
- Development of an allocation strategy related to the growth management plan in the New Official Plan.
- Undertaking a comprehensive review of the Engineering component of the Development Charge By-law following approval of the new Official Plan.
- Advance the programming and implementation of the Pedestrian and Cycling Master Plan and other forms of active transportation.

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

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Reported on the completed Hwy 427 Environmental Assessment	2010	Completed	Finalized alignment of Hwy 427
Preparation of the City's Transportation Master Plan	2011	80% Completed	Report to Council in early 2011 and then implementation
Coordinate and facilitate the City's review of rapid transit projects including the Spadina Subway Extension Project	2015	On-going	Rapid Transit service to Vaughan
Undertake Energy Efficient Street Light Pilot Project	2010	Completed	Retrofit of about 1500 existing street light to LED technology

Development Transportation / Engineering

2012-14 Business Plan

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

<u>Business Plan Objectives:</u>	<u>Timeline</u>	<u>Outcome</u>	<u>Resources</u>
2011 (Top 3 Objectives)			
1. Complete City Transportation Master Plan	Q3-2011	Approved Master Plan	Existing complement & consultant
2. Coordinate and facilitate the City's review of rapid transit projects including the Spadina Subway Extension Project	On-going	Rapid Transit service to Vaughan	Consultant and/or contract staff
3. Undertake comprehensive review of engineering design criteria and standards	2011	Updated City Standards	Existing complement & consultant
4. Complete the city-wide water, wastewater and storm water master plan	2011	Approved Master Plan	Existing complement & consultant
2012 (Top 3 Objectives)			
1. Coordinate and facilitate the City's review of rapid transit projects including the Spadina Subway Extension Project	On-going	Rapid Transit service to Vaughan	Consultant and/or contract staff
2. Implement and promote Active Transportation and Travel Demand Management	On-going	Increase in transportation model split	Additional Staff Required
3. Service delivery improvements	On-going	More efficient work process	Existing complement

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

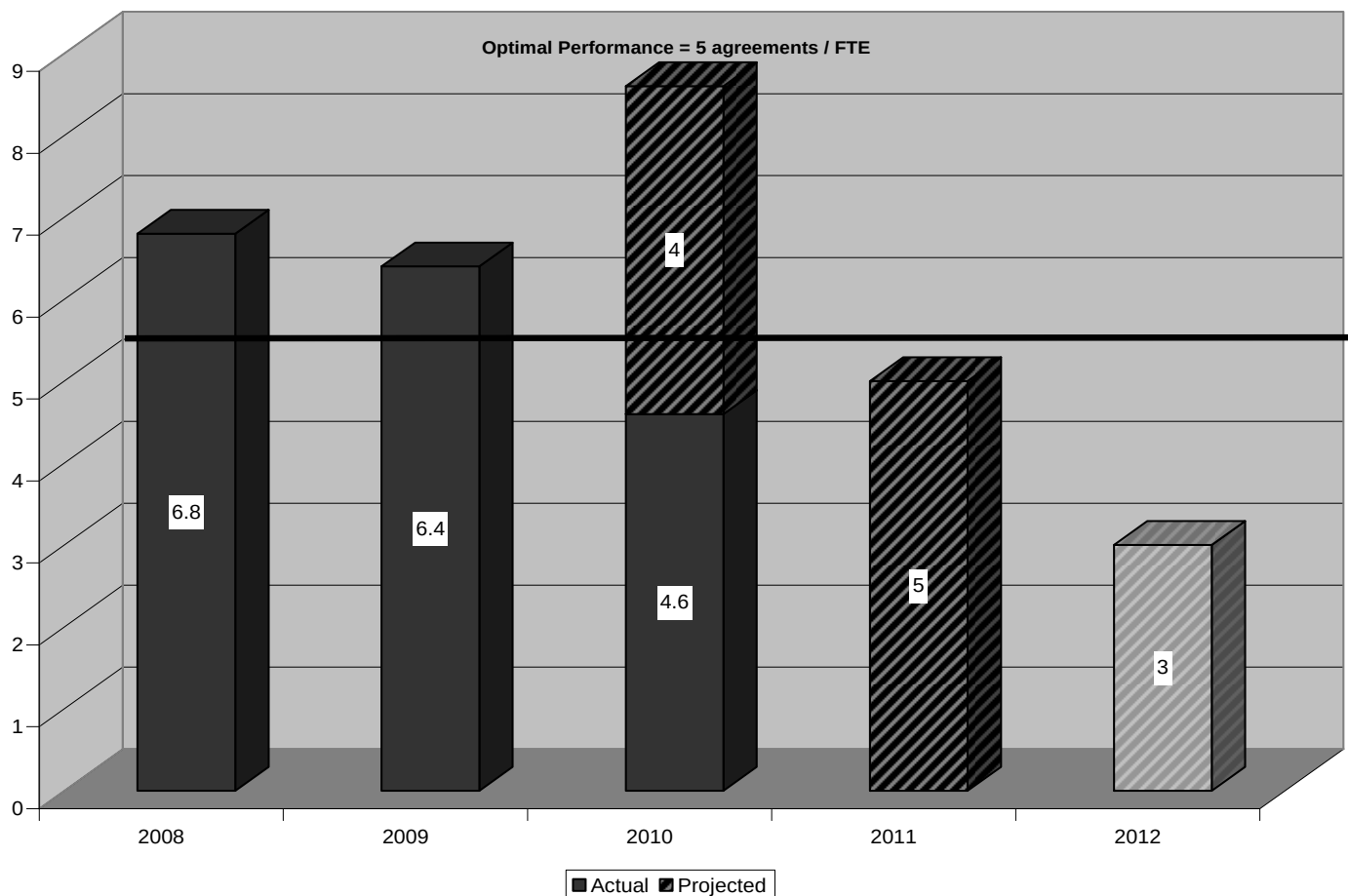
1. # of executed agreements / FTE
2. # of site plans and Committee of Adjustment applications
3. Construction costs for processed subdivision agreements / FTE
4. # of grading permits / FTE including new development, infill, and pool
5. # of studies / FTE
6. # of complaints resolved

Development Transportation / Engineering

2012-14 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.

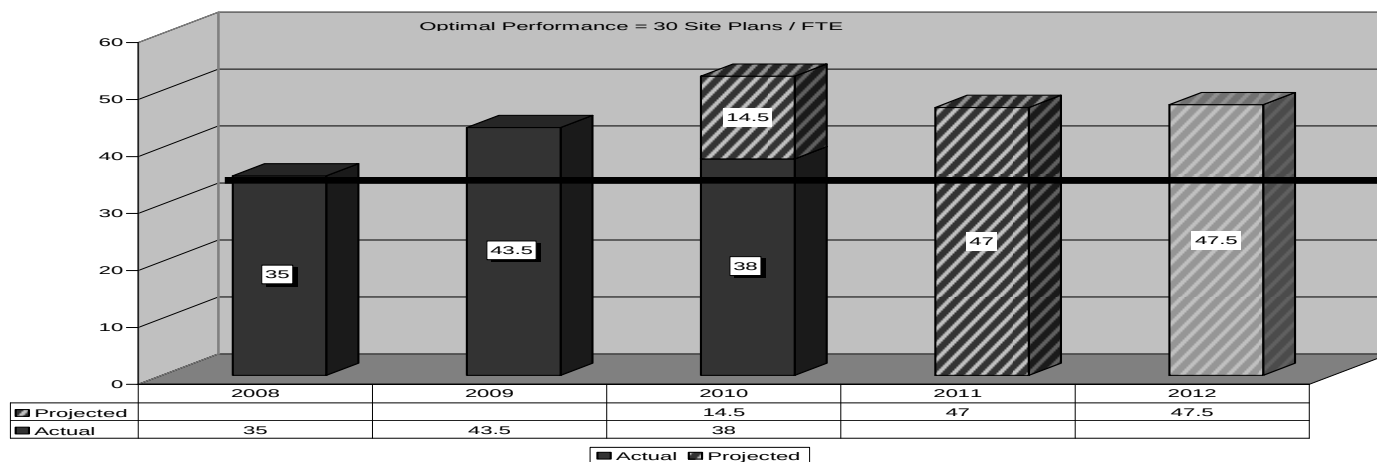
Development Transportation / Engineering

2012-14 Business Plan

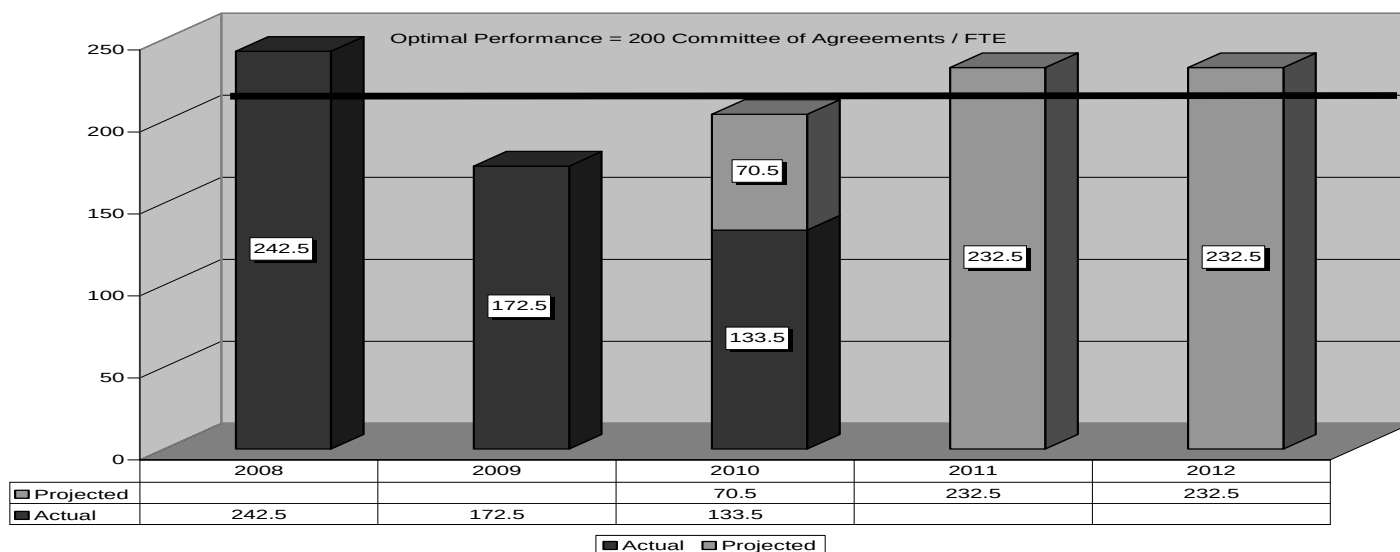
BUSINESS OVERVIEW:

Measurement: Number of Approved Site Plan and Committee of Adjustment Applications

Site Plans / FTE



Committee of Adjustment / FTE



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

The volume of site plan submissions increased in 2010 due to the requirement for townhouse developments to obtain site plan approval and processing of site plan submissions related to amendments to previously approved site plans. It is anticipated that volume of site plan applications will remain constant over the next couple of years.

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

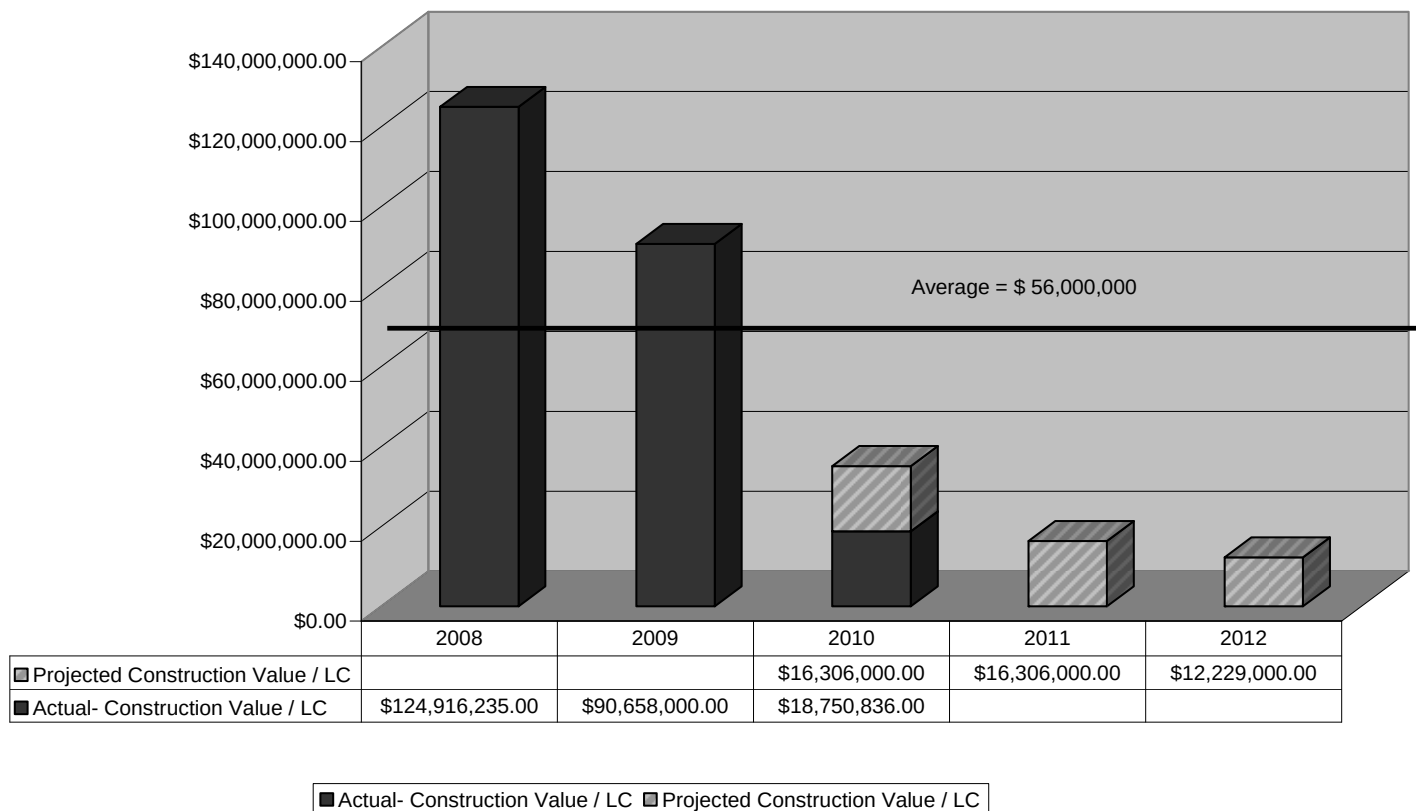
It is important to note that there are approximately 40 Site Plans Applications in process per FTE at any given time. The Optimal performance per FTE is 30 approved Site Plan applications and 250 Committee of Adjustment applications per year.

Development Transportation / Engineering

2012-14 Business Plan

BUSINESS OVERVIEW:

Measurement: Construction Value for Processed Subdivision Agreement per year



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

It is anticipated that construction activity will be lower in 2011 than previous years because the majority of the new lots in Blocks 11, 12, 18 and 33W will be serviced by roads and municipal services constructed under subsequent phases. The projected value of construction in 2010 is based on the expectation that 34 new subdivisions will proceed with servicing. Based on the availability of sewage / water capacity, it is anticipated that the pace of growth will slow over the next couple of years which will reduce the extent of servicing as reflected in the graph above.

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

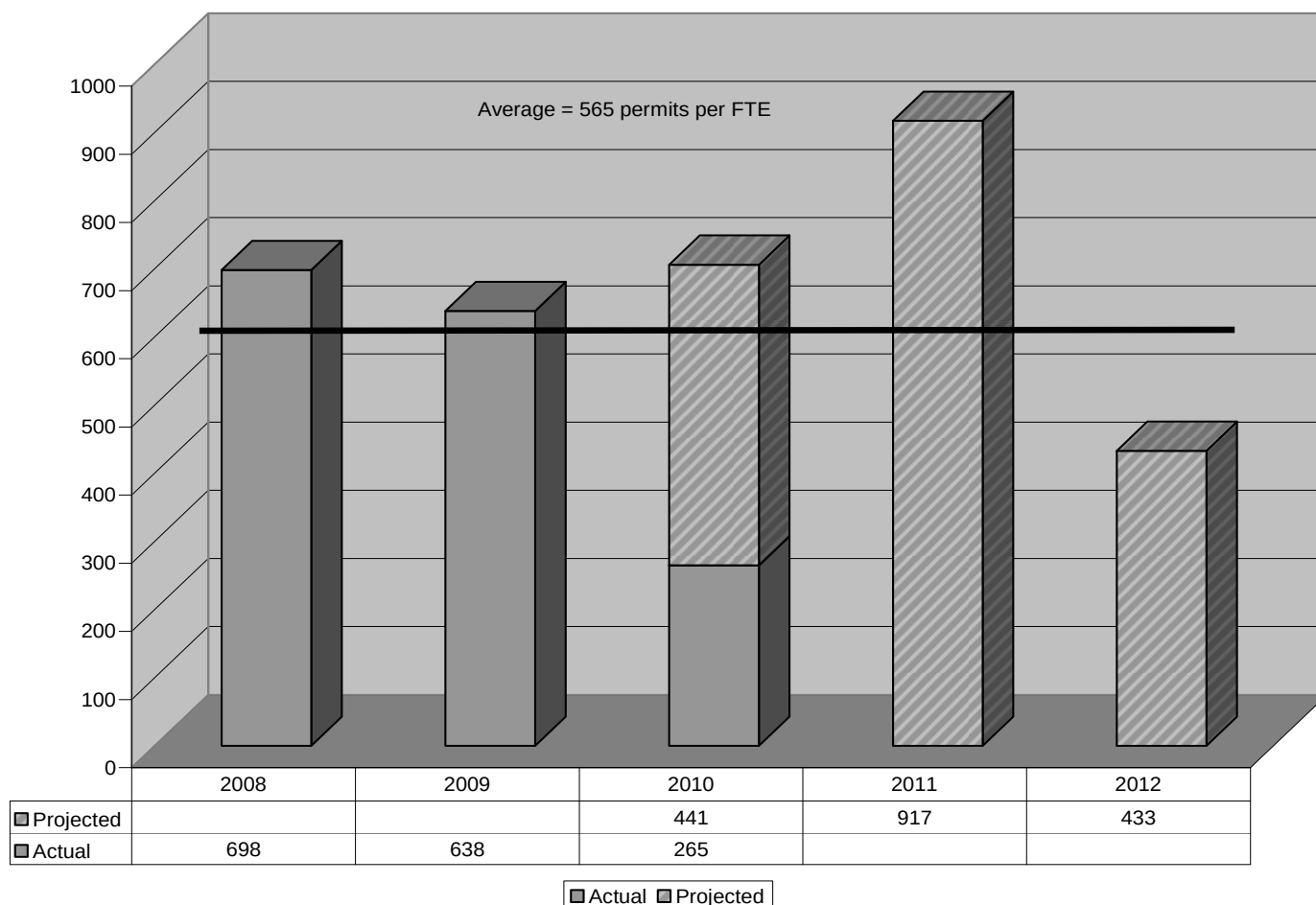
The average construction value is based on the presented five year period. The Development Engineering Fee is based on is based on 3.5% of the yearly construction value so there will be a corresponding decline in revenue in 2011/12.

Development Transportation / Engineering

2012-14 Business Plan

BUSINESS OVERVIEW:

Measurement: Number of Grading Permits / FTE



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

Over the next year, it is anticipated that traditional residential development will slow marginally due to economic influences and the current limitations on the availability of servicing capacity. Taking this into consideration, it is also anticipated that this slowdown will induce an increase in infill, pool and addition construction as more subdivisions are assumed. The projected volume of work translates into about 600 permits per FTE, which is still a heavy workload.

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

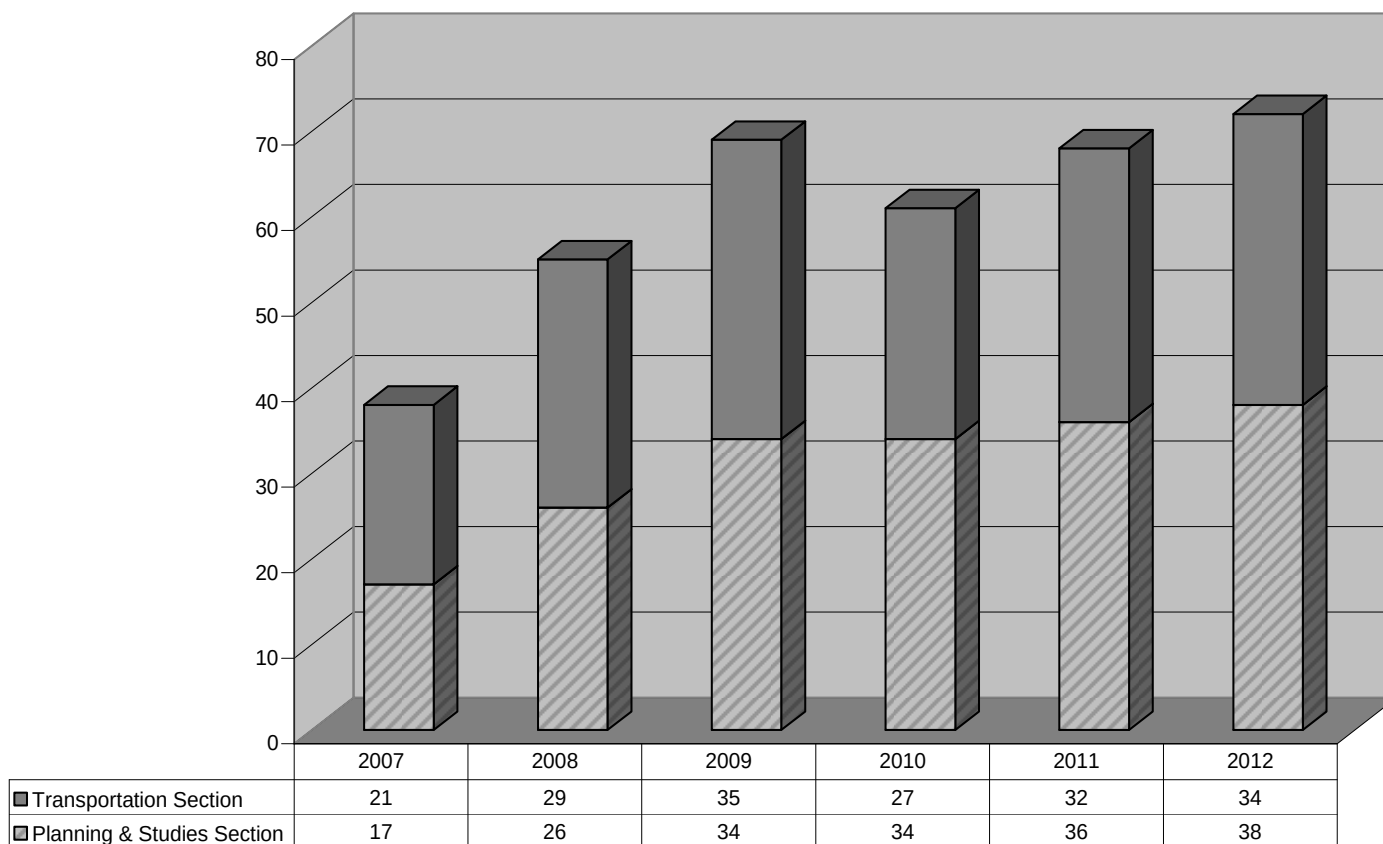
Typically, there is about a four month gap between the execution of the subdivision agreement and the processing of building permits.

Development Transportation / Engineering

2012-14 Business Plan

BUSINESS OVERVIEW:

Measurement: Number of studies / FTE



■ 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)

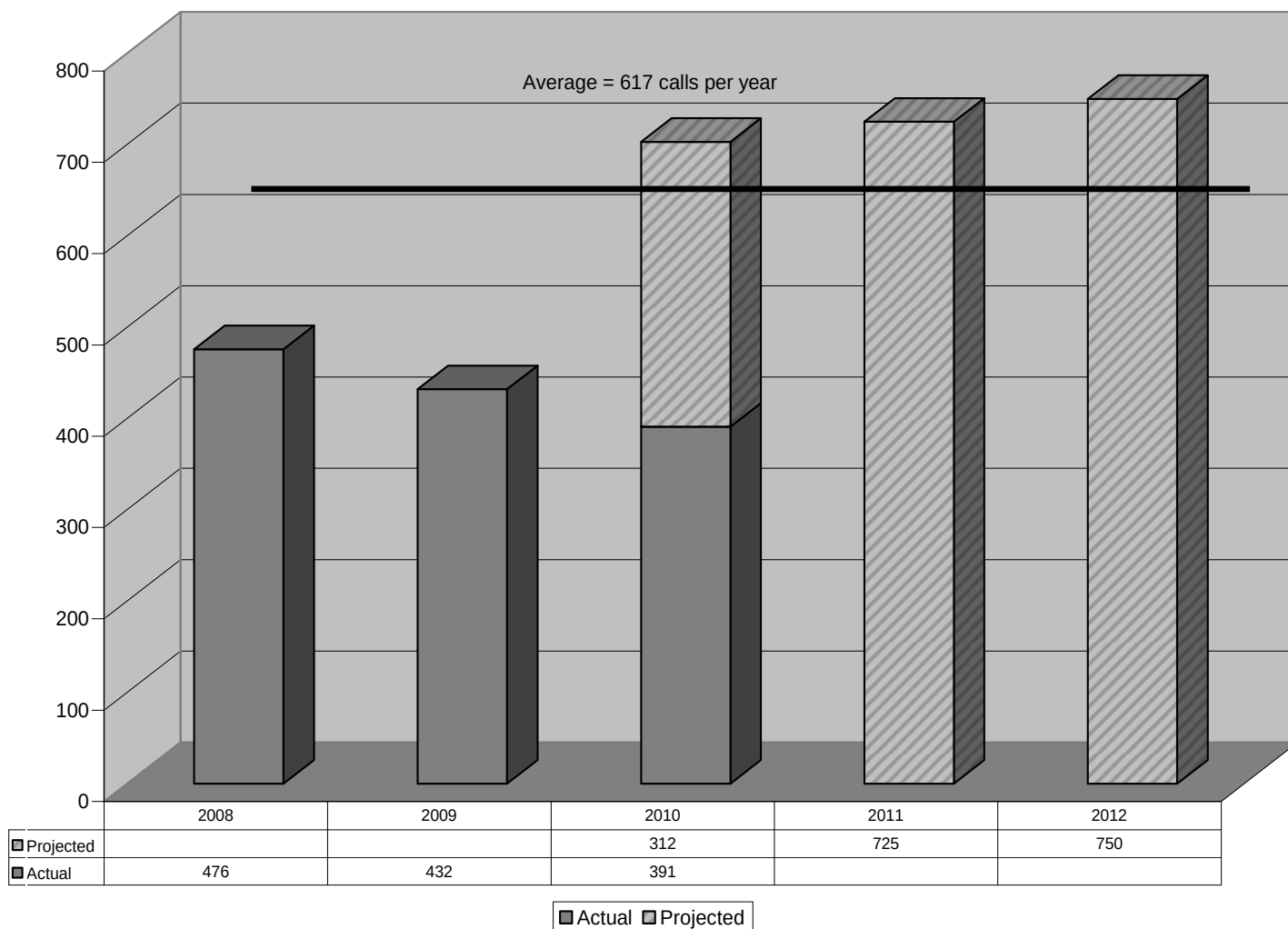
In addition to all studies noted regular input and comment are provided by Planning and Studies and Transportation Sections in support of all Development applications. Planning and Studies section is comprised of 6 F/T complements with an average 6 studies per FTE. Transportation Engineering section 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.

Development Transportation / Engineering

2012-14 Business Plan

BUSINESS OVERVIEW:

Measurement: Number of Complaints



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

It is anticipated that construction and grading related complaints will continue at current rates until the complete build out of the development areas. On average, the Development Engineering Department receives 617 calls per year with 88% of these calls occurring between March and November. A complaint tracking system was introduced in April 2007 to effectively manage these complaints. At this time, only the Municipal Services – Development are using this tracking system and lot grading complaints are tracked through AMANDA. All construction related complaints and enquiries are addressed by the Development Inspection and Grading Section.

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

On average, the Development Engineering Department receives 617 calls per year with 88% of these calls occurring between March and November

Development Transportation / Engineering

2012-14 Business Plan

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

The Development/Transportation Engineering Department is responsible for the planning, design and construction of the road, sewer and watermain infrastructure necessary to service the City's residential, industrial and commercial growth and participates in the Regional and Provincial initiatives associated with development of the transportation services in the area.

The Development / Transportation Engineering Department provides a high quality customer service through the timely review, approval, administration and quality assurance of land development and servicing projects. In addition, the Department provides sound overall engineering and transportation planning of municipal infrastructure, reflecting environmental initiatives, planning and growth management objectives.

Over the next year, it is anticipated that traditional residential development will slow marginally due to economic influences and the current limitations on the availability of servicing capacity. Accordingly, Development Engineering Fee revenue is expected to decline as well. This slowing in development activity will bring staff workload levels down to more manageable levels in the Development Engineering and Municipal Inspection/lot Grading Sections of the Department. However, staff is actively involved in managing a number of macro engineering studies including the City's Transportation and Servicing Master Plans and associated Class EA studies that are associated with the new Official Plan. In addition, staff will be participating as technical advisors on other Provincial and Regional projects/studies such as the Spadina and Yonge Subway extensions, Metrolinx RTP and Regional TMP and Servicing Master Plans.

Commissioner Sign-off

Date (mm/dd/yy)

City of Vaughan

Revenue/Expenditure Summary Report

2012 Operating Budget

					2012			
		2011 Actuals *	2011 Budget		2012 Budget	% of Total Budget	Budget Variance \$	Budget Variance %
Develop & Transport Engineering	Revenue							
	Trsf. fm Res & Res Funds	(3,997,836)	(4,303,849)		(4,346,266)	91.7%	(42,417)	0.99%
	Rev. frm Recov. Exp - Pd Duty	(122,329)	(295,116)		(194,144)	4.1%	100,972	-34.21%
	Infill Lot Grading	(139,876)	(132,930)		(185,742)	3.9%	(52,812)	39.73%
	Dept. Misc. Revenues	(14,456)	(13,363)		(12,540)	0.3%	823	-6.16%
	Reserves Revenue	(1,697,399)	0		0	0.0%	0	0.0%
Total Revenues		(5,971,895)	(4,745,258)		(4,738,692)	100.0 %	6,566	-0.14 %
Labour Costs	Staffing Costs (incl Benefits)	3,420,833	3,780,724		4,060,652	95.4%	279,928	7.4%
Other Expenses	Staff Development & Training	31,549	41,710		51,388	1.2%	9,678	23.2%
	Service Contracts and Materials	70,462	50,000		50,000	1.2%	0	0.0%
	Office Supplies& Expenses	16,354	26,138		24,700	0.6%	(1,438)	-5.5%
	Office Equipment & Furniture	2,413	20,200		15,960	0.4%	(4,240)	-20.99%
	Utilities & Fuel	0	0		13,688	0.3%	13,688	0.0%
	Meals & Travel	10,194	17,220		13,500	0.3%	(3,720)	-21.6%
	Professional Fees	10,085	13,250		13,250	0.3%	0	0.0%
	Communications	6,689	8,700		9,500	0.2%	800	9.2%
	Tools & Equipment	1,689	2,000		3,500	0.1%	1,500	75.0%
	Other	1,183	1,920		500	0.0%	(1,420)	-73.96%
	General Mtce & Repairs	10,162	11,500		250	0.0%	(11,250)	-97.83%
	Capital Funding	1,744,170	0		0	0.0%	0	0.0%
	Total	1,904,950	192,638		196,236	4.6 %	3,598	1.87 %
Total Expenses		5,325,783	3,973,362		4,256,888	100.0 %	283,526	7.14 %
Net Expenditures		(646,112)	(771,896)		(481,804)		290,092	-37.58 %

2012 ARRs													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2012 Impact		Net 2013 Impact		Net 2014 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Lot Grading Application Expediter	FT	1.00	67,994		67,994			1.00	67,994	-	(8,865)	-	156
TTC/YRRT - Construction Liaison/Inspector	FT	1.00	94,144	(94,144)	0			1.00	0				
Manager of Transportation Engineering	FT	1.00	135,464	(135,464)	0			1.00	0				

City of Vaughan
Revenue/Expenditure Summary Report
Operating Budget Forecast

			2012 Budget	2013 Forecast	2013 vs 2012 Forecast Variance \$	2013 vs 2012 Forecast Variance %	2014 Forecast	2014 vs 2013 Forecast Variance \$	2014 vs 2013 Forecast Variance %
Develop&Transport Engineering	Revenue	Trsf. fm Res & Res Funds	(4,346,266)	(4,548,676)	(202,410)	4.7%	(4,580,773)	(32,097)	4.45%
		Rev. frm Recov. Exp - Pd	(194,144)	(194,144)	(0)	0.0%	(194,144)	(0)	0.0%
		Dutv							
		Infill Lot Grading	(185,742)	(206,826)	(21,084)	11.4%	(212,952)	(6,126)	10.19%
		Dept. Misc. Revenues	(12,540)	(12,644)	(104)	0.8%	(12,748)	(104)	0.82%
		Reserves Revenue	0	0	0	0.0%	0	0	0.0%
	Total Revenues		(4,738,692)	(4,962,290)	(223,598)	4.7%	(5,000,617)	(38,327)	4.51%
	Labour Costs	Staffing Costs (incl	4,060,652	4,247,218	186,566	4.6%	4,286,847	39,629	4.39%
		Benefits)							
	Other Expenses	Staff Development &	51,388	53,388	2,000	3.9%	53,388	0	3.75%
		Training							
		Service Contracts and	50,000	50,000	0	0.0%	50,000	0	0.0%
		Materials							
		Office Supplies& Expenses	24,700	24,700	0	0.0%	24,700	0	0.0%
		Office Equipment &	15,960	8,210	(7,750)	-48.6%	4,210	(4,000)	-94.4%
		Furniture							
		Utilities & Fuel	13,688	15,057	1,369	10.0%	15,810	753	9.09%
		Meals & Travel	13,500	14,500	1,000	7.4%	14,500	0	6.9%
		Professional Fees	13,250	13,250	0	0.0%	13,250	0	0.0%
		Communications	9,500	9,500	0	0.0%	9,500	0	0.0%
		Tools & Equipment	3,500	3,500	0	0.0%	3,500	0	0.0%
		Other	500	500	0	0.0%	500	0	0.0%
		General Mtce & Repairs	250	250	0	0.0%	250	0	0.0%
		Capital Funding	0	0	0	0.0%	0	0	0.0%
	Total		196,236	192,855	(3,381)	-1.7%	189,608	(3,247)	-1.75%
Total Expenses			4,256,888	4,440,073	183,185	4.3%	4,476,455	36,382	4.13%
Net Expenditures			(481,804)	(522,217)	(40,413)	8.4%	(524,162)	(1,945)	7.74%

Recognized 2013 ARR's											
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2013 Impact		Net 2014 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Transportation Engineer	FT	1.00	119,129	(119,129)				1.00			

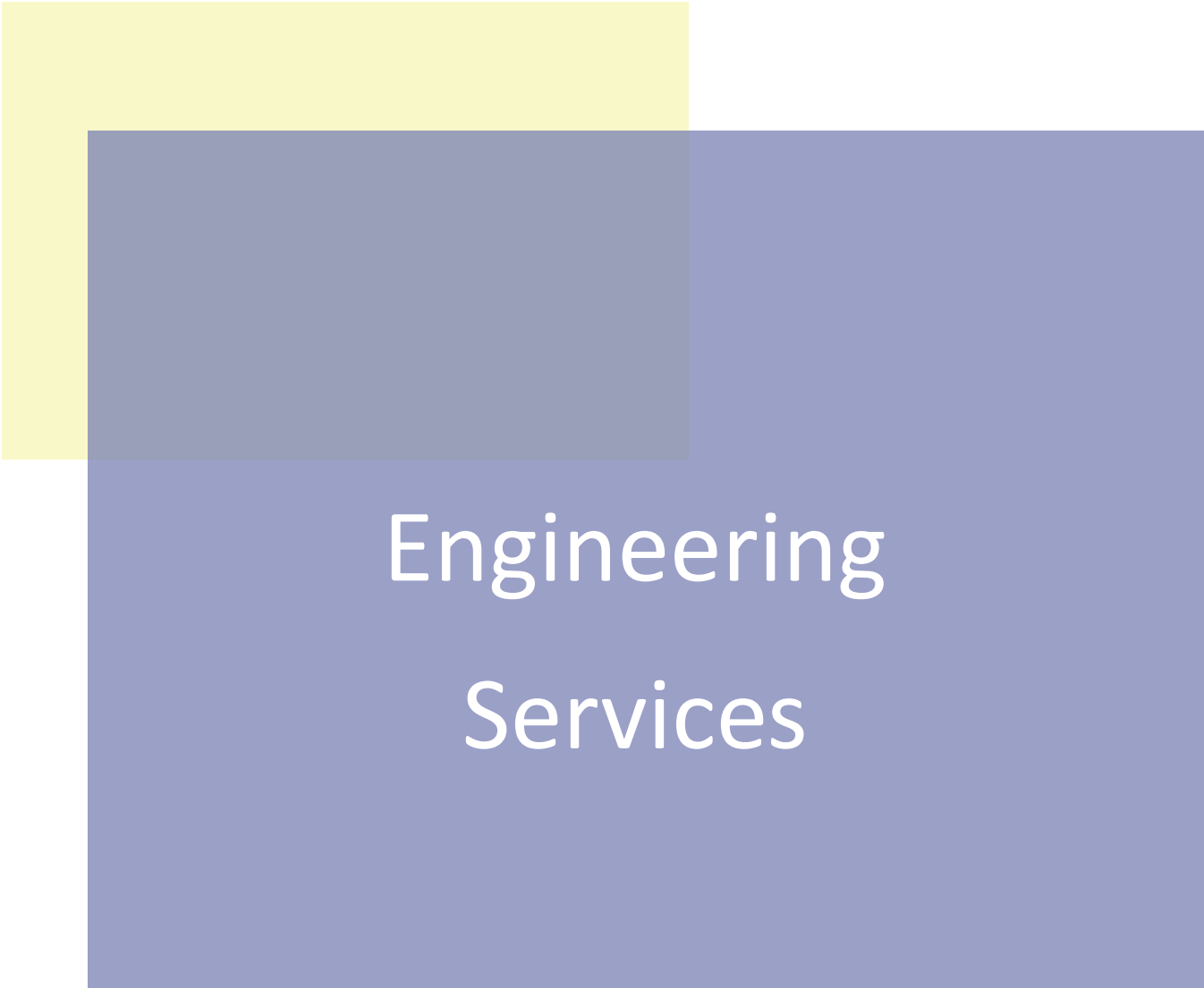
City of Vaughan
Commissioner of Engineering and Public Works
Development and Transportation

2012 Capital Budget

Budget Year	Project #	Project Name	Project Type	Total Budget	Operating Budget Impact	TCA
2012	DT-7086-12	Blk 61 Pedestrian Crossing Feasibility & Pre-Design Study	Council Request	\$77,300		N
2012	DT-7088-12	McNaughton Road Repairs	Financial Commitment	\$51,500		Y
2012	DT-7091-12	Non-Revenue Water Volume Analysis	Cost Efficiency	\$87,600		N
2012	DT-7082-12	Pedestrian & Bicycle Network Implementation Program	Growth/Development	\$62,200		Y
2012	DT-7084-12	Vaughan TDM Policy	Growth/Studies	\$128,800		N
2012	DT-7095-12	VMC Underground Pathway System Strategy Study	Growth/Development	\$103,000		N
2012	DT-7094-12	Water Loss Control System Feasibility / Implementation Study	Additional Funding	\$132,700		N
Total 2012 Capital Budget				\$643,100		

2013 Capital Budget Plan

Budget Year	Project #	Project Name	Project Type	Total Budget	Operating Budget Impact	TCA
2013	DT-7090-13	Huntington Rd. - Langstaff to Rutherford / Detailed Design	Growth/Development	\$370,800		Y
2013	DT-7085-13	Parking Management Strategy Study	Growth/Studies	\$103,000		N
2013	DT-7083-13	Pedestrian & Bicycle Network Implementation Program	New Infrastructure	\$208,600		Y
2013	DT-7089-13	Stevenson Avenue Reconstruction	Growth/Development	\$412,000		Y
Total 2013 Capital Budget Plan				\$1,094,400		



Engineering Services

2012-14 Business Plan

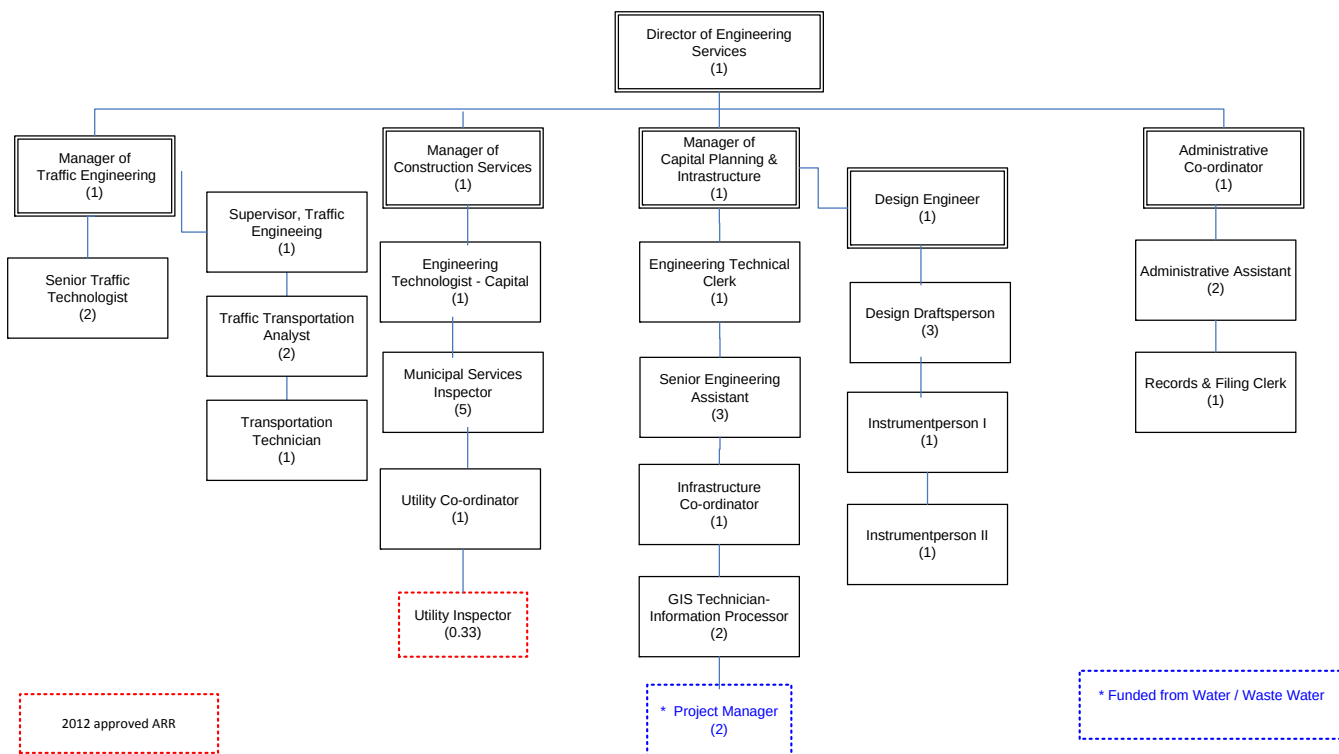
BUSINESS OVERVIEW

Service Statement:

The Engineering Services Department ensures the long-term sustainability of the City's existing infrastructure. As infrastructure repair and replacement is largely funded from taxation, fiscally prudent asset management strategies are used to ensure its long term sustainability. To achieve this, the Department is engaged in assessment, planning, design and construction of roads, bridges, watermains, sewers, sidewalks, and streetlight renewal, replacement and improvement. The Traffic Engineering division within the Department is responsible for ensuring the safety of all users on City owned roads, sidewalks and walkways. Traffic assessments, and traffic signal, sign, and pavement marking design and implementation are also managed by this division.

Our staff expertise is made up of Engineers, Technologists and Technicians that perform a wide variety of duties including project management, engineering studies, design, inspection, drafting, data management and surveying.

Service Profile:



Full Time, Part Time and Overtime – Budgeted Amounts

	2011	2012 Base*	Approved 2012 ARR	2012 Final	2013 ARR	2014 ARR
Full Time	34	34	-	34	-	-
Part Time	2	2	0.33	2.33	-	-
Total FTE	36	36	0.33	36.33	-	-
Overtime	\$57,165	\$61,230	-	\$61,230	-	-

2012-14 Business Plan

Key Stakeholders:

- Mayor and Councillors
- Citizens of Vaughan
- Businesses in Vaughan
- Region of York / External Authorities & Agencies
- Public Works Department
- Development/Transportation Engineering Department

Work Plan:

Link to Vaughan Vision 2020:

Service Excellence

- Promote Community Safety, Health & Wellness
- Lead and Promote Environmental Sustainability

Management Excellence

- Manage Corporate Assets
- Ensure Financial Sustainability

Future Pressures and Opportunities:

Successful planning and delivery of the capital program, as well as the timely completion of requested traffic studies and investigations continue to be challenges for the Department. As the linear infrastructure ages, it will continue to place pressure on the City and Engineering Services, by requiring a comprehensive asset management strategy that will require regular increases in capital budget dollars. PSAB 3150 reporting requirements has resulted in additional workload and a change in business processes within the Department to ensure the City remains compliant with this Legislation. Staffing levels should increase modestly to reflect the additional increases in future capital budgets. However, improved program planning within the Capital Planning and Infrastructure Division has alleviated some of the delivery issues in Design Services as well as Construction Services.

As the City transitions and transforms from a growing suburban municipality to a full urban space, it will create new challenges for Traffic Engineering Services to ensure the safety of all pedestrians, cyclists and vehicular traffic on the City owned roads, sidewalks and walkways. This will become more evident through expanded transit, such as York Regions Bus Rapid Transit and TTC's subway expansion, and intensification along these corridors. Implementation of the Transportation Master Plan and the Pedestrian and Cycling Master Plan will also create new challenges for both the Transportation and Traffic Engineering Divisions.

2012-14 Business Plan

Business Plan Objectives

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
<u>Capital Planning and Infrastructure:</u>			
1. Effective management of capital projects	2007	ongoing	Increased value of projects delivered from \$11.5M in 2008 to \$17M in 2009 with no increases in staffing levels. Additional staff will allow increases in capital expenditures.
2. Develop and Implement an Infrastructure Management System (IMS). Evaluate and assess the long term municipal rehabilitation and reconstruction strategy.	2007	ongoing	Multi-year pavement management program updated in 2011
3. To meet the demands for all survey requests within the Corporation, including the implementation of Geodetic Control Survey Monuments (annual Program)			
<u>Construction Services:</u>			
1. Manage the Capital construction processes ensuring that the infrastructure renewal interests of the City of Vaughan, including citizens and businesses are met, while ensuring fiscal responsibility.	2007	ongoing	
2. Reduce the amount of money being spent on outside consulting services for contract administration by hiring additional staff.	2010	ongoing	Additional Municipal Services Inspector hired in 2011
<u>Traffic Engineering Services</u>			
1. Ensure networks for vehicular and pedestrian traffic areas, planned, designed and constructed safely within the City, and to ensure City meets Legislative requirements (i.e. to ensure the minimum sight line of 65.0 metres is achieved viewing a stop sign) and to ensure all other regulatory and warning signs are clearly visible and meet all installation guidelines.	2010	ongoing	Resources have limited ability to ensure all Legislative requirements are met.

2012-14 Business Plan

2012-14 Business Plan Objectives: (Note the anticipated Timeline, Outcome and Resources (Additional Resource Request) for each objective)

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
<u>Capital Planning and Infrastructure Division:</u> 1. The development and delivery of an annual, integrated capital budget and a rolling, multi-year (multi-asset) capital plan for municipal linear infrastructure..	2014	Development of a Cross-Asset Optimized multi year capital plan. Development of a delivery and communications model to ensure efficient Capital delivery, meeting all stakeholder expectations	Create a Senior Design Draftsperson and Project Manager position None
<u>Construction Services Division:</u> 1. Manage capital projects in the construction phase to ensure their successful completion within budget and within the timelines specified.	2013	Delivery of all capital projects within budget and on time.	Create Project Manager position (2012)
<u>Traffic Engineering Services Division</u> 1. Continue with the testing of the reflectivity sheeting on existing stop signs to ensure that they meet industry standards. 2. Continue with the annual testing of the retro-reflectivity of the applied paint and beads during our pavement marking program.	ongoing ongoing	To ensure stop sign inventory meets Legislative requirements and promote community safety. To ensure all pavement markings meet Legislative requirements.	Additional Traffic Technician & Traffic Analyst (2013) None

2012-14 Business Plan

Key Performance Indicators:

Capital Planning and Infrastructure:

- Percentage of design completed and works in progress within current capital budget year.
- Level of service of pavement management program
- Total number of surveys completed per FTE

Construction Services:

- Final contract price as a percentage of tendered prices.
- Total capital budget expenditures
- Number of permits per FTE

Traffic Services:

- Number of requests processed per FTE
- Number of studies in progress per FTE

BUSINESS OVERVIEW:

Key Conclusion:

Construction:

As the capital budget increases, so does the need to control costs on these projects. By the adding of additional staff we can provide increased scrutiny of these projects to ensure that the project come in within budget.

Traffic:

As the city continues to grow in population and the road network increases, programs to meet Legislative requirements and industry standards/guidelines should be maintained. To ensure this work is completed additional staff compliments are required to achieve the departments goals.

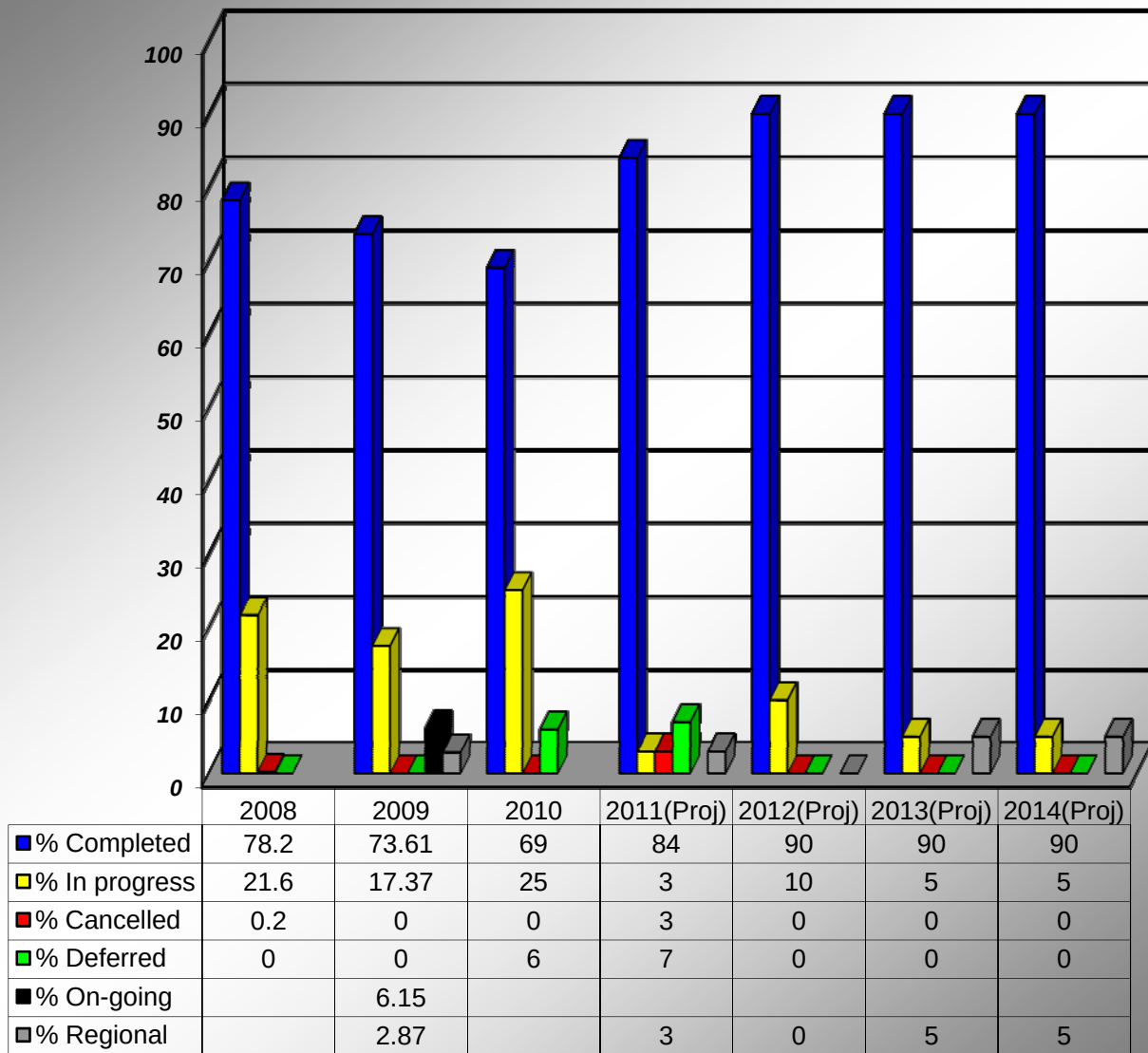
Notes about the Measure: (What are some assumptions about the performance measure which should be stated)

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

2012-14 Business Plan

Capital Planning and Infrastructure

Percent of Design Completed Within Current Capital Budget Year



Key Conclusion:

Unable to complete all design work in any fiscal year with current staffing resources, and delays in external agency approvals and/or property acquisition issues.

Notes about the Measure:

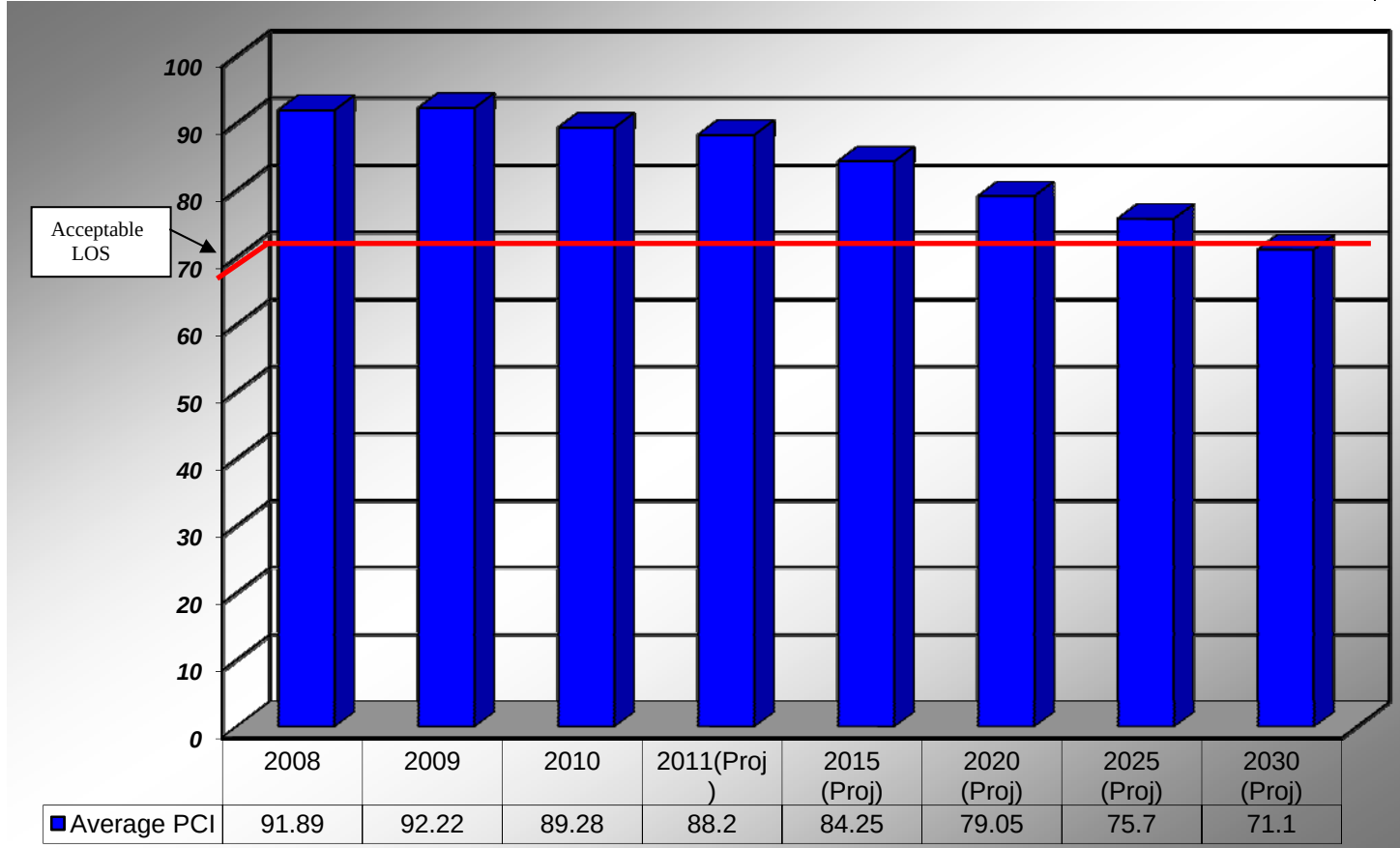
Some major design projects may overlap into the following budget year due to their magnitude, availability of resources or external factors such as various governing agency approvals.

2012-14 Business Plan

Capital Planning and Infrastructure

Pavement Management Program – Level of Service

To maintain a minimum overall average network rating measured by the Pavement Composite Index (PCI) of 70 out of 100 possible points.



Key Conclusion:

Average network condition is decreasing annually due to current funding levels.

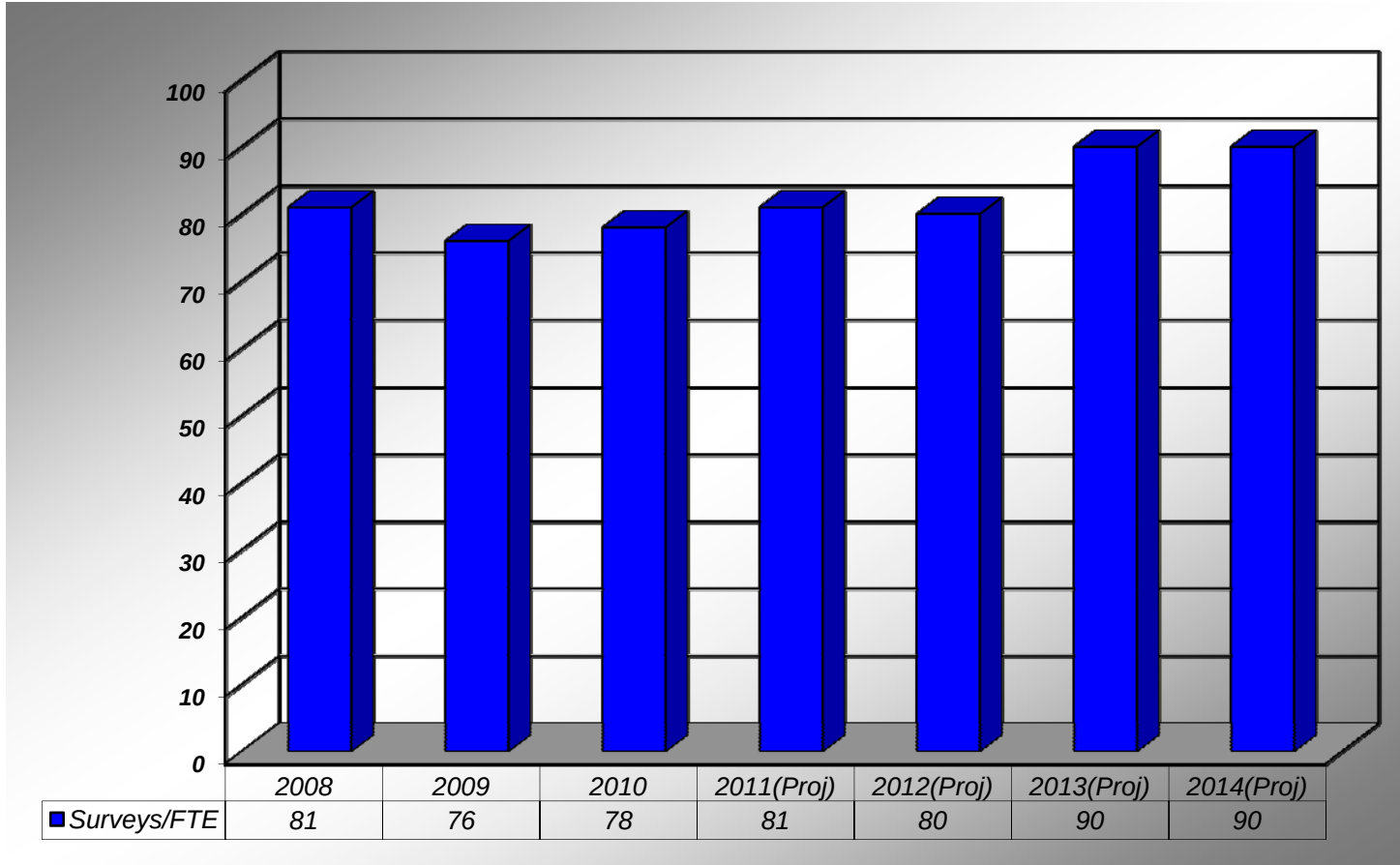
Notes about the Measure:

Current average network condition is high given that most of the road network was built within the last 25 years and exceeds our Level of Service. Future funding levels will need to increase to slow the decline and maintain the Level of Service.

2012-14 Business Plan

Capital Planning and Infrastructure

Total Number of Surveys Completed per FTE



Key Conclusion:

On average, an additional 2 FTE's are required to complete the requested number of surveys per year as requests for this service has increased both due to increased capital program demands and inter-departmental requests.

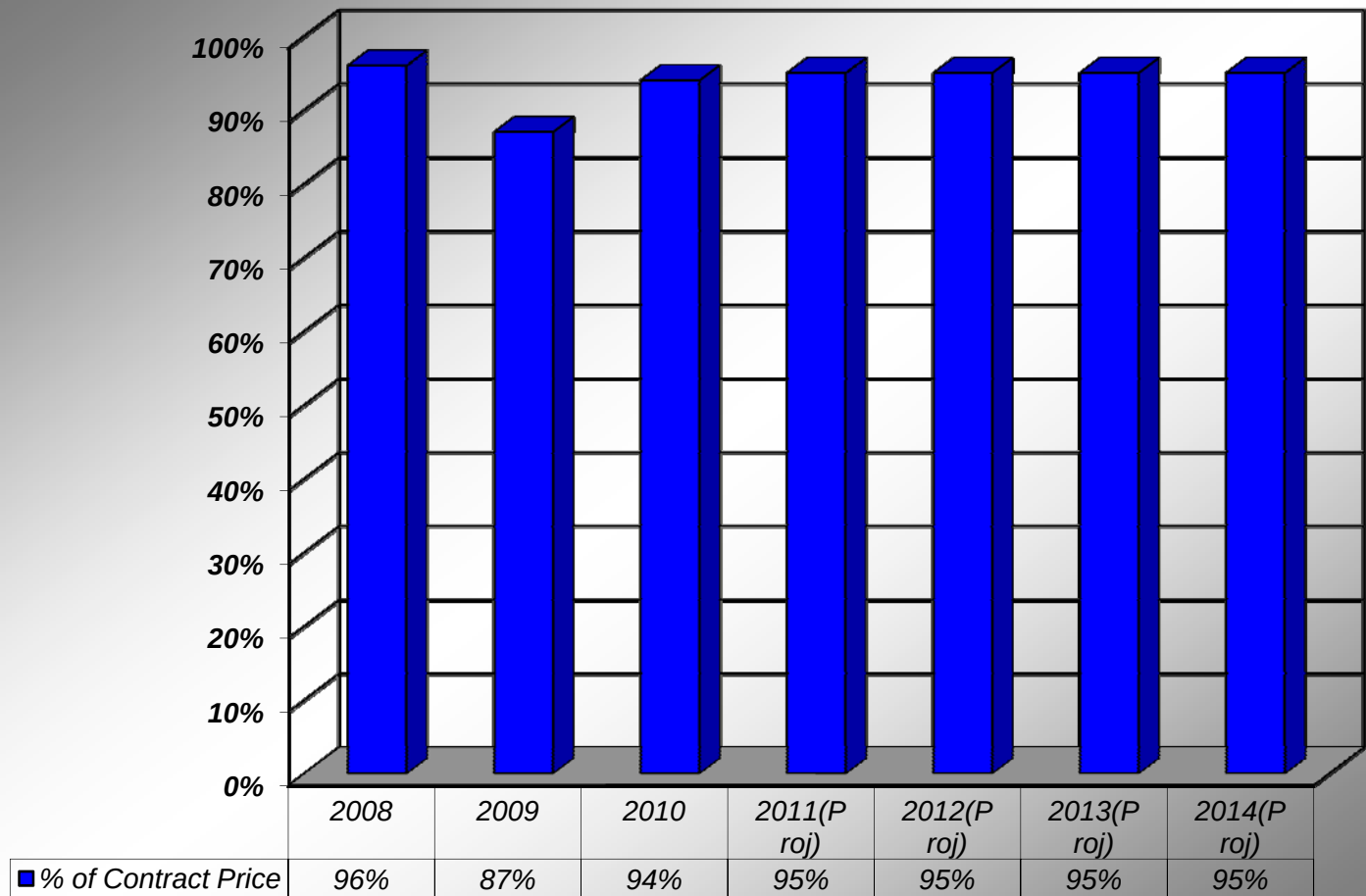
Notes about the Measure:

Surveys are completed by 2 FTE's (Instrument Person I, Instrument Person II). The increased work has traditionally been accommodated by summer students which are now required across other divisions within the department. Due to a lack of resources, surveys are contracted out to ensure capital project delivery timelines are met. In addition to the surveys above, 7 topographic surveys were done by outside resources in 2011.

2012-14 Business Plan

Construction Services

Final Contract Price as a Percent of Tendered Price



Key Conclusion:

A contingency allowance of 10% is provided for construction projects, and is included so projects completed at **100%** of contract tender price are within the normal contingency amounts considered acceptable. Contracts completed at more than **100%** of tender price indicate additional unforeseen work or design issues. These projects are often delayed as well.

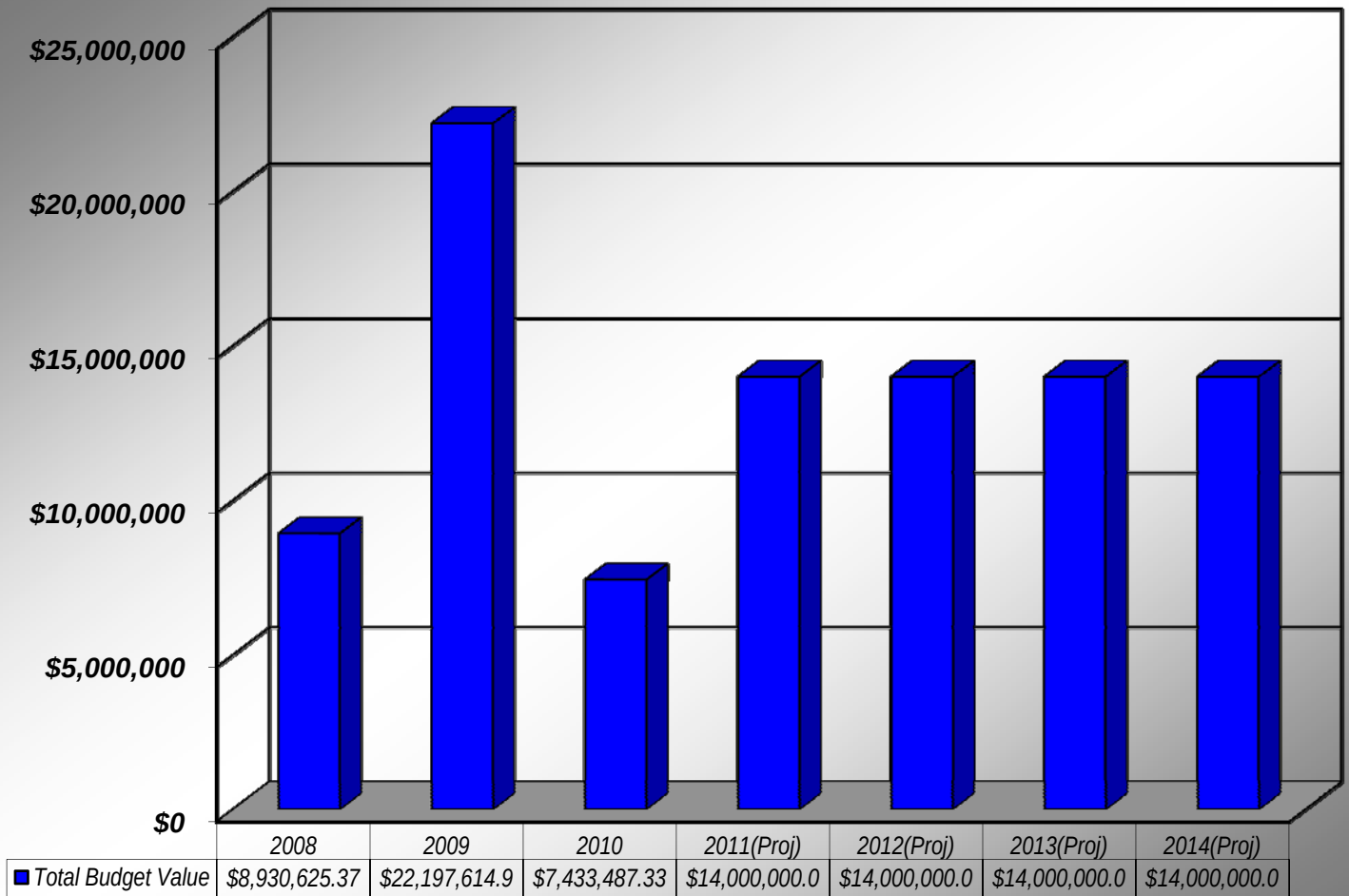
Notes about the Measure:

This measure is an indication of the adequacy of design and the effectiveness of field supervision, but can also be attributable to unforeseen issues on a project that are beyond the City's control. The 2010 contracts are not included as the final construction costs are not yet available.

2012-14 Business Plan

Construction Services

Total Capital Budget Expenditures



Key Conclusion:

As the City continues to grow, so too does the infrastructure that services our residents. As part of the ongoing management of the City's assets, capital budgets will continue to increase to ensure an appropriate level of service. Large amounts of the Capital Budget have been directed toward Pavement Management.

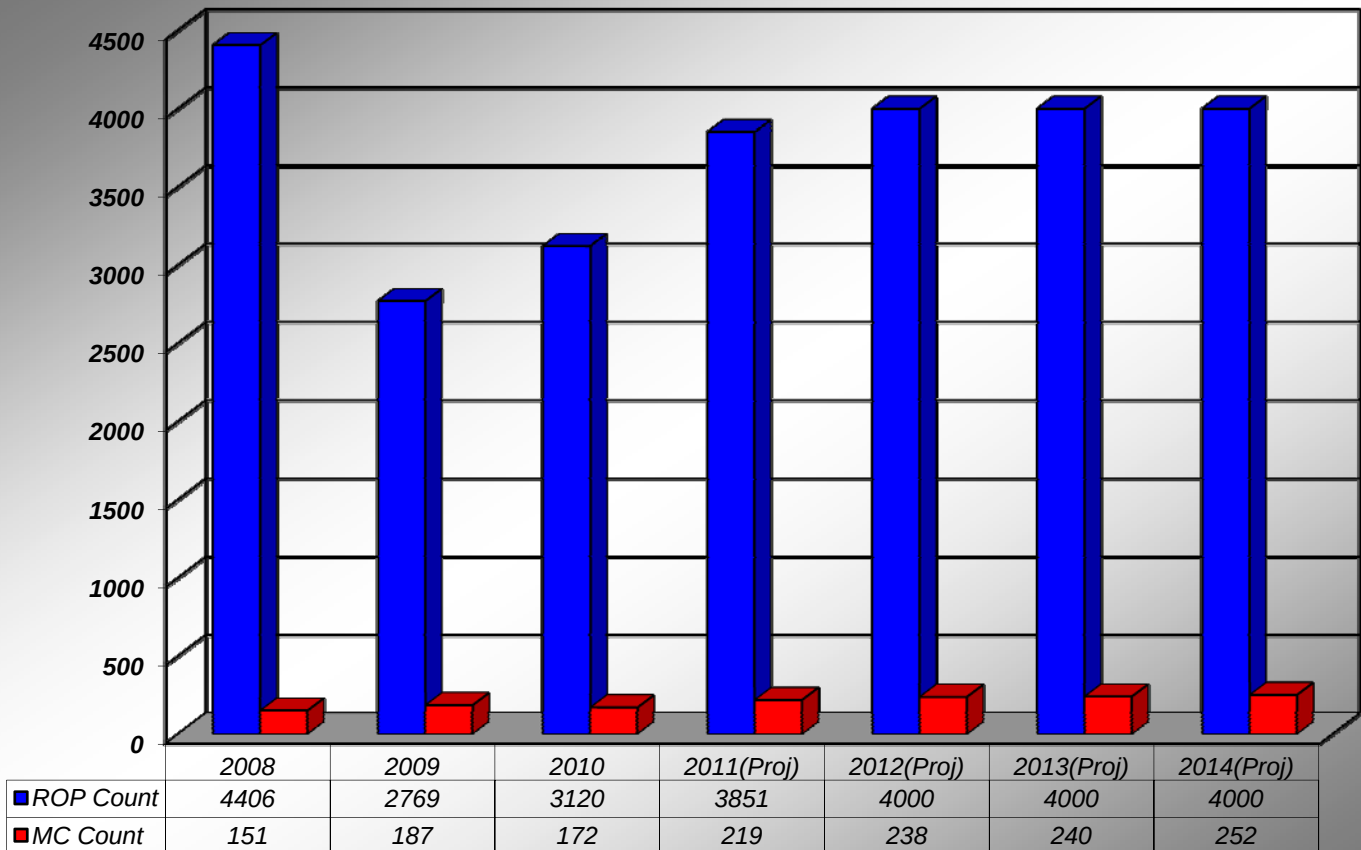
Notes about the Measure:

Although there may be a reduction in the capital budget on a year to year basis, long term forecasts and trends show a significant increase in Capital Budget requirements.

2012-14 Business Plan

Construction Services

Number of Permits per FTE



Key Conclusion:

The cost of the Utility Coordinator's position is recovered through municipal access agreement, road occupancy permit and municipal consent fees. The number of municipal consents has increased since 2006 since Bell Canada and Rogers Cable have entered into a municipal access agreements with the City of Vaughan which has established requirement for municipal consent, therefore, encouraging the utilities to apply for and obtain municipal consent.

The number of permits has decreased and the number of complaints has increased since 2006. Both trends are caused by the decreased field inspections. Field inspections are necessary to track the utility contractors working in the right of way and to ensure that the contractors have obtained a ROP for their work. They are also necessary to ensure that the restorations are being completed as per our standards. Restorations are the primary complaint by citizens.

Notes about the Measure:

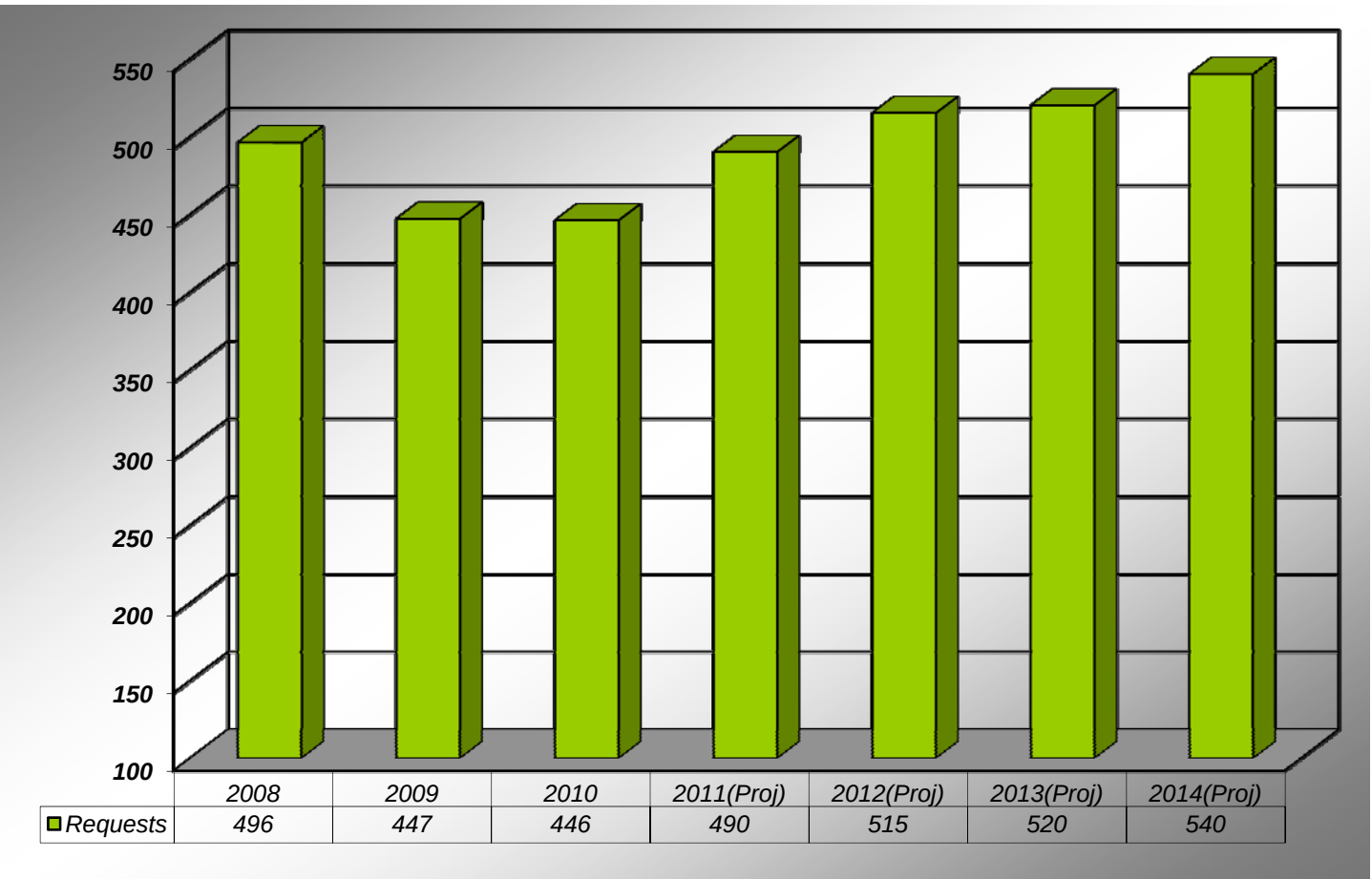
The number of Road Occupancy, Municipal Consents, field Investigations and Complaint Resolutions has risen however; Utility Coordination has been operating with a consistent level of staff. A program developed in house was modified to improve the tracking of R.O.P. Currently, we are reviewing the option to automate the municipal consent application. It is anticipated that by automating the application, it will decrease the amount of time spent approving the applications and provide more time for field investigation and inquiry into citizen complaints.

2012-14 Business Plan

Traffic Services

Number of Requests Processed per FTE

The number of studies completed per FTE



Key Conclusion:

The number of studies completed by Traffic Services has increased over 50% from 2005 to 2010. As a result, the average time to complete requests and respond has risen, which has resulted in a reduction in the level of service.

Notes about the Measure:

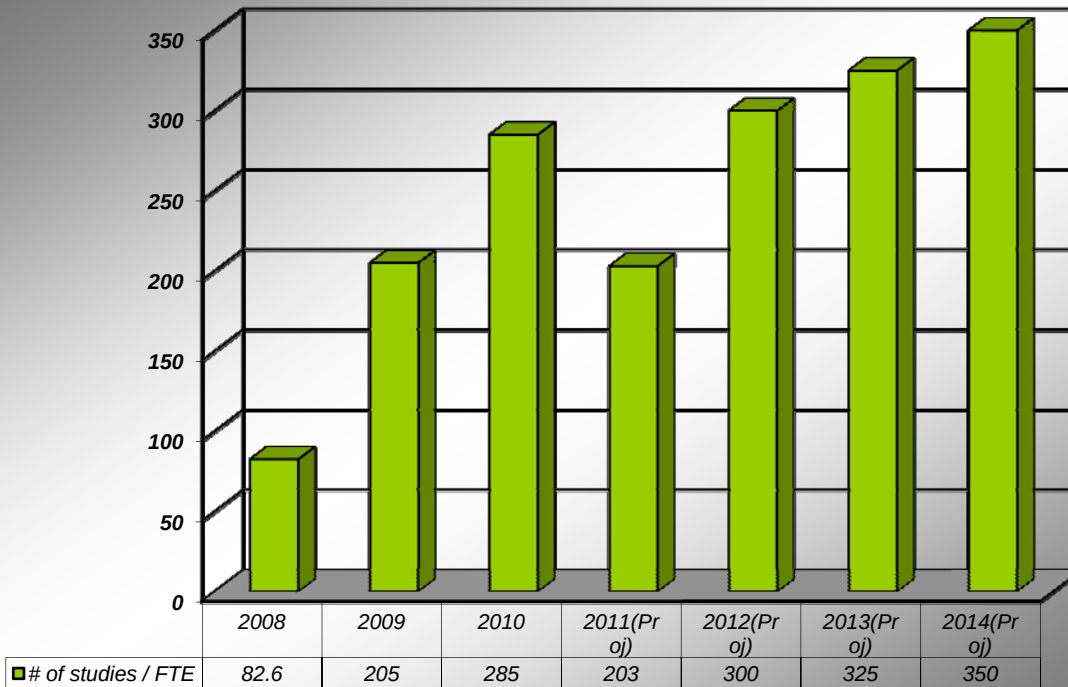
A request is a single correspondence received by staff and within a request there can be one study pertaining to the matter (i.e. an intersection study for an all-way stop) or two or more pending on the nature of the concern.

2012-14 Business Plan

Traffic Services

Number of Studies in Progress per FTE

Number of studies undertaken per FTE



Key Conclusion:

There has been a significant increase in the number of studies undertaken by Traffic Services. With continued development, this trend will continue to go forward. Moreover, as a result of intensification, traffic studies will become more complex and require greater analysis, such as infiltration studies, that require additional resources to undertake. Outsourcing of routine studies has created additional capacity.

Notes about the Measure:

Typically, studies are completed within the calendar year. However, any requests received during the winter and summer months are carried forward to the fall and spring, respectively, to maintain the accuracy of completed studies. Radar studies are not completed in winter(December to February) due to weather conditions. Turning Movement studies are not completed during the summer months(July and August) due to changes in travel pattern and lower traffic volumes.

Commissioner Sign-off

Date

City of Vaughan

Revenue/Expenditure Summary Report

2012 Operating Budget

					2012			
			2011 Actuals *	2011 Budget	2012 Budget	% of Total Budget	Budget Variance \$	Budget Variance %
Engineering Services	Revenue	Rev. frm Recov. Exp - Pd Duty	(128,654)	(132,509)	(175,933)	100.0%	(43,424)	32.77%
		Trsf. fm Res & Res Funds	(27,100)	(78,195)	0	0.0%	78,195	-100.0%
Total Revenues			(155,754)	(210,704)	(175,933)	100.0 %	34,771	-16.5 %
Labour Costs	Staffing Costs (incl Benefits)		2,924,923	3,259,021	3,419,160	83.6%	160,139	4.91%
Other Expenses	Service Contracts and Materials		166,873	455,098	455,098	11.1%	0	0.0%
	Staff Development & Training		45,687	58,645	61,095	1.5%	2,450	4.18%
	Office Supplies & Expenses		25,322	37,811	38,391	0.9%	580	1.53%
	Office Equipment & Furniture		38,506	48,811	34,781	0.9%	(14,030)	-28.74%
	Meals & Travel		12,517	22,142	22,172	0.5%	30	0.14%
	Utilities & Fuel		0	0	20,532	0.5%	20,532	0.0%
	Professional Fees		43,715	15,305	15,305	0.4%	0	0.0%
	Communications		6,072	11,237	12,737	0.3%	1,500	13.35%
	Tools & Equipment		6,940	9,132	11,932	0.3%	2,800	30.66%
	Community Advertising & Promotion		0	565	565	0.0%	0	0.0%
	Capital Funding		1,628	0	0	0.0%	0	0.0%
	Corporate Accounts		34,330	34,330	0	0.0%	(34,330)	-100.0%
	General Mtce & Repairs		22,500	22,988	0	0.0%	(22,988)	-100.0%
	Other		2,440	5,330	0	0.0%	(5,330)	-100.0%
Total			406,530	721,394	672,608	16.4 %	(48,786)	-6.76 %
Total Expenses			3,331,453	3,980,415	4,091,768	100.0 %	111,353	2.8 %
Net Expenditures			3,175,699	3,769,711	3,915,835		146,124	3.88 %

Corporate Structure Review***													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2012 Impact		Net 2013 Impact		Net 2014 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Manager, Special Projects**				(6,400)	(6,400)			0.00	(6,400)				
Utility Inspector	PT	1.00	33,929	(33,929)	0			1.00	0		(2,619)		70
** Net Impact was nil as budget was offset by savings in Public Works Department streetlight maintenance and Engineering Services													

City of Vaughan
Revenue/Expenditure Summary Report
Operating Budget Forecast

			2012 Budget	2013 Forecast	2013 vs 2012 Forecast Variance \$	2013 vs 2012 Forecast Variance %	2014 Forecast	2014 vs 2013 Forecast Variance \$	2014 vs 2013 Forecast Variance %
Engineering Services	Revenue	Rev. frm Recov. Exp - Pd Duty	(175,933)	(176,239)	(306)	0.2%	(176,549)	(310)	0.17%
		Trsf. fm Res & Res Funds	0	0	0	0.0%	0	0	0.0%
	Total Revenues		(175,933)	(176,239)	(306)	0.2%	(176,549)	(310)	0.17%
Labour Costs	Staffing Costs (incl Benefits)		3,419,160	3,495,893	76,733	2.2%	3,534,012	38,119	2.19%
Other Expenses	Service Contracts and Materials		455,098	455,098	0	0.0%	455,098	0	0.0%
	Staff Development & Training		61,095	61,095	0	0.0%	61,095	0	0.0%
	Office Supplies & Expenses		38,391	38,391	0	0.0%	38,391	0	0.0%
	Office Equipment & Furniture		34,781	31,281	(3,500)	-10.1%	31,281	0	-11.19%
	Meals & Travel		22,172	22,172	0	0.0%	22,172	0	0.0%
	Utilities & Fuel		20,532	22,585	2,053	10.0%	23,714	1,129	9.09%
	Professional Fees		15,305	15,305	0	0.0%	15,305	0	0.0%
	Communications		12,737	12,237	(500)	-3.9%	12,237	0	-4.09%
	Tools & Equipment		11,932	11,932	0	0.0%	11,932	0	0.0%
	Community Advertising & Promotion		565	565	0	0.0%	565	0	0.0%
	Capital Funding		0	0	0	0.0%	0	0	0.0%
	Corporate Accounts		0	0	0	0.0%	0	0	0.0%
	General Mtce & Repairs		0	0	0	0.0%	0	0	0.0%
	Other		0	0	0	0.0%	0	0	0.0%
	Total		672,608	670,661	(1,947)	-0.3%	671,790	1,129	-0.29%
Total Expenses			4,091,768	4,166,554	74,786	1.8%	4,205,802	39,248	1.79%
Net Expenditures			3,915,835	3,990,315	74,480	1.9%	4,029,253	38,938	1.87%

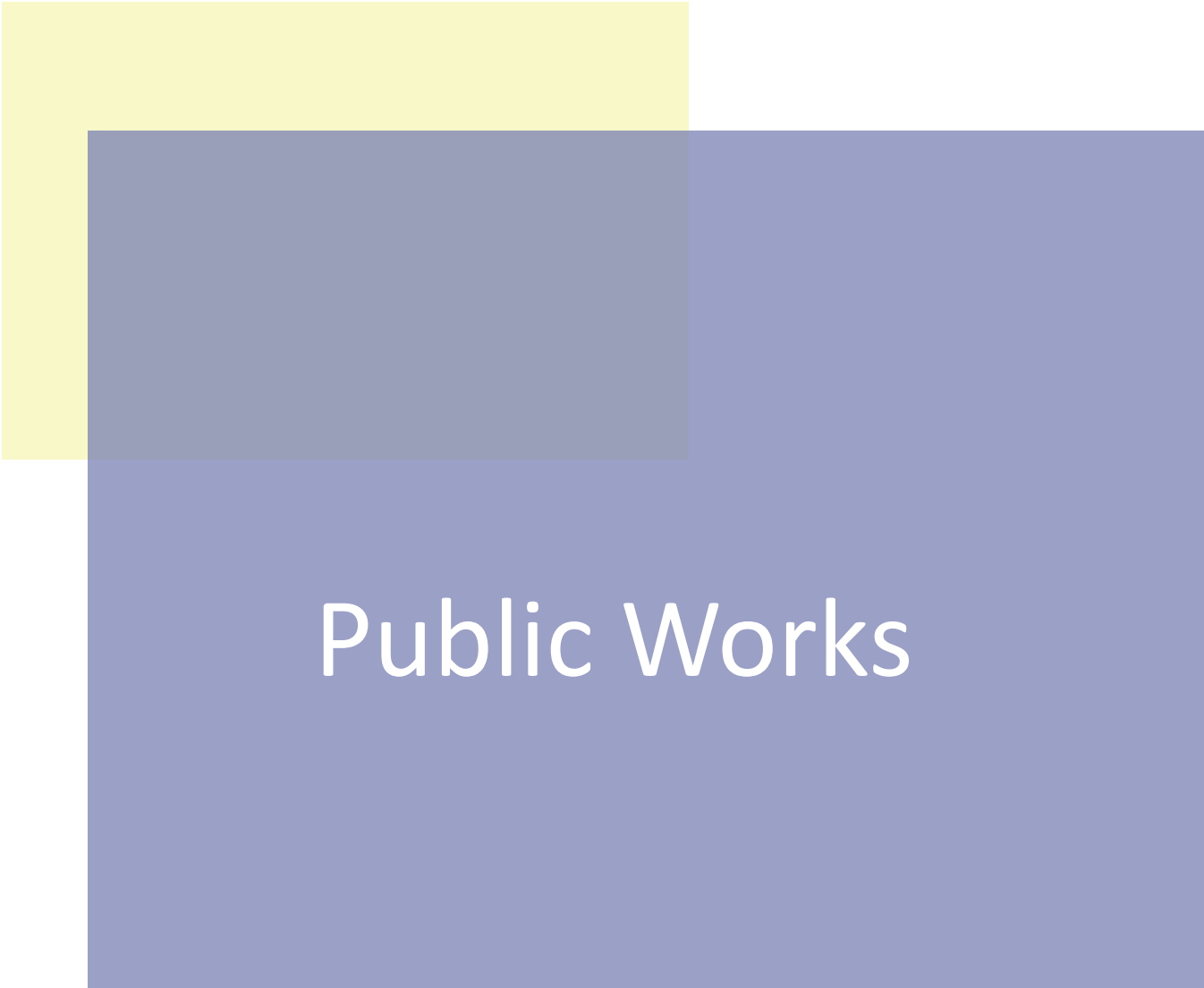
City of Vaughan
Commissioner of Engineering and Public Works
Engineering Services
2012 Capital Budget

Budget Year	Project #	Project Name	Project Type	Total Budget	Operating Budget Impact	TCA
2012	EN-1868-12	2012 Pavement Management Program - Phase 1	Infrastructure Replacement	\$2,686,000		Y
2012	EN-1869-12	2012 Pavement Management Program - Phase 2	Infrastructure Replacement	\$3,485,000		Y
2012	EN-1870-12	2012 Pavement Management Program - Phase 3	Infrastructure Replacement	\$3,349,600		Y
2012	EN-1887-12	Bridge Rehabilitation - Dick Bridge (Humber River)	Infrastructure Replacement	\$154,500		Y
2012	EN-1886-12	Bridge Rehabilitation - Humber Bridge Trail Bridge	Infrastructure Replacement	\$154,500		Y
2012	EN-1857-12	Construction of Sidewalk on Dufferin Street from Rutherford Road to Major Mackenzie Drive	Growth/Development	\$628,300	\$4,000	Y
2012	EN-1892-12	Culvert Removal - Peelar Road	Infrastructure Replacement	\$51,500		Y
2012	EN-1901-12	Culvert Replacement - Arnold Avenue	Infrastructure Replacement	\$103,000		Y
2012	EN-1875-12	Culvert Replacement - Islington Avenue	Infrastructure Replacement	\$51,500		Y
2012	EN-1904-12	Culvert Replacement - Merino Road	Infrastructure Replacement	\$123,600		Y
2012	EN-1894-12	Drainage Improvements - Ranch Trail	Infrastructure Replacement	\$515,000		Y
2012	EN-1865-11	Highway 407 Station Jane St. Sidewalk & Streetlighting	Growth/Development	\$1,030,000	\$8,000	Y
2012	EN-1906-12	Islington Avenue Streetscape - Gateway Features	New Infrastructure	\$97,500		Y
2012	EN-1897-12	Keele Street Watermain Replacement	Infrastructure Replacement	\$1,545,000		Y
2012	EN-1905-12	Major Mackenzie Drive Streetscape Construction - Additional Funding	Growth/Development	\$430,000		Y
2012	EN-1849-12	Oversize Street Name Sign Blades	Legal/Regulatory	\$77,300		Y
2012	EN-1909-12	PD8 Pump Station Decommissioning - Detailed Design	Infrastructure Replacement	\$36,100	\$(14,400)	Y
2012	EN-1882-12	Pedestrian Signal - New Westminster Dr. near Westmount Collegiate	Growth/Development	\$95,100		Y
2012	EN-1880-12	Sidewalk - Major Mackenzie	Growth/Development	\$67,000		Y
2012	EN-1898-12	Sidewalk Installation - Keele Street	Growth/Development	\$360,500	\$2,000	Y
2012	EN-1885-12	Sidewalks - Missing Links	Growth/Development	\$206,000	\$2,000	Y
2012	EN-1854-12	Storm Water Management Facility - Pine Valley Drive at Club House	New Infrastructure	\$150,000		Y
2012	EN-1879-12	Storm Water Management Facility Gallanough Park	New Infrastructure	\$150,000		Y
2012	EN-1876-12	Streetlight Improvements - Major Mackenzie	Infrastructure Replacement	\$231,800		Y
2012	EN-1899-12	Streetlight installation - Highway 50	New Infrastructure	\$206,000		Y
2012	EN-1911-12	Traffic Calming - Summeridge/Autumn Hill	New Infrastructure	\$113,000		Y
2012	EN-1895-12	Traffic Signal Installation - Portage Parkway and Millway Avenue	Growth/Development	\$154,500		Y
2012	EN-1881-12	Traffic Signal Installation - Woodbridge Avenue and Market Lane	Growth/Development	\$142,200		Y
2012	EN-1896-12	Traffic Signs Reflectivity Testing/Inspection	Legal/Regulatory	\$154,500		N
2012	EN-1903-12	Watermain Replacement - Chavender Place	Infrastructure Replacement	\$226,600		Y
2012	EN-1874-12	Watermain Replacement - Firglen Ridge	Infrastructure Replacement	\$788,000		Y
2012	EN-1893-12	Watermain Replacement - Islington/Kiloran Area	Infrastructure Replacement	\$123,600		Y
2012	EN-1908-12	Watermain Replacement - McKenzie Street and Wallace Street	Infrastructure Replacement	\$453,200		Y
2012	EN-1902-12	Watermain Replacement - Meeting House Road	Infrastructure Replacement	\$453,200		Y
Total 2012 Capital Budget				\$18,593,600		

City of Vaughan
Commissioner of Engineering and Public Works
Engineering Services

2013 Capital Budget Plan

Budget Year	Project #	Project Name	Project Type	Total Budget	Operating Budget Impact	TCA
2013	EN-1871-13	2013 Pavement Management Program - Phase 1	Infrastructure Replacement	\$3,225,000		Y
2013	EN-1872-13	2013 Pavement Management Program - Phase 2	Infrastructure Replacement	\$3,225,000		Y
2013	EN-1873-13	2013 Pavement Management Program - Phase 3	Infrastructure Replacement	\$3,225,000		Y
2013	EN-1887-12	Bridge Rehabilitation - Dick Bridge (Humber River)	Infrastructure Replacement	\$412,000		Y
2013	EN-1888-13	Bridge Rehabilitation - Glen Shields Avenue	Infrastructure Replacement	\$154,500		Y
2013	EN-1889-13	Bridge Replacement/Rehabilitation Environmental Assessment - King Vaughan Road Bridge	Infrastructure Replacement	\$154,500		Y
2013	EN-1892-12	Culvert Removal - Peelar Road	Infrastructure Replacement	\$103,000		Y
2013	EN-1904-12	Culvert Replacement - Merino Road	Infrastructure Replacement	\$463,500		Y
2013	EN-1862-13	Municipal Structure Inspection and Reporting	Legal/Regulatory	\$123,600		N
2013	EN-1909-12	PD8 Pump Station Decommissioning - Detailed Design	Infrastructure Replacement	\$293,600		Y
2013	EN-1880-12	Sidewalk - Major Mackenzie	Growth/Development	\$1,030,000		Y
2013	EN-1854-12	Storm Water Management Facility - Pine Valley Drive at Club House	New Infrastructure	\$750,000		Y
2013	EN-1879-12	Storm Water Management Facility Gallanough Park	New Infrastructure	\$1,000,000		Y
2013	EN-1843-11	Traffic Signal Improvements	Legal/Regulatory	\$206,000		Y
2013	EN-1896-12	Traffic Signs Reflectivity Testing/Inspection	Legal/Regulatory	\$154,500		N
2013	EN-1893-12	Watermain Replacement - Islington/Kiloran Area	Infrastructure Replacement	\$1,545,000		Y
2013	EN-1884-13	Watermain Replacement - Jane St./Highway 7 Industrial Area	Infrastructure Replacement	\$154,500		Y
Total 2013 Capital Budget Plan				\$16,219,700		



Public Works

2012-14 Business Plan

BUSINESS OVERVIEW

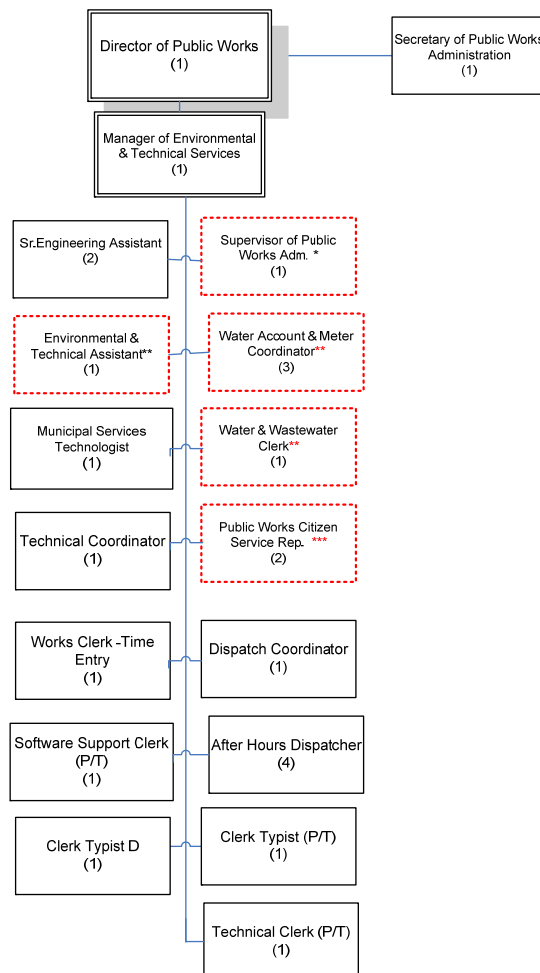
Service Statement: (Describe the core responsibilities for your department)

Public Works Administration is committed to providing exceptional customer service and the delivery of concise and accurate information on programs and services to residents, the public, developers, builders and regulatory agencies.

The day time clerical staff conducts the sale of blue boxes, green bins, garbage tags, appliance collection and disposal, bulk water, curb cuts, municipal service connections, culverts and water meters. Staff also perform time entry and process weekly deposits for front counters sales, as well as monies from Vaughan Fire & Rescue Services, and Cafeteria sales. Staff schedule appointments with the public, developers, builders and engineering consultants for such things as: appliance collections, road maintenance issues, water/sewer investigations, account inquiries, testing of existing and new water mains, water meter repairs and replacements, water turn/off, and various other water and sewer related activities.

The After Hours Dispatchers are responsible for answering calls from citizens and customers after hours for the Public Works Department and all other City departments. In 2011, this level of service extended to answering and dispatching of calls for Animal Control Services including municipalities outside of the Vaughan area (King Township and Bradford).

Service Profile:



2012-14 Business Plan

Full Time, Part Time and Overtime – Budgeted Amounts

ADMINISTRATION

	2011	2012 Base	Approved 2012 ARR	2012 Final	2013 ARR	2014 ARR
Full Time	4	4*	-	4*	-	1**
Part Time	0	0	-	0	-	-
Overtime	\$974	\$1,065	-	\$1,065	-	-

Included in this section are Director, Manager of Environmental & Technical Services, Supervisor of Public Works Administration and Administrative Assistant

* Admin Supervisor is funded 50% from Admin & 50% from Water/Wastewater

** ARR – Operational Review Analyst

FRONT COUNTER & CUSTOMER SERVICE

	2011	2012 Base	Approved 2012 ARR	2012 Final	2013 ARR	2014 ARR
Full Time	1	1	-	1	-	-
Part Time	0.69	0.69	***	0.69	-	-
Overtime	\$1,750	\$1,913	-	\$1,913	-	-

***Note: Request for conversion of two (2) part time clerical staff to form part of 2012 Water/Wastewater Budget Submission.

WATER, WASTEWATER AND ROADS

	2011	2012 Base	2012 ARR	2013 ARR	2014 ARR
Full Time	5	5	-	-	-
Part Time	0	0	0.62**	-	-
Overtime	\$3,890	\$3,902	-	-	-

**Water staff are requested for and funded from the Water Budget.

DISPATCHERS

	2011	2012 Base	Approved 2012 ARR	2012 Final	2013 ARR	2014 ARR
Full Time	1	1	-	1	-	-
Part Time	2.80	2.80	-	2.80	-	-
Overtime	\$4,398	\$4,809	-	\$4,809	-	-

Solid Waste Management

- 1 FTE funded from Administration Budget, 1 additional FTE funded from Solid Waste Management Budget.

Water/Wastewater & Roads

- 5 FTE's funded from Water Budget

2012-14 Business Plan

TECHNICAL GROUP

	2011	2012 Base	Approved 2012 ARR	2012 Final	2013 ARR	2014 ARR
Full Time	6*	6*	-	6*	-	-
Part Time	1.38	1.38	-	1.38	-	-
Overtime	\$6,519	\$7,128	-	\$7,128	-	-

*Technical Group

- 1 FTE Environmental & Technical Assistant funded from Water Budget.
- 5 FTE's funded from Administration Budget

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

Internal Departments

Engineering, Building Standards, Parks & Forestry Operations, Enforcement Services, Fire, Planning Finance, Building & Facilities, Parks Planning, Urban Design.

External

Citizens, PowerStream, Environment Canada, Ontario Ministry of the Environment, Toronto & Region Conservation Authority, Department of Oceans and Fisheries, Ontario Ministry of Labour, Region of York York Region Health Units, York/Durham Lab, York Region Police, Region of Peel, City of Toronto, York Region municipalities, Developers, Consultants, Contractors, Ratepayer Groups.

Work Plan:

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

Service Excellence:

- Demonstrate Excellence in Service Delivery

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

Challenges

Increase in population and demand for increased service levels will put additional pressures on our staff. The introduction of compostable bags and subsequent enforcement for the green program will see an increase in the volume of calls received.

2012-14 Business Plan

Opportunities

Implementation of improved service delivery and processes to ensure exceptional customer service delivery. This includes the automation of forms, upgrading to a point of sale system for all transactions to maximize customer service delivery. Currently, this upgrade is awaiting implementation by Finance.

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

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Streamlining of processes	2011	Ongoing	Automation of customer service delivery to residents. Implementation of automated forms
Balanced workload among clerical staff	2011	Pending Approval of Compliment in 2012 – Water/Wastewater Budget	Approval of ARR (Request for PTE conversion to FTE) - equal distribution of workloads
Reduce number of abandoned calls	2011	Pending Approval of Compliment in 2012 – Water/Wastewater Budget	Approval of ARR (Request for PTE conversion to FTE) – decreased in number abandoned calls
Motivate staff through training opportunities	2011	Completed	Improved Employee Morale. All admin staff attending customer service training in 2010. Newly hired staff attended in Spring 2011.

2012-14 Business Plan

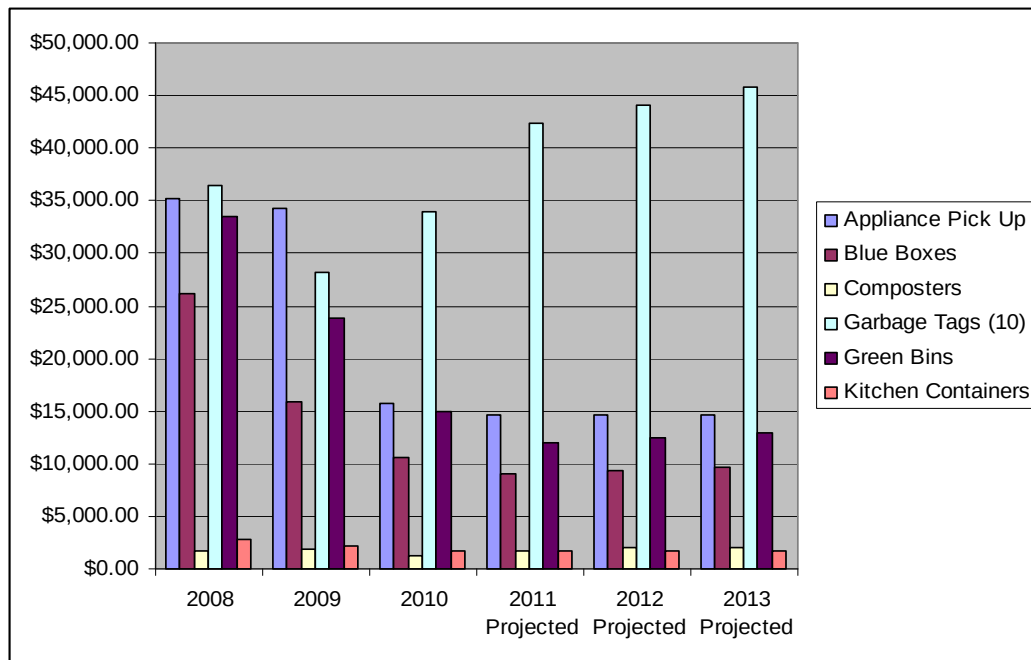
2012-14 Business Plan Objectives: (You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.)

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
1. Operations Review	Quarter 1 – Quarter 4	Mapping of costs versus funding sources. Tying service levels to funding impacts.	Approval of ARR – Operational Review Analyst
2. Implement the automation of Public Works Service Application Forms	Summer/ Fall 2011	Service Excellence	Access/Web Based Tools
3. Point of Sale System for sales	Fall 2011/ Spring 2012	Service Excellence	IT & Finance
4. Accessibility – Creating Barrier Free Communities	Ongoing	Service Excellence	Staff & Equipment
5. Continue to promote staff excellence through ongoing coaching and training	Ongoing	Staff/Service Excellence	In-House/External Courses
2013 (Top 3 Objectives)			
1. Online web forms & service requests	Fall/Winter 2012	Service Excellence (Communication with ability to initiate service requests online)	Staff & Equipment
2. Accessibility – Creating Barrier Free Communities	Ongoing	Staff/Service Excellence	Staff & Equipment
3. Continue to promote staff excellence	Ongoing	Staff/Service Excellence	In-House & External Seminar & Crossing Training of Staff
2014 (Top 3 Objectives)			
1. Accessibility – Creating Barrier Free Communities	Ongoing	Staff/Service Excellence	Staff & Equipment
2. Continue to promote staff excellence	Ongoing	Staff/Service Excellence	In-House & External Seminar & Crossing Training of Staff

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

2012-14 Business Plan

Revenue Front Counter Sales & Services – Solid Waste Management



BUSINESS OVERVIEW:

Notes about the Measure:

The economy, program maturation (Greening Vaughan) and the opening of the CEC in 2010 have been accounted for.

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

Green Bin and Blue Bin Containers sales are down. As of July 2009 the sale of these items was introduced at local community centres and figures in the graph are reflective of this as well.

Garbage tags continue to sell. With the opening of the Community Environmental Centre in 2010, residents are being educated and directed to take items to the CEC for disposal.

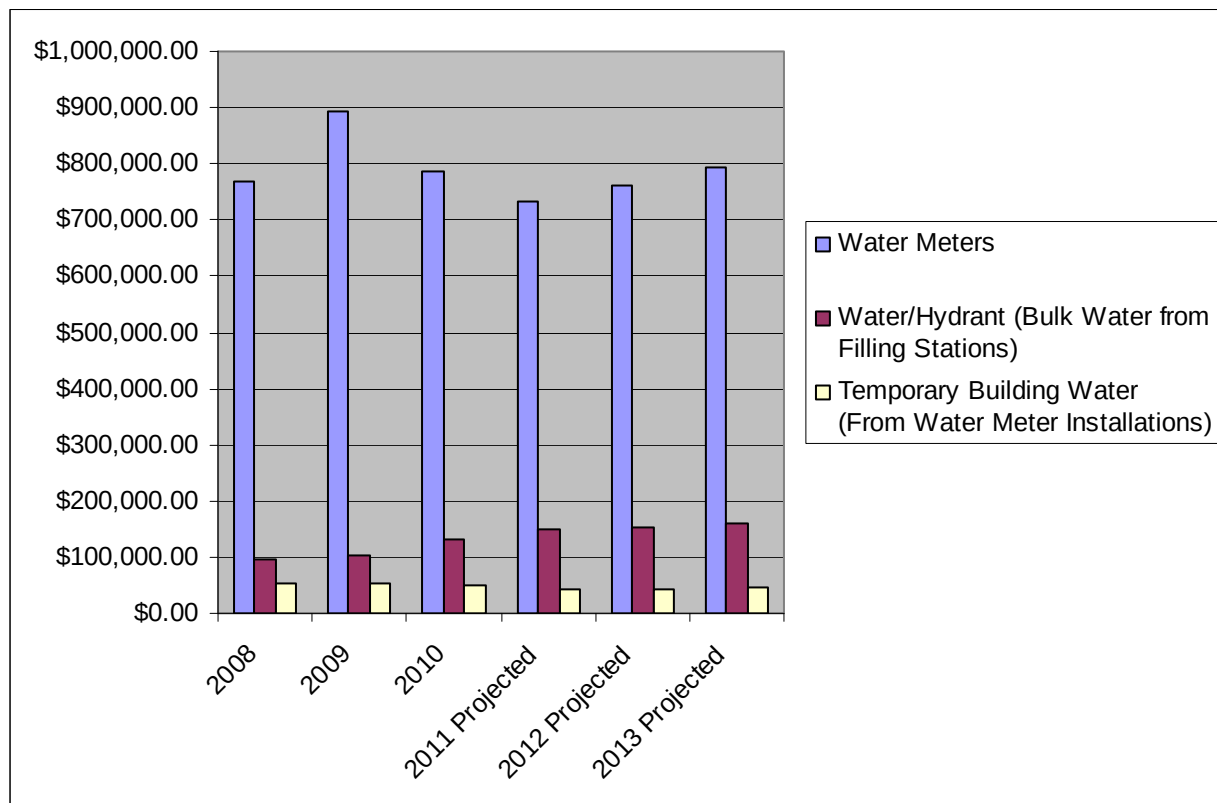
Overall Conclusion: (An executive summary providing a clear and concise overview of the performance measures and the general departmental situation)

Tag sales continue to increase and an automated P.O.S. System would increase efficiency of operations.

2012-14 Business Plan

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

Revenue Front Counter Sales & Service - Water



BUSINESS OVERVIEW:

Notes about the Measure:

Assumptions are based on population growth and services provided,

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

Water meter sales are tied into population growth and new home sales.

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

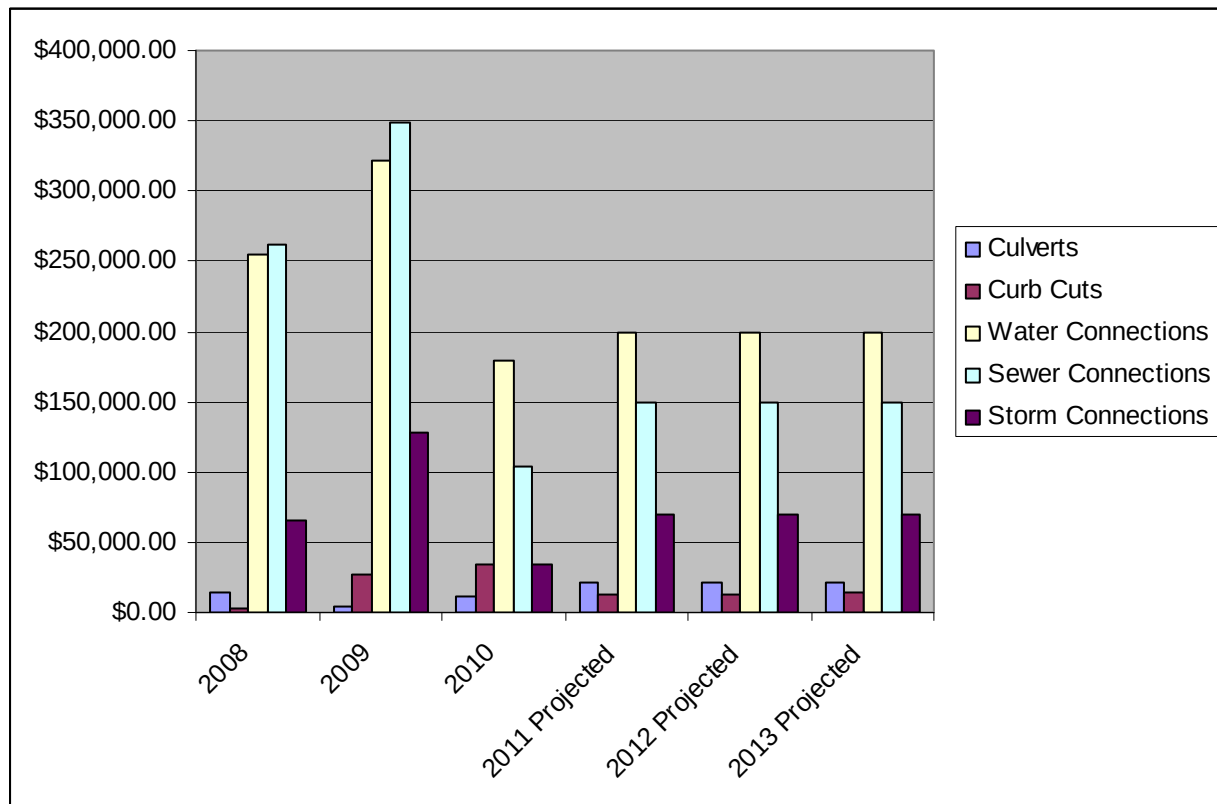
Growth is expected to continue for the next few years and, therefore, the need for meter installations is relative to growth.

2012-14 Business Plan

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

Revenue

Front Counter Sales & Service – Service Connections Curb Cuts/Culverts/Water, Sewer & Storm Connections



BUSINESS OVERVIEW:

Notes about the Measure:

It is anticipated that as more subdivisions are assumed, requests for curb cuts will increase. Water, Sewer and Storm connections are tied into the number of infill or site plan developments.

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

Assumptions are based on population growth and services provided.

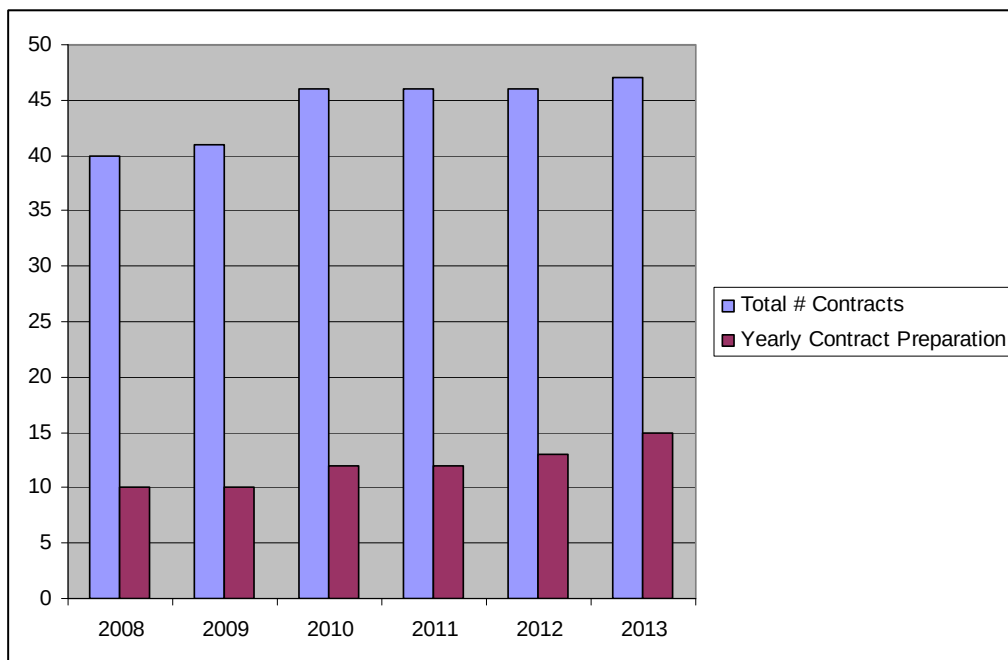
Overall Conclusion: (An executive summary providing a clear and concise overview of the performance measures and the general departmental situation)

Urbanization of City and demand for culverts may flatline or decrease. Infill housing may remain consistent for service connections.

2012-14 Business Plan

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

Tenders/Contracts Roads, Water, Wastewater



BUSINESS OVERVIEW:

Notes about the Measure:

Graph is a measurement of the current and projected service contract activity. There is currently one (1) staff responsible for preparation and administration of these contracts.

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

Overall figures are progressively higher every year. These figures includes new contracts, renewals, one time contracts and/or requests for proposals.

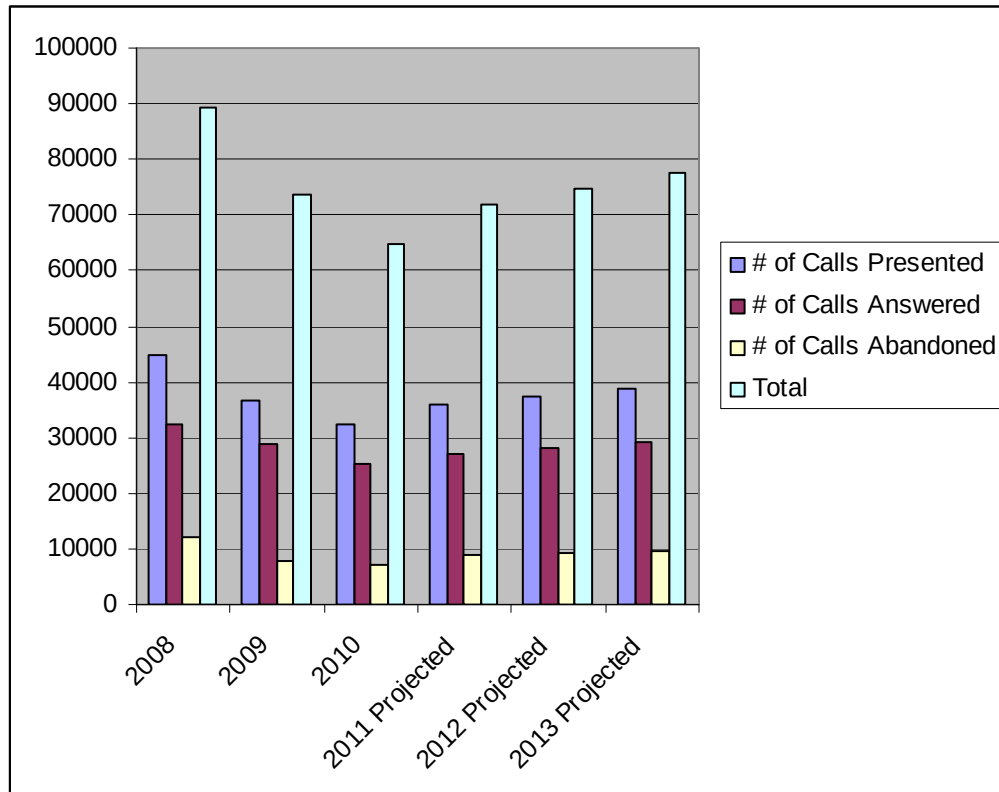
Overall Conclusion: (An executive summary providing a clear and concise overview of the performance measures and the general departmental situation)

The additional ARR request in the Water/Wastewater budget from PT to FT will ensure that the contracts are prepared in a timely manner so as to avoid unnecessary extensions, additional costs incurred or delay in service delivery as a result of insufficient staff resources. It will also assist with the ongoing administration of these contracts.

2012-14 Business Plan

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

Phones



BUSINESS OVERVIEW:

Notes about the Measure:

Assumptions are based weather, population growth and services provided.

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

In 2011 higher call volumes could be attributed to weather, increase in service requested by residents. It is anticipated that moving forward these numbers will increase as the population grows and aging infrastructure.

Further the call volumes have increased significantly since May 1, 2011 as a result of the number of calls being received After Hours for Animal Services related calls and include resident outside of the Vaughan boundary (Bradford and King).

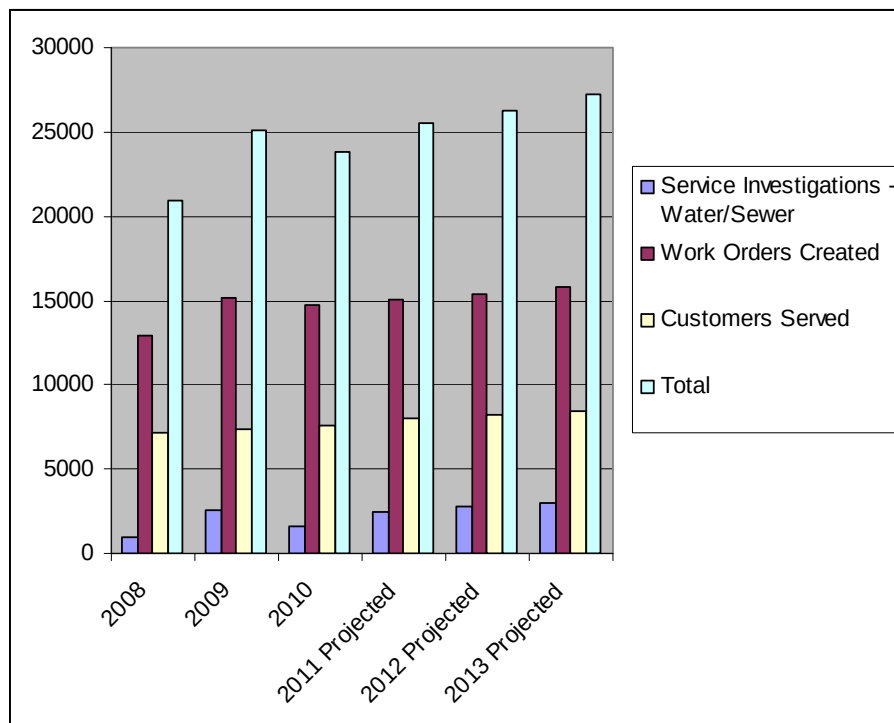
Overall Conclusion: (An executive summary providing a clear and concise overview of the performance measures and the general departmental situation)

The increase in call volumes will result in longer wait times for residents and calls being abandoned. The additional ARR request in the Water/Wastewater budget from PT to FT will ensure that there is adequate coverage to ensure exceptional service delivery to residents.

2012-14 Business Plan

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

Service Investigations/Works Orders & Customers Served At Counter



BUSINESS OVERVIEW:

Notes about the Measure:

Assumptions are based weather, population growth and services provided. With the hiring of the additional Water Account and Meter Coordinator whose primary responsibility will be to proactively investigate water and sewer accounts the amounts will increase significantly.

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

Work orders created and counter customers served will increase as the population grows and service expectations from resident's increases.

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

The increase in call volumes will result in more work orders being created and it is expected that with population growth, more customers will be served at the counter. The additional ARR request from PT to FT in the Water/Wastewater budget will ensure that there is adequate coverage to ensure exceptional service delivery to residents and customers

2012-14 Business Plan

Funding sources from Administration salaries have been realigned over the past several years to better reflect section activities. For example, staff assigned to water and wastewater activities are funded from the Water and Wastewater Budget. As well, the Supervisor of Public Works Administration is equally funded from the Water and Wastewater budget and taxation, and one Clerk "C" position is funded from the Solid Waste Management Budget.

The request in the upcoming Water/Wastewater budget for the conversion of the two permanent part time positions to permanent full time is essential in ensuring that the increased demand on our clerical staff can better accommodate the increased call volumes, counter service and renewal/preparation of new contracts. The impact on the budget is .31 for each position. There would be no extra burden or impact on the budget for training, furniture, telephone or computer equipment as this is already included in our existing budget.

Activities and demand for service from the public remains consistent and increasing in most areas. These trends are expected to continue in response to a growing population, growing/aging infrastructure, and demand for improved levels of service.

Commissioner Sign-off

Date (mm/dd/yy)

City of Vaughan
Revenue/Expenditure Summary Report
2012 Operating Budget

					2012			
		2011 Actual	2011 Budget		2012 Budget	% of Total Budget	Budget Variance \$	Budget Variance %
Public Works - Administration	Revenue	W&S Administration	(420,000)	(420,000)	(428,400)	99.8%	(8,400)	2.0%
		Revenue						
		Dept. Misc. Revenues	(2,100)	(1,050)	(1,050)	0.2%	(0)	0.0%
Total Revenues		(422,100)	(421,050)		(429,450)	100.0%	(8,400)	2.0%
Labour Costs	Staffing Costs (incl Benefits)	1,223,211	1,305,874		1,363,984	93.9%	58,110	4.45%
Other Expenses	Office Supplies & Expenses	28,742	37,764		39,024	2.7%	1,260	3.34%
	Staff Development & Training	15,073	17,096		17,310	1.2%	214	1.25%
	Communications	9,530	16,628		16,628	1.1%	0	0.0%
	Office Equipment & Furniture	6,401	11,006		14,566	1.0%	3,560	32.35%
	Corporate Accounts	837,623	836,021		5,861	0.4%	(830,160)	-99.3%
	Community Advertising & Promotion	3,915	377		4,877	0.3%	4,500	1,193.63%
	Service Contracts and Materials	2,482	3,053		3,053	0.2%	0	0.0%
	Meals & Travel	3,518	528		2,528	0.2%	2,000	378.79%
	Tools & Equipment	1,696	1,131		1,131	0.1%	0	0.0%
	Other	1,729	8,160		400	0.0%	(7,760)	-95.1%
	Professional Fees	0	0		0	0.0%	0	0.0%
	Joint Services & Department Transfers	(8,387)	(16,790)		(16,790)	-1.2%	(0)	0.0%
	Total	902,324	914,974		88,588	6.1%	(826,386)	-90.32%
Total Expenses		2,125,535	2,220,848		1,452,572	100.0%	(768,276)	-34.59%
Net Expenditures		1,703,435	1,799,798		1,023,122		(776,676)	-43.15%

City of Vaughan
Revenue/Expenditure Summary Report
Operating Budget Forecast

Commission Descr			2012 Budget	2013 Forecast	2013 vs 2012 Forecast Variance \$	2013 vs 2012 Forecast Variance %	2014 Forecast	2014 vs 2013 Forecast Variance \$	2014 vs 2013 Forecast Variance %
Public Works - Administration	Revenue	Dept. Misc. Revenues	(1,050)	(1,050)	(0)	0.0%	(1,050)	(0)	0.0%
		W&S Administration Revenue	(428,400)	(436,968)	(8,568)	2.0%	(445,707)	(8,739)	1.96%
	Total Revenues		(429,450)	(438,018)	(8,568)	2.0%	(446,757)	(8,739)	1.96%
	Labour Costs	Staffing Costs (incl Benefits)	1,363,984	1,378,518	14,534	1.07%	1,479,965	101,447	1.05%
	Other Expenses	Office Supplies & Expenses	39,024	39,024	0	0.0%	39,024	0	0.0%
		Staff Development & Training	17,310	17,310	0	0.0%	17,310	0	0.0%
		Communications	16,628	16,628	0	0.0%	16,628	0	0.0%
		Office Equipment & Furniture	14,566	14,566	0	0.0%	14,566	0	0.0%
		Corporate Accounts	5,861	5,861	0	0.0%	5,861	0	0.0%
		Community Advertising & Promotion	4,877	4,877	0	0.0%	4,877	0	0.0%
		Service Contracts and Materials	3,053	3,053	0	0.0%	3,053	0	0.0%
		Meals & Travel	2,528	2,528	0	0.0%	2,528	0	0.0%
		Tools & Equipment	1,131	1,131	0	0.0%	1,131	0	0.0%
		Other	400	400	0	0.0%	400	0	0.0%
		Operating Leases	0	0	0	0.0%	0	0	0.0%
		Professional Fees	0	0	0	0.0%	0	0	0.0%
		Joint Services & Department Transfers	(16,790)	(16,790)	(0)	0.0%	(16,790)	(0)	0.0%
		Total	88,588	88,588	0	0.0%	88,588	0	0.0%
	Total Expenses		1,452,572	1,467,106	14,534	1.0%	1,568,553	101,447	0.99%
	Net Expenditures		1,023,122	1,029,088	5,966	0.58%	1,121,796	92,708	0.58%

Recognized 2014 ARRs											
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Public Works - Admin.	FT	1.00	94,479		94,479			1.00	94,479	(1.00)	(94,479)

City of Vaughan
Commissioner of Engineering and Public Works
Public Works

2012 Capital Budget

Budget Year	Project #	Project Name	Project Type	Total Budget	Operating Budget Impact	TCA
2012	PW-2050-12	Avdell Avenue Storm Drainage channel Rehabilitation	Infrastructure Replacement	\$100,000		N
2012	PW-2035-11	Curb and Sidewalk Repair & Replacement	Infrastructure Replacement	\$1,220,000		N
2012	PW-2040-11	Sediment Removal from Storm Pond #42 (JOC)	Infrastructure Replacement	\$260,000		N
2012	PW-2013-07	Street Light Pole Replacement Program	Infrastructure Replacement	\$206,000		Y
2012	PW-2049-12	Thomson Creek Blvd. Storm Drainage Channel Rehabilitation	Infrastructure Replacement	\$110,000		N
Total 2012 Capital Budget				\$1,896,000		

2013 Capital Budget Plan

Budget Year	Project #	Project Name	Project Type	Total Budget	Operating Budget Impact	TCA
2013	PW-2035-11	Curb and Sidewalk Repair & Replacement	Infrastructure Replacement	\$1,281,000		N
2013	PW-2013-07	Street Light Pole Replacement Program	Infrastructure Replacement	\$216,300		Y
Total 2013 Capital Budget Plan				\$1,497,300		

2012-14 Business Plan

BUSINESS OVERVIEW

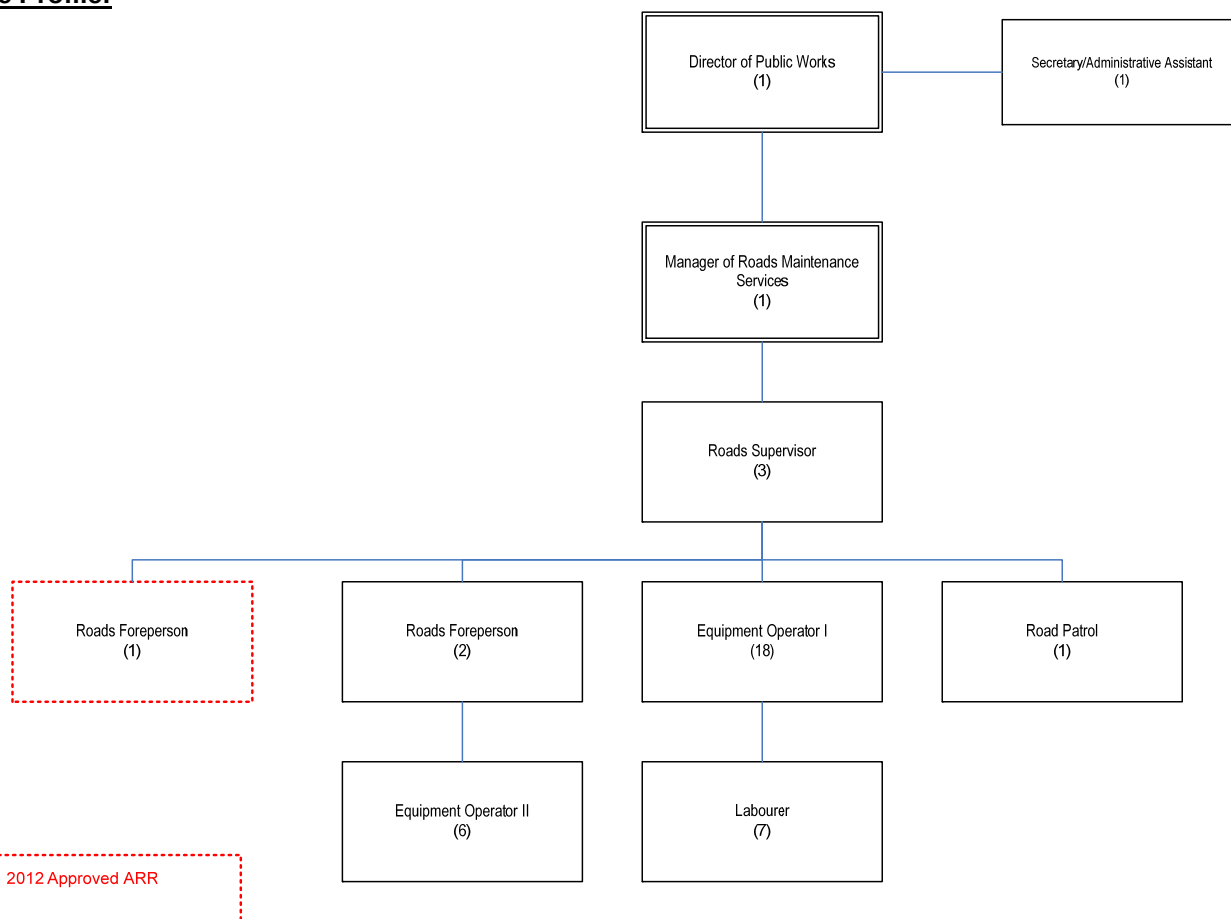
Service Statement: (Describe the core responsibilities for your department)

To provide for safe roads and sidewalks throughout the City of Vaughan, in accordance with minimum maintenance standards and Vaughan Council Policy.

The Public Works Department is committed to providing all residents with respectful, timely and reliable service. The 4 cornerstones to our success are:

- Quality Service and Integrity
- Professionalism and Positive Attitude
- Innovation and Continuous Improvement
- Effective Communication and Knowledgeable Staff

Service Profile:



Full Time, Part Time and Overtime – Budgeted Amount

	2011	2012 Base	Approved 2012 ARR	2012 Final	2013 ARR	2014 ARR
Full Time	38	38*	1	39	-	5
Part Time	4.08	4.08	-	4.08	-	-
Overtime	\$46,443	\$51,174	\$12,500	\$63,674	-	\$41,750

* 32 FTEs in 2012 Base Full Time budget are distributed between Winter 8% and Roads 92% Operations

2012-14 Business Plan

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

Mayor and Council

- Citizens and Businesses of Vaughan

Work Plan:

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

Service Excellence:

- *Demonstrate Excellence in Service Delivery
- *Promote Community Safety, Health and Wellness
- *Lead and Promote Environmental Sustainability

Organizational Excellence:

- *Manage Corporate Assets
- *Plan and Manage Growth and Economic Well-being

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

Future pressure include a rapidly increasing road network to maintain (requiring additional resources and equipment), increasing material costs, increasing demand for higher service levels, and large areas of infrastructure aging at the same rate.

Opportunities for reduced costs exist through ideas generated at the ongoing Continuous Improvement meetings with staff, newer equipment that increases productivity, and a changeover to high efficiency street lighting.

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

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
1. Improve cleanliness of City streets through reduced sweeping rotation time and additional staff	2011	New sweeper added Q4/09. Total of 4 sweepers.	Meeting established 20 to 25 day sweeping cycle
2. Mandated replacement of all School Zone signage (within 5 yr. period)	2010 to 2015	Q1 to Q4	Currently on target to complete sign replacement

2012-14 Business Plan

3. Mandated replacement of all Load Restriction signs (within 5 yr. period)	2010 to 2015	Q1 to Q4	Currently on target to complete sign replacement
4. Ensure compliance with Minimum Maintenance Standards (MMS) for sidewalk inspections	2011	Q1 to Q4	Meeting MMS (inspect entire sidewalk network annually)

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

Business Plan Objectives:	Timeline	Outcome	Resources
2012 (Top 3 Objectives)			
1. Review and expand in-house & contracted Mill & Pave program for localized repairs	Q1/12 to Q4/12	Detailed plan for managing small sections of asphalt repair	In-house and contracted
2. Mandated replacement of all School Zone & Load Restriction signage (within 5 yr. period)	Q1/12 to Q4/12	All signs to be changed over to new provincial design over the next 4 yrs.	In-house staff for installation and capital funds for signs
3. Ensure compliance with Provincial Minimum Maintenance Standards (MMS) for sidewalks	Q1/12 to Q4/12	Compliance with MMS	In-house and contracted services
Other Implement computerized road patrol program	Q1/12 to Q4/12	Record road deficiencies on lap top computer	In-house
2013 (Top 3 Objectives)			
1. Monitor/expand computerized road patrol program	Q1/13 to Q4/13	Work Orders automatically generated	In-house
2. Review contracted services to ensure that the most cost effective means of delivering the service is taking place (in-house vs contracted).	Q2/13 & Q3/13	Evaluation of programs and recommended service suppliers identified.	In-house
3. Develop Maintenance Program for bridges and guiderail.	Q1/13 & Q2/13	Deficiencies identified, documented & corrected	In-house and contracted services

2012-14 Business Plan

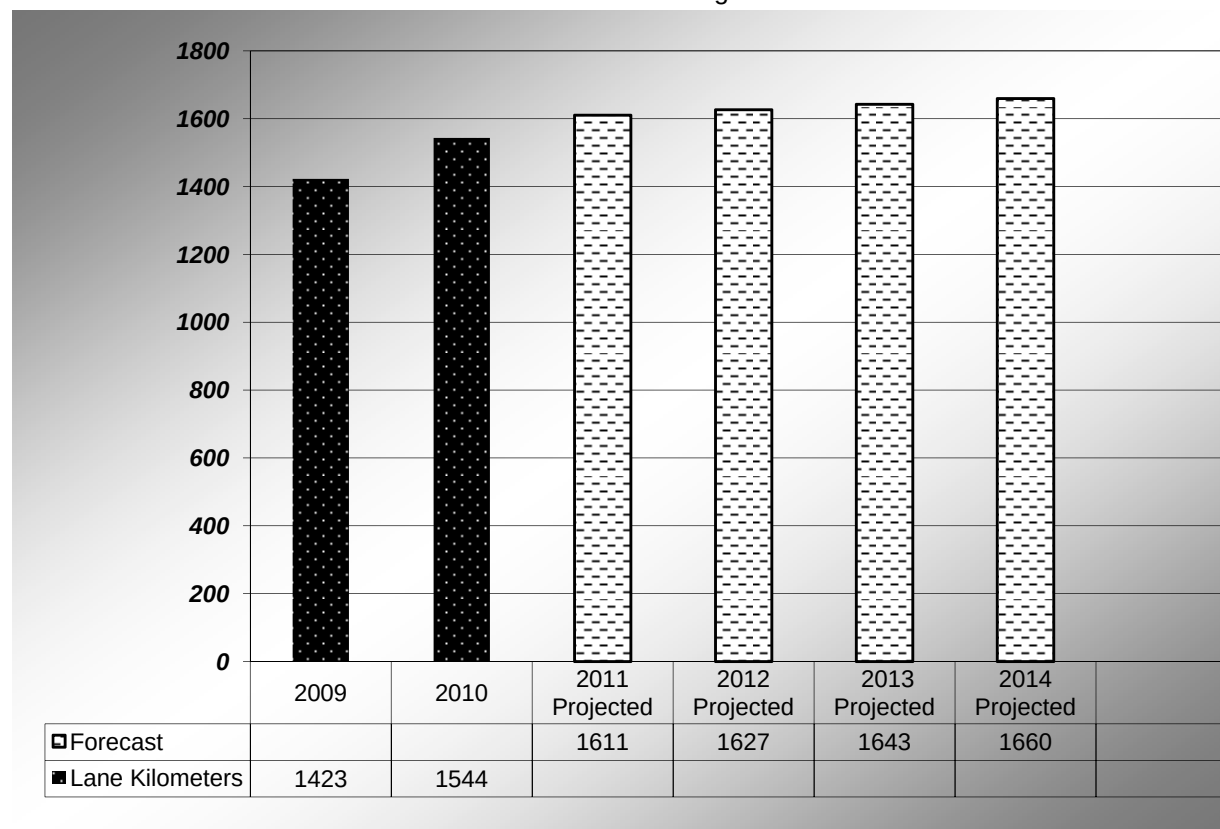
2014 (Top 3 Objectives)

1. Complete drainage improvements identified in Maple Drainage Study	Q2/14 & Q3/14	Culvert work and ditching completed	In-house
2. Implement Maintenance Program for bridges and guiderail.	Q1/14 to Q4/14	Deficiencies identified, documented & corrected	In-house and contracted services
3. Ensure compliance with Provincial Minimum Maintenance Standards (MMS) for sidewalks	Q1/14 to Q4/14	Compliance with MMS	In-house and contracted services

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

Measure: Number of Lane Kilometers Maintained During Non-Winter Period

Definition: The number of assumed lane kilometers receiving non-winter maintenance services



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

Projection based on 1% growth in assumed road network, or approximately 15 to 20 lane km/yr over the next 3 years.

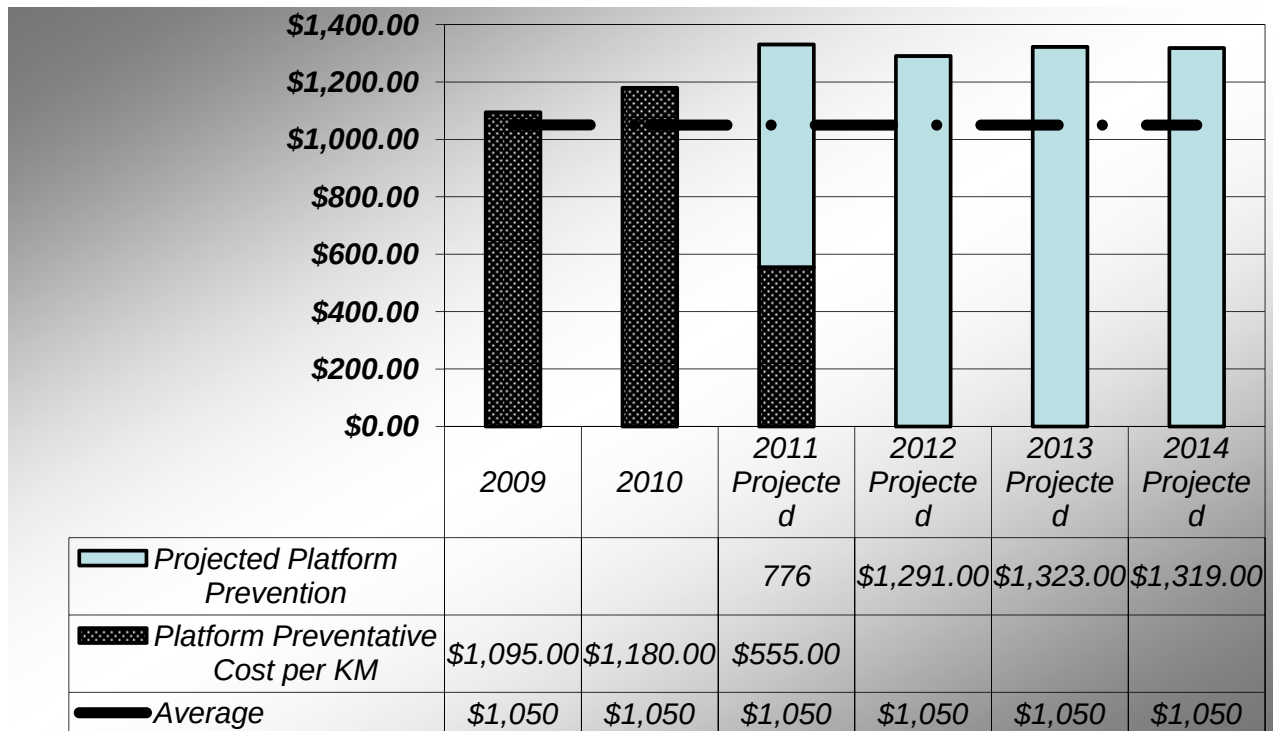
2012-14 Business Plan

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

The number of assumed road system lane kilometers maintained has steadily increased over the 2001-2010 period. This growth will result in a large number of road sections requiring extensive maintenance at the same time in the future.

Measure: Cost per Kilometer of Preventative Maintenance

Definition: The total cost of performing preventative maintenance on all roadways in the City spread over the total lane kilometres.



BUSINESS OVERVIEW:

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

Pavement preventative maintenance costs focus on activities directly affecting pavement quality. It does not include activities such as street lighting, traffic signal maintenance or road signage, etc. Projections include average rate of growth and price increases. In 2009, the numbers increased due to the amalgamation of activity accounts under pavement maintenance. The benchmark was determined by using the average from 2005 to 2010, and applying additional cost increases due to growth and contract costs. Increased spending reflects the aging infrastructure as well as more pro-active maintenance programs intended to reduce costlier rehabilitation and reconstruction works.

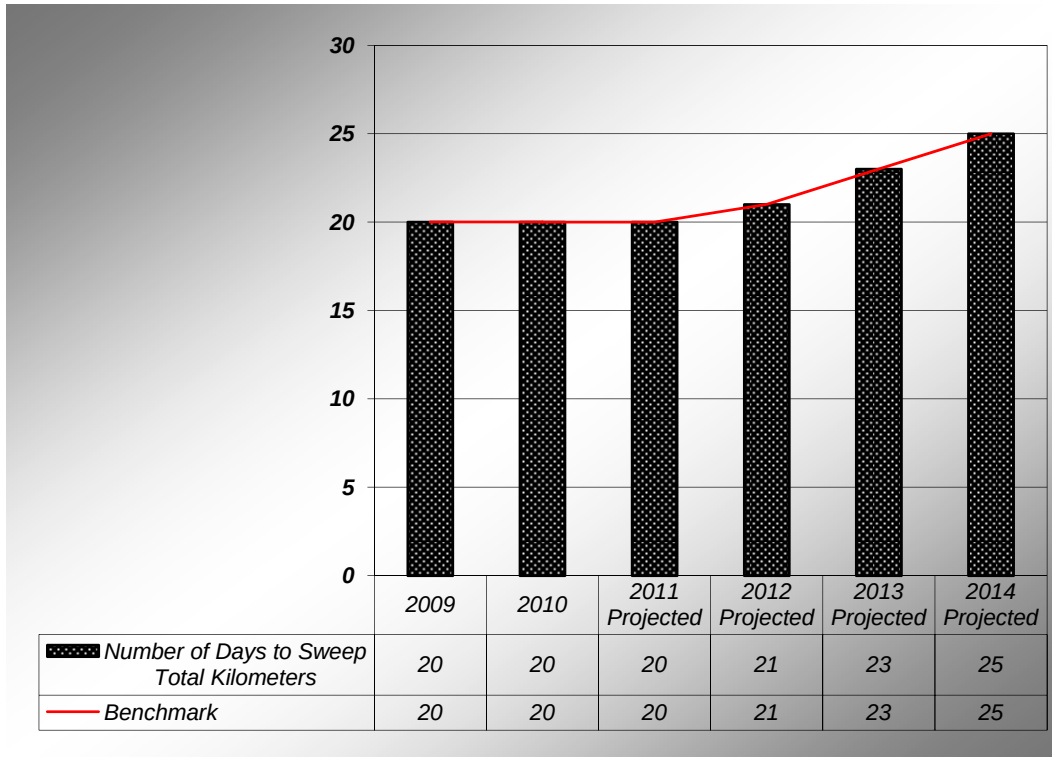
Key Conclusion: (Explanation of the trend on the performance measure graph)

2012-14 Business Plan

Platform preventive activity is designed to avoid expensive capital rehabilitation projects. Budget guidelines must continue to allow for increased funding allotments for growth and contract price increases, or poorer road conditions, more costly and extensive capital repairs, and increased complaints from residents will occur.

Measure: Number of Working Days to Sweep Total Lane Kilometers

Definition: The total number of working days to maintain the total lane kilometers in the City.



BUSINESS OVERVIEW:

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

The number of days to sweep the roads is based on a fleet of four City-owned street sweepers operating only one shift per day, and includes the estimated 15 to 20 lane km/yr growth factor. Should a second shift be implemented for street sweeping, this could be reduced to 10 to 15 working days. The above factors do not take into account delays due to mechanical breakdowns or inclement weather.

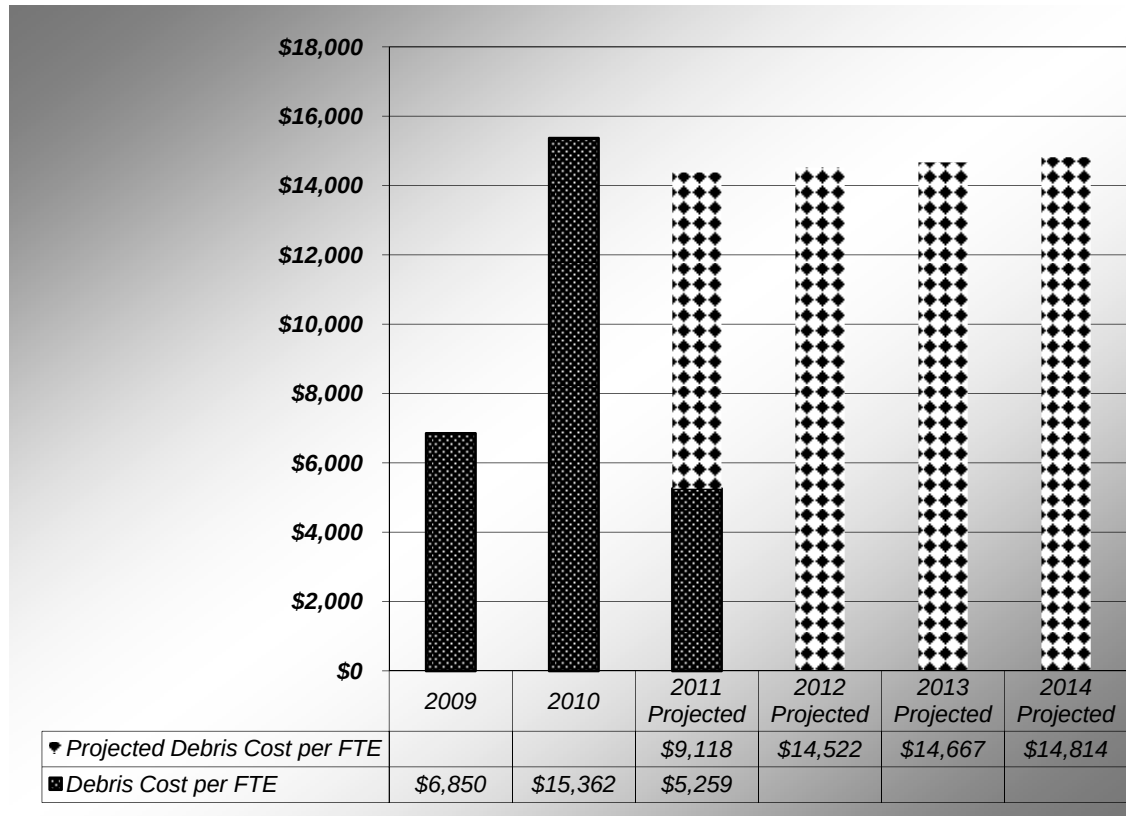
Key Conclusion: (Explanation of the trend on the performance measure graph)

To maintain the sweeping cycle of 20 to 25 working days by 2014 may require the implementation of shift work, or the addition of a fifth sweeper to the fleet.

Measure: Debris Maintenance Cost per FTE

Definition: The cost associated with debris maintenance per FTE in the Roads Division.

2012-14 Business Plan



BUSINESS OVERVIEW:

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

Labour costs associated with debris pickup throughout the year, divided by FTE's (FTE's include unionized staff only).

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

Littering and illegal dumping continues to take place across the City. There is continuous dumping of debris on rural roadways and these large dumps require significant staff and fleet resources to remove. The cost of cleaning up debris and litter takes up a significant amount of staff time, resulting in other maintenance activities being contracted out or not getting completed on time.

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

2012-14 Business Plan

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 2012 Operating Budget

					2012			
			2011 Actual	2011 Budget	2012 Budget	% of Total Budget	Budget Variance \$	Budget Variance %
Public Works - Roads Mtce.	Revenue	Rev. frm Recov. Exp - Pd Duty	(85,418)	(70,691)	(70,734)	100.0%	(43)	0.06%
		Dept. Misc. Revenues	(1,996)	0	0	0.0%	0	0.0%
Total Revenues			(87,414)	(70,691)	(70,734)	100.0%	(43)	0.06%
Labour Costs	Staffing Costs (incl Benefits)		2,576,285	2,631,397	2,819,620	33.2%	188,223	7.15%
Other Expenses	Service Contracts and Materials		3,525,130	4,369,274	3,733,445	43.9%	(635,829)	-14.55%
	Utilities & Fuel		1,731,629	1,929,530	1,963,020	23.1%	33,490	1.74%
	Staff Development & Training		31,369	28,969	29,969	0.4%	1,000	3.45%
	Tools & Equipment		30,920	24,073	24,073	0.3%	0	0.0%
	Office Equipment & Furniture		1,825	19,060	20,560	0.2%	1,500	7.87%
	Communications		8,955	10,611	12,611	0.1%	2,000	18.85%
	Professional Fees		596	4,976	4,976	0.1%	0	0.0%
	Meals & Travel		3,437	3,979	4,479	0.1%	500	12.57%
	Office Supplies & Expenses		4,420	2,402	2,502	0.0%	100	4.16%
	Community Advertising & Promotion		1,041	2,440	2,440	0.0%	0	0.0%
	Other		520	660	660	0.0%	0	0.0%
	Capital Funding		(82,699)	0	0	0.0%	0	0.0%
	General Mtce & Repairs		1,013,979	616,370	0	0.0%	(616,370)	-100.0%
	Joint Services & Department Transfers		(103,872)	(168,530)	(120,700)	-1.4%	47,830	-28.38%
	Total		6,167,251	6,843,814	5,678,035	66.8%	(1,165,779)	-17.03%
Total Expenses			8,743,535	9,475,211	8,497,655	100.0%	(977,556)	-10.32%
Net Expenditures			8,656,121	9,404,520	8,426,921		(977,599)	-10.39%

Corporate Structure Review***													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2012 Impact		Net 2013 Impact		Net 2014 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Manager, Special Projects**				(129,364)	(129,364)	-	-	0.00	(129,364)	-	0	-	0
Maintenance of New Pedestrian Walkway			15,000	(15,000)	0			0.00	0				
Roads Foreperson	FT	1.00	78,529	(78,529)	0			1.00	0		2,171		184

** Budget transfer to Commissioner of Engineering & Public Works

City of Vaughan
Revenue/Expenditure Summary Report
Operating Budget Forecast

Commission Descr			2012 Budget	2013 Forecast	2013 vs 2012 Forecast Variance \$	2013 vs 2012 Forecast Variance %	2014 Forecast	2014 vs 2013 Forecast Variance \$	2014 vs 2013 Forecast Variance %
Public Works - Roads Mtce.	Revenue	Rev. frm Recov. Exp - Pd	(70,734)	(70,775)	(41)	0.06%	(70,816)	(41)	0.06%
		Dutv							
		Dept. Misc. Revenues	0	0	0	0.0%	0	0	0.0%
	Total Revenues		(70,734)	(70,775)	(41)	0.06 %	(70,816)	(41)	0.06 %
	Labour Costs	Staffing Costs (incl Benefits)	2,819,620	2,908,962	89,342	3.17%	3,281,289	372,327	3.07%
	Other Expenses	Service Contracts and Materials	3,733,445	3,842,074	108,629	2.91%	3,947,960	105,886	2.83%
		Utilities & Fuel	1,963,020	2,096,531	133,511	6.8%	2,232,291	135,760	6.37%
		Staff Development & Training	29,969	29,969	0	0.0%	34,969	5,000	0.0%
		Tools & Equipment	24,073	24,073	0	0.0%	26,573	2,500	0.0%
		Office Equipment & Furniture	20,560	19,060	(1,500)	-7.3%	19,060	0	-7.87%
		Communications	12,611	12,611	0	0.0%	12,611	0	0.0%
		Professional Fees	4,976	4,976	0	0.0%	4,976	0	0.0%
		Meals & Travel	4,479	4,479	0	0.0%	4,479	0	0.0%
		Office Supplies& Expenses	2,502	2,502	0	0.0%	2,502	0	0.0%
		Community Advertising & Promotion	2,440	2,440	0	0.0%	2,440	0	0.0%
		Other	660	660	0	0.0%	660	0	0.0%
		Capital Funding	0	0	0	0.0%	0	0	0.0%
		General Mtce & Repairs	0	0	0	0.0%	0	0	0.0%
		Joint Services & Department Transfers	(120,700)	(120,700)	(0)	0.0%	(120,700)	(0)	0.0%
		Total	5,678,035	5,918,675	240,640	4.24 %	6,167,821	249,146	4.07 %
	Total Expenses		8,497,655	8,827,637	329,982	3.88 %	9,449,110	621,473	3.74 %
	Net Expenditures		8,426,921	8,756,862	329,941	3.92 %	9,378,294	621,432	3.77 %

Recognized 2014 ARRs											
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
PW Equip Op I	FT	2.00	136,125		136,125			2.00	136,125		6,656
PW Equip Op II - Heavy Equip	FT	2.00	138,559		138,559			2.00	138,559		6,778
Roads Labourer	FT	1.00	53,468		53,468			1.00	53,468		2,598

2012-14 Business Plan

BUSINESS OVERVIEW

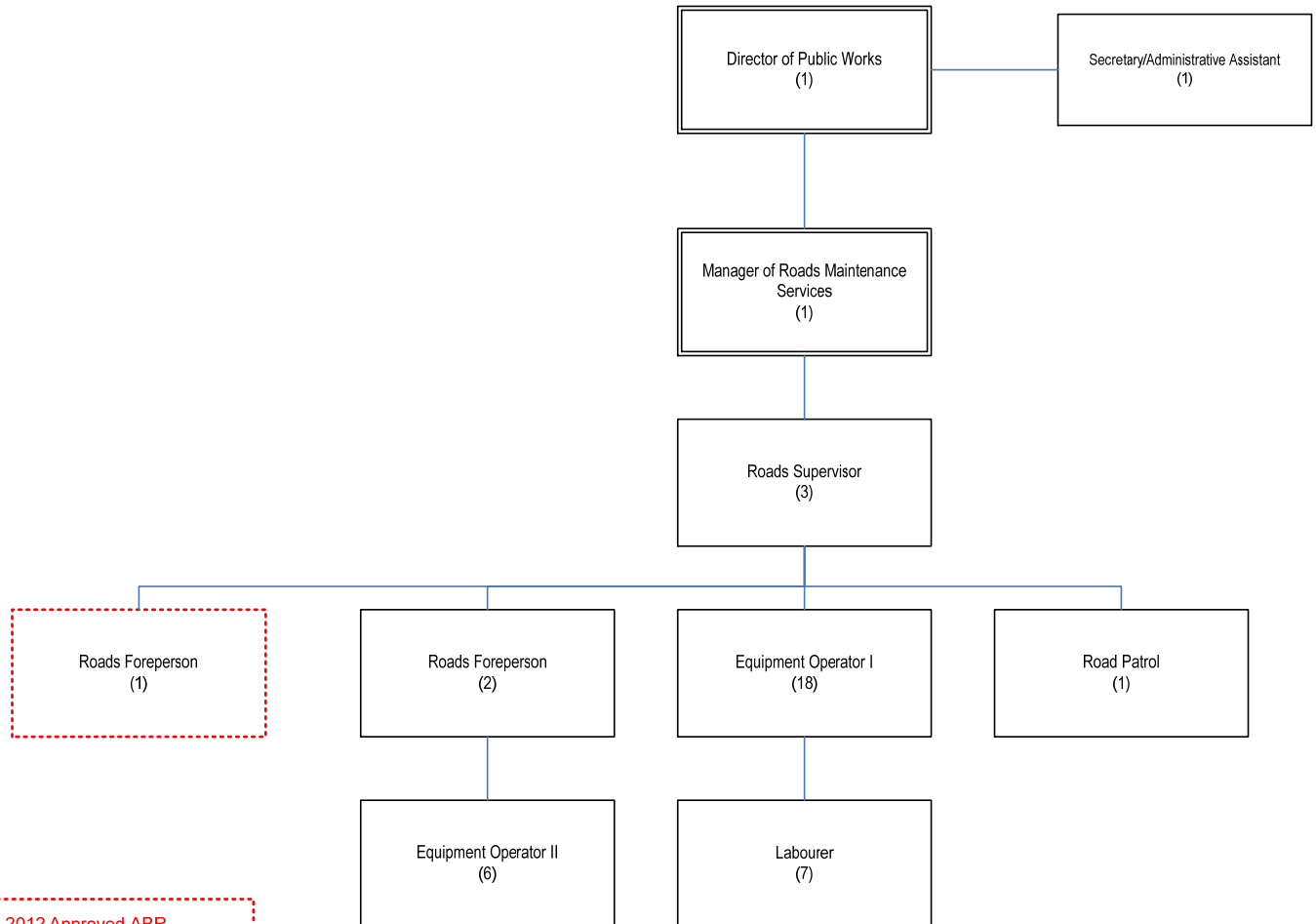
Service Statement: (Describe the core responsibilities for your department)

To provide for safe roads and sidewalks under winter conditions throughout the City of Vaughan, in accordance with minimum maintenance standards and Vaughan Council policy. The City's main objective during a storm is to keep Primary roads clear for emergency and transit vehicles by salting or plowing procedures. Once completed, clearing operations commence on Secondary roads. The City of Vaughan's goal is to plow all roads and windrows in less than 16 hours from the end of snowfall.

The Public Works Department is committed to providing all residents with respectful, timely and reliable service. The 4 cornerstones to our success are:

- Quality Service and Integrity
- Professionalism and Positive Attitude
- Innovation and Continuous Improvement
- Effective Communication and Knowledgeable Staff

Service Profile:



2012-14 Business Plan

Full Time, Part Time and Overtime – Budgeted Amounts

	2011	2012 Base	Approved 2012 ARR	2012 Final	2013 ARR	2014 ARR
Full Time	32	32*	-	32	-	-
Part Time	2.8	2.8	-	2.8	-	-
Overtime	\$49,070	\$54,370	-	\$54,370	-	-

*2012 Base Full time budget is distributed between Winter 8% and Roads 92% Operations

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

- Mayor and Council
- Citizens and Businesses of Vaughan

Work Plan:

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

Link to Vaughan Vision 2020:

Service Excellence:

- Demonstrate Excellence in Service Delivery
- Promote Community Safety, Health & Wellness
- Lead and Promote Environmental Sustainability

Organizational Excellence:

- Plan and Manage Growth & Economic Well-being
- Manage Corporate Assets

Future Pressures and Opportunities:

Future pressures include material costs, increased number of road km's to maintain, increased cost of fuel, increasing demand for higher level of service and lack of snow storage space.

The contract is going into its fourth winter season (first of 2 extension years), and as such, there are few opportunities to reduce costs.

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

2012-14 Business Plan

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
1. Compliance with Minimum Maintenance Standards (MMS)- review our levels of service against MMS established by the Province	2011	Annual review	Compliance with Standards
2. Salt Management Plan- Voluntarily reporting to Federal Agencies and monitoring salt usage with a view for the more effective usage of deicing materials.	2011	Annual review	Annual updates submitted to Environment Canada
3. Investigate alternative deicing materials considering their environmental impact.	2011	Trial using liquid product as pre wet (D-ICE)	Compare alternative deicers for pre wet or direct liquid application

2012-14 Business Plan

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

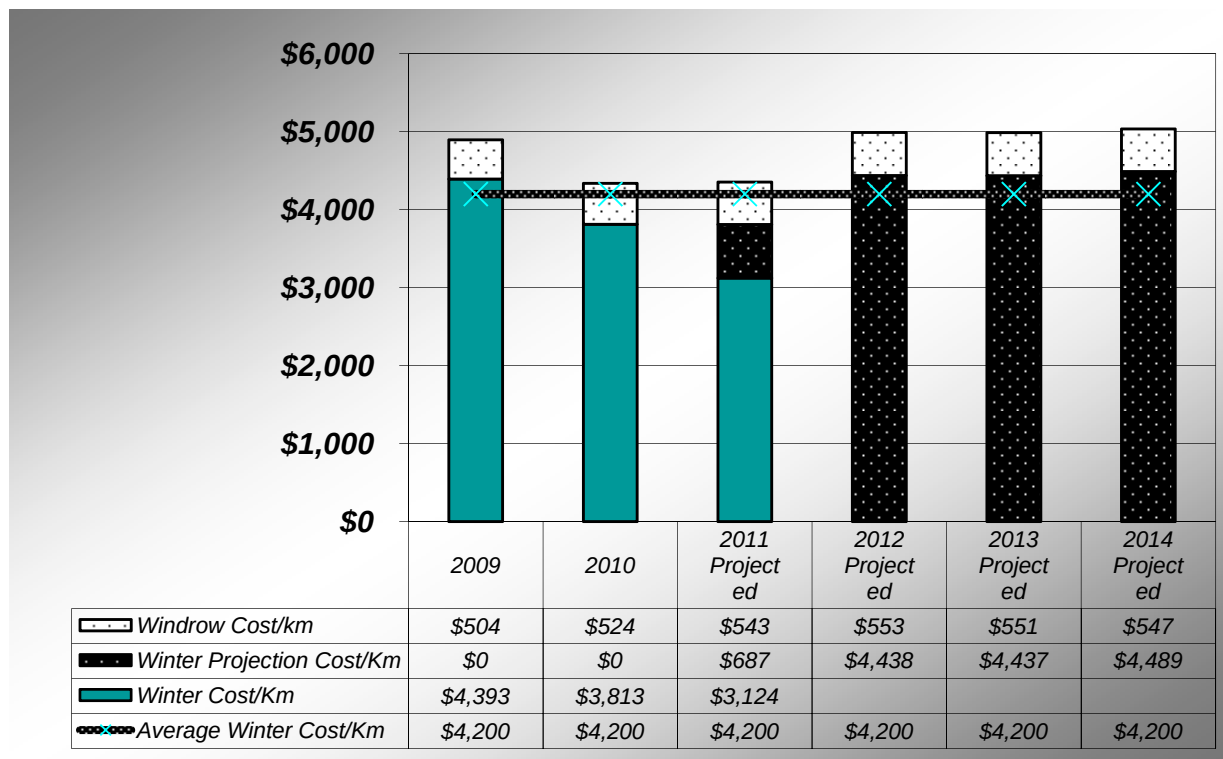
<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2012 (Top 3 Objectives)			
1. Review and possibly expand City maintained ploughing and salting routes	Q3 & 4/12	Assume portion of ploughing and salting routes from Contractor	In-house
2. Investigate alternative deicing methods & materials on a City-wide basis considering their environmental impact.	Q1 & 4/12	Reduced road salt usage & increased melting potential	In-house
3. Implement computerized road patrol program.	Q1 - 4/12	Record road deficiencies on lap top computer	In-house
2013 (Top 3 Objectives)			
1. Continue and possibly expand City maintained ploughing and salting routes	Q1 & 4/13	Assume greater portion of ploughing and salting routes from Contractor	In-house
2. Investigate alternative deicing methods & materials on a City-wide basis considering their environmental impact.	Q1 - 4/13	Reduced road salt usage & increased melting potential	In-house and contracted services
3. Prepare new tender for winter services if extension not awarded.	Q1 & 2/14	New tender or extension awarded.	In-house
2014 (Top 3 Objectives)			
1. Monitor/expand computerized road patrol program	Q1 - 4/14	Work Orders automatically generated	In-house
2 Monitor effectiveness of alternative deicing methods & materials on a City-wide basis.	Q1 & 4/14	Reduced road salt usage & increased melting potential	In-house and contracted services
3 Implement new tender (if required)	Q3/14	New contract in place, or extension awarded.	In-house and contracted services

2012-14 Business Plan

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

Measure: Winter Control Cost per Kilometer

Definition: Winter control costs include road and windrow services delivered by Public Works but do not include sidewalk plowing labour costs which are budgeted through the Parks Department.



BUSINESS OVERVIEW:

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

Costs will vary according to severity of the winter and contract prices in place at the time. The average cost is based on the previous 6 years, and projected costs reflect growth and increasing winter costs.

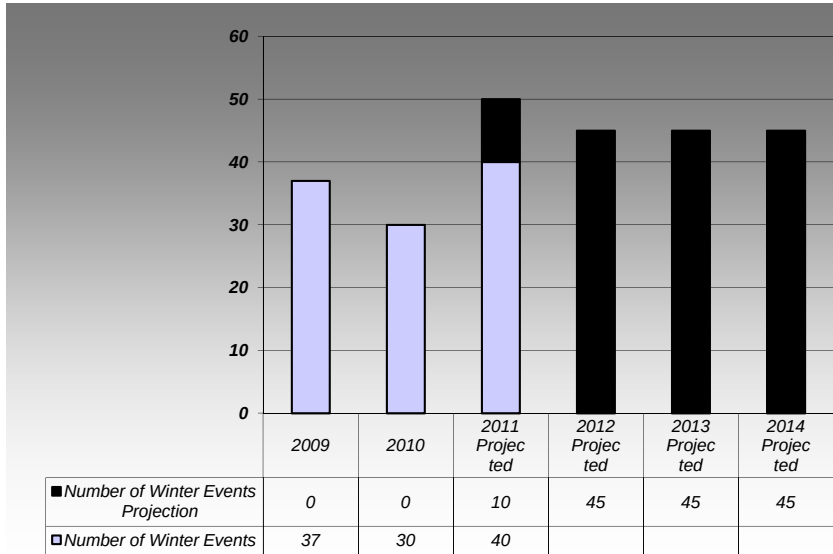
Key Conclusion: (Explanation of the trend on the performance measure graph)

Winter unit costs are dependant upon the number and type of winter storm experienced, the tendered cost of the de-icing materials, and the contract costs for ploughing / salting. It should be noted that the costs noted above, include the cost to supply the Parks Department with salt for maintaining sidewalks, and includes the cost of salting City owned facilities.

2012-14 Business Plan

Measure: Number of Winter Events

Definition: The number of winter events that required deployment of salting or plough units.



BUSINESS OVERVIEW:

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

Climate change is impacting the winter weather patterns. Studies taken place in Canada show a trend to milder winters, resulting in more salting events projected to take place than previously experienced.

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

Over time, salting costs may increase, due to the increased number of storm events that may occur each winter.

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

The City's Public Works Department continues to meet or exceed provincial standards for winter maintenance, while delivering a level of service that is unmatched in the GTA.

Commissioner Sign-off

Date (mm/dd/yy)

City of Vaughan
Revenue/Expenditure Summary Report
2012 Operating Budget

					2012			
		2011 Actual	2011 Budget		2012 Budget	% of Total Budget	Budget Variance \$	Budget Variance %
Public Works - Winter Control	Revenue	Rev. frm Recov. Exp - Pd Duty	(42,000)	(60,990)	(42,000)	100.0%	18,990	-31.14%
	Total Revenues		(42,000)	(60,990)	(42,000)	100.0%	18,990	-31.14%
	Labour Costs	Staffing Costs (incl Benefits)	293,745	307,055	339,409	3.6%	32,354	10.54%
	Other Expenses	Service Contracts and Materials	8,633,824	8,665,157	8,921,584	93.6%	256,427	2.96%
		Utilities & Fuel	0	0	145,045	1.5%	145,045	0.0%
		Operating Leases	46,027	115,269	115,269	1.2%	0	0.0%
		Tools & Equipment	0	9,215	9,215	0.1%	0	0.0%
		Meals & Travel	2,457	2,820	2,820	0.0%	0	0.0%
		Capital Funding	141,156	0	0	0.0%	0	0.0%
		General Mtce & Repairs	412,634	430,327	0	0.0%	(430,327)	-100.0%
	Total		9,236,098	9,222,788	9,193,933	96.4%	(28,855)	-0.31%
	Total Expenses		9,529,843	9,529,843	9,533,342	100.0%	3,499	0.04%
	Net Expenditures		9,487,843	9,468,853	9,491,342		22,489	0.24%

City of Vaughan
Revenue/Expenditure Summary Report
Operating Budget Forecast

Commission Descr			2012 Budget	2013 Forecast	2013 vs 2012 Forecast Variance \$	2013 vs 2012 Forecast Variance %	2014 Forecast	2014 vs 2013 Forecast Variance \$	2014 vs 2013 Forecast Variance %
Public Works - Winter Control	Revenue	Rev. frm Recov. Exp - Pd Dutv	(42,000)	(42,000)	(0)	0.0%	(42,000)	(0)	0.0%
	Total Revenues		(42,000)	(42,000)	(0)	0.0%	(42,000)	(0)	0.0%
	Labour Costs	Staffing Costs (incl Benefits)	339,409	343,835	4,426	1.3%	346,075	2,240	1.29%
	Other Expenses	Service Contracts and Materials	8,921,584	9,003,179	81,595	0.91%	9,179,561	176,382	0.91%
		Utilities & Fuel	145,045	145,045	0	0.0%	145,045	0	0.0%
		Operating Leases	115,269	115,269	0	0.0%	115,269	0	0.0%
		Tools & Equipment	9,215	9,215	0	0.0%	9,215	0	0.0%
		Meals & Travel	2,820	2,820	0	0.0%	2,820	0	0.0%
		Capital Funding	0	0	0	0.0%	0	0	0.0%
		General Mtce & Repairs	0	0	0	0.0%	0	0	0.0%
	Total		9,193,933	9,275,528	81,595	0.89%	9,451,910	176,382	0.88%
	Total Expenses		9,533,342	9,619,363	86,021	0.9%	9,797,985	178,622	0.89%
	Net Expenditures		9,491,342	9,577,363	86,021	0.91%	9,755,985	178,622	0.9%

2012 (2013, 2014) Business Plan

Business Overview

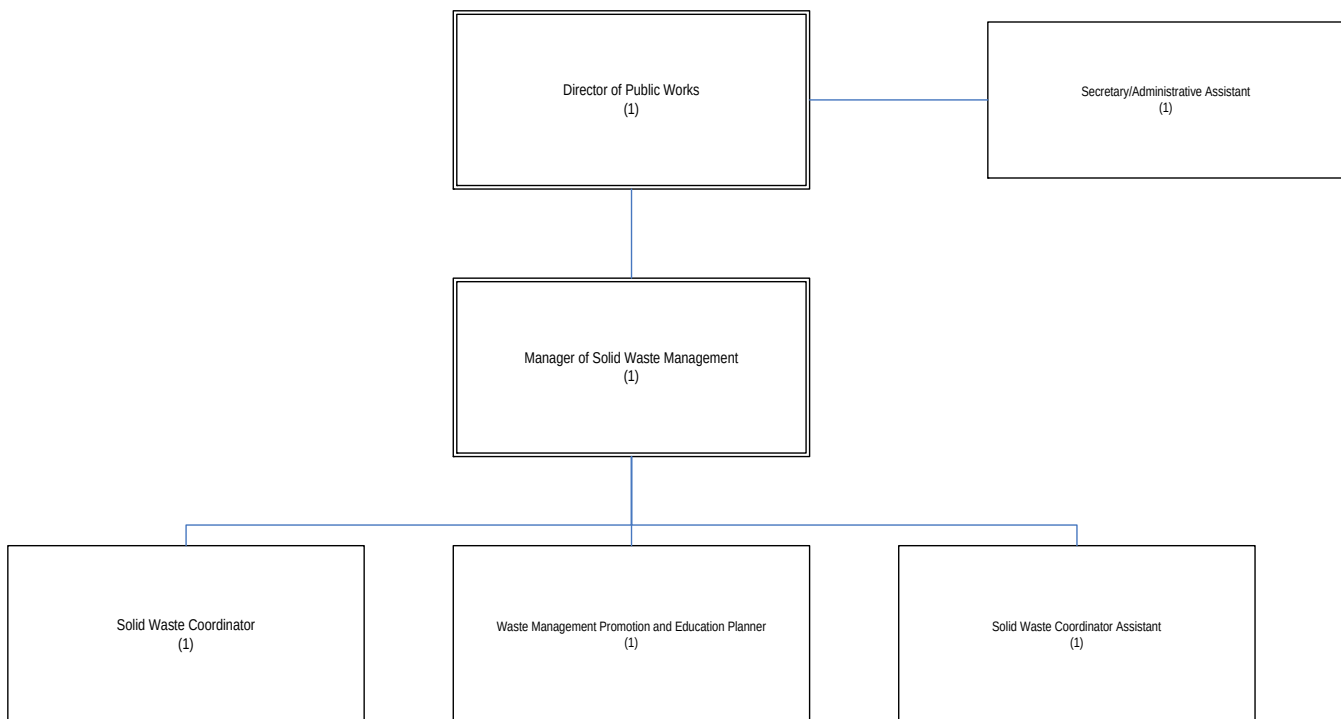
Service Statement: (Describe the core responsibilities for your department)

To ensure effective collection of residential (including limited non-residential and mixed-use establishments) residual waste (garbage) and resource materials (household organics, recyclables large appliances and leaf and yard materials)

To effectively monitor and evaluate the success of the Greening Vaughan initiative and to assess and develop other programs that may further enhance current programs or provide additional avenues for waste diversion

To inform and involve the citizens of Vaughan through ongoing educational and promotional initiatives of the City's comprehensive waste management plan and the waste management priorities as established by the Mayor and members of Council

Service Profile - Solid Waste Management Organizational Chart:



Full Time, Part Time and Overtime – Budgeted Amounts

	2011	2012 Base*	Approved 2012 ARR	2012 Final	2013 ARR	2014 ARR
Full Time	5	5	-	5	-	-
Part Time	0.90	1.03	-	1.03	-	-
Total FTE	5.90	6.03	-	6.03	-	-
Overtime	\$3,620	\$4,020	-	\$4,020	-	-

*2012 base budget was adjusted to reflect Part Time equivalent

2012 (2013, 2014) Business Plan

Key Stakeholders:

- Citizens of Vaughan
- Mayor and Members of Council
- Planners / Developers re: Waste Collection Design Standards Policy / Site Plan review
- York Region
- Collection Contractor(s)
- Governing legislation such as the Environmental Protection Act; Environmental Assessment Act and the Ontario Municipal Act

Work Plan

Link to Vaughan Vision 2020:

Service Excellence

Demonstrate excellence in service delivery

Lead and promote environmental sustainability

Future Pressures and Opportunities:

Challenges

Some of the challenges experienced in the Solid Waste Management division are as follows:

- Distribution program of blue boxes and green bins. Maintaining two different distribution programs for blue boxes and green bins is extremely inefficient, difficult and not sustainable.
- Enforcement. Inability for Waste Management staff to formally enforce Waste Collection By-law
- Differentiating our program from that of Toronto's (i.e. they are permitted to use oversized containers; they take recycling items we do not accept etc.)
- Adapting to the Region's operational changes at their various (contracted) processing / disposal facilities
- Use of oversized containers. Pressure by some residents to move to use oversized containers – which would require automated collection (much more costly)

Opportunities

Waste Diversion Efforts may be enhanced by assessing program changes / alterations, some of which are as follows:

- increasing the cost of the garbage tags
- reducing the allowable "free" garbage items from 3 items every other week to 2 items every other week
- eliminating the provision of the 4 annual double up events
- implementing maximum set out limits for grand-parented multi res establishments that the City provides municipal collection services.
- Implementing a ban on designated electric and electronic waste curbside. as the Region's Community Environmental Centre(s) have a comprehensive Electronic / Electric recycling program.

Efficiencies would be gained if

- one system for point of sale transactions. Elimination of handwritten receipts
- having only one program (not two) for the sale (distribution) of blue boxes and green bins
- appliance appointments are made online.

City wide

- looking at a language translation program / tool that would be able to translate Vaughan Online web information from English to an alternate language

2012 (2013, 2014) Business Plan

Business Plan Objectives

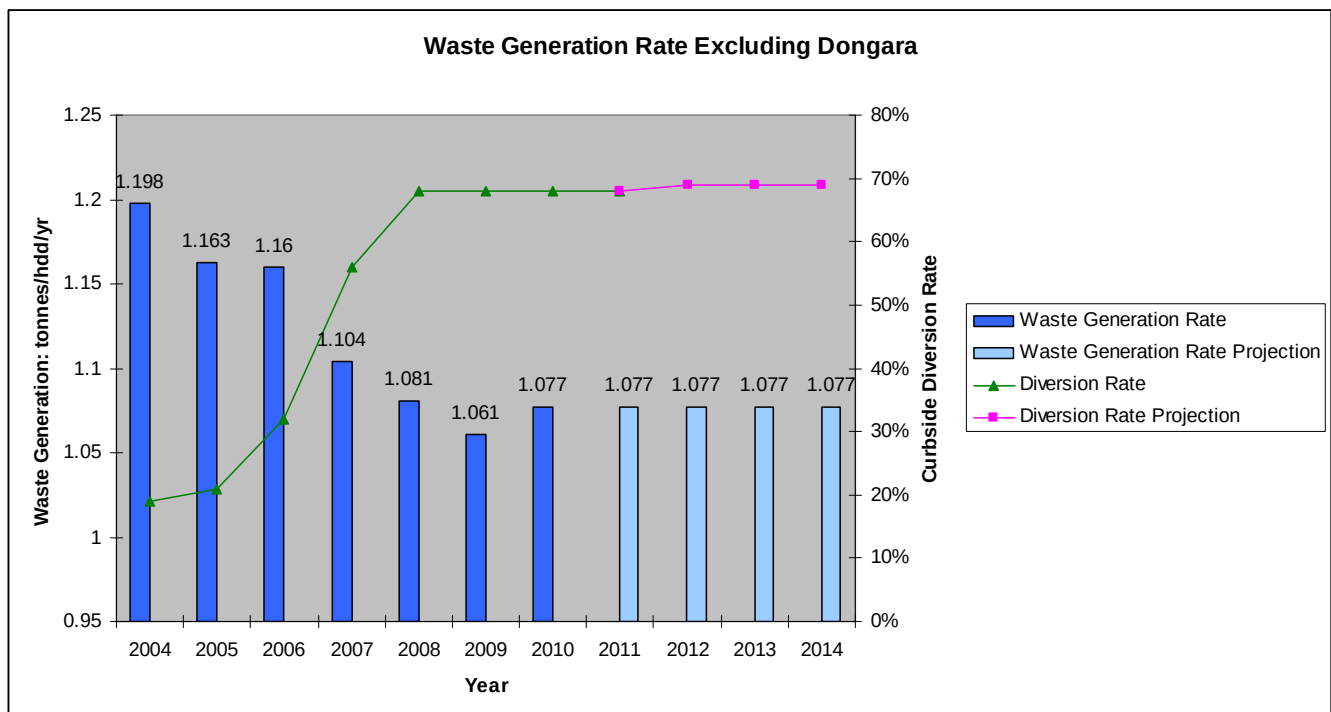
<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2011 (Top 3 Objectives)			
1. To address the matter of mandatory use of compostable bags in the green bin program. Region implemented this program in May of 2011. Due to feedback from residents, the City and Region, at this point in time, "strongly encourages" the use of compostable bags, but does not require the mandatory provision.	2011	Move towards mandatory provision and enforcement	Extensive Promotion and Education will be required. This initiative will be shared by York Region and the area municipalities. Our portion of Promotion and Education will be covered off in the existing Promotion and Education operating budget (233001.7140)
2. To revise / update Waste Collection Design Standards Policy.	Deferred to 2012	To have policy less 'interpretative' To meet with other departments; and to explore other options other than front end collection	Deferred to 2012
3. Seek direction from Council regarding future of waste collection program (i.e. automated, service levels) in preparation of new collection contract	Q4 2011	To obtain direction from Council regarding preferred collection method prior to the preparation of collection contract	None
4. Implement a program for specifically designed recycling containers at problematic Canada Post (residential) super mail boxes locations.	1 year from time of implementation	Less litter at problematic sites; cleaner community image.	Program dependent on whether ARR request approved (both capital and operating)
2012 (Top 3 Objectives)			
1. To prepare new waste collection contract for release in the first half of 2012	Q2 2012	Issue tender and tender award	Purchasing
2. To address challenges associated with the Region's implementation (mandatory) of the compostable bags in the green bin	2012	Promo Campaign	Region; Bylaws
3. To re-evaluate distribution policy for blue boxes and green bins	Q4 2012	Single Distribution full cost recovery program	None
4. Implement a program for specifically designed recycling containers at problematic Canada Post (residential) super mail boxes locations.	1 year from time of implementation	Less litter at problematic sites; cleaner community image.	Program dependent on whether ARR request approved (both capital and operating)

2012 (2013, 2014) Business Plan

2013 (Objectives)

1. To implement / manage new multi year collection contract	2012	To ensure transition between contracts is seamless	Other wm staff

Key Performance Indicators



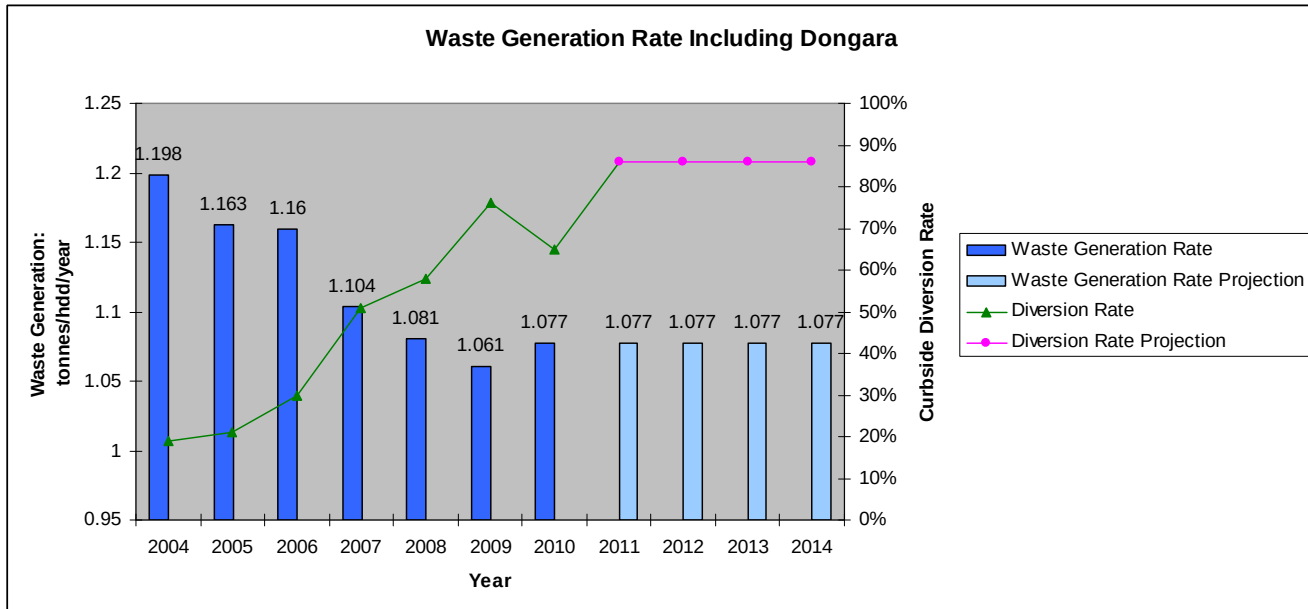
Key Conclusions:

- Waste diversion initiatives have been successful (increased diversion rate)

Notes:

- Unit (weight) measured in metric tonnes
- Total curbside diversion figures includes both curbside and multi residential (that we provide municipal collection services to)
- Diversion rate does not include residuals resulting from the Region's processing operations
- Diversion rate does not include residuals processed at Dongara
- *Data Source: Data derived from York Region and contractor summaries*

2012 (2013, 2014) Business Plan



Key Conclusions:

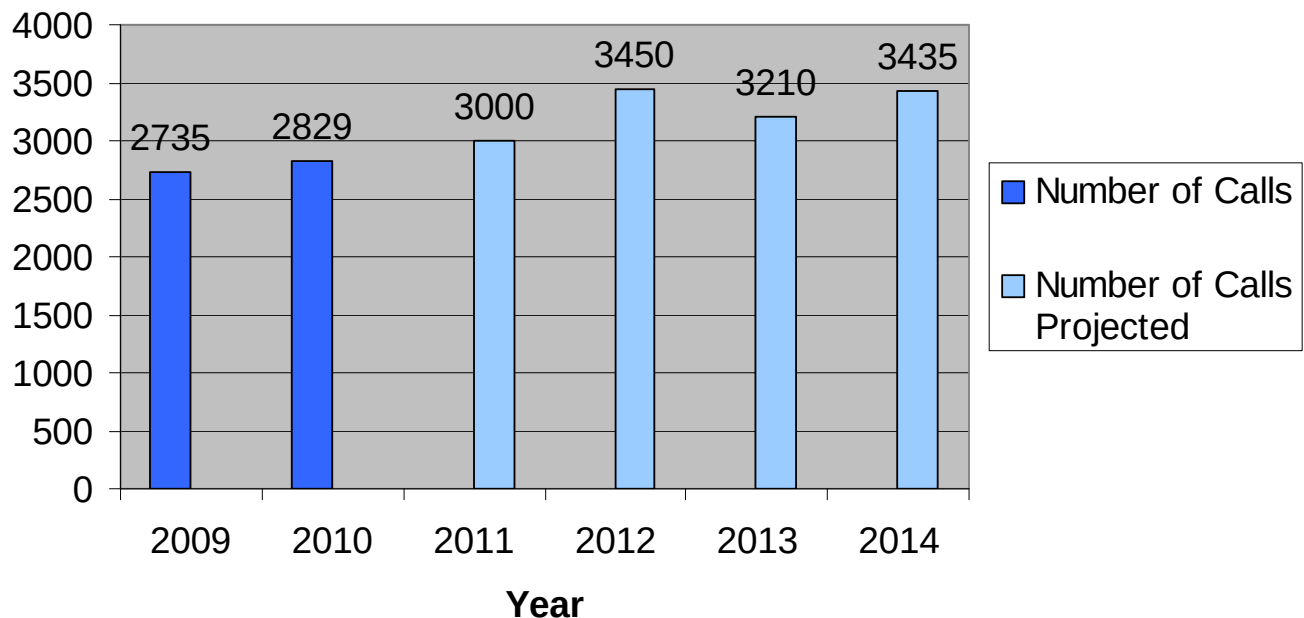
- Waste diversion initiatives have been successful (increased diversion rate)
- Some challenges with the Dongara processes (not diverting as much as anticipated)

Notes:

- Unit (weight) measured in metric tonnes
- Total curbside diversion figures includes both curbside and multi res (that we service)
- Diversion rate does not include residuals resulting from the Region's processing operations
- Diversion rate does include residuals processed at Dongara. Dongara opened fall of 2008. Numerous shutdowns in 2008, 2009 and 2010. Projected numbers assumes no significant operational issues at Dongara. Dongara processes residuals waste into energy pellets
- Residuals are distributed proportionately to area municipalities. If for example a municipality brings in 25% of the recycling material they are assigned 25% of the residuals.
- Data Source: Data derived from York Region and contractor summaries

2012 (2013, 2014) Business Plan

Number of Calls Requiring Action



Key Conclusions:

- Changes to programs and contractors ability to adhere to the collection contract influence the number and type of inquiries and complaints received

Notes:

- Assumes population growth is proportionate to waste produced
- Not all calls entered into the CMS system require action
- Increase in 2012 assumes an increase of calls due to program change (mandatory requirement of compostable bags in green bins)
- Source: CMS reports

Commissioner Sign-off

Date (mm/dd/yy)

City of Vaughan
Revenue/Expenditure Summary Report
2012 Operating Budget

			2012					
			2011 Actual	2011 Budget	2012 Budget	% of Total Budget	Budget Variance \$	Budget Variance %
Public Works - Waste Mgmt.	Revenue	Tourism/Rec'n Grant	(722,214)	(950,000)	(950,000)	84.7%	(0)	0.0%
		General Revenue	(369,340)	(125,000)	(127,451)	11.4%	(2,451)	1.96%
		Rev. frm Recov. Exp - Pd	(10,577)	(16,064)	(16,300)	1.5%	(236)	1.47%
		Duty						
		Service Charges	(12,642)	(16,200)	(14,580)	1.3%	1,620	-10.0%
		Departmental Revenues	(14,663)	(14,019)	(13,920)	1.2%	99	-0.71%
		Rents and Concessions	0	0	0	0.0%	0	0.0%
Total Revenues			(1,129,437)	(1,121,283)	(1,122,251)	100.0%	(968)	0.09%
Labour Costs	Staffing Costs (incl Benefits)		483,887	452,896	474,042	4.9%	21,146	4.67%
Other Expenses	Service Contracts and Materials		8,581,031	8,775,935	8,938,641	92.8%	162,706	1.85%
	Community Advertising & Promotion		126,341	190,400	186,573	1.9%	(3,827)	-2.01%
	Staff Development & Training		5,664	8,711	9,538	0.1%	827	9.49%
	Professional Fees		1,499	8,507	8,507	0.1%	0	0.0%
	Communications		2,584	3,863	4,747	0.0%	884	22.88%
	Joint Services & Department Transfers		1,000	4,020	4,020	0.0%	0	0.0%
	Office Equipment & Furniture		1,292	3,900	3,900	0.0%	0	0.0%
	Meals & Travel		389	1,056	1,056	0.0%	0	0.0%
	Tools & Equipment		351	1,884	1,000	0.0%	(884)	-46.92%
	Corporate Accounts		1,474	977	977	0.0%	0	0.0%
	Operating Leases		0	820	820	0.0%	0	0.0%
	Office Supplies & Expenses		40	188	188	0.0%	0	0.0%
	Other		32	560	0	0.0%	(560)	-100.0%
Total			8,721,695	9,000,821	9,159,967	95.1%	159,146	1.77%
Total Expenses			9,205,583	9,453,717	9,634,009	100.0%	180,292	1.91%
Net Expenditures			8,076,146	8,332,434	8,511,758		179,324	2.15%

City of Vaughan
Revenue/Expenditure Summary Report
Operating Budget Forecast

Commission Descr			2012 Budget	2013 Forecast	2013 vs 2012 Forecast Variance \$	2013 vs 2012 Forecast Variance %	2014 Forecast	2014 vs 2013 Forecast Variance \$	2014 vs 2013 Forecast Variance %
Public Works - Waste Mgmt.	Revenue	Tourism/Rec'n Grant	(950,000)	(950,000)	(0)	0.0%	(950,000)	(0)	0.0%
		General Revenue	(127,451)	(129,902)	(2,451)	1.92%	(132,353)	(2,451)	1.89%
		Rev. frm Recov. Exp - Pd	(16,300)	(16,300)	(0)	0.0%	(16,300)	(0)	0.0%
		Dutv							
		Service Charges	(14,580)	(14,580)	(0)	0.0%	(14,580)	(0)	0.0%
		Departmental Revenues	(13,920)	(13,920)	(0)	0.0%	(13,920)	(0)	0.0%
		Rents and Concessions	0	0	0	0.0%	0	0	0.0%
	Total Revenues		(1,122,251)	(1,124,702)	(2,451)	0.22%	(1,127,153)	(2,451)	0.22%
	Labour Costs	Staffing Costs (incl	474,042	479,073	5,031	1.06%	481,548	2,475	1.05%
		Benefits)							
	Other Expenses	Service Contracts and	8,938,641	9,757,156	818,515	9.16%	10,127,320	370,164	8.39%
		Materials							
		Community Advertising &	186,573	186,573	0	0.0%	186,573	0	0.0%
		Promotion							
		Staff Development &	9,538	9,538	0	0.0%	9,538	0	0.0%
		Training							
		Professional Fees	8,507	8,507	0	0.0%	8,507	0	0.0%
		Communications	4,747	4,747	0	0.0%	4,747	0	0.0%
		Joint Services &	4,020	4,020	0	0.0%	4,020	0	0.0%
		Department Transfers							
		Office Equipment &	3,900	3,900	0	0.0%	3,900	0	0.0%
		Furniture							
		Meals & Travel	1,056	1,056	0	0.0%	1,056	0	0.0%
		Tools & Equipment	1,000	1,000	0	0.0%	1,000	0	0.0%
		Corporate Accounts	977	977	0	0.0%	977	0	0.0%
		Operating Leases	820	820	0	0.0%	820	0	0.0%
		Office Supplies& Expenses	188	188	0	0.0%	188	0	0.0%
		Other	0	0	0	0.0%	0	0	0.0%
	Total		9,159,967	9,978,482	818,515	8.94%	10,348,646	370,164	8.2%
	Total Expenses		9,634,009	10,457,555	823,546	8.55%	10,830,194	372,639	7.88%
	Net Expenditures		8,511,758	9,332,853	821,095	9.65%	9,703,041	370,188	8.8%

Vaughan Public Libraries



Margie Singleton
Chief Executive Officer
Vaughan Public Libraries



Regional Councillor
Gino Rosati
VPL Board Member



Regional Councillor
Michael Di Biase
VPL Board Member



Ward 1 Councillor
Marilyn lafrate
VPL Board Member



Ward 3 Councillor
Rosanna DeFrancesca
VPL Board Member



Vaughan Public Libraries offers welcoming destinations that educate, excite and empower our community.

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 · Maple Library · Pierre Berton Resource Library · Kleinburg Library and Woodbridge Library

2012-14 Business Plan

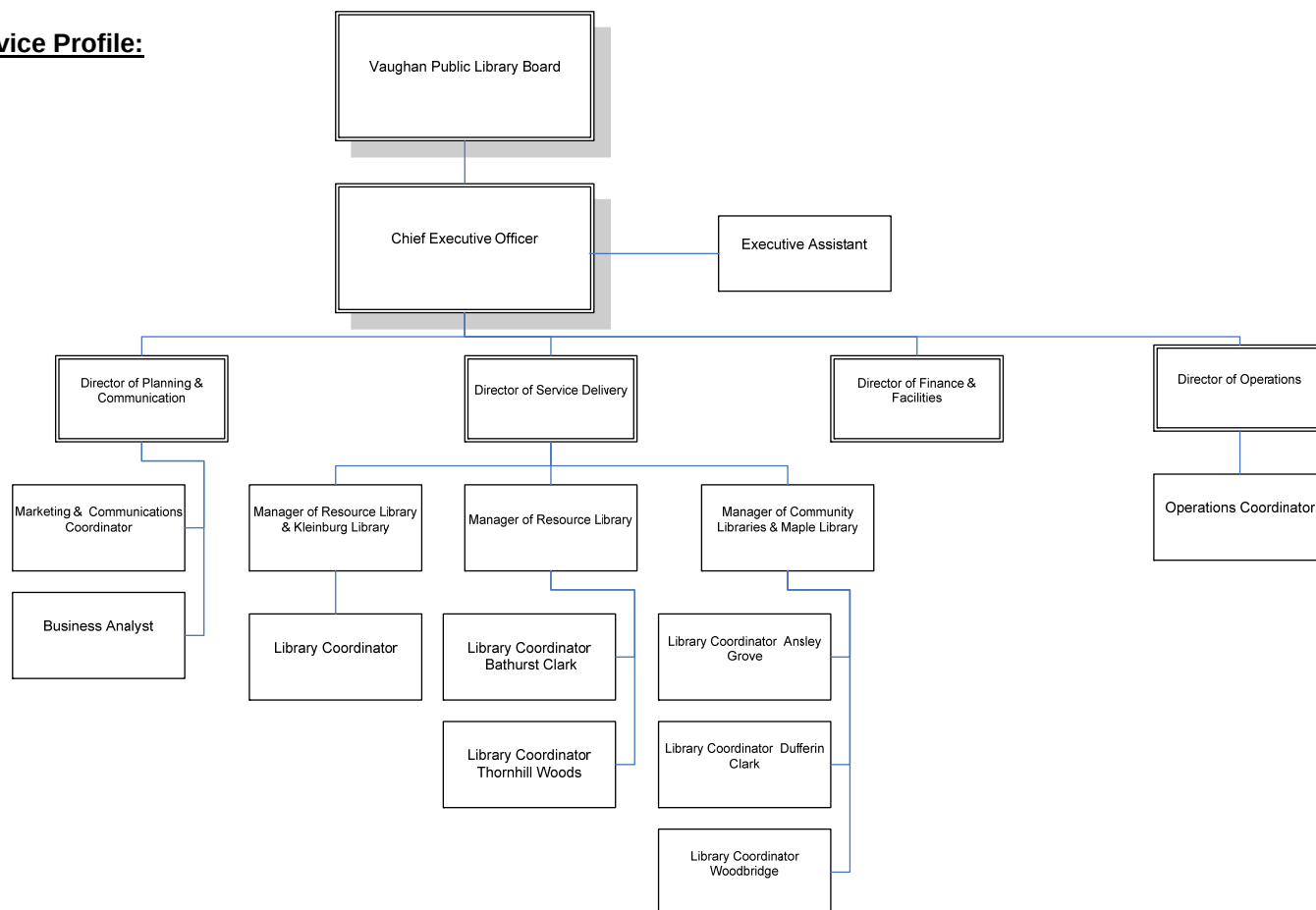
BUSINESS OVERVIEW

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

Vaughan Public Libraries Vision:
Enrich Inspire Transform

Vaughan Public Libraries Mission:
Vaughan Public Libraries offer welcoming destinations that educate, excite and empower our community.

Service Profile:



Full Time, Part Time and Overtime – Budgeted Amounts

	2011	2012 Base*	Approved 2012 ARR	2012 Final	2013 ARR	2014 ARR
Full Time	80	79	3	82	-	1
Part Time	61.61	62.91	6	68.91	-	-
Total FTE	141.61	141.91	9	150.91	-	1
Overtime	\$1,895	\$2,008	-	\$2,008	-	-

*2012 base budget adjusted to reflect Full Time and Part Time equivalent

2012-14 Business Plan

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

- Residents of Vaughan
- Vaughan Council
- Vaughan Public Library Board
- Staff of City and Vaughan Public Libraries

Work Plan:

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

Service Excellence

- Pursue excellence in service delivery
- Ensure and enhance community safety, health and wellness

Staff Excellence

- Support professional development of staff

Management Excellence

- Demonstrate leadership and promote effective governance
- Enhance productivity, cost effectiveness and innovation
- Plan and manage growth and economic vitality

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

- Demand for library services and materials is increasing – higher circulation of materials, increased visitors to libraries, increased traffic to website, increased membership, increased use of library facilities. More than 15,000 new members projected each year.
- Population of Vaughan continues to increase at very rapid rate - more people = more customers.
- Library budget has not kept pace with current and future growth thus service levels constantly threatened.
- Construction of Neighbourhood Library in Thornhill Woods community approved.
- Construction of Resource Library at City Hall pending.
- Impact of AODA legislation unclear.
- Prevalence of social media and electronic communication results in demand for new and additional ways to communicate with customers

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

Prior Year Business Plan Objectives / Accomplishments:	Year	Status	Outcome/Results
Configure and revitalize library facilities	2010	Q2'10 Q1'11	KL refurbished BCRL refurbishment completed
Increase service to new Canadians through multilingual information service and creation of ESL area of website	2011	Q2'11 Q2'11	New Canadians membership campaign planned. Implementation Q4'11. Multilingual information service

2012-14 Business Plan

		Q2'11	planned. Implementation Q4'11. ESL area of website being revised. Implementation Q1'12.

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Extend library service through development of plans for resource library at City Hall and initiation of construction	2011	Q1'11 Q2'11 Q2'11 Q3'11	Building Program for Resource Library completed. Awaiting release of RFP for architect Q4'11. Building Program for Thornhill Woods Neighbourhood Library completed. Awaiting RFP for design/build Q3'11 Hrs of operation extended to include Monday mornings and summer Sundays in resource libraries
Using social media and internet extend communication with customers	2011	Q4'10 Q4'10 Q2'11 Q2'11	E-Newsletter published bi-weekly. Teen blog created. VPL more active on Twitter. Increased VPL uploads on YouTube.
Secure safety of assets through replacement of obsolete asset security system	2011	Q3'11	Vendor selected. Equipment on order. Retagging projected initiated. Project to be completed Q4'11.

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

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2012 (Top 3 Objectives)			
1. Collaborate with the community to ensure that library services meet the needs of Vaughan citizens.	Q2'12	Insight into needs of underserved population.	ARR for in-depth citizen survey
2. Incorporate new technologies to support and enhance library service and digital literacy.	Q1'11 Q1'12 Q1'12	E-media staff added to complement. VPL website mobile compatible. Introduction of Text communication.	ARR for salary Within existing Operating budget
3. Plan and construct new library facilities in accordance with growth and demand that achieve excellence in library architecture and	Q3'12	Refurbishment and combining of circ and info desks in community	Capital funds requested.

2012-14 Business Plan

interior design and improve accessibility.	Q4'12	libraries to comply with AODA and improve efficiencies. Open Neighbourhood Library in Thornhill Woods. Increase in service levels to underserved residents	Capital funds for construction approved in 2011 budget. ARR for staffing and operations

2013 (Top 3 Objectives)

1. Promote VPL collections, services and resources to build awareness of library and attract new customers.	Q1'12	Implementation of citizen survey findings via Marketing initiative to non-users.	Existing Operating funds
2. Create an environment for lifelong learning for all	Q3'13	Enhance service to seniors and mature adults through creation of unique area of website and extension of digital literacy training	Existing Operating funds
3. Recognize and respond to unique facility and design needs of various user groups by revitalizing existing facilities to enhance customer experience.	Q2'13	Phase II of Bathurst Clark refurbishment project including carpet replacement and interior painting.	Capital funds requested.

2014 (Top 3 Objectives)

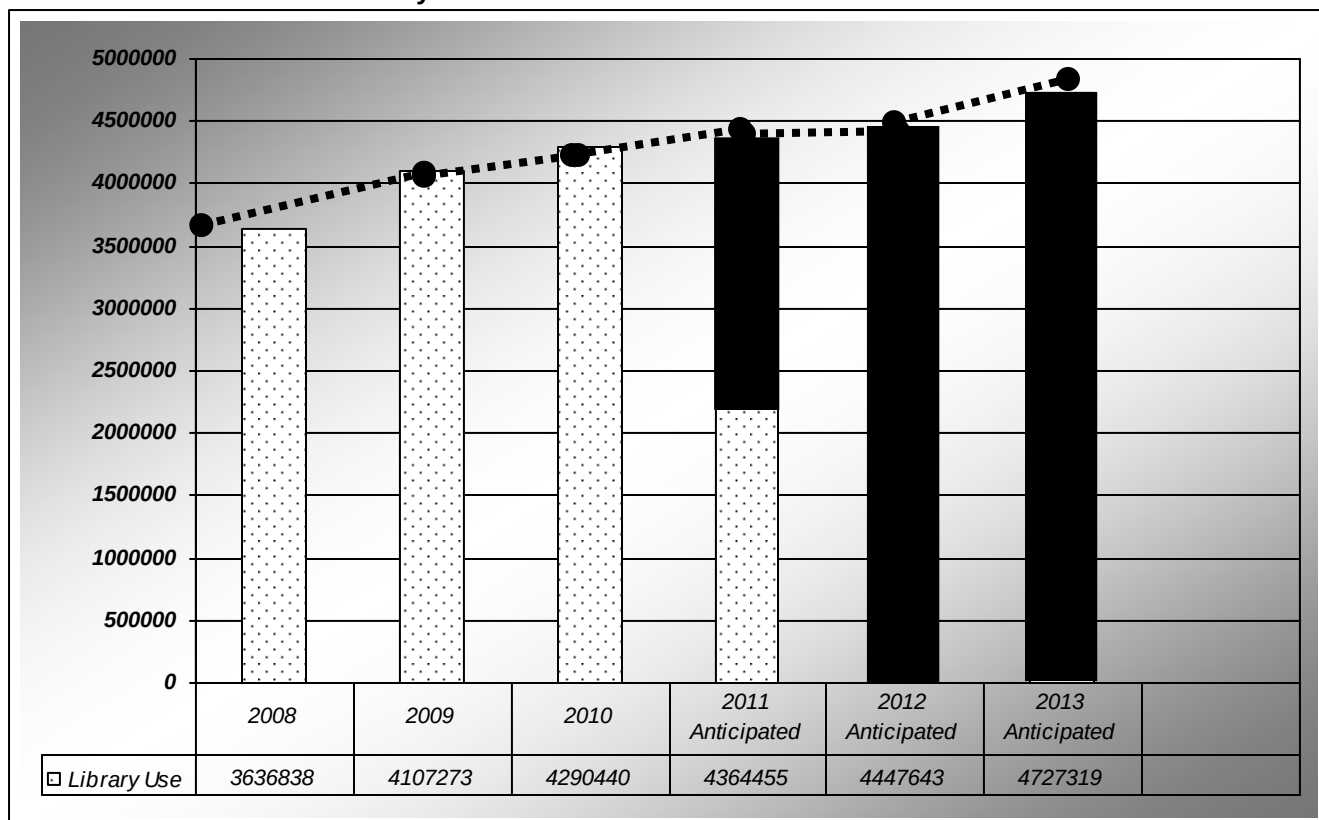
1. Establish the Library as a vibrant community gathering place central to community life.	Q2'14	Open Civic Centre Resource Library Increase in service levels to underserved residents	Capital request for construction costs. ARR for staffing and operations
2. Develop and provide programs, services and collections that educate and increase the knowledge and economic success of our community.	Q2'14	Extend services to the business community maximizing partnerships and opportunities.	Existing Operating funds
3. Strategically position VPL within the professional community as the Employer of Choice to attract and retain best candidates.	Q1'14	New resource library opens with highest quality staff.	Existing Operating funds

2012-14 Business Plan

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

MEASUREMENT: Library Use

Definition: The number of library-defined customer uses



BUSINESS OVERVIEW:

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

Library use continues to increase each year. It is proposed that the large increase in library use observed in 2009, which was primarily related to the economic downturn, will not continue, although library use will steadily increase.

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

Library use is measured by the sum of circulation, program attendance, in-library material use, number of people using public workstations, number of times electronic databases are accessed, both standard and electronic reference transactions, and customer assistance.

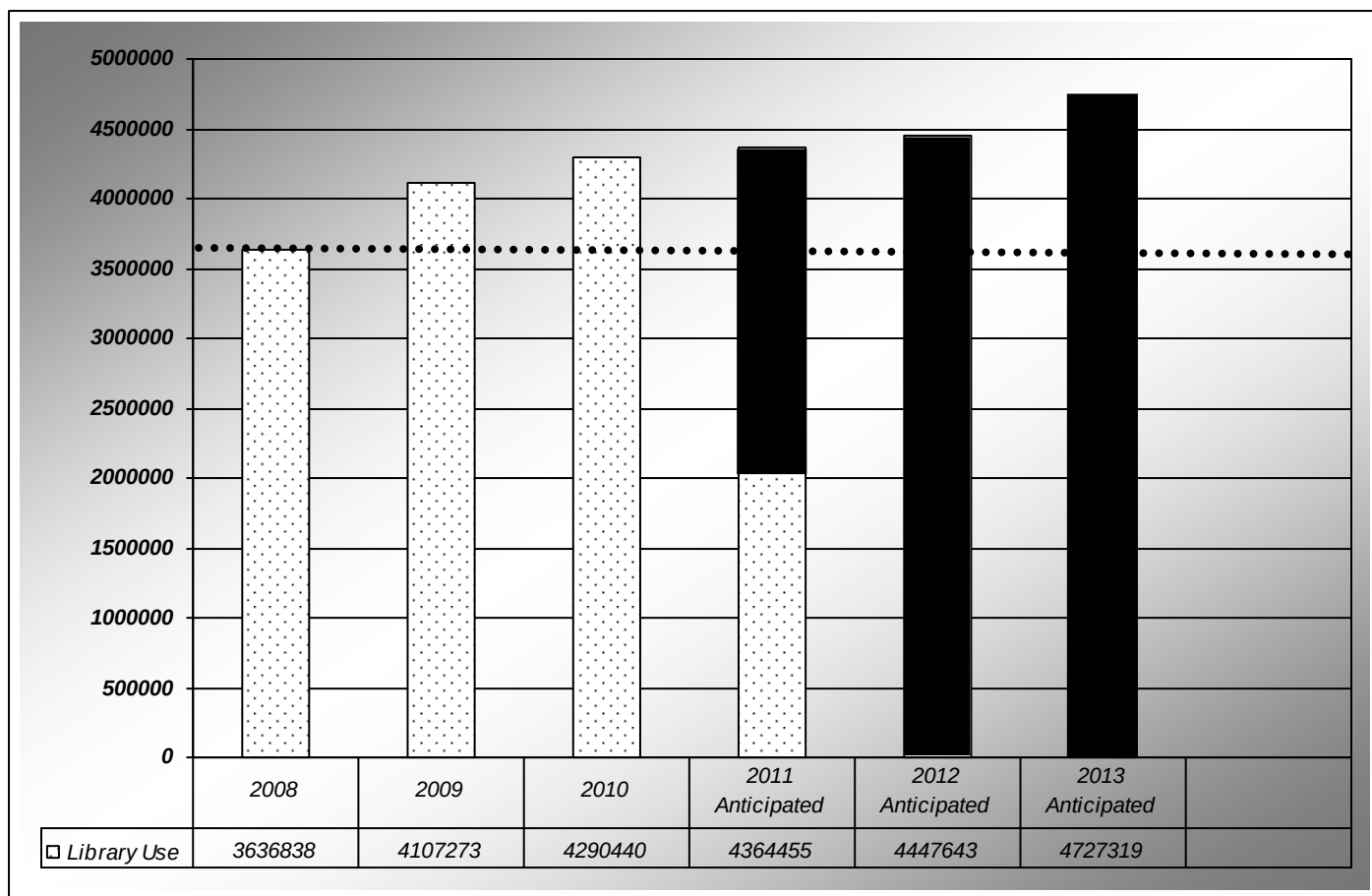
Goal: 4.5% increase annually.

2012-14 Business Plan

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

MEASUREMENT: Library Use Per FTE (Full-Time Equivalent)

Definition: The number of library defined customer uses per full-time equivalent staff members.



Key Conclusion: (What are some assumptions about the performance measure which should be stated)
Library use continues to increase while staff complement remains relatively stable until the hiring in 2012 for the Thornhill Woods Neighbourhood Library.

Notes about the Measure: (What are some assumptions about the performance measure which should be stated)
Library use is measured by the sum of circulation, program attendance, in-library material use, number of people using public workstations, number of times electronic databases are accessed, both standard and electronic reference transactions, and customer assistance.

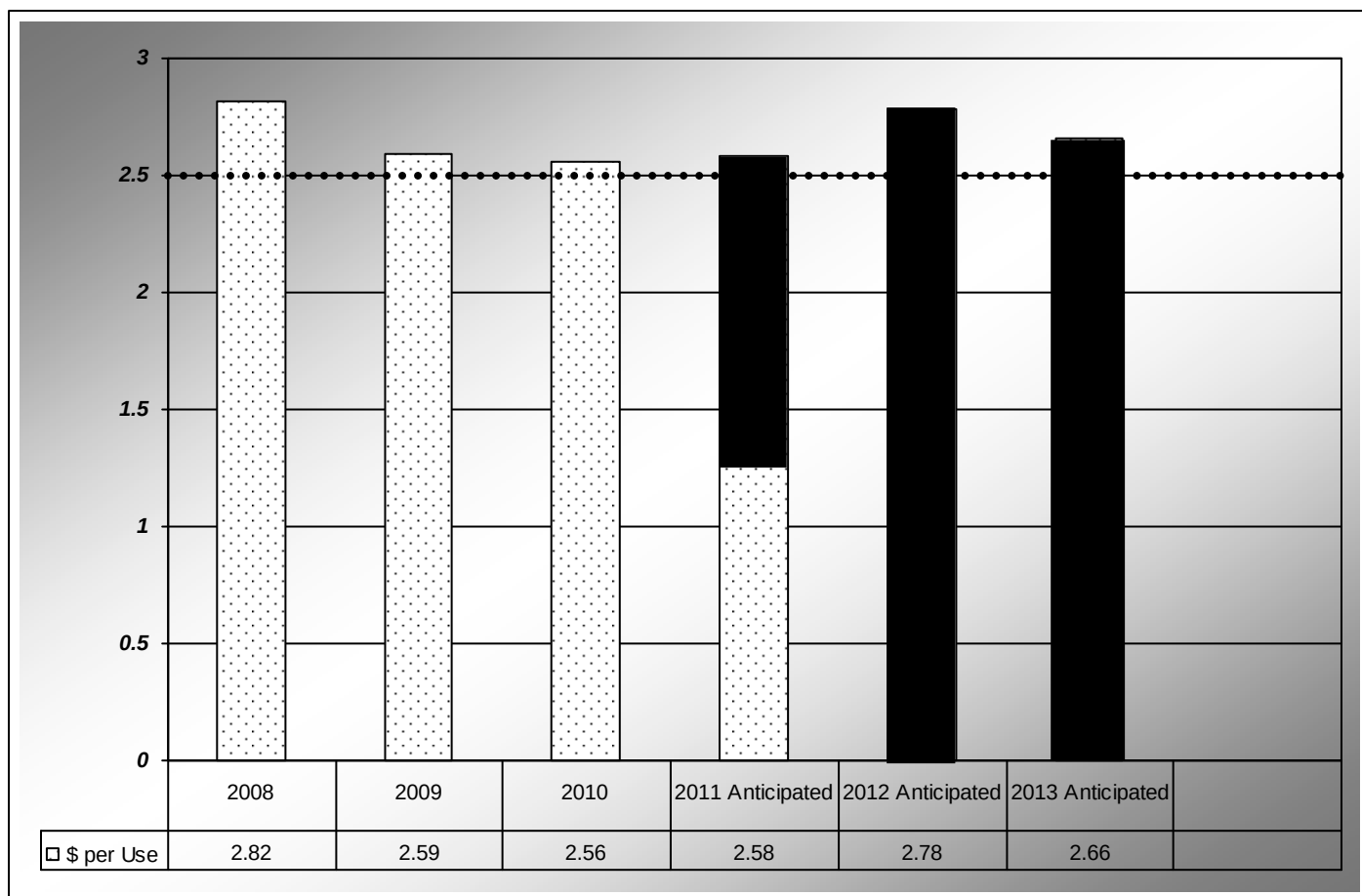
Goal: 25,000 Uses per FTE

2012-14 Business Plan

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

Measurement: Cost per Library Use

Definition: Cost per Library defined customer use



Key Conclusion: (What are some assumptions about the performance measure which should be stated)
Anticipated increases in use for 2011 and 2012 are small and costs remain relatively stable with opening of Thornhill Woods Neighbourhood Library in 2012.

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

Library use is measured by the sum of circulation, program attendance, in-library material use, number of people using workstations, number of times electronic databases are accessed, both standard and electronic reference transactions, and customer assistance.

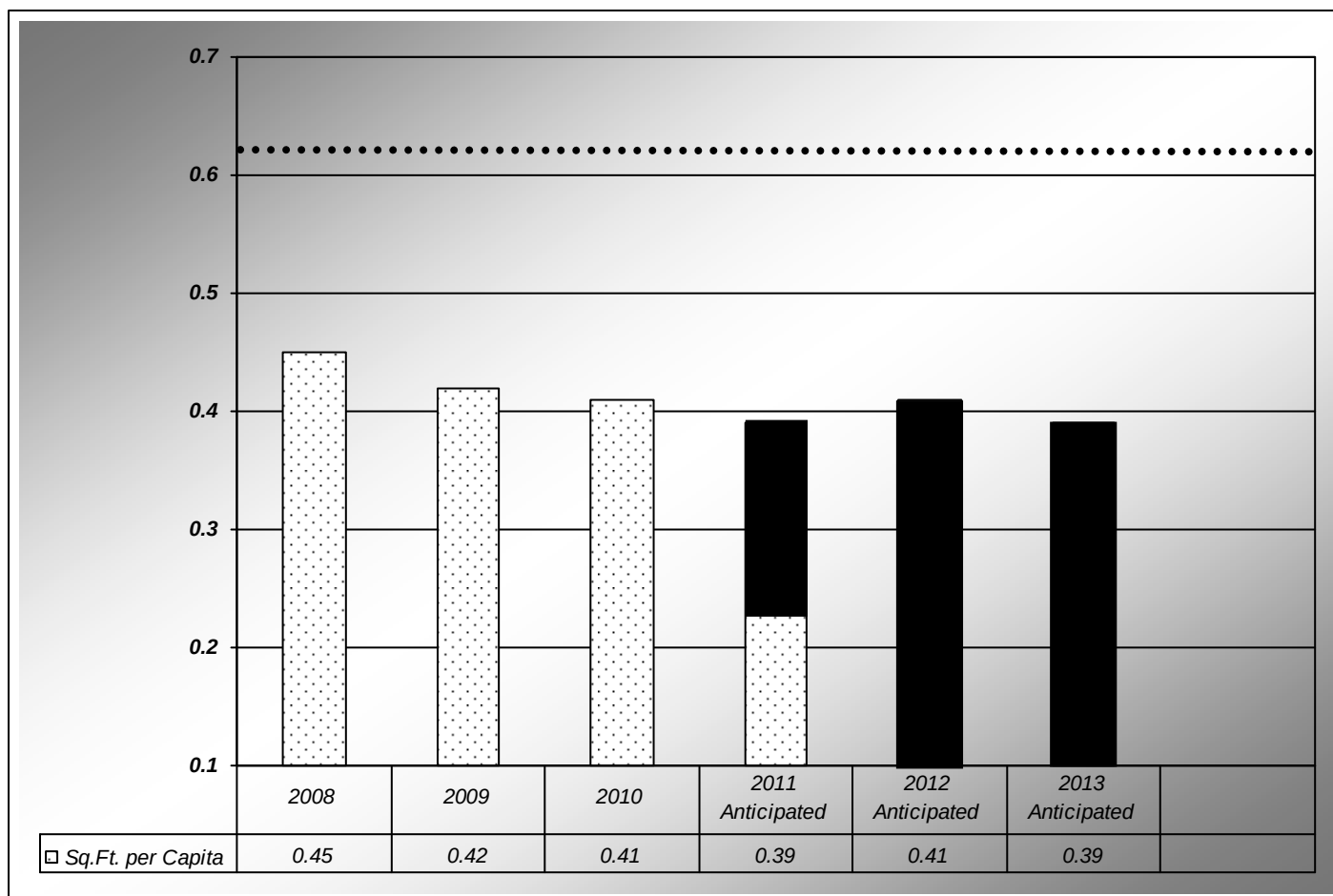
Goal: Less than \$2.50 per Use

2012-14 Business Plan

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

Measurement: Square Feet Per Capita

Definition: The square footage of the total of all library buildings per capita



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

No additional Library space has been added since the Pierre Berton Resource Library in 2004 while the population of the City of Vaughan has continued to grow.

The Thornhill Woods Neighbourhood Library planned to open in 2012 will impact this measure.

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

Thornhill Woods Neighbourhood Library assumed to be 7,500 sq.ft. added in 2012

Population projections: 2010 – 298,080; 2011 – 305,796; and 2012 – 314,942

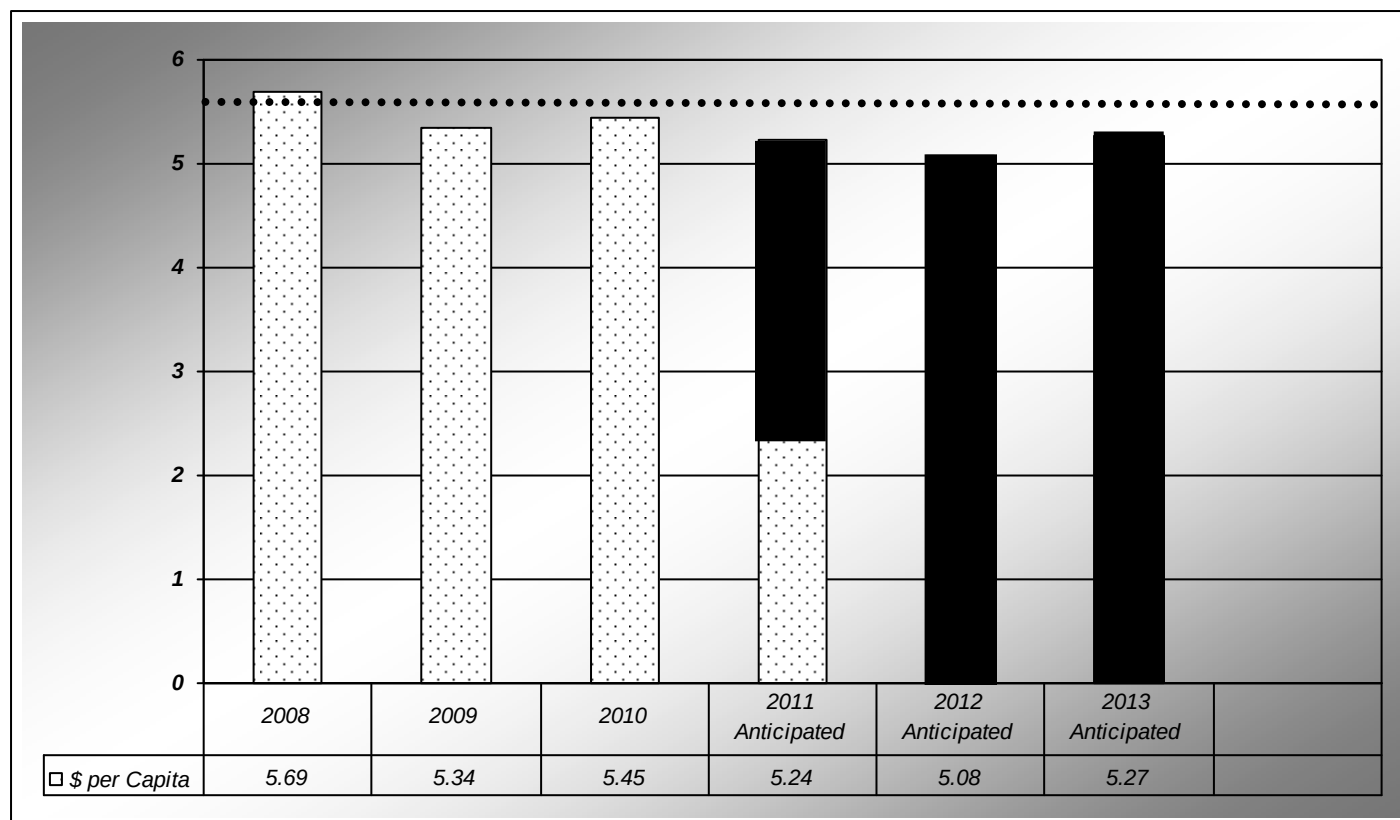
Goal: Industry Standard .61 Square Feet Per Capita

2012-14 Business Plan

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

Measurement: Material Dollars Spent Per Capita

Definition: Actual amount spent on library resources per capita



Key Conclusion: (What are some assumptions about the performance measure which should be stated)
Population growth is rapid while the collection budget remains static.

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

Library resources include books, audio visual formats, periodicals, databases and the cost to get these items shelf ready.

2012 expenditure does not include capital funds to create Thornhill Woods Neighbourhood Library collection, however, in 2013, Operating funds of \$109,00 per year are added for the Thornhill Woods Neighbourhood Library.

Population projections: 2010 – 298,080; 2011 – 312,984; and 2012 – 328,634

Goal: \$5.60 for Materials per Capita (Development Charges define \$102.83 per Capita for new facility collections)

2012-14 Business Plan

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

Use of Vaughan Public Libraries and the population of Vaughan have continued to increase however our staff complement and space provided by VPL for our customers have remained stagnant. Square footage per customer has now reached a critical stage. Approval of the funding to construct a neighbourhood library in the Thornhill Woods community in the 2011 budget was a first step in remedying this situation. Approval of 2012-13-14 budget requests will ensure further correction of this significant discrepancy between industry standard and that which VPL offers as the Thornhill Woods neighbourhood library and the third resource library become reality.

As the population turns more and more to social media and use of the internet for communication, the need for an additional staff with expertise to maximize this resource has become very apparent.

The composition of the Vaughan community is evolving as new Canadians settle in Vaughan, the general population ages and small business spring up all over, thus there is a recognition that services to these underserved groups need be addressed as key objectives in the annual business plans contributing to the economic success of our community. .

The need to communicate with those citizens of Vaughan not currently using their library is essential to determine what their needs are and what barriers exist to their use of VPL. Without this information it will be difficult to move forward supplying current non-users a relevant public library and maximizing return of citizen's tax dollar.

2012, 2013 and 2014 budget requests will enable VPL to accomplish annual our Business Plan objectives providing more library facilities for our customers, enhancing electronic communication with our customers, empowering our staff and improving service to those previously underserved.

Commissioner Sign-off

Date (mm/dd/yy)

City of Vaughan

Revenue/Expenditure Summary Report

2012 Operating Budget

					2012			
		2011 Actuals *	2011 Budget		2012 Budget	% of Total Budget	Budget Variance \$	Budget Variance %
Vaughan Libraries	Revenue							
	Fines & Penalties-Library	(217,729)	(210,390)		(228,100)	51.1%	(17,710)	8.42%
	Tourism/Rec'n Grant	(160,686)	(145,240)		(145,200)	32.5%	40	-0.03%
	Service Charges	(44,479)	(41,120)		(41,600)	9.3%	(480)	1.17%
	Rents and Concessions	(28,541)	(13,560)		(13,800)	3.1%	(240)	1.77%
	Rev. frm Recov. Exp - Pd Duty	(22,543)	(10,620)		(10,800)	2.4%	(180)	1.69%
	Outside Contributions	(2,004)	(7,000)		(7,000)	1.6%	0	0.0%
	Dept. Misc. Revenues	(1,699)	0		0	0.0%	0	0.0%
	Taxable Sales-Postage Fees	(2,006)	0		0	0.0%	0	0.0%
	Total Revenues	(479,687)	(427,930)		(446,500)	100.0 %	(18,570)	4.34 %
	Labour Costs							
	Staffing Costs (incl Benefits)	8,929,456	9,039,415		10,089,818	74.1%	1,050,403	11.62%
	Other Expenses							
	Library Books & Periodicals	1,617,268	1,603,603		1,715,400	12.6%	111,797	6.97%
	Joint Services & Department Transfers	497,292	430,450		524,850	3.9%	94,400	21.93%
	Utilities & Fuel	248,008	279,644		310,400	2.3%	30,756	11.0%
	Service Contracts and Materials	228,168	283,268		252,000	1.9%	(31,268)	-11.04%
	Office Supplies& Expenses	171,581	180,083		188,900	1.4%	8,817	4.9%
	General Mtce & Repairs	139,044	153,433		175,100	1.3%	21,667	14.12%
	Office Equipment & Furniture	135,987	137,608		150,100	1.1%	12,492	9.08%
	Community Advertising & Promotion	36,862	39,850		50,900	0.4%	11,050	27.73%
	Communications	32,280	44,108		44,000	0.3%	(108)	-0.24%
	Staff Development & Training	30,608	29,906		37,000	0.3%	7,094	23.72%
	Professional Fees	17,564	20,352		32,000	0.2%	11,648	57.23%
	Meals & Travel	26,454	27,223		30,200	0.2%	2,977	10.94%
	Corporate Accounts	57,011	57,006		6,100	0.0%	(50,906)	-89.3%
	Other	3,989	1,770		2,000	0.0%	230	12.99%
	Total	3,242,115	3,288,304		3,518,950	25.9 %	230,646	7.01 %
	Total Expenses	12,171,572	12,327,719		13,608,768	100.0 %	1,281,049	10.39 %
	Net Expenditures	11,691,885	11,899,789		13,162,268		1,262,479	10.61 %

2012 ARRs													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2012 Impact		Net 2013 Impact		Net 2014 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Thornhill Woods Neighb. Library - Operations			162,100	(13,600)	148,500			0.00	148,500	0.00	0	0.00	
Thornhill Woods Neighb. Library - Staffing FT & PT	9.02		531,946		531,946	-	-	9.02	531,946	-	26,597	-	27,927
VPL Citizen Telephone Survey			10,000		10,000				10,000		(10,000)		

City of Vaughan
Revenue/Expenditure Summary Report
Operating Budget Forecast

			2012 Budget	2013 Forecast	2013 vs 2012 Forecast Variance \$	2013 vs 2012 Forecast Variance %	2014 Forecast	2014 vs 2013 Forecast Variance \$	2014 vs 2013 Forecast Variance %
Vaughan Libraries	Revenue	Fines & Penalties-Library	(228,100)	(232,700)	(4,600)	2.0%	(237,300)	(4,600)	1.98%
		Tourism/Rec'n Grant	(145,200)	(145,200)	(0)	0.0%	(145,200)	(0)	0.0%
		Service Charges	(41,600)	(42,500)	(900)	2.2%	(43,500)	(1,000)	2.12%
		Rents and Concessions	(13,800)	(14,000)	(200)	1.4%	(14,500)	(500)	1.43%
		Rev. frm Recov. Exp - Pd	(10,800)	(11,000)	(200)	1.9%	(11,200)	(200)	1.82%
		Dutv							
		Outside Contributions	(7,000)	(7,000)	(0)	0.0%	(7,000)	(0)	0.0%
		Dept. Misc. Revenues	0	0	0	0.0%	0	0	0.0%
		Taxable Sales-Postage	0	0	0	0.0%	0	0	0.0%
		Fees							
	Total Revenues		(446,500)	(452,400)	(5,900)	1.3%	(458,700)	(6,300)	1.3%
	Labour Costs	Staffing Costs (incl	10,089,818	10,357,220	267,402	2.7%	10,511,165	153,945	2.58%
		Benefits)							
	Other Expenses	Library Books & Periodicals	1,715,400	1,715,400	0	0.0%	1,715,400	0	0.0%
		Joint Services &	524,850	524,850	0	0.0%	524,850	0	0.0%
		Department Transfers							
		Utilities & Fuel	310,400	327,000	16,600	5.3%	344,767	17,767	5.08%
		Service Contracts and	252,000	252,000	0	0.0%	252,000	0	0.0%
		Materials							
		Office Supplies& Expenses	188,900	188,900	0	0.0%	188,900	0	0.0%
		General Mtce & Repairs	175,100	175,100	0	0.0%	175,100	0	0.0%
		Office Equipment &	150,100	150,100	0	0.0%	150,100	0	0.0%
		Furniture							
		Community Advertising &	50,900	50,900	0	0.0%	50,900	0	0.0%
		Promotion							
		Communications	44,000	44,000	0	0.0%	44,000	0	0.0%
		Staff Development &	37,000	37,000	0	0.0%	37,000	0	0.0%
		Training							
		Professional Fees	32,000	22,000	(10,000)	-31.3%	22,000	0	-45.45%
		Meals & Travel	30,200	30,200	0	0.0%	30,200	0	0.0%
		Corporate Accounts	6,100	6,100	0	0.0%	6,100	0	0.0%
		Other	2,000	2,000	0	0.0%	2,000	0	0.0%
	Total		3,518,950	3,525,550	6,600	0.2%	3,543,317	17,767	0.19%
Total Expenses			13,608,768	13,882,770	274,002	2.0%	14,054,482	171,712	1.97%
Net Expenditures			13,162,268	13,430,370	268,102	2.0%	13,595,782	165,412	2.0%

Recognized 2014 ARRs											
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
VPL eMarket & Comm Specialist	FT	1.00	77,026		77,026			1.00	77,026		3,851

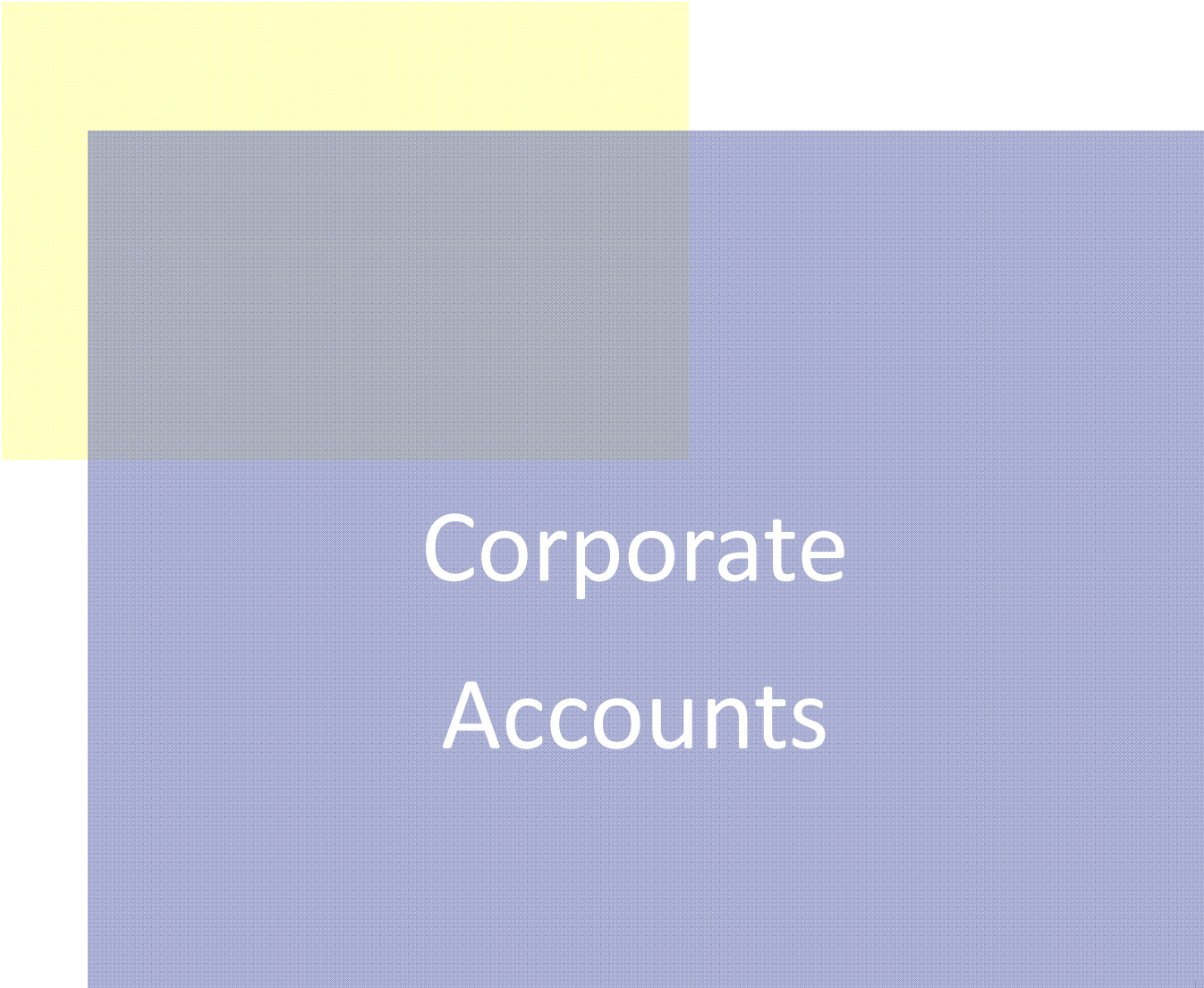
City of Vaughan
Library Board
Library Services

2012 Capital Budget

Budget Year	Project #	Project Name	Project Type	Total Budget	Operating Budget Impact	TCA
2012	LI-4536-12	AODA Compliant & Combined Info/Circulation Desk Dufferin Clark	Legal/Regulatory	\$75,000		Y
2012	LI-4534-12	AODA Compliant & Combined Info/Circulation Desk Woodbridge	Legal/Regulatory	\$75,000		Y
2012	LI-4519-12	Civic Centre Resource Library-Construction	Growth/Development	\$11,857,400	\$2,500,000	Y
2012	LI-4508-09	Civic Centre Resource Library-Resource Material	Growth/Development	\$402,800		Y
2012	LI-4504-09	Library Technology Upgrade	New Equipment	\$140,000		Y
Total 2012 Capital Budget				\$12,550,200		

2013 Capital Budget Plan

Budget Year	Project #	Project Name	Project Type	Total Budget	Operating Budget Impact	TCA
2013	LI-4533-13	AODA Compliant & Combined Info/Circulation Desk Ansley Grove	Legal/Regulatory	\$75,000		Y
2013	LI-4535-13	AODA Compliant & Combined Info/Circulation Desk Maple	Legal/Regulatory	\$75,000		Y
2013	LI-4503-13	Bathurst Clark Resource Library Renovations-Phase 2	Infrastructure Replacement	\$250,000		Y
2013	LI-4530-13	Civic Centre Resource Library	Growth/Equipment	\$1,250,000		Y
2013	LI-4508-09	Civic Centre Resource Library-Resource Material	Growth/Development	\$870,000		Y
2013	LI-4504-09	Library Technology Upgrade	New Equipment	\$140,000		Y
Total 2013 Capital Budget Plan				\$2,660,000		



Corporate Accounts

City of Vaughan
Revenue / Expenditure Summary Report
2012 Operating Budget

Corporate Revenues & Expenditures

	2011 Actual	2011 Budget	2012			
			Budget	% of Total Budget	Budget Variance \$	Budget Variance %
Corporate Revenues ⁽¹⁾						
Hydro Investment Income	(4,853,451)	(4,853,450)	(4,853,450)	15.5%	0	0.0%
Fines and Penalties	(4,945,697)	(4,900,000)	(4,800,000)	15.4%	100,000	-2.0%
Investment Income	(4,594,191)	(3,750,000)	(3,000,000)	9.6%	750,000	-20.0%
Hydro Dividends	(4,709,475)	(3,175,000)	(4,425,000)	14.2%	(1,250,000)	39.4%
Provincial Offenses Act	(444,143)	0	0	0.0%	0	0.0%
Other	(50,766)	(69,000)	(70,000)	0.2%	(1,000)	1.4%
	(19,597,723)	(16,747,450)	(17,148,450)	54.9%	(401,000)	2.4%
Reserve Funding ⁽²⁾						
Tax Rate Stabilization Reserve & Working Capital	0	(2,757,410)	(2,757,410)	8.8%	0	0.0%
Water & Wastewater Recovery	(1,780,000)	(1,799,549)	(2,249,810)	7.2%	(450,261)	25.0%
Finance from Capital	(1,702,141)	(1,350,000)	(1,500,000)	4.8%	(150,000)	11.1%
Debenture Reserve	0	(2,602,862)	(2,602,862)	8.3%	0	0.0%
	(3,482,141)	(8,509,821)	(9,110,082)	29.1%	(600,261)	7.1%
Other ⁽³⁾						
Payments in Lieu of Taxes	(2,740,738)	(2,800,000)	(2,500,000)	8.0%	300,000	-10.7%
Prior Year Surplus	(2,500,000)	(2,500,000)	(2,500,000)	8.0%	0	0.0%
	(5,240,738)	(5,300,000)	(5,000,000)	16.0%	300,000	-5.7%
TOTAL CORPORATE REVENUES	(28,320,602)	(30,557,271)	(31,258,532)	100.0%	(701,261)	2.3%

(1) Excludes corporate revenues which are presented in department reports and will differ from the Revenue by Major Source figures.

Tax Certificates and Documents	(513,039)	(461,609)	(467,428)	(5,819)	1.3%
Purchasing Bids and Sale of Assets	(137,368)	(80,700)	(60,700)	20,000	-24.8%
Capital Administration Fees	(9,307)	(25,000)	(50,000)	(25,000)	100.0%
Recoverables and Other Revenues	0	0	0	0	0.0%
	(659,714)	(567,309)	(578,128)	(10,819)	1.9%
	(19,597,723)	(16,747,450)	(17,148,450)	(401,000)	2.4%
Revenue by Major Source - Corporate Revenues	(20,257,437)	(17,314,759)	(17,726,578)	(411,819)	2.4%

(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
2012 Operating Budget

Corporate Revenues & Expenditures

Corporate Revenues & Expenditures			2012			
	2011 Actual	2011 Budget	Budget	% of Total Budget	Budget Variance \$	Budget Variance %
CORPORATE EXPENSES						
Capital Funding						
Long Term Debt	9,485,000	12,087,862	12,378,938	47.7%	291,076	2.4%
Capital from Taxation	6,629,522	6,629,522	6,902,002	26.6%	272,480	4.1%
Corporate and Elections						
- Buildings & Facilities Infrastructure	2,084,000	2,084,000	2,139,296	8.2%	55,296	2.7%
- City Hall Funding	1,000,000	1,000,000	0	0.0%	(1,000,000)	-100.0%
- Roads Infrastructure	475,000	475,000	403,988	1.6%	(71,012)	-14.9%
- Parks Infrastructure	275,000	275,000	356,685	1.4%	81,685	29.7%
- Election Reserve Contribution	300,000	300,000	350,000	1.3%	50,000	16.7%
- Building Standards Service Continuity Contribution	0	0	0	0.0%	0	0.0%
- Additional Vehicle Contribution	0	0	65,964	0.3%	65,964	0.0%
- Fire & Rescue Contribution	0	0	1,174,726	4.5%	1,174,726	0.0%
- Heritage Contribution	0	0	204,000	0.8%	204,000	0.0%
- Streetscape Contribution	0	0	323,328	1.2%	323,328	0.0%
- City Playhouse Contribution	0	0	15,000	0.1%	15,000	0.0%
	20,248,522	22,851,384	24,313,927	93.7%	1,462,543	6.4%
Corporate Accounts						
Contingency	862,957	1,570,901	2,630,691	10.1%	1,059,790	67.5%
Tax Adjustments	2,006,432	1,400,000	1,600,000	6.2%	200,000	14.3%
Corporate and Elections						
- Professional Fees	257,417	244,224	244,224	0.9%	0	0.0%
- Insurance	866,345	866,345	0	0.0%	(866,345)	-100.0%
- Joint Services	511,338	460,000	595,153	2.3%	135,153	29.4%
- Bank Charges	97,393	111,936	90,000	0.3%	(21,936)	-19.6%
- Other	39,302	67,092	63,766	0.2%	(3,326)	-5.0%
- OMB Hearings	159,758	407,040	407,000	1.6%	(40)	0.0%
- Election	301,029	0	0	0.0%	0	0.0%
- Year End Expenditure Reserve	350,515	0	0	0.0%	0	0.0%
- Salaries Savings from Turnover	0	(3,000,000)	(4,000,000)	-15.4%	(1,000,000)	33.3%
	5,452,486	2,127,538	1,630,834	6.3%	(496,704)	-23.3%
TOTAL CORPORATE EXPENSES	25,701,008	24,978,922	25,944,761	100.0%	965,839	3.9%
NET CORPORATE REVENUES AND EXPENSES			(5,313,771)		264,578	-4.7%

City of Vaughan
Revenue / Expenditure Summary Report
2012 Operating Budget Forecast

Corporate Revenues & Expenditures

	2012 Budget	2013 Forecast	2013 vs 2012 Forecast Variance \$	2013 vs 2012 Forecast Variance %	2014 Forecast	2014 vs 2013 Forecast Variance \$	2014 vs 2013 Forecast Variance %
Corporate Revenues ⁽¹⁾							
Hydro Investment Income	(4,853,450)	(4,853,450)	0	0.0%	(4,853,450)	0	0.0%
Fines and Penalties	(4,800,000)	(4,900,000)	(100,000)	2.1%	(4,900,000)	0	0.0%
Investment Income	(3,000,000)	(2,750,000)	250,000	-8.3%	(2,500,000)	250,000	-9.1%
Hydro Dividends	(4,425,000)	(4,875,000)	(450,000)	10.2%	(5,475,000)	(600,000)	12.3%
Provincial Offenses Act	0	0	0	0.0%	0	0	0.0%
Other	(70,000)	(70,000)	0	0.0%	(70,000)	0	0.0%
	(17,148,450)	(17,448,450)	(300,000)	1.7%	(17,798,450)	(350,000)	2.0%
Reserve Funding ⁽²⁾							
Tax Rate Stabilization Reserve & Working Capital	(2,757,410)	(2,757,410)	0	0.0%	(2,757,410)	0	0.0%
Water & Wastewater Recovery	(2,249,810)	(2,286,521)	(36,711)	1.6%	(2,323,966)	(37,445)	1.6%
Finance from Capital	(1,500,000)	(1,500,000)	0	0.0%	(1,500,000)	0	0.0%
Debenture Reserve	(2,602,862)	(3,602,862)	(1,000,000)	38.4%	(4,402,862)	(800,000)	22.2%
	(9,110,082)	(10,146,793)	(1,036,711)	11.4%	(10,984,238)	(837,445)	8.3%
Other ⁽³⁾							
Payments in Lieu of Taxes	(2,500,000)	(2,500,000)	0	0.0%	(2,500,000)	0	0.0%
Prior Year Surplus	(2,500,000)	(2,500,000)	0	0.0%	(2,500,000)	0	0.0%
	(5,000,000)	(5,000,000)	0	0.0%	(5,000,000)	0	0.0%
TOTAL CORPORATE REVENUES	(31,258,532)	(32,595,243)	(1,336,711)	4.3%	(33,782,688)	(1,187,445)	3.6%

(1) Excludes corporate revenues which are presented in department reports and will differ from the Revenue by Major Source figures.

Tax Certificates and Documents	(467,428)	(495,968)	(28,540)	6.1%	(500,740)	(4,772)	1.0%
Purchasing Bids and Sale of Assets	(60,700)	(60,700)	0	0.0%	(60,700)	0	0.0%
Capital Administration Fees	(50,000)	(50,000)	0	0.0%	(50,000)	0	0.0%
Recoverables and Other Revenues	0	0	0	0.0%	0	0	0.0%
	(578,128)	(606,668)	(28,540)	4.9%	(611,440)	(4,772)	0.8%
Revenue by Major Source - Corporate Revenues	(17,148,450)	(17,448,450)	(300,000)	1.7%	(17,798,450)	(350,000)	2.0%
	(17,726,578)	(18,055,118)	(328,540)	1.9%	(18,409,890)	(354,772)	2.0%

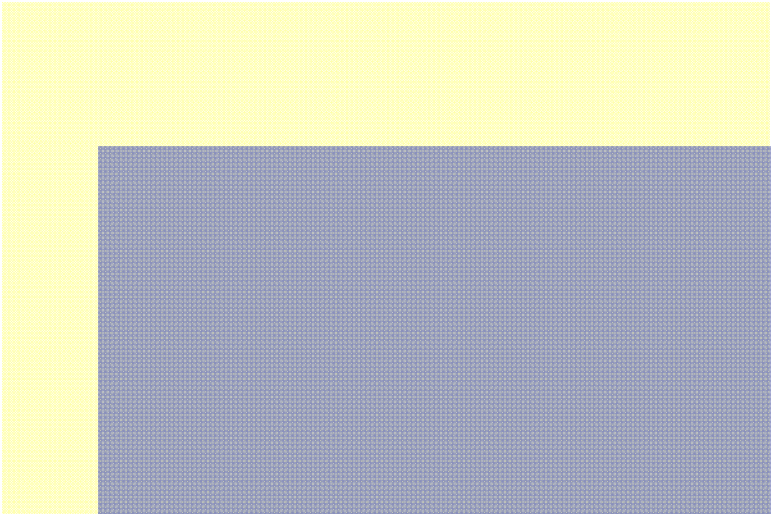
(2) Excludes reserve transfers which are presented in department reports and will differ from the Revenue by Major Source figures.

(3) Excludes Library Grant which is presented in their department revenue / expenditure report.

City of Vaughan
Revenue / Expenditure Summary Report
2012 Operating Budget Forecast

Corporate Revenues & Expenditures

	2012 Budget	2013 Forecast	2013 vs 2012 Forecast Variance \$	2013 vs 2012 Forecast Variance %	2014 Forecast	2014 vs 2013 Forecast Variance \$	2014 vs 2013 Forecast Variance %
CORPORATE EXPENSES							
Capital Funding							
Long Term Debt	12,378,938	14,437,930	2,058,992	16.6%	16,187,717	1,749,787	12.1%
Capital from Taxation	6,902,002	7,387,050	485,048	7.0%	7,387,050	0	0.0%
Corporate and Elections			0	0.0%		0	0.0%
- Buildings & Facilities Infrastructure	2,139,296	2,196,268	56,972	2.7%	2,241,726	45,458	2.1%
- City Hall Funding	0	0	0	0.0%	0	0	0.0%
- Roads Infrastructure	403,988	413,678	9,690	2.4%	423,562	9,884	2.4%
- Parks Infrastructure	356,685	492,007	135,322	37.9%	642,410	150,403	30.6%
- Election Reserve Contribution	350,000	350,000	0	0.0%	350,000	0	0.0%
- Building Standards Service Continuity Contribution	0	0	0	0.0%	0	0	0.0%
- Additional Vehicle Contribution	65,964	85,589	19,625	29.8%	105,605	20,016	23.4%
- Fire & Rescue Contribution	1,174,726	1,197,087	22,361	1.9%	1,219,896	22,809	1.9%
- Heritage Contribution	204,000	208,080	4,080	2.0%	212,242	4,162	2.0%
- Streetscape Contribution	323,328	612,578	289,250	89.5%	757,498	144,920	23.7%
- City Playhouse Contribution	15,000	15,000	0	0.0%	15,000	0	0.0%
	24,313,927	27,395,267	3,081,340	12.7%	29,542,706	2,147,439	7.8%
Corporate Accounts							
Contingency	2,630,691	5,471,600	2,840,909	108.0%	9,076,224	3,604,624	65.9%
Tax Adjustments	1,600,000	1,600,000	0	0.0%	1,600,000	0	0.0%
Corporate and Elections			0	0.0%		0	0.0%
- Professional Fees	244,224	244,224	0	0.0%	244,224	0	0.0%
- Insurance	0	0	0	0.0%	0	0	0.0%
- Joint Services	595,153	613,008	17,855	3.0%	631,398	18,390	3.0%
- Bank Charges	90,000	95,000	5,000	5.6%	100,000	5,000	5.3%
- Other	63,766	64,466	700	1.1%	65,196	730	1.1%
- OMB Hearings	407,000	407,000	0	0.0%	407,000	0	0.0%
- Election	0	0	0	0.0%	1,024,794	1,024,794	0.0%
- Year End Expenditure Reserve	0	0	0	0.0%	0	0	0.0%
- Salaries Savings from Turnover	(4,000,000)	(4,000,000)	0	0.0%	(4,100,000)	(100,000)	2.5%
	1,630,834	4,495,298	2,864,464	175.6%	9,048,836	4,553,538	101.3%
TOTAL CORPORATE EXPENSES	25,944,761	31,890,565	5,945,804	22.9%	38,591,542	6,700,977	21.0%
NET CORPORATE REVENUES AND EXPENSES	(5,313,771)	(704,678)	4,609,093	-87%	4,808,854	5,513,532	-782%



Water & Wastewater

BUSINESS OVERVIEW

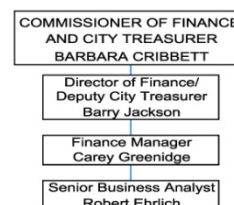
Service Statement:

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

	2008	2009	2010	2011 Base	ADDITIONAL RESOURCE REQUEST	
					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

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
1. PSAB process in partnership with Public Works, Engineering, and Capital Finance	Q1'10	In compliance with legislation	
2. Continual improvement of the Drinking Water Quality Management System	Q4'11	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

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

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2011 (Top 3 Objectives)			
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

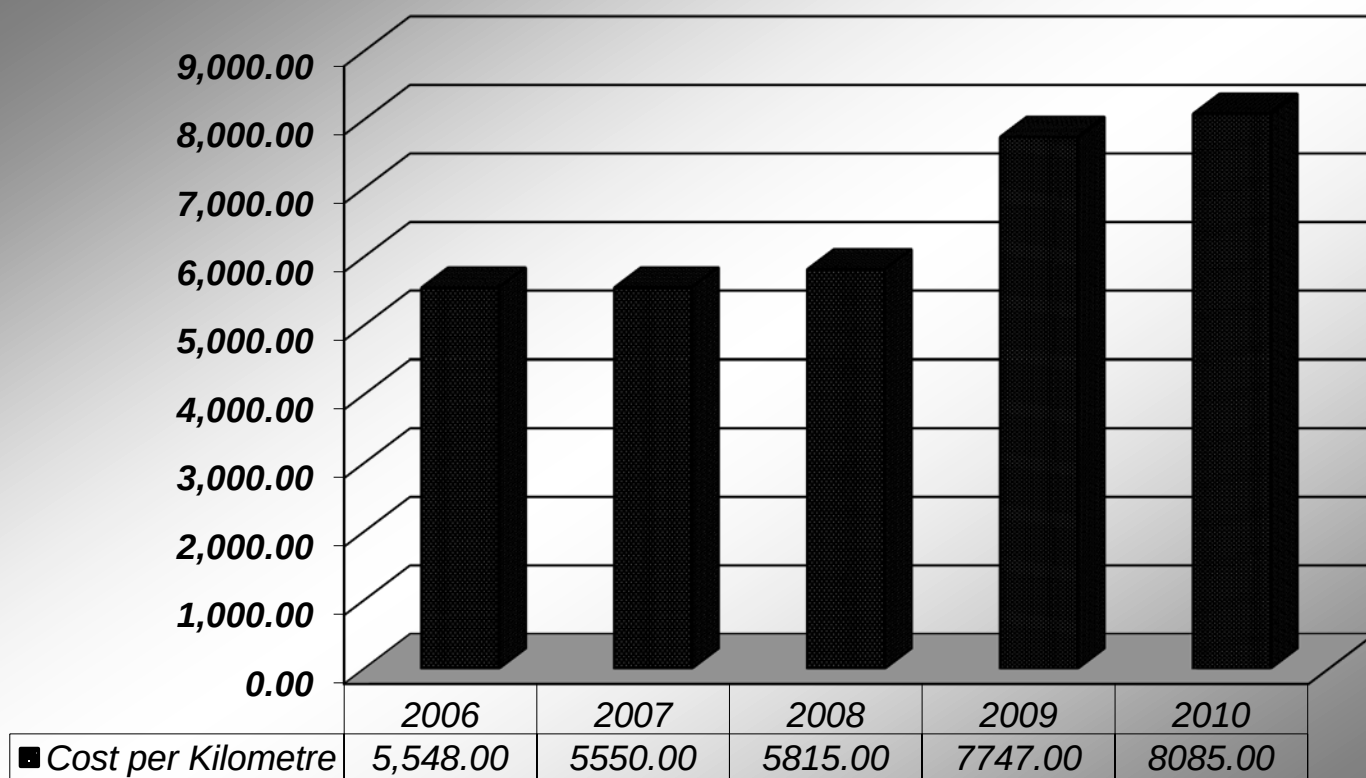
Key Performance Indicators:

1. Operating cost per kilometer of water distribution system
2. Operating cost per kilometer of wastewater collection system
3. Operating cost per kilometer of storm collection system
4. Operating cost per kilometer of rural storm collection system
5. Number of water main breaks per 100 kilometers of distribution pipe
6. Number of adverse samples vs. total number of samples
7. Number of kilometers of sewermain flushed per year

BUSINESS OVERVIEW:

Measure: Operating Cost per Kilometer 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.

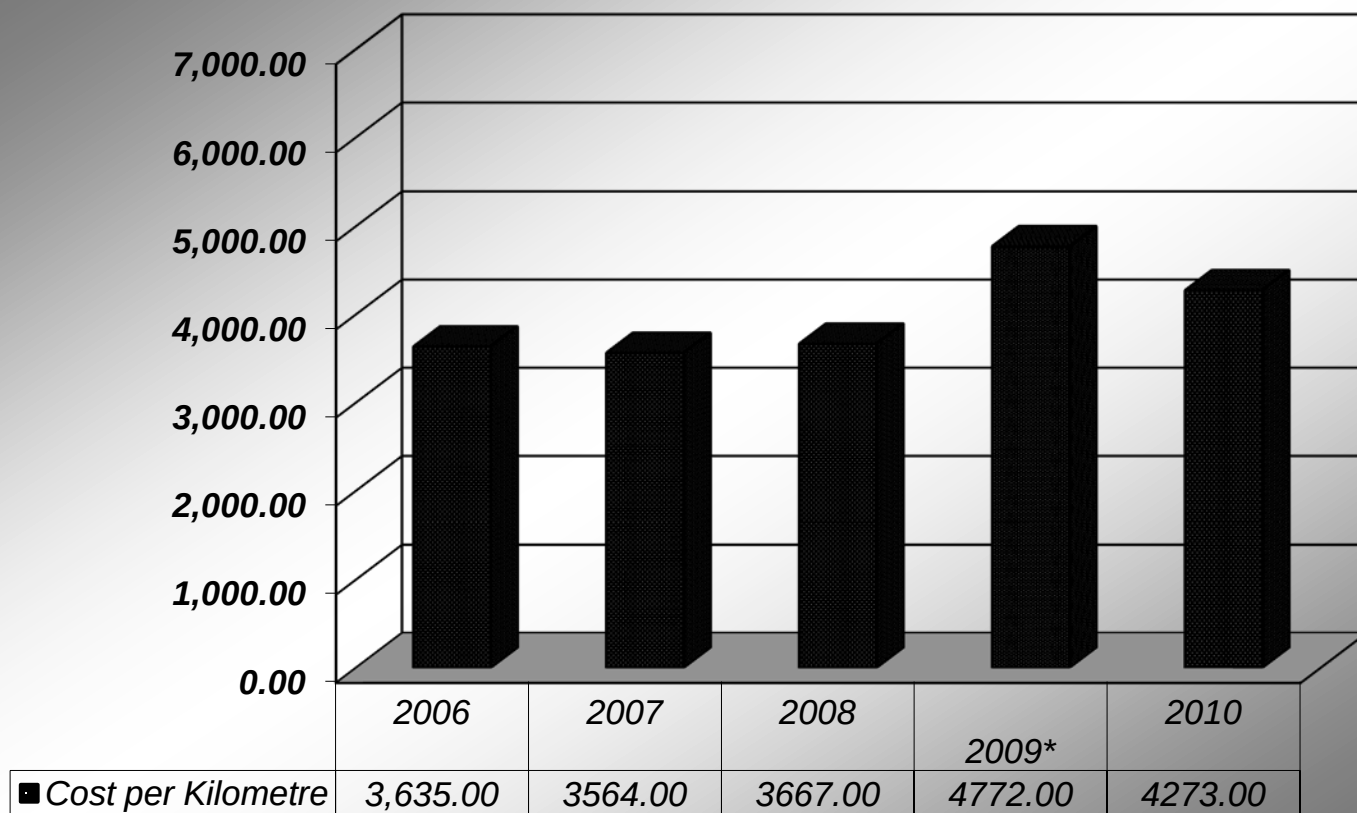
2008 to 2009 increase primarily due to operating fund transfer representing \$1,088 per km.

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 Kilometer of Wastewater Collection System

Definition:



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.

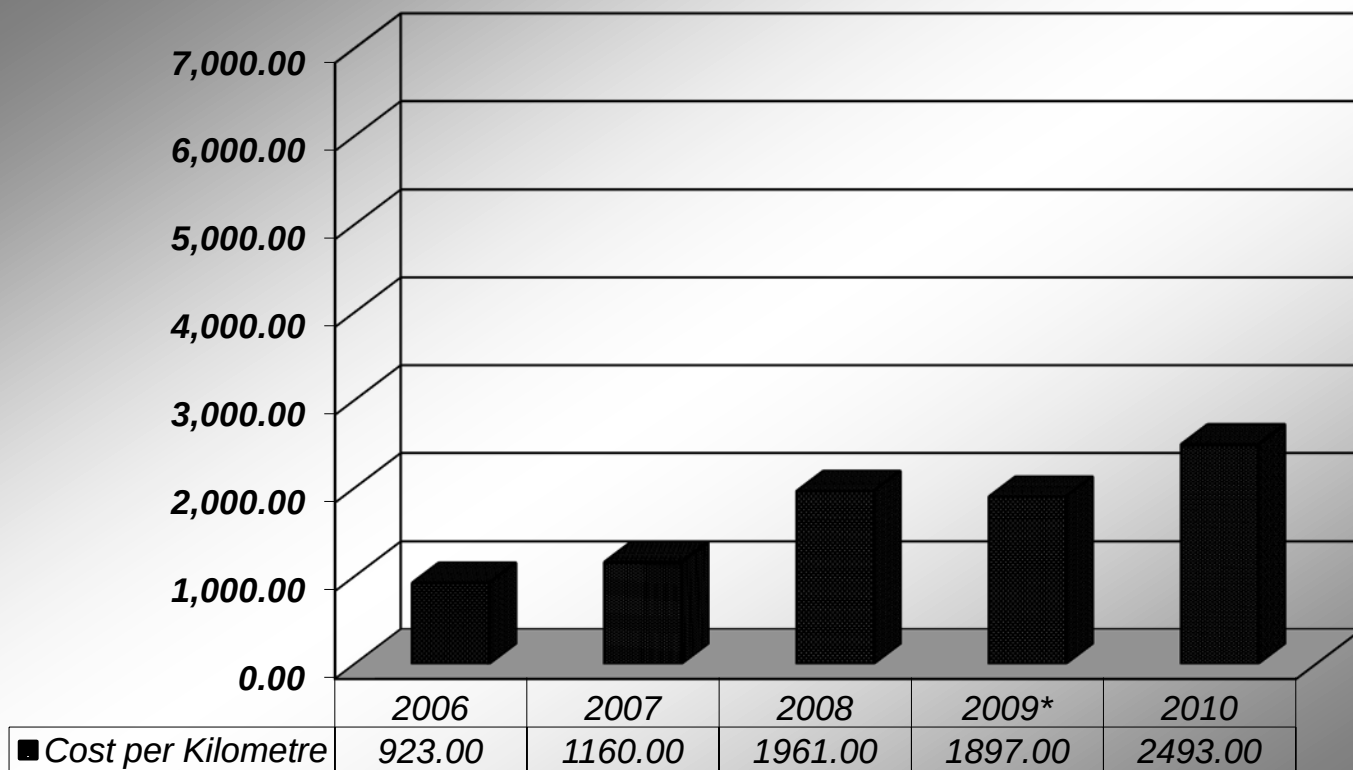
2008 to 2009 increase primarily due to operating fund transfer representing \$600 per km.

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 Kilometer of Storm Collection System

Definition:



Key Conclusion:

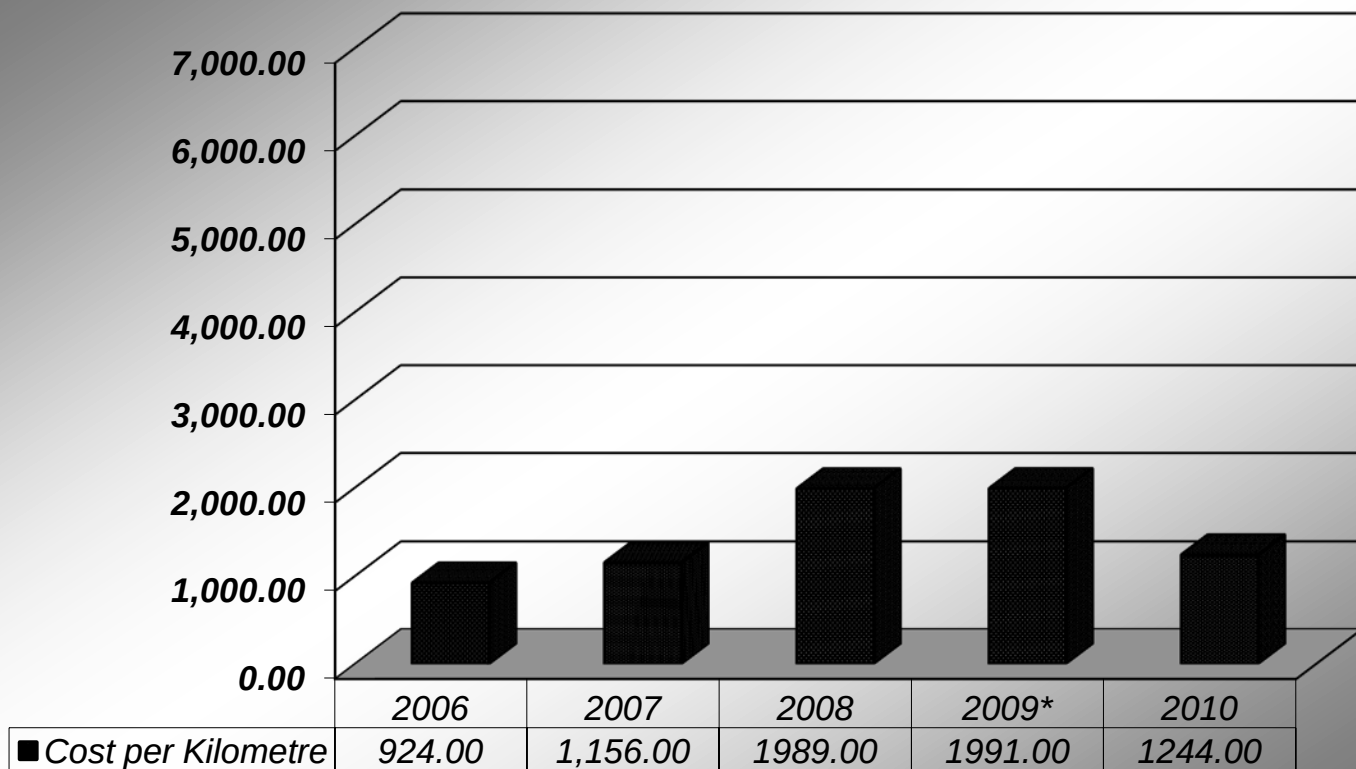
The cost per kilometer of the storm collection system increased 24% from 2009 vs. 2010 due to increased flushing, grate cleaning and pond maintenance activities. As the City grows and additional storm water management ponds are assumed, funding for maintenance will need to increase accordingly.

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 Kilometer of Rural Storm Collection System

Definition:



Key Conclusion:

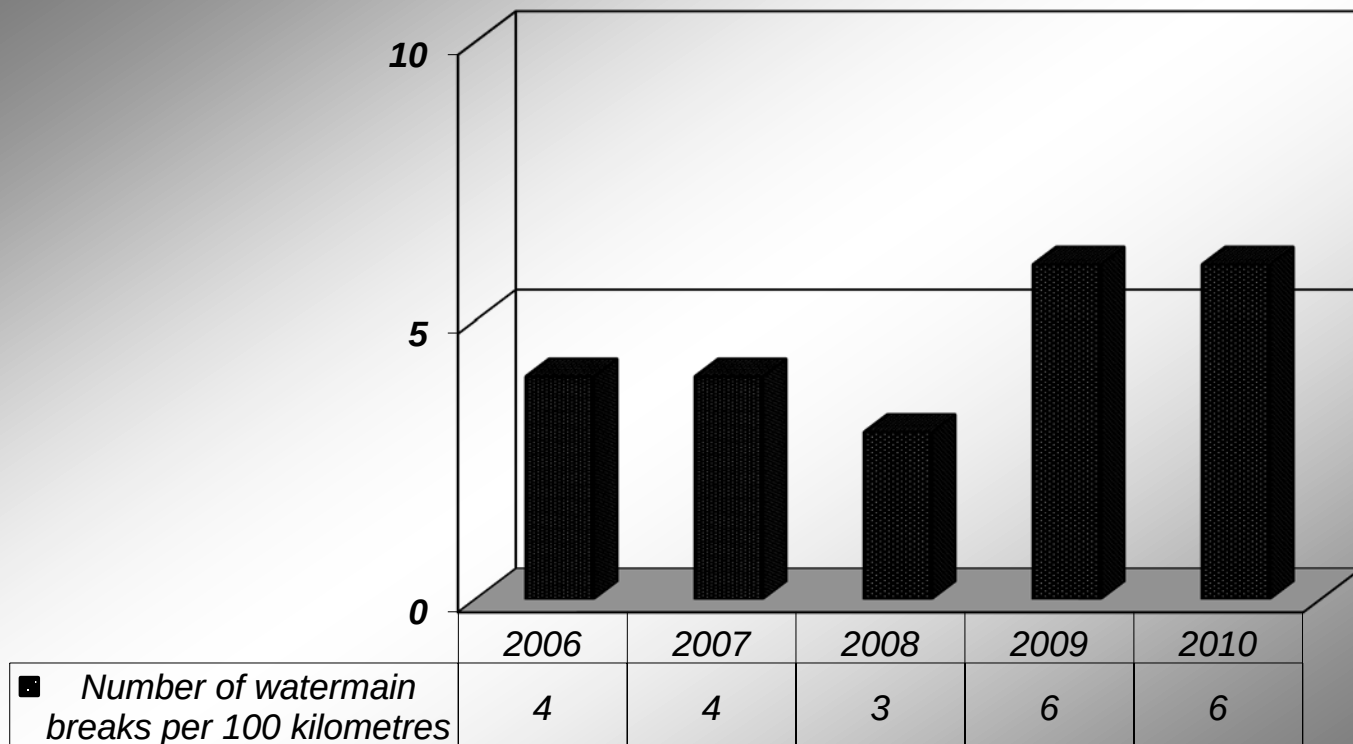
The cost per kilometer of the rural storm collection system decreased 37.5% from 2009 to 2010 due to a reduction in maintenance activity allowing the funds to be shifted to the urban storm collection system maintenance.

Notes about the Measure:

The amount of maintenance activity on the rural storm collection system is relative to the demand.

Measure: Number of Water main Breaks per 100 Kilometers of Distribution Pipe

Definition:



Key Conclusion:

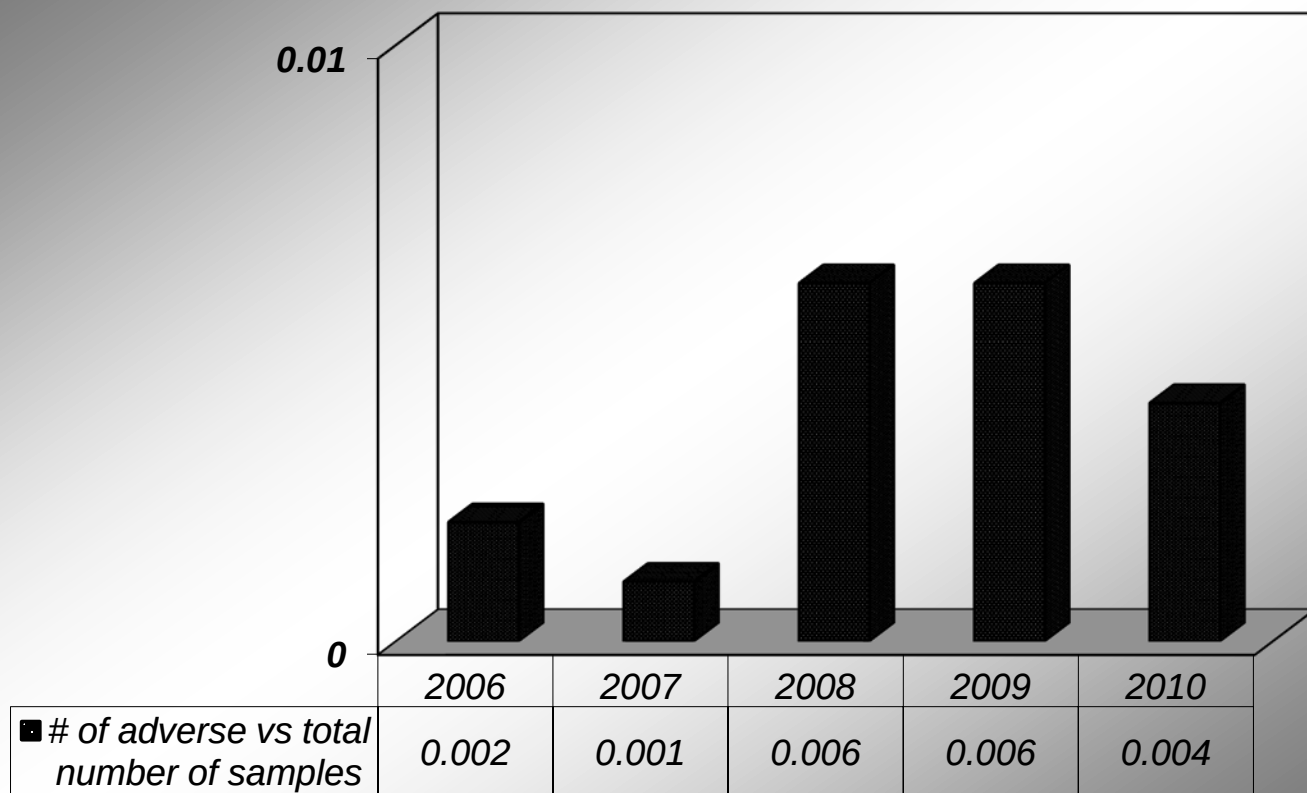
Water main breaks remained unchanged from 2009 to 2010. This number is expected to gradually decrease or flat line as a number of these water mains are at the end of their life and are being replaced.

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:



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.

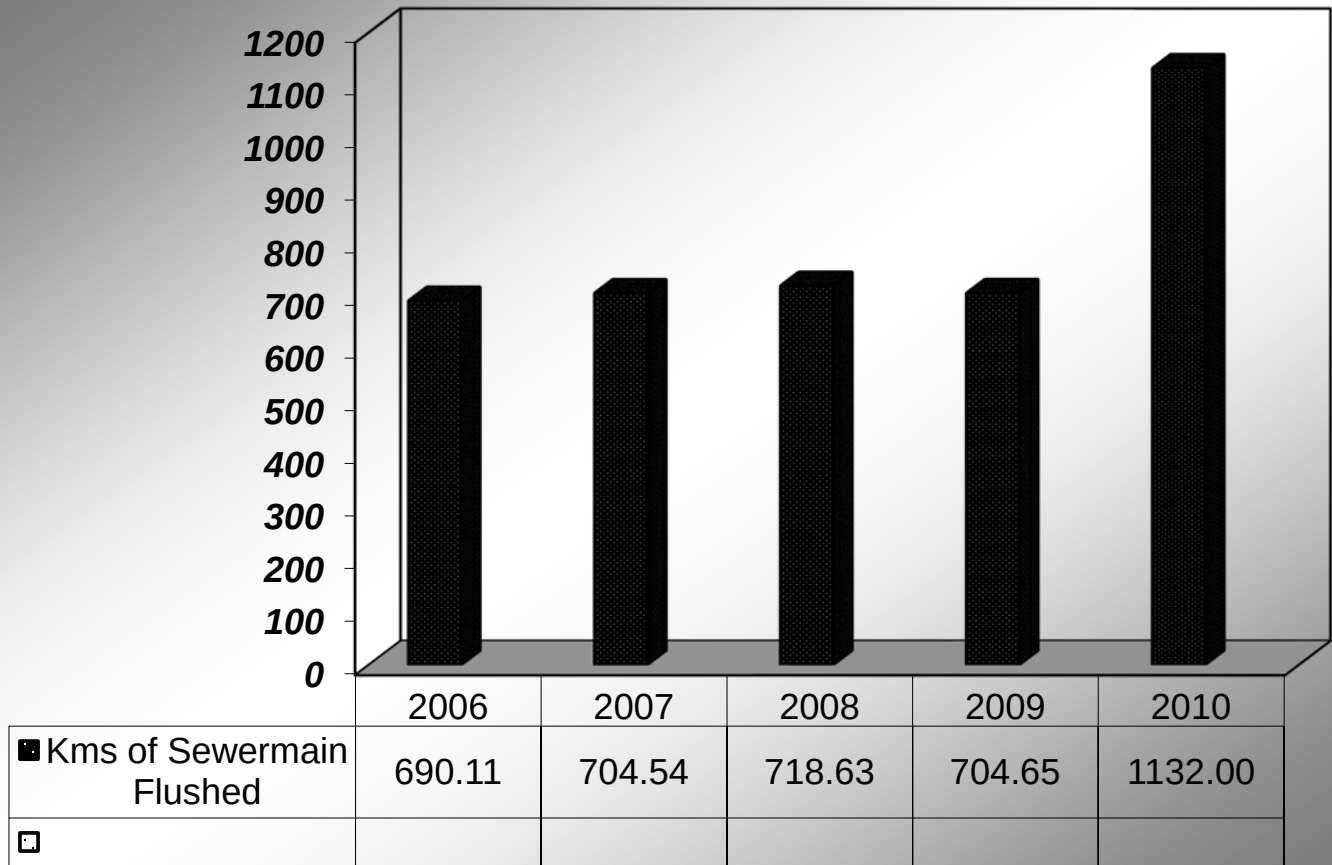
Notes about the Measure

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 water mains the result of assumed subdivisions. These changes were in response to O. Reg. 170/03 of the Safe Drinking Water Act.

2010 Business

Measure: Number of Kilometers of Sewer Main Flushed per Year

Definition:



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.

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

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

(1) Wastewater Rate change effective June 2012.

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

Statement of Continuity - Wastewater Reserve

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

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

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

(1) Water Rate change effective June 2012.

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

Statement of Continuity - Water Reserve

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

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.

Glossary

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 infrastructure 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.

Glossary

Ontario Municipal Board (OMB)	An independent provincial board that hears applications and appeals on municipal and planning disputes under the <i>Municipal Act</i> , <i>Planning Act</i> , <i>Expropriation Act</i> , <i>Heritage Act</i> and other legislation.
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 finance public services and activities .

Glossary

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.
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

AMO	Association of Municipalities of Ontario
ARR	Additional Resource Request
AWWA	American Water Works Association
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
EAB	Emerald Ash Borer
EDMS	Electronic Document Management System
EI	Employment Insurance
FTE	Full-Time Equivalent
GAAP	Generally Accepted Accounting Principles
GTA	Greater Toronto Area
ISF	Infrastructure Stimulus Fund
IWA	International Water Association
LEED	Leadership in Energy and Environmental Design
LHIN	Local Health Integration Network
LTD	Long Term Debt
MPI	Municipal Price Index
MTO	The Ontario Ministry of Transport

Acronyms

OFM	Ontario Fire Marshall
OMB	Ontario Municipal Board
OMERS	Ontario Municipal Employees Retirement System
POA	Provincial Offences Act
PSAB	Public Sector Accounting Board
RiNC	Recreation Infrastructure Canada
SMT	Senior Management Team
TCA	Tangible Capital Assets
VBEC	Vaughan Business Enterprise Centre
VFRS	Vaughan Fire and Rescue Services
VHCC	Vaughan Health Campus of Care
VMC	Vaughan Metropolitan Centre
VPL	Vaughan Public Libraries
WSIB	Workplace Safety Insurance Board
YRT	York Region Transit



PREPARED BY:

**THE BUDGETING AND FINANCIAL
PLANNING DEPARTMENT
CITY OF VAUGHAN**