

2013

Budget and 2014-2016
Operating Plan



Fiscal Sustainability Always a Priority

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

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Budget Presentation
Award*

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**City of Vaughan
Ontario**

For the Fiscal Year Beginning

January 1, 2012

Christopher P. Morill

President

Jeffrey R. Egan

Executive Director

Message from the Committee Chair



Ward 1 Councillor
Marilyn Iafrate

CHAIR OF THE FINANCE
& ADMINISTRATION
COMMITTEE

On February 11, 2013 Vaughan Council unanimously approved the City's 2013 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 2013 will be 2.69 per cent or \$32 a year (\$2.67 a month) for an average home assessed at \$517,000. This is slightly lower than last year's increase of 2.95%.

In addition we are continuing to support the community's 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 first budget that I have had the privilege to Chair, and I am extremely proud that it was a successful one. I had made it clear that we must adopt a responsible budget that is respectful of the taxpayer's money. This year's guiding principle on new requests not identified in the draft budget is that if you want it, you must find the savings elsewhere within the budget. This ensures zero impact on the budget and encourages accountability. The final increase of 2.69% will assist us by saving money for our City's aging infrastructure. With this in mind, 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. Once again, two critical financial management goals are now in place; multi-year budgeting as well as the continued inclusion of additional infrastructure replacement policies. Nonetheless, we have also vastly expanded our public consultation process as we developed the budget and this year we were please to hold 6 meetings for the public. It is clear to me that because of the City's vision and commitment to solid financial management we have continued to prove that ***Financial Sustainability will always be a key Priority.***

The 2013 budget focuses on four main areas: ***Community Safety***, with the construction of Fire Station #73 and the purchase of a Pumper for Station #75 as well as street crossings for Block 11 Valley Road; new ***City Services*** including improved sports amenities, trail systems and our ***Environmental Commitment*** to bring about a plan for reducing Greenhouse Gas emissions as well as a replacement program to replace those trees that were infested by the Emerald Ash Borer. The 2013 Budget provides for ***Financial Sustainability*** in order 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 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 2 Councillor
Tony Carella



Ward 3 Councillor
**Rosanna
DeFrancesca**



Ward 4 Councillor
Sandra Yeung Racco



Ward 5 Councillor
Alan Shefman

Executive Summary

CITY OF VAUGHAN SENIOR MANAGEMENT TEAM:



Commissioner of
Community Services
Marlon Kallideen



Commissioner of
Planning
John Mackenzie



Acting Commissioner of
Finance & City Treasurer
John Henry



Interim City Manager
Barbara Cribbett



Commissioner of Legal &
Administration Services
MaryLee Farrugia



Commissioner of Strategic
& Corporate Services
Joseph Pittari



Commissioner of
Engineering & Public Works
Paul Jankowski

Message from the City Manager

Every day dedicated staff across a wide-range of disciplines are putting their skills to work to make Vaughan a better City. From improving roads and infrastructure to growing businesses, protecting 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 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 detailed knowledge of the challenges the City will face and what it will take to succeed in meeting them.

With the above in mind, we are pleased to present the 2013-2016 plan. The budget document is intended to serve as a policy, financial plan, operations guide, and a communications device. We are presenting the 2013-2016 plan 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.

Barbara Cribbett,
Interim City Manager

Executive Summary

SHAPING THE FUTURE

As the City moves forward, financial sustainability must continue as one of Vaughan's key priorities. Over the next decade, the City of Vaughan is expected to undergo a tremendous transformation fuelled by sustained high growth rates, provincially driven intensification, infrastructure renewal pressures, and a number of vision based master plans reflecting important community needs.

As the City becomes increasingly more sophisticated, it will face increasing financial pressure beyond the many factors currently placing strain on the property tax rate and reserve balances to maintain existing service levels. These pressures often require continuous funding solutions, typically taxation.

Recognizing the City is becoming increasingly more sophisticated with each passing year, the budget horizon was broadened to unveil and shape the future. This action provides decision makers with added foresight and the ability to proactively grasp future opportunities and understand the longer-term implications of decisions. This year, the City developed a 4 year operating and capital plan, which is integrated with the City's Corporate Planning Process. The primary benefits of this step are numerous:

- ✓ Develop an achievable and resourced plan
- ✓ Ensure resource allocation is guided by the City's vision and strategic themes
- ✓ Better communicate the City's direction and focus

ECONOMIC CONTEXT

The City's budget was developed in the following economic context illustrated in the Sept. 18th TD Economics - Quarterly Forecast.

"Canada's economy appears to be at a crossroads. After ramping up spending during the recession and recovery, fatigued households and deficit-laden governments have recently been shifting their attention to restraint. While exports and business investment had appeared poised to do more heavy lifting this year, this transition has been delayed by ongoing global uncertainty, an elevated exchange rate and softening commodity markets. With no engine firing on all cylinders, economic growth is being held to a meek sub-2% rate and the jobless rate is stuck above 7%. By early 2013, we suspect that global headwinds will have dissipated enough to spur stronger Canadian exports and entice cash-flush businesses to loosen their purse strings – pulling real GDP growth back above 2% and pushing the jobless rate down modestly. This shift to more balanced growth will be a major step forward in ensuring sustainable economic growth in Canada.

The above context is relatively global and is intended to provide a general context, which may change and may not necessarily reflect Vaughan's micro environment.

Executive Summary

OPERATING BUDGET HIGHLIGHTS

The City has always considered increasing taxes as a last resort.

The City has followed a very thorough process to minimize any tax increase while maintaining levels of service and meeting regulatory requirements. Very tight budget guidelines approved by Council, were issued to all departments limiting increases to established commitments and pre-defined external pressures. It is important to note, the guidelines do not allow “across the board” increases or increases for new staffing.

In addition to the strict budget guidelines, a number of additional resource requests were put forward by departments to maintain service levels, comply with regulatory requirements and implement new initiatives. Council and Senior Management spent a significant amount of time reviewing, prioritizing and optimizing the budgets in order to develop a realistic and responsible financial plan. Reducing requests was difficult for decision makers, who were frequently faced with the dilemma of choosing between “building a progressive City” and “keeping tax rates low”. In the end, the process resulted in a blend of ideals. The resulting outcome of above efforts is illustrated below.

2013			2014			2015			2016		
Rate Incr.	\$ (m)	Bill Incr.	Rate Incr.	\$ (m)	Bill Incr.	Rate Incr.	\$ (m)	Bill Incr.	Rate Incr.	\$ (m)	Bill Incr.
2.69%	4.01	\$32	4.59%	7.25	\$56	5.70%	9.54	\$73	5.16%	9.32	\$70

Major Additional Resource Request (ARR) Highlights & Elements			
2013 Budget	2014 Budget	2015 Budget	2016 Budget
Community safety			
STN 75 - 10 Firefighters	STN 75 - 10 Firefighters District Chiefs Emergency Planner	STN 78 - 20 Firefighters Training Officer	Hazard/Risk Assessment District Chiefs Fire Prevention Inspector
Community and library services			
Vellore CC Expan.Operator Soccer Field Maintenance Forestry Arborist	Fr. Ermanno CC Expan.Operator Forestry Arborist Facilities Maint. and Repairs Playground Safety Testing Hard Surface and Court Repairs Park Maintenance	Civic Centre Res. Library	Block 11 Facility Operator Bld Shrub Bed Summer Staff Horticulture Shrub Mntce Crew Animal Services Staffing Weed Spraying Program North Maple Park Attendants Carrville PT Facility Operator
City building initiatives			
Zoning By-law Review Strategic Business Analyst Employment Zone, VMC Marketing Action plan for reducing GHG Transportation Engineer	Zoning By-law Review Strategic Business Analyst Business Development Officer Climate change adaption Study Transportation Engineer	Zoning By-law Review Citizen Engagement Survey Elec. Vehicle Feasibility Pilot New V.V. Strategic Plan EDMS Staffing	

Executive Summary

Through prudent policies, tight budget guidelines and strong leadership, the City has provided residents tremendous value by offering some of the lowest property tax rates in York Region and the Greater Toronto Area, while providing high quality services to the community. Illustrated below is a comparison of GTA tax increases over the past 3 years.

2011 -2013 Preliminary Total Tax Rate Increase Comparison

Municipality	3 yr total	2013	2012	2011	Average
Caledon	21.34%	5.70%	5.24%	10.40%	7.11%
Mississauga	20.20%	7.00%	7.40%	5.80%	6.73%
King	17.98%	3.42%	8.90%	5.66%	5.99%
Oakville	15.49%	3.01%	6.55%	5.93%	5.16%
Brampton	13.90%	4.90%	4.90%	4.10%	4.63%
Newmarket	13.58%	3.74%	3.95%	5.89%	4.53%
Barrie	13.40%	3.30%	3.60%	6.50%	4.47%
Milton	11.46%	3.00%	3.60%	4.86%	3.82%
Aurora	10.13%	3.42%	4.77%	1.94%	3.38%
Burlington	8.65%	4.46%	3.29%	0.90%	2.88%
Richmond Hill	7.90%	2.50%	2.45%	2.95%	2.63%
Vaughan	7.59%	2.69%	2.95%	1.95%	2.53%
Markham	3.00%	1.50%	1.50%	0.00%	1.00%
Average	12.66%	3.74%	4.55%	4.38%	4.22%

Executive Summary

VAUGHAN HOSPITAL CAPITAL LEVY

The need for a hospital in Vaughan is widely recognized and is a key priority for Vaughan Council. The City has taken steps to bring a much-needed hospital and other health care resources to Vaughan. Construction of the new Mackenzie Vaughan Hospital is planned for the fall of 2015 and it will take approximately 3 years to build. The new hospital is scheduled to be fully operational by 2018/2019.

In April of 2013, the Ontario Government announced it is investing an additional \$49.7 million for planning and design of Mackenzie Health's new Mackenzie Vaughan Hospital.

"Today's announcement is a testament to what can be achieved through focus, discipline and determination. It is an example of what can be achieved when government and communities work together. Our positive and constructive approach continues to bear fruit. The City of Vaughan, the Region of York, Mackenzie Health and the Province of Ontario, all share one common goal, and that is to bring the Mackenzie Vaughan Hospital to life. Today, we are one step closer to that goal." — Maurizio Bevilacqua, Mayor, City of Vaughan



Mayor and Members of Council at City Hall after the province announced a \$49.7 million planning grant to Mackenzie Health in support of the planning and design of the Mackenzie Vaughan Hospital.

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 \$80 million community contribution to meet that responsibility and developed a funding plan which included a "Hospital Capital Levy" 5.45% tax rate increase phased over four years. On April 5, 2012, Council approved a change in the tax rate phase-in from four to five years, ending in 2013. The 2013 remaining and final residential property tax increase associated with the separate Hospital Capital Levy is approximately \$11 or 0.91% for the average home assessed at \$517,000. No further tax increases for this purpose are expected beyond 2013. This increase is in addition too and treated separately from the tax rate increase illustrated previously to support the City's operations.

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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 2013 water and wastewater budgets were approved on April 23rd, 2013. The budgets include an annual rate increase of 6.90% for water and a 9.05% increase for wastewater for a combined increase of 8.02%. The annual residential impact on the average household consumption of 300 cubic meters of water is \$63.22 or \$5.27 per month. More than three quarters of this increase, approximately \$49, is a result of water costs passed through by the Region of York and other levels of government. The largest component of the consumption rate is the purchase of potable water and waste water treatment services provided by the Region of York.

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 2013 budgeted transfer from water operations to the water reserve is \$5.3M. These funds will provide for the future requirements of the water infrastructure. The forecasted capital drawdown on the reserve in 2013 for water related infrastructure needs is expected to be \$0.9M. Committed capital costs represent approved capital projects not yet begun or completed and total \$6.5M. The budgeted reserve balance at the end of 2013 is projected to be \$315.5M after committed projects. These funds will provide for future infrastructure requirements to ensure safe drinking water systems, as required under the new Municipal Drinking water License Program.

The 2013 budgeted transfer of \$6.0M from wastewater/storm operations to the reserve is higher by \$0.8M over last year's budget. The capital drawdown on the reserve in 2013 for wastewater related infrastructure needs is \$21M. Committed capital projects not yet begun or completed total \$0.7M. The budgeted reserve balance at the end of 2013 is projected to be \$35.5M after committed projects. These funds will provide for future infrastructure requirements to ensure the system is financially sustainable, as required by SDWA.

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CAPITAL BUDGET HIGHLIGHTS

For 2013 the Capital Budget was expanded to align with the City's 4 year plan. This action provides stakeholders with added foresight to understand the longer-term financial implications of decisions. The future oriented focus will also provide citizens with more certainty on community capital projects.

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 and funding availability based on established policies; level of discretionary reserves, individual reserve targets, debt limitations, the requirement for funds to be on hand, etc. After significant preparation and deliberation the process resulted in the following capital plan summary and community priorities.

		Recognized		
	2013	2014	2015	2016
Capital Budget \$	\$57.8M	\$66.6M	\$69.3M	\$105.2M
# of Projects	191	166	117	86
% Related to Renewal	51%	47%	46%	26%

Major Capital Project Highlights & Elements			
2013 Budget	2014 Budget	2015 Budget	2016 Budget
Black Creek Renewal	Black Creek Renewal	Black Creek Renewal	Black Creek Renewal
Road Rehabilitation and Watermain Replacement	Road Rehabilitation and Watermain Replacement	Road Rehabilitation and Watermain Replacement	Road Rehabilitation and Watermain Replacement
EAB/Tree Planting	EAB/Tree Planting	EAB/Tree Planting	EAB/Tree Planting
Block 27/41 Secondary Plans	VMC Storm Water Mgmt Pond	VMC Storm Water Mgmt Pond	Carrville Branch Library Const
Fire Station 7-3 Const	Kleinburg Nashville Watermain	Kleinburg Nashville Watermain	Kleinburg Nashville Watermain
Station 7-5 Pumper	Civic Centre Library Furniture	Carrville CC Design	Carrville CC Construction
Block 11 Valley Rd Crossings	Maple Valley Plan - Phase I(A)	Carrville Branch Library Design	Maple Valley Plan - Phase I(B)
North Maple Bridge Design	Block 64 Valley Crossing	Block 61 Pedestrian Crossing	New West Yard
Replace Freightliner 7956	Voice Radio Replacement	Fence Repair & Replacement Program	Replace Pumper
Expand/Update Crew Quarters - Stn 75	Replace Volvo Pumper	Replace Rescue Truck	Replace Haz Mat
Corporate Asset Management	Corporate Asset Management	Corporate Asset Management	
Kleinburg Library Building Repairs and Improvements		Electronic Document Management System	Maple Library Renovations
Storm Water Management Facility - Pine Valley/Club House			

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Funding Sources and Department Allocation

The Capital Plan is funded from a variety of sources and allocated to many departments. As illustrated the capital budget is almost split evenly between infrastructure renewal and growth development projects. Furthermore, the majority of capital projects are community service based and relate to community centres, libraries, roads, parks, etc. Illustrated below is the Capital Budget and Plan funding sources and Capital Expenses by department.

Capital Budget by Funding Source (\$m)

	2013	2014	2015	2016
Development Charges	22.34	28.26	33.19	70.41
Infrastructure Reserves	9.35	7.95	6.28	7.05
Gas Tax Reserve	6.03	7.28	7.28	6.57
Transfer from Taxation	6.43	6.68	7.65	8.64
Other Reserves	4.63	7.48	6.77	5.24
Debenture Financing	9.02	8.91	8.14	7.30
Total Capital Budget	57.80	66.56	69.29	105.20

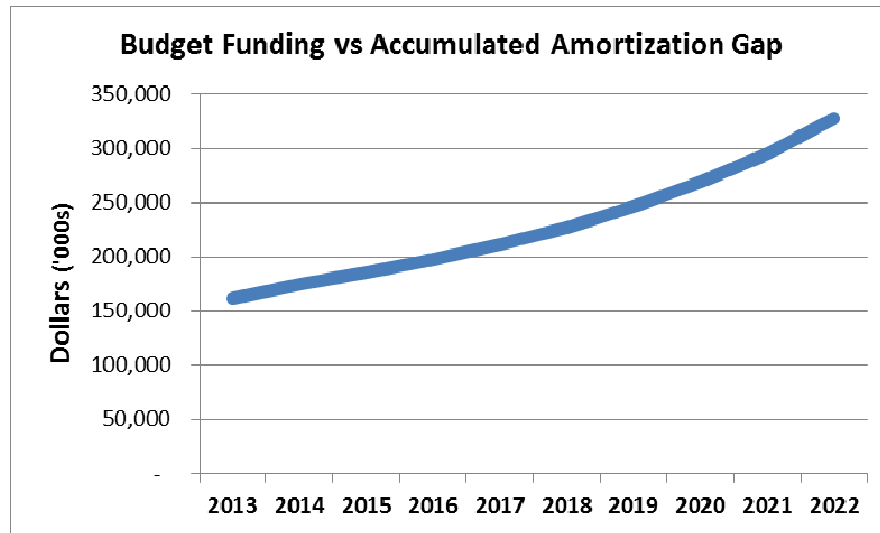
Capital Budget by Department (\$m)

	2013	2014	2015	2016
Engineering Services	19.32	22.33	21.03	17.64
Development Transportation Engineering	9.39	13.42	21.28	16.58
Fire & Rescue Services	7.97	0.98	2.62	1.60
Parks Development	3.46	14.03	5.04	16.59
Vaughan Libraries	3.33	4.70	4.35	7.03
Public Works	2.81	4.21	3.75	7.98
Fleet	2.67	1.77	0.44	0.30
Building & Facilities	2.36	1.11	4.64	34.21
Development Planning	2.13	0.20	0.20	0.13
Policy Planning	1.23	-	-	-
Parks Operations	1.13	1.53	2.09	1.19
Information Technology Management	1.09	1.16	2.95	1.16
Other Departments	0.88	1.13	0.90	0.80
Total Capital Budget	57.80	66.56	69.29	105.20

The infrastructure Renewal Challenge - 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 prevailing challenge facing the City is its ability to sustain its community infrastructure network. The City continues to grow at an unparalleled pace, adding new facilities, parks, and transportation networks on an annual basis, which are

Executive Summary

primarily funded by the development industry, leaving the City to finance future replacement costs from its limited tax base. As the City continues to develop and mature this situation will grow. Consequently, it is vital to secure new funding to protect and sustain the Community's foundation. Moving forward, the City has implemented a consolidated reserve policy, instituted asset renewal contribution policies, developed a Financial Master Plan and is developing and corporate asset management strategy.



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 stronger financial position than most municipalities. 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:

Policy	Estimated @ December 31st					Target
	2012	2013	2014	2015	2016	
Discretionary Reserve Ratio	79%	75%	71%	71%	74%	>50% of own source revenue
Working Capital Ratio	10%	10%	9%	9%	8%	10% of own source revenue
Debt Level Ratio*	6%	6%	6%	6%	6%	<10% of own source revenue

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

As illustrated above, the City is either meeting or exceeding these targets. Discretionary reserves provide the City with financial flexibility in order to safeguard against economic downturns and finance operations internally. Working capital funds provide in-year cash flow requirements. This ratio is relatively stable over the 4 year-term, but does illustrate a slight decline as a result of contributions being surplus based, which are not forecasted. The Debt Policy sets limitations on the use of debt in order to retain financial

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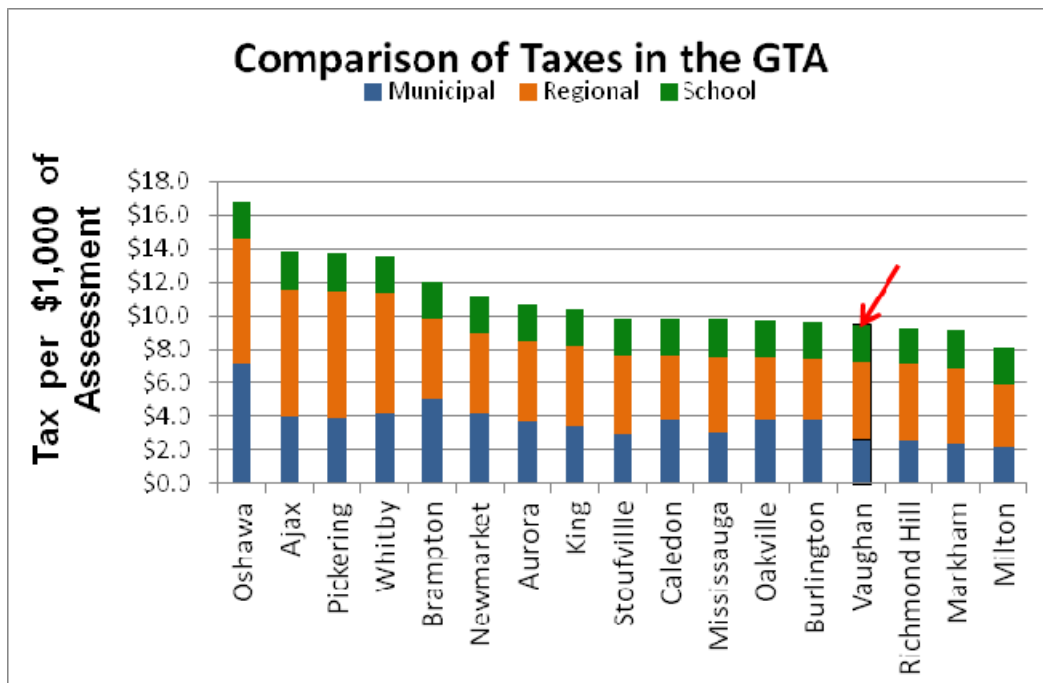
flexibility by avoiding long-term commitments and the high cost of interest. The City's policy limits debt to a maximum of 10% of total City revenue, which is significantly lower than the Province's 25% maximum. This ratio is relatively stable over the capital plan.

CONCLUSION & CITY BUDGET SUMMARY

The 2013 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.

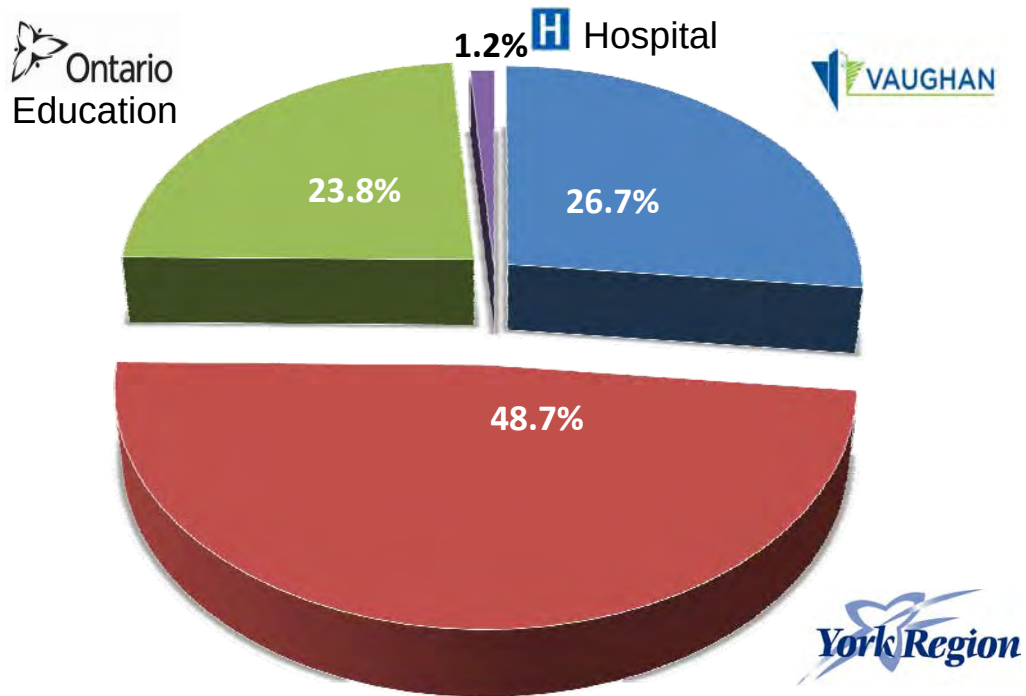
It is also important to note only 26.7% percent of the property tax bill is allocated to the City to fund fire and rescue services, libraries, road maintenance, snow clearing, waste collection, parks, recreational services and other programs. The remaining 73.31 percent of the property tax bill is collected for the Province and the Region of York.

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.

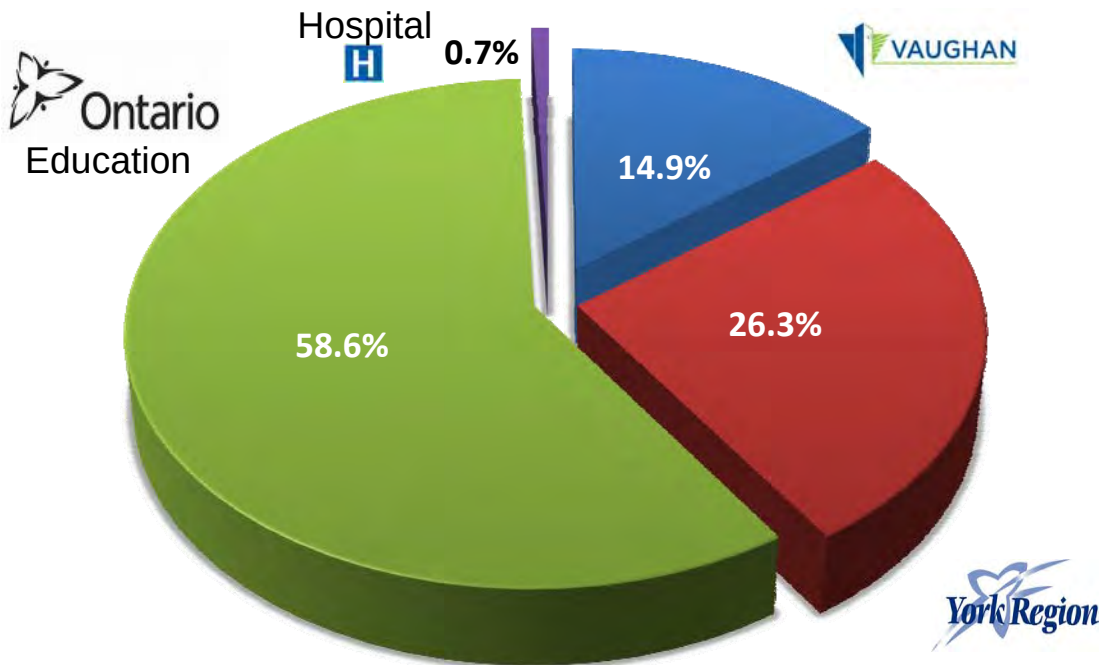


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Portions of Average Residential Tax Bill



Portions of Average Commercial Tax Bill

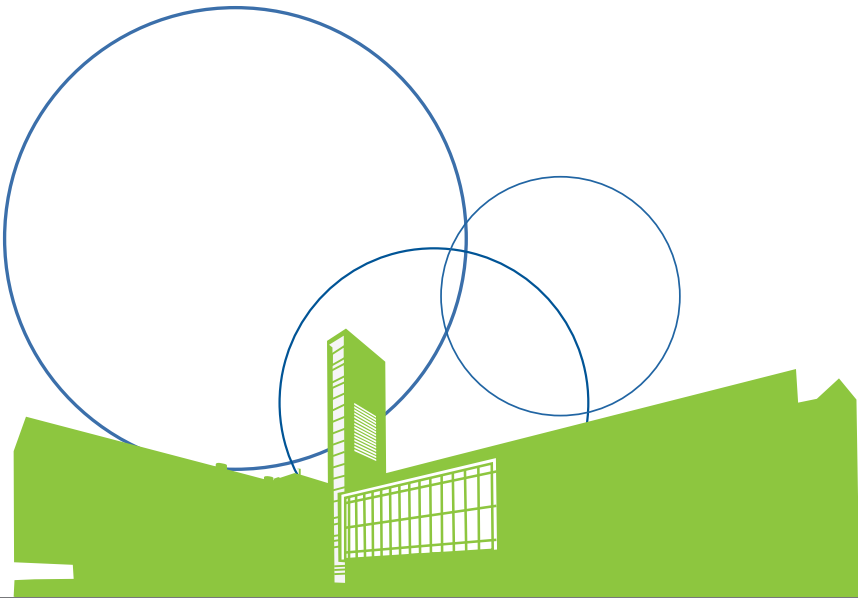


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Budget Component	2013 Operating Budget				2013 Capital Budget	2013 Budget Total
	City Operations	Hospital Levy	Water & Wastewater Services	Total		
REVENUES:						
Taxation	158,838,471	7,094,339		165,932,810		165,932,810
Fees/Service Charges	37,349,966		104,826,470	142,176,436		142,176,436
Transfers from Resvs & Resv Funds	19,489,382			19,489,382		19,489,382
Corporate	17,660,378			17,660,378		17,660,378
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					6,467,890	6,467,890
Development & Special Area Charges					22,335,706	22,335,706
Transfer from Operating					6,430,648	6,430,648
Long Term Debt					9,137,989	9,137,989
Other Financing					13,422,872	13,422,872
TOTAL REVENUES	238,483,397	7,094,339	105,039,670	350,617,406	57,795,105	408,412,511
EXPENDITURES:						
Engineering Services & Public Works	39,918,681			39,918,681	31,523,651	71,442,332
Community Services	59,816,499			59,816,499	9,789,039	69,605,538
Fire & Rescue Services	37,216,115			37,216,115	7,974,390	45,190,505
Legal & Administrative Services	18,040,438			18,040,438	465,800	18,506,238
Vaughan Public Library	13,868,195			13,868,195	3,327,700	17,195,895
Corporate & Strategic Services	13,847,820			13,847,820	1,197,900	15,045,720
Planning	12,352,786			12,352,786	3,363,554	15,716,340
Debenture Payments	14,150,587		415,990	14,566,577		14,566,577
Finance & Corporate Services	7,780,102			7,780,102	78,471	7,858,573
Capital from Taxation Transfer	6,389,274			6,389,274		6,389,274
Corporate & Elections trsfrs to Capital	6,257,108	7,094,339		13,351,447		13,351,447
Contingency	3,454,336			3,454,336		3,454,336
Council	1,477,761			1,477,761		1,477,761
Office of the City Manager	3,519,341			3,519,341	74,600	3,593,941
City Auditor	194,414			194,414		194,414
Office of the Integrity Commissioner	199,940			199,940		199,940
Water & Wastewater Purchases			75,666,170	75,666,170		75,666,170
Wastewater Expenses			17,753,735	17,753,735		17,753,735
Transfer to Water & Wastewater Resvs			11,203,775	11,203,775		11,203,775
TOTAL EXPENDITURES	238,483,397	7,094,339	105,039,670	350,617,406	57,795,105	408,412,511
NET BUDGET	0	0	0	0	0	0

Note: The above figures are based on budget contributions and exclude amortization of assets and post retirement benefits.

Vaughan Community History & Profile



163 YEARS OF INCREDIBLE HISTORY

Vaughan Yesterday

Vaughan's cultural history dates back thousands of years to when First Nations occupied many sites along the tributaries of the Humber and Don Rivers. By the 14th century, First Nations communities were actively engaged in farming thousands of hectares of land in Vaughan and the material record of these communities continues to be discovered and documented. The City's boundaries fall within the recognized traditional territories of the Williams Treaty First Nations, Mississaugas of the New Credit First Nation, Huron-Wendat First Nation, Six Nations of the Grand River Territory and Kawartha Nishnawbe First Nation. These First Nations communities maintain an active interest in Vaughan today.

Established in 1850, the Township of Vaughan was named after Benjamin Vaughan, a British diplomat and co-negotiator of the Treaty of Paris that signaled the end of the American Revolutionary War. In the late 18th and 19th centuries, European immigrants began to settle and occupy lands in Vaughan. This led to the founding of the historic villages of Maple, Thornhill, Woodbridge and Kleinburg/Nashville, which served as centres for a largely rural area. These villages followed the patterns of First Nations settlement along streams and trails. The Village of Thornhill, for example, was conveniently founded on the Don River for mill power and on a former First Nations trail now known as Yonge Street. Twentieth century developments in the City have also added to the cultural heritage resources of the community.

In less than forty years, Vaughan has undergone a significant transformation. The collection of primarily rural villages from Woodbridge, Kleinburg/ Nashville,

Maple and Thornhill, along with other small settlements and the surrounding countryside, were incorporated in 1974 to create the Town of Vaughan.

With the expansion of water and sewer services in the 1970s, the City was quickly transformed from a series of agricultural villages in the rural countryside of Greater Toronto to one of the largest and most rapidly growing suburban municipalities in Canada.

Vaughan Today

The population of Vaughan grew from 15,000 in 1971 to over 100,000 in 1991, when it was incorporated as a City. In the 1990s, population growth continued at an incredibly fast pace and Vaughan also became a major centre of economic activity and employment growth. This pace of growth has continued into the 21st century. Since 1991, Vaughan has grown by 159 per cent.



A GROWING POPULATION CENTRE

The City of Vaughan is a cosmopolitan urban centre with a population of 311,218.¹ 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

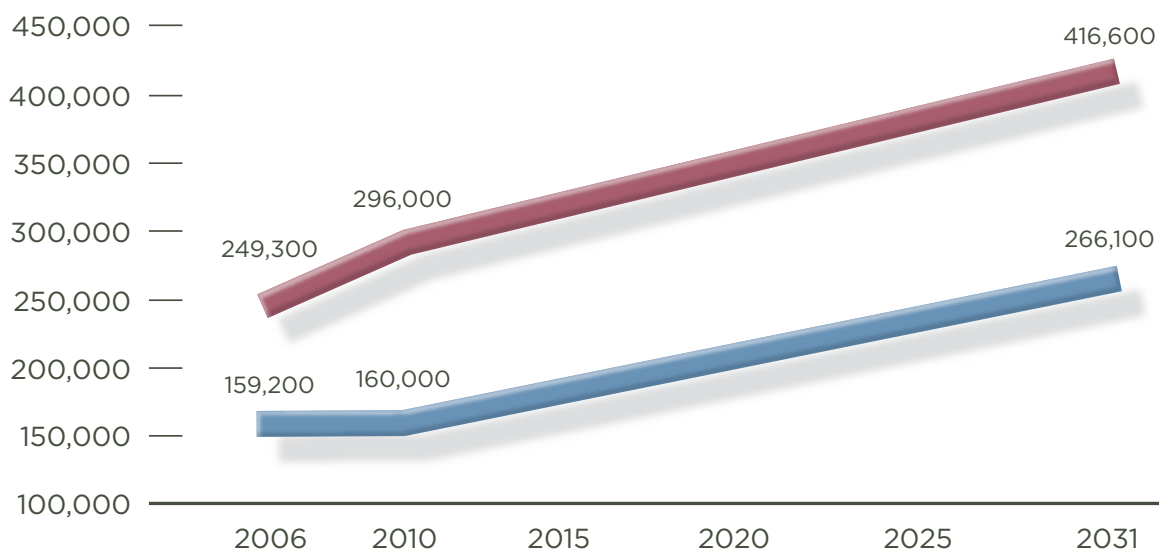
As Canada's 17th largest municipality, Vaughan is a city that welcomes all individuals from a variety of backgrounds. An impressive 45 per cent of the population is comprised of immigrants, compared with a provincial average of 28 per cent. Visible minorities

account for 27 per cent of the population, and more than 99 languages are spoken at home, in schools, and in workplaces.²

Family Characteristics

The 2011 Census presents a portrait of Vaughan as a young and family-oriented community. Vaughan's population has a median age of 37.9 years compared to 40.4 years for the Province. The Census enumeration showed 80,835 families living in the City, a 21.3 per cent increase from 2006. In that same period, Vaughan also experienced an increase of 23.8 per cent in the number of private dwellings, now totaling 86,063.

Population and Employment Growth Projections, 2006 - 2031



1. Source: York Region, Planning and Development Department

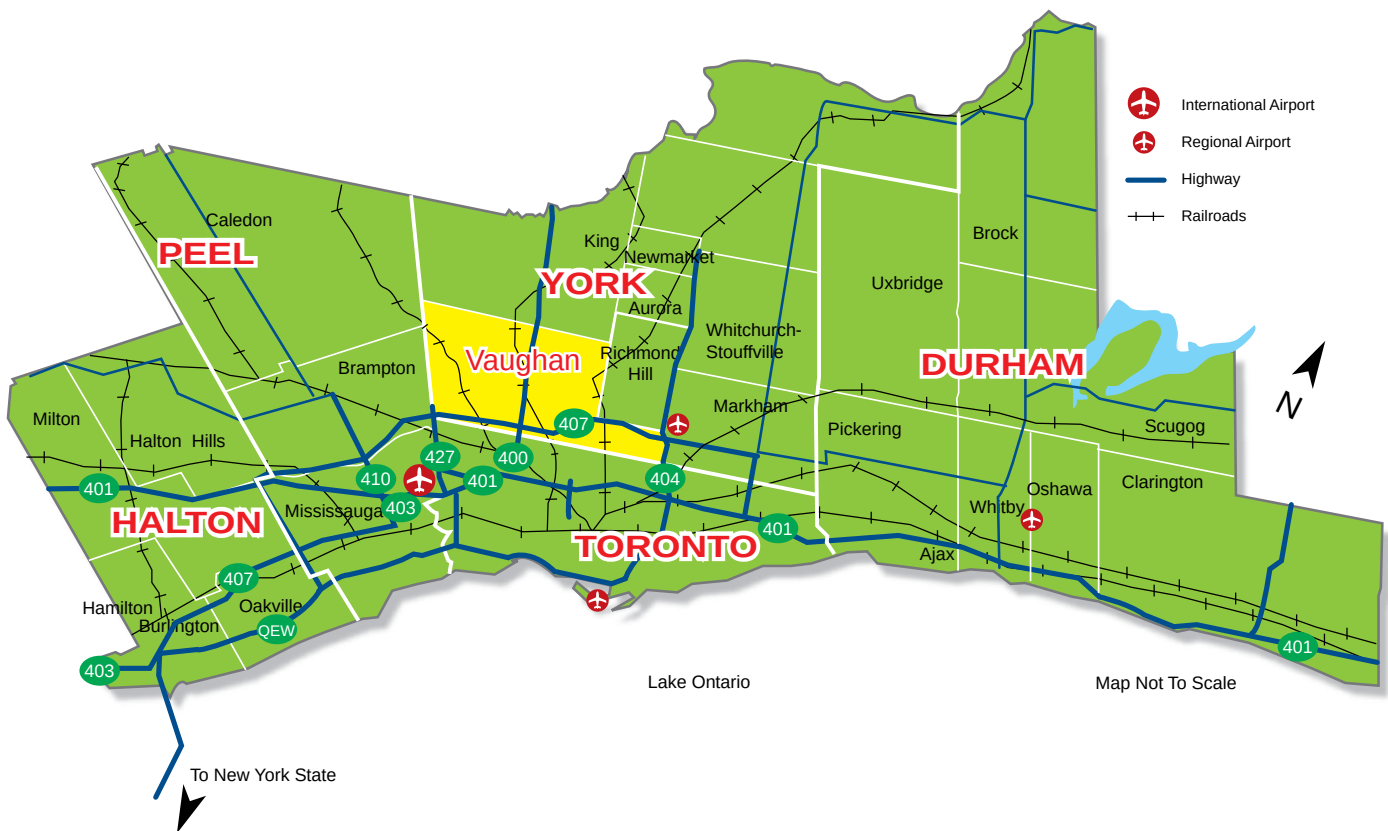
2. Source: Statistics Canada, Census 2006 and 2011

CONNECTED AND STRATEGIC LOCATION

The City of Vaughan is part of the Region of York and its central location offers excellent accessibility – 155 million consumers within one-day's drive. Pearson International, Canada's busiest airport is within a short ten-minute drive.

With direct connections to the Port of Vancouver, CP Intermodal handles all rail-shipped goods from the Pacific Rim bound for Ontario and Eastern Canada through its Vaughan terminal. Vaughan is also home to CN's largest classification yards, with direct rail connections to continental USA through its Chicago hub. Amongst GTA municipalities, Vaughan has one of

the largest supplies of employment lands. Greenfield sites are abundant both in the Vaughan Enterprise Zone and the Highway 400 North Corridor. Vaughan's locational and transportation advantages offer numerous investment opportunities.



ROBUST AND DIVERSE ECONOMY

VAUGHAN QUICK FACTS	
Area	273.52 Sq.Km
Population (York Region Estimate, 2012)	311,218
Communities	Concord, Kleinburg, Maple, Thornhill, Woodbridge, Carrville, Vellore
Businesses	more than 9,900
Competitive Taxes, Services & Utilities:	
• development charges (January 2013)	Industrial/Office: \$233.22/m ² Retail: \$431.60/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+
Economic Partnerships:	
• Changning District, Shanghai (China); Yiwu (China); Zibo (China); Milan (Italy); Rome (Italy)	5
International Partnerships:	
• Baguio, Philippines; Delia, Italy; Lanciano, Italy; Sora, Italy; Ramla, Israel; Sanjo, Japan; Yangzhou, China	7
Labour:	
• employment labour force (2012)	more than 175,000
• resident labour force (2006 Census)	132,590
• Greater Toronto Area labourshed workforce (2012)	3.2 million
Median Household Income, All Households (2006 Census)	\$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 - temperatures are given officially in degrees Celsius (C):	
• average warmest month of the year	July (26.9 °C)
• average coldest month of the year	February (-7.4 °C)

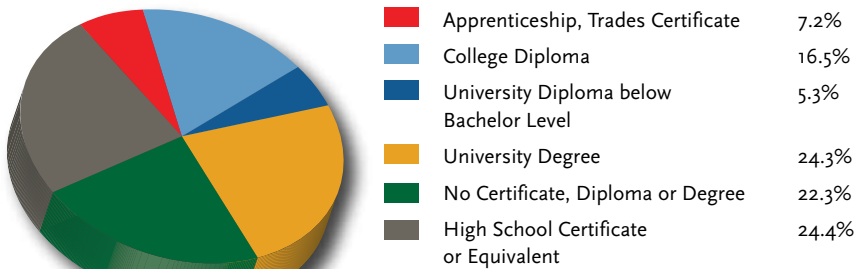
* Source: City of Vaughan, Economic Development Department, 2013; Statistics Canada, 2006 Census; York Region Employment Survey, 2012.

THRIVING BUSINESS COMMUNITY

Immigration continues to play a key role in the growth of Vaughan and its economy. Vaughan's workforce are young, multi-linguistic, well-educated, and skilled. With more than 9,900* businesses, the city's diverse range of industries contributes to its continued prosperity, which provides residents with a multitude of job and career opportunities. From 2011 to 2012, Vaughan experienced a 3.2 per cent

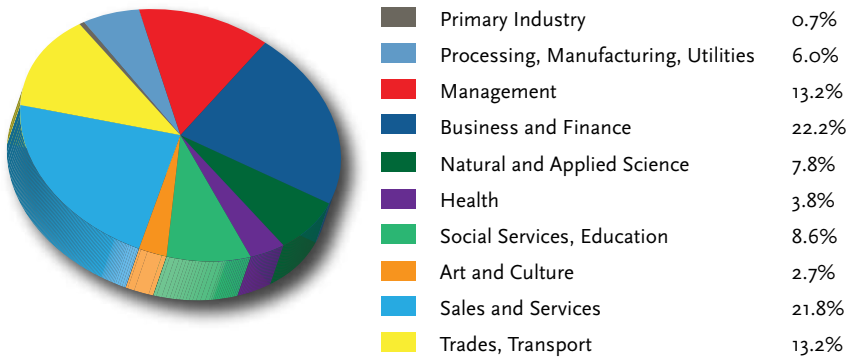
increase in employment growth and 2.9 per cent in business growth. Manufacturing continues to be the largest sector, accounting for 23 per cent of employment. Over a 10-year period, business services posted the largest employment gains, averaging 6.3 per cent annually.

EDUCATIONAL ATTAINMENT



Source: Statistics Canada, Census 2006

LABOUR FORCE BY OCCUPATION



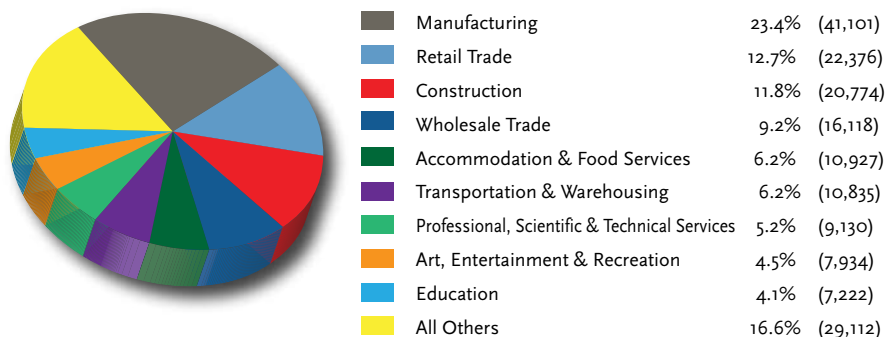
Source: Statistics Canada, Census 2006

STRONG ENTREPRENEURIAL COMMUNITY AND STABLE ECONOMY

Vaughan's employment base consists mainly of small to medium-sized businesses. Businesses with under 20 employees account for 81 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*.

VAUGHAN EMPLOYMENT BY INDUSTRY, 2012



Source: York Region Employment Survey, 2012.

LARGE CORPORATE HEADQUARTERS IN VAUGHAN

COMPANY NAME	EMPLOYEE RANGE	COMPANY NAME	EMPLOYEE RANGE
Bondfield Construction	500+	Adidas Group	100-499
Ganz	500+	Jones Apparel Group of Canada Inc.	100-499
Royal Group Technologies	500+	Cardinal Health Canada	100-499
Vision Group of Companies	500+	Conair Consumer Products	100-499
Concord Confections	100-499	Longo's Brothers	100-499
St. Joseph Print Group	100-499	Miele Ltd.	100-499
Toro Aluminum	100-499	Bausch & Lomb Canada Inc.	100-499
Digital Security Controls	100-499	Consolidated Fastfrate Inc.	100-499
SmartCentres	100-499	Cousins-Currie, a Division of Silgan Plastics	100-499
RuggedCom	100-499	Optech	100-499
Cara Operations Ltd.	100-499	Assa Abloy Canada Inc.	50-99

*Source: York Region Employment Survey, 2012.

COST COMPETITIVE POSITION

In terms of economic prosperity, Vaughan stands out among Canadian cities. Vaughan has one of the top performing economies in Canada, according to the 2010 Conference Board of Canada's 'City Magnets II' study. The Study, which assessed the attractiveness of Canadian cities to skilled workers and mobile populations, ranked Vaughan as one of only three cities to earn an 'A' grade for its strong economy.

The City of Vaughan continues to attract investors by making substantial investments in infrastructure and power utilities, offering competitive pricing on services to keep operating costs low and maintaining one of the lowest commercial and industrial tax rate in the Greater Toronto Area (GTA).

COMPARATIVE PROPERTY TAX RATES, SELECTED ONTARIO CITIES, 2012 SORTED BY: COMMERCIAL OCCUPIED RATES			
Municipality	Commercial Occupied	Industrial Occupied	Residential Occupied
Milton	1.890740%	3.008093%	0.827439%
Markham	1.894325%	2.199357%	0.905489%
Vaughan	1.921736%	2.231555%	0.930021%
Richmond Hill	1.922140%	2.23030%	0.930383%
Burlington	2.090160%	3.331200%	0.964356%
Mississauga	2.196257%	2.557003%	0.943698%
Brampton	2.397629%	2.804715%	1.161747%%
Pickering	2.757376%	4.099413%	1.331458%%
Toronto	3.1816225%	3.1876846%	0.7711981%
Brantford	3.731674%	4.564173%	1.408579%%

Source: City of Vaughan, Economic Development Department survey, July 2012

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 2016. 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.

ABSORBED SINGLE FAMILY DETACHED, JANUARY - DECEMBER 2012			
VAUGHAN		YORK REGION	
Average Price	Median Price	Average Price	Median Price
\$808,960	\$749,990	\$686,438	\$644,900

Source: Canada Mortgage and Housing Corporation, *Housing Now*, January 2013

AVERAGE HOUSING PRICES BY TYPE OF DWELLING, JANUARY 2013		
TYPE OF DWELLING	AVERAGE PRICE IN VAUGHAN	NUMBER OF SALES
All Home Types	\$626,825	211
Detached Houses	\$779,716	116
Semi-Detached Houses	\$495,587	23
Condominium Townhouse	\$362,125	4
Condominium Apartment	\$351,796	34
Link	\$519,250	4
Attached/row/townhouse	\$497,883	30

Source: Toronto Real Estate Board, *Market Watch*, February 2013

UNIQUE ATTRACTIONS AND EXCITING RECREATIONAL OPTIONS

Vaughan has a wealth of exciting recreational and shopping opportunities from small one-of-a-kind shops and specialty retail stores and outlet centres to large regional malls including Vaughan Mills and Promenade. Merlin Entertainment opened its first Legoland Discovery Centre in Canada, located at Vaughan Mills. There are more than 13.7 million consumers annually at Vaughan Mills.

Across the City explore a diverse number of unique shops, restaurants, cafes and historic sites from Woodbridge's Market Lane and the historic villages of Maple and Thornhill to mainstreet Kleinburg.

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 premier amusement park, welcoming more than three million visitors annually.



CITY SERVICES AND FACILITIES	
ENGINEERING/PUBLIC WORKS	
Roads - Lane Km	1,956
Sidewalks - Km	1,018
Bridges & Structures	176
Streetlights	25,288
Traffic Signals	79
Public Works Yards	3
FIRE & RESCUE SERVICES	
Fire Station	10
Fire Engines/Aerials	16
Fire Tankers/Rescues/etc.	13
LIBRARY SERVICES	
Libraries & Resource Libraries	7
Library Collection (Items)	535,566
PARKS & RECREATION	
Community Centres	10
Fitness Centres	6
Theatres	1
Parkland - Hectares	951
Trails - Km	58
Parks	187
Playgrounds	257
Tennis Courts	124
Ball Diamonds (Multi Type)	57
Basketball/Playgrounds	84
Bocce Courts	64
Water Play Facilities	19
Indoor Pool Tanks	9
Indoor Skating Rinks/Arenas	10
Outdoor Soccer Fields	170
Skateboard Parks	6



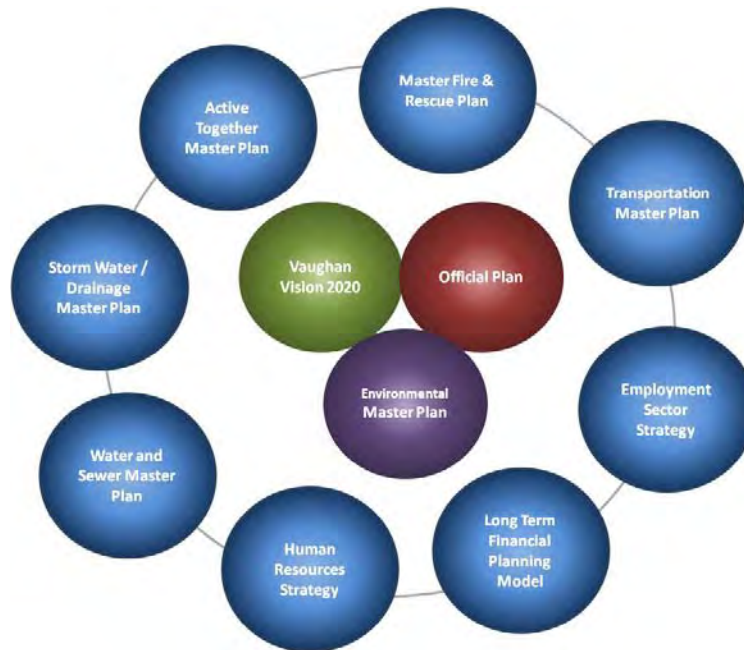
Vaughan Vision Corporate Planning Process & Financial Master Plan



Vaughan Vision, Corporate Planning and Financial Outcomes

Vaughan 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 works towards developing a realistic and achievable strategic plan. This alignment is further complimented by the City's movement towards multi-year financial planning.

The Corporate Planning Process is divided into four annual phases.

Planning - Validating strategic priority and key initiatives based on a Corporate SWOT evaluation.

Aligning - Developing comprehensive business cases and plans for strategic initiatives, reviewing the priority and the City's capacity to undertake initiatives. This information fuels the development of departmental business plans.

Budget - Preparing departmental operating and capital budgets

Review - Evaluating and adopting the City's budget, monitor progress, and implement strategic initiatives.



FINANCIAL MASTER PLAN (FMP)

In November 2012, Council was presented with the Financial Master Plan. The Financial Master Plan (FMP) is yet another step in the City's commitment to long-term financial management and builds on the significant work that has already been undertaken by the City over the past 15 plus years.

The FMP is focused on financial sustainability which is defined as the enduring ability of the City to ensure that it can deliver the level and types of programs and services to the community, while proactively assessing and managing associated risks, at acceptable levels of taxation and fees. The FMP:

- Provides insight into the City's financial health;
- Aids in determining the extent of financial challenges;
- Reconfirms the key financial goals that guide the City;
- Evaluates progress towards financial sustainability; and
- Provides recommendations to maintain financial sustainability.

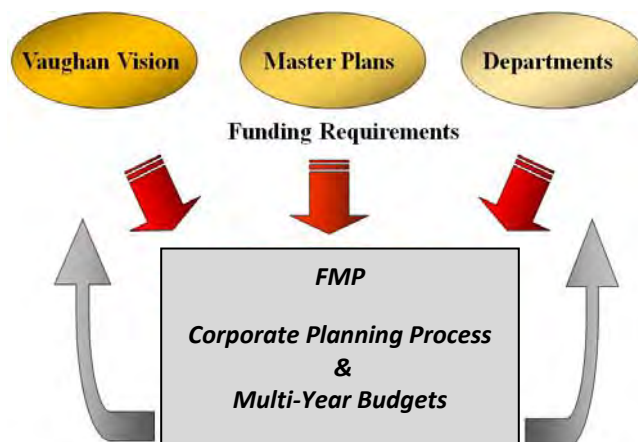
Numerous industry recognized financial and socio-economic indicators and factors were reviewed to assess the City's financial health. This included trend analysis, analysis against best practice research as well as against peer municipalities. The Financial Master Plan is based on a financial health assessment and a sophisticated long-range financial planning model developed using a significant amount of data and numerous drivers, assumptions, and analysis. Although complex by the activity's very nature, the "Financial Big Picture" was summarized and recognized the following future challenges:

- Costs Escalating Faster than Inflation
- Unprecedented Growth
- Higher Levels of Sophistication and Complexity
- Asset Renewal/Replacement Funding
- Inflexible Revenue Raising Tools
- Shifting Demographics

Financial Sustainability must be a primary consideration in light of the above challenges. As a result of the Financial Master Planning effort undertaken, 22 recommendations organized into four classifications, Future Based Organization, Sustainability, Infrastructure and Post-Retirement Benefits, and Administration, were developed. These Recommendations are intended as high level principle actions the City should endorse and move towards. The highest priority items are illustrated below:

1. Prioritization (A Priority): It is recommended that the City continue to develop a prioritization framework that can be fully integrated into the City's strategic, corporate, and departmental processes.
2. Performance Measurement (A Priority Underway): It is recommended that the City expand the use of performance measures for planning, accountability, budgeting, communication and management purposes.
3. Asset Management Strategies (A Priority Underway): It is recommended to effectively maintain and manage the City' infrastructure and assets in a state of good repair by implementing life cycle costing and developing and maintaining an Asset Management framework, systems, and plan.
4. Infrastructure Financing (A Priority): Given the need and benefit of further infrastructure investment in order to protect, sustain, and maximize the use of Vaughan's infrastructure assets, in addition to continuing existing practices, six strategies were recommended and are being refined. The strategy presented to address the infrastructure gap will vary depending on the future decisions of Council.

The above financial plan and associated recommendations are intended to support the City in ultimately achieving its Vision. The outcomes and recommendations of this strategic initiative will be leveraged in the corporate planning cycle to ensure greater clarity, alignment and integration of City initiatives.



The City's Strategic Plan and Financial Master Plan are available on the City's website.

1. **Prioritization** (A Priority): It is recommended that the City continue to develop a prioritization framework that can be fully integrated into the City's strategic, corporate, and departmental processes. Resources can then be allocated to services or initiatives based on value, through a blend of community importance, overall performance, and available long-term funding. A critical element is to ensure further engagement of elected officials, the public, senior staff and employees, to ensure that prioritization happens more and becomes the lens for decision making.
2. **Performance Measurement** (A Priority Underway): It is recommended that the City expand the use of performance measures for planning, accountability, budgeting, communication and management purposes. To best assess performance it is suggested that a range of financial and non-financial measures be used to evaluate and monitor new initiatives, budget results, and resource allocation. Furthermore, an effective performance measurement system includes a combination of output, outcome, and efficiency metrics which reflect various factors that contribute to performance. Of great importance is to relate inputs to outputs/outcomes in order to develop a sense of community return for taxpayer investment. This will help decision making, support prioritization and drive budgets and resource allocations. Incorporating logic models will assist in this endeavour. A logic model identifies the linkages between the activities of a program and the achievement of its outcomes. It succinctly clarifies the set of activities that make up the program and the sequence of outcomes that are expected to flow from these activities. As such, a logic model serves as a "roadmap", showing the chain of results connecting activities to the final outcomes and, thus, identifying the steps that would demonstrate progress toward their achievement.
3. **Asset Management Strategies** (A Priority Underway): It is recommended to effectively maintain and manage the City's infrastructure and assets in a state of good repair by implementing life cycle costing and developing and maintaining:
 - An Asset Management Framework and Systems
 - An Asset Management Plan
 - An Asset Management Funding Strategy
4. **Infrastructure Financing** (A Priority): Given the need and benefit of further infrastructure investment in order to protect, sustain, and maximize the use of Vaughan's infrastructure assets, in addition to continuing existing practices the following six strategies are recommended:
 - i) Utilize a portion of Assessment Growth –Utilizing a portion of assessment growth annually toward the replacement of capital infrastructure.
 - ii) Recreation User Fee Surcharge – Collect funding from groups utilizing the assets through a capital surcharge.
 - iii) Special Infrastructure Levy – Establish an infrastructure levy for the replacement of existing infrastructure.

- iv) Reserve Reallocation – There is an opportunity in the discretionary reserve group to redistribute balances in excess of targets to areas of greater need.
- v) Rethinking Infrastructure - Reduce infrastructure replacement costs through alternative capital replacement and service delivery options.
- vi) Advocacy - Advocate for the Federal and Provincial Government to institute increased permanent and sustainable funding.

The strategy presented to address the infrastructure gap can be modified and financial impacts will vary depending on the decisions of Council.

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 2013 Budget is the final phase of this process; illustrating a 4- 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:

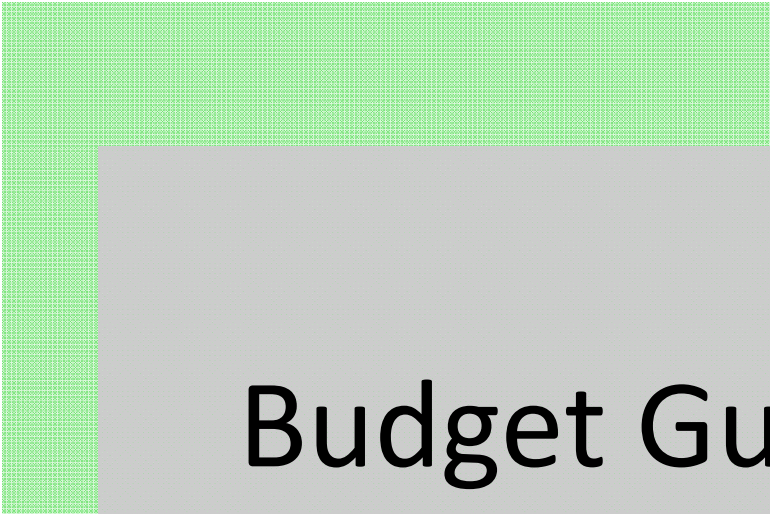
- Open transparency and shared awareness
- Enhanced understanding of initiative timing and resource constraints
- Greater focus, clarity, alignment and integration
- More equitable resource allocation
- Better supported decision making

Prioritization Criteria

Level of Impact	How large of an impact the initiative will have on the municipality
Interdependencies	Timing of the initiative relative to other initiatives in the plan
Municipal Risk Management	Legal, intergovernmental relations
Corporate-Wide Implications	How the initiative will affect multiple departments
Financial Management	How much, from where, from whom?

Vaughan Vision 2020 Strategic Initiatives List

Initiative Ref. Number	Strategic Initiative	VV 2020 Link	Sponsor	Goal Date	Priority	Evaluation/Comments
1	Develop the plan required to build a dynamic Vaughan Metropolitan Centre	Manage Growth & Economic Well-being	City Manager	Q4/15	High	
2	Further evolve performance indicators	Ensure a High Performing Organization	Commissioner of Strategic and Corporate Services	Q4/14	High	
3	Develop and implement a Corporate-wide Asset Management System	Manage Corporate Assets	Commissioner of Engineering and Public Works	Q2/16	High	
4	Additional Operational/Business Reviews	Ensure a High Performing Organization	Commissioner of Strategic and Corporate Services	Q4/15	High	
5	Conduct a 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	Plan and Manage Growth & Economic Well-being	Commissioner of Planning	Q4/14	High	
6	Work towards the implementation of key links of the Transportation Master Plan such as the GTA West Corridor, Highway 427 extension, and the Langstaff, Teston and Kirby Road plan	Plan and Manage Growth & Economic Well-being	Commissioner of Engineering & Public Works	Q2/14	High	
7	Develop a Corporate Information Technology Strategy	Ensure a High Performing Organization	Commissioner of Strategic and Corporate Services	Q4/13	High	
8	Revise the Corporate performance management process as part of a quality work environment	Attract, Retain & Promote Skilled Staff	Commissioner of Strategic and Corporate Services	Q2/15	High	
9	Identify and develop a leadership development program (internal succession planning)	Support the Professional Development of Staff	Commissioner of Strategic and Corporate Services	Q2/14	Low	
10	Provide continued support for a hospital in Vaughan	Promote Community Safety, Health & Wellness	City Manager	Q2/15	High	
11	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 Well-being	Commissioner of Engineering & Public Works	Q2/15	High	
12	Develop an Integrated Risk Management Strategy	Ensure a High Performing Organization	Commissioner of Legal and Administrative Services	Q2/14	High	
13	Review and redesign as appropriate, a communications strategy to ensure its effectiveness throughout the organization	Ensure a High Performing Organization	Executive Director City Manager's Office	Q3/13	Medium	
14	Ensure citizen-focused communication initiatives: Establish and implement a more effective model for community engagement and enhance our public consultation strategy	Ensure a High Performing Organization	Executive Director City Manager's Office	Q3/13	Medium	



Budget Guidelines & Process

Budget Guidelines & Process

Operating Budget Approach and Guidelines

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. The 2013-2016 Budget Guidelines were built on those core values and successful business practices. Recognizing the challenges that lay ahead and building on the financial planning efforts, the budget guidelines continue to incorporate a future focus to provide citizens with more certainty about the direction of City services, finances, and tax levels. The budget guidelines consist of the following principles:

The Budget objective

"To balance the pressures of maintaining existing services and growth requirements against available future funding/City resources necessary to undertake and manage operations and corporate initiatives"

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

Managing tax increases

4. Specific operating budget policy & guidelines
5. Specific capital budget policy & guidelines
6. A thorough multi-layer review process

In addition to the above, sections are provided regarding the following:

- Budget process highlights
- Continued process improvements
- Budget timetable

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

1. RESOURCING OUR VISION "The Corporate Planning Process"

Building on last year's efforts, the Corporate Planning Process continues to integrate strategic planning and financial planning processes. The primary benefits of this step were numerous:

- ✓ 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

Budget Guidelines & Process

On April 17, 2012, Council reviewed the priority themes and initiatives and agreed the direction which had been set in 2011 was still valid. The rationale was that a number of priority strategic initiatives were not fully implemented and it was important to maintain a focus before adding new priority initiatives to the list. The priority themes and initiatives for this year's budget process were:

- **UNDERTAKE A PROGRAM REVIEW**
Substantially complete and pending further Committee discussion
Sponsor: Commissioner of Finance/ City Treasurer
Owner: Director of Budget and Financial Planning
- **ADDITIONAL OPERATIONAL/BUSINESS REVIEWS**
Sponsor: Commissioner of Strategic and Corporate Services
Owner: Innovation and Continuous Improvement Department
- **FURTHER EVOLVE PERFORMANCE INDICATORS**
Sponsor: Commissioner of Strategic and Corporate Services
Owner: Senior Manager of Strategic Planning
- **DEVELOP AND IMPLEMENT A CORPORATE-WIDE ASSET MANAGEMENT SYSTEM**
Sponsor: Commissioner of Engineering and Public Works
Owner: Director of Engineering Services
- **DEVELOP A PLAN TO BUILD A DYNAMIC VAUGHAN METROPOLITAN CENTRE (VMC)**
Sponsor: City Manager
Owner: Commissioner of Planning

2. LOOKING TO THE FUTURE WITH MULTI-YEAR BUDGETS

The City of Vaughan is becoming increasingly more sophisticated with each passing year and there is a need to broaden the budget horizon and unveil the future. 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 and address pertinent challenges. It is also a critical component of the corporate planning process discussed in the last section.

For this year's process, the City developed a 4-year operating and capital budget. Departments were well positioned for this task as a result of internal developments in business planning, master planning, long-range forecasting, base budget automation, etc. However, it should be recognized that assumptions, estimates and uncertainties were commonplace when predicting future budgets and these factors changed as new information became available. For this reason, it was suggested that Council only approve

Budget Guidelines & Process

the current year budget and recognize future budget forecasts. After the initial stages, budget decisions should become easier and flow naturally as future requirements are discussed and adjusted over multiple processes before current year approval. Detailed below are the recognized levy forecasts presented as part of the 2012 budget.

Prior Year (2012) Recognized Forecasts

	2013	2014	2015	2016
Taxation increase requirement	\$ 7,768,435	\$ 5,621,597	TBD	
Tax rate increase	5.16%	3.52%		
Impact on the average household	\$ 62.55	\$ 44.14		

These figures were expected to change as estimates were refined and staff acclimatized to the extended budgeting period.

3. MANAGING OPERATIONS THROUGH BUSINESS PLANNING

Business Plans continued as part of the budget and financial planning process to help establish and reinforce connections between corporate priorities, operational plans and resources. As a result of implementing multi-year budgeting, business plans had to reflect this timeframe in order to align department objectives, measures and pressures with the four year budget horizon. This information was vital to the budget process as it sets the stage to assess the department's requirements and associated resource adequacy. For example, resource gaps might exist to maintain service levels, achieve operational objectives or deliver on corporate initiatives. This information also played a critical role during budget deliberations by providing a platform to better understand department pressures and an objective basis for allocating funding. Budget department portfolio analysts lead the business planning process and assisted departments with business plan updates and refinements. The Senior Manager of Strategic Planning provided process input, as required and related to associated strategic initiatives.

4. SPECIFIC OPERATING BUDGET POLICY AND GUIDELINES

- A. Controlling budget pressures
- B. Strict process to evaluate funding requests
- C. User fee reviews to reduce the tax burden
- D. Zero impact adjustments
- E. Exploring opportunities through program review and operational reviews

The objective of these actions was to provide the lowest possible tax increase while maintaining the City's service levels. There was no across the board cost increase for inflation and no automatic increase for new staffing. All new funding requests required business cases and thorough review.

Budget Guidelines & Process

A) Controlling budget pressures

- i. For the 2013-2016 budget process, all account budgets remained at prior year budget levels with the exception of established commitments and pre-defined external pressures. This action limited the 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;
 - Reserve contributions in accordance with approved policy.

Under these actions, departments were only permitted to include very specific increases, typically related to predetermined agreements, contracts or Council approvals.

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

B) 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 that required additional resources, a separate business case was submitted detailing strategic links, costs and benefits, implications and consequences, success indicators, timelines, capital implications and project references, etc. These were referred to as **Additional Resource Requests (ARR)**. This action separated the Operating Budget into the following two classifications:

- o Base Budget – Budget based on approved guidelines – Minimal tax increase.
- o Additional Resource Requests – Essential funding requests not permitted through the base budget guidelines requiring Council review and approval. Council approval is specifically required for new staff resources, a change in service level, or new initiatives. Requests are limited to items with a gross cost in excess of \$10,000, which can have a net neutral or positive overall 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 move forward was a very difficult and challenging task

Budget Guidelines & Process

as all departments are experiencing challenges associated with maintaining service levels, meeting legislative requirements, and implementing initiatives to move the City forward. Recognizing the value of requests, requests were evaluated and prioritized based on a blend of associated municipal value and risk criteria. The initial prioritization action was performed by a Director's Working Group (DWG) and reviewed by the Senior Management Team (SMT). This action integrated staff's experience and involvement share the challenges associated with prioritization and enhance corporate knowledge. A recommendation was provided to Committee and Council for consideration and only Council approved requests are included in the annual budget.

NEW:

As a result of implementing multi-year budgets many requests were currently recognized. To avoid confusion, these requests remained at the rating and year previously assigned by Senior Management, unless authorized by the Commissioner of Finance/City Treasurer and the City Manager.

C) 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.

NEW: - Most of the City's fees/charges were based on existing studies and multi-year by-laws; therefore prior year budget guidelines focused only on the General User Fee By-law, which captured a variety of minor/miscellaneous items. However with the emergence of multi-year planning and varying by-law intervals/expiry dates, it was of great benefit to coordinate and consolidate the planning of these by-laws for review, update and budget approval under one common process and four year term (i.e. Planning, Engineering, Building standards, Licensing, Recreation, etc.).

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

- ❖ Increase fees and charges in relation to related annual cost increases
- ❖ Incorporate a net full cost benefit in fees set for external inter-municipal services
- ❖ Submit new user fee and service charge opportunities

As a default, it was anticipated that department user fees and service charges would increase at minimum, by the rate of inflation, in scheduled increments, unless justification for no increase is otherwise specified. The Statistics Canada Ontario core inflation rate increased 2.2% for the 12 month period ending March 2012. The 5 year historical average is approximately 2.1 per cent. The above actions were submitted for Senior Management review and Council approval.

Budget Guidelines & Process

D) *Zero impact adjustments*

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

E) *Exploring opportunities through program review and operational reviews*

As the City continues 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 presented and Operational Reviews determined.

Using the Program Review Framework:

On a go forward basis, the program review framework was applied to any new programs or program enhancements to aid in classification, prioritization, and decision making. The process defined the program into the following aspects:

- Is there a community need?
- What type of municipal service? (mandatory, standard, or premium)
- Who should provide the program and at what recovery level?
- How should the program be designed? (contracted, internal, etc.)

Any refinements from Council discussions were incorporated, where appropriate, into the budget process.

Operational Reviews:

The next phase in the City's continuous improvement efforts will be Operational Reviews, which focus on process effectiveness and efficiency. These reviews, to be conducted with possible assistance from consultants, will focus on assessing the delivery of service, resource requirements, and potential efficiency opportunities (e.g. outsourcing, technology, partnerships, logistics and alternate delivery models). There are opportunities within the City, but also a need to prioritize them within the context of performance measurement and strategic initiatives. Using the results of the program review along with other informal information, the Senior Management Team selected the initial programs for Operational Review. These programs were:

Budget Guidelines & Process

Department	Program
Accounting & Financial Services	Property Tax Billing and Collections
Building Standards	Non-OBC Permit Application Review (Signs, Pools) O.B.C Building Permit Review & Inspections
City Clerk	Licensing and Permits
Development Planning	Application Examination and Approval
Enforcement Services	Parking and Signs
Fleet Management	All Programs
Parks and Forestry Operations - Non Sports	Boulevard Maintenance
Parks Development	All programs
Public Works - Waste Management	Garbage Blue Box (Recycling) Collection

Operational Reviews are an ongoing priority strategic initiative lead by the Innovation and Continuous Improvement Department. Results of the above listed reviews will be incorporated into future budget processes once complete and outcomes determined.

5. SPECIFIC CAPITAL BUDGET POLICY AND GUIDELINES

The preparation of the Capital Budget required a number of issues to be taken into consideration. The pressures of new initiatives, maintaining existing infrastructure, and growth requirements needed to be balanced against available funding, the impact on future operating budgets and the staff resources to undertake and manage the capital projects.

A prevailing theme throughout the years has repeatedly been the need to address the funding component for infrastructure renewal. The challenge of funding the significantly 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. Currently, there are two infrastructure replacement reserves that are experiencing significant challenges. These are the *Parks Infrastructure and Vehicle Replacement Reserves*.

A recent emerging theme was the mounting pressure associated with a number of value added corporate initiatives i.e. Vaughan Metropolitan Centre, City Hall Public Square, EDMS and a variety of master plan initiatives. All of these initiatives, although valid and warranted, compete for limited capital funding, not only with each other but also with existing requirements to maintain the City's services and assets.

Budget Guidelines & Process

Recognizing the above illustrated challenges, the objective of the guidelines was to build a responsible capital budget that allocates resources in a way that balances needs and aspirations of the present while meeting the requirements of longer term sustainability. The Capital Budget Guideline components were:

- A. Capital project definition
- B. Identifying funding sources
- C. Guiding decisions through policies
- D. Specific actions to manage capital budget

A) *Capital Project Definition:*

- A gross cost exceeding \$20,000; and
- 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 extend the life of the asset. Projects should incorporate all costs associated with getting the project ready for its intended use (i.e. license costs, survey costs, etc). Expenditures for regular repair or maintenance designed to maintain an asset in its original state are not a capital expenditure; or
- A non-capital expenditure that is related to planning for growth (i.e. planning studies, master plans, etc); or
- In special circumstances, an item of operating nature intended to avoid or smooth significant short-term spikes in the general levy. These items are typically classified as transfers, but can be projects, and authorized by the Commissioner of Finance/City Treasurer.

B) *Identifying Funding Sources*

Capital projects are funded from the following five main sources:

Development/Special Area Charges Reserves: This funding source was based on legislation which imposes charges on new development in the City to pay for growth related net capital costs of servicing new development. The intent of the legislation is to maintain existing capital service levels and fund hard service growth requirements. Development charge reserve collections were dependent on the economy and therefore future capital plans may require adjustments and could be different from the initial development charge document forecast.

Discretionary Reserves: This funding source is derived from dedicated operating budget contributions or allocations of accumulated net revenue for a particular purpose. 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 shortfalls or unexpected expenditure increases. These reserves are broken into the following categories:

Budget Guidelines & Process

- Sustainability Reserves - to protect against risk (i.e. winter, tax rate stabilization, etc.)
- Infrastructure Reserves - to renew the City's assets
- Corporate Reserves – to fund future operational expense (i.e. election)

Reserve uses and funding contributions are defined by individual policies and by-laws. Efforts are currently underway to review and consolidate this information.

Grants and Other Financing: This source of funding is provided by Federal/Provincial/Regional levels, specific contributions and bequests. Typically these funding sources have very prescribed requirements and criteria.

Debenture Financing: Debenture Funding is primarily utilized for the City's road and bridge replacement program, due to the overall substantial asset value and lengthy life cycles. Budgets are based on the "Pavement & Bridge Management Program Study".

Capital from Taxation: Projects identified from taxation funding are primarily non-growth related projects that have no other source of financing, such as technology replacement, new initiatives etc. In addition, the Development Charges Act 10% co-funding requirement for growth related soft services is also funded from this source.

C) Guiding Decisions through Policies

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. They are listed as follows:

- A. A long standing City practice is "only capital projects with secured available funding sources are accepted", otherwise specific Council approval is required.
- B. Discretionary reserve ratio > 50% own source revenue. 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.
- C. Working capital ratio > 10% own source revenue. Working capital funds provide in-year cash flow requirements.
- D. Debt level ratio < 10% own source revenue. 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 own source revenue, which is significantly lower than the Province's 25% maximum.
- E. A 3% administration recovery charge will be applied to capital projects, with the exception of most grant funded projects. These funds are transferred to the operating budget and intended to generally offset internal project administration costs.

Budget Guidelines & Process

F. The following guidelines relate to Development Charge projects:

- Positive reserve balances should not be placed into a pre-financing position, with exception for management studies incurred in advance of growth;
- Pre-financing should not be increased;
- Commit no more than 50% of revenues in the program year for any development charge service area that is pre-financed; and
- Development charges will be applied to the full extent permitted by legislation.

D) Specific Actions to Manage Capital Budgets

Actively Closing Projects

Continuing with past practice, staff together with departments reviewed all active projects to determine if projects can be closed. Any remaining project budget balance was returned to the original funding source and made available during the 2013-2016 budget process.

More Detailed Project Information (New)

Each capital budget request included project justification based on appropriate detail and referenced source information. Building on this effort, capital budget project submissions incorporated the following additions:

- Project activity timelines *(to better communicate the timing of main project events & high-level est. cash flows)*
- Multi-year capital and operating detail *(to provide better full cost financial visibility)*
- Life-cycle detail *(to assist with asset reporting and the development of asset renewal plans)*
- Implications on other departments *(to generate resource capacity awareness)*
- Connections to related projects *(to highlight capital relationships and dependencies)*
- Illustrating contingency and standardizing the process *(to illustrate project risk)*

Leveraging Grant and Subsidy Funding

To support local municipal initiatives, Federal, Provincial, Regional and local agencies deliver grant programs, partnerships, and subsidies which focus primarily on the following categories:

- Environmental Sustainability
- Infrastructure
- Economic Development
- Culture

Competition for these resources is high and as such applicants are required to prepare detailed submissions consisting of project plans, budgets, timelines, justification, etc.

Budget Guidelines & Process

Successful submissions may also be required to meet strict compliance reporting and conditions. To assist the City in developing external funding opportunities, the City's Grant Specialist will participate in the business planning process and review capital submissions to uncover opportunities and assist departments through the application process.

Forecasting Reserve Balances

In line with multi-year budgeting, reserve balances were also forecasted to provide future visibility regarding funding availability and potential challenges. To accomplish this action assumptions were required regarding reserve revenue streams, especially those that are dependent on external factors i.e. development charges, etc. Therefore, forecasted capital revenue assumptions were conservatively estimated and future capital plans may have required adjustments to account for potential changes in information i.e. upswings or downward trends.

Capital Project Prioritization

The value of projects approved not only depended on the amount of funds available in a particular funding source, but also the impact on the City's overall resources i.e. available capital and operating funding, available resourcing capacity, established financial policies, etc.

The criteria used to prioritize projects within a funding source included, but are not limited to consideration of the following:

- Pre-Budget approval obtained
- Funds required to complete previously approved projects
- Legal or Regulatory requirements (including financial commitments)
- Net revenue generating, cost savings or efficiency improvement projects
- Growth related projects
- Infrastructure repair projects
- Equipment replacement projects
- New service levels

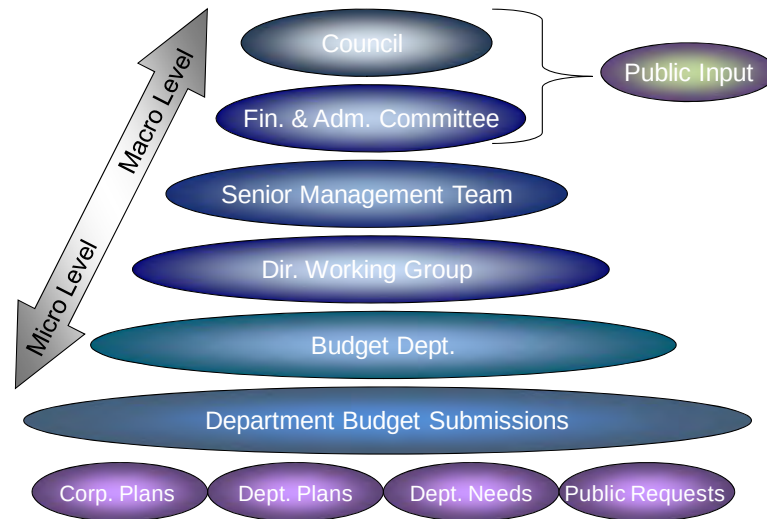
Based on the above endorsed guidelines, each department prioritized the capital projects within their dedicated funding sources. For funding sources with multiple department stakeholders (i.e. capital from taxation) prioritization will be conducted through the Director's Working Group (DWG). Concurrently, capital budgeting staff assessed funding availability within policy guidelines and established multi-year funding availability lines for each funding source. As mentioned above, consideration was also given to operating budget and staff capacity implications, which may have resulted in prioritization adjustments.

6. THOROUGH MULTI-LAYER REVIEW PROCESS

The budget process had a very thorough review process and the final budget consisted of many decisions resulted from a variety of review sessions and open public sessions.

Budget Guidelines & Process

Illustrated below are the various layers of review that occurred and areas involved within Vaughan's budget process.



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

Budgeting Department Review - Budgeting department reviewed and analyzed the operating and capital submissions for adherence to the guidelines. Once all submissions were received, budgets were consolidated, a corporate review/analysis was conducted and the results were presented to the Senior Management Team.

Director's Working Group (DWG) – Representatives from across the City's departments evaluated and prioritized 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 Finance and Administration Committee in manageable sections. Typically, the Finance and Administration Committee performs a macro level review and focuses on department

Budget Guidelines & Process

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 2013 budget on February 11, 2013. Budget amendments were made in May 2013 for the water and wastewater 2013 budgets with information updated accordingly.

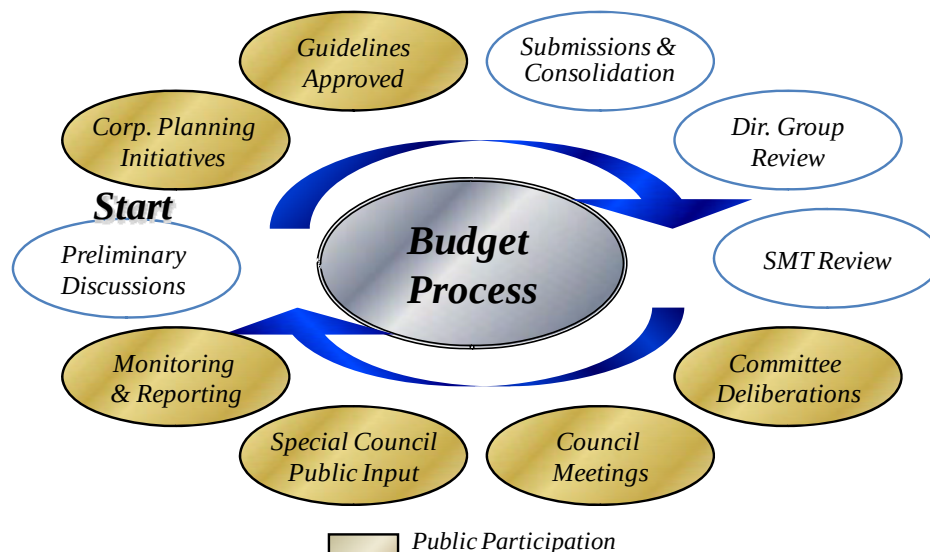
Budget Amendments – Amendments to any of the City's budgets are approved by Council. Public input with respect to a budget amendment is received and taken into consideration by Council. Notice of the intention to adopt or amend a budget is provided pursuant to By-law 394-2002, which details the notice 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 were encouraged to take a proactive approach in the budget process and as a result were committed to staying within their allocated resources.

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

Public involvement - Throughout the budget process public involvement was a key element of building the budget. Illustrated below are the key touch points with the public.



Budget Guidelines & Process

BUDGET TIMETABLE

The 2013-2016 Operating Budget and Business Planning timetable and guidelines were approved by Finance and Administration Committee on May 14, 2012 and approved by Council on May 29, 2012.

The goal for the 2013-2016 Operating Budget Process was to obtain Finance and Administration Committee recommendation and Council approval in January 2013. Public deliberations were slightly extended and final Council approval occurred on February 11, 2013. For your reference, a budget process timeline is provided below.

City of Vaughan 2013 - 2016 Budget Process Timetable	
Dates	Activity
May 14th, 2012	Budget Guidelines
June 18th, 2012	Budget Instructions Issued To Departments
Aug. 3rd, 2012	Business Plans and Base Operating Budget Submissions
August 24th , 2012	Capital Project Submissions and Operating ARR's
September, 2012	- Submission Review, Analysis, & Consolidation - Director Working Group (DWG) Prioritization
October, 2012	Senior Management Team (SMT) Deliberations
Early November, 2012	Draft Budget and Presentation Finalization
November & December, 2012	Finance and Administration Committee Deliberations
January 2013	Public Input Meeting & Council Approval (Public notice requirement is 14 days)

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
- Vaughan's financial position per capita is one of the lowest in the province
- 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* (Public Sector Accounting Board- PSAB)

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, in that Ontario Regulation 284/09 permits municipalities to exclude costs associated with amortization, post employment benefits costs and landfill closure/post-closure costs, provided their exclusion is reported to Council. This regulation is in place largely because the inclusion of these costs would generate an immediate and significant tax rate pressure. Going forward Council will need to determine how to deal with these gaps and phasing the impacts of these costs.

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.

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.

Financial Policies

In November 2012, Council was presented with the Financial Master Plan. As a result of the Financial Master Planning effort undertaken, 22 recommendations organized into 4 classifications, Future Based Organization, Sustainability, Infrastructure and Post-Retirement Benefits, and Administration, were developed. These Recommendations are intended as high level principle actions the City should endorse and move towards.

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. Consolidated Reserve Policy (Adopted Nov. 29th, 2012)

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. The *Consolidated Reserve Policy* consists of two sections. The first section is the Policy Section which provides an overview and guidance on general principles and topics that apply to all reserve funds. These topics include:

- Reserve Fund Classifications and Types
- Guiding Principles
- Reserve Contributions
- Operating Surplus and Reserve Balances Exceeding Target
- Interest
- Withdrawal/Transfers
- Temporary Reserve Borrowing
- Reserve Levels and Targets
- Reserve Development or Policy Amendments
- Monitoring and Reporting
- Policy Review

The second section titled “Policy Appendix” provides more detailed guidance related to specific reserve funds. Due to the number of reserve funds, it was necessary to organize reserves into categories and types. For each category and type, an overview was developed and, where possible, similar policy traits were consolidated and summarized. Where applicable, for each reserve the following detail was illustrated:

- Purpose and intended use
- Annual withdrawals/transfers
- Reserve min/max targets
- Funding sources
- If required, specific reporting or guiding legislation references

Financial Policies

6. 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.*

7. 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.

8. 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.

9. Investing City Funds (Adopted 2005)

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

10. 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.

11. Continuous Improvement (General Practice)

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.

Financial Policies

12. Revenue Recovery Targets (Various policies)

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.

13. 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.

14. Consolidated Purchasing Policy (Oct. 30th 2012)

The purposes, goals, and objectives of Purchasing Policy and of the procurement procedures authorized herein are:

- To ensure fairness, objectivity, accountability and transparency in an efficient procurement process; and
- To obtain high quality goods, services or construction at a cost that provides the best value to the City; and
- To encourage competition among bidders; and
- To take into account environmental and ethical considerations in purchasing decisions where possible by having regard for the City's Green and Ethical Procurement Policy.

15. 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.

16. Tangible Capital Asset Policy (Under development)

A draft policy is in developed to formalize current practices and provide guidance regarding Tangible Capital Asset (TCA) accounting and associated financial reporting.

17. Capital Project Financial Control Policy (Under Development)

A draft policy is in developed to formalize current practices and provide guidance regarding the approach to capital project control, flexibility to manage operational circumstances, authorization and resolution of common issues, and status reporting.

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2013-201c

Operating Budget Overview

Operating Budget Overview

Taxes in Perspective

For 2013, Council approved a \$238.5 million balanced operating budget resulting in a residential tax increase of approximately **\$32** for the average residential property in Vaughan assessed at \$517,000, equivalent to a 2.69% tax increase. This represents the City's portion of the tax bill, approximately 27%. The remaining property tax bill relates to item outside the City's control e.g. York Region and Provincial requirements.

2013			2014			2015			2016		
Rate Incr.	\$ (m)	Bill Incr.	Rate Incr.	\$ (m)	Bill Incr.	Rate Incr.	\$ (m)	Bill Incr.	Rate Incr.	\$ (m)	Bill Incr.
2.69%	4.01	\$32	4.59%	7.25	\$56	5.70%	9.54	\$73	5.16%	9.32	\$70

Municipal Comparison

As illustrated below in the past three years, Vaughan's property tax rate increases are among the lowest in the GTA. In addition, Vaughan's business tax ratios are also among the lowest. More importantly, Vaughan plans to maintain this position going forward.

2011 - 2013 Preliminary Total Tax Rate Increase Comparison

Municipality	3 yr total	2013	2012	2011	Average
Caledon	21.34%	5.70%	5.24%	10.40%	7.11%
Mississauga	20.20%	7.00%	7.40%	5.80%	6.73%
King	17.98%	3.42%	8.90%	5.66%	5.99%
Oakville	15.49%	3.01%	6.55%	5.93%	5.16%
Brampton	13.90%	4.90%	4.90%	4.10%	4.63%
Newmarket	13.58%	3.74%	3.95%	5.89%	4.53%
Barrie	13.40%	3.30%	3.60%	6.50%	4.47%
Milton	11.46%	3.00%	3.60%	4.86%	3.82%
Aurora	10.13%	3.42%	4.77%	1.94%	3.38%
Burlington	8.65%	4.46%	3.29%	0.90%	2.88%
Richmond Hill	7.90%	2.50%	2.45%	2.95%	2.63%
Vaughan	7.59%	2.69%	2.95%	1.95%	2.53%
Markham	3.00%	1.50%	1.50%	0.00%	1.00%
Average	12.66%	3.74%	4.55%	4.38%	4.22%

Comparison of Property Tax Ratios for 2013 - Broad Property Class (= Region)*

	Vaughan	Mississauga	Brampton	Halton*	Durham*	Toronto
Residential	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000
Multi-Residential	1.0000	1.7788	1.7788	2.2619	1.8665	3.1814
Commercial	1.1172	1.4098	1.4098	1.4565	1.4500	3.1185
Industrial	1.3124	1.5708	1.5708	2.3599	2.2598	3.1185
Pipelines	0.0919	1.1512	1.1512	1.0617	1.2294	1.9236
Farmland	0.2500	0.2500	0.2500	0.2000	0.2000	0.2500
Managed Forest	0.2500	0.2500	0.2500	0.2500	0.2500	0.2500

Operating Budget Overview

Taxes in Perspective

Change on a Range of Property Values

The following tables illustrate the annualized tax increases (excl. hospital levy) for a Residential, Commercial, and Industrial assessed values.

Minimal Cost to the Tax Payer

	2013 Budget	Plan		
		2014	2015	2016
Avg. Home Property Value	\$517,000	\$ 551,000	\$ 587,000	\$ 626,000
Local Property Taxes	\$ 1,228	\$ 1,284	\$ 1,357	\$ 1,427
Tax Rate Change	2.69%	4.59%	5.70%	5.16%
Tax Bill Change	\$ 32.00	\$ 56.00	\$ 73.00	\$ 70.00

\$6.19 per \$100,000 of Property Value in 2013

Minimal Cost to the Business Community

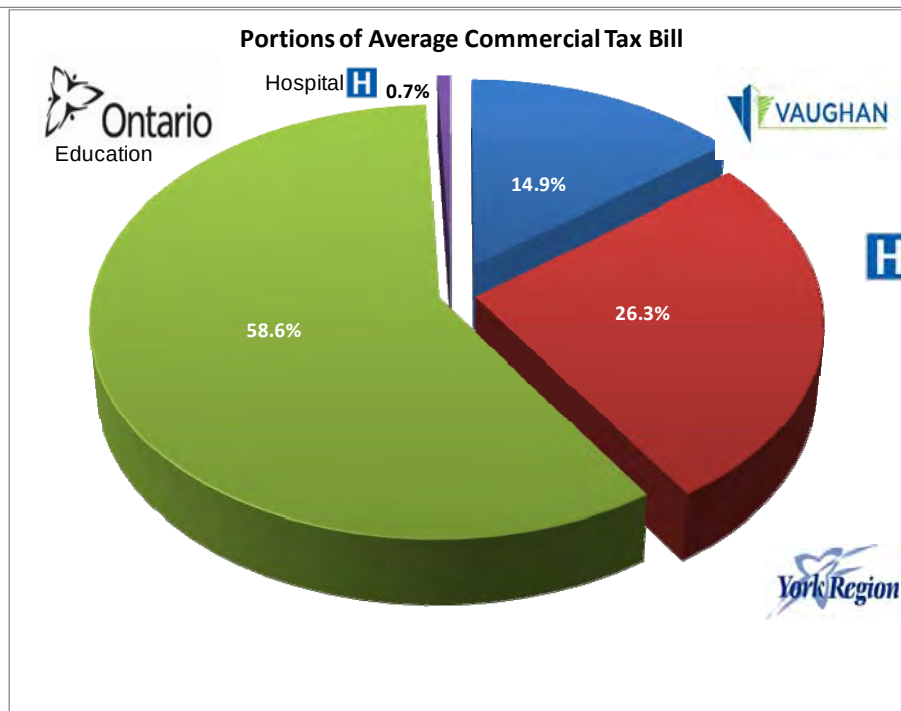
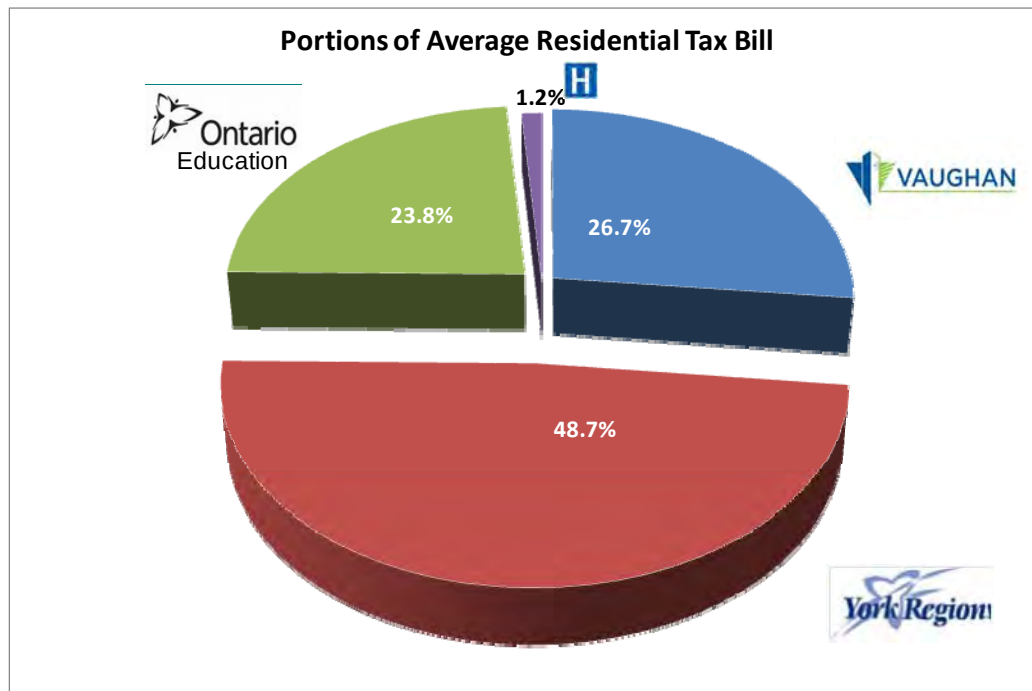
	2013 Budget	Plan		
		2014	2015	2016
Commercial Property	\$ 7.41	\$12.98	\$16.86	\$16.13
Industrial Property	\$ 8.70	\$15.25	\$19.80	\$18.94
Tax Rate Increase	2.69%	4.59%	5.70%	5.16%

Operating Budget Overview

Taxes in Perspective

Where Do Your Property Tax Dollars Go?

Although the City of Vaughan collects the full property tax bill it only retains a portion, which is approximately 26.7% for residential properties and 14.9% for commercial properties. The remaining portion of the tax bill, 75% residential and 85% Commercial/Industrial, is directed to York Region and the Province of Ontario for services out of the City's jurisdiction and control, e.g. Social Services, Police, Transit, Education, etc.



Operating Budget Overview

Taxes in Perspective

Quick Facts

Budget

		<u>(Forecasted)</u>			
	2012	2013	2014	2015	2016
Average residential assessment	\$ 485,122	\$ 517,000	\$ 551,000	\$ 587,000	\$ 626,000
***Total taxes levied on the average assessed home	4,513	4,597	4,700	4,810	4,935
City of Vaughan portion (27%) excl. Hospital	1,196	1,228	1,284	1,357	1,427
City of Vaughan tax adjustment % on total taxes		0.7%	1.2%	1.6%	1.5%
Hospital Capital Levy on the avg. home	47	58	58	58	58
Reduction for qualifying seniors	313	321	336	355	374
A 1% increase in the tax rate generates	\$1.4m	\$1.495m	\$1.582m	\$1.700m	\$1.846m
Impact of a 1% increase on the average home	\$ 11.45	\$ 11.96	\$ 12.28	\$ 12.84	\$ 13.57
Assessment growth (projected)	3.10%	2.26%	3.00%	2.80%	2.80%
Proposed/Forecasted Tax Rate Increases		2.69%	4.59%	5.70%	5.16%

***Forecast based on Vaughan's proposed %, Region @ 2%, School Board @ 0%

2013 Re-Assessment Year

The Municipal Property Assessment Corporation (MPAC), a not-for-profit corporation funded by all Ontario municipalities, completed a re-assessment program for Ontario properties, effectively starting the 2013 tax year. It is important to note that this process was revenue neutral for Vaughan and it does not provide the City with any additional revenue. Increases in assessment values were phased in over four years and the properties that increase in line with the municipal average will not experience an assessment related increase. Should homeowners disagree with the new assessment value provided, MPAC offers a process for assessment reconsideration and failing that, residents can appeal MPAC decisions to the Assessment Review Board. More information on this process can be found at www.mpac.ca.

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 \$1,228 tax (excluding Hospital Levy) on the average home assessed at \$517,000 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)	\$1,675	\$140
Natural Gas (Based on 1500-2000sqft home)	\$1,126	\$95
60L of gas/week	\$3,975	\$330
Car Insurance (Avg GTA premium)	\$2,023	\$170
Dinner (2 adults @2x/month)	\$1,200	\$100
<i>Figures based on local service provider information</i> 		
TOTAL CITY SERVICES (excl. Hospital Levy)	\$1,228	\$102

- **Over 30 Dept's offering 100s of services & programs**
- **For less than many household expenses**



Operating Budget Overview

Value for Your City Property Tax \$

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:

Major Additional Resource Request (ARR) Highlights & Elements			
2013 Budget	2014 Budget	2015 Budget	2016 Budget
Community safety			
STN 75 - 10 Firefighters	STN 75 - 10 Firefighters District Chiefs Emergency Planner	STN 78 - 20 Firefighters Training Officer	Hazard/Risk Assessment District Chiefs Fire Prevention Inspector
Community and library services			
Vellore CC Expan.Operator Soccer Field Maintenance Forestry Arborist	Fr. Ermanno CC Expan.Operator Forestry Arborist Facilities Maint. and Repairs Playground Safety Testing Hard Surface and Court Repairs Park Maintenance	Civic Centre Res. Library	Block 11 Facility Operator Blvd Shrub Bed Summer Staff Horticulture Shrub Mntce Crew Animal Services Staffing Weed Spraying Program North Maple Park Attendants Carrville PT Facility Operator
City building initiatives			
Zoning By-law Review Strategic Business Analyst Employment Zone, VMC Marketing Action plan for reducing GHG Transportation Engineer	Zoning By-law Review Strategic Business Analyst Business Development Officer Climate change adaption Study Transportation Engineer	Zoning By-law Review Citizen Engagement Survey Elec. Vehicle Feasibility Pilot New V.V. Strategic Plan EDMS Staffing	

Operating Budget Overview

Value for Your City Property Tax \$

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 85% 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 15%.

	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	
FIRE AND RESCUE SERVICES*	\$358	\$362	\$374	\$369	
PUBLIC WORKS & ROAD SERVICES	\$328	\$347	\$359	\$367	
VAUGHAN PUBLIC LIBRARIES*	\$126	\$123	\$149	\$125	
RECREATION*	\$125	\$122	\$121	\$134	
INFRASTRUCTURE	\$121	\$122	\$129	\$141	
PARKS	\$119	\$122	\$119	\$128	
WASTE MANAGEMENT	\$82	\$83	\$87	\$92	
CORPORATE ADMINISTRATION	\$77	\$118	\$149	\$211	
BUILDINGS AND FACILITIES	\$74	\$77	\$74	\$81	
DEVELOPMENT	\$47	\$49	\$39	\$37	
TOTAL	\$1,457	\$1,525	\$1,600	\$1,685	

*Based on average residential assessment

*Building & Facility costs included in Fire, Recreation, and Library categories

Note – Corporate Admin increase due to contingency and capital requirements

Our Business – Providing City Services through People and Assets

<i>Parks & Recreation</i>			
	Community Centres	10	
	Fitness Centres	6	
	Theatres	1	
	Parkland - Hectares	951	
	Trails - Km	58	
	Parks	187	
	Playgrounds	257	
	Tennis Courts	124	
	Ball Diamonds (Multi Type)	57	
	Basketball/Playcourts	84	
	Bocce Courts	64	
	Water Play Facilities	19	
	Indoor pool tanks	9	
	Indoor Skating Rinks/Arenas	10	
	Outdoor Soccer Fields	170	
	Skateboard Parks	6	

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)

When assessing the Operating Budget, it is very important to put municipal cost increases into perspective. It is very common for stakeholders to gauge a municipality's

Operating Budget Overview

Budget Pressures

performance against the Consumer's Price Index (CPI), but there are two inherent pitfalls with this comparison:

1. Inflation rates capture cost increases and do not incorporate non-cost related factors associated with a municipality such as growth, infrastructure repair, new services or initiatives, legislative requirements, revenue fluctuations, etc. These are in addition to CPI.
2. CPI is intended to measure the cost increases experienced by the typical Canadian household and includes retail items such as food, clothing, entertainment and other household purchases. Unlike an average Canadian household, municipal expenses are very labour, contract, and material intensive

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.

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

An alternative approach would be to use a Municipal Price Index (MPI) based on applying relevant indices/indicators to the weighting of major expense categories. There are many other indexes relevant to municipal operations. 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.

Operating Budget Overview

Budget Pressures

Component	Inflation Figure	Source	Scenario #1		Scenario #2	
			% of Budget	Weighted Average	% of Budget	Weighted Average
Salaries and Benefits	3.0% 1.7%	CoV settlement agreements Ministry of Labour	57.5%	1.7%	57.5%	1.0%
Labour Sub total				1.7%		1.0%
Contracts and Materials	5.1%	5 yr Average Historical Increase	15.5%	0.8%	15.5%	0.8%
Utilities and Fuel	0.8%	Stat's Can. Aug, 2012 - Energy CPI	3.8%	0.0%	3.8%	0.0%
All Other	1.3%	Core Inflation - Sept. 2012	18.2%	0.2%	18.2%	0.2%
Other Sub total				1.1%		1.1%
Capital Funding	3.2%	Construction Price Index	3.0%	0.1%	3.0%	0.1%
Insurance	5.0%	AMO - 2011 municipapl white paper	2.0%	0.1%	2.0%	0.1%
Corporate Sub total				0.2%		0.2%
Combined Municipal Price Index				3.0%		2.2%

Consideration must be given to all factors when assessing the budget and associated tax increases. The City's base budget expenditures are increasing by 5.6% in 2013, 4.5% in 2014, 5.1% in 2015 and 4.6% in 2016. Although comparable to the MPI, embedded in these figures are non-price related increases associated with contract/utility growth, increases in infrastructure funding, additional resource requests etc. Removing these items from the presented overall expenditure would yield increases of 2.9% for 2013, 2.4% for 2014, 2.3% for 2015 and 1.8% for 2016. Total City expenditure increases are all within the municipal price index range clearly signalling Vaughan is managing its finances and exceeding industry ranges.

Similarly the City's total department and overall City expenses include growth impacts, which are not included in the above municipal price index. Consequently, adding a 3.5% growth component to the municipal index would increase the municipal price index guide to between 5.7% to 6.5%. Total City expenditure increases are beating the MPI adjusted guide.

Note: Vaughan's MPI has decreased over the 2012 index, 4.5%, due to decreases in the salary and benefit, utilities and fuel, insurance and construction cost sectors. This is an indication the lingering economic recovery.

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.

Operating Budget Overview

Budget Pressures

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 2.26% for 2013, 3% for 2014 and 2.8% for 2015 and 2016. This translates to residents contributing additional property taxes of \$3.3m in 2013, \$4.6m in 2014, \$4.5m in 2015 and \$4.7m in 2016. This is somewhat lower than the 3.5% figure experienced in 2012 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 growth additions to the City:

Growth Items

Road Km	25	Playgrounds	1
Sidewalk Km	10	Basketball Court	1
Streetlights	800	Trails km	1.5
Waste/recycling stops	1379	Fire engine	1
Soccer field	1	Tennis Court	1
Junior Playground	1	Shade structure	1
Skateboard Park	1	Community Centre expansion	1
Parkland (in hectares)	2	Fleet (number of vehicles)	19

All the above additions require funds to operate and maintain service levels. Included in the 2013- 2016 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:

Operating Budget Overview

Budget Pressures

	million
Assessment Growth	3.3
Prior Year Impacts	(0.1)
Contract & Utility volume increases	(1.5)
Capital Contribution	(0.7)
Capital Funding Gap	0.5
Additional Resource Requests	(2.8)
Funding gap	(1.3)

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

Economic Outlook– At a Cross Roads

Based on TD Economics - September 18, 2012 Quarterly Economic Forecast.

“Canada’s economy appears to be at a crossroads. After ramping up spending during the recession and recovery, fatigued households and deficit-laden governments have recently been shifting their attention to restraint. While exports and business investment had appeared poised to do more heavy lifting this year, this transition has been delayed by ongoing global uncertainty, an elevated exchange rate and softening commodity markets. With no engine firing on all cylinders, economic growth is being held to a meek sub-2% rate and the jobless rate is stuck above 7%. By early 2013, we suspect that global headwinds will have dissipated enough to spur stronger Canadian exports and entice cash-flush businesses to loosen their purse strings – pulling real GDP growth back above 2% and pushing the jobless rate down modestly. This shift to more balanced growth will be a major step forward in ensuring sustainable economic growth in Canada (TD Economics)

The above information is relatively global and is intended to provide a general economic context, which may change over time and may not reflect Vaughan’s micro economic situation.

Operating Budget Overview

Major Budget Changes

As illustrated below, the 2013 levy increased by approximately \$7.3M including a 2012 surplus carry forward of \$2.5M. The levy was reduced by estimated 2.26% or \$3.3M increase in assessment growth (new homes and businesses), netting the effective taxation increase to \$4.0M, which translates into \$32 (\$2.67/month) for the average home in Vaughan or a 2.69% tax increase.

The table also illustrates the upcoming pressures for the next three years where tax rate increase is expected to be at 4.59% for 2014, 5.70% for 2015 and 5.16% for 2016. The net levy includes assessment growth estimates. The recognized 2014 to 2016 budget forecasts will be reviewed during the next budget process.

	2012 BUDGET	2013 BUDGET	INC. / (DEC.) \$	2014 FORECAST	2015 FORECAST	2016 FORECAST
REVENUES	77,030,576	82,427,609	5,397,033	84,762,158	83,688,477	81,784,427
EXPENDITURES	225,773,210	238,483,397	12,710,188	252,633,543	265,591,262	277,713,709
NET EXPENDITURES	148,742,634	156,055,788	7,313,155	167,871,385	181,902,785	195,929,282
PRIOR YEAR SURPLUS CARRY FORWARD TO REDUCE TAX LEVY	2,500,000	2,500,000	0	2,500,000	2,500,000	2,500,000
LEVY	146,242,634	153,555,788	7,313,155	165,371,385	179,402,785	193,429,282
NET FORECASTED INCREASES				11,815,595	14,031,402	14,026,493
LESS: ASSESSMENT GROWTH (2013 @ 2.257%)			(3,300,989)			
LESS: ASSESSMENT GROWTH (2014 @ 3.0%)				(4,567,851)		
LESS: ASSESSMENT GROWTH (2015 @ 2.8%)					(4,486,305)	
LESS: ASSESSMENT GROWTH (2016 @ 2.8%)						(4,703,362)
2013-16 OPERATING BUDGET TAXATION INCREASE FUNDING REQUIRED			4,012,166	7,247,745	9,545,095	9,323,134
AVERAGE TAX RATE INCREASE IN PERCENTAGE TERMS (rounded to 2 decimal places)			2.69%	4.59%	5.70%	5.16%
INCREASE FOR AN AVERAGE HOUSEHOLD ASSESSED AT 2013 @ \$517,000, 2014 @ \$551,000, 2015 @ \$587,000 and 2016 @ \$626,000			\$32	\$56	\$73	\$70

Notes:

- The above figures exclude the Vaughan Hospital Levy and Water/Wastewater services.
- Expenditures Forecasts 2014 to 2016 include recognized and recommended ARR's

Operating Budget Overview

Major Budget Changes

Budget Approach

The City's approach to the annual operating budget was to first develop the Base Budget through the issuance of very strict budget guidelines. Under the guidelines, departments were only permitted to include very specific adjustments in their Base Budget, which were typically related to pre-determined agreements, contracts or Council approved increases. The guidelines did not include "across the board" increases for inflation or increases for new staffing.

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

The objective of separating the process into the base budget and additional resource requests was 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

Base Budget

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

	2013	2014	2015	2016
Net Taxation Change	\$2.72m	\$3.40m	\$3.27m	\$5.82m
Avg. Residential Tax Rate Change	1.82%	2.15%	1.97%	3.34%
Avg. Residential Tax Bill Change	\$22	\$26	\$25	\$43

The above changes were largely driven by staff agreements, contractual obligations, utility needs, prior year recognized and recommended ARRs and capital funding requirements. Although there were many components to the City's base budget, the base budget would be much lower. Technically, in the absence of these adjustments, there would be a decrease in the 2013 base budget and 2014-2016 base budget increases would range from a ½ to ¾ percent tax rate increase. These items and their effect on the base budget are illustrated in the following table.

Operating Budget Overview

Major Budget Changes

Highlights & Major Budget Elements	2013		2014		2015		2016	
	\$	Rate Incr.	\$	Rate Incr.	\$	Rate Incr.	\$	Rate Incr.
Base Budget Change	2,718,082	1.82%	3,395,627	2.15%	3,265,742	1.97%	5,819,152	3.34%
Less: Major Expenditure Increases								
Insurance premiums	500,000	0.34%					410,263	0.23%
Roads Program Ltd	1,461,924	1.00%	1,550,000	1.01%	1,500,000	0.91%	1,500,000	0.84%
Infrastructure renewal policy funding	826,361	0.57%	577,088	0.38%	716,630	0.43%	1,292,962	0.72%
Other Capital funding requirements	489,000	0.33%						
Reassessment -Tax Adjustments	425,000	0.29%	525,000	0.34%	(275,000)	-0.17%	(175,000)	-0.10%
Carrville CC (<i>contracts, utilities, etc.</i>)							1,450,000	0.81%
Subtotal	3,702,285	2.53%	2,652,088	1.73%	1,941,630	1.17%	4,478,225	2.49%
Total Budget Change	(984,203)	-0.67%	743,539	0.48%	1,324,112	0.80%	1,340,927	0.75%

It should also be noted, assessment growth is well under historical levels, due to the Province's Municipal Property Assessment Corporation (MPAC) focus on reassessment activities, resulting in lower assessment growth figures across the GTA. The City has taken a proactive mitigation approach by adjusting supplemental taxation. However, there was still a 2013 forecasted net reduction in the order of \$1.1M, which will hopefully be recovered in future years.

Additional Resource Requests (ARRs)

As previously noted Additional Resource Requests were not permitted under the base operating budget guidelines and are submitted and assessed on their respective merits. Initially, there were 128 requests totalling a combined \$19.5M, all of which are valued. Reducing this balance 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 Senior Management Team's funding recommendation was a blend of both ideals driven by the following:

- ❖ Community safety - Fire operations & emergency planning
- ❖ Community and library services-, Civic Centre Resource Library, Avondale North Maple Park, ongoing forestry, parks, facility maintenance, etc.
- ❖ City building initiatives – Vaughan Metropolitan Centre, zoning by-law review, business development, strategic planning initiatives, public engagement, performance measurement, and environment action plans. Also operational requirements such as Planning, engineering, etc.

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 (over \$2.5M), some redistributed within the planned

Operating Budget Overview

Major Budget Changes

years and \$3.9M deferred beyond the 4 year plan without guarantee. In many situations the result was 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 challenges. A high-level summary of the additional resource request recommendations are provided in a later section. The result of the Senior Management Team's funding recommendation is as follows:

	2013	2014	2015	2016
Net Taxation Change	\$1.29m	\$3.85m	\$6.28m	\$3.50m
Avg. Residential Tax Rate Change	0.87%	2.44%	3.78%	2.01%
Avg. Residential Tax Bill Change	\$10	\$30	\$48	\$27

Combined Base Budget and Additional Resource Requests

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

	2013	2014	2015	2016
Net Taxation Change	\$4.01m	\$7.25m	\$9.55m	\$9.32m
Avg. Residential Tax Rate Change	2.69%	4.59%	5.70%	5.16%
Avg. Residential Tax Bill Change	\$32	\$56	\$73	\$70

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

On April 17th, 2012 Council adopted a change in insurance practice by moving from traditional insurance premiums to a reciprocal membership arrangement with OMEX. Although premium savings are evident, retroactive assessments are a factor of this arrangement and introduce a need for reserves to mitigate future retroactive assessment costs. Although there is a planned neutral impact, a reallocation of the insurance premium budget was required along with reporting adjustments. A report regarding insurance activity, experience and reserve levels will be provided on an annual basis, which will assist in future budgets.

Operating Budget Overview

Major Budget Changes

Amortization vs. Budget Contributions

As permitted under the municipal act, the City's 2013 Operating Budget and 2014-2016 Operating Plan was developed excluding full amortization of tangible assets and post-employment benefits. The costs and associated tax implications of budgeting for full amortization are very significant. The main reasons for the funding differences are:

1. The majority of the City's assets are funded by the development industry, leaving the City to fund renewal costs at a much later date; primarily through taxation (existing reserve and debt are taxation supported).
2. There is a surge in future post-employment benefits caused by staffing requirements to service growth, who are eligible for post-retirement benefits after 5 years of service.
3. The purpose of the budget is to determine and set the City's levy and tax rates. Therefore the financing of assets renewal and liabilities may differ from financial statement reporting presentation amortization balances.

Ontario Regulation 284/09 – "Budget Matters – Expenses" states that municipalities may exclude from annual budgets all or a portion of expenses for amortization, post-employment benefit expenses and solid waste landfill closure and post-closure expenses, but does require Council be informed of the above action including the estimated change in the year-end accumulated surplus and estimated impact of the excluded expenses on the municipal funding requirements. It is important to note these expenses were recognized and reflected in the City's annual financial statements, but they are not fully funded through the City's budget and tax levy.

Impact of Excluded Expenses/Estimated Change in Accumulated Surplus

<i>Funding vs. Amortization</i> <i>(In Millions)</i>	<i>2013 Budget</i> <i>Funding</i>	<i>2012</i> <i>Amortization</i>	<i>Gap</i>
<i>City Asset Renewal</i>	21.5	43.7	22.2
<i>City Post Employment Benefits</i>	1.1	11.1	10.0
<i>Combined</i>	<i>22.6</i>	<i>54.8</i>	<i>32.2</i>

- Excludes Water and Waste Water (Separate Process)
- Reporting on solid waste landfill closure and post-closure expenses is not applicable in Vaughan

As reported in many journals and articles, the above situation is consistent for most Canadian municipalities. Due to sound financial planning, Vaughan is in a strong financial position and ahead of most municipalities. To begin to address the forecasted

Operating Budget Overview

Major Budget Changes

capital asset renewal funding gap, the City has implemented several initiatives. For example, policies for reserve funds, the transfer of annual operating surpluses to reserves and the recent adoption of life cycle based contributions for new assets. City staff continue to work on the infrastructure replacement challenge and have recently

CITY OF VAUGHAN 2013-16 OPERATING BUDGET

REVENUE AND EXPENDITURE SUMMARY

	2012 ACTUALS	2012 BUDGET	2013 BUDGET	INC. / (DEC.) \$ %	2014 Forecast	2015 Forecast	2016 Forecast
REVENUES:							
2012 TAXATION	146,227,285	146,242,634	150,254,800		150,254,800	150,254,800	150,254,800
ASSESSMENT GROWTH			3,300,989	3,300,989 2.26%	7,868,840	12,355,145	17,058,507
BASE TAXATION	146,227,285	146,242,634	153,555,788	7,313,154 5.0%	158,123,639	162,609,945	167,313,307
SUPPLEMENTAL TAXATION	3,536,927	4,000,000	5,282,683	1,282,683 32.1%	3,782,683	3,782,683	3,782,683
GRANT / PAYMENT IN LIEU / OTHER	2,736,442	2,645,200	2,645,200	0 0.0%	2,645,200	2,645,200	2,645,200
RESERVES	11,269,697	16,452,690	19,489,382	3,036,692 18.5%	21,193,796	19,175,296	16,989,125
CORPORATE	19,928,607	17,726,578	17,660,378	(66,200) -0.4%	18,666,913	18,818,299	18,196,145
FEES AND SERVICE CHARGES	37,642,274	36,206,108	37,349,966	1,143,858 3.2%	38,473,566	39,266,999	40,171,274
PRIOR YEAR'S SURPLUS CARRYFORWARD	2,500,000	2,500,000	2,500,000	0 0.0%	2,500,000	2,500,000	2,500,000
TOTAL REVENUES	223,841,232	225,773,210	238,483,397	12,710,187 5.3%	245,385,797	248,798,422	251,597,734
EXPENDITURES:							
DEPARTMENTAL	195,108,327	200,815,112	208,232,093	7,416,981 3.7%	215,328,832	225,088,992	233,090,119
RESERVE CONTRIBUTION & CORPORATE EXP	11,397,081	4,173,130	6,257,108	2,083,978 49.9%	8,001,858	7,428,084	8,364,587
LONG TERM DEBT	9,776,076	12,378,938	14,150,587	1,771,649 14.3%	16,156,886	16,483,707	16,103,959
CONTINGENCY	657,746	1,504,028	3,454,336	1,950,309 129.7%	6,756,691	10,201,204	13,765,766
CAPITAL FROM TAXATION	6,902,002	6,902,002	6,389,274	(512,728) -7.4%	6,389,274	6,389,274	6,389,274
TOTAL EXPENDITURES	223,841,232	225,773,210	238,483,398	12,710,189 5.6%	252,633,541	265,591,261	277,713,705
FUNDING REQUIREMENT							
2013 TAXATION INCREASE				4,012,166			
2014 TAXATION INCREASE					7,247,744		
2015 TAXATION INCREASE						9,545,095	
2016 TAXATION INCREASE							9,323,134
AVERAGE TAX RATE INCREASE IN PERCENTAGE TERMS				2.69%	4.59%	5.70%	5.16%
INCREASE FOR AN AVERAGE HOUSEHOLD ASSESSED AT				\$32	\$56	\$73	\$70
2013 @ \$517,000, 2014 @ \$551,000, 2015 @ \$587,000 and 2016 @ \$626,000							

brought forward a Financial Master Plan, which included an infrastructure financing strategy, which will continue to be discussed at future Finance and Administration Committee meetings.

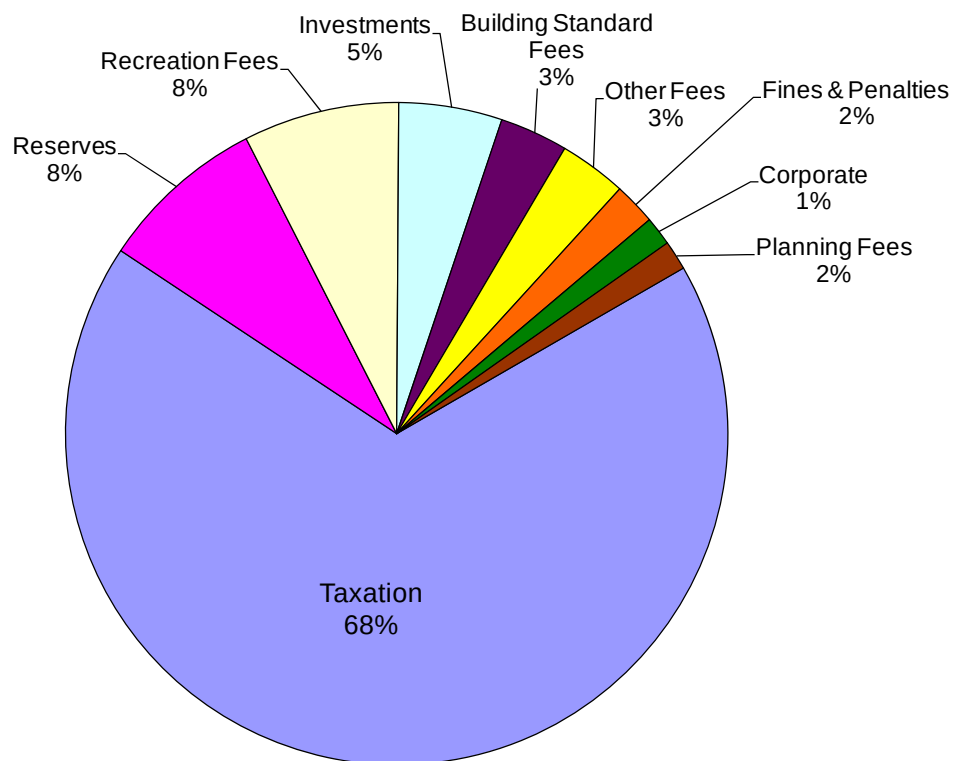
Notes:

- 2012 Actuals are unaudited and may differ from Financial Statements
- The above figures exclude the Vaughan Hospital Levy and Water/Wastewater services.
- For the 2013 figure assessment growth is included in the taxation balance
- Forecasts 2014 to 2016 include recognized and recommended ARRs

Operating Budget Overview

Revenues by Major Source

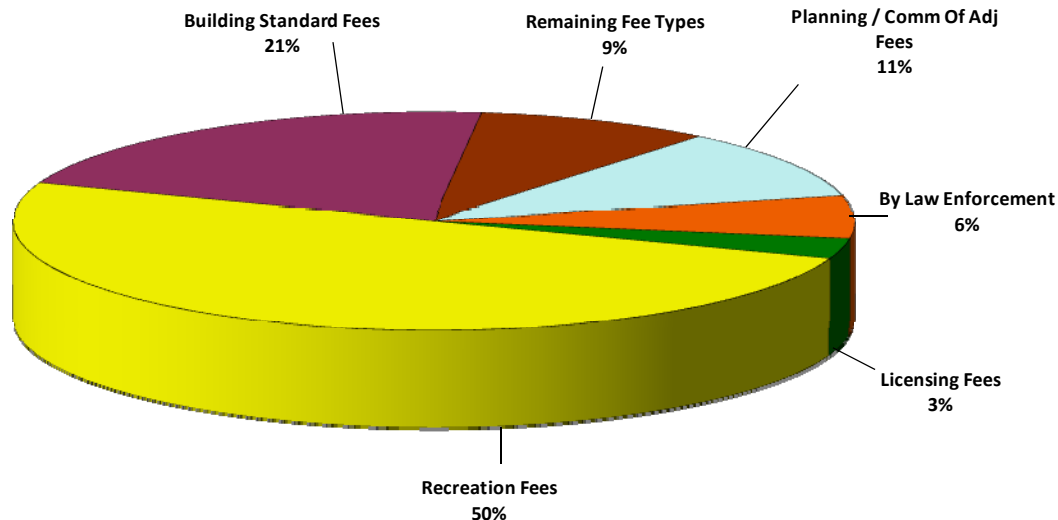
Although increasing taxes is always considered a last resort, legislative restraints often force municipalities to default to this revenue source to fund ongoing budgetary pressures, which are conveyed through property tax rate increases. To clarify the process, increases in average property values do 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. Almost 68% 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 32% 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

It is important to recognize that there is an ongoing balance between funding through a fee for specific user based services versus funding City services through the general tax rate. To the extent there is a user fee, that fee should be adjusted annually to reflect changes in the cost of delivering the service; otherwise, by default, there would be a requirement to fund cost increases through the property tax rate.

Over 90% of the City's user fees are generated by the following five areas:

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

As a result, the majority of the above departments have conducted various fee studies. Some studies resulted from legislative requirements and others were staff-initiated in-depth studies, resulting in the development of cost recovery policies, principals and targets endorsed by Council. In addition, various benchmarking comparisons have been performed by departments and external consultants indicating Vaughan's recovery targets are on-par or better than neighbouring municipalities. Detailed below is a summary of department and estimated full cost recovery ratios for these areas:

Operating Budget Overview

Revenues by Major Source

2013 Department Budgeted Recovery (Figures in Thousands)	Recreation	Licensing	Enforc. Services	Planning	COA	Building Standards (OBC)	Standards (Non- OBC)
Revenues	\$ 18,149	\$ 1,121	\$ 2,318	\$ 3,602	\$ 474	* \$ 9,049	\$ 471
Expenditures	19,497	637	5,256	3,427	576	5,424	625
Subsidy/(Surplus)	1,348	(484)	2,937	(175)	102	(3,625)	154
2013 Dept Budget Recovery Ratio	93%	176%	44%	105%	82%	167%	75%
2014 Dept Budget Recovery Ratio	94%	191%	43%	117%	88%	166%	78%
2015 Dept Budget Recovery Ratio	95%	199%	43%	119%	93%	168%	80%
2016 Dept Budget Recovery Ratio	96%	211%	43%	125%	99%	167%	84%
Memo: 2012 Dept. Budget Recovery Ratio	92%	170%	45%	111%	73%	144%	72%
Full Cost Estimate (ABC Model)	** \$ 40,561	\$ 1,467	\$ 5,536	\$ 5,751	\$ 1,167	\$ 9,048	1,344
Subsidy/(Surplus)	22,412	346	3,218	2,148	693	(0)	873
2013 Full Cost Recovery Ratio	45%	*** 76%	42%	63%	41%	100%	35%
2014 Full Cost Budget Recovery Ratio	44%	81%	41%	69%	43%	100%	37%
2015 Full Cost Budget Recovery Ratio	44%	84%	41%	68%	45%	100%	37%
2016 Full Cost Budget Recovery Ratio	42%	87%	40%	69%	47%	100%	39%
Memo: 2012 Full Cost Budget Recovery Ratio	44%	72%	49%	63%	42%	100%	36%
Policy Recovery Goal	95% Dept. Cost	100% Full Cost		100% Full Cost	100% Full Cost	100% Full Cost	

* Building Standards revenues include a draws from Building Standards Continuity Reserve of \$1.6M in 2013, \$1.5M in 2014&15, and \$1.3M in 2016.

** Recreation Building & Facility costs approximately \$16.8M in 2013, \$17.4 in 2014, \$17.7 in 2015 and \$19.4M in 2016.

*** Licensing full cost recovery illustrated is lower than 100% due a portion of the department being devoted to risk management and fee restrictions applied to certain licensing activities (e.g. lottery, livestock).

As illustrated above, some areas are below policy recovery goals. Achieving these goals, would increase revenue and associated tax requirements by approximately \$3.6m. Resetting the above targets to full cost recovery could potential generate \$30M in additional revenues. Although the above chart illustrates a recovery gap and an opportunity is present, caution is advised when setting fees and recovery targets. There is a need to balance price increases with service demand, process compliance and local competition.

Overall most areas are recovering more than 75% of their department budgets and projected recovery targets remain stable with some isolated exceptions. It should be noted that most labour agreements expired in early 2013 and costs associated with agreement 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 a 100% building code full cost recovery target for OBC revenues, with a draw from the Building Standards Service Continuity Reserve in anticipation of lower volumes created by the slow economic recovery. The total draw from the reserve for the four years is forecasted to be \$7.4M.
- Licensing also continues to achieve their target of recovering business licensing full costs. It should be noted, the department's full cost recovery

Operating Budget Overview

Revenues by Major Source

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 2013 projections, despite the lack of post 2013 labour agreement impacts.

- Recreation is planning to recover 95% of their departmental costs by 2015. 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%.
- Enforcement Services is planning to recover 43% of their departmental costs. It should be noted that a recovery policy is not in place for enforcement services, as this service is driven by compliance.
- Planning full cost recovery is steadily climbing from 63% in 2012 to a planned 69% in 2016, which is a great improvement over past budgets.
- COA recovery targets are increasing from 41% in 2013 to 47% in 2016.

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

	2013		2014		2015		2016	
	Budget	Change	Budget	Change	Budget	Change	Budget	Change
Budget Revenues	\$ 82,427,609	\$ 5,397,033	\$ 84,762,158	\$ 2,334,549	\$ 83,688,477	\$ (1,073,681)	\$ 81,784,427	\$ (1,904,050)

Overall, 2013 revenues increased \$5.4M or 7% from 2012 levels, 2014 forecast revenues increased \$2.3M or 2.8% from 2013 levels, 2015 forecast revenues decreased \$1.1M or 1.3% from 2014 levels and 2016 forecast revenues decreased \$1.9M or 2.3% from 2015 levels. These figures include Additional Resource Requests. The primary factors contributing to the increases are as follows:

Supplemental Taxation

	2013		2014		2015		2016	
	Budget	Change	Budget	Change	Budget	Change	Budget	Change
Supplementals	\$ 5,282,683	\$ 1,282,683	\$ 3,782,683	\$ (1,500,000)	\$ 3,782,683	\$ -	\$ 3,782,683	\$ -

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. It should also be noted, that assessment growth is well under historical levels, due to the MPAC's focus on reassessment activities, resulting in lower assessment growth figures across the GTA. The City has

Operating Budget Overview

Revenues by Major Source

taken a proactive mitigation approach by adjusting supplemental taxation up by \$1.3M to partially cover the shortfall. As reflected in 2014, supplemental taxation is forecasted to decrease by \$1.5M as assessment processing is expected to catch up and assessment growth figure return to recent trends. Given the current uncertain economic climate and MPAC's inconsistency in processing assessment, Council was cautioned of the risk that the City's mitigation plan is dependant MPAC's processing performance.

Funding from Reserves

	2013		2014		2015		2016	
	Budget	Change	Budget	Change	Budget	Change	Budget	Change
Funding from Reserves	\$ 19,489,382	\$ 3,036,692	\$ 21,193,796	\$ 1,704,414	\$ 19,175,296	\$ (2,018,500)	\$ 16,989,125	\$ (2,186,171)

2013 increase of \$3.0M:

- There was also a \$931K increase in the Building Standards reserve, to neutralize the Building Standards full costing gap, as per policy.
- The Water & Wastewater recovery increased by \$724K to reflect activities between the City and Water/Waste Water services. Most of this increase was a result of the insurance allocation process changed in 2012.
- Debenture payment reserve withdrawals increased by \$597K to smooth increases of \$1.2M debenture payments.
- An increase of \$545K for development growth related projects such as Vaughan Metropolitan Centre and Zoning By-Law review.
- Engineering reserve increased by \$391K to reflect associated expense increases.
- The Election reserve increased by \$270K to cover tabulator leases and other operating expenses reflected in Council Item January 31, 2012. There is no impact on the budget as there is an associated increase in expenses.
- There was an increase of \$200K to the tax rate stabilization withdrawal. Transfers from the Tax Rate Stabilization Reserve were adjusted to reflect the combined impact of MPAC's property re-assessment activity that will likely generate processing issues and drive subsequent increases in planned tax adjustments. Therefore, a temporary transfer has been applied to maintain a net historical level of tax adjustments, approximately \$2M.
- The above increases were offset by the following phasing plans:

Operating Budget Overview

Revenues by Major Source

- Insurance policy reserve funding final year of phasing plan, \$500K
- Fleet management reserve funding phasing plan, \$121K.

Changes from 2014 to 2016:

- The largest component of future budget increases are related to additional funding from the debenture reserve to smooth increases in debenture payments. Budget withdrawals are planned to peak in 2014 then decline as debentures stabilize. The overall net impact on the budget is \$1.2M per year.
- An election is scheduled for 2014; as a result associated expenses are planned which are neutralized by corresponding reserve withdrawals \$269K in 2013, \$1.0M in 2014. In 2015, the balance was adjusted back to \$272K to pay for annual costs.
- In 2014, a decrease in funding from the Fleet Management reserve of \$121K to complete the phasing plan.
- In 2014, the Tax Rate Stabilization Reserve increases \$150K as a temporary transfer to maintain a net historical level of tax adjustments, approximately \$2M. Currently the City relies on \$2.8M in annual continuous Tax Rate Stabilization Reserve funding. As presented in the Financial Master Plan, reliance on continuous reserve funding is unsustainable and generates an element of financial risk. To address this issue, reliance on this funding source will be reduced in 2015 by \$400K and a further reduction of \$400K in 2016.
- Funding for DC Growth projects change according to the contracts and planned advancement of the project. There was an increase of \$64K in 2014, an increase of \$105K in 2015 and a decrease of \$97K in 2016.
- Budget changes in Engineering, Building Standards and Water/Wastewater recoveries services were a result of activity, departmental cost changes and anticipated growth trends. The total adjustments amounted to \$168K in 2014, (\$69K) in 2015 and (\$90K) in 2016.

Operating Budget Overview

Revenues by Major Source

User Fees / Service Charges

	2013		2014		2015		2016	
	Budget	Change	Budget	Change	Budget	Change	Budget	Change
Fees/Charges/Recoveries	\$ 37,349,966	\$ 1,143,858	\$ 38,473,566	\$ 1,123,600	\$ 39,266,999	\$ 793,433	\$ 40,171,274	\$ 904,275

Major Budget Adjustments

- The largest component of the budget increases was in the Recreation Department due to the climbing demand for services, general price increases and York Region transit ticket sales. It should be noted that these increases were largely offset by similar expenditure value increases. Revenue increases related to recreation were \$421K for 2013, \$225K in 2014, \$349K in 2015 and \$359K in 2016.
- The second largest component of the budget increases was related to an anticipated increase in planning activity. The majority of the 2013 increase was related to site plan agreements, which have been adjusted to better reflect past performance. In addition, development activity is anticipated within the Vaughan Metropolitan Centre, Carville, Concord and Thornhill development areas. Based on the above, revenues in the Development Planning Department are anticipated to increase \$214K for 2013, \$484K in 2014, \$111K in 2015 and \$160K in 2016.
- Building Standards revenues generated from building permits is only expected to increase \$43K in 2013 but it is anticipated to increase by \$170K in 2014, \$165K in 2015 and \$180 in 2016. These estimates are based on industry trends and are difficult to predict.
- Enforcement revenues also increased to reflect general price and volume estimates. The 2013 budget increase is larger than future years to reflect historical performance. Budget increases were \$91K for 2013, \$71K in 2014, \$17K in 2015, and \$23K in 2016. It should be noted that most of these increases are offset by additional resource requests that were recognized and recommended.
- The remainder of the increases were in Engineering Services, Public Works, Parks and Forestry Operations etc.
- There were also minor decreases in revenue in Legal Services, cemeteries and Economic Development to reflect actual trends.

Operating Budget Overview

Revenues by Major Source

Corporate Revenues

	2013		2014		2015		2016	
	Budget	Change	Budget	Change	Budget	Change	Budget	Change
Corporate Revenues	\$ 17,660,378	\$ (66,200)	\$ 18,666,913	\$ 1,006,535	\$ 18,818,299	\$ 151,386	\$ 18,196,145	\$ (622,154)

Major Budget Adjustments

- PowerStream Dividends – A revised forecast was recently provided indicating no change for 2013, but anticipated dividend increases in 2014 of \$1.15M, 2015 of \$375K and a drop in 2016 of \$375K. It should be noted that these figures are optimistic and subject to change as a result of rate discussion with the Ontario Energy Board. It should also be noted the revised forecast resulted in a 2013 revenue reduction of \$66K.
- 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 by \$250K per year over the term of the plan from \$3M to \$2M. Investment income was also challenged by low interest rates, which are replacing maturing higher yield investments.
- Fines and Penalties – The corporate fines and penalty budget increased by \$100K in 2013 to better reflect actual historical trends experienced. There was an increase of the budget by \$100K in 2014 due to the current economic climate and stabilize through 2016.
- The remaining budget year differences consist of relatively minor budgets and changes.

Below is a table with more detailed information of the corporate revenues for the City.

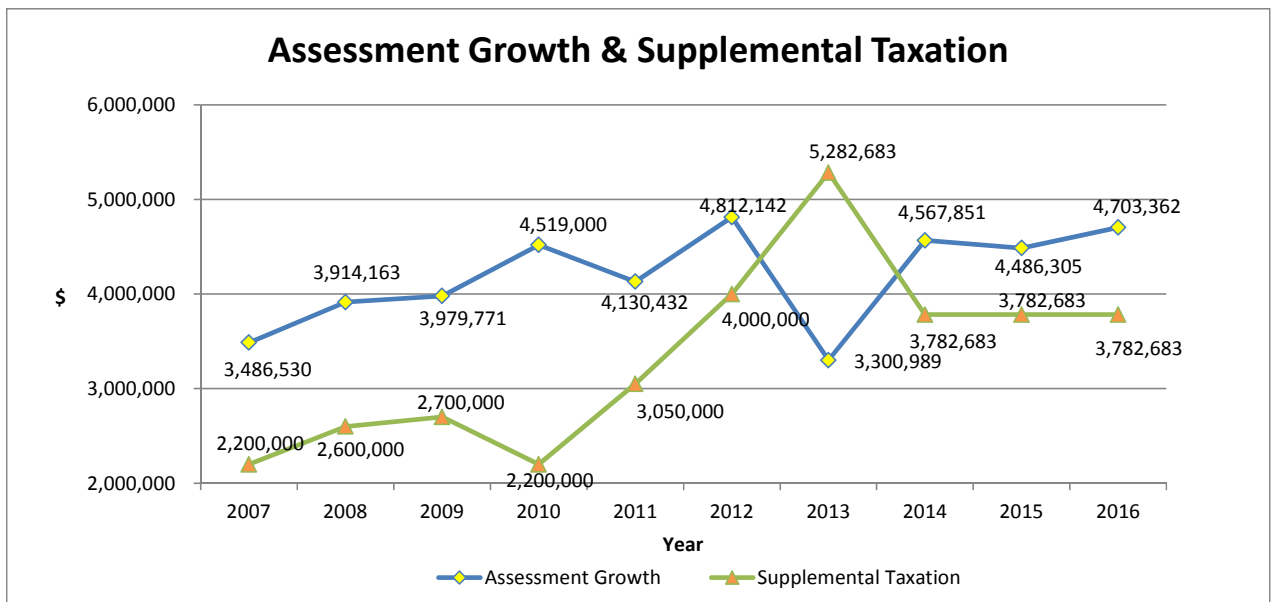
	2013	%	2014	%	2015	%	2016	%
	Variance	Change	Variance	Change	Variance	Change	Variance	Change
Fines And Penalties	100,000	2.1%	100,000	2.0%	0	0.0%	0	0.0%
Tax Certificates And Document:	33,800	7.2%	5,035	1.0%	24,841	4.9%	1,256	20.0%
Investment Income	(250,000)	-8.3%	(250,000)	-9.1%	(250,000)	-10.0%	(250,000)	-11.1%
Hydro Investment Income	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Hydro Dividends	0	0.0%	1,150,000	26.0%	375,000	6.7%	(375,000)	-6.3%
Provincial Offenses Act	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Miscellaneous Revenue	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Purchasing	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Cashiering Services	50,000		1,500	3.0%	1,545	3.0%	1,590	3.0%
Capital Admin. Revenue	0	0.0%	0	0.0%	0	0.0%	0	0.0%
TOTAL CORPORATE REVENUE	(66,200)	0.0%	1,006,535	5.7%	151,386	0.8%	(622,154)	-3.3%

Operating Budget Overview

Revenues by Major Source

Assessment Growth

2013 assessment growth is well under historical levels, due to the Municipal Property Assessment Corporation's (MPAC) focus on reassessment activities, resulting in lower assessment growth figures across the GTA. The City has taken a proactive mitigation approach by adjusting 2013 supplemental taxation and assuming traditional assessment growth figures will return in 2014 to 2016. However, there is still a 2013 opportunity loss in the magnitude of \$1.1m, which will hopefully be recovered in future years. Below is an illustration of the above situation.



All the above additions require funds to operate and maintain service levels. Included in Supplemental and assessment taxation revenue, although not specifically allocated, help offset the increasing service costs associated with community growth. To illustrate this point, each year City additions are made to:

- ✓ Roads
- ✓ Sidewalks
- ✓ Waste/recycling stops
- ✓ Streetlights
- ✓ Parkland
- ✓ Trails
- ✓ Libraries
- ✓ Fire operations, etc.

Operating Budget Overview

Revenues by Major Source

All the above additions require funds to operate and maintain service levels. Included in the 2013-2016 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.

- Contract and utility volume increases - Ranges between \$700K - \$1,200K
- Infrastructure renewal - As a City grows infrastructure is added, which is initially funded by the development industry, with replacement costs borne by the City at a later date. Additional funding associated with these costs averages \$2.5M per year over the next 4 years.
- Additional Resource Requests- typically \$1.5M - \$2M are approved each year to service growth i.e. fire engines, community centers, parks, etc.

Hence, assessment revenues help fund growth but do not fund price increases on contracts for services, materials and supplies. The table below shows the assessment growth offset by price related costs. Thus, the funding gap is \$1.3M which has to be funded thru taxation.

	million
Assessment Growth	3.3
Prior Year Impacts	(0.1)
Contract & Utility volume increases	(1.5)
Capital Contribution	(0.7)
Capital Funding Gap	0.5
Additional Resource Requests	(2.8)
Funding gap	(1.3)

Operating Budget Overview

Revenues by Major Source

Revenues Summary (excl. Base Taxation)

	2012 Actuals	2012 BUDGET	2013 BUDGET	INC. / (DEC.) \$ %	2014 FORECAST	2015 FORECAST	2016 FORECAST
TAXATION							
Supplementals	3,536,927	4,000,000	5,282,683	1,282,683 32.1%	3,782,683	3,782,683	3,782,683
GRANT							
Library Grant	150,008	145,200	145,200	0 0.0%	145,200	145,200	145,200
PAYMENT IN LIEU / OTHER							
Payment In Lieu / Other	2,586,434	2,500,000	2,500,000	0 0.0%	2,500,000	2,500,000	2,500,000
RESERVES							
Engineering Reserve	3,942,726	4,346,266	4,737,394	391,128 9.0%	4,941,740	4,901,740	4,906,740
Roads Infrastructure Reserve	70,304	0	0	0 0.0%	0	0	0
Election	224,368	0	269,634	269,634 0.0%	1,024,794	271,067	271,545
CIL Recreation Land Reserve	664,312	665,000	665,000	0 0.0%	665,000	665,000	665,000
Finance - From Capital	1,063,004	1,500,000	1,500,000	0 0.0%	1,500,000	1,500,000	1,500,000
Fleet Management Reserve	213,909	242,747	121,374	(121,373) -50.0%	0	0	0
Building Standards Service Continuity Reserve	1,692,845	1,047,975	1,978,911	930,936 88.8%	1,902,173	1,830,859	1,677,859
DC Growth Projects	102,360	112,220	657,659	545,439 486.0%	609,679	714,220	617,677
Insurance Reserve	615,659	500,000	0	(500,000) -100.0%	0	0	0
Tax Rate Stabilization Reserve	0	2,757,410	2,957,410	200,000 7.3%	3,107,410	2,707,410	2,307,410
Debtenture Payment Reserve	0	2,602,862	3,200,000	597,138 22.9%	4,000,000	3,100,000	1,500,000
Water & Wastewater Recovery	2,680,210	2,678,210	3,402,000	723,790 27.0%	3,443,000	3,485,000	3,542,894
TOTAL RESERVES	11,269,697	16,452,690	19,489,382	3,036,692 18.5%	21,193,796	19,175,296	16,989,125
FEES/SERVICE CHARGES/RECOVERIES							
CITY MANAGER							
City Manager	12,455	0	0	0 0.0%	0	0	0
Economic And Business Development	2,292	4,000	0	(4,000) -100.0%	0	0	0
Fire And Rescue Services	649,708	569,324	580,628	11,304 2.0%	591,787	603,207	614,627
COMMISSIONER OF LEGAL & ADMIN. SERV.							
Clerks	48,972	33,576	37,261	3,685 11.0%	39,185	41,652	45,111
Clerks - Licensing	1,043,729	1,077,078	1,121,360	44,282 4.1%	1,220,365	1,283,770	1,361,805
Committee Of Adjustment	455,098	410,624	474,007	63,383 15.4%	507,336	542,750	578,732
Legal Services	60,121	85,346	60,000	(25,346) -29.7%	63,599	66,937	70,879
Enforcement Services	2,325,334	2,227,085	2,318,478	91,393 4.1%	2,389,059	2,405,609	2,428,358
COMMISSIONER OF COMMUNITY SERVICES							
Communities In Bloom Sponsorship	8,000	10,000	10,000	0 0.0%	10,000	10,000	10,000
Recreation	18,148,492	17,727,675	18,148,833	421,158 2.4%	18,374,287	18,723,345	19,082,693
Cultural Services	683,589	517,950	552,980	35,030 6.8%	552,980	552,980	552,980
Buildings And Facilities	325,005	187,340	192,840	5,500 2.9%	184,840	184,840	184,840
Parks & Forestry Operations	79,734	46,390	111,211	64,821 139.7%	112,792	114,422	116,276
Cemeteries	104,360	115,603	101,780	(13,823) -12.0%	103,905	106,030	108,238
COMMISSIONER OF PLANNING							
Development Planning	4,844,922	3,199,276	3,413,026	213,750 6.7%	3,896,569	4,007,138	4,166,836
Building Standards - Licenses/Permits	5,689,980	6,878,872	6,878,872	0 0.0%	7,016,449	7,156,778	7,299,914
- Plumbing Permits	463,776	500,000	500,000	0 0.0%	510,000	520,200	530,604
- Service Charges	582,041	510,275	552,861	42,586 8.3%	575,436	590,261	616,311
COMMISSIONER OF CORPORATE & STRATEGIC SERVICES							
Environmental Sustainability	0	0	22,500	22,500 0.0%	0	0	0
COMMISSIONER OF ENGINEERING & PUBLIC WORKS							
Development And Transport. Engineering	374,868	392,426	404,028	11,602 3.0%	414,820	330,397	334,986
Engineering Services	150,376	175,933	250,893	74,960 42.6%	259,267	258,344	265,328
Public Works - Operations	1,293,285	1,236,035	1,311,008	74,973 6.1%	1,337,090	1,364,539	1,392,556
VAUGHAN PUBLIC LIBRARIES	296,137	301,300	307,400	6,100 2.0%	313,800	403,800	410,200
TOTAL FEES / SERVICE CHARGES	37,642,274	36,206,108	37,349,966	1,143,858 3.2%	38,473,566	39,266,999	40,171,274
TOTAL CORPORATE REVENUES	19,928,607	17,726,578	17,660,378	(66,200) -0.4%	18,666,913	18,818,299	18,196,145
TOTAL REVENUE	75,113,947	77,030,576	82,427,609	5,397,033 7.0%	84,762,158	83,688,477	81,784,427

Notes:

- 2012 Actuals are unaudited
- The above figures exclude the Vaughan Hospital Levy and Water/Wastewater services.

Operating Budget Overview

Expenditures by Major Source

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

	2013		2014		2015		2016	
	Budget	Change	Budget	Change	Budget	Change	Budget	Change
Budget Expenditures	\$238,483,397	\$12,710,188	\$252,633,541	\$14,150,144	\$265,591,262	\$12,957,721	\$277,713,705	\$12,122,443

Approximately \$7.4M of the 2013 budget expenditure increase of \$12.7M was related to pressures experienced in departments, including the \$260K Library Board increase. This represents an increase of 3.7% over the 2012 Operating Budget.

The forecasted 2014 to 2016 expenditures is expected to increase by a \$14.1M, \$12.9M and \$12.1M, respectively. This represents an increase of 5.9% for 2014, 5.1% for 2015 and 4.6% for 2016. The 2014 to 2016 forecasts represent cost of living increases for the City's workforce, contracts, utilities, insurance and recommended and recognized additional resources.

Further information regarding specific expense budget adjustments are provided below.

Department Increases

2013 increase of \$6.8M, including the \$260K Library Board increase:

	2013		2014		2015		2016	
	Budget	Change	Budget	Change	Budget	Change	Budget	Change
Department Expenditures	\$208,232,093	\$ 7,416,981	\$215,328,832	\$ 7,096,739	\$ 225,088,992	\$ 9,760,160	\$233,090,119	\$ 8,001,127

This represents an increase of 3.7% over the 2012 departmental budget, and largely due to the following items:

- Of the total departmental budget increase, \$3.1M was related to changes in support of the City's workforce consisting of the following:
 - \$1.4M in progressions, full year impact of economic adjustments, as per established agreements, job-evaluations, 3/6/9 fire retention, market adjustments etc.
 - \$1.4M increase in benefits due to additional complement, economic adjustments, and benefit rate increases caused by increasing OMERS contributions and EI/ CPP thresholds.
 - \$0.3M increase in part time due to a reallocation from full time to reflect correct complement and a small increase related to recreation program activities.

Operating Budget Overview

Expenditures by Major Source

- It should be noted that a number of labour agreements expire in early 2013 and therefore increases are not represented in these figures.
- The second largest component of the department expenditure budget increase was related to Council approved \$3.2M (\$1.3M net) additional resources which are needed to address significant pressures placed on departments to maintain service levels, manage growth, meet legislative requirements and implement corporate initiatives. These are further detailed in a later section.
- \$1.1M relates to pressures from contracted services and materials and supplies. These increases were the result of growth demands and industry price obligations. Overall, contract service lines increased by 3.1% and relate to winter control, ITM services, waste management etc.
- A \$238K increase was in utilities due to rising prices and more buildings as permitted in the approved budget guidelines.
- The remaining increases were minor and in various other accounts.

Changes from 2014 to 2016

The City's Workforce: The increases in the department budgets continue to be related to the City's workforce. Even with most labour agreements expiring in early 2013, pressures associated with benefits, progressions, job-evaluations, etc continue to add about \$1M annually. The largest contributor to the increase was growing benefit rates caused by increasing OMERS contributions and EI/ CPP thresholds. Post agreement labour estimates are planned for in corporate contingency along with other uncertain events.

Contracts: The second largest component of the 2014-2106 department expenditure increases was related to contract services, \$865K in 2014, \$1,074K in 2015. For 2016, there was an increase of \$1,096K plus \$702K in maintenance contracts for Carrville Community Centre. These increases were typically the result of increasing demands for services due to growth and industry price obligations. Overall contract service lines increased by 2.3% in 2014, 2.8% in 2015 and 4.7% in 2016 mainly relating to waste management, winter control, maintenance contracts, ITM services, etc.

Utilities: The third largest component of the 2014-2016 department expenditure increases was related to utilities, \$540K in 2014 and \$307K in 2015. For 2016, there was an increase of \$472K plus \$743K for Carrville Community Centre. Overall utility

Operating Budget Overview

Expenditures by Major Source

increased by 5.1% in 2014, 5.2% in 2015 and 13.7% in 2016. These increases were typically the result of increasing volumes and industry price expectations as permitted in the guidelines.

Recognized Additional Resource Requests – To support the community resource requests were recognized by Council totalling a net amount of \$3.9M for 2014, \$6.2M for 2015 and \$3.3M for 2016. These balances are inclusive of offsets and carry over costs from prior requests (e.g. gapping, phase-ins, etc.) and needed in anticipation of pressures on service levels, legislative requirements and corporate initiatives. These requests will be reviewed during the 2014-2017 Operating Budget process.

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

Corporate Expenditures

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

	2013	%	2014	%	2015	%	2016	%
	Variance	Change	Variance	Change	Variance	Change	Variance	Change
Contingency	1,950,309	172.7%	3,302,355	80.8%	3,444,513	46.6%	3,564,562	32.8%
Long Term Debt	1,771,649	14.3%	2,006,299	14.2%	326,821	2.0%	(379,748)	-2.3%
Reserve Contributions	1,738,561	33.6%	597,130	8.3%	737,073	-7.4%	1,313,816	12.3%
-Parks Infrastructure	245,134	68.7%	347,036	57.7%	353,977	37.3%	361,057	27.7%
-Post 1998 Bldg & Facilities	141,286	10.7%	59,112	4.1%	105,294	7.0%	782,400	48.3%
-Fire & Rescue	148,495	12.6%	71,464	5.4%	140,894	10.1%	30,712	2.0%
-Additional Vehicle	116,319	176.3%	63,646	34.9%	79,919	32.5%	81,517	25.0%
-ITM Reserve Contribution	1,002,200		20,044	2.0%	20,445	2.0%	20,854	2.0%
-Other Reserve Contrib.	85,127		35,828		36,544		37,276	
Capital from Taxation	(512,728)	-7.4%	0		0		0	
Corporate Expenditures	345,417	-34.5%	1,147,620	-175.4%	(1,310,847)	-265.8%	(377,313)	46.1%
-Tax Adjustments	425,000	26.6%	525,000	25.9%	(275,000)	-10.3%	(175,000)	-7.7%
-Election	269,634		755,160	280.1%	(753,727)	-73.5%	478	0.2%
-Joint Service Agreement	(144,827)	-24%	10,660	2.4%	10,980	2.4%	11,309	2.4%
-Anticipated Labour Savings	(130,000)	3%	(5,000)	0.1%	(65,000)	1.6%	(50,000)	1.2%
-Other Corporate Exp.	(74,390)		(138,200)		(228,100)		(164,100)	
Total Reserve Contributions & Corporate Expenditures	5,293,208		7,053,404		3,197,560		4,121,317	

2013 Increase of \$5.9M:

- The City's contingency budget increased by \$1.9M 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.

Operating Budget Overview

Expenditures by Major Source

- Long term debt payments increased by \$1.8M primarily to fund major road projects, as per the roads program. Debenture reserve funding was used to smooth this cost. When combined, the net impact is \$1.2M for the year.
- Infrastructure Reserve contributions increase by \$1.7M. This increase is mainly produced by reallocation of \$1,002K from Capital from taxation for information technology equipment. In addition, a \$686K increase in contributions as per policy to support the replacement of community buildings, vehicles, parks, etc. Contributions were based on new asset life cycle contributions.
- Capital from taxation net decrease was by \$513K which was caused by a reallocation of \$1,002K funding for information technology equipment offset by an increase of \$489K to support the capital program and associated initiatives.
- Corporate Expenditures increased by \$345K and are attributable to the following:
 - Tax adjustments increased by \$425K due to economic conditions and in anticipation of challenges related to the 2012 MPAC re-assessment.
 - Election costs increased by \$270K to reflect tabulator leases and complement. The net impact was zero as there was an associated funding from the election reserve.
 - The above items were partially offset by
 - A \$130K increase in anticipated labour savings to maintain the historical churn and gapping levels.
 - Joint service agreement expenses decreased by \$145K as a result of bringing cashiering services in house. The overall net impact was savings of \$45K.
 - The net balance is associated with changes in bank charges, professional fees, sundry, AMO membership, etc.

Operating Budget Overview

Expenditures by Major Source

2014 to 2016 Changes

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. Planned budget increases were \$3.3M, \$3.4M and \$3.6M for 2014 to 2016 respectively.

Long-term Debt - The repayment of long term debt is estimated to increase by \$2.0M in 2014 and \$0.3K in 2015 and decrease by \$0.3K in 2016 primarily to fund major road projects as per the road program. Debenture reserve funding increased by \$0.8K in 2014 and decreased by \$900K and \$1.6M in 2015 and 2016 respectively. When combined, the net impact was \$1.2M each year from 2014 to 2016. It should be noted, the long-term debt is largely dependent on the capital plan.

Corporate Expenditures – An election is scheduled for 2014 with a planned expense of \$1M. In 2015, election costs were removed with minor changes in 2016. It should be noted that this cost is fully offset by matched withdrawals from the Election Reserve.

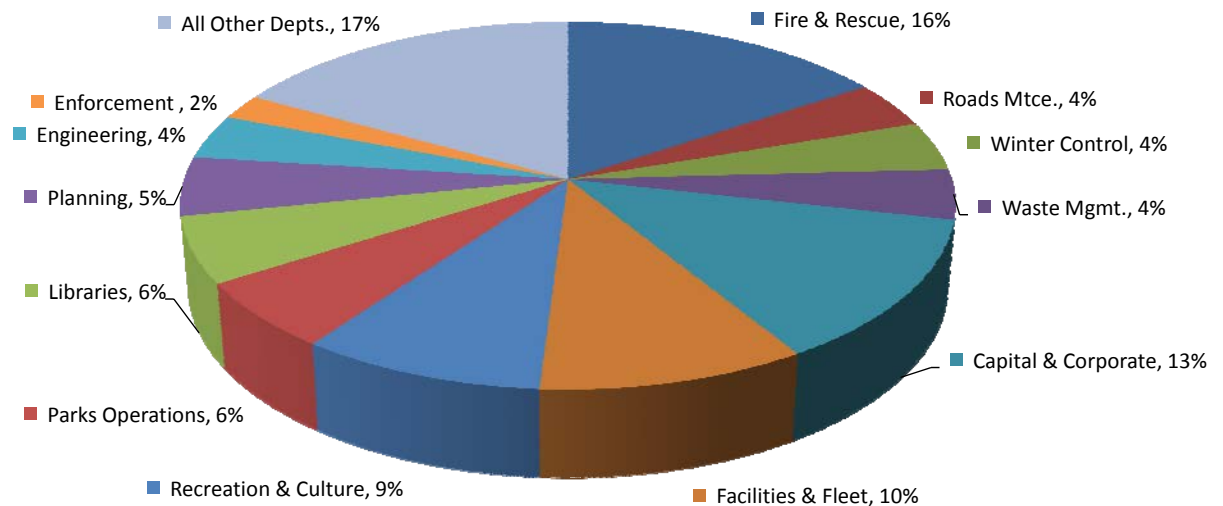
Reserve Contributions - Infrastructure Reserve contributions increased by \$577K in 2014, \$717K in 2015 and \$1.3M in 2016. These increases are as per policy to support the replacement of community buildings, vehicles, parks, etc.

Operating Budget Overview

Expenditures by Major Source

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

City Expenditures by Department



The following table provides a summary of the City's Expenditures and includes 2012 actuals (unaudited), 2012 and 2013 budget and forecast 2014 to 2016.

Operating Budget Overview

Expenditures by Major Source

Expenditure By Major Category (1)

	2012 Actuals	2012 BUDGET	2013 BUDGET	INC. / (DEC.) \$ %	2014 FORECAST	2015 FORECAST	2016 FORECAST
COUNCIL	1,298,680	1,440,498	1,477,761	37,263 2.6%	1,497,264	1,517,093	1,537,260
OFFICE OF THE INTEGRITY COMMISSIONER	174,588	199,940	199,940	0 0.0%	200,073	200,206	200,206
Internal Audit	194,945	194,945	194,414	(531) -0.3%	200,323	241,574	281,440
City Manager	657,668	681,334	697,484	16,150 2.4%	703,378	708,279	710,783
Executive Director	87,325	123,446	205,112	81,666 66.2%	214,001	232,631	246,828
Economic and Business Development	1,020,160	1,354,427	1,366,367	11,940 0.9%	1,477,942	1,504,425	1,512,911
Corporate Communications	1,125,239	1,165,725	1,071,155	(94,570) -8.1%	1,095,813	1,110,814	1,295,138
Fire and Rescue Services	36,263,145	35,615,657	37,216,116	1,600,459 4.5%	39,081,751	42,648,504	43,898,755
Emergency Planning	172,308	178,454	179,223	769 0.4%	259,358	264,543	347,852
TOTAL CITY MANAGER	39,325,845	39,119,043	40,735,457	1,616,414 4.1%	42,832,243	46,469,196	48,012,267
Commissioner of Finance and City Treasurer	370,011	402,973	405,161	2,188 0.5%	382,311	385,044	386,399
City Financial Services	2,798,725	2,978,201	3,031,474	53,273 1.8%	3,047,176	3,078,574	3,089,578
Budgeting and Financial Planning	2,078,287	2,239,803	2,282,715	42,912 1.9%	2,314,809	2,341,929	2,573,869
Development Finance & Investments	313,296	564,712	576,814	12,102 2.1%	590,727	604,404	606,681
Purchasing Services	1,181,550	1,357,997	1,483,938	125,941 9.3%	1,561,942	1,585,874	1,601,420
TOTAL COMM. OF FINANCE AND CITY TREASURER	6,741,868	7,543,686	7,780,102	236,416 3.1%	7,896,965	7,995,825	8,257,947
Commissioner of Legal and Administrative Services	395,985	394,051	374,423	(19,628) -5.0%	386,237	399,164	400,596
City Clerk	3,920,354	4,258,029	4,423,867	165,838 3.9%	4,499,648	4,559,519	4,604,805
Clerks - Licensing	652,037	628,968	637,161	8,193 1.3%	639,599	644,303	646,669
Committee of Adjustment	583,856	566,145	575,961	9,816 1.7%	579,036	583,342	585,520
City Clerk - Insurance	4,841,499	4,727,000	4,726,877	(123) 0.0%	4,726,872	4,726,869	5,137,131
Legal Services	1,994,537	2,043,276	2,046,199	2,923 0.1%	2,013,074	2,028,554	2,159,280
Enforcement Services	5,011,616	5,112,735	5,255,950	143,215 2.8%	5,516,775	5,574,452	5,691,715
TOTAL COMM. OF LEGAL AND ADMINISTRATIVE SERVICES	17,399,884	17,730,204	18,040,438	310,234 1.7%	18,361,241	18,516,203	19,225,716
Commissioner of Community Services	439,524	453,446	502,766	49,320 10.9%	508,723	515,790	521,442
Communities In Bloom	74,633	80,140	80,140	0 0.0%	80,140	80,140	80,140
Community Grants and Advisory Committees	53,398	97,695	99,017	1,322 1.4%	99,732	100,461	101,204
Recreation	18,833,971	19,114,935	19,356,841	241,906 1.3%	19,428,827	19,578,495	19,683,136
Cultural Services	1,917,138	1,990,597	2,122,167	131,570 6.6%	2,145,409	2,161,857	2,318,840
Buildings and Facilities	19,889,387	20,423,535	20,873,273	449,738 2.2%	21,628,288	21,971,758	24,320,521
Fleet Management	2,309,593	2,570,844	2,563,217	(7,627) -0.3%	2,568,757	2,580,481	2,583,611
Parks & Forestry Operations	12,190,543	12,254,753	12,953,212	698,459 5.7%	13,613,736	13,783,014	14,754,240
Parks Development	936,283	1,116,310	1,265,866	149,556 13.4%	1,279,213	1,294,531	1,298,727
TOTAL COMMISSIONER OF COMMUNITY SERVICES	56,644,469	58,102,255	59,816,499	1,714,244 3.0%	61,352,825	62,066,527	66,661,861
Commissioner of Planning	364,914	344,312	357,428	13,116 3.8%	366,674	373,025	376,224
Development Planning	2,871,025	2,968,249	3,427,348	459,099 15.5%	3,485,082	3,548,787	3,476,439
Policy Planning	1,333,613	1,386,606	1,500,531	113,925 8.2%	1,510,049	1,441,086	1,241,424
Building Standards	6,173,189	6,756,596	7,067,479	310,883 4.6%	7,301,597	7,166,015	7,114,415
TOTAL COMMISSIONER OF PLANNING	10,742,741	11,455,763	12,352,786	897,023 7.8%	12,663,402	12,528,913	12,208,502
Commissioner of Strategic & Corporate Services	223,258	333,430	346,642	13,212 4.0%	362,391	374,587	378,494
Strategic Planning	195,704	351,120	519,322	168,202 47.9%	621,138	825,927	676,558
Environment Sustainability	271,957	268,205	325,900	57,695 21.5%	302,172	289,995	290,968
Innovation & Continuous Improvement	0	119,616	118,110	(1,506) -1.3%	255,348	386,917	525,048
Access Vaughan	808,321	912,363	929,520	17,157 1.9%	1,025,307	1,024,694	1,027,107
Information and Technology Management	7,251,009	7,710,858	8,121,340	410,482 5.3%	8,623,160	8,980,965	9,107,656
Human Resources	3,296,115	3,509,713	3,486,986	(22,727) -0.6%	3,540,614	3,576,564	3,928,008
TOTAL COMMISSIONER OF STRATEGIC & CORPORATE SERVICES	12,046,364	13,205,305	13,847,820	642,515 4.9%	14,730,130	15,459,649	15,933,839
Commissioner of Engineering and Public Works	360,467	499,093	488,970	(10,123) -2.0%	508,133	517,929	524,042
Development and Transport. Engineering	3,687,383	4,256,888	4,574,519	317,631 7.5%	4,936,230	4,874,143	4,913,384
Engineering Services	3,776,434	4,091,768	4,261,742	169,974 4.2%	4,452,702	4,519,939	4,545,983
Public Works	29,183,283	29,366,956	30,593,450	1,226,494 4.2%	31,722,442	32,929,174	34,160,495
TOTAL COMMISSIONER OF ENGINEERING SERVICES AND PUBLIC WORKS	37,007,568	38,214,705	39,918,681	1,703,976 4.5%	41,619,507	42,841,185	44,143,904
VAUGHAN PUBLIC LIBRARIES	13,531,374	13,608,768	13,868,195	259,427 1.9%	13,974,859	17,252,621	17,627,177
TOTAL DEPARTMENTAL EXPENDITURES	195,108,327	200,815,112	208,232,093	7,416,981 3.7%	215,328,832	225,088,992	233,090,119
RESERVE CONTRIBUTION & CORP. EXPENDITURES	11,397,081	4,173,130	6,257,108	2,083,978 49.9%	8,001,858	7,428,084	8,364,587
LONG TERM DEBT	9,776,076	12,378,938	14,150,587	1,771,649 14.3%	16,156,886	16,483,707	16,103,959
CONTINGENCY	657,746	1,504,028	3,454,336	1,950,309 129.7%	6,756,691	10,201,204	13,765,766
CAPITAL FROM TAXATION	6,902,002	6,902,002	6,389,274	(512,728) -7.4%	6,389,274	6,389,274	6,389,274
TOTAL EXPENDITURES	223,841,232	225,773,210	238,483,398	12,710,189 5.6%	252,633,541	265,591,261	277,713,705

Notes:

- 2012 Actuals are unaudited
- The above figures exclude the Vaughan Hospital Levy and Water/Wastewater services.
- The February 11, 2013 approved 2013 Budget was adjusted to reflect a reallocation from Contingency to corresponding departments for savings in health insurance, new rates for CUPE 3905 Collective Agreement for Permanent Part-Time staff and adjusted Council benefit rates. Furthermore, as contingency items are settled transfers will occur through-out the year creating slight reallocation differences from the Council adopted summary.

Operating Budget Overview

Department Expenditure Changes

The 2013 Operating Budget departmental expenditures increased over 2012 by \$7.4M, or 3.7% 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 2013 Operating Budget Guidelines. The Recognized 2014 Operating Budget is expected to increase by \$7.1M or 3.4%. The Recognized 2015 Operating Budget is expected to increase by \$9.7M or 4.5%. The Recognized 2016 Operating Budget is expected to increase by \$8.0M or 3.6%. However, all 2014-2016 recognized resource requests will be reviewed again during the next annual 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 2013 to 2016 budget changes for departments. All variances are explained in excess of \$100,000.

- **Fire and Rescue Services**

2013 Increase of \$1,600,459 (4.5%)

There was an increase of \$1,164K in labour costs due to economic adjustment, progressions, retention pay and higher benefit rates. In addition, Council approval of resource request of \$219K for costs associated to ten firefighters that will be hired in October of 2013. There was also an increase of \$150K related to the elimination of the transfer from reserves to phase in impact of collective agreement implemented in 2011. The remainder of the variance were smaller and related to radio operations maintenance contracts, fuel as per Budget Guidelines and one-time funding removals etc.

2014-2016 Increases

2014 Increase of \$1,865,635 (5.0%)

There was an increase of \$593K due to the full year impact from the 2013 approved resource request of ten firefighters. In addition, there was an increase in various accounts for \$569K for recognized and recommended ARRs for six firefighters and four captains that will be hired in October in 2014 and four District Chiefs that will be hired in July 2014. Also, there was a \$530K increase related to progressions, retention pay and higher benefit rates for existing staff. There was also an increase of \$93K related to the City's portion of the maintenance contract for the new voice radio communication system at York Regional Police. The remainder of the increase was in fuel as per Budget Guidelines and defibrillators maintenance contract.

2015 Increase of \$3,566,753 (9.1%)

The largest increase of \$1.1M was related to full year impact from 2014 recognized and recommended additional resource requests for firefighters, captains and district chiefs and related progressions from prior year added complement. In addition, \$1.9M was related to 2015 recognized and recommended additional resource requests of sixteen firefighters and four captains for Fire Station 78 and a training officer. There was an

Operating Budget Overview

Department Expenditure Changes

increase of \$492K related to progressions, retention pay and higher benefit rates for existing staff. The remainder of the variance was small increases in fuel and radio operations maintenance contract as per Budget Guidelines.

2016 Increase of \$1,250,251 (2.9%)

Part of the increase, \$721K, was from recognized and recommended resource requests for four district chiefs, one fire prevention inspector and stores clerk. There was also an increase of \$248K related to progressions of the previous three years approved complement. There was an increase of \$247K related to staff progressions, retention pay and higher benefit rates. The remainder of the variance was small increases in fuel and radio operations maintenance contract as per Budget Guidelines.

- **Economic and Business Development**

2013 Increase

The variance was less than \$100k and therefore do not require any explanation.

2014-2016 Increases

2014 Increase of \$111,575 (8.2%)

The variance was mostly attributable to a recognized and recommended resource request for a business development officer for advanced goods production and movement. The remainder of the variance was as a result of higher benefit costs.

The 2015 to 2016 variances were less than \$100k and therefore do not require an explanation.

- **Corporate Communications**

2013 Increase

The variance was less than \$100k and therefore do not require any explanation.

2014-2016 Increases

2016 Increase \$184,324 (16.6%)

The variance was mostly related to the recognized and recommended resource request for two Communications Specialists for website content and client services.

The 2014 to 2015 variances were less than \$100k and therefore do not require an explanation.

- **Budgeting and Financial Planning**

2013 Increase

The variance was less than \$100k and therefore do not require any explanation.

2014-2016 Increases

2016 Increase \$231,940 (9.9%)

The variance was mostly related to the recognized and recommended resource request for two positions, Senior Capital and Reserve Analyst and Senior Budget Analyst for additional analysis to address growing and more complex City.

Operating Budget Overview

Department Expenditure Changes

The 2014 to 2015 variances were less than \$100k and therefore do not require an explanation.

- **Purchasing Services**

- 2013 Increase of \$125,941 (9.3%)

- The variance was mostly related to Council approved resource request for one staff complement, Purchasing Card Program Administrator, transfer from the Financial Services Department. The remainder of the variance were staff progressions and benefit rates.

- 2014-2016 Increases

- The 2014 to 2016 variances were less than \$100k and therefore do not require an explanation.

- **City Clerk**

- 2013 Increase of \$165,838 (3.9%)

- Part of the increase (\$82K) was related to higher benefit rates, progressions and economic adjustments from collective agreements. Also, there was an increase of \$64K in contract costs for storing, retrieval and handling documents. The remaining increase was in postal services as a result of higher volumes and prices.

- 2014-2016 Increases

- The 2014 to 2016 variances were less than \$100k and therefore do not require an explanation.

- **City Clerk - Insurance**

- The 2013 to 2015 variances were less than \$100k and therefore do not require explanations.

- 2016 Increase of \$410,263 (8.7%)

- The increase was related higher premiums based on historical trends for OMEX participants. For the first three years, any savings are transferred to the Insurance Reserve to mitigate future retroactive assessments.

- **Legal**

- 2016 Increase of \$130,726 (6.4%)

- Most of the increase (\$151K) was related to a recognized and recommended additional resource request for a contract position of Real Estate Consultant Acquisition and part-time lawyer for the Zoning By-Law Review project.

- 2013-2015 Increases

- The 2013 to 2015 variances were less than \$100k and therefore do not require an explanation.

Operating Budget Overview

Department Expenditure Changes

- **Enforcement**

2013 Increase of \$143,215 (2.8%)

The increase was mostly related to higher benefit rates, progressions and economic adjustments from collective agreements. There was a slight increase in fuel costs permitted by Budget Guidelines offset by one-time budget removals related to 2012 approved additional resource requests.

2014-2016 Increases

2014 Increase \$260,825 (5.0%)

A variance of \$178K was from a recognized and recommended additional resource request for two property standards officer which will be partially offset by additional revenues of \$30K. The remainder of the variance was in progressions and benefits.

The 2015 variance was less than \$100k and therefore do not require an explanation.

2016 Increase \$117,263 (2.1%)

The variance of was mostly, \$89K, from recognized and recommended additional resources for an Animal Shelter Attendant and a Shelter Clerk. The remainder of the variance was attributable to benefit rate changes as per budget guidelines.

- **Recreation**

2013 Increase of \$241,906 (1.3%)

Part of the variance exclusive of York Region Transit (\$95K) was related to a decrease of \$96K in labour costs as a result of the Marketing Supervisor position transfer to Culture. This was offset by increases of \$53K in materials and supplies related to programs, \$45K in bank charges to reflect volume of sales and \$35K in Vaughan Hockey Association subsidy as per agreement. The remainder of the variance was in various minor accounts needed to deliver recreation programs. It should be noted that changes in expenditures are matched with revenue changes, with an overall budgeted department direct cost recovery of 93%.

York Transit Ticket Purchases

The remainder of the variance of \$147K was related to purchases of YRT tickets which are offset by slightly greater revenues.

2014-2016 Increases

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

2015 Increase of \$149,668 (0.8%)

The variance exclusive of York Region Transit (\$119K) was related to \$82K in labour costs mostly due to higher benefit rates, progressions and part time costs related to aquatic and fitness programs. The remainder of the variance was in Vaughan Hockey

Operating Budget Overview

Department Expenditure Changes

Association subsidy. These increases were partially offset by revenue increases, with an overall budgeted department direct cost recovery of 95%.

York Transit Ticket Purchases

The remainder of the variance of \$30K was related to purchases of YRT tickets which were offset by slightly greater revenues.

2016 Increase of \$104,641 (0.5%)

The variance exclusive of York Region Transit (\$74K) was related to \$35K in labour costs mostly due to higher benefit rates and progressions. The remainder of the variance was in Vaughan Hockey Association subsidy. These increases were partially offset by revenue increases, with an overall budgeted department direct cost recovery of 96%.

York Transit Ticket Purchases

The remainder of the variance of \$31K was related to purchases of YRT tickets which were offset by slightly greater revenues.

- **Cultural Services**

2013 Increase of \$131,570 (6.6%)

The increase was mainly in the transfer of a marketing supervisor position from Recreation, higher benefit rates, progressions and economic adjustments from collective agreements.

2014-2016 Increases

The 2014 to 2015 variances were less than \$100k and therefore do not require an explanation.

2016 Increase of \$156,983 (7.3%)

The variance was mostly from recognized and recommended resource requests for an Arts and Culture Marketing Material and an Events Coordinator.

- **Buildings and Facilities**

2013 Increase of \$449,738 (2.2%)

An increase of \$162K in utilities was a result of price increase within Budget Guidelines and a \$26K reallocation from Parks Department for park lights related expenditures. There was a net increase of \$155K in general maintenance and contracts. Most of the

increase, \$115K, was for City Hall maintenance contracts due to the unanticipated complexity of the building and the remainder was in other accounts as permitted by budget guidelines. Also, joint service revenue that was offset against expenses decreased by \$53K as PowerStream no longer uses the yard in the Joint Operations Centre. There was an increase of \$81K in labour costs partially as a result of \$57K from approved resource requests for an additional Facility Operator for the expansion of the Vellore Village Community Centre and the remainder due to higher benefit rates, progressions and economic adjustments from collective agreements. The remainder of

Operating Budget Overview

Department Expenditure Changes

the variance was in cleaning service and security system surveillance pricing increase as per contracts.

2014-2016 Increases

2014 Increase of \$755,015 (3.6%)

Most of the increase of \$432K was from recognized and recommended resource requests. The ARR's include a \$250K increase for repairs and maintenance of aging buildings, \$182K for a Preventative Maintenance Mechanic, Facility Operator for Father Ermanno expansion, a clerk position conversion from part-time to full-time and an Assistant Foreperson. Also, there was an increase of \$224K in utilities costs for the buildings due to higher prices. The remainder of the variance was in labour costs (\$98K) due to progressions and benefit rate increase as per guidelines.

2015 Increase of \$343,470 (1.6%)

There was a \$244K increase in utilities costs for buildings due to higher prices. The remainder of the variance was in labour costs (\$99K) mostly due to benefit rate increase and economic adjustments as per collective agreement as per budget guidelines.

2016 Increase of \$2,348,763 (10.7%)

Most of the increase was related to the opening of the Carrville Community Centre (Block 11) for a total cost of \$1.4M. These costs include utilities (\$743K), maintenance (\$403K), cleaning (\$126K) and the remainder other related expenses such as janitorial services, contractor maintenance, garbage disposal etc. In addition, \$590K increase from recognized and recommended resource requests for nine Facility Operators and a Part Time Facility Operator for Carrville Community Centre. Also, there was an increase in utilities accounts for \$262K caused by rising prices as per budget guidelines. The remainder of the increase was in labour accounts mostly due to benefit rate increase as per guidelines.

- **Parks and Forestry Operations**

2013 Increase of \$698,459 (5.7%)

The variance was a result of \$307K in labour costs due to higher benefit rates, progressions and economic adjustments from collective agreements and a Council approved resource request for a Forest Arborist. In addition, Council approved resource requests for \$191K for tree pruning, sidewalk maintenance, soccer field maintenance (mostly offset by revenues in Recreation Department) distributed among various accounts. There was an increase of \$117K in contracts mostly for tree pruning and boulevard maintenance due to higher prices and volume. The remaining portion of the budget change was in materials and supplies, fuel and other minor accounts.

Operating Budget Overview

Department Expenditure Changes

2014-2016 Increases

2014 Increase of \$660,524 (5.1%)

Most of the increase, \$357K, was as result of recognized and recommended resource requests for three positions (Asset Management Coordinator, Forestry Arborist and temporary seasonal employees to maintain grass cutting) and the remainder of the increase in labour accounts was related to staff progressions, economic adjustments and higher benefit rates. In addition, there was an increase of \$221K from recognized and recommended resource request for additional funds for expenditures associated to maintaining parks, sports fields and outdoor facilities. In addition, a total increase of \$76K was due to anticipated price changes in utilities, contracts, lease agreement and gas/diesel. These increases are in accordance with the Operating Budget Guidelines.

2015 Increase of \$169,278 (1.2%)

Part of the increase was in labour accounts for \$93K related to staff progressions and higher benefit rates. The remainder of the increase was due to anticipated price changes in utilities, contracts, lease agreement and gas/diesel. These increases are in accordance with the Operating Budget Guidelines.

2016 Increase of \$971,226 (7.0%)

Most of the increase was attributable to the recognized and recommended resource requests, primarily \$611K of costs associated to the new Avondale Park. There was also \$233K of recognized and recommended requests for maintenance costs related to boulevard shrub beds, park fields and Oakbank Pond and additional GPS units. In

addition, there was an increase in contracts (\$33K) for maintaining additional parks. There was an increase of \$27K in labour accounts related to staff progressions and higher benefit rates. In addition, a total increase of \$51K was due to anticipated price changes in utilities, lease agreement and gas/diesel. These increases are in accordance with the Operating Budget Guidelines.

■ **Parks Development**

2013 Increase of \$149,556 (13.4%)

An increase of \$121K was related to Council approved resource request for a four year contract position for the VMC project. This position did not increase the tax rate as it is funded and considered a development growth project. The remainder of the increase was in labour accounts related to staff progressions and higher benefit rates.

2014-2016 Increases

The 2014 to 2016 variances were less than \$100k and therefore do not require an explanation.

Operating Budget Overview

Department Expenditure Changes

- **Development Planning**

2013 Increase of \$459,099 (15.5%)

Increase of \$403K was attributable to Council approved resource requests for a Development Tracking Application (DTA) Coordinator and three contract complements for the VMC and Zoning By-law projects. These projects were partially funded by reserve transfers as per policy. The remainder of the increase was in labour accounts related to staff progressions and higher benefit rates.

2014-2016 Increases

The 2014 to 2016 variances were less than \$100k and therefore do not require an explanation.

- **Policy Planning**

2013 Increase of \$113,925 (8.2%)

The variance was a result of Council approved resource request for a Planner 1 position to address growing number of applications. The remainder of the increase was related to progressions and higher benefits as per budget guidelines.

2014-2016 Increases

The 2014 to 2015 variances were less than \$100k and therefore do not require an explanation.

2016 Decrease of \$199,662 (13.9%)

The decrease was mostly due to the termination of contract positions approved in 2012 for the Zoning By-law Review project.

- **Building Standards**

2013 Increase of \$310,883 (4.6%)

The variance was a result of Council approved resource request for contract positions dedicated to the Zoning By-law Review project until 2016. This project was partially funded by reserve transfers as per policy. The remainder of the increase was related to progressions and higher benefits as per budget guidelines.

2014-2016 Increases

2014 Increase of \$234,118 (3.3%)

The variance was a result of recognized and recommended resource requests for two contract positions for the Zoning By-law Review project. This project was partially funded by reserve transfers as per policy.

Operating Budget Overview

Department Expenditure Changes

2015 Decrease of \$135,582 (1.9%)

The decrease was due to the termination of some of the contracts related to the Zoning By-law Review project. This decrease was offset by higher benefits as per budget guidelines.

The 2016 variance was less than \$100k and therefore do not require an explanation.

▪ **Strategic Planning**

2013 Increase of \$168,202 (47.9%)

The variance was mainly a result of Council approved resource request of \$107K for a Strategic Planning Business Analyst and Performance Management software contract maintenance costs. Professional fees increased by \$60K as a result of a reallocation from corporate expenditures. The remainder of the increase was related to progressions and higher benefits as per budget guidelines.

2014-2016 Increases

2014 Increase of \$101,816 (19.6%)

The variance was a result of recognized and recommended resource request for a Strategic Planning Business Analyst, progressions and higher benefit costs.

2015 Increase \$204,789 (33.0%)

The variance (\$195K) was attributable to recognized and recommended resource requests for a citizen online public engagement survey and new Vaughan Vision Strategic Plan. The increase was also caused by progressions and higher benefit costs as per budget guidelines.

2016 Decrease \$149,369 (18.1%)

The variance was a result of one time funding removal of \$160K for the 2015 recognized and recommended projects for an online survey and the new Vaughan Vision Strategic Plan. The decrease was offset by labour costs for progressions and higher benefit costs as per guidelines.

▪ **Innovation and Continuous Improvement**

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

2014-2016 Increases

2014 Increase of \$137,238 (116.2%)

The increase was mainly caused by the phasing in of corporate review reserve transfers and progressions.

2015 Increase of \$131,569 (51.5%)

The increase was mainly caused by the phasing in of corporate review reserve transfers and progressions.

Operating Budget Overview

Department Expenditure Changes

2016 Increase of \$138,131 (35.7%)

The increase was mainly caused by the phasing in of corporate review reserve transfers and progressions.

- **Information and Technology Management**

2013 Increase of \$410,482 (5.3%)

There was a net increase of \$116K approved by Council for the systems analyst for CLASS, an online recreation programs enrolment system. Council also approved the conversion of two positions from contract to full time with no impact on the budget. Also, there was an increase in labour accounts for \$87K as a result of higher benefit rates, progressions and economic adjustments from collective agreements. Service contracts increase by \$108K in service contracts primarily as a result of Microsoft license renewal, additional software licenses and software maintenance contracts. In addition, an increase of \$99K in communications for telephone service contract price increase and additional service to new parks and buildings.

2014-2016 Increases

2014 Increase of \$501,820 (6.2%)

The variance was mostly as a result of \$422K recognized and recommended resource requests for two Client Support Analysts and two Technology Specialists to meet City technology expertise requirements. In addition, an increase of \$51K was also attributable to six months contract position recognized and recommended by Council for a GIS Programmer/Analyst for the recognized and recommended Zoning By-law Review project. The remainder of the variance was in labour accounts for progressions and higher benefit costs and service contracts allowed under the guidelines.

2015 Increase of \$357,805 (4.1%)

The variance was mainly in labour accounts a result of \$241K recognized and recommended resource requests for two contract positions related to the implementation and maintenance of the Enterprise Data Management System. The increase of \$44K was the extension of the GIS Programmer/Analyst for the Zoning By-law Review project for two years. The remainder of the variance in labour accounts was for progressions and higher benefit costs and service contracts allowed under the guidelines.

2016 Increase of \$126,691 (1.4%)

The increase was in labour accounts for progressions and higher benefit costs and mandatory service contracts allowed under the guidelines.

Operating Budget Overview

Department Expenditure Changes

- **Human Resources**

The 2013 to 2015 variances were less than \$100k and therefore do not require an explanation.

2016 Increases of \$351,444 (9.8%)

The increase was related to recognized and recommended resource requests for two Human Resource Specialists (Workplace Health and Safety and Absence and Disability Management) and one Human Resources Partner to address the growth of the City's workforce.

- **Development and Transportation Engineering**

2013 Increase of \$317,631 (7.5%)

An increase of \$242K was attributable to Council approved resources for a contract position of Senior Engineer dedicated to the VMC project and a full time position,

Transportation Engineer. The remainder of the variance was a result of labour costs for progressions and higher benefit rates as per budget guidelines.

2014-2016 Increases

2014 Increase of \$361,711 (7.9%)

An increase of \$318K was mainly from recognized and recommended resource requests for Development Coordinator, Clerical Assistant and a Transportation Engineer. These costs were partially offset by additional revenue from engineering fees. The remainder of the variance was a result of labour costs for progressions and higher benefit rates as per budget guidelines.

The 2015 and 2016 variances were less than \$100k and therefore do not require an explanation.

- **Engineering Services**

2013 increase of \$169,974 (4.2%)

A \$107K increase was a result of Council approved resource requests for a conversion of part-time to a full-time Utility Inspector position. The conversion was fully offset by reserve withdrawals as per policy. The remainder of the variance was a result of higher labour costs for progressions and benefit rates as per budget guidelines.

2014-2016 Increases

2014 Increase of \$190,960 (4.5%)

The variance was attributable to recognized and recommended resource requests for additional funding of \$165K for pavement markings of rural roads. The remainder of the variance was a result of higher labour costs for progressions and benefit rates as per budget guidelines. The 2015 and 2016 variances were less than \$100K and therefore do not require an explanation.

Operating Budget Overview

Department Expenditure Changes

■ Public Works Operations

2013 increase of \$1,226,494 (4.2%)

The increase was mostly in non-labour accounts for \$771K and adjustments of \$455K in labour accounts due to economic adjustments from collective agreements, progressions and higher benefit rates as well as Council approved resource request for one Roads Labourer and two Heavy Equipment Operators to assist with the maintenance of more City roads. The following was an explanation by division for allowable increases as per budget guidelines in the non-labour accounts.

- The Waste Management Division non-labour budget total increases was by \$312K split between price and volume increases in contracted waste related activities. Almost 53% of the waste management contract increase was related to price and the remainder was related to volume and reallocation from promotion and education account.
- The Roads Division non-labour budget was higher by \$231K. Roads maintenance contract increased by \$71K for price and volume of assumed roads. There was an increase in utilities for \$101K due to price and volume changes related to streetlights. The internal recovery account increases by \$41K to better align with actual trends and has a net zero impact. The remainder of the increase was in fuel and materials and supplies as allowed by budget guidelines. In labour accounts, there was an increase of \$191K which was the result of a Council approved resource request for one roads labourer and two Heavy Equipment Operators to assist with the maintenance of more City roads.
- Winter operations non-labour budget increases by \$228K. The variance consists of a \$188K increase in contracts mostly due volume increase of \$144K and a 2% price increase. A \$24K increase in material account mostly for volume salt purchases. The remainder of the increase was in fuel as a result of anticipated price increases as per budget guidelines.
- The Administration Division non-labour budget did not change as there were only reallocations between accounts.

2014 Increase of \$1,128,992 (3.7%)

The increase was mostly in non-labour accounts for \$902K and adjustments of \$227K in labour accounts due to progressions and higher benefit rates as well as recognized and recommended resource requests for two Equipment Operators. The following is an

explanation by division for allowable increases as per budget guidelines in the non-labour accounts.

Operating Budget Overview

Department Expenditure Changes

- o The Waste Management Division budget total increases by \$329K split between price and volume increases in contracted waste related activities, almost 94% of the waste management contract increase was related to volume and the remainder was related to price.
- o The Roads Division budget was higher by \$242K. There was also an increase in utilities for \$135K due to price and volume changes related to streetlights. Roads maintenance contract increase by \$98K for price and volume of assumed roads. The remainder of the increase was in fuel and materials and supplies as allowed by budget guidelines. In the labour accounts, there was an increase of \$136K as a result of recognized and recommended resource request for an Equipment Operator.
- o Winter operations total costs increases by \$331K. The variance consists of a \$251K increase in contracts mostly due volume increase of \$163K and a 2% price increase. A \$79K increase in materials account for salt purchases mostly due to \$52K price and remainder volume. The remainder was a small increase in fuel as a result of anticipated price changes as per budget guidelines.

2015 Increase of \$1,206,732 (3.8%)

The increase was mostly in non-labour accounts for \$1,133K and adjustments of \$74K in labour accounts due to progressions and higher benefit rates. The following is an explanation by division for allowable increases as per budget guidelines in the non-labour accounts.

- o The Waste Management Division budget total increases by \$529K split between price and volume increases in contracted waste related activities, almost 60% of the waste management contract increase is related to volume and the remainder was related to price.
- o The Roads Division budget was higher by \$243K. Part of the increase is in utilities for \$136K due to price and volume changes related to streetlights. Roads maintenance contract increase by \$96K for price and volume of assumed roads. The remainder of the increase was in fuel and materials and supplies as allowed by budget guidelines.
- o Winter operations total costs increased by \$361K. The variance consists of a \$280K increase in contracts mostly due volume increase of \$146K and a 2% price increase. An \$81K increase in materials account for salt purchases mostly due to \$53K price and remainder volume. The remainder was a small increase in fuel as a result of anticipated price changes as per budget guidelines.

Operating Budget Overview

Department Expenditure Changes

2016 Increase of \$1,231,321 (3.7%)

The increase was mostly in non-labour accounts for \$1,194K and adjustments of \$37K in labour accounts due to higher benefit rates. The following was an explanation by division for allowable increases as per budget guidelines in the non-labour accounts.

- o The Waste Management Division budget total increases by \$583K split between price and volume increases in contracted waste related activities, almost 57% of the waste management contract increase was related to volume and the remainder was related to price.
- o The Roads Division budget was higher by \$223K. Part of the increase was in utilities for \$146K due to price and volume changes related to streetlights. Roads maintenance contract increase by \$64K for price and volume of assumed roads. The remainder of the increase was in fuel and materials and supplies as allowed by budget guidelines.
- o Winter operations total costs increases by \$388K. The variance consists of a \$304K increase in contracts due volume increase of \$164K and a 2% price increase. An \$84K increase in materials account for salt purchases mostly due to \$53K volume and 2% price increase. The remainder was a small increase in fuel as a result of anticipated price changes as per budget guidelines.
- o The Administration Division budget did not change as there were only reallocations between accounts.

▪ **Vaughan Public Libraries**

2013 Increase of \$259,950 (1.9%)

The Vaughan Public Library Board recommends an increase in the Library budget of \$260K. There was an inflationary increase of \$27K, a 2% inflationary increase, as a result of the recommendation on December 10, 2012 from the Finance and Administration Committee for Item 5 titled "Library Material Reserve". The increase was related to adjustments \$221K in labour accounts due to higher benefit rates, progressions and economic adjustments from collective agreements. The remainder of the increase was related to small changes in utilities as per budget guidelines and joint service charges to reflect actual costs.

2014-2016 Increases

2014 Increase of \$106,593 (0.8%)

An increase of \$62K was in labour accounts due to higher benefit rates and progressions. There was an inflationary increase of \$28K, a 2% inflationary increase based on the Finance and Administration recommendation. The remaining increase was in utilities as allowed by the budget guidelines.

Operating Budget Overview

Department Expenditure Changes

2015 Increase of \$3,277,310 (23.5%)

An increase of \$2.7M was a result of recognized and recommended resources for the operations of the Civic Centre Resource Library. In addition, there was an increase of \$466K transfer to the Library Material Reserve and \$28K, a 2% inflationary increase, based on the Finance and Administration recommendation. The remainder of the increase was in labour accounts due to higher benefit rates and progressions and utilities as per budget guidelines.

2016 Increase of \$374,556 (2.2%)

Due to the Library Material Reserve Item, there was an inflationary increase of \$29K, a 2% inflationary increase and an increase of \$99K for the Carrville Library. Also, there was an increase of \$78K which was the result of a recognized and recommended resource for an eMarketing and Communication Specialist. The remainder of the increase was in labour accounts due to higher benefit rates and progressions and utilities as per budget guidelines.

All of the increases from these departments were allowed within the approved parameters of the Council approved 2013-2016 Operating Budget Guidelines. The recognized 2014 to 2016 is used for planning purposes, which will be further review during the next process.

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 Expenditures	2013			2014			2015			2016		
	Budget (\$)	% of Total Budget	Cumulative (%)	Budget (\$)	% of Total Budget	Cumulative (%)	Budget (\$)	% of Total Budget	Cumulative (%)	Budget (\$)	% of Total Budget	Cumulative (%)
Salaries and Benefits	140,003,024	58.7%	58.71%	147,913,530	58.5%	58.55%	158,421,484	59.6%	59.65%	165,675,810	59.7%	59.66%
Service Contracts	33,018,679	13.8%	72.6%	34,166,394	13.5%	72.1%	35,238,433	13.3%	72.9%	36,873,949	13.3%	72.9%
Long Term Debt	13,566,218	5.7%	78.2%	14,995,531	5.9%	78.0%	15,379,859	5.8%	78.7%	15,104,553	5.4%	78.4%
Utilities & Fuel	9,100,249	3.8%	89.1%	9,533,486	3.8%	89.0%	10,092,488	3.8%	89.8%	11,318,604	4.1%	90.1%
Maint./Materials	8,492,567	3.6%	85.3%	8,666,573	3.4%	85.3%	8,961,500	3.4%	86.0%	9,401,851	3.4%	86.0%
Reserve Contributions	8,269,415	3.5%	81.7%	9,650,524	3.8%	81.8%	10,451,662	3.9%	82.6%	11,895,179	4.3%	82.7%
Capital from Taxation	6,389,274	2.7%	91.8%	6,389,274	2.5%	91.6%	6,389,274	2.4%	92.2%	6,389,274	2.3%	92.4%
Insurance Expenses	4,404,320	1.8%	93.6%	4,316,318	1.7%	93.3%	4,532,616	1.7%	93.9%	5,014,113	1.8%	94.2%
Prof. Fees	2,473,827	1.0%	94.6%	2,577,647	1.0%	94.3%	2,763,876	1.0%	95.0%	2,594,619	0.9%	95.2%
Tax Adjustments	2,025,000	0.8%	95.5%	2,550,000	1.0%	95.3%	2,275,000	0.9%	95.8%	2,100,000	0.8%	95.9%
Contingency	187,399	0.1%	95.6%	187,092	0.1%	95.4%	185,170	0.1%	95.9%	185,122	0.1%	96.0%
All Other	10,553,425	4.4%	100.0%	11,687,172	4.6%	100.0%	10,899,900	4.1%	100.0%	11,160,631	4.0%	100.0%
Total Expenditures	238,483,397	100.0%	--	252,633,541	100.0%	--	265,591,262	100.0%	--	277,713,705	100.0%	--

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 78% 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.

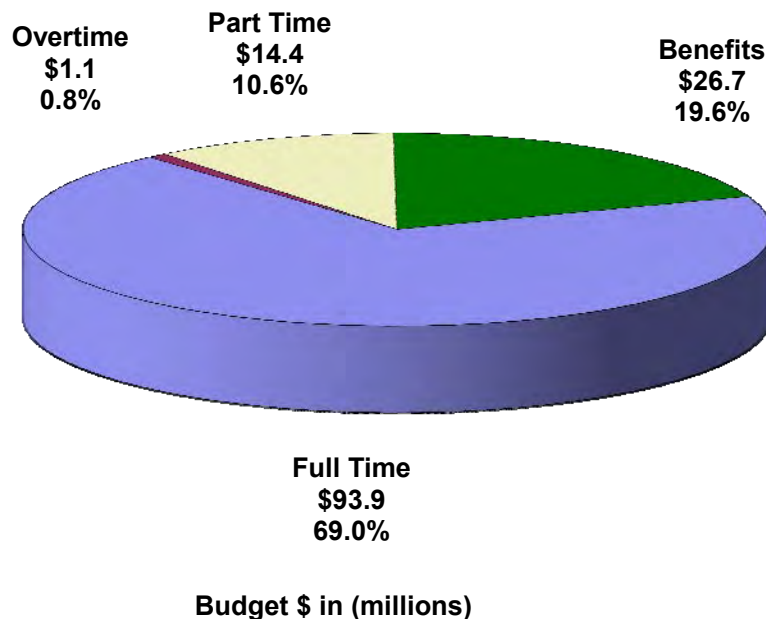
Staffing Costs

Salaries and labour costs represent approximately 59% of the City's expenses, 2% higher than 2012. This increase is in part attributable to some 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 20% of the total salary and labour cost.



Full-Time Equivalents

The City complements the staffing review process by utilizing Full-Time Equivalent (FTEs) tracking to monitor and report staffing. The FTE process essentially converts all positions to a standard measure (e.g. % of a full-time 35 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 2013, City-wide FTEs increased by 17.7 FTEs or 1%. The largest component was a net increase of 22.2 FTEs related to Council approved new staffing required to service the community. Due to the size of fire engine crews, a phase-in approach is planned and full-year impacts will apply in the following years. In addition, there was an increase of 3.5 FTEs associated to full year impact of 2012 approved staffing and allowable adjustments under the budget guidelines. The above figures were partially offset by

Operating Budget Overview

Cost Structure & Staffing

anticipated labour savings (e.g. vacancies and unplanned staff turnover, etc.). Details on the approved and recognized additional resource requests are provided in the following *Additional Resource Requests* section:

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>	2013 FTE Inc. / (Dec.)	2014 FTE Inc. / (Dec.)	2015 FTE Inc. / (Dec.)	2016 FTE Inc. / (Dec.)
<i>Allowable Adjustments within Guidelines</i>				
- Cultural Services	4.5			
- Innovation & Continuous Improvement	2.0			
- Financial Services	1.3			
- City Clerk	1.1			
- Budgeting & Financial Planning	0.2			
- Public Works - Operations	0.2			
- Development Planning	(0.2)			(1.0)
- Human Resources	(0.2)			
- Building Standards	(2.3)			(1.0)
- Recreation	(3.2)			
- Policy Planning		(1.0)		
- Legal Services				0.5
- Information Technology Management				
	3.5	(1.0)	0.0	(1.5)
<i>Anticipated Labour Savings</i>	(8.0)	(2.1)	(2.9)	(2.4)
Council Approved Complements - Gross	29.7			
Council Recognized Complements - Gross		30.9	62.3	36.1
Budgeted Gapping	(7.5)	7.5	9.5	
Total Change in FTE's	17.7	35.3	68.9	32.2

Operating Budget Overview

Cost Structure & Staffing

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

Department	2012 FTEs	2013						2014			2015			2016		
		Allowable Adjustment \$ (1)	Approved 2013 FTEs (2)	2013 Gapping	2013 FTEs	Net Change		2013 Gapping Impact & Allow. Adj	2014 Recog. FTEs	Forecast 2014 FTEs	2014 Gapping Impact & Allow. Adj	2015 Recog. FTEs	Forecast 2015 FTEs	2015 Gapping Impact & Allow. Adj	2016 Recog. FTEs	Forecast 2016 FTEs
						FTEs	%									
City Auditor	2.0				2.0	0.0				2.0			2.0			2.0
City Manager	4.0				4.0	0.0	0.0%			4.0			4.0			4.0
Fire and Rescue Services	299.3		10.0	(7.5)	301.8	2.5	0.8%	7.5	4.5	313.8	9.5	21.0	344.3		4.0	348.3
Emergency Planning	1.3				1.3	0.0	0.0%		0.7	2.0			2.0			2.0
Sub-Total	306.6	0.0	10.0	(7.5)	309.1	2.5	0.8%	7.5	5.2	321.8	9.5	21.0	352.3	0.0	4.0	356.3
Executive Director	1.0				1.0	0.0	0.0%			1.0			1.0			1.0
Corporate Communications	8.0				8.0	0.0	0.0%			8.0			8.0		2.0	10.0
Econ. and Business Development	8.7				8.7	0.0	0.0%		1.0	9.7			9.7			9.7
Sub-Total	17.7	0.0	0.0		17.7	0.0	0.0%	0.0	1.0	18.7	0.0	0.0	18.7	0.0	2.0	20.7
Comm. of Finance and Corporate Services	2.7				2.7	0.0	0.0%		(0.7)	2.0			2.0			2.0
City Financial Services	31.6	1.3	(1.0)		31.9	0.3	0.9%			31.9			31.9			31.9
Budgeting and Financial Planning	19.0	0.2			19.2	0.2	1.1%			19.2			19.2		2.0	21.2
Investments & Development Charges	5.0				5.0	0.0	0.0%			5.0			5.0			5.0
Purchasing Services	13.3		1.0		14.3	1.0	7.5%		1.0	15.3			15.3			15.3
Sub-Total	71.6	1.5	0.0		73.1	1.5	2.1%	0.0	0.3	73.4	0.0	0.0	73.4	0.0	2.0	75.4
Comm. of Legal and Administrative Services	2.0				2.0	0.0	0.0%			2.0			2.0			2.0
City Clerk	49.9	1.1			51.0	1.1	2.2%			51.0			51.0			51.0
Legal Services	13.7				13.7	0.0	0.0%		0.5	14.2			14.2	0.5	0.5	15.2
Enforcement Services	56.2				56.2	0.0	0.0%		2.0	58.2			58.2		1.7	59.9
Sub-Total	121.8	1.1	0.0		122.9	1.1	0.9%	0.0	2.5	125.4	0.0	0.0	125.4	0.5	2.2	128.1
Comm. of Community Services	2.7		0.3		3.0	0.3	0.0%			3.0			3.0			3.0
Recreation	310.8	(3.2)			307.6	(3.2)	-1.0%			307.6			307.6			307.6
Cultural Services	20.1	4.5			24.6	4.5	22.5%			24.6			24.6		1.0	25.6
Buildings and Facilities	109.5		1.0		110.5	1.0	0.9%		2.9	113.4			113.4		10.8	124.2
Fleet Management	9.3				9.3	0.0	0.0%			9.3			9.3			9.3
Parks Operations	115.4		1.0		116.4	1.0	0.9%		3.4	119.8			119.8		10.1	129.9
Parks Development	10.8		1.0		11.8	1.0	9.3%			11.8			11.8			11.8
Sub-Total	578.5	1.3	3.3		583.2	4.6	0.8%	0.0	6.3	589.4	0.0	0.0	589.4	0.0	21.9	611.3
Comm. of Planning	2.0				2.0	0.0	0.0%			2.0			2.0			2.0
Development Planning	28.4	(0.2)	4.0		32.2	3.8	13.5%		0.5	32.7		0.5	33.2	(1.0)		32.2
Policy Planning	11.8		1.0		12.8	1.0	8.5%	(1.0)	1.0	12.8			12.8			12.8
Building Standards	66.7	(2.3)	2.7		67.1	0.4	0.6%		1.3	68.4			68.4	(1.0)		67.4
Sub-Total	108.8	(2.5)	7.7		114.0	5.2	4.8%	(1.0)	2.8	115.8	0.0	0.5	116.3	(2.0)	0.0	114.3
Comm. of Corporate and Strategic Services	2.0				2.0	0.0	0.0%			2.0			2.0			2.0
Environmental Sustainability	2.0				2.0	0.0	0.0%			2.0			2.0			2.0
Human Resources	48.5	(0.2)			48.3	(0.2)	-0.4%		1.0	49.3			49.3		3.0	52.3
Innovation & Continuous Improvement	3.0	2.0			5.0	2.0	66.7%			5.0			5.0			5.0
Access Vaughan	11.7				11.7	0.0	0.0%		1.4	13.0			13.0			13.0
Strategic Planning	1.0		1.0		2.0	1.0	100.0%		1.0	3.0			3.0			3.0
Information and Technology Mgmt.	41.7		2.0		43.7	2.0	4.8%		4.5	48.2		2.5	50.7			50.7
Sub-Total	109.9	1.8	3.0		114.7	4.8	4.4%	0.0	7.9	122.5	0.0	2.5	125.0	0.0	3.0	128.0
Comm. of Engineering and Public Works	3.0				3.0	0.0	0.0%			3.0			3.0			3.0
Development/Transport. Engineering	39.5		2.0		41.5	2.0	5.1%		3.0	44.5			44.5			44.5
Engineering Services	36.9		0.7		37.6	0.7	1.8%			37.6			37.6			37.6
Public Works - Operations	70.1	0.2	3.0		73.3	3.2	4.6%		2.0	75.3			75.3			75.3
Sub-Total	149.5	0.2	5.7		155.4	5.9	3.9%	0.0	5.0	160.4	0.0	0.0	160.4	0.0	0.0	160.4
Vaughan Public Library (VPL)	150.9				150.9	0.0	0.0%			150.9		38.3	189.2		1.0	190.2
Citywide Turnover/General Gapping	(43.8)			(8.0)	(51.8)	(8.0)	18.2%	(2.1)		(53.9)	(2.9)		(56.9)	(2.4)		(59.2)
Total	1571.5	3.5	29.7	(15.5)	1589.1	17.7	1.1%	4.4	30.9	1624.4	6.6	62.3	1693.3	(3.9)	36.1	1725.5

NOTE

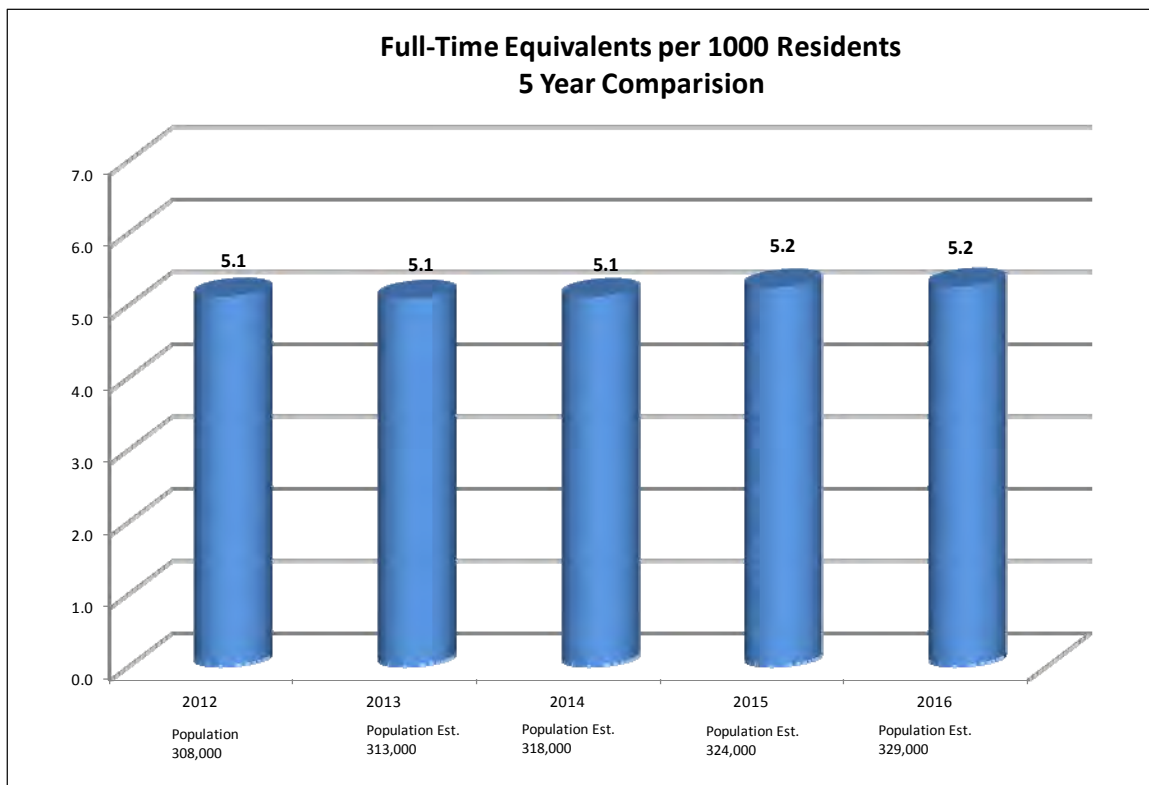
(1) Full year impact of 2012 complements will be experienced in 2013

(2) 2013 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, 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.



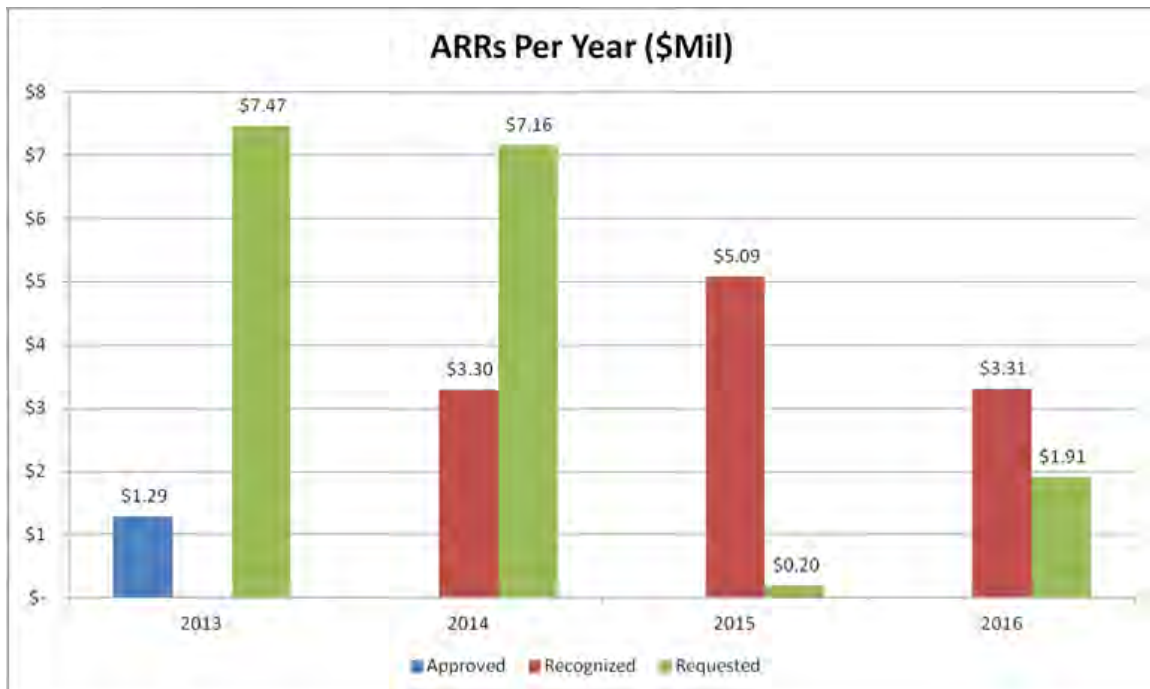
Operating Budget Overview

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 128 additional resource requests with a total cost of over \$19.5M, all of which are valued by the submitting departments. It should be noted \$2.5M 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. A number of ARRs were deferred beyond the multi-year period.

The table below shows that less than 20 percent of the 2013 resource requests were approved, less than half of the 2014 resource requests were recognized in that year. Department submissions were heavily weighted to the initial years and the purpose of multi-year planning is to smooth out financial impacts and develop a more realistic and affordable community plan. 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.

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 27 requests or approximately \$3.9M deferred beyond the 2013-2016 plan for future budget consideration.

In many situations the result is not optimal, potentially compromising service levels, but necessary to minimize perceived 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.

The Senior Management Team's funding recommendation is a blend of both ideals driven by the following:

- Community safety - Fire operations & emergency planning
- Community and library services-, Civic Centre Resource Library, Avondale North Maple Park, ongoing forestry, parks, facility maintenance, etc.
- City building initiatives – Vaughan Metropolitan Centre, zoning by-law review, business development, strategic planning initiatives, public engagement, performance measurement, and environment action plans. Also, operational requirements related to Planning, Engineering, and other City services.

Operating Budget Overview

Additional Resource Requests

ARRs

	2013	2014	2015	2016
Net Taxation Change	\$1.29m	\$3.85m	\$6.28m	\$3.50m
Avg. Residential Tax Rate Change	0.87%	2.44%	3.78%	2.01%
Avg. Residential Tax Bill Change	\$10.00	\$30.00	\$48.00	\$27.00

The approved 2013 Additional Resource Requests are summarized below.

#	Submitted Year	Requested Year	Department	Description	Position Type	# of Positions	2013 Net FTE	Annual Cost	Offsets	Nature of Offset	2013 Budget Change	Cum \$ Net Change	Tax Rate % Incr.	Cum Tax Rate % Incr.
2013 Base Budget Increase													1.82%	1.82%
Zero Budget Impact ARRs														
A1	2012	2013	Building Standards	Zoning By-law Review	FT-Cont 4 Yr	2	1.70	573,659	(573,929)	D/C, Bldg Std Reserve	(270)	(270)	0.00%	1.82%
A2	2013	2013	Dev/Trans. Eng	VMC Development Implementation Project	FT-Cont 4 Yr	3	3.00	366,567	(366,567)	Various DCS + Capital from Taxation	-	(270)	0.00%	1.82%
A3	2012	2013	Dev/Trans. Eng	Transportation Engineer	FT	1	1.00	119,394	(119,394)	Engineering Fee	-	(270)	0.00%	1.82%
A4	2013	2013	Building Standards	Mechanical Building Inspectors	FT	2	2.00	188,045	(188,045)	Bldg Stds Reserve	-	(270)	0.00%	1.82%
A5	2013	2013	Building Standards	Plans Examiner/Inspector (Mechanical/Plumbing/F	FT	1	1.00	92,887	(92,887)	Bldg Stds Reserve	-	(270)	0.00%	1.82%
A6	2013	2013	ITM	Client Support Analyst	FT	1	1.00	84,254	(84,254)	Professional Fees	-	(270)	0.00%	1.82%
A7	2013	2013	ITM	Client Support Analyst (FTE Conversion)	FT	2	-	192,578	(192,578)	Contract FTEs/Prof Fees/Service Contracts	-	(270)	0.00%	1.82%
A8	2013	2013	Purchasing Services	Purchasing Card Program Administrator (FT Conversion)	FT	1	-	122,823	(122,823)	FTE Conversion	-	(270)	0.00%	1.82%
Budget Impact ARRs														
1	2013	2013	Parks & Forestry Operatic	Sidewalk: Thomas Cook Ave/Thornhill Woods Drive		-	-	40,000	-		40,000	39,730	0.03%	1.85%
2	2013	2013	Strategic Planning	Strategic Planning Business Analysts	FT	1	1.00	97,181	-		97,181	136,911	0.06%	1.91%
3	2013	2013	Policy Planning	Planner 1	FT	1	1.00	91,697	-		91,697	228,608	0.06%	1.97%
4	2012	2012	Strategic Planning	PM Software Maintenance Costs		-	-	10,000	-		10,000	238,608	0.01%	1.98%
5	2012	2012	ITM	Systems Analyst/Proj. Leader (CLASS)	FT	1	1.00	115,551	-		115,551	354,159	0.08%	2.06%
6	2013	2013	Parks & Forestry Operatic	Soccer Field Maintenance		-	-	26,000	(20,435)	Field Leases	5,565	359,724	0.00%	2.06%
7	2012	2012	PW - Roads	Roads Labourer	FT	1	1.00	53,305	-		53,305	413,029	0.04%	2.10%
8	2012	2013	PW - Roads	Equipment Operator II - Heavy Equipment Operator	FT	2	2.00	138,133	-		138,133	551,162	0.09%	2.19%
9	2012	2012	B&F	Facility Operator I - Vellore Vill. CC Expansion	FT	1	1.00	56,715	-		56,715	607,877	0.04%	2.23%
10	2012	2012	Development Planning	DTA Co-ordinator	FT	1	1.00	79,561	-		79,561	687,438	0.05%	2.28%
11	2012	2012	Parks & Forestry Operatic	Tree Pruning (routine street pruning)		-	-	146,250	-		146,250	833,688	0.10%	2.38%
12	2013	2013	Eng. Services	Utility Inspector (PT Conversion)	FT	1	0.67	107,177	(101,841)	PT Conversion	5,336	839,024	0.00%	2.38%
13	2012	2013	Economic & Business De	Employment Zone, VMC Marketing		-	-	50,000	-		50,000	889,024	0.03%	2.41%
14	2012	2013	Parks & Forestry Operatic	Forestry Arborist	FT	1	1.00	69,672	-		69,672	958,696	0.05%	2.46%
15	2012	2013	Environmental Sustainabil	Local action plan for reducing GHG emissions		-	-	45,000	(22,500)	FCM Green Municipal Fund Grant	22,500	981,196	0.02%	2.48%
16	2013	2013	HR	Redevelopment of Staff Appraisal Forms		-	-	50,000	-		50,000	1,031,196	0.03%	2.51%
17	2013	2013	Commissioner of Commu	Administrative Assistant (PT Conversion)	FT	1	0.31	76,595	(32,506)	PT Conversion	44,089	1,075,285	0.03%	2.54%
18	2012	2012	Fire & Rescue Operations	STN 75 - 10 Firefighters GAPPED (Oct Start)	FT	10	2.50	218,799	-		218,799	1,294,084	0.15%	2.69%
Total of ARRs Approved by Council						34	22.18	3,211,843	(1,917,759)		\$ 1,294,084		0.87%	
2013 Base Budget Increase													2.69%	
Tax Increase due to approved ARRs													1.82%	
													0.87%	

Operating Budget Overview

Additional Resource Requests

The next three tables illustrate the 2014 to 2016 recognized Additional Resource Requests.

#	Submitted Year	Requested Year	Department	Description	Position Type	# of Positions	2014 Net FTE	Annual Cost	Offsets	Nature of Offset	2014 Budget Change	Cum \$ Net Change	Tax Rate % Incr.	Cum Tax Rate % Incr.
2014 Base Budget Increase													2.15%	2.15%
Impact of 2013 ARRs 2014												554,452	0.35%	2.50%
Budget Impact														
1	2013	2014	Building Standards	Zoning By-law Review	FT-Cont 4 Yr	3	1.80	250,613	(111,136)	D/C, Bldg Std Reserve	139,477	693,929	0.09%	2.59%
2	2013	2013	Strategic Planning	Strategic Planning Business Analysts	FT	1	1.00	97,546	-		97,546	791,475	0.06%	2.65%
3	2013	2014	Policy Planning	Senior Policy Planner (Extension of 2 YR Contract - 2014 to 2015)	FT-Cont 2 Yr	1	1.00	115,122	-		115,122	906,597	0.07%	2.72%
4	2013	2014	Dev/Trans. Eng	Development Coordinator	FT	1	1.00	113,346	(104,346)	Engineering Fee	9,000	915,597	0.01%	2.73%
5	2013	2014	Dev/Trans. Eng	Transportation Engineer	FT	1	1.00	125,835	-		125,835	1,041,432	0.08%	2.81%
6	2012	2014	PW - Roads	Equipment Operator I	FT	2	2.00	136,230	-		136,230	1,177,662	0.09%	2.89%
7	2012	2013	B&F	Facility Operator I - Fr. Ermanno CC Expansion	FT	1	1.00	56,938	-		56,938	1,234,600	0.04%	2.93%
8	2012	2014	HR	Learning & Development Specialist	FT	1	1.00	101,046	-		101,046	1,335,646	0.06%	2.99%
9	2012	2012	Fire & Rescue Operations	STN 75 - 6 Firefighters & 4 Captains GAPPED (Oct Start)	FT	10	2.50	278,676	-		278,676	1,614,322	0.18%	3.17%
10	2013	2013	B&F	Preventative Maintenance Mechanic (PT Conversion)	FT	1	0.57	75,604	(28,500)	PT Conversion	47,104	1,661,426	0.03%	3.20%
11	2013	2013	Parks & Forestry Operations	Forestry Arborist II	FT	1	1.00	70,143	-		70,143	1,731,569	0.04%	3.24%
12	2012	2013	Parks & Forestry Operations	Temporary Seasonal Employees	PT	2	1.38	63,579	-		63,579	1,795,148	0.04%	3.29%
13	2012	2014	B&F	Assistant Foreperson	FT	1	1.00	62,736	-		62,736	1,857,884	0.04%	3.32%
14	2012	2012	Purchasing Services	Senior Technical Clerk (PT Conversion)	FT	1	0.30	74,342	(39,092)	PT Conversion + Copier Lease	35,250	1,893,134	0.02%	3.35%
15	2013	2013	B&F	Building and Facilities City-wide Maintenance and Repairs		-	-	250,000	-		250,000	2,143,134	0.16%	3.51%
16	2012	2013	ITM	Client Support Analyst	FT	1	1.00	97,365	-		97,365	2,240,499	0.06%	3.57%
17	2012	2013	ITM	Technology Specialists	FT	2	2.00	231,942	-		231,942	2,472,441	0.15%	3.71%
18	2012	2012	Parks & Forestry Operations	Hard Surface Repairs		-	-	80,000	-		80,000	2,552,441	0.05%	3.76%
19	2012	2012	Parks & Forestry Operations	Courts-Tennis and Basketball		-	-	15,000	-		15,000	2,567,441	0.01%	3.77%
20	2013	2014	Environmental Sustainability	Climate change adaptation research		-	-	25,000	(10,876)	Year End Reserve	14,124	2,581,565	0.01%	3.78%
21	2013	2013	Parks & Forestry Operations	Playground Safety Surface Testing		-	-	40,000	-		40,000	2,621,565	0.03%	3.81%
22	2013	2013	Building Standards	Plans Examiner (Zoning)	FT	1	1.00	86,927	(42,594)	Bldg Stds Reserve	44,333	2,665,898	0.03%	3.84%
23	2013	2013	ITM	Client Support Analyst - Audio/Video	FT	1	1.00	92,386	-		92,386	2,758,284	0.06%	3.89%
24	2013	2013	B&F	Clerk Typist A (PT Conversion)	FT	1	0.31	45,895	(30,666)	PT Conversion	15,229	2,773,513	0.01%	3.90%
25	2012	2012	Parks & Forestry Operations	Sod and Seed for Sports Fields		-	-	25,000	-		25,000	2,798,513	0.02%	3.92%
26	2012	2013	Enforcement Services	Property Standards Officer	FT	2	2.00	178,404	(30,000)	Fine Revenue	148,404	2,946,917	0.09%	4.01%
27	2012	2012	Parks & Forestry Operations	Community Services Asset Management Coordinator	FT	1	1.00	106,446	-		106,446	3,053,363	0.07%	4.08%
28	2012	2012	Fire & Rescue Operations	4 District Chiefs GAPPED (6 Months)	FT	4	2.00	290,781	-		290,781	3,344,144	0.18%	4.26%
29	2012	2012	Parks & Forestry Operations	Irrigation System Maintenance		-	-	21,000	-		21,000	3,365,144	0.01%	4.28%
30	2013	2013	Eng. Services	Pavement Markings - Rural Roads		-	-	165,000	-		165,000	3,530,144	0.10%	4.38%
31	2012	2014	Dev/Trans. Eng	Clerical Assistant Clerk C	FT	1	1.00	78,767	(49,000)	Engineering Fee	29,767	3,559,911	0.02%	4.40%
32	2012	2012	Emergency Planning	Emergency Planner (Partial FTE Conversion)	FT	1	0.69	86,586	(6,928)	Summer Students	79,658	3,639,569	0.05%	4.45%
33	2012	2012	Economic & Business Devel	Business Development Officer - Advanced Goods Production and Movement	FT	1	1.00	90,115	-		90,115	3,729,684	0.06%	4.51%
34	2012	2012	Parks & Forestry Operations	Fertilizing Parks		-	-	20,000	-		20,000	3,749,684	0.01%	4.52%
35	2012	2012	Parks & Forestry Operations	Aerating Parks		-	-	20,000	-		20,000	3,769,684	0.01%	4.53%
36	2013	2013	Access Vaughan	Citizen Service Representative	PT	2	1.38	82,433	-		82,433	3,852,117	0.05%	4.59%
Total of ARRs Recognized by Council						45	30.93	3,451,669	(446,210)		3,297,665		2.08%	
2014 Base Budget Increase													4.59%	
Tax Increase due to Recognized ARRs													2.15%	
													2.44%	

Operating Budget Overview

Additional Resource Requests

#	Submitted Year	Requested Year	Department	Description	Position Type	# of Positions	2015 Net FTE	Annual Cost	Offsets	Nature of Offset	2015 Budget Change	Cum \$ Net Change	Tax Rate % Incr.	Cum Tax Rate % Incr.
2015 Base Budget Increase													1.92%	1.92%
Impact of 2013-14 ARRs on 2015												1,192,430	0.72%	2.64%
Budget Impact														
1	2013	2014	Building Standards	Zoning By-law Review	FT-Cont 4 Yr	1	1.00	137,305	(34,757)	D/C, Bldg Std Reserve	102,548	1,294,978	0.06%	2.70%
2	2012	2015	Strategic Planning	On-Line Citizen Public Engagement Survey		-	-	75,000	-		75,000	1,369,978	0.05%	2.74%
3	2013	2015	Fleet	Electric Vehicle Municipal Feasibility Program Pilot		-	-	15,000	(9,750)	Fuel Savings	5,250	1,375,228	0.00%	2.75%
4	2012	2014	Fire & Rescue Operations	STN 78 - 16 Firefighters & 4 Captains	FT	20	20.00	1,793,138	-		1,793,138	3,168,366	1.08%	3.83%
5	2012	2012	Fire Training	Training Officer	FT	1	1.00	143,598	-		143,598	3,311,964	0.09%	3.91%
6	2012	2014	Library	Civic Centre Resource Library - Operations & Staffing	FT+PT 20 FT 30 PT	38.29		2,690,245	(83,600)	Fine/Penalties Revenue	2,606,645	5,918,609	1.57%	5.48%
7	2013	2015	Strategic Planning	New Vaughan Vision Strategic Plan		-	-	120,000	-		120,000	6,038,609	0.07%	5.56%
8	2012	2012	ITM	EDMS Business Analyst	FT	1	1.00	120,373	-		120,373	6,158,982	0.07%	5.63%
9	2012	2012	ITM	EDMS Technical SME	FT	1	1.00	120,373	-		120,373	6,279,355	0.07%	5.70%
Total of ARRs Recognized by Council						24	62.29	5,215,032	(128,107)		5,086,925		3.06%	
2015 Base Budget Increase													5.70%	
Tax Increase due to Recognized ARRs													1.92%	
													3.78%	

#	Submitted Year	Requested Year	Department	Description	Position Type	# of Positions	2016 Net FTE	Annual Cost	Offsets	Nature of Offset	2016 Budget Change	Cum \$ Net Change	Tax Rate % Incr.	Cum Tax Rate % Incr.
2016 Base Budget Increase													3.15%	3.15%
Impact of 2013-15 ARRs on 2016												192,343	0.11%	3.26%
Budget Impact														
1	2013	2016	Budgeting & Financial Planning	Senior Capital and Reserve Analyst	FT	1	1.00	109,475	-		109,475	301,818	0.06%	3.32%
2	2012	2014	B&F	Facility Operator I - Block 11	FT	9	9.00	518,472	-		518,472	820,290	0.30%	3.62%
3	2012	2012	Fire & Rescue Operations	4 District Chiefs GAPPED (6 Months)	FT	4	2.00	566,460	-		566,460	1,386,750	0.33%	3.94%
4	2013	2013	Parks & Forestry Operations	Boulevard Shrub Bed Summer Student Position	PT	3	0.69	51,667	-		51,667	1,438,417	0.03%	3.97%
5	2013	2013	Emergency Planning	Primary and Alternate EOC Telephone Systems		-	-	63,390	-		63,390	1,501,807	0.04%	4.01%
6	2012	2012	Parks & Forestry Operations	10 Month Horticulture Temp (Shrub Maintenance Crew)	PT	1	0.69	25,956	-		25,956	1,527,763	0.01%	4.03%
7	2012	2012	Corporate Comm.	Communications Specialist, Website Content Management	FT	1	1.00	90,381	-		90,381	1,618,144	0.05%	4.08%
8	2013	2013	Parks & Forestry Operations	Oakbank Pond Maintenance Program		-	-	75,000	-		75,000	1,693,144	0.04%	4.12%
9	2012	2012	Library	eMarketing & Communications Specialist - Pilot	FT-Cont 18 Mo	1	1.00	77,993	-		77,993	1,771,137	0.04%	4.17%
10	2012	2014	HR	HR Specialist, Workplace Health and Safety	FT	1	1.00	122,410	-		122,410	1,893,547	0.07%	4.24%
11	2013	2013	Enforcement Services	Animal Services - Shelter Attendant	FT	1	1.00	58,513	(13,829)	Revenue from Other Municipalities	44,684	1,938,231	0.03%	4.26%
12	2013	2013	Emergency Planning	Hazard/Risk Assessment and Review Consulting Fees		-	-	15,000	-		15,000	1,953,231	0.01%	4.27%
13	2012	2012	Parks & Forestry Operations	Contract Services Temp	PT	1	0.69	25,956	-		25,956	1,979,187	0.01%	4.28%
14	2013	2013	Parks & Forestry Operations	Non-selective Weed Spraying Program		-	-	25,000	-		25,000	2,004,187	0.01%	4.30%
15	2012	2014	Fire Prevention	Fire Prevention Inspector	FT	1	1.00	88,502	-		88,502	2,092,689	0.05%	4.35%
16	2012	2012	Cultural Services	Arts & Culture Marketing Material		-	-	60,000	-		60,000	2,152,689	0.03%	4.38%
17	2012	2012	Parks & Forestry Operations	Additional GPS Units		-	-	30,000	-		30,000	2,182,689	0.02%	4.40%
18	2013	2013	Parks & Forestry Operations	Avondale Park (North Maple) - Development		-	-	10,000	-		10,000	2,192,689	0.01%	4.41%
19	2013	2014	Parks & Forestry Operations	Avondale Park (North Maple) - Park Attendants	FT	4	4.00	303,309	-		303,309	2,495,998	0.17%	4.58%
20	2013	2016	Parks & Forestry Operations	Avondale Park (North Maple) - Park Attendants	FT	4	4.00	297,309	-		297,309	2,793,307	0.17%	4.75%
21	2012	2013	HR	HR Specialist, Absence and Disability Management	FT	1	1.00	93,481	-		93,481	2,886,788	0.05%	4.81%
22	2012	2012	Legal Services	Real Estate Consultant - Acquisitions	PT-Cont 1 Yr	1	0.50	52,282	-		52,282	2,939,070	0.03%	4.84%
23	2012	2012	HR	Human Resources Partner	FT	1	1.00	111,050	-		111,050	3,050,120	0.06%	4.90%
24	2013	2013	Enforcement Services	Animal Services - Shelter Clerk, p/t	PT	1	0.69	31,200	(7,475)	Revenue from Other Municipalities	23,725	3,073,845	0.01%	4.91%
25	2012	2012	Fire Mechanical	Stores Clerk		1	1.00	66,473	-		66,473	3,140,318	0.04%	4.95%
26	2012	2013	Corporate Comm.	Communications Specialist, Client Services	FT	1	1.00	90,381	-		90,381	3,230,699	0.05%	5.00%
27	2012	2016	Budgeting & Financial Planning	Senior Budget Analyst	FT	1	1.00	108,950	-		108,950	3,339,649	0.06%	5.07%
28	2012	2014	B&F	PT Facility Operator - Carrville	PT	2	1.80	71,548	-		71,548	3,411,197	0.04%	5.11%
29	2013	2013	Cultural Services	Events Coordinator	FT	1	1.00	92,781	-		92,781	3,503,978	0.05%	5.16%
Total of ARRs Recognized by Council						42	36.06	3,332,939	(21,304)		3,311,635		1.90%	
2016 Base Budget Increase													5.16%	
Tax Increase due to Recognized ARRs													3.15%	
													2.01%	

Financial Outlook & Trends

The next 25 years will see the City of Vaughan begin the transition from a growing suburban municipality to a fully urban space. The City of Vaughan is one of Canada's fastest growing cities, with a population of over 300,000. It is projected that the number of residents will increase to 430,000 by 2031. In addition, the projected number of employees will increase to 278,000 by 2031. Supporting this transition are a variety of master plans and strategies in various stages of development, which lay out various initiatives, service needs and requirements for the short, medium, and long-term. This type of progress will require long-term thinking about how best to accommodate changes and make the most of new opportunities, while ensuring the resource commitment is viable.

The ability to understand 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 decision makers to identify issues and test a variety of financial approaches. It also provides a framework in which to develop progressive fiscally prudent policies and strategies, which compliment Vaughan's vision, initiatives and guide important financial decisions.

Financial sustainability is defined as the enduring ability of the City to ensure that it can deliver the level and types of programs and services to the community, while proactively assessing and managing associated risks, at acceptable levels of taxation and fees. Staff presented to Council the Financial Master Plan for the City. The Financial Master Plan aims to address the above noted and contribute to sustainability by:

- Providing insight into the City's financial health
- Aiding in determining the extent of financial challenges
- Reconfirming the key financial goals that guide the City
- Evaluating progress towards financial sustainability.
- Providing recommendations to maintain financial sustainability

The Financial Master Plan is based on a financial health assessment and a sophisticated long-range financial planning model developed using a significant amount of data and numerous drivers, assumptions, and analysis. Although complex by the activity's very nature, the "Financial Big Picture" can be summarized by discussing the following four main questions:

1. Can the City continue to pay for the services currently provided?
2. Is there sufficient financial flexibility to address uncertainty and liabilities?
3. Is the City's infrastructure network sustainable and adequately funded?
4. Can the City's vision and corporate initiatives be achieved financially?

Financial Outlook & Trends

1. Can the City continue to pay for the services currently provided?

The City has a strong assessment base upon which to raise taxes and is experiencing an excellent balance of residential and non-residential development. The average income levels are relatively high in Vaughan and property taxes in relation to income are within GTA averages. In addition municipal property taxes for a comparable dwelling are within the GTA average.

Municipality	2011 Average Dwelling Value	2011 Municipal Property Taxes	2011 Disposable Income	2011 Municipal Taxes as a % of Disposable Income	2011 Municipal Taxes as a % of Average Dwelling Value
Brampton	\$ 429,288	\$ 4,082	\$ 71,900	5.7%	1.0%
Burlington	\$ 553,639	\$ 4,236	\$ 81,100	5.2%	0.8%
Markham	\$ 607,067	\$ 4,256	\$ 84,600	5.0%	0.7%
Mississauga	\$ 536,115	\$ 3,922	\$ 75,500	5.2%	0.7%
Oakville	\$ 575,979	\$ 4,187	\$ 103,900	4.0%	0.7%
Richmond Hill	\$ 552,250	\$ 4,000	\$ 83,400	4.8%	0.7%
Group Average	\$ 542,390	\$ 4,114	\$ 83,400	5.0%	0.8%
Group Median	\$ 552,944	\$ 4,134	\$ 82,250	5.1%	0.7%
Vaughan	\$ 569,124	\$ 4,103	\$ 90,900	4.5%	0.7%

All indicators reflect that Vaughan is an attractive place to live and invest which ensures that the City has a strong assessment base upon which to pay for services provided.

The City of Vaughan provides a vast array of programs and services to its residents and has instituted a number of initiatives to provide high quality efficient and effective services. The majority of residents believe that they receive good value for their tax dollars, however, a significant proportion of residents would like to see the City hold the line on property taxes and user fee increases even if it means a reduction in services. While the City has kept property tax increases below the Municipal Price Index (MPI) and maintained service levels, the ability to sustain this practice will prove challenging.

Assuming no growth, new initiatives, or service level changes, the City will experience price escalation pressures on cost components such as labour, contracts, utilities, materials, capital projects, etc. These pressures are unavoidable and due to their nature have escalated in price faster than the general rate of inflation. This becomes very apparent in the City's long-range forecast.

Over the next 20 years, Vaughan's population is expected to grow by an additional 38%. The cost of adding new facilities, parks, and transportation networks create additional pressure to the City's operating and capital plans. This includes sufficient resources to support growth

Financial Outlook & Trends

which are not fully funded through development charges or assessment growth, for example development co-funding, future infrastructure renewal funding or service level changes.

An additional pressure facing Vaughan is that an increased portion of future residential growth will occur as intensification within the existing urban boundary. This change in development adds another layer of sophistication, which will require changes to business activities and higher levels of upfront infrastructure investment to support this transition e.g. storm drainage, streetscapes, etc. Going forward, the City will need to set priorities and make choices in light of future budget challenges, in order to balance these items with the community's willingness to pay.

2. Is there sufficient financial flexibility to address uncertainty and future liabilities?

The City of Vaughan utilizes a number of financial tools to help smooth the impact of unexpected events, uncertainty and future liabilities. There are a number of indicators, which reflect a strong level of financial flexibility.

- The policy of maintaining a Discretionary Reserve balance of 50% of own source revenues provides financial flexibility to address unexpected events such as an economic recession.
- Working capital, tax rate stabilization, and other sustainability reserves exist to improve flexibility. These reserves are in a very healthy position and exceed industry standards.
- The City's debt levels are below policy limits and substantially below the Province's maximum target, providing access to emergency funds.

Overall corporate liabilities are adequately funded, with the exception of post-employment benefits. Further consideration will be needed to assess existing reserve balances, future contributions and the timing of expected liability requirements.

3. Is the City's infrastructure network sustainable and adequately funded?

The City of Vaughan has over a billion dollars in infrastructure, excluding land and water/wastewater infrastructure, which will require eventual replacement to sustain the community's overall quality of life and the economic health for future generations. As illustrated below, the FMP includes the replacement of \$208.7 million of existing infrastructure over the next 10 years, plus the existing backlog of projects estimated at \$42m. This figure is based on replacing assets as they reach their theoretical useful life.

Financial Outlook & Trends

<i>Infrastructure Category (\$,000)</i>	<i>Backlog</i>	<i>10 year Requirement</i>	<i>Sub-total</i>	<i>10 year Contributions</i>	<i>Funding Gap 1</i>	<i>Reserves \$</i>	<i>* Funding Gap 2</i>
Building and Facilities	13,189	35,801	48,990	36,085	(12,905)	13,515	610
Parks	15,257	24,752	40,009	13,245	(26,764)	207	(26,557)
Fleet Vehicles	6,005	13,119	19,124	1,851	(17,273)	2,658	(14,615)
Artificial Turf	-	1,388	1,388	1,675	287	316	603
Fire	3,963	10,191	14,154	15,977	1,823	3,491.0	5,314
Streetscape	2,317	2,259	4,576	13,952	9,376	325.0	9,701
Heritage	797	2,281	3,078	2,344	(734)	475.0	(259)
City Playhouse	80	53	133	174	41	30.0	71
Uplands	763	279	1,042	1,500	458	(1,132)	(674)
Sub-total Reserve Funded	42,372	90,123	132,495	86,803	(45,692)	19,886.4	(25,805)
Roads		90,000	90,000	90,000	-		-
Non- reserved items		28,567	28,567	28,567	-		-
Sub-total Non-reserve Funded	-	118,567	118,567	118,567	-	-	-
Combined Total	42,372	208,690	251,062	205,370	(45,692)	19,886	(25,805)

The table above illustrates that Vaughan's infrastructure funding contributions are not adequate to sustain future requirements. The gap is reduced to \$25 million by applying infrastructure reserve funds. However, full application of the reserve balance is not recommended as these funds also support the City's discretionary reserve policy.

An infrastructure funding strategy and significant investment decisions are essential to begin addressing the backlog of unfunded projects and future infrastructure requirements. Addressing the infrastructure replacement funding gap will take time and is a key consideration in the development to the Financial Master Plan.

4. Can the City's vision and corporate initiatives be achieved financially?

The City has undertaken a number of strategic activities, master plans, and planning studies to ensure the City is well positioned and prepared for the future changing municipal environment. In addition to discussing growth patterns and actions to address existing services, there are business propositions or corporate "City Building" recommendations over and above existing practises or service levels the City is looking to initiate. Most of these initiatives will require additional staff time, funds or other resources above and beyond the tax pressures quantified in this report. The resourcing implications for many of these initiatives have not been established, resulting in a trend to approve initiatives in principle. There is a need to strengthen and enhance the relationships between initiatives and resource planning to ensure financial sustainability.

Per the Ipsos Ried residents' survey, it is also apparent that the community has indicated its wishes to hold the line regarding levy increases. Given the quantity of initiatives and community resistance to accept tax increases it will be challenging to meet these expectations. A greater focus on determining the financial and resourcing plans for these initiatives is an essential step to prioritizing what the City can practically achieve and resource.

Financial Outlook & Trends

Future Challenges

The following summarizes the future challenges that the City of Vaughan is expected to face in the next decade that have been taken into consideration in the development of the FMP.

Costs Escalating Faster than Inflation—The City will experience price escalation pressures on cost components such as labour, contracts, utilities, materials, capital projects, etc. These pressures are unavoidable and due to their nature have escalated in price faster than the general rate of inflation.

Unprecedented Growth - Over the next decade, Vaughan is expected to undergo a tremendous transformation fueled by high growth. The cost of adding new facilities, parks and transportation networks and associated costs to support new growth places considerable demands on the City's operating and capital plans. Although the intent of DCs is to ensure that growth pays for itself, there are restrictions in the Provincial Development Charges Act (DCA). The DCA only allows fees to be collected for 90% of the capital costs associated with some services. DCs fund only the initial capital construction cost of the infrastructure. Therefore, the funding for the future infrastructure repair and replacement resides within the municipality, predominantly the tax base, as does the associated operating costs related to the growth in programs and services.

Higher Levels of Sophistication and Complexity - Much of the future residential growth will occur as intensification. Intensification typically results in higher levels of service to support an urban setting (e.g. streetscaping, lighting, cultural services) which is more costly to develop and maintain. Higher levels of sophistication and complexity result in an enhanced need to establish clearly defined service standards and the development of multi-year plans.

Asset Renewal/Replacement Funding - The increased demand for additional infrastructure to match Vaughan's growth will take place at the same time that the existing assets are reaching an age where their renewal/replacement is becoming critical and more costly. Consequently, it is vital to enhance Vaughan's current plan for this eventuality and further develop funding policies to protect and sustain the foundation of the community.

Inflexible Revenue Raising Tools - Although the City of Vaughan is responsible for providing a wide range of essential services that citizens expect and value, it must rely on limited sources of revenue; primarily property taxes (68% of the City's revenues) and fees and charges (16% of the City's revenues). Grants from other levels of government which have declined over the years represent only 0.1% of revenues and this trend is expected to continue. Payments-in-lieu of taxes have historically not kept pace with property taxation increases and are uncontrollable by the City.

Shifting Demographics - Vaughan has a considerably higher proportion of residents that are below the age of 15. The larger proportion of young families increases the demand for age-

Financial Outlook & Trends

sensitive City services such as parks and recreational programs, services and facilities. The City has undertaken a number of Master Plans to ensure alignment of programs, services and facilities with demographic trends. The City must also manage expectations for quality programs, the need for new recreational and other programs and services to support growth and to align with changes in demographics. The FMP highlights financial implications for decision makers to discuss and make choices regarding:

- Fairness and equity between existing and future taxpayers;
- Meeting the requirements of urban development, and, to the extent possible, matching growth-related revenues with service demands;
- Maintaining existing high quality affordable programs and services and meeting new demands for services based on changing community priorities and growth;
- Maintaining existing infrastructure replacement requirements and the need to have infrastructure in place to support new growth and economic development; and achieving the City's strategic, corporate and department initiatives.

It is also about prioritization of capital and operating programs and services to ensure that community service requirements are aligned with their willingness to pay for municipal programs and services.

Financial Outlook & Trends

Recommendations

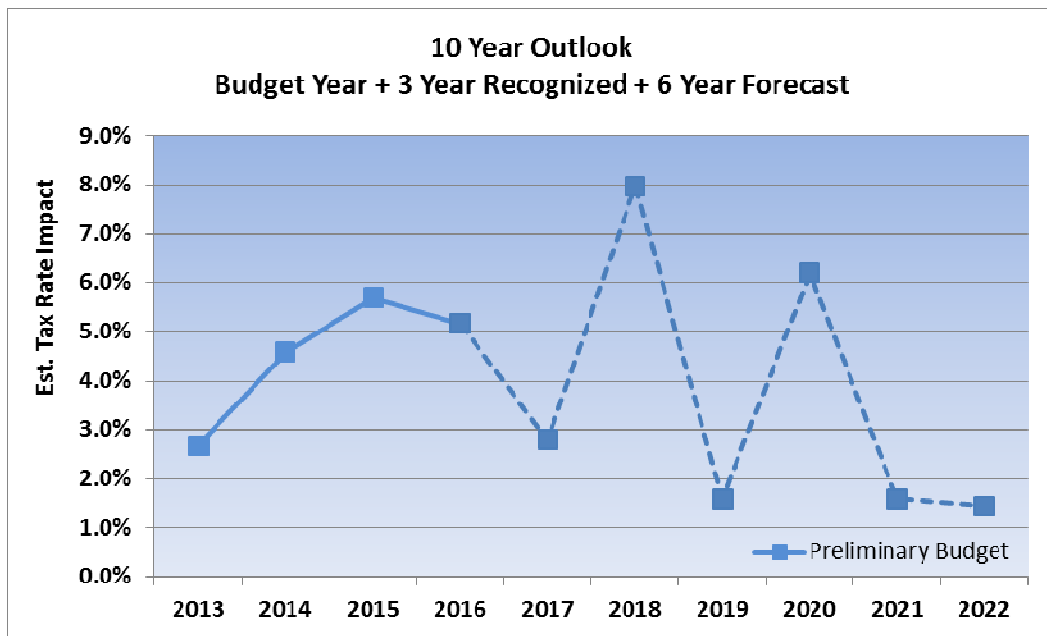
Financial Sustainability must be a primary consideration in light of cost escalations, growth, infrastructure requirements, future liabilities and corporate initiatives. As a result of the Financial Master Planning effort undertaken, 22 recommendations organized into 4 classifications, Future Based Organization, Sustainability, Infrastructure and Post-Retirement Benefits, and Administration, were developed. These Recommendations are intended as high level principle actions the City should endorse and move towards.

Recommendation	Classification	Priority
Prioritization	Future Based Organization	A
Infrastructure Financing	Infrastructure & Post Retirement	A
Performance Measurement	Future Based Organization	A _{underway}
Asset Management	Infrastructure & Post Retirement	A _{underway}
Build Financial Relationships into Strategic, Corporate and Master Planning	Future Based Organization	B
Intensification	Sustainability	B
Post-Retirement Benefits	Infrastructure & Post Retirement	B
Reserve Policy and Classification Framework	Administration	B _{underway}
Continuous Improvement & Innovation	Future Based Organization	C
Public Education/Engagement	Future Based Organization	C
Fund Balances and Financial Position	Sustainability	C
Surplus/One-Time Funding	Sustainability	C
Operating Liquidity and Cash Flow	Sustainability	C
Full Cost Allocation	Administration	C
Financial Planning	Future Based Organization	D
Financial Sustainability/Recession Resiliency	Sustainability	D
User Fees	Sustainability	D
Municipal Price Index	Sustainability	D
Financial Review Policy	Administration	D
Debt Management	Administration	D
Deferred Revenue	Administration	D

Ten Year Preliminary Outlook

As was stated in the *Strategic Planning and Corporate Planning Process* section of this report, the Financial Master Plan was presented to Council in November of 2012. The Financial Master Plan consists of four distinct models to help identify the key drivers and isolate various future decisions that may be required to balance the many challenges and opportunities that the City will face over the next decade. The following graph illustrates the forecasted tax impacts.

Financial Outlook & Trends



For more information, the Financial Master Plan can be located on the City's Budget Site.

Vaughan Hospital Capital Levy



Vaughan Hospital Capital Levy

Hospital News

The need for a hospital in Vaughan is widely recognized and is a key priority for Vaughan Council. 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 fall of 2015 and 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.

In April of 2013, the Ontario Government announced it is investing an additional \$49.7 million for planning and design of Mackenzie Health's new Mackenzie Vaughan Hospital, bringing the total planning and design provincial investment in the Vaughan hospital project to \$58 million.

"Today's announcement is a testament to what can be achieved through focus, discipline and determination. It is an example of what can be achieved when government and communities work together. Our positive and constructive approach continues to bear fruit. The City of Vaughan, the Region of York, Mackenzie Health and the Province of Ontario, all share one common goal, and that is to bring the Mackenzie Vaughan Hospital to life. Today, we are one step closer to that goal." — Maurizio Bevilacqua, Mayor, City of Vaughan



Mayor and Members of Council at City Hall after the province announced a \$49.7 million planning grant to Mackenzie Health in support of the planning and design of the Mackenzie Vaughan Hospital.

Vaughan Hospital Capital Levy

Hospital Capital Levy - Financial Information

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 this requirement. 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 and the total hospital development costs, including furniture, fixtures and equipment.

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% each year from 2011 to 2013. For 2013, it means approximately an \$11 increase on the Hospital Tax Levy based on the average home assessed at \$517,000. No further tax increases for this purpose are expected beyond 2013. It should be noted funding of a community contribution is not part of the City's operations and for transparency will be shown separately on the property tax bills. Residents should be aware that they are contributing towards the community contribution requirement for a hospital in the City of Vaughan.

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
2011	\$4,630,084
2012	\$5,728,036
Sub-total	\$10,471,083
2013 tax levy	\$7,088,883 <i>(final phase of increases)</i>
Collections to date	\$23,253,119



Once the final phase of tax increases is achieved in 2013, the annual contributions 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.

Vaughan Hospital Capital Levy

The below section references the municipal act authority to collect a levy for this purpose.

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.

Health Care Precinct Planning

Lands were purchased, between Hwy. 400 and Jane Street, along Major Mackenzie Drive. In order to maximize the benefits of building a new hospital in Vaughan, the City is exploring opportunities for this land parcel that would serve Vaughan residents and provide economic benefits to the community.

The City recently retained the project management firm to lead the City in the development of a Precinct Plan. The team's work in preparing the site will support Mackenzie Health's mandate to plan, build and operate the Mackenzie Vaughan Hospital. The City is moving forward to facilitate the development of the Precinct Plan that will be presented to Vaughan Council for approval later in 2013.



The future hospital will be located on Major Mackenzie Drive between Hwy. 400 and Jane Street.

2013-2016 Capital Budget Overview Section

Quick Facts

	2013	**2014	**2015	**2016
Total Capital Budget	\$57.8 M	\$66.6 M	\$69.3 M	\$105.2 M
# of projects	191	166	117	86
Discretionary Reserve Ratio (Dec 31)	75%	71%	71%	74%
Long-Term Debt Ratio (Dec 31)	6%	6%	6%	6%
Total Reserve Balances <i>(Net of Commitments Dec 31)</i>	\$179.5 M	\$180.6 M	\$188.9 M	\$205.6 M

***Data for 2014-2016 budget years is forecasted.*

Capital Budget Overview

INTRODUCTION

Sustainability by definition focuses on the ability to maintain a function over a period of time. The capital budget plan contributes to this action by developing a multi-year program that balances the timing and funding of infrastructure renewal, development projects and corporate initiatives, which are essential to build and maintain the City. Moving forward, future planning will become increasingly important to assist stakeholders develop sustainable and responsible funding strategies. The future oriented focus will also provide citizens with more certainty on community capital projects. This year the City is presenting a four year plan. This is a very strategic approach intended to generate discussion on where the City's future capital resources should be focused to best support corporate initiatives, generate public value, and address pertinent challenges. It should be recognized that assumptions and uncertainty are common practice when predicting future budgets and these factors may change as new information becomes available.

“For this reason, it is suggested that Council only approve the first year budget and recognize future capital plans for the purpose of shaping future years.”

This will provide flexibility to review and adjust future budgets before approval. As a result, budget decisions should become easier and flow naturally as future requirements are discussed and adjusted over multiple processes before approval.

The Process of Building the Capital Budget

Guided by the Vaughan Vision, the Corporate Planning process and the business planning efforts, departments prepared capital project submissions for a 4 year period. 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 and funding availability based on guiding policies. As a result some projects were adjusted, redistributed within planned 2014-2016 years, or deferred. After significant preparation and deliberation the process resulted in the following capital plan.

		Recognized		
	2013	2014	2015	2016
Capital Budget \$	\$57.8M	\$66.6M	\$69.3M	\$105.2M
# of Projects	191	166	117	86
% Related to Renewal	51%	47%	46%	26%

Capital Budget Overview

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 generated a positive impact on the financial stability of the City of Vaughan. They are listed as follows:

Policy	Estimated @ December 31st					Target
	2012	2013	2014	2015	2016	
Discretionary Reserve Ratio	79%	75%	71%	71%	74%	>50% of own source revenue
Working Capital Ratio	10%	10%	9%	9%	8%	10% of own source revenue
Debt Level Ratio*	6%	6%	6%	6%	6%	<10% of own source revenue

Notes

*Includes commitments for OSA and Vaughan Sports Complex.

- Ratios are affected by contribution and own source revenue forecasts

- *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. The decrease in the 2013 discretionary reserve ratio is related to a number of capital projects and reserve transfers.*
- *Working capital funds provide in-year cash flow requirements. This ratio is relatively stable over the 4 year term, but does illustrate a slight decline. This is a result of contributions being surplus based, which are not planned or forecasted, only applied once realized.*
- *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. The City's policy limits debt to a maximum of 10% of total City revenue, which is significantly lower than the Province's 25% maximum. This ratio is relatively stable over the capital plan.*

As illustrated above, the City is meeting or exceeding the above Council approved targets. In addition to these policies there were three main bodies of work that assisted in the development of the budget. These are:

Consolidated Reserve Policy

On November 20th, 2012, Council adopted the "Consolidated Reserve Policy". In addition to policy updates, included were the creation of new reserves, merging of similar reserves, development of targets, the realignment of reserve balances, etc.. Based this review, it became apparent there was a level of funding balance inequity when comparing

Capital Budget Overview

requirements versus available balances, which results in the redistribution of \$40m. The Consolidated Reserve Policy adjustments were incorporated into the development of the Capital Budget and Plan.

Financial Master Plan – Infrastructure Financing Strategy

Recently the City developed a Financial Master Plan, which is an important tool to evaluate progress towards achieving financial sustainability. This document is intended to serve as a starting point for discussions on specific solutions to future challenges, of which infrastructure funding is identified as a top priority. Addressing the infrastructure replacement funding gap will take time and any decision to fund these future-oriented expenses will impact tax rates and/or user fees. The Financial Master Plan presents several possible approaches for Council consideration. The actions are designed to guide the municipality towards financial sustainability and are required to ensure the City is able to safeguard the community's infrastructure network, overall quality of life and the economic health for future generations. The recommended approaches within the Financial Plan will serve to guide Vaughan in the future.

Development Charge Background Study

The City's Development Charge Background Study was underway in 2012 and scheduled for review and approval in 2013. This document is a key input into the capital budget, as it provides the basis for development charges, reserve collections, and guidance regarding the nature and timing of development related projects. Staff have worked with consultants to incorporate current information, but the study and associated rates were final and as a result adjustments may be required in the following budget process.

Funding Sources and Department Allocation

The Capital Plan is funded from a variety of sources and allocated to many departments. As illustrated the capital budget is almost split evenly between infrastructure renewal and growth development projects. Furthermore, the majority of capital projects are community service based and relate to community centres, libraries, roads, parks, etc. Illustrated below is the Capital Budget and Plan funding sources and Capital Expenses by department.

Capital Budget Overview

Capital Budget by Funding Source (\$m)

	2013	2014	2015	2016
Development Charges	22.34	28.26	33.19	70.41
Infrastructure Reserves	9.35	7.95	6.28	7.05
Gas Tax Reserve	6.03	7.28	7.28	6.57
Transfer from Taxation	6.43	6.68	7.65	8.64
Other Reserves	4.63	7.48	6.77	5.24
Debenture Financing	9.02	8.91	8.14	7.30
Total Proposed Capital Budget	57.80	66.56	69.29	105.20

Capital Budget by Department (\$m)

	2013	2014	2015	2016
Engineering Services	19.32	22.33	21.03	17.64
Development Transportation Engineerin	9.39	13.42	21.28	16.58
Fire & Rescue Services	7.97	0.98	2.62	1.60
Parks Development	3.46	14.03	5.04	16.59
Vaughan Libraries	3.33	4.70	4.35	7.03
Public Works	2.81	4.21	3.75	7.98
Fleet	2.67	1.77	0.44	0.30
Building & Facilities	2.36	1.11	4.64	34.21
Development Planning	2.13	0.20	0.20	0.13
Policy Planning	1.23	-	-	-
Parks Operations	1.13	1.53	2.09	1.19
Information Technology Management	1.09	1.16	2.95	1.16
Other Departments	0.88	1.13	0.90	0.80
Total Proposed Capital Budget	57.80	66.56	69.29	105.20

Capital Budget Overview

Operating Budget Implications

The future annual incremental operating budget impacts associated with the 2013 Capital Budget and 2014-2016 Capital Plan are estimate as follows:

Items	2013		2014		2015		2016	
	\$	Tax Rate	\$	Tax Rate	\$	Tax Rate	\$	Tax Rate
Capital From Taxation	489,472	0.33%	-		-		-	
Debenture Financing	584,369	0.39%	1,161,355	0.73%	1,688,217	0.99%	2,745,130	1.49%
Infrastructure Contributions	686,361	0.46%	577,086	0.36%	716,628	0.42%	1,292,962	0.70%
Subtotal	1,760,202	1.18%	1,738,441	1.10%	2,404,845	1.41%	4,038,092	2.19%

Requirements beyond 2014 are greater due to Fire Station 7-8, Resource Library, Maple Valley Park, and Carville CC openings.

The above balances are incorporated in the 2013 Operating Budget and 2014-2016 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.

Capital Budget & Plan Overview by Funding Source

The Capital Budget and plan is based on more than 600 projects covering a number of departments. To assist stakeholders in assessing the 2013 Capital Budget and 2014-2016 Capital Plan, the overall financial perspective is summarized by funding source. The following section is dedicated to providing capital highlights associated within the following funding sources:

- A. Development Charge Reserves
- B. Capital Reserves
- C. Debenture Funding
- D. Capital from Taxation
- E. Municipal Gas Tax Funds (AMO)

A) Development Charge Reserves (Development Industry Funded Projects)

Development Charge Reserves are based on the City's growth and are in place to maintain historical 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 forecasting purposes, collections are conservatively estimated at approximately 80% of growth revenue projections and utilize draft DC rates. As mentioned earlier, the City is currently updating the Development Charges Background Study and changes could easily impact future forecasts.

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

Capital Budget Overview

- 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.

Based on the above endorsed guidelines, Finance staff assessed funding availability and established annual funding lines for each Development Charge Reserve. Within each reserve, capital projects were prioritized by the related departments. Highlighted below is the consolidated budget for this funding source and major associated capital projects:

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 pre-financing negative reserve position, which through future collections and spending constraints is anticipated to recover to a positive balance by 2015.

2013	2014
\$16,275,901	\$23,089,213
Highway 7 VMC Streetscape Black Creek Renewal VMC NE Storm Water Management Pond Block 11 Valley Road Crossings Sidewalk on MajorMac - McNaughton Rd to Bathurst St. North Maple Bridge - north of MajorMac over Hwy 400 New Engine for Station 75 - Pumper Station #73 Construction Civic Centre Resource Library-Resource Material UV1-N27 Park Design and Construction	Block 64 Valley Crossing Black Creek Renewal VMC NE Storm Water Management Pond Kleinburg - Nashville PD6 MajorMac Watermain Sidewalk & Street lighting on MajorMac - Phase 1 Civic Centre Resource Library North Maple Regional Park Phase I(A) UV1-N25 Park Design & Construction UV1-N29 Park Design & Construction 61W-N1 - Park Design & Construction
2015	2016
\$26,576,146	\$62,806,355
Carrville Community Centre Black Creek Renewal VMC NE Storm Water Management Pond Kleinburg - Nashville PD6 MajorMac Watermain Block 61 CP Railway Pedestrian Crossing Multi-use Path and Streetlighting on Dufferin Street Station #78 Engine Purchase Reposition Stn 74 Kleinburg Land Civic Centre Resource Library-Resource Material UV1-N28	Carrville Community Centre Black Creek Renewal Streetscape - Highway 7 and Keele Street Kleinburg - Nashville PD6 MajorMac Watermain Block 61 CP Railway Pedestrian Crossing Carrville BL11 - Consulting Design/Construction North Maple Regional Park Phase I(B) UV2-D2 Park Design & Construction VMC30-7 Park Design & Construction PW & ParksOps Yard Expansion/Upgrade Strategy

Capital Budget Overview

B) Capital Reserves - Infrastructure Reserves

A prevailing theme throughout the years has repeatedly been the need to address the funding component for infrastructure renewal. Included in the 2013 Capital Budget and 2014-2016 Capital Plans are infrastructure reserve funds for this purpose. These are illustrated below.

By Funding Source	2013	2014	2015	2016
Fire Equipment Reserve	2,363,990	2,469,449	1,003,650	1,522,100
Heritage Reserve			25,750	
Parks Infra. Reserve	1,110,300	469,059	901,917	732,171
Post 98-B&F Infra. Reserve	282,734	125,100	125,100	125,100
Pre-B& F Infra. Reserve	2,508,528	534,827	552,645	655,646
Roads Infra. Reserve	463,500	309,000		
Sewer Reserve	51,500			
Uplands Revenue Reserve	633,500	67,000	67,000	67,000
Vehicle Reserve	966,600	1,464,730	435,700	295,610
Water Reserve	877,816	6,692,230	6,498,147	4,955,044
Grand Total	9,258,468	12,131,395	9,609,909	8,352,671

2013	2014	2015	2016
Replace Freightliner 7956	Voice Radio Replacement	Fence Repair & Replacement Program	Replace Pumper
Expand/Update Crew Quarters - Stn 75	Replace Volvo Pumper	Replace Rescue Truck	Road Rehabilitation and Watermain Replacement
Kleinburg Library Building Repairs and Improvements	Road Rehabilitation and Watermain Replacement	Road Rehabilitation and Watermain Replacement	Replace Haz Mat
Uplands Golf & Ski Centre - Irrigation/Snow Making Water Systems	Storm Water Management Facility - Pine Vally Dr. at Club House		

It should be noted, infrastructure renewal is also funded from other sources discussed within this document, such as capital from taxation, debentures, gas tax, etc. The total annual capital budget allocated to infrastructure renewal averages \$29m/year or approximately 42% of capital plan.

The Infrastructure Challenge

The challenge of funding the significantly 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

Capital Budget Overview

life and the economic health for future generations. As a result, a number of reports and initiatives have come forward to support this challenge, including:

1. Multi-Year Budgeting – To provide visibility regarding future financial requirements.
2. Asset Management – The City has undertaken a city-wide asset management initiative
3. Infrastructure Renewal Policy – To ensure annual replacement contributions are in place for new capital projects based on lifecycle principles.
4. Reserve Policy Update – In addition to policy updates, this action incorporated a realignment of reserve balances and expansion of surplus allocation to support infrastructure.
5. Financial Master Plan – Recently the City developed a Financial Master Plan, which earmarked infrastructure funding as a top priority long with funding approaches.

The above actions are designed to guide the municipality towards financial sustainability and are required to ensure the City is able to safeguard the community's infrastructure network. Staff will continue to educate and communicate the issue and future reports are planned for 2013.

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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 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 2013 through 2016 are as follows:

	2013	2014	2015	2016
Debenture Financing	\$9,024,689	\$8,910,658	\$8,136,579	\$7,297,717

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 the previous section, debenture funding is well within the 10% policy target.

Tax levy supported debt for 2013 thru 2016 is illustrated in the following table:

	2012	2013		2014		2015		2016	
	Outstanding Debt Principal	Interest Payment	Principal & Interest	Interest Payment	Principal & Interest	Interest Payment	Principal & Interest	Interest Payment	Principal & Interest
General Government	12,500,000	314,415	1,564,415	282,165	1,532,165	249,915	1,499,915	219,433	1,469,433
Roads	47,766,761	2,567,941	10,078,708	2,492,913	10,026,520	2,311,827	9,871,252	2,127,263	8,607,605
Sanitary Sewers	739,424	57,962	223,138	56,714	222,890	51,747	219,923	46,665	141,371
Waterworks	751,082	62,474	214,717	61,304	214,547	59,600	213,844	57,825	175,180
Recreation	4,121,365	122,309	575,550	112,895	566,296	103,453	557,036	94,486	548,280
	65,878,632	3,125,101	12,656,528	3,005,991	12,562,418	2,776,543	12,361,970	2,545,671	10,941,868

Capital Budget Overview

TAXATION FUNDED CAPITAL

Projects identified for capital from taxation funding consist of two types:

- *Non-growth related projects which have no other funding source such as new initiatives, new infrastructure beyond development charge service levels, etc.*
- *Development charge capital project co-funding requirements, as specified in the Act, typically 10% for soft services e.g. libraries, recreational complexes, parks, vehicles, related studies, etc), but could be higher depending on the benefit to the existing population.*

The 2013 Operating Budget and 2014-2016 Operating Budget Plan allocates \$6.4m each year to taxation funded capital projects. It should be noted, 2013 through 2016 taxation funded capital project requests totalled \$29.3m, which is approximately 15% greater than the funds available, \$25.6m.

Category	2013	2014	2015	2016
Growth Co-Funding	3,124,366	1,475,756	1,172,696	5,820,286
Annual Replacement Programs	1,196,988	1,297,888	1,275,228	2,161,678
New Initiatives	395,686	2,317,835	1,861,086	192,700
Technology Initiative	385,771	370,800	2,222,720	294,500
Priority Initiative	603,000	780,000	750,000	
Legal/Regulatory	525,017	435,700	113,725	175,100
Studies	199,820		249,878	
Total	6,430,648	6,677,979	7,645,333	8,644,264
Examples of Capital Initiatives	Emerald Ash Borer Prog Tree Replacement ITM Asset Renewal Street Light Program Station #73 (relocation) Asset Management Public Art Program	Emerald Ash Borer Prog Tree Replacement ITM Asset Renewal Street Light Program North Maple Park I(A) Asset Management Maple Soccer Lighting Sonoma Diamond Lighting	Emerald Ash Borer Prog Tree Replacement ITM Asset Renewal Street Light Program EDMS Asset Management Carville CC (Co-funding) GIS Infra. Inventory Turning Lane (Willis/PineValley) Calvary Church Sports Fields	Emerald Ash Borer Prog Tree Replacement ITM Asset Renewal Street Light Program North Maple Par1 I(B) Maple Library Reno Carville CC (Co-funding)

GAS TAX (AMO) FUNDS

This is a Federally supported program, intended to assist 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

Capital Budget Overview

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 \$6.0m in 2013, \$7.3m in 2014, \$7.3m in 2015 and \$6.6m in 2016. Highlights are as follows.

- LED Streetlight Conversion
- Pedestrian & Bicycle Master Plan implementation
- Storm pond sediment removal
- Road, curb & sidewalk repair
- And other projects

Relationship to Vaughan Vision 2020/Strategic Plan

The budget process links to the Vaughan Vision 2020 through the setting of priorities and allocation of resources. Incorporated in the Capital Plan are the following resources supporting the City's preferred initiatives.

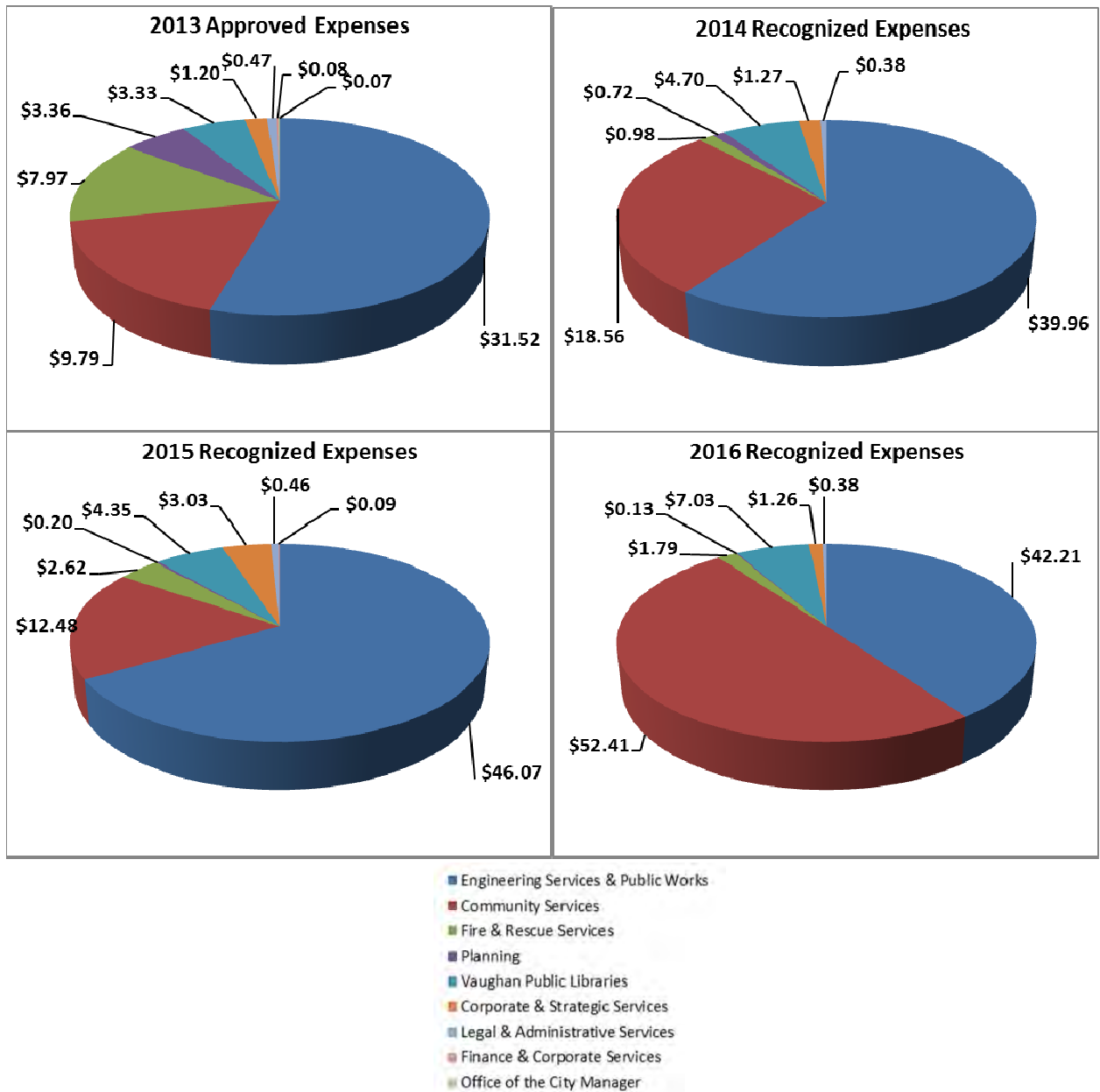
- \$103k - Further evolve performance indicators
- \$2.1m - Develop and implement a corporate-wide asset management system
- \$14.7m - Develop a plan to build a dynamic Vaughan Metropolitan Centre (VMC)

In addition, there are also resources allocated to other Vaughan Vision strategic initiatives.

SUMMARY SCHEDULES

To assist the reader Capital Budget charts illustrating Capital Budget Revenues and Expenses for 2013 through 2016 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.

Capital Budget Overview

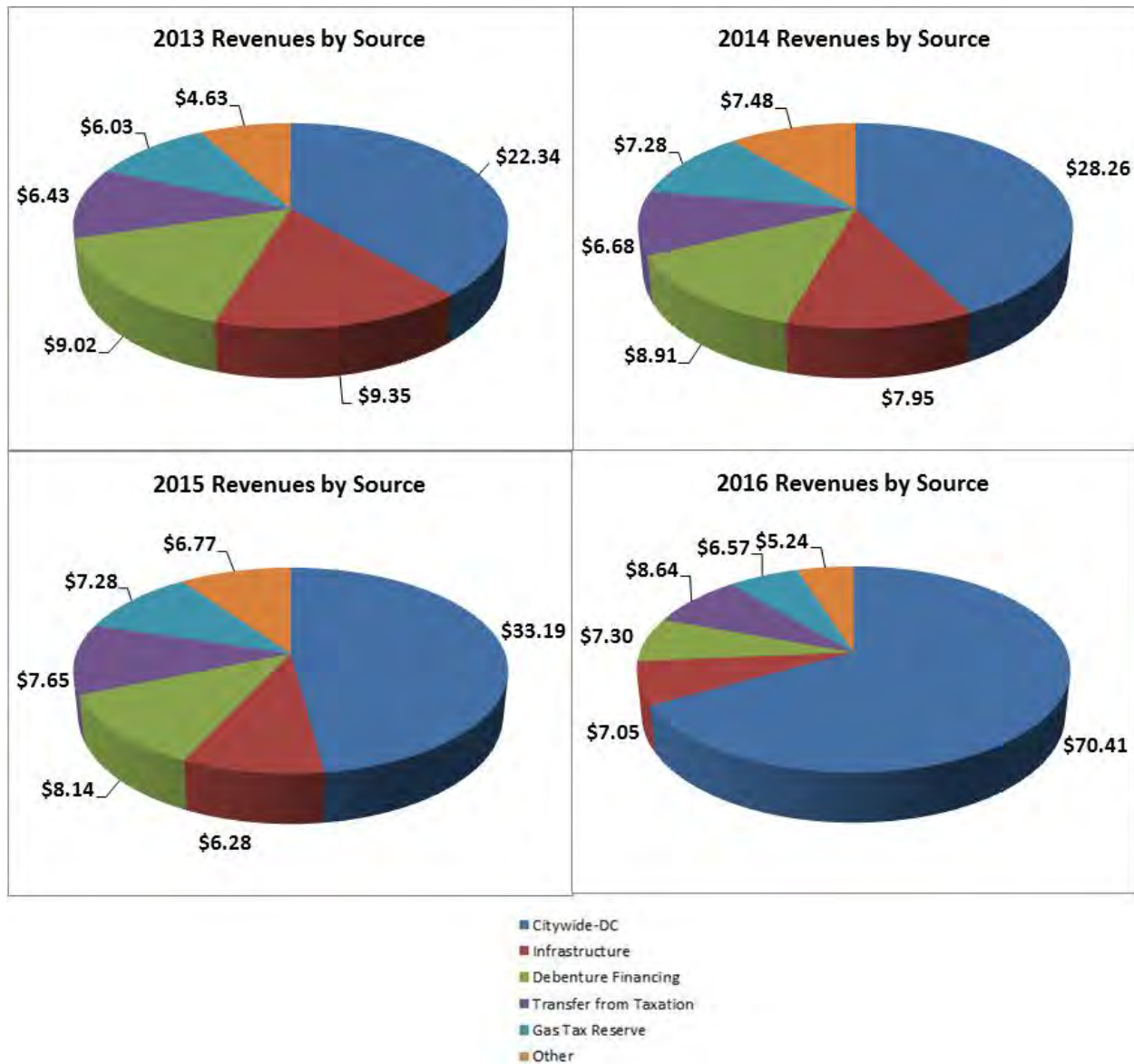


Capital Budget Overview

2013 - 2016 Project Expense Summary

	Budget 2013	Forecast 2014	Forecast 2015	Forecast 2016
Expense				
City Manager				
Corporate Communications	74,600	0	0	0
Emergency Planning	0	0	0	187,740
Fire and Rescue Services	7,974,390	979,300	2,618,750	1,600,430
Total	8,048,990	979,300	2,618,750	1,788,170
Commissioner of Community Services				
Buildings and Facilities	2,358,655	1,107,327	4,641,327	34,211,034
Fleet Management	2,674,800	1,768,630	435,700	295,610
Parks & Forestry Operations	1,134,280	1,529,772	2,093,342	1,187,200
Parks Development	3,463,244	14,033,311	5,041,556	16,590,740
Recreation	158,060	125,100	269,400	125,100
Total	9,789,039	18,564,140	12,481,325	52,409,684
Commissioner of Engineering & Public Works				
Develop&Transport Engineering	9,394,630	13,422,449	21,281,237	16,577,485
Engineering Services	19,320,271	22,325,826	21,032,764	17,643,910
Public Works - Operations	2,808,750	4,209,875	3,753,625	7,984,250
Total	31,523,651	39,958,150	46,067,626	42,205,645
Commissioner of Finance				
Budgeting & Financial Planning	78,471	0	86,520	0
Total	78,471	0	86,520	0
Commissioner of Legal & Administrative Services				
City Clerk	30,000	0	0	0
Enforcement Services	168,000	114,400	191,650	114,400
Real Estate	267,800	267,800	267,800	267,800
Total	465,800	382,200	459,450	382,200
Commissioner of Planning				
Building Standards	0	515,000	0	0
Development Planning	2,133,734	200,000	200,600	130,000
Policy Planning	1,229,820	0	0	0
Total	3,363,554	715,000	200,600	130,000
Commissioner of Strategic & Corporate Services				
Access Vaughan	0	50,500	50,500	0
Environmental Sustainability	0	0	30,900	0
Human Resources	0	61,800	0	103,000
Information & Technology Mgmt.	1,094,900	1,156,700	2,947,900	1,156,700
Strategic Planning	103,000	0	0	0
Total	1,197,900	1,269,000	3,029,300	1,259,700
Library Board				
Vaughan Libraries	3,327,700	4,695,900	4,350,500	7,028,200
Total	3,327,700	4,695,900	4,350,500	7,028,200
Total Expense	57,795,105	66,563,690	69,294,071	105,203,599

Capital Budget Overview



Capital Budget Overview

2013 - 2016 Project Revenue Summary

	Budget 2013	Forecast 2014	Forecast 2015	Forecast 2016
Revenue				
41009 - CWDC - Eligible				
City Wide DC - Engineering	14,881,014	14,781,852	22,788,016	19,497,634
City Wide DC - Fire	2,965,400	160,900	1,615,100	78,330
City Wide DC - Fleet/P.W.	1,180,240	258,525	0	4,169,250
City Wide DC - General Gov.	966,300	219,300	67,110	39,300
City Wide DC - Library Buildings	783,000	2,529,000	1,997,260	3,508,580
City Wide DC - Park Dev.	1,559,752	10,313,378	3,431,912	13,469,395
City Wide DC - Recreation	0	0	3,287,700	29,644,042
Total: 41009 - CWDC - Eligible	22,335,706	28,262,955	33,187,098	70,406,531
50000 - Grants & Other Financing				
Federal Grant	436,761	0	0	0
Municipal Contribution	39,323	0	0	0
Other Recoveries	387,300	0	0	0
Shared Costs	412,000	0	0	15,245
Transfer from Taxation	6,430,648	6,677,979	7,645,333	8,644,264
Debenture Financing	9,024,689	8,910,658	8,136,579	7,297,717
Recreation Land Reserve	267,800	267,800	267,800	267,800
Total: 50000 - Grants & Other Financing	16,998,521	15,856,437	16,049,712	16,225,026
60000 - Transfer from Reserve and Reserve Funds				
Building Standards Reserve	0	515,000	0	0
City Playhouse Reserve	32,960	0	0	0
Engineering Reserve	113,300	0	0	0
Fire Equipment Reserve	2,363,990	818,400	1,003,650	1,522,100
Gas Tax Reserve	6,031,129	7,282,215	7,282,215	6,566,650
Heritage Reserve	0	0	25,750	0
Information Technology Asset Replacement	1,002,200	1,002,200	1,002,200	1,002,200
Library Materials Reserve	1,467,700	1,495,900	1,991,300	2,119,800
Parks Infra. Reserve	679,669	683,459	901,917	1,214,855
Pre-B& F Infra. Reserve	2,595,977	1,036,127	677,745	780,746
Roads Infra. Reserve	123,600	772,500	123,600	0
Sewer Reserve	2,090,900	0	0	0
Tree Replace Reserve	48,037	48,037	48,037	48,037
Uplands Revenue Reserve	67,000	633,500	67,000	67,000
Vehicle Reserve	966,600	1,464,730	435,700	295,610
Water Reserve	877,816	6,692,230	6,498,147	4,955,044
Total: 60000 - Transfer from Reserve and Reserve Funds	18,460,878	22,444,298	20,057,261	18,572,042
Total Revenue	57,795,105	66,563,690	69,294,071	105,203,599



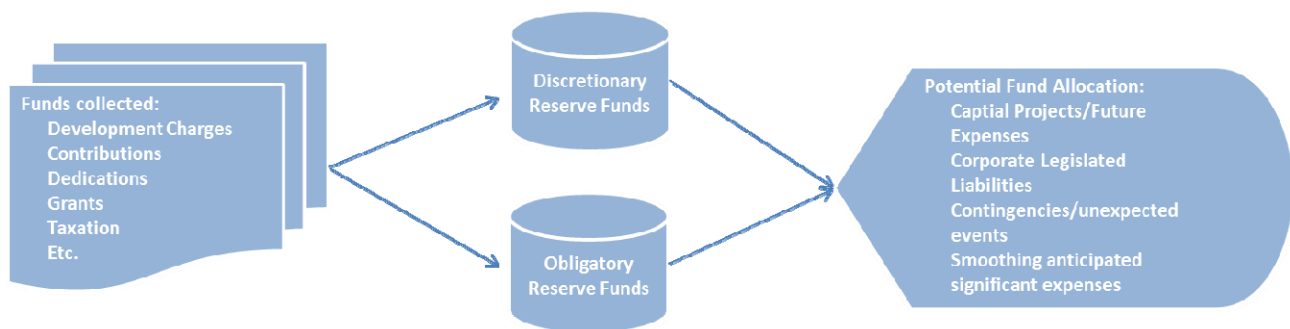
Reserves

Reserves Structure

Reserve funds play a very important role in the City's finances and provide a strong indicator of the City's overall financial health. One of the key attributes of financial sustainability is appropriate reserve fund levels. The City sets aside funds, collected through various means (i.e. development charges, contributions, dedications, taxation, etc.) for the following intended purposes:

- Capital projects and future expenses
- Corporate legislated liabilities
- Dedications for future purposes
- Contingencies/ unexpected events
- Anticipated significant expenses requiring smoothing over time

The diagram below is to illustrate the flow of funds collected through to their spending:



Reserve funds form an important part of the City's financial strategies and help the City to ensure the on-going financial stability of the corporation. Reserve funds are closely linked to debentures and investments and although treated separately through policy, they work in conjunction to meet the City's funding requirements, provide financial flexibility and mitigate pressures, all of which impact on the City's overall levy.

One of the key attributes of financial sustainability is appropriate reserve fund levels. Adequate reserve balances allow the City to manage service needs, sustain infrastructure, provide flexibility, mitigate risk and weather uncertainty.

The following general principles apply when managing reserve funds:

- 1) Alternative arrangements should be considered before creating a new reserve fund i.e. accommodation within existing reserves, scope expansion, alternate funding arrangement etc.
- 2) If an option exists, discretionary reserve funds are preferable to obligatory reserve funds due to their flexibility.
- 3) Reserves for different purposes shall be separate. Definitions should be specific, but flexibility can be accommodated by incorporating service groupings, like applications, etc.
- 4) Obligatory reserve funds are defined through legislation. Reserve grouping by service, funding source, type, etc. will be developed as permitted.

Reserves Structure

Reserve Funds Classified

Reserve funds are classified into the following two categories:

Reserve funds (Discretionary) – An allocation of funds for when Council wishes to earmark, at their discretion, balances to finance a future expenditure, liability, or other purpose. These reserves may not be referenced to a specific asset and segregation is not required. Discretionary reserves are funded from various sources including, but not limited to, allocated revenues, accumulated surpluses, dedicated contributions, etc. Funding is typically determined during the budget process, unless unanticipated i.e. budget to actual variances, in-year dedications, etc.

The City has established a number of discretionary reserves to help manage municipal finances and protect against the unexpected events. For the purpose of policy development these reserves have been further broken down into the following types:

- **Sustainability Reserves** - intended to manage cash flows and mitigate wide fluctuations on the General Levy created by extraordinary and unforeseen events, one-time expenditures, revenue shortfalls, etc. Reserves within this category are as follows:
 - General Working Capital
 - Tax Rate Stabilization
 - Winterization
 - Engineering
 - Planning
 - Innovation
 - Year End Surplus
 - Debenture Reserve Fund
 - Building Standards Service Continuity
- **Infrastructure Reserves** - Reserves form an important component of the Capital financing plan for infrastructure network items and are used specifically for the purpose of repairing and replacing assets as defined in the capital budget guidelines and the intended use/limitation section of each reserve. Reserves within this category are as follows:
 - Building & Facilities Infrastructure
 - Heritage Fund
 - Parks Infrastructure
 - Artificial Soccer Turf Reserve
 - Vehicle Replacement
 - Fire Equipment Replacement
 - Roads Reserve
 - Entrance & Streetscape Features
 - Uplands - Capital Improvement
 - City Playhouse
 - Information Technology Asset Replacement
- **Corporate Reserves** - Reserves protect against the consequences of certain risks, liabilities and corporate programs. Reserves within this category are as follows:
 - Election

Reserves Structure

- Insurance
 - Employer Benefits
 - WSIB Claims Reserve
 - Suggestion Program
 - Management By-law
- **Special Purpose Reserves** - are intended to manage cash flows that have been set aside to provide for the delivery of specific services. Reserves within this category are as follows:
 - Cemetery
 - Garnet A. Williams C.C. Reserve
 - Industrial Development
 - Keele Valley Landfill
 - Senior Citizens Bequests
 - Sale of Public Land
 - Pierre Burton Discovery Centre Reserve
 - Water & Wastewater

Reserve funds (Obligatory) – These funds are prescribed for specific purposes through provincial statute and are required to be segregated from general municipal revenues. In addition, regulations may prescribe specific purposes, contributions, uses, restrictions, etc. These reserves have been categorized as follows:

- **Development Charge Reserves** – collected fees are paid into the reserve fund for which the charge relates. Growth related projects are funded from these reserve funds and are typically outlined in the Development Charge Background Study forecast. As per the Development charge document, section 5.1 & 5.5, capital costs must be reduced by 10%, with exception for water, wastewater, storm water drainage, highway, fire protection, etc. Reserves within this category are as follows:
 - City-wide – Management Studies
 - City-wide – Library
 - City-wide – Fire (100% DC eligible)
 - City-wide – Recreation
 - City-wide – Park Development
 - City-wide – Public Works/Fleet
 - City-wide – Roads (100% DC eligible)
- **Area Specific Reserves** - Development charges collected are paid into the reserve fund for which the charge relates to specific water, wastewater, and storm drainage capital projects outlined in the Development Charge Background Study. Reserves within this category are as follows:
 - Rainbow Creek Drainage Works
 - Pressure District 5 West Woodbridge Watermain
 - Pressure District 6 West Major MacKenzie Dr Watermain
 - Pressure District 6 East Rutherford Watermain
 - Pressure District 7 West Teston Rd/America Ave/Canada Dr Watermain
 - Dufferin/Teston Sanitary Sewer OPA 332
 - Ansley Grove Sanitary Subtrunk Sewer Improvements
 - Zenway/Fogal Sanitary Sub Trunk Extension

Reserves Structure

- **Restricted Grant Funding** - funds are supported by legislation (federal, provincial or other Act based). These reserves support the City's existing capital infrastructure. Reserves within this category are as follows:
 - Gas Tax Reserve
 - Municipal Roads & Infrastructure Grant Reserve (Federal)
 - Investing in Ontario Grant Reserve (Provincial)
- **Other Items** - Developer agreements may also stipulate the collection of fees from developers for specific purposes. These fees are paid into a reserve until such a time as the funds are required for capital project completion. Reserves within this category are as follows:
 - CIL Recreation Land
 - Tree Replacement Fee
 - Kleinburg Parking
 - Royal Palm Drive
 - Developer Agreement Reserves

Tables below illustrate the forecast reserve activity for 2013 through to 2016:

Summary Forecast by Classification:

Description	2012 Closing Balance (after Commitments)	Contributions	Capital Projects	Expenses	2013 Closing Balance	Contributions	Capital Projects	Expenses	2014 Closing Balance
Discretionary Reserves									
Sustainability	99,115,618	4,881,845	113,300	12,754,321	91,129,842	5,730,266	515,000	13,678,583	82,666,524
Infrastructure	35,404,729	8,563,733	9,299,696	121,374	34,547,392	9,191,719	7,906,816	-	35,832,295
Corporate	29,120,158	797,804	-	269,634	29,648,328	799,687	-	1,024,794	29,423,221
Special Purpose	(6,949,401)	(87,034)	-	-	(7,036,435)	(88,122)	-	-	(7,124,557)
Obligatory Reserves									
Development Charge	57,626,509	23,975,481	22,335,706	465,958	58,800,326	28,129,276	28,262,956	353,738	58,312,908
Area Specific	25,350,556	8,986,147	-	-	34,336,703	9,800,049	-	-	44,136,752
Restricted Grant	7,951,630	7,414,673	6,031,129	-	9,335,174	7,424,148	7,282,215	-	9,477,107
Other	46,757,269	533,617	315,837	-	46,975,049	536,939	315,837	-	47,196,151
Water/Wastewater	58,619,193	105,823,879	2,968,716	93,835,895	67,638,461	114,509,477	6,692,230	101,210,180	74,245,528
Grand Total	352,996,262	160,890,144	41,064,384	107,447,182	365,374,840	176,033,438	50,975,054	116,267,295	374,165,929

Description	2014 Closing Balance	Contributions	Capital Projects	Expenses	2015 Closing Balance	Contributions	Capital Projects	Expenses	2016 Closing Balance
Discretionary Reserves									
Sustainability	82,666,524	5,252,216	-	12,267,269	75,651,471	5,512,411	-	10,119,269	71,044,613
Infrastructure	35,832,295	10,458,444	6,228,862	-	40,061,878	11,957,811	7,002,311	-	45,017,377
Corporate	29,423,221	801,583	-	271,067	29,953,737	808,212	-	271,545	30,490,404
Special Purpose	(7,124,557)	(89,224)	-	-	(7,213,781)	(90,339)	-	-	(7,304,120)
Obligatory Reserves									
Development Charge	58,312,908	26,557,982	29,899,398	353,738	54,617,754	27,173,076	40,762,489	353,738	40,674,603
Area Specific	44,136,752	8,492,600	3,287,700	-	49,341,652	8,557,848	29,644,042	-	28,255,458
Restricted Grant	9,477,107	7,425,922	7,282,215	-	9,620,814	7,432,191	6,566,650	-	10,486,355
Other	47,196,151	540,304	315,837	-	47,420,618	543,710	315,837	-	47,648,491
Water/Wastewater	74,245,528	126,023,947	6,498,147	110,220,405	83,550,923	139,602,562	4,955,044	119,970,450	98,227,991
Grand Total	374,165,929	185,463,775	53,512,159	123,112,479	383,005,066	201,497,480	89,246,373	130,715,002	364,541,171

Reserves Structure

Detailed Reserve Forecast:

Continuity Schedule for Reserve and Reserve Funds City of Vaughan 2013 - 2016

Reserve Number	Description	2012 Closing Balance (after Commitments)	Contributions	Capital Projects	Expenses	2013 Closing Balance	Contributions	Capital Projects	Expenses	2014 Closing Balance
Obligatory Reserves										
60172	Bldg Standards Continuity	16,353,393	192,049		1,978,911	14,566,531	166,974	515,000	1,902,173	12,316,333
61009	Subdiv. Contrib. Royal Palm	116,279	1,453			117,732	1,472			119,204
61010	Subdivider Contributions	4,409,174	55,115			4,464,289	55,804			4,520,092
61011	Geodetic Bench	946,284	0			946,284	0			946,284
61012	Tree Replacement Fee	613,055	0	48,037		565,018	0	48,037		516,981
61013	Greenways - WEA	526,060	0			526,060	0			526,060
61014	Open Space - WEA	15,286	0			15,286	0			15,286
61015	Sewer Camera Inspection	1,755,358	0			1,755,358	0			1,755,358
61016	Catch Basin Repairs	78,000	0			78,000	0			78,000
61020	Recreation Land	38,253,969	476,501	267,800		38,462,670	479,110	267,800		38,673,979
61025	Gas Tax Reserve	6,348,602	7,414,673	6,031,129		7,732,146	7,424,148	7,282,215		7,874,079
61050	Entry Feature 427 / Hwy 7	139,148	1,739			140,887	1,761			142,648
61051	Municipal Rds & Infra Grant	665,168	0			665,168	0			665,168
61052	Investing in Ontario Grant	937,860	0			937,860	0			937,860
62010	CWDC - Engineering	35,829,979	12,275,257	14,881,014	238,269	32,985,953	15,266,391	14,781,852	238,269	33,232,223
62020	CWDC - Fire	(1,241,729)	1,937,993	2,965,400		(2,269,136)	2,127,175	160,900		(302,861)
62040	CWDC - Library Buildings	5,824,627	1,693,433	783,000		6,735,060	1,795,843	2,529,000		6,001,903
62060	CWDC - General Government	(3,571,896)	680,343	966,300	174,903	(4,032,756)	832,315	219,300	62,683	(3,482,425)
62080	CWDC - Parks Development	13,799,022	6,339,930	1,559,752	52,786	18,526,414	6,846,869	10,313,379	52,786	15,007,118
62090	CWDC - Public Works	6,986,506	1,048,524	1,180,240		6,854,790	1,260,684	258,525		7,856,949
62100	CWDC - Recreation	25,658,439	8,989,996			34,648,435	9,803,945			44,452,380
63070	D8-Rainbow Creek Drainage	2,945,643	36,821			2,982,464	37,281			3,019,744
63120	D13-Woodlot Acquisition	550,192	6,877			557,069	6,963			564,033
63150	D15-PD#5 W. Wdbridge Waterma	(2,649,807)	(33,123)			(2,682,930)	(33,537)			(2,716,466)
63153	D18-PD#6 W. Major Mac. Water	(760,141)	(9,502)			(769,643)	(9,621)			(779,263)
63154	D19-PD#6 E. Rutherford Water	(1,532,297)	(19,154)			(1,551,451)	(19,393)			(1,570,844)
63155	D20-PD#7 Watermain West	1,638,054	20,476			1,658,530	20,732			1,679,261
63158	D23-Dufferin/Teston Sanitary	71,276	891			72,167	902			73,069
63159	D24-Ansley Grove Sanitary	207,182	2,590			209,772	2,622			212,394
63160	D25 Zenway/Fogal Sub-Trunk	(917,133)	(11,464)			(928,597)	(11,607)			(940,205)
Obligatory Reserves Total		153,995,553	41,101,419	28,682,672	2,444,869	163,969,432	46,056,832	36,376,008	2,255,911	171,394,345
Discretionary Reserves										
60000	General Working Capital	23,100,996	288,762			23,389,758	292,372			23,682,130
60010	Tax Rate Stabilization Fund	23,117,827	270,489		2,957,410	20,430,906	235,965		3,107,410	17,559,461
60020	Vehicle Replacement	4,987,641	238,968	966,600	121,374	4,138,635	290,044	1,464,730		2,963,949
60030	Fire Equipment Replacement	3,264,302	1,357,520	2,363,990		2,257,832	1,426,510	818,400		2,865,942
60040	Insurance	3,365,209	0			3,365,209	0			3,365,209
60050	Water	27,066,335	50,177,471	877,816	44,560,950	31,805,040	53,661,459	6,692,230	47,119,780	31,654,488
60060	Waste Water (Sewer)	31,552,858	55,646,408	2,090,900	49,274,945	35,833,421	60,848,018		54,090,400	42,591,040
60070	Cemetery	13,342	0			13,342	0			13,342
60080	Suggestion Program	33,302	0			33,302	0			33,302
60085	Garnet A. Williams C.C. Rese	372,506	4,656			377,162	4,715			381,877
60090	Industrial Development	27,263	341			27,604	345			27,949
60100	City Playhouse	39,762	15,385	32,960		22,187	15,371			37,558
60110	Engineering Reserve	13,349,080	3,025,426	113,300	4,618,000	11,643,206	3,034,580		4,669,000	10,008,786
60120	Sale of Public Lands	(7,900,127)	(98,752)			(7,998,879)	(99,986)			(8,098,865)
60121	Management By Law Reserve	94,629	1,183			95,812	1,198			97,010
60122	Winterization Reserve	5,301,805	66,273			5,368,078	67,101			5,435,179
60125	Kleinburg Parking Reserve	43,804	548			44,352	554			44,906
60130	Election Reserve	613,122	408,479		269,634	751,967	405,495		1,024,794	132,667
60140	Employer Benefit Contributio	21,783,999	272,300			22,056,299	275,704			22,332,003
60145	WSIB Claims	725,991	84,544			810,535	85,600			896,135
60150	Heritage Fund	1,866,737	232,715			2,099,452	239,812			2,339,263
60170	Pre 99 -Bldgs. & Facil.	12,116,355	2,446,668	2,595,977		11,967,046	2,530,968	1,036,127		13,461,887
60175	Planning Reserve	961,028	12,013			973,041	12,163			985,204
60180	Roads Infrastructure	5,867,486	487,215	123,600		6,231,101	495,997	772,500		5,954,597
60186	Streetscapes	326,879	335,942			662,821	346,778			1,009,599
60188	Parks Infrastructure	7,077,268	689,798	679,669		7,087,397	1,039,106	683,459		7,443,044
60189	Artificial Soccer Turf Reser	276,533	144,332			420,865	146,136			567,000
60190	Keele Valley Landfill	338,823	4,235			343,058	4,288			347,347
60192	City Hall Reserve	(1,512)	(19)			(1,531)	(19)			(1,550)
	ITM Reserve		1,002,200	1,002,200		0	1,022,369	1,002,200		20,169
	Library Material Reserve		1,467,700	1,467,700		0	1,495,900	1,495,900		0
	Innovation Reserve	2,503,906	31,299			2,535,205	31,690			2,566,895
60195	Uplands Capital Improv. Res.	(416,722)	145,310	67,000		(338,412)	142,748	633,500		(829,164)
60200	Year End Expend. Reserve	3,363,290	0			3,363,290	0			3,363,290
61000	Senior Citizen Bequests	198,792	2,485			201,277	2,516			203,793
61030	Debenture Payments	13,568,199	1,026,833		3,200,000	11,395,032	1,921,110		4,000,000	9,316,142
61032	Debenture Payment-City Hall	-	0			0	0			0
Discretionary Reserves Total		199,000,708	119,788,725	12,381,712	105,002,313	201,405,409	129,976,606	14,599,046	114,011,384	202,771,584
Grand Total		352,996,262	160,890,144	41,064,384	107,447,182	365,374,840	176,033,438	50,975,054	116,267,295	374,165,929

Reserves Structure

Reserve Number	Description	2014 Closing Balance	Contributions	Capital Projects	Expenses	2015 Closing Balance	Contributions	Capital Projects	Expenses	2016 Closing Balance
Obligatory Reserves										
60172	Bldg Standards Continuity	12,316,333	142,511		1,830,859	10,627,985	122,363		1,677,859	9,072,489
61009	Subdiv. Contrib. Royal Palm	119,204	1,490			120,694	1,509			122,203
61010	Subdivider Contributions	4,520,092	56,501			4,576,593	57,207			4,633,801
61011	Geodetic Bench	946,284	0			946,284	0			946,284
61012	Tree Replacement Fee	516,981	0	48,037		468,944	0	48,037		420,907
61013	Greenways - WEA	526,060	0			526,060	0			526,060
61014	Open Space - WEA	15,286	0			15,286	0			15,286
61015	Sewer Camera Inspection	1,755,358	0			1,755,358	0			1,755,358
61016	Catch Basin Repairs	78,000	0			78,000	0			78,000
61020	Recreation Land	38,673,979	481,751	267,800		38,887,930	484,425	267,800		39,104,556
61025	Gas Tax Reserve	7,874,079	7,425,922	7,282,215		8,017,786	7,432,191	6,566,650		8,883,327
61050	Entry Feature 427 / Hwy 7	142,648	1,783			144,432	1,805			146,237
61051	Municipal Rds & Infra Grant	665,168	0			665,168	0			665,168
61052	Investing in Ontario Grant	937,860	0			937,860	0			937,860
62010	CWDC - Engineering	33,232,223	14,894,774	22,788,016	238,269	25,100,713	15,188,956	19,497,634	238,269	20,553,766
62020	CWDC - Fire	(302,861)	2,113,108	1,615,100		195,147	2,183,848	78,330		2,300,665
62040	CWDC - Library Buildings	6,001,903	1,612,456	1,997,260		5,617,099	1,728,242	3,508,580		3,836,760
62060	CWDC - General Government	(3,482,425)	798,739	67,110	62,683	(2,813,478)	828,002	39,300	62,683	(2,087,459)
62080	CWDC - Parks Development	15,007,118	5,886,665	3,431,912	52,786	17,409,085	5,972,457	13,469,395	52,786	9,859,361
62090	CWDC - Public Works	7,856,949	1,252,240			9,109,189	1,271,571	4,169,250		6,211,509
62100	CWDC - Recreation	44,452,380	8,496,546	3,287,700		49,661,226	8,561,842	29,644,042		28,579,026
63070	D8-Rainbow Creek Drainage	3,019,744	37,747			3,057,491	38,219			3,095,710
63120	D13-Woodlot Acquisition	564,033	7,050			571,083	7,139			578,222
63150	D15-PD#5 W. Wdbridge Waterma	(2,716,466)	(33,956)			(2,750,422)	(34,380)			(2,784,802)
63153	D18-PD#6 W. Major Mac. Water	(779,263)	(9,741)			(789,004)	(9,863)			(798,867)
63154	D19-PD#6 E. Rutherford Water	(1,570,844)	(19,636)			(1,590,479)	(19,881)			(1,610,360)
63155	D20-PD#7 Watermain West	1,679,261	20,991			1,700,252	21,253			1,721,505
63158	D23-Dufferin/Teston Sanitary	73,069	913			73,982	925			74,907
63159	D24-Ansley Grove Sanitary	212,394	2,655			215,049	2,688			217,737
63160	D25 Zenway/Fogal Sub-Trunk	(940,205)	(11,753)			(951,957)	(11,899)			(963,857)
Obligatory Reserves Total		171,394,345	43,158,758	40,785,150	2,184,597	171,583,356	43,828,619	77,289,018	2,031,597	136,091,360
Discretionary Reserves										
60000	General Working Capital	23,682,130	296,027			23,978,157	299,727			24,277,884
60010	Tax Rate Stabilization Fund	17,559,461	202,572		2,707,410	15,054,623	173,761		2,307,410	12,920,974
60020	Vehicle Replacement	2,963,949	362,211	435,700		2,890,460	444,193	295,610		3,039,043
60030	Fire Equipment Replacement	2,865,942	1,574,728	1,003,650		3,437,019	1,609,529	1,522,100		3,524,448
60040	Insurance	3,365,209	0			3,365,209	0			3,365,209
60050	Water	31,654,488	58,381,800	6,498,147	50,309,570	33,228,572	63,984,211	4,955,044	53,630,180	38,627,559
60060	Waste Water (Sewer)	42,591,040	67,642,147		59,910,835	50,322,352	75,618,350		66,340,270	59,600,432
60070	Cemetery	13,342	0			13,342	0			13,342
60080	Suggestion Program	33,302	0			33,302	0			33,302
60085	Garnet A. Williams C.C. Rese	381,877	4,773			386,650	4,833			391,483
60090	Industrial Development	27,949	349			28,298	354			28,652
60100	City Playhouse	37,558	15,563			53,121	15,758			68,879
60110	Engineering Reserve	10,008,786	2,010,582		4,629,000	7,390,368	2,035,253		4,634,000	4,791,621
60120	Sale of Public Lands	(8,098,865)	(101,236)			(8,200,100)	(102,501)			(8,302,602)
60121	Management By Law Reserve	97,010	1,213			98,222	1,228			99,450
60122	Winterization Reserve	5,435,179	67,940			5,503,118	68,789			5,571,907
60125	Kleinburg Parking Reserve	44,906	561			45,467	568			46,036
60130	Election Reserve	132,667	402,464		271,067	264,065	404,104		271,545	396,623
60140	Employer Benefit Contributio	22,332,003	279,150			22,611,153	282,639			22,893,792
60145	WSIB Claims	896,135	86,670			982,806	87,754			1,070,559
60150	Heritage Fund	2,339,263	246,920	25,750		2,560,433	254,203			2,814,636
60170	Pre 99 -Bldgs. & Facil.	13,461,887	2,675,118	677,745		15,459,260	3,504,351	780,746		18,182,866
60175	Planning Reserve	985,204	12,315			997,519	12,469			1,009,988
60180	Roads Infrastructure	5,954,597	505,054	123,600		6,336,051	519,224			6,855,275
60186	Streetscapes	1,009,599	357,882			1,367,481	369,262			1,736,743
60188	Parks Infrastructure	7,443,044	1,398,376	901,917		7,939,503	1,765,939	1,214,855		8,490,588
60189	Artificial Soccer Turf Reser	567,000	147,963			714,963	149,812			864,775
60190	Keele Valley Landfill	347,347	4,342			351,688	4,396			356,084
60192	City Hall Reserve	(1,550)	(19)			(1,569)	(20)			(1,589)
	ITM Reserve	20,169	1,043,194	1,002,200		61,163	1,064,691	1,002,200		123,654
	Library Material Reserve	0	1,991,300	1,991,300		0	2,119,800	2,119,800		0
	Innovation Reserve	2,566,895	32,086			2,598,981	32,487			2,631,468
60195	Uplands Capital Improv. Res.	(829,164)	140,154	67,000		(756,010)	141,069	67,000		(681,941)
60200	Year End Expend. Reserve	3,363,290	0			3,363,290	0			3,363,290
61000	Senior Citizen Bequests	203,793	2,547			206,340	2,579			208,920
61030	Debtenture Payments	9,316,142	2,520,269		3,100,000	8,736,411	2,800,049		1,500,000	10,036,459
61032	Debtenture Payment-City Hall	0	0			0	0			0
Discretionary Reserves Total		202,771,584	142,305,017	12,727,009	120,927,882	211,421,710	157,668,861	11,957,355	128,683,405	228,449,811
Grand Total		374,165,929	185,463,775	53,512,159	123,112,479	383,005,066	201,497,480	89,246,373	130,715,002	364,541,171

Definitions for each reserve can be found within the Consolidated Reserve Policy, the Financial Master Plan, and the 2013 Development Charge Background Study which is posted to the City's web page.

2013 - 2016 Capital Budget - Project Listing by Department

Budget Year	Dept	Number	Project Title	Project Type	Citywide-DC	Infrastructure	Transfer from Taxation	Debt/Financing	Gas Tax Reserve	Other	Grand Total
2013	Building&Facilities	BF-8283-13	Dufferin Clark Community Centre Relocate Senior's Room To The Ground Floor	New Infrastructure			33,734			16,866	50,600
		BF-8311-13	Maple Lion Park - Splash Pad/Rubber Surface Replacement	Infrastructure Replacement		17,200				8,600	25,800
		BF-8317-13	Maple Community Centre Replace Outdoor Lighting	Infrastructure Replacement		144,200					144,200
		BF-8319-13	JOC-HVAC Rooftop Replacements	Infrastructure Replacement		103,000					103,000
		BF-8343-13	Dufferin Clark Community Centre Addition of Accessible Washroom	New Infrastructure			34,334			17,166	51,500
		BF-8346-13	JOC - Works Yards Dumping Ramps	Health & Safety			38,200				38,200
		BF-8355-13	Mackenzie Glen Park Replace Splash Pad Surfacing	Infrastructure Replacement		41,200				20,600	61,800
		BF-8365-13	McClure Meadows Park - Splash Pad/Rubber Surfacing Replacement McClure Meadows Park	Infrastructure Replacement		17,200				8,600	25,800
		BF-8367-13	Uplands Golf & Ski Centre, Buildings General Capital	Infrastructure Replacement		67,000					67,000
		BF-8371-13	Garnet A Williams Community Centre - Heat Pumps Replacement	Equipment Replacement		61,800					61,800
		BF-8379-13	Father Ermanno Bulfon Community Centre - Outdoor Rink	New Infrastructure			75,534			37,766	113,300
		BF-8381-13	Garnet A Williams Community Centre - Flooring Replacement	Infrastructure Replacement		24,067				12,033	36,100
		BF-8392-13	Woodbridge Pool & Arena - Replace Rooftop Units	Infrastructure Replacement		42,000					42,000
		BF-8393-13	Fire Station 7-2-Replace Heating Boiler	Infrastructure Replacement		31,600					31,600
		BF-8394-13	Al Palladini Community Centre - Replace Heat Pump # 17	Infrastructure Replacement		52,500					52,500
		BF-8395-13	Dufferin Clark Community Centre - Replace Heating Boilers	Infrastructure Replacement		68,200					68,200
		BF-8396-13	Garnet Williams - Replace Arena Heating System	Infrastructure Replacement		42,000					42,000
		BF-8402-13	Maple Community Centre - Waterslide Refurbishment	Health & Safety		31,448					31,448
		BF-8403-13	Rosemount Community Centre - Asphalt/Concrete Replacement	Infrastructure Replacement		412,000				412,000	824,000
		BF-8409-13	Al Palladini Community Centre East Entrance Walkway Replacement	Infrastructure Replacement		60,792					60,792
		BF-8411-13	Chancellor Community Centre - Concrete Walkway Replacement	Infrastructure Replacement		23,059					23,059
		BF-8412-13	Father Ermanno Bulfon Community Centre - Interlocking Brick Replacement	Infrastructure Replacement		27,252					27,252
		BF-8413-13	Garnet A Williams Community Centre - East and West - Concrete Curb/Walkway Replacement	Infrastructure Replacement		22,011					22,011
		BF-8415-13	Maple Community Centre - Exterior Walkway Replacement	Infrastructure Replacement		36,684					36,684
		BF-8416-13	Pool Ramp Entrance Tile Replacement	Infrastructure Replacement		41,925					41,925
		BF-8417-13	Thornhill Outdoor Pool Walkway Replacement	Infrastructure Replacement		27,252					27,252
		BF-8418-13	Vellore Village Community Centre Concrete Replacement Northwest of Main Entrance	Infrastructure Replacement		94,332					94,332
		BF-8426-13	Dufferin Clark Community Centre - Cool Tower Upgrade	Infrastructure Replacement		25,750					25,750
		BF-8427-13	Rosemount Community Centre - HVAC System upgrades	Infrastructure Replacement		41,200					41,200
		BF-8436-13	Security Camera & Equipment Replacements	Equipment Replacement		87,550					87,550
	Building&Facilities Total					1,643,222		181,802		533,631	2,358,655
	Budgeting&Financial Planning	BU-0006-13	Citywide Capital Planning and Analysis Module	Asset Management Technology			78,471				78,471
	Budgeting&Financial Planning Total						78,471				78,471
	Enforcement Services	BY-2518-13	Animal Shelter Lease Hold Improvements	Legal/Regulatory	39,300		75,100				114,400
		BY-2522-13	Animal Shelter Additional Leasehold Improvements	Infrastructure Replacement		36,050	17,550				53,600
	Enforcement Services Total				39,300	36,050	92,650				168,000
	Corporate Communications	CC-9523-13	City eNewsletters	Technology			74,600				74,600
	Corporate Communications Total						74,600				74,600
	City Clerk	CL-2511-13	Access & Storage Equipment for JOC Records Centre	New Equipment			30,000				30,000
	City Clerk Total						30,000				30,000
	Development Planning	DP-9524-13	Highway 7 VMC Streetscape	Growth/Development	1,963,134						1,963,134
		DP-9527-13	VMC Black Creek Detailed Design Concept for Public Spaces and Amenities	Growth/Development	150,000						150,000
		DP-9529-13	Design Review Panel Administration	Growth/Development	20,600						20,600
	Development Planning Total				2,133,734						2,133,734
	Development Transportation Engineering	1583-0-13	HWY 400 / America Avenue Overpass (1583-0-06)	Additional Funding		38,110					38,110
		1596-0-13	Vaughan Corporate Centre Servicing - VMC (1596-0-06)	Additional Funding		32,960					32,960
		DT-7032-13	Water & Wastewater Master Plan (DT-7032-09)	Additional Funding		32,960					32,960
		DT-7045-13	Block 11 Valley Road Crossings	Financial Commitment	4,523,760						4,523,760
		DT-7072-13	Colossus Dr Hwy 400 Flyover - Interchange Connection EA	Growth/Studies		435,690					435,690
		DT-7083-13	Pedestrian & Bicycle Network Implementation Program	Growth/Development		244,110					244,110
		DT-7085-13	Parking Management Strategy Study	Growth/Studies		103,000					103,000
		DT-7089-13	Stevenson Avenue Construction	Growth/Development		412,000					412,000
		DT-7090-13	Huntington Rd. - Langstaff to Rutherford / Detailed Design	Growth/Development		370,800					370,800
		DT-7101-13	Vaughan TDM Policy	Growth/Studies		149,350					149,350
		DT-7102-13	TMP Communications	Growth/Studies		25,750					25,750
		DT-7104-13	TMP Education, Promotion, Outreach and Monitoring	Growth/Studies		51,500					51,500
		DT-7108-13	School Travel Planning Measures	Growth/Development		25,750					25,750
		DT-7120-13	Black Creek Renewal	Growth/Development	1,891,080						1,891,080
		DT-7121-13	Vaughan Metropolitan Centre NE Storm Water Management Pond	Growth/Development		630,360					630,360
		DT-7122-13	Engineering Fee Review Study	Growth/Studies				113,300			113,300
		DT-7126-13	Coldspring Road Construction	Financial Commitment	314,150						314,150
	Development Transportation Engineering Total				9,281,330			113,300			9,394,630
	Engineering	EN-1753-13	Kirby Road Project - Phase 2	New Infrastructure	51,500						51,500
		EN-1843-13	Traffic Signal Improvements	Legal/Regulatory			206,000				206,000
		EN-1854-13	Storm Water Management Facility - Pine Valley Drive at Club House	New Infrastructure		1,545,000					1,545,000
		EN-1862-13	Municipal Structure Inspection and Reporting	Legal/Regulatory		123,600					123,600
		EN-1871-13	2013 Pavement Management Program - Phase 1	Infrastructure Replacement				1,425,555	3,355,966		4,781,521
		EN-1872-13	2013 Pavement Management Program - Phase 2	Infrastructure Replacement				3,321,750			3,321,750
		EN-1873-13	2013 Pavement Management Program - Phase 3	Infrastructure Replacement				3,321,750			3,321,750

2013 - 2016 Capital Budget - Project Listing by Department

Budget Year	Dept	Number	Project Title	Project Type	Citywide-DC	Infrastructure	Transfer from Taxation	Debt/Future Financing	Gas Tax Reserve	Other	Grand Total
		EN-1880-13	Sidewalk on Major Mackenzie - McNaughton Rd to Bathurst St.	Growth/Development	1,030,000						1,030,000
		EN-1887-13	Bridge Rehabilitation - Dick Bridge (Humber River)	Infrastructure Replacement				412,000			412,000
		EN-1888-13	Bridge Rehabilitation - Glen Shields Avenue	Infrastructure Replacement				154,500			154,500
		EN-1889-13	Bridge Replacement/Rehabilitation Environmental Assessment - King Vaughan Road Bridge	Infrastructure Replacement				154,500			154,500
		EN-1909-13	PD8 Pump Station Decommissioning	Infrastructure Replacement		293,600					293,600
		EN-1940-13	2014 Pavement Management Program - Phase 1	Infrastructure Replacement				25,750			25,750
		EN-1941-13	2014 Pavement Management Program - Phase 2	Infrastructure Replacement				25,750			25,750
		EN-1942-13	2014 Road Rehabilitation and Watermain Replacement - Phase 1	Infrastructure Replacement		126,051		91,279			217,330
		EN-1943-13	2014 Road Rehabilitation and Watermain Replacement - Phase 2	Infrastructure Replacement		175,945		65,075			241,020
		EN-1944-13	2014 Road Rehabilitation and Watermain Replacement - Phase 3	Infrastructure Replacement		76,220		26,780			103,000
		EN-1945-13	Sidewalk and Street lighting on Regional Road Hwy # 50 - Phase 1	New Infrastructure	123,600						123,600
		EN-1946-13	Sidewalk and Street lighting on Regional Road Hwy # 50 - Phase 2	New Infrastructure	432,600						432,600
		EN-1948-13	Traffic Calming - Vellore Avenue, from Davos Road to St. Urbain Drive	New Infrastructure			25,750				25,750
		EN-1950-13	Clarence Street Slope Stabilization - Phase 2	Infrastructure Replacement					100,000		100,000
		EN-1958-13	Corporate Asset Management	Priority Initiative			500,000				500,000
		EN-1960-13	Sidewalk on Weston Road - Steeles Avenue W. to Rutherford Road	Growth/Development	103,000						103,000
		EN-1961-13	Sidewalk on Islington Avenue - Major Mackenzie Dr to Westridge Dr	New Infrastructure	180,250						180,250
		EN-1963-13	North Maple Bridge - north of Major Mackenzie over Hwy 400	Growth/Development	1,339,000						1,339,000
		EN-1969-13	Sidewalk on Steeles Avenue West Missing Link	New Infrastructure	61,800						61,800
		EN-1970-13	Sidewalk and Street/ Walkway Lighting Infill Program in Older Areas	New Infrastructure					250,000		250,000
		EN-1971-13	Sanitary Sewer Rehabilitation on Rivermede Road - Keele St to Bowes Road	Infrastructure Replacement		51,500					51,500
		EN-1972-13	Multi-use Path and Streetlighting on Dufferin Street - Kirby Road to Teston Road	New Infrastructure	144,200						144,200
	Engineering Total				3,465,950	2,391,916	731,750	9,024,689	3,705,966		19,320,271
	Fleet	FL-5148-13	Fleet - Two new fuel pumps at JOC	Equipment Replacement		30,900					30,900
		FL-5179-13	Parks - Replace 1429 with zero turn mower	Equipment Replacement		20,600					20,600
		FL-5180-13	Parks - Replace 1216 with zero turn mower	Equipment Replacement		20,600					20,600
		FL-5191-13	Parks - Replace 1367 with midsize pickup	Equipment Replacement		30,900					30,900
		FL-5193-13	Public Works - Roads - Replace 1152 with 2 ton dump truck	Equipment Replacement		77,300					77,300
		FL-5194-13	Public Works - Roads - Replace 1363 with midsize 4x4 pickup	Equipment Replacement		36,100					36,100
		FL-5199-13	Bylaw Enforcement - 1 new 4x4 compact size pickup	Growth/Equipment	27,800		3,100				30,900
		FL-5206-13	Public Works - Roads - 1 new 4x4 midsize pickup	Growth/Equipment	23,200		2,600				25,800
		FL-5235-13	Parks - Replace 1430 with a 10 ft. mower	Equipment Replacement		56,700					56,700
		FL-5240-13	Public Works - Wastewater - Replace 1533 with 3/4 ton pickup	Equipment Replacement		37,100					37,100
		FL-5244-13	Parks - Forestry - 1 new compact size 4x2 pickup	New Equipment			30,900				30,900
		FL-5254-13	Building & Facilities - 1 new 1/2 ton cargo van	Growth/Equipment	27,800		3,100				30,900
		FL-5255-13	Building & Facilities - 1 new 1/2 ton 4x4 pickup	Growth/Equipment	25,900		2,900				28,800
		FL-5256-13	Clerks - Records Management - Replace 913 with scissors lift	Equipment Replacement		20,600					20,600
		FL-5257-13	Engineering Services - Replace 1398 with mid-size pickup	Equipment Replacement		25,800					25,800
		FL-5258-13	Parks - 1 new narrow cab tractor/snow plow	Growth/Equipment	60,300		6,700				67,000
		FL-5259-13	Parks - 1 new narrow cab tractor/snow plow	Growth/Equipment	60,300		6,700				67,000
		FL-5260-13	Parks - 1 new narrow cab tractor/snow plow	Growth/Equipment	60,300		6,700				67,000
		FL-5261-13	Parks - Replace 1561 with zero turn mower	Equipment Replacement		20,600					20,600
		FL-5262-13	Parks - Replace 1282 with narrow cab tractor/snow plow	Equipment Replacement		67,000					67,000
		FL-5263-13	Parks - Replace 1213 with aquacide sprayer unit	Equipment Replacement		22,700					22,700
		FL-5264-13	Parks - Replace 1212 with utility vehicle	Equipment Replacement		20,600					20,600
		FL-5265-13	Parks - Replace 1361 with Benco TU900 tractor/snow plow	Equipment Replacement		200,900					200,900
		FL-5266-13	Parks - Replace 1342 with zero turn mower	Equipment Replacement		20,600					20,600
		FL-5267-13	Parks - Replace 1341 with 10 ft. outfront mower	Equipment Replacement		56,700					56,700
		FL-5268-13	Parks - replace 1284 with narrow cab tractor/snow plow	Equipment Replacement		67,000					67,000
		FL-5269-13	Parks - Replace 1428 with zero turn mower	Equipment Replacement		20,600					20,600
		FL-5270-13	Parks - Replace 1442 with 3/4 ton 4x4 pickup	Equipment Replacement		38,100					38,100
		FL-5271-13	Parks - 1 new zero turn mower	Growth/Equipment	18,540		2,060				20,600
		FL-5272-13	Parks - 1 new artificial turf groomer set	New Equipment			25,800				25,800
		FL-5273-13	Parks - 1 new narrow cab tractor/snow plow	Growth/Equipment	60,300		6,700				67,000
		FL-5277-13	Parks - 1 new 3/4 ton pickup with crew cab	Growth/Equipment	32,500		3,600				36,100
		FL-5279-13	Parks - 1 new retrofit compactor for unit 1676	New Equipment			82,400				82,400
		FL-5280-13	Parks - 1 new 3 point hitch fertilizer spreader	Growth/Equipment	18,500		2,100				20,600
		FL-5281-13	Parks - 1 new sod renovator	Growth/Equipment	18,500		2,100				20,600
		FL-5282-13	Parks - 1 new 10ft winged mower	Growth/Equipment	51,000		5,700				56,700
		FL-5283-13	Parks - 1 new sod renovator	Growth/Equipment	18,500		2,100				20,600
		FL-5284-13	Parks - 1 new 10ft winged mower	Growth/Equipment	51,000		5,700				56,700
		FL-5287-13	Parks - Forestry/Horticulture - 1 new chipper truck	Growth/Equipment	185,400		20,600				206,000
		FL-5288-13	Parks - Forestry/Horticulture - 1 new 15" drum chipper	Growth/Equipment	41,800		4,600				46,400
		FL-5289-13	Public Works - Roads - 1 new regenerative sweeper	Growth/Equipment	278,100		30,900				309,000
		FL-5294-13	Public Works - Roads - 1 new gradall	New Equipment						360,500	360,500
		FL-5296-13	Public Works - Roads - Replace 1093 with 3 ton hot box	Equipment Replacement		36,100					36,100
		FL-5297-13	Public Works - Roads - Replace 1658 with 3/4 ton 4x4 pickup	Equipment Replacement		39,100					39,100
		FL-5328-13	Bylaw Enforcement - 1 new 4x4 compact pickup	Growth/Equipment	27,800		3,100				30,900
	Fleet Total				1,087,540	966,600	260,160			360,500	2,674,800

2013 - 2016 Capital Budget - Project Listing by Department

Budget Year	Dept	Number	Project Title	Project Type	Citywide-DC	Infrastructure	Transfer from Taxation	Debt/Financing	Gas Tax Reserve	Other	Grand Total
2013	Fire&Rescue Services	FR-3508-13	Breathing Apparatus Replacements	Equipment Replacement		45,100					45,100
		FR-3556-13	New Engine for Station 75 - Pumper	Growth/Equipment	667,300						667,300
		FR-3564-13	Station #73 Construction	Growth/Development	2,124,000		2,526,000				4,650,000
		FR-3565-13	Station #73 Equipment	Growth/Development	51,000		119,000				170,000
		FR-3568-13	Station #75 Equipment Purchase for Firefighters	Growth/Development	123,100						123,100
		FR-3574-13	Aerial 7965 Refurbishment	Equipment Replacement		180,300					180,300
		FR-3580-13	Acquire an Air Supply Unit	Equipment Replacement		154,500					154,500
		FR-3584-13	Defibrillator Program	Equipment Replacement		54,590					54,590
		FR-3597-13	Smeal Pumper(7973) Refurbishment	Equipment Replacement		189,000					189,000
		FR-3598-13	Replace Freightliner 7956	Equipment Replacement		699,400					699,400
		FR-3599-13	Expand/Update Crew Quarters - Stn 75	Infrastructure Replacement		524,100					524,100
		FR-3600-13	Replacement - Cascade Air Tank Refiller Stn 73	Equipment Replacement		81,000					81,000
		FR-3601-13	Smeal Pumper(7984) Refurbishment	Equipment Replacement		104,800					104,800
		FR-3602-13	Smeal Pumper (7986) Refurbishment	Equipment Replacement		104,800					104,800
		FR-3603-13	Smeal Pumper (7985) Refurbishment	Equipment Replacement		104,800					104,800
		FR-3604-13	REPLACE 7976 (Ford Expedition)	Equipment Replacement		60,800					60,800
		FR-3605-13	REPLACE 7975 (Ford Expedition)	Equipment Replacement		60,800					60,800
	Fire&Rescue Services Total				2,965,400	2,363,990	2,645,000				7,974,390
	Information Technology Management	IT-3016-13	Personal Computer (PC) Assets Renewal	Technology		221,500					221,500
		IT-3017-13	Enterprise Telephone System Assets Renewal	Technology		391,400					391,400
		IT-3019-13	Central Computing Infrastructure Renewal	Technology		389,300					389,300
		IT-3021-13	JDEdwards 9.1 Upgrade	Technology			92,700				92,700
	Information Technology Management Total						92,700				92,700
	Libraries	LI-4504-13	Library Technology Upgrade	Technology			140,000				140,000
		LI-4508-13	Civic Centre Resource Library-Resource Material	Growth/Development	783,000		87,000				870,000
		LI-4533-13	AODA Compliant & Combined Info/Circulation Desk Ansley Grove	Legal/Regulatory			66,667			33,333	100,000
		LI-4538-13	Kleinburg Library Building Repairs and Improvements	Infrastructure Replacement		750,000					750,000
		LI-4537-13	Capital Resource Purchases	Infrastructure Replacement		1,467,700					1,467,700
	Libraries Total				783,000	2,217,700	293,667			33,333	3,327,700
	Park Development	PK-6094-13	Don River / Bartley Smith Open Space Trail Development	New Infrastructure					172,500		172,500
		PK-6315-13	Mackenzie Glen District Park - Playground Rubber Safety Surfacing	Infrastructure Replacement		134,334				67,166	201,500
		PK-6325-13	Vaughan Crest Park - Bocce Court Repair	Infrastructure Replacement		91,334				45,666	137,000
		PK-6333-13	Glen Shield Park - Playground Replacement & Safety Surfacing	Infrastructure Replacement		165,334				82,666	248,000
		PK-6342-13	Dufferin District Park - Tennis Court Replacement	Infrastructure Replacement		92,867				46,433	139,300
		PK-6344-13	York Hill Park - Tennis Court Replacement	Infrastructure Replacement		37,800				18,900	56,700
		PK-6350-13	Sonoma Heights Community Park - Skateboard Park	New Infrastructure	137,700		15,300				153,000
		PK-6363-13	Vellore Heritage Square - Parking Lot Drainage	New Infrastructure		87,900					87,900
		PK-6364-13	Sonoma Heights Community Park - Fencing Extension	New Infrastructure			20,600			10,300	30,900
		PK-6366-13	Maple Community Centre - Baseball Fencing	New Infrastructure			21,334			10,666	32,000
		PK-6376-13	Bridge ID# MS29: Pedestrian Bridge Replacement	Infrastructure Replacement					57,500		57,500
		PK-6383-13	Uplands Golf and Ski Centre: Bridge Replacement	Infrastructure Replacement					117,415		117,415
		PK-6384-13	Uplands Golf and Ski Centre: Hiking Trail/Pathways Improvements	Infrastructure Replacement					91,650		91,650
		PK-6392-13	Don River System Trail Signage (Grant) Bartley Smith Greenway	New Infrastructure					42,898	39,323	82,221
		PK-6395-13	UV1-N27 Neighborhood Park Design and Construction	Growth/Development	1,324,267		147,141				1,471,408
		PK-6397-13	VMC23-2 - Vaughan Corporate Center Black Creek Park Design and Construction	Growth/Development	97,785		10,865				108,650
		PK-6439-13	Glen Shields Park - Walkway and Hardscape Improvements	Infrastructure Replacement					193,200		193,200
		PK-6453-13	Crestlawn Playground - Corrective Site Works	New Infrastructure		82,400					82,400
	Park Development Total				1,559,752	691,969	215,240		675,163	321,120	3,463,244
	Policy Planning	PL-9530-13	Public Art Program - City Wide	Studies			199,820				199,820
		PL-9533-13	New Community Areas Secondary Plan - Block 41	Growth/Studies	463,500		51,500				515,000
		PL-9535-13	New Community Areas Secondary Plan - Block 27	Growth/Studies	463,500		51,500				515,000
	Policy Planning Total					927,000	302,820				1,229,820
	Parks Operations	PO-6700-13	Tree Planting Program-Regular	Infrastructure Replacement		48,037	552,425				600,462
		PO-6739-13	Tree Replacement Program-EAB	Infrastructure Replacement			410,713				410,713
		PO-6744-13	Meeting House Cemetery- Memorial Wall	Infrastructure Replacement						26,800	26,800
		PO-6748-13	Relocation of Horticulture Operations	Infrastructure Replacement		96,305					96,305
	Parks Operations Total					144,342	963,138			26,800	1,134,280
	Public Works	PW-2013-07	Street Light Pole Replacement Program	Infrastructure Replacement			216,300				216,300
		PW-2035-11	Curb and Sidewalk Repair & Replacement	Infrastructure Replacement					1,500,000		1,500,000
		PW-2055-13	Double Walled Brine Tanks and Barrier Walls	Legal/Regulatory			139,050				139,050
		PW-2058-13	LED Streetlight Conversion	Infrastructure Replacement					150,000		150,000
		PW-2059-13	RWIS Station	Growth/Equipment	92,700		10,300				103,000
		PW-2060-13	Tigl Pond. (Storm water management Pond #40. Rutherford Rd.& Creditstone Rd.)	Established Program		494,400					494,400
		PW-2063-13	ICI Water Meter Replacement Program	Infrastructure Replacement		206,000					206,000
	Public Works Total				92,700	700,400	365,650		1,650,000		2,808,750
	Recreation	RE-9503-13	Fitness Centre Equipment Replacement	Equipment Replacement		125,100					125,100
		RE-9523-13	Replacement of City Playhouse Auditorium Carpet	Health & Safety		32,960					32,960
	Recreation Total					158,060					158,060
	Real Estate	RL-0005-13	Land Acquisition Fees	Misc. Land Appraisals						267,800	267,800



2013 - 2016 Capital Budget - Project Listing by Department

Budget Year	Dept	Number	Project Title	Project Type	Citywide-DC	Infrastructure	Transfer from Taxation	Debtenture Financing	Gas Tax Reserve	Other	Grand Total
	Real Estate Total									267,800	267,800
	Strategic Planning	SP-0003-13	Performance Measurement System Software	Priority Initiative			103,000				103,000
	Strategic Planning Total						103,000				103,000
2013 Total					22,335,706	12,316,449	6,430,648	9,137,989	6,031,129	1,543,184	57,795,105

2013 - 2016 Capital Budget - Project Listing by Department

Budget Year	Dept	Number	Project Title	Project Type	Citywide-DC	Infrastructure	Transfer from Taxation	Debt/Financing	Gas Tax Reserve	Other	Grand Total
2014	Access Vaughan	AV-3020-14	Access Vaughan Phase II - Step D	Technology			50,500				50,500
	Access Vaughan Total						50,500				50,500
	Building&Facilities	BF-8237-14	Garnet A Williams Community Centre Remove Wall Covering in Pool area	Infrastructure Replacement		52,600					52,600
		BF-8270-14	Sunset Ridge Park Walkway Lighting	New Infrastructure			51,500				51,500
		BF-8297-14	JOC - Retrofit Fire Department Training Area Washrooms	New Infrastructure		73,600					73,600
		BF-8318-14	Woodbridge College Park - Electrical Cabinet Replacement	Equipment Replacement		20,600					20,600
		BF-8356-14	Woodbridge College Park - Electrical Cabinet Replacement (Baseball)	Equipment Replacement		20,600					20,600
		BF-8359-14	Chancellor District Park - Walkway Lighting Replacement	Infrastructure Replacement		53,600					53,600
		BF-8360-14	Alexandria Elisa Park Walkway Lighting Replacement	Infrastructure Replacement		33,000					33,000
		BF-8361-14	Beverly Glen Park Walkway Lighting Replacement	Infrastructure Replacement		30,900					30,900
		BF-8363-14	East District Park - Works Yard Dumping Ramp	Health & Safety			36,100				36,100
		BF-8364-14	Woodbridge Yard - Works Yard Dumping Ramp	Health & Safety			36,100				36,100
		BF-8367-13	Uplands Golf & Ski Centre, Buildings General Capital	Infrastructure Replacement		67,000					67,000
		BF-8376-14	Giovanni Caboto Park - Walkway Lighting Replacement	Infrastructure Replacement		30,900					30,900
		BF-8377-14	Robert Watson Park - Walkway Lighting Replacement	Infrastructure Replacement		33,000					33,000
		BF-8386-14	Reeves Park - Walkway Lighting Replacement	Infrastructure Replacement		33,000					33,000
		BF-8397-14	Dufferin Clark Community Centre - Water Slide Refurbishment	Infrastructure Replacement		31,450					31,450
		BF-8398-14	Garnet Williams - Whirlpool Replacement	Infrastructure Replacement		108,050					108,050
		BF-8401-14	Maple Community Centre - Replace Roller Shades	Infrastructure Replacement		26,210					26,210
		BF-8405-14	Garnet Williams - Renovate Pool Changerooms	Infrastructure Replacement		157,220					157,220
		BF-8406-14	Al Palladini Community Centre - West side concrete curbs and interlock removal	Infrastructure Replacement		27,252					27,252
		BF-8414-14	Maple Community Centre Arena Rubber Office and Dressing Room Replacement	Infrastructure Replacement		75,465					75,465
		BF-8420-14	Al Palladini Community Centre - Arena Dressing Room Showers East and West	Infrastructure Replacement		46,350					46,350
		BF-8421-14	Al Palladini Community Centre Building Sound System	Infrastructure Replacement		26,780					26,780
		BF-8422-14	Dufferin Clark Pool Blinds	Infrastructure Replacement		36,050					36,050
	Building&Facilities Total					983,627	123,700				1,107,327
	Building Standards	BS-1003-11	Building Department Computer System Upgrades	Technology						515,000	515,000
	Building Standards Total									515,000	515,000
	Enforcement Services	BY-2518-13	Animal Shelter Lease Hold Improvements	Legal/Regulatory	39,300		75,100				114,400
	Enforcement Services Total				39,300		75,100				114,400
	Development Planning	DP-9528-14	City of Vaughan City-Wide Urban Design Study	Growth/Studies	180,000		20,000				200,000
	Development Planning Total				180,000		20,000				200,000
	Development Transportation Engineering	DT-7077-14	Block 64 Valley Crossing	Growth/Development	2,513,200						2,513,200
		DT-7097-14	Pedestrian and Bicycle Master Plan Update	Growth/Studies	311,000						311,000
		DT-7098-14	Pedestrian and Bicycle Network Implementation Program	New Infrastructure	245,140						245,140
		DT-7104-13	TMP Education, Promotion, Outreach and Monitoring	Growth/Studies	77,250						77,250
		DT-7108-13	School Travel Planning Measures	Growth/Development	51,500						51,500
		DT-7112-14	Kirby Road Municipal Class EA	Growth/Studies	891,980						891,980
		DT-7113-14	Municipal Class EA OPA 637 - Highway 400 Interchange Connections	Growth/Studies	247,200						247,200
		DT-7120-13	Black Creek Renewal	Growth/Development	2,626,500						2,626,500
		DT-7121-13	Vaughan Metropolitan Centre NE Storm Water Management Pond	Growth/Development	4,215,532						4,215,532
		DT-7123-14	Kleinburg - Nashville PD6 Major Mackenzie Watermain	Growth/Development	1,887,797						1,887,797
		DT-7129-14	Highway 7 / Highway 400 Interchange Class EA	Growth/Studies	355,350						355,350
	Development Transportation Engineering Total				13,422,449						13,422,449
	Engineering	EN-1837-14	Walkway lighting - Mountbatten Road	New Infrastructure			30,900				30,900
		EN-1864-14	Walkway Lighting - Aberdeen Avenue and Andrea Lane	New Infrastructure			30,900				30,900
		EN-1879-14	Storm Water Management Facility Gallanough Park	New Infrastructure					1,000,000		1,000,000
		EN-1886-14	Bridge Rehabilitation - Humber Bridge Trail Bridge	Infrastructure Replacement				824,000			824,000
		EN-1889-13	Bridge Replacement/Rehabilitation Environmental Assessment - King Vaughan Road Bridge	Infrastructure Replacement				154,500			154,500
		EN-1892-14	Culvert Removal - Peelar Road	Infrastructure Replacement		309,000					309,000
		EN-1904-14	Culvert Replacement - Merino Road	Infrastructure Replacement		463,500					463,500
		EN-1912-14	2015 Pavement Management Program - Phase 1	Infrastructure Replacement				25,750			25,750
		EN-1913-14	2015 Pavement Management Program - Phase 2	Infrastructure Replacement				25,750			25,750
		EN-1914-14	2015 Road Rehabilitation and Watermain Replacement - Phase 1	Infrastructure Replacement		37,080		40,170			77,250
		EN-1915-14	2015 Road Rehabilitation and Watermain Replacement - Phase 2	Infrastructure Replacement		166,860		39,140			206,000
		EN-1916-14	2015 Road Rehabilitation and Watermain Replacement - Phase 3	Infrastructure Replacement		216,300		92,700			309,000
		EN-1940-13	2014 Pavement Management Program - Phase 1	Infrastructure Replacement				1,345,628	2,422,565		3,768,193
		EN-1941-13	2014 Pavement Management Program - Phase 2	Infrastructure Replacement				2,987,000			2,987,000
		EN-1942-13	2014 Road Rehabilitation and Watermain Replacement - Phase 1	Infrastructure Replacement		3,228,350		2,337,770			5,566,120
		EN-1943-13	2014 Road Rehabilitation and Watermain Replacement - Phase 2	Infrastructure Replacement		2,227,880		824,010			3,051,890
		EN-1944-13	2014 Road Rehabilitation and Watermain Replacement - Phase 3	Infrastructure Replacement		609,760		214,240			824,000
		EN-1947-14	Intensification - Traffic Management Pilot Project	New Infrastructure				117,420			117,420
		EN-1951-14	Sidewalk Upgrade on Jane Street - north of Teston Road	Infrastructure Replacement					100,000		100,000
		EN-1952-14	Sidewalk Upgrade on Nashville Road - west of Klein's Circle	Infrastructure Replacement					135,000		135,000
		EN-1957-14	Cycle Path Improvement on Islington Avenue - Rutherford Rd to Wycliffe Ave.	Growth/Development	123,600						123,600
		EN-1958-13	Corporate Asset Management	Priority Initiative			780,000				780,000
		EN-1959-14	Traffic Signal Installation - Chrislea Road and Northview Boulevard	New Infrastructure			180,250				180,250
		EN-1965-14	Sidewalk and Street lighting on Major Mackenzie Drive - Phase 1	New Infrastructure	927,000						927,000
		EN-1966-14	Pedestrian Signal Installation-Pleasant Ridge Avenue	Growth/Development	87,550						87,550

2013 - 2016 Capital Budget - Project Listing by Department

Budget Year	Dept	Number	Project Title	Project Type	Citywide-DC	Infrastructure	Transfer from Taxation	Debt/Financing	Gas Tax Reserve	Other	Grand Total
		EN-1973-14	Streetscape for Concord West - Highway 7 and Keele Street	Growth/Development	221,253						221,253
Engineering Total					1,359,403	7,258,730	1,139,470	8,910,658	3,657,565		22,325,826
Fleet		FL-5132-14	Engineering Services - Replace 1086 with 3/4 ton Cargo Van	Equipment Replacement		36,100					36,100
		FL-5136-14	Building & Facilities - Replace 1155 with 3/4 ton Cargo Van	Equipment Replacement		46,400					46,400
		FL-5150-14	Public Works - Roads - Replace 1151 with 2 ton dump truck	Equipment Replacement		77,300					77,300
		FL-5152-14	Parks - Replace 1141 with 3/4 ton pickup	Equipment Replacement		46,400					46,400
		FL-5153-14	Parks - Forestry/Horticulture - Replace 965 with spray tanker trailer	Equipment Replacement		25,800					25,800
		FL-5154-14	Parks - Replace 1028 with landscape trailer	Equipment Replacement		20,600					20,600
		FL-5155-14	Public Works - Roads - Replace 868 with similar trailer	Equipment Replacement		25,800					25,800
		FL-5156-14	Building & Facilities - Replace 1241 with 3/4 ton cargo van	Equipment Replacement		36,100					36,100
		FL-5157-14	Bylaw Enforcement - Replace 1160 with compact size 4x4 pickup	Equipment Replacement		30,900					30,900
		FL-5158-14	Building Standards - Replace 1332 with midsize pickup	Equipment Replacement		30,900					30,900
		FL-5160-14	Engineering Services - Replace 1088 with midsize pickup	Equipment Replacement		36,100					36,100
		FL-5168-14	Building Standards - Replace 1333 with midsize pickup	Equipment Replacement		30,900					30,900
		FL-5169-14	Bylaw Enforcement - Replace 1207 with compact size 4x4 pickup	Equipment Replacement		30,900					30,900
		FL-5170-14	Bylaw Enforcement - Replace 1161 with hybrid sedan car	Equipment Replacement		30,900					30,900
		FL-5171-14	Engineering Services - Replace 1268 with midsize pickup	Equipment Replacement		30,900					30,900
		FL-5173-14	Parks - Forestry/Horticulture - Replace 1054 with spray tanker trailer	Equipment Replacement		25,800					25,800
		FL-5174-14	Parks - Replace 1058 with landscape trailer	Equipment Replacement		20,600					20,600
		FL-5175-14	Parks - Replace 1087 with landscape trailer	Equipment Replacement		20,600					20,600
		FL-5176-14	Parks - Replace 1099 with landscape trailer	Equipment Replacement		20,600					20,600
		FL-5192-14	Parks - Replace 1434 with midsize pickup	Equipment Replacement		30,900					30,900
		FL-5200-14	Bylaw Enforcement - Replace 1448 with compact size 4x4 pickup	Equipment Replacement		22,700					22,700
		FL-5201-14	Bylaw Enforcement - Replace 1276 with transit van	Equipment Replacement		30,900					30,900
		FL-5202-14	Bylaw Enforcement - Replace 1179 with tandem axle trailer & crane	Equipment Replacement		20,600					20,600
		FL-5204-14	Engineering Dev. Transportation - Replace 1365 with midsize 4x2 pickup	Equipment Replacement		25,800					25,800
		FL-5205-14	Engineering Dev. Transportation - Replace 1270 with midsize 4x2 pickup	Equipment Replacement		25,800					25,800
		FL-5211-14	Public Works - Roads - Replace 1370 with midsize 4x4 pickup	Equipment Replacement		28,900					28,900
		FL-5212-14	Public Works - Roads - Replace 1523 with midsize 4x4 pickup	Equipment Replacement		25,800					25,800
		FL-5215-14	Parks - 1 new 2 ton 4x2 dump truck	New Equipment			61,800				61,800
		FL-5221-14	Parks - 4 new sand sifters	New Equipment			72,100				72,100
		FL-5225-14	Parks - 4 new sand and salt conveyor loaders	New Equipment			25,800				25,800
		FL-5226-14	Parks - Replace 1278 with narrow sidewalk plow tractor	Equipment Replacement		63,900					63,900
		FL-5227-14	Parks - Replace 1281 with narrow sidewalk plow tractor	Equipment Replacement		63,900					63,900
		FL-5228-14	Parks - Replace 1145 with 3/4 ton heavy duty pickup	Equipment Replacement		31,900					31,900
		FL-5229-14	Parks - Replace 1140 with 3/4 ton heavy duty pickup	Equipment Replacement		37,100					37,100
		FL-5230-14	Parks - Replace 1335 with 10ft outfront rotary mower	Equipment Replacement		56,700					56,700
		FL-5232-14	Engineering Services - Replace 1366 with midsize pickup	Equipment Replacement		25,800					25,800
		FL-5233-14	Public Works - Water - Replace 1269 with midsize 4x2 pickup	Equipment Replacement		25,800					25,800
		FL-5234-14	Parks - Replace 1343 with 6 ft. outfront mower with zero turn	Equipment Replacement		20,600					20,600
		FL-5241-14	Public Works - Wastewater - Replace 1425 with 1/2 ton pickup	Equipment Replacement		25,800					25,800
		FL-5242-14	Public Works - Water - Replace 1554 with 3/4 ton heavy duty cargo van	Equipment Replacement		38,100					38,100
		FL-5243-14	Public Works - Water - Replace 1562 with 3/4 ton heavy cargo van	Equipment Replacement		38,100					38,100
		FL-5245-14	Parks - Forestry - 1 new compact size 4x2 pickup	Growth/Equipment	46,300		5,200				51,500
		FL-5246-14	Parks - Forestry/Horticulture - 1 new 3/4 ton heavy duty 4x4 pickup	New Equipment			37,100				37,100
		FL-5248-14	Parks - Forestry/Horticulture - Replace 1079 with stump cutter	Equipment Replacement		30,900					30,900
		FL-5249-14	Parks - Forestry/Horticulture - Replace 1346 with midsize pickup	Equipment Replacement		25,800					25,800
		FL-5250-14	Parks - Forestry/Horticulture - Replace 1015 with backhoe loader	Equipment Replacement		87,600					87,600
		FL-5298-14	Bylaw Enforcement - 1 new 4x4 pickup with ext. cab	Growth/Equipment	25,000		2,800				27,800
		FL-5299-14	Bylaw Enforcement - 1 new 4x4 pickup with ext. cab	Growth/Equipment	25,000		2,800				27,800
		FL-5300-14	Engineering Dev. Transportation - Replace 1364 with midsize pickup	Equipment Replacement		25,800					25,800
		FL-5314-14	Building & Facilities - Replace 1427 with midsize 4x4 pickup	Equipment Replacement		31,930					31,930
Fleet Total					96,300	1,464,730	207,600				1,768,630
Fire&Rescue Services		FR-3508-13	Breathing Apparatus Replacements	Equipment Replacement		45,100					45,100
		FR-3567-14	Station #75 Equipment for Engine 75	Growth/Equipment	119,700						119,700
		FR-3571-14	Command Vehicle	Growth/Development	41,200						41,200
		FR-3594-14	Replace Platoon Chief Vehicle	Equipment Replacement		73,800					73,800
		FR-3596-14	Replace Volvo Pumper 7949	Equipment Replacement		699,500					699,500
Fire&Rescue Services Total					160,900	818,400					979,300
Human Resources		HR-9533-14	Attendance Management Automation	New Infrastructure			61,800				61,800
Human Resources Total							61,800				61,800
Information Technology Management		IT-3016-13	Personal Computer (PC) Assets Renewal	Technology		221,500					221,500
		IT-3017-13	Enterprise Telephone System Assets Renewal	Technology		391,400					391,400
		IT-3019-13	Central Computing Infrastructure Renewal	Technology		389,300					389,300
		IT-3020-14	Continuous Improvement - City Website (Vaughan Online)	Technology			154,500				154,500
Information Technology Management Total						1,002,200	154,500				1,156,700
Libraries		LI-4503-14	Bathurst Clark Resource Library Renovations-Phase 2	Infrastructure Replacement		250,000					250,000
		LI-4504-13	Library Technology Upgrade	Technology			140,000				140,000
		LI-4508-13	Civic Centre Resource Library-Resource Material	Growth/Development	783,000		87,000				870,000

2013 - 2016 Capital Budget - Project Listing by Department

Budget Year	Dept	Number	Project Title	Project Type	Citywide-DC	Infrastructure	Transfer from Taxation	Debtenture Financing	Gas Tax Reserve	Other	Grand Total
		LI-4511-14	Civic Centre Library-Communications & Hardware	Growth/Development	621,000		69,000				690,000
		LI-4530-14	Civic Centre Resource Library	Growth/Equipment	1,125,000		125,000				1,250,000
		LI-4537-13	Capital Resource Purchases	Infrastructure Replacement		1,495,900					1,495,900
	Libraries Total				2,529,000	1,745,900	421,000				4,695,900
	Park Development	PK-6265-14	Maple Reservoir Park-Senior Soccer Field Lighting	New Infrastructure			396,600				396,600
		PK-6305-14	Maple Valley Plan - North Maple Regional Park Phase I(A)	Growth/Development	6,489,000		721,000				7,210,000
		PK-6308-14	UV1-N25 New Neighborhood Park Design & Construction	Growth/Development	1,090,109		121,123				1,211,232
		PK-6310-14	UV1-N29 New Neighborhood Park Design & Construction	Growth/Development	1,160,294		128,922				1,289,216
		PK-6344-13	York Hill Park - Tennis Court Replacement	Infrastructure Replacement		223,919					223,919
		PK-6356-14	Sonoma Heights Community Park - Ball Diamond Lighting	New Infrastructure			229,184				229,184
		PK-6359-14	Maxey Park Parking Lot Expansion	New Infrastructure			90,150				90,150
		PK-6370-14	Uplands Golf & Ski Centre - Irrigation/Snow Making Water Systems	Infrastructure Replacement		566,500					566,500
		PK-6373-14	Pedestrian & Bicycle Master Plan (Off Road System) - Construction	New Infrastructure					433,000		433,000
		PK-6381-14	Al Palladini Community Centre North West Corner Improvements	New Infrastructure			61,002				61,002
		PK-6384-13	Uplands Golf and Ski Centre: Hiking Trail/Pathways Improvements	Infrastructure Replacement					91,650		91,650
		PK-6385-14	Agostino Park Multi-Use Field Development (Rugby/Football)	New Infrastructure			100,683				100,683
		PK-6386-14	Calvary Church Sports Fields - Soccer Field 11v11 Implementation	New Infrastructure			241,046				241,046
		PK-6391-14	Torii Park Bocce Court Development	New Infrastructure			90,519				90,519
		PK-6414-14	UV1-S1 - Urban Square Design and Construction	Growth/Development	519,194		57,688				576,882
		PK-6415-14	61W-N1 - New Neighborhood Park Design and Park Construction	Growth/Development	1,054,781		117,198				1,171,979
		PK-6434-14	Mario Plastina Park - Expansion of Existing Play Equipment	New Infrastructure			49,749				49,749
	Park Development Total				10,313,378	790,419	2,404,864		524,650		14,033,311
	Parks Operations	PO-6700-13	Tree Planting Program-Regular	Infrastructure Replacement		48,037	552,425				600,462
		PO-6717-14	Soccer Field Redevelopment at York Catholic District School Board Locations	Infrastructure Replacement		203,940					203,940
		PO-6739-13	Tree Replacement Program-EAB	Infrastructure Replacement			410,713				410,713
		PO-6740-14	Irrigation Central Control System Additions-Various Locations	New Equipment			129,000				129,000
		PO-6749-14	No Smoking By-Law Signs	Health & Safety			54,075				54,075
		PO-6750-14	Park and Walkway Fencing	New Infrastructure			39,655				39,655
		PO-6751-14	Sports Field Safety Fencing for Spectators at Vaughan Grove Sports Complex	New Infrastructure			91,927				91,927
	Parks Operations Total					251,977	1,277,795				1,529,772
	Public Works	PW-2013-07	Street Light Pole Replacement Program	Infrastructure Replacement			309,000				309,000
		PW-2035-11	Curb and Sidewalk Repair & Replacement	Infrastructure Replacement					1,600,000		1,600,000
		PW-2052-14	Road Patrol Hardware & Software	Technology			25,800				25,800
		PW-2054-14	Environmental Assessment for a new works yard - west portion of the City	Growth/Development	162,225		18,025				180,250
		PW-2057-14	Dome Doors	Legal/Regulatory			38,625				38,625
		PW-2058-13	LED Streetlight Conversion	Infrastructure Replacement					1,500,000		1,500,000
		PW-2061-14	Woodbridge Yard Humber River Rehabilitation	Legal/Regulatory			195,700				195,700
		PW-2062-14	Works Yard Improvements(JOC-Dufferin-Woodbridge Yards)	Infrastructure Replacement			25,750				25,750
		PW-2063-13	ICI Water Meter Replacement Program	Infrastructure Replacement		206,000					206,000
		PW-2066-14	Yard Weigh Scale	New Equipment			128,750				128,750
	Public Works Total				162,225	206,000	741,650		3,100,000		4,209,875
	Recreation	RE-9503-13	Fitness Centre Equipment Replacement	Equipment Replacement		125,100					125,100
	Recreation Total					125,100					125,100
	Real Estate	RL-0005-13	Land Acquisition Fees	Misc. Land Appraisals						267,800	267,800
	Real Estate Total									267,800	267,800
2014 Total					28,262,955	14,647,083	6,677,979	8,910,658	7,282,215	782,800	66,563,690

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Budget Year	Dept	Number	Project Title	Project Type	Citywide-DC	Infrastructure	Transfer from Taxation	Debt/Financing	Gas Tax Reserve	Other	Grand Total
2015	Access Vaughan	AV-9532-15	Access Vaughan Phase II - Step E	Technology			50,500				50,500
	Access Vaughan Total						50,500				50,500
	Building&Facilities	BF-8271-15	East District Parks Yard Parking Lot Modifications	New Infrastructure			102,000				102,000
		BF-8353-15	Splash Pad Controls Automation	New Infrastructure			46,400				46,400
		BF-8367-13	Uplands Golf & Ski Centre, Buildings General Capital	Infrastructure Replacement		67,000					67,000
		BF-8378-15	Carrville Community Centre	Growth/Development	3,287,700		436,232				3,723,932
		BF-8407-15	Al Palladini Community Centre - East Side - Island - Concrete Curb Replacements	Infrastructure Replacement		52,406					52,406
		BF-8408-15	Al Palladini Community Centre - Patio Deck Concrete Replacement	Infrastructure Replacement		39,829					39,829
		BF-8410-15	Installation of Fencing to the Indoor Bocce Courts at MCC, FEBCC, DCCC, CCC	New Infrastructure			66,950				66,950
		BF-8425-15	Al Palladini Community Centre Painting East and West Arenas	Infrastructure Replacement		84,460					84,460
		BF-8428-15	JOC - Rooftop Replacements	Infrastructure Replacement		61,800					61,800
		BF-8429-15	Dufferin Clark Community Centre - Boiler Replacements	Infrastructure Replacement		61,800					61,800
		BF-8430-15	Garnet A Williams Community Centre - Boiler Replacements	Infrastructure Replacement		82,400					82,400
		BF-8431-15	Michael Cranny House - HVAC Upgrades	Infrastructure Replacement		25,750					25,750
		BF-8432-15	Rosemount Community Centre - Boiler System Upgrades	Infrastructure Replacement		82,400					82,400
		BF-8436-13	Security Camera & Equipment Replacements	Equipment Replacement		87,550					87,550
		BF-8437-15	Sound Attenuations Partitions in Building Standards and Purchasing Departments	New Infrastructure			56,650				56,650
	Building&Facilities Total				3,287,700	645,395	708,232				4,641,327
	Budgeting&Financial Planning	BU-0007-15	Questica Teambudget Development	Technology			86,520				86,520
	Budgeting&Financial Planning Total						86,520				86,520
	Enforcement Services	BY-2518-13	Animal Shelter Lease Hold Improvements	Legal/Regulatory	39,300		75,100				114,400
		BY-2523-15	Vehicles Lease Buyout	New Equipment			77,250				77,250
	Enforcement Services Total				39,300		152,350				191,650
	Development Planning	DP-9526-15	Yonge Street / Steeles Corridor Urban Design Streetscape & Open Space Masterplan	Growth/Studies	46,800		133,200				180,000
		DP-9529-13	Design Review Panel Administration	Growth/Development	20,600						20,600
	Development Planning Total				67,400		133,200				200,600
	Development Transportation Engineering	DT-7098-14	Pedestrian and Bicycle Network Implementation Program	New Infrastructure	305,910						305,910
		DT-7104-13	TMP Education, Promotion, Outreach and Monitoring	Growth/Studies	77,250						77,250
		DT-7108-13	School Travel Planning Measures	Growth/Development	51,500						51,500
		DT-7114-15	Portage Parkway - Applewood to Jane/ Detailed Design	Growth/Development	428,480						428,480
		DT-7120-13	Black Creek Renewal	Growth/Development	12,646,598						12,646,598
		DT-7121-13	Vaughan Metropolitan Centre NE Storm Water Management Pond	Growth/Development	4,215,532						4,215,532
		DT-7123-14	Kleinburg - Nashville PD6 Major Mackenzie Watermain	Growth/Development	1,887,797						1,887,797
		DT-7124-15	Block 61 CP Railway Pedestrian Crossing	Growth/Development	1,233,853						1,233,853
		DT-7125-15	OPA 620 (Steeles West) East - West Collector Road	Growth/Development	434,317						434,317
	Development Transportation Engineering Total				21,281,237						21,281,237
	Engineering	EN-1851-15	GIS Infrastructure Inventory	New Infrastructure			329,600				329,600
		EN-1852-15	Drawing Index Enhancements	New Infrastructure			103,000				103,000
		EN-1853-15	Vellore Woods Blvd. Lay-by Parking	New Infrastructure			154,500				154,500
		EN-1866-15	Traffic Calming Program	New Infrastructure			154,500				154,500
		EN-1883-15	Construction of Turning Lane at Willis Drive and Pine Valley Drive	New Infrastructure			453,300				453,300
		EN-1888-13	Bridge Rehabilitation - Glen Shields Avenue	Infrastructure Replacement				412,000			412,000
		EN-1889-13	Bridge Replacement/Rehabilitation Environmental Assessment - King Vaughan Road Bridge	Infrastructure Replacement				515,000			515,000
		EN-1907-15	Creation of CAD Standards	Studies			51,500				51,500
		EN-1912-14	2015 Pavement Management Program - Phase 1	Infrastructure Replacement				888,211	2,544,659		3,432,870
		EN-1913-14	2015 Pavement Management Program - Phase 2	Infrastructure Replacement				3,476,250			3,476,250
		EN-1914-14	2015 Road Rehabilitation and Watermain Replacement - Phase 1	Infrastructure Replacement		743,897		805,888			1,549,785
		EN-1915-14	2015 Road Rehabilitation and Watermain Replacement - Phase 2	Infrastructure Replacement		2,174,570		510,084			2,684,654
		EN-1916-14	2015 Road Rehabilitation and Watermain Replacement - Phase 3	Infrastructure Replacement		3,024,613		1,296,263			4,320,876
		EN-1917-15	2016 Pavement Management Program - Phase 1	Infrastructure Replacement				25,750			25,750
		EN-1918-15	2016 Pavement Management Program - Phase 2	Infrastructure Replacement				25,750			25,750
		EN-1919-15	2016 Pavement Management Program - Phase 3	Infrastructure Replacement				25,750			25,750
		EN-1920-15	2016 Road Rehabilitation and Watermain Replacement - Phase 1	Infrastructure Replacement		140,492		86,108			226,600
		EN-1921-15	2016 Road Rehabilitation and Watermain Replacement - Phase 2	Infrastructure Replacement		208,575		69,525			278,100
		EN-1923-15	Municipal Structure Inspection and Reporting	Legal/Regulatory		123,600					123,600
		EN-1930-15	Sidewalk on Keele Street - McNaughton Road to Teston Road	New Infrastructure	37,080						37,080
		EN-1931-15	Sidewalk on Keele Street - Kirby Road to Peak Point Blvd	New Infrastructure	20,600						20,600
		EN-1950-13	Clarence Street Slope Stabilization - Phase 2	Infrastructure Replacement					500,000		500,000
		EN-1958-13	Corporate Asset Management	Priority Initiative			750,000				750,000
		EN-1960-13	Sidewalk on Weston Road - Steeles Avenue W. to Rutherford Road	Growth/Development	515,000						515,000
		EN-1972-13	Multi-use Path and Streetlighting on Dufferin Street - Kirby Road to Teston Road	New Infrastructure	576,800						576,800
		EN-1973-14	Streetscape for Concord West - Highway 7 and Keele Street	Growth/Development	289,899						289,899
	Engineering Total				1,439,379	6,415,747	1,996,400	8,136,579	3,044,659		21,032,764
	Environmental Sustainability	ES-2521-15	Community Sustainability and Environmental Master Plan Renewal	Established Program	27,810		3,090				30,900
	Environmental Sustainability Total				27,810		3,090				30,900
	Fleet	FL-5301-15	Building & Facilities - Replace 1246 with 3/4 ton 4x4 pickup	Equipment Replacement		39,100					39,100
		FL-5302-15	Building & Facilities - Replace 1156 with 1 ton cargo van	Equipment Replacement		46,400					46,400
		FL-5303-15	Building & Facilities - Replace 1320 with 3/4 ton cargo van	Equipment Replacement		41,200					41,200
		FL-5304-15	Building & Facilities - Replace 852 with ice resurfacer	Equipment Replacement		103,000					103,000

2013 - 2016 Capital Budget - Project Listing by Department

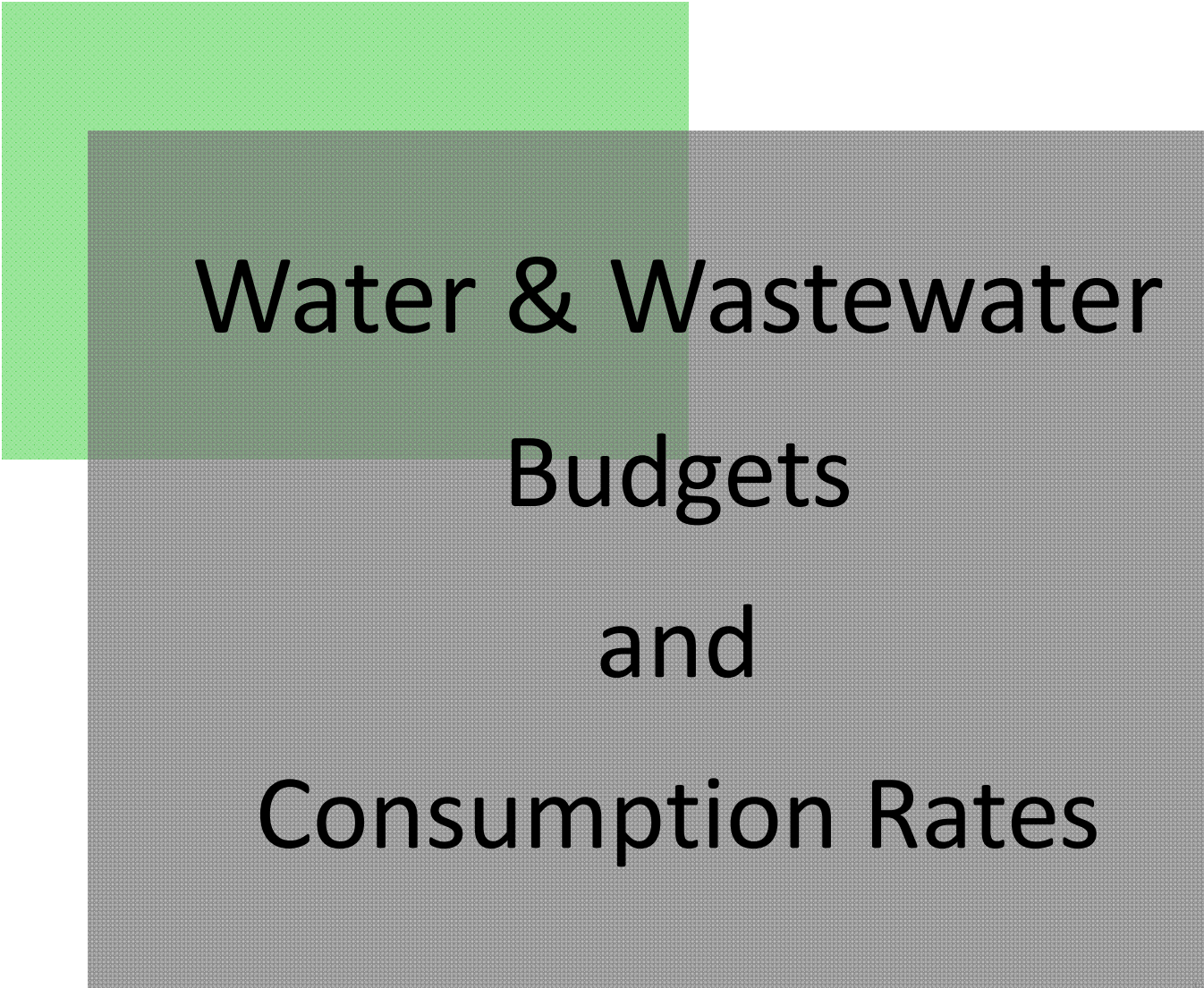
Budget Year	Dept	Number	Project Title	Project Type	Citywide-DC	Infrastructure	Transfer from Taxation	Debt/Financing	Gas Tax Reserve	Other	Grand Total
		FL-5305-15	Building & Facilities - Replace 957 with ice resurfacers	Equipment Replacement		103,000					103,000
		FL-5306-15	Building & Facilities - Replace 974 with ice resurfacers	Equipment Replacement		103,000					103,000
	Fleet Total					435,700					435,700
	Fire&Rescue Services					45,100					45,100
		FR-3508-13	Breathing Apparatus Replacements	Equipment Replacement							45,100
		FR-3575-15	Station #78 Engine Purchase	Growth/Equipment	667,300						667,300
		FR-3576-15	Engine # 78 Equipment Purchase	Growth/Equipment	119,700						119,700
		FR-3577-15	Station #78 Equipment for Firefighters Purchase	Growth/Equipment	123,100						123,100
		FR-3579-15	Aerial 7967 Refurbishment	Infrastructure Replacement		180,250					180,250
		FR-3583-15	Reposition Stn 74 Kleinburg Land	New Infrastructure	705,000						705,000
		FR-3588-15	Replace 7966 Rescue Truck	Equipment Replacement		628,800					628,800
		FR-3591-15	Replace 7979 Fire Prevention Vehicle	Equipment Replacement		40,500					40,500
		FR-3595-15	Tech Rescue (7978) Refurbishment	Equipment Replacement		109,000					109,000
	Fire&Rescue Services Total				1,615,100	1,003,650					2,618,750
	Information Technology Management						1,791,200				1,791,200
		IT-2502-15	Electronic Document Management System	Technology							1,791,200
		IT-3016-13	Personal Computer (PC) Assets Renewal	Technology		221,500					221,500
		IT-3017-13	Enterprise Telephone System Assets Renewal	Technology		391,400					391,400
		IT-3019-13	Central Computing Infrastructure Renewal	Technology		389,300					389,300
		IT-3020-14	Continuous Improvement - City Website (Vaughan Online)	Technology			154,500				154,500
	Information Technology Management Total					1,002,200	1,945,700				2,947,900
	Libraries						140,000				140,000
		LI-4504-13	Library Technology Upgrade	Technology							140,000
		LI-4508-13	Civic Centre Resource Library-Resource Material	Growth/Development	783,000		87,000				870,000
		LI-4516-15	Carrville Block 11- Resource Material	Growth/Development	391,500		43,500				435,000
		LI-4521-15	Carrville BI 11 Land	Growth/Development	519,100		57,700				576,800
		LI-4522-15	Carrville BL11 - Consulting Design/Construction	Growth/Development	168,660		18,740				187,400
		LI-4524-15	Carrville Community Library - Communications and Hardware	Growth/Development	135,000		15,000				150,000
		LI-4537-13	Capital Resource Purchases	Infrastructure Replacement		1,991,300					1,991,300
	Libraries Total				1,997,260	1,991,300	361,940				4,350,500
	Park Development						63,619				63,619
		PK-6309-15	UV1-N28	Growth/Development	572,566						572,566
		PK-6384-13	Uplands Golf and Ski Centre: Hiking Trail/Pathways Improvements	Infrastructure Replacement					91,650		91,650
		PK-6388-15	Pedestrian Bridge Replacement	Infrastructure Replacement					243,601		243,601
		PK-6394-15	UV2-D2 Block 11 District Park w/CC - Park Design & Construction	Growth/Development	134,500		14,945				149,445
		PK-6398-15	VMC30-6 - Urban Square Design and Construction	Growth/Development	501,757		55,751				557,508
		PK-6399-15	UV1-S2 - New Urban Square Construction	Growth/Development	272,848		30,316				303,164
		PK-6400-15	UV1-S3 - New Urban Square Design and Construction	Growth/Development	272,848		30,316				303,164
		PK-6401-15	61W-N2 - New Neighborhood Park Design and Construction	Growth/Development	470,119		52,235				522,354
		PK-6402-15	61W-S7 - New Urban Square Design and Construction	Growth/Development	282,177		31,353				313,530
		PK-6403-15	MacMillan Farm - Park Design and Construction	Growth/Development	445,093		49,455				494,548
		PK-6405-15	Don and Humber River System Trail Signage (2015)	New Infrastructure					108,905		108,905
		PK-6406-15	Pedestrian and Bicycle Master Plan (off road system) Design and Construction	Growth/Development					593,400		593,400
		PK-6413-15	Oak Park Pond Expansion Works	New Infrastructure			43,886				43,886
		PK-6416-15	Memorial Hill Cultural Landscape Revitalization	Studies			73,439				73,439
		PK-6417-15	Maple Nature Reserve Master Plan Update Including Forest and Invasive Species Management	Studies			73,439				73,439
		PK-6452-15	UV1-LP1 - Linear Park Design and Construction	Growth/Development	480,004		53,334				533,338
	Park Development Total				3,431,912		572,088		1,037,556		5,041,556
	Parks Operations						48,037				48,037
		PO-6700-13	Tree Planting Program-Regular	Infrastructure Replacement							48,037
		PO-6739-13	Tree Replacement Program-EAB	Infrastructure Replacement							48,037
		PO-6741-15	Maple Community Centre-Landscape & Traffic Safety Improvements	New Infrastructure			180,250				180,250
		PO-6742-15	Park Benches-Various Locations	Equipment Replacement		74,200					74,200
		PO-6743-15	Park Picnic Table-Various Locations	Equipment Replacement		74,200					74,200
		PO-6746-15	Fence Repair & Replacement Program	Infrastructure Replacement		696,867					696,867
		PO-6747-15	Relocation of Gazebo (Dr.McCleans to Rainbow Creek)	Infrastructure Replacement		56,650					56,650
	Parks Operations Total					949,954	1,143,388				2,093,342
	Public Works						309,000				309,000
		PW-2013-07	Street Light Pole Replacement Program	Infrastructure Replacement							309,000
		PW-2035-11	Curb and Sidewalk Repair & Replacement	Infrastructure Replacement					1,700,000		1,700,000
		PW-2057-14	Dome Doors	Legal/Regulatory			38,625				38,625
		PW-2058-13	LED Streetlight Conversion	Infrastructure Replacement					1,500,000		1,500,000
		PW-2063-13	ICI Water Meter Replacement Program	Infrastructure Replacement		206,000					206,000
	Public Works Total					206,000	347,625		3,200,000		3,753,625
	Recreation										
		RE-9503-13	Fitness Centre Equipment Replacement	Equipment Replacement		125,100					125,100
		RE-9519-15	Vaughan Art Gallery Site Study	Studies			51,500				51,500
		RE-9521-15	Retrofit Lighting at Gallery space at MCC	New Infrastructure			25,800				25,800
		RE-9522-15	Exhibition Units for City Hall and MCC	New Infrastructure			67,000				67,000
	Recreation Total					125,100	144,300				269,400
	Real Estate									267,800	267,800
	Real Estate Total	RL-0005-13	Land Acquisition Fees	Misc. Land Appraisals						267,800	267,800
2015 Total					33,187,098	12,775,046	7,645,333	8,136,579	7,282,215	267,800	69,294,071

2013 - 2016 Capital Budget - Project Listing by Department

Budget Year	Dept	Number	Project Title	Project Type	Citywide-DC	Infrastructure	Transfer from Taxation	Debt/Financing	Gas Tax Reserve	Other	Grand Total
2016	Building&Facilities	BF-8278-16	Chancellor Community Centre - Gym Locker Replacements	Infrastructure Replacement		37,900					37,900
		BF-8329-16	Al Palladini Community Centre Arena Benches Capping	Infrastructure Replacement		46,400					46,400
		BF-8357-16	Rainbow Creek Park - Electrical Cabinet Replacement	Equipment Replacement		20,600					20,600
		BF-8358-16	Promenade Park - Electrical Cabinet Replacement	Equipment Replacement		20,600					20,600
		BF-8367-13	Uplands Golf & Ski Centre, Buildings General Capital	Infrastructure Replacement		67,000					67,000
		BF-8378-15	Carrville Community Centre	Growth/Development	29,589,300		3,926,088				33,515,388
		BF-8399-16	Maple Community Centre - Outdoor Courtyard Refurbishment	Infrastructure Replacement		90,846					90,846
		BF-8404-16	Woodbridge Arena - Replace Arena Boards	Infrastructure Replacement		118,750					118,750
		BF-8423-16	Al Palladini Community Centre New Score Clock for East Arena Centre Ice	Infrastructure Replacement		77,250					77,250
		BF-8433-16	Al Palladini Community Centre - Boiler Replacements	Infrastructure Replacement		82,400					82,400
		BF-8434-16	Maple Community Centre - Boiler Replacements	Infrastructure Replacement		82,400					82,400
		BF-8435-16	Woodbridge Pool & Arena - Rooftop Replacements	Infrastructure Replacement		51,500					51,500
	Building&Facilities Total				29,589,300	695,646	3,926,088				34,211,034
	Enforcement Services	BY-2518-13	Animal Shelter Lease Hold Improvements	Legal/Regulatory		39,300		75,100			114,400
	Enforcement Services Total					39,300		75,100			114,400
	Development Planning	DP-9525-16	Vaughan Mills Urban Design Streetscape & Open Space Master Plan	Growth/Studies		130,000					130,000
	Development Planning Total					130,000					130,000
	Development Transportation Engineering	DT-7098-14	Pedestrian and Bicycle Network Implementation Program	New Infrastructure		246,170					246,170
		DT-7104-13	TMP Education, Promotion, Outreach and Monitoring	Growth/Studies		77,250					77,250
		DT-7108-13	School Travel Planning Measures	Growth/Development		51,500					51,500
		DT-7120-13	Black Creek Renewal	Growth/Development		12,646,598					12,646,598
		DT-7123-14	Kleinburg - Nashville PD6 Major Mackenzie Watermain	Growth/Development		1,887,797					1,887,797
		DT-7124-15	Block 61 CP Railway Pedestrian Crossing	Growth/Development		1,233,853					1,233,853
		DT-7125-15	OPA 620 (Steeles West) East - West Collector Road	Growth/Development		434,317					434,317
	Development Transportation Engineering Total					16,577,485					16,577,485
	Engineering	EN-1917-15	2016 Pavement Management Program - Phase 1	Infrastructure Replacement					2,807,000		2,807,000
		EN-1918-15	2016 Pavement Management Program - Phase 2	Infrastructure Replacement				2,852,070			2,852,070
		EN-1919-15	2016 Pavement Management Program - Phase 3	Infrastructure Replacement				2,269,090			2,269,090
		EN-1920-15	2016 Road Rehabilitation and Watermain Replacement - Phase 1	Infrastructure Replacement		2,123,052		1,301,226			3,424,278
		EN-1921-15	2016 Road Rehabilitation and Watermain Replacement - Phase 2	Infrastructure Replacement		2,625,992		875,331			3,501,323
		EN-1930-15	Sidewalk on Keele Street - McNaughton Road to Teston Road	New Infrastructure		148,320					148,320
		EN-1931-15	Sidewalk on Keele Street - Kirby Road to Peak Point Blvd	New Infrastructure		82,400					82,400
		EN-1973-14	Streetscape for Concord West - Highway 7 and Keele Street	Growth/Development		2,559,429					2,559,429
	Engineering Total					2,790,149	4,749,044	7,297,717	2,807,000		17,643,910
	Emergency Planning	EP-0071-16	Primary and Alternate Emergency Operations Centres	Equipment Replacement		68,200		119,540			187,740
	Emergency Planning Total					68,200		119,540			187,740
	Fleet	FL-5307-16	Parks - Replace 1027 with a slope mower	Equipment Replacement		72,100					72,100
		FL-5308-16	Building & Facilities - Replace 1147 with a compact size pickup	Equipment Replacement		27,810					27,810
		FL-5311-16	Building & Facilities - Replace 1055 with ice resurfacer	Equipment Replacement		103,000					103,000
		FL-5315-16	Parks - Replace 1375 with a 16 ft rotary mower	Equipment Replacement		92,700					92,700
	Fleet Total					295,610					295,610
	Fire&Rescue Services	FR-3508-13	Breathing Apparatus Replacements	Equipment Replacement		45,100					45,100
		FR-3573-16	Command Vehicle	Growth/Development	41,200						41,200
		FR-3578-16	Fire Prevention Vehicle	Growth/Development	37,130						37,130
		FR-3586-16	Replace 7972 Pumper	Equipment Replacement		699,400					699,400
		FR-3590-16	Replace 7988 Training Vehicle	Equipment Replacement		43,600					43,600
		FR-3592-16	Smeal Aerial 17M(7983) Refurbishment	Equipment Replacement		189,000					189,000
		FR-3593-16	Replace HAZ MAT 7942	Equipment Replacement		545,000					545,000
	Fire&Rescue Services Total				78,330	1,522,100					1,600,430
	Human Resources	HR-9533-14	Attendance Management Automation	New Infrastructure				103,000			103,000
	Human Resources Total							103,000			103,000
	Information Technology Management	IT-3016-13	Personal Computer (PC) Assets Renewal	Technology		221,500					221,500
		IT-3017-13	Enterprise Telephone System Assets Renewal	Technology		391,400					391,400
		IT-3019-13	Central Computing Infrastructure Renewal	Technology		389,300					389,300
		IT-3020-14	Continuous Improvement - City Website (Vaughan Online)	Technology				154,500			154,500
	Information Technology Management Total					1,002,200		154,500			1,156,700
	Libraries	LI-4504-13	Library Technology Upgrade	Technology				140,000			140,000
		LI-4512-16	Maple Library Renovations	Infrastructure Replacement				770,000			770,000
		LI-4516-15	Carrville Block 11- Resource Material	Growth/Development		391,500		43,500			435,000
		LI-4518-16	Carrville BL11 - Furniture and Equipment	Growth/Equipment		241,400		26,800			268,200
		LI-4522-15	Carrville BL11 - Consulting Design/Construction	Growth/Development		2,875,680		319,520			3,195,200
		LI-4535-16	AODA Compliant & Combined Info/Circulation Desk Maple	Legal/Regulatory				100,000			100,000
		LI-4537-13	Capital Resource Purchases	Infrastructure Replacement		2,119,800					2,119,800
	Libraries Total				3,508,580	2,119,800	1,399,820				7,028,200
	Park Development	PK-6287-16	Rutherford Road District Park (UV2-D1)	Growth/Development		620,768		68,975			689,743
		PK-6344-13	York Hill Park - Tennis Court Replacement	Infrastructure Replacement							280,619
		PK-6346-16	Maple Valley Plan - North Maple Regional Park Phase I(B)	Growth/Development	5,562,000			618,000			6,180,000
		PK-6365-16	UV1-D4 (Chatfield Dr/Lawford Rd) - Block 40 Design & Construction	Growth/Development		411,781		45,754			457,535
		PK-6368-16	Bindertwine Park - Fencing	New Infrastructure				32,000			32,000

2013 - 2016 Capital Budget - Project Listing by Department

Budget Year	Dept	Number	Project Title	Project Type	Citywide-DC	Infrastructure	Transfer from Taxation	Debt/Future Financing	Gas Tax Reserve	Other	Grand Total
		PK-6377-16	Mapes Park-Playground Replacement & Safety Surfacing	Infrastructure Replacement		155,513					155,513
		PK-6380-16	9v9 and 11v11 Soccer Field Upgrades	Infrastructure Replacement		136,514					136,514
		PK-6384-13	Uplands Golf and Ski Centre: Hiking Trail/Pathways Improvements	Infrastructure Replacement					91,650		91,650
		PK-6390-16	Dufferin Reservoir Sports Fields	New Infrastructure		482,684					482,684
		PK-6394-15	UV2-D2 Block 11 District Park w/CC - Park Design & Construction	Growth/Development	1,222,729		135,859				1,358,588
		PK-6397-13	VMC23-2 - Vaughan Corporate Center Black Creek Park Design and Construction	Growth/Development	987,622		109,736				1,097,358
		PK-6422-16	Pedestrian and Bicycle Master Plan (off road system) Design and Construction	New Infrastructure					368,000		368,000
		PK-6424-16	61W-N3 - Neighbourhood Park Design and Construction	Growth/Development	480,177		53,353				533,530
		PK-6425-16	61W-G8 - Greenway Park Design and Construction	Growth/Development	669,467		74,385				743,852
		PK-6426-16	CC11-P2 - Carville Centre Parkette Design and Construction	Growth/Development	174,102		19,345				193,447
		PK-6427-16	Hayhoe Mills Park - Design & Construction	Growth/Development	382,829		42,537				425,366
		PK-6428-16	VMC29-1 - New Neighborhood Park Design and Construction	Growth/Development	557,022		61,891				618,913
		PK-6429-16	VMC29-10 - Urban Square Design and Construction	Growth/Development	330,076		36,675				366,751
		PK-6430-16	VMC30-7 - Vaughan Corporate Center Park Design and Construction	Growth/Development	1,059,719		117,746				1,177,465
		PK-6431-16	61E-N1 Neighborhood Park Design and Construction	Growth/Development	812,650		90,295				902,945
		PK-6432-16	61E-P4 Parkette Design and Construction	Growth/Development	143,711		15,968				159,679
		PK-6433-16	Active Together Master Plan 5 year update	Growth/Studies	109,484		13,859			15,245	138,588
	Park Development Total				13,524,137	1,055,330	1,536,378		459,650	15,245	16,590,740
	Parks Operations	PO-6700-13	Tree Planting Program-Regular	Infrastructure Replacement		48,037	552,425				600,462
		PO-6739-13	Tree Replacement Program-EAB	Infrastructure Replacement			410,713				410,713
		PO-6745-16	Nashville Cemetery-Road Extension	New Infrastructure			57,700				57,700
		PO-6746-15	Fence Repair & Replacement Program	Infrastructure Replacement		118,325					118,325
	Parks Operations Total					166,362	1,020,838				1,187,200
	Public Works	PW-1972-16	Public Works and Parks Operations Yard Expansion and Upgrade Strategy	Growth/Development	4,169,250						4,169,250
		PW-2013-07	Street Light Pole Replacement Program	Infrastructure Replacement			309,000				309,000
		PW-2035-11	Curb and Sidewalk Repair & Replacement	Infrastructure Replacement					1,800,000		1,800,000
		PW-2058-13	LED Streetlight Conversion	Infrastructure Replacement					1,500,000		1,500,000
		PW-2063-13	ICI Water Meter Replacement Program	Infrastructure Replacement		206,000					206,000
	Public Works Total				4,169,250	206,000	309,000		3,300,000		7,984,250
	Recreation	RE-9503-13	Fitness Centre Equipment Replacement	Equipment Replacement		125,100					125,100
	Recreation Total					125,100					125,100
	Real Estate	RL-0005-13	Land Acquisition Fees	Misc. Land Appraisals						267,800	267,800
	Real Estate Total									267,800	267,800
2016 Total					70,406,531	12,005,392	8,644,264	7,297,717	6,566,650	283,045	105,203,599



Water & Wastewater Budgets and Consumption Rates

Water & Wastewater 2013

Budgets & Consumption Rates

The Water and Wastewater Budget was adopted by Council on April 30, 2013. The Water and Wastewater Budget is separate from the Operating and Capital Budget process.

The primary source of revenue for water and wastewater operations is consumption rates, budgeted at \$103.2M for 2013. 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 services will generate a net contribution of \$5.3M to the water reserve and wastewater services will generate \$6.0M to the wastewater reserve thereby providing the necessary funds to maintain a financially sustainable water and wastewater system now and into 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 \$63 (\$49 is the Region of York portion) or 8.02 per cent. The combined increase for water and wastewater rates is \$5.27 per month. The 2013 budgets include an annual rate increase of 6.90 per cent for water and a 9.05 per cent increase for wastewater for a combined increase of 8.02 per cent.

The net rate increase impact is the result of:

- The Regional increase of 7.7 per cent for the cost of potable water and the increase of 12 per cent 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.

Following is a summary of the combined water and wastewater increase and the Region of York and City of Vaughan's relative share of that increase:

2013 COMBINED RATE INCREASE

	INCREASE SUMMARY BY PERCENT & CENTS		
Region of York Cost of Water & Wastewater	6.25%	16.39	¢
City of Vaughan Operating Costs	0.66%	1.73	¢
City of Vaughan Infrastructure Contribution to Reserves	1.11%	2.91	¢
TOTAL 2013 INCREASE	8.02%	21.03	¢

Water & Wastewater 2013

Budgets & Consumption Rates

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 per cent. 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 supported by the 2009 rate study and are continuing to move in the direction of full cost recovery.

The 2013 water and wastewater rate components are as follows:

	Water	Wastewater	Combined
Regional Purchased Services	\$0.8087	\$0.9910	\$1.7997
Unmetered Water	0.1188	0.00	0.1188
Maintenance	0.1283	0.1319	0.2602
Other	0.1257	0.0704	0.1961
Lifecycle Contribution - Reserve	0.1483	0.3116	0.4599
Total	\$1.3298	\$1.5049	\$2.8347

The cost increase impact below represents York Region’s overall share of the increase compared to that of the City of Vaughan’s share:

<u>Cost Increase Impact</u>	<u>Water</u>	<u>Wastewater</u>	<u>Combined</u>
Region	67%	85%	78%
City	33%	15%	22%

Water Conservation

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

Water & Wastewater 2013

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 watermain 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 in new development areas 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 watermain, initiated in 2005 and still underway today, continues to perform very well, yielding a 50 per cent 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 were to:

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

There are a total of 2,951 ICI water meters. At the end of 2011, a total of 1,358 water meters had been inspected, and at the end of 2012 the remainder of the meters had been inspected.

The large water meters that could be re-calibrated to meet AWWA limits were done so at the time of the inspection. There are 524 water meters that cannot be re-calibrated and have been identified for replacement. Funds are included in the 2013 Water Operating Budget to start replacing these meters.

Based on results from the water meters that have been tested, staff indicate this initiative is expected to reduce the amount of non-revenue water by approximately 3 percent.

Measures are also in place to capture water consumption data from developers who are required to implement a flushing program. Flushing programs ensure that water quality is maintained until sufficient users are in place to ensure a regular changeover of water takes place in watermain. This data is used to charge back the developers for the water they use in this process.

York Region's "Water For Tomorrow" Program

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

- rebates for purchasing and installing a water efficient toilet;
- rebates for purchasing and installing a water efficient furnace humidifier;
- rebates for purchasing water efficient clothes washers;
- 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.

Water & Wastewater 2013

Budgets & Consumption Rates

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

2013 Water Budget / Actual - Revenue & Expenditure Highlights

2013 Water Budget Factors

The consumption volume is conservatively estimated and is developed based on current consumption patterns, annual growth estimates noted below and does not reflect any weather predictions. The budgeted 2013 water billing revenue includes a 2.0 per cent (2.0 per cent 2012) growth factor for residential, 1.00% (1.00 per cent 2012) commercial growth factor and a 6.90 per cent water rate increase.

Expenditures generally reflect cost of living increases and inflationary pressures.

Water Rate Forecast

Over the next three years it is expected that the City's water rate will increase in the range of approximately 7 per cent to 9 per cent annually. This level of rate increase is necessary to provide for the wholesale cost of water, the on-going maintenance of the underground infrastructure and to provide funds for the future renewal of the water distribution system. The Region of York forecast increase in the wholesale cost of water for 2014 and 2015 are 7.5 per cent and 7.4 per cent respectively. The water consumption rate will continue to be developed in conjunction with the 2009 consumption rate study.

2013 Water Budget Highlights

Revenues:

The water rate of \$1.3298 per cubic meter is based on the operating and capital budgets and represents the next step in achieving full cost recovery as supported by the rate study.

The budgeted residential and commercial water billings in 2013 include a 6.90 per cent rate increase combined with new account activity. The revenues are expected to be \$48.7M with water purchases from the Region at \$34.3M, including unmetered water, resulting in a gross margin of \$14.4M.

Other revenue for bulk water sales is budgeted at \$300K up slightly from previous years as 2012 sales experienced a slight increase over budget. Installation activity is expected to be lower than last year's budget at \$726K compared to \$976K in 2012. Interest revenue is expected to exceed 2012 due to a higher reserve balance.

Unmetered (Non-Revenue) Water Consumption

The 2013 budget for unmetered water is at the same level as in the past few years, 13.0 per cent. The actual for 2012 is slightly less than budget at 12.3 per cent.

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 per cent 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.

Water & Wastewater 2013

Budgets & Consumption Rates

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.

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. As noted earlier, the large Industrial/Commercial / Institutional (ICI), meter calibration program has taken place, and funds have been allocated to replace those meters that could not be calibrated.

To further minimize NRW, the City, in partnership with York Region, will be undertaking a leak detection program. This program will help to further identify potential sources of water loss in the underground infrastructure.

Staff are also working with York Region and other local area municipalities to further identify and minimize sources of NRW through more detailed analysis of bulk metering and overall analysis of the system as a whole.

Expenditures:

2013 budgeted expenditures total \$10.2M covering maintenance, administration, financing, overhead and other costs which are up \$0.4M from last year's budget. Increases are primarily due to cost of living increases.

2012 Actual Water Highlights

Actual 2012 total water billings of \$45.2M came in slightly over budget. Residential billings at \$27.7M were up slightly by 2.2 per cent and Commercial at \$17.2M down by 2.8 per cent compared to budget. Bulk sales were favourable by \$58K.

It should be noted that the average household water consumption has declined from 2007 - 2011 where annual consumption per household has decreased from 338m³ to 287m³. In 2012 household average annual consumption increased slightly to 294m³.

Installation service fees came in under budget by \$268K due to activity. Actual maintenance expenditures came in at \$4.4M, under budget by \$1.1M. Maintenance is primarily under budget as a result of fewer customer service requests and emergency contracted activity than anticipated. Administration came in at \$1.3M and is under budget primarily due to engineering staff vacancies. The remaining expenditures came in on budget.

Water Lifecycle Contribution - Reserve

The 2013 budgeted transfer from water operations to the water reserve is \$5.3M. These funds will provide for the future requirements of the water infrastructure.

In 2012 through water operations, the net of all revenues and costs resulted in \$6.6M (\$6.1M 2011) being transferred to the water reserve fund for future capital works. To put the amount of this transfer in perspective the accumulated amortization for water assets totals \$72M in 2012 compared to the water

Water & Wastewater 2013

Budgets & Consumption Rates

reserve fund projected balance of \$31M in 2013. It should be noted that the accumulated amortization is historical dollars and therefore does not represent the future replacement cost.

The forecasted Capital drawdown on the reserve in 2013 for water related infrastructure needs is expected to be \$0.9M. Committed capital costs represent approved capital projects not yet begun or completed and total \$6.5M.

The budgeted reserve balance at the end of 2013 is projected to be \$31.4M (2012 actual \$27.1m) 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 License Program.

2013 Wastewater Budget / Actual - Revenue & Expenditure Highlights

2013 Wastewater Budget Factors

The budgeted 2013 wastewater billing revenue includes a 2.0% (2.0% 2012) residential, 1.0 per cent (1.0 per cent 2012) commercial growth factor and a 9.05 per cent wastewater rate increase. The volume of wastewater is not metered. The wastewater consumption volume is based on water sold to the consumer.

Expenditures generally reflect cost of living increases and inflationary pressures.

Wastewater Rate Forecast

Over the next three years it is expected that the City's wastewater rate will increase in the range of approximately 9 per cent to 11 per cent annually. This level of rate increase is necessary to provide for the wholesale cost of wastewater, on-going maintenance of the underground infrastructure and to provide funds for the future renewal of the wastewater/storm infrastructure system. The Region of York forecast increase in the wholesale cost of wastewater for 2014 and 2015 is 12.0 per cent for each year. The wastewater rate will be developed in conjunction with the 2009 consumption rate study.

2013 Wastewater Budget Highlights

Revenues:

The wastewater rate of \$1.5049 per cubic meter is based on the operating and capital budgets and represents the next step in achieving full cost recovery as supported by the rate study.

The budgeted residential and commercial wastewater billings in 2013 include a 9.05 per cent rate increase combined with new account activity. The revenues are expected to reach \$54.5M with the expected wastewater services from the Region at \$41.3M leaving a gross margin of \$13.1M. The cost of wastewater disposal service from the Region includes a 12.0 per cent increase. The Region's treatment cost for wastewater is based on potable water purchased by the City.

Installation and service fees are expected to be higher at 180K up from \$100K, these are driven by demand. The 2013 local improvement revenue is budgeted at \$213,200 and is offset by the cost of debentures of \$213,200. Interest revenue is expected to exceed 2012 due to a higher reserve balance.

Expenditures:

2013 budgeted expenditures total \$7.9M covering maintenance, administration, storm sewer, financing, joint services, overhead and other costs and are in line compared to last year's budget at \$8.0M.

Water & Wastewater 2013

Budgets & Consumption Rates

2012 Actual Wastewater Highlights

Actual 2012 total wastewater billings of \$49.2M are slightly over budget by \$0.3M. Wastewater revenue is billed based on water consumption. There are no meters since they are impractical in this application. Residential actual billings totalled \$29.7M, over budget by \$0.5M budget and Commercial and Industrial actual billings totalled \$19.5M, down slightly by \$0.2M compared to budget. Installation revenue came in above budget by \$103K. Installation revenues are impacted by demand.

2012 Actual expenditures total \$7.4M covering maintenance, administration, storm sewer, financing, overhead and other costs, down by 7.0 per cent when compared to budget. Actual maintenance expenditures came in at \$3.4M, slightly under budget by \$0.1M as a result of less than anticipated activity. Storm sewer maintenance came in at \$1.6M under budget by \$0.5M as a result of less than expected activity. The balance of expenditures came in on budget.

Back-water Valve Installation Subsidy Program Update

On May 5, 2009, Council approved the Back-water Valve Installation Subsidy program. The necessary by-law has been enacted, and the program has been advertised to the public. The subsidy allows for a maximum subsidy of \$750 per property. Initially, sufficient funding was budgeted to provide 150 approvals at the maximum subsidy. There were three applications approved in 2010, five in 2011, and there was one application approved in 2012. 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/Storm Lifecycle Contribution - Reserve

The 2013 budgeted transfer of \$6.0M from wastewater/storm operations to the reserve is higher at \$0.8M over last year's budget.

In 2012 through wastewater/storm operations, the net of all revenues and costs resulted in \$6.6M (\$4.8M 2011) being transferred to the wastewater/storm reserve fund for future capital works. To put the amount of this transfer in perspective the accumulated amortization for wastewater/storm assets totals \$194M in 2012 compared to the wastewater/storm reserve fund projected balance of \$35M in 2013. It should be noted that the accumulated amortization is historical dollars and therefore does not represent the future replacement cost.

The capital drawdown on the reserve in 2013 is expected to be at \$2.1M. Committed capital costs represent projects not yet begun or completed and totals \$0.7M.

The budgeted reserve balance at the end of 2013 is projected to be \$35.4M (2012 actual \$31.6m) after committed capital projects. These funds will provide for the future requirements of the wastewater/storm infrastructure to ensure the City's wastewater/storm system are financially sustainable as required by the SDWA.

The Corporation of the City of Vaughan
2013 Draft Operating Budget and
2012 Statement of Operations - December 31, 2012
Water Reserve Fund

Description	2013 Draft Budget	% of Sales	2012 Annual Budget	% of Sales	2012 Annual Actual	% of Sales
Water Revenues						
Residential Billings	29,658,660		27,057,540		27,654,972	
Commercial Billings	18,753,720		17,679,720		17,199,806	
Other	293,430		250,000		307,660	
	\$48,705,810		\$44,987,260		\$45,162,438	
Water Purchases						
Metered Water Purchases	29,871,880		27,497,440		27,339,415	
Non-Revenue Water	4,450,000	13.0%	4,100,470	13.0%	3,823,355	12.3%
	\$34,321,880		\$31,597,910		\$31,162,770	
GROSS MARGIN	\$14,383,930	29.5%	\$13,389,350	29.8%	\$13,999,668	31.0%
Other Revenues						
Installation and Service Fees	726,000		976,000		694,488	
Intererst	380,000		345,000		373,481	
	\$1,106,000	2.3%	\$1,321,000	2.9%	\$1,067,969	2.4%
Expenses						
Maintenance and Installation Cost	5,530,365		5,503,020		4,376,381	
General Administration	1,745,155		1,615,015		1,300,807	
Joint Service Costs	776,490		753,880		753,878	
Debenture Payments	202,790		202,790		204,350	
Administration Overhead	1,756,860		1,608,925		1,608,925	
Insurance Allocation	227,410		199,270		199,270	
	\$10,239,070	21.0%	\$9,882,900	22.0%	\$8,443,611	18.7%
LIFECYCLE CONTRIBUTION - RESERVE	\$5,250,860	10.8%	\$4,827,450	10.7%	\$6,624,026	14.7%

Statement of Continuity - Water Reserve

Description	2013 Annual Budget	2012 Annual Budget	2012 Year End Actual
Reserve Balance - Beginning - Actual	\$27,066,334	\$23,674,884	\$30,596,504
Reserve contribution from Water Operations	5,250,860	4,827,450	6,624,026
Capital Fund Transfer - Year End Actual			(3,694,719)
- Yearly Budget	(877,816)	(3,846,000)	
- Committed			(6,459,477)
Revenue Fund Transfer - Yearly Budget			
Reserve Balance - Ending - Committed / Actual	\$31,439,378	\$24,656,334	\$27,066,334

The Corporation of the City of Vaughan
2013 Draft Operating Budget and
2012 Statement of Operations - December 31, 2012
Wastewater Reserve Fund

Description	2013 Draft Budget	% of Sales	2012 Annual Budget	% of Sales	2012 Annual Actual	% of Sales
Wastewater Revenues						
Residential Billings	32,743,180		29,179,250		29,650,203	
Commercial Billings	21,746,480		19,694,070		19,548,220	
	\$54,489,660		\$48,873,320		\$49,198,423	
Wastewater Expenses						
Regional Treatment Charges	\$41,344,290		\$36,437,860		\$35,860,077	
GROSS MARGIN	\$13,145,370	24.1%	\$12,435,460	25.4%	\$13,338,346	27.1%
Other Revenues						
Local Improvements	213,200		213,200		213,852	
Installation and Service Fees	180,000		100,000		203,419	
Interest	345,000		340,000		331,998	
	\$738,200	1.4%	\$653,200	1.3%	\$749,269	1.5%
Expenses						
Maintenance and Installation Cost	3,611,240		3,491,115		3,419,748	
General Administration	473,120		415,120		460,996	
Storm Sewer Maintenance	1,697,825		2,059,505		1,563,626	
Joint Service Costs	517,665		502,580		502,585	
Debt Service Payments	213,200		213,200		213,852	
Administration Overhead	1,171,240		1,071,285		1,071,285	
Insurance Allocation	246,365		210,060		210,060	
	\$7,930,655	14.6%	\$7,962,865	16.3%	\$7,442,152	15.1%
LIFECYCLE CONTRIBUTION - RESERVE	\$5,952,915	10.9%	\$5,125,795	10.5%	\$6,645,463	13.5%

Statement of Continuity - Wastewater Reserve

Description	2013 Annual Budget	2012 Annual Budget	2012 Year End Actual
Reserve Balance - Beginning - Actual	\$31,552,860	\$24,568,122	\$25,775,679
Reserve contribution from Wastewater Operations	5,952,915	5,125,795	6,645,463
Capital Fund Transfer - Year End Actual			(186,085)
- Yearly Budget	(2,090,900)	(22,000)	
- Committed			(682,197)
Revenue Fund Transfer - Yearly Budget			
Reserve Balance - Ending - Committed / Actual	\$35,414,875	\$29,671,917	\$31,552,860

City of Vaughan Tax Rate Table

FINANCE JUNE 04, 2013, TUESDAY

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

2013 TAX RATES

ASSESSMENT CATEGORY	TAX CODES	TAX RATES					
		Municipal GENERAL	Municipal HOSPITAL	Municipal TOTAL	Regional	Education	TOTAL
Residential							
Taxable Full	RT	0.00239139	0.00011040	0.00250179	0.00434762	0.00212000	0.00896941
Taxable: Shared Payment-In-Lieu	RH	0.00239139	0.00011040	0.00250179	0.00434762	0.00212000	0.00896941
Multi Residential							
Taxable Full	MT	0.00239139	0.00011040	0.00250179	0.00434762	0.00212000	0.00896941
Commercial							
Commercial Taxable Full	CT,DT,ST	0.00267166	0.00012334	0.00279500	0.00485716	0.01094012	0.01859228
Commercial: Taxable Shared Payment-In-Lieu	CH	0.00267166	0.00012334	0.00279500	0.00485716	0.01094012	0.01859228
Commercial: Taxable Excess Land	CU,DU,SU	0.00187016	0.00008634	0.00195650	0.00340001	0.00765808	0.01301459
Commercial New Construction: Taxable Full	XT	0.00267166	0.00012334	0.00279500	0.00485716	0.01094012	0.01859228
Commercial New Construction: Taxable Excess Land	XU	0.00187016	0.00008634	0.00195650	0.00340001	0.00765808	0.01301459
Office Building New Construction: Taxable Full	YT	0.00267166	0.00012334	0.00279500	0.00485716	0.01094012	0.01859228
Office Building New Construction: Taxable Excess Land	YU	0.00187016	0.00008634	0.00195650	0.00340001	0.00765808	0.01301459
Shopping Centre New Construction: Taxable Full	ZT	0.00267166	0.00012334	0.00279500	0.00485716	0.01094012	0.01859228
Shopping Centre New Construction: Taxable Excess Land	ZU	0.00187016	0.00008634	0.00195650	0.00340001	0.00765808	0.01301459
Commercial: Taxable Vacant Land	CX	0.00187016	0.00008634	0.00195650	0.00340001	0.00765808	0.01301459
Commercial: Taxable Farmland I	C1	0.00059785	0.00002760	0.00062545	0.00108690	0.00053000	0.00224235
Parking Lot: Taxable Full	GT	0.00267166	0.00012334	0.00279500	0.00485716	0.01094012	0.01859228
Industrial							
Industrial: Taxable Full	IT,LT	0.00313846	0.00014489	0.00328335	0.00570582	0.01260000	0.02158917
Industrial: Taxable Shared Payment-In-Lieu	IH	0.00313846	0.00014489	0.00328335	0.00570582	0.01260000	0.02158917
Industrial: Taxable Excess Land	IU,LU	0.00204000	0.00009418	0.00213418	0.00370878	0.00819000	0.01403296
Industrial: Taxable Excess Land Shared Payment-In-Lieu	IK	0.00204000	0.00009418	0.00213418	0.00370878	0.00819000	0.01403296
Industrial: Taxable Vacant Land	IX	0.00204000	0.00009418	0.00213418	0.00370878	0.00819000	0.01403296
Industrial New Construction: Taxable Full	JT	0.00313846	0.00014489	0.00328335	0.00570582	0.01260000	0.02158917
Industrial New Construction: Taxable Excess Land	JU	0.00204000	0.00009418	0.00213418	0.00370878	0.00819000	0.01403296
Large Industrial New Construction: Taxable Full	KT	0.00313846	0.00014489	0.00328335	0.00570582	0.01260000	0.02158917
Pipeline Taxable Full	PT	0.00219768	0.00010146	0.00229914	0.00399546	0.01509578	0.02139038
Farm							
Taxable Full	FT	0.00059785	0.00002760	0.00062545	0.00108690	0.00053000	0.00224235
Managed Forest Taxable Full	TT	0.00059785	0.00002760	0.00062545	0.00108690	0.00053000	0.00224235

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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.

Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

Business Unit	Exp Category	Account	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	2014 Forecast	Variance	2015 Forecast	Variance	2016 Forecast	Variance
010003 - Mayor Bevilacqua														
	Labour Costs													
		Staffing Costs (incl Benefits)	206,756	195,493	195,201	74.4%	(292)	(0.1)%	195,248	47	195,295	47	195,295	0
	Other Expenses													
		Communications	2,506	3,500	3,500	1.3%	0	0.0%	3,500	0	3,500	0	3,500	0
		Community Advertising & Promotion	41	27,100	39,241	15.0%	12,141	44.8%	39,241	0	39,241	0	39,241	0
		Corporate Accounts	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		General Mtce & Repairs	2,666	0	3,380	1.3%	3,380	0.0%	3,380	0	3,380	0	3,380	0
		Joint Services & Department Transfers	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Meals & Travel	1,704	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Office Equipment & Furniture	217	3,500	3,000	1.1%	(500)	(14.3)%	3,000	0	3,000	0	3,000	0
		Office Supplies & Expenses	4,389	12,100	6,000	2.3%	(6,100)	(50.4)%	6,000	0	6,000	0	6,000	0
		Operating Leases	8,645	9,600	8,645	3.3%	(955)	(9.9)%	8,645	0	8,645	0	8,645	0
		Other	21	0	100	0.0%	100	0.0%	3,952	3,852	7,869	3,917	11,901	4,032
		Staff Development & Training	1,460	3,300	500	0.2%	(2,800)	(84.8)%	500	0	500	0	500	0
		Utilities & Fuel	2,506	0	2,800	1.1%	2,800	0.0%	2,800	0	2,800	0	2,800	0
		Total Other Expenses	24,154	59,100	67,166	25.6%	8,066	13.6%	71,018	3,852	74,935	3,917	78,967	4,032
Total 010003 - Mayor Bevilacqua			230,910	254,593	262,367	100.0%	7,774	3.1%	266,266	3,899	270,230	3,964	274,262	4,032

Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

Business Unit	Exp Category	Account	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	2014 Forecast	Variance	2015 Forecast	Variance	2016 Forecast	Variance
010004 - Reg. Councillor Rosati														
	Labour Costs													
		Staffing Costs (incl Benefits)	148,099	149,665	150,257	84.9%	592	0.4%	150,305	48	150,353	48	150,353	0
	Other Expenses													
		Communications	1,527	3,280	1,480	0.8%	(1,800)	(54.9)%	1,480	0	1,480	0	1,480	0
		Community Advertising & Promotion	50	6,500	11,500	6.5%	5,000	76.9%	11,500	0	11,500	0	11,500	0
		Meals & Travel	9,216	9,216	9,216	5.2%	0	0.0%	9,216	0	9,216	0	9,216	0
		Office Equipment & Furniture	0	800	1,000	0.6%	200	25.0%	1,000	0	1,000	0	1,000	0
		Office Supplies & Expenses	1,107	4,200	2,200	1.2%	(2,000)	(47.6)%	2,200	0	2,200	0	2,200	0
		Other	0	200	300	0.2%	100	50.0%	2,879	2,579	5,502	2,623	8,218	2,716
		Staff Development & Training	102	2,150	1,047	0.6%	(1,103)	(51.3)%	1,047	0	1,047	0	1,047	0
		Total Other Expenses	12,001	26,346	26,743	15.1%	397	1.5%	29,322	2,579	31,945	2,623	34,661	2,716
Total 010004 - Reg. Councillor Rosati			160,100	176,011	177,000	100.0%	989	0.6%	179,627	2,627	182,298	2,671	185,014	2,716

Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

Business Unit	Exp Category	Account	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	2014 Forecast	Variance	2015 Forecast	Variance	2016 Forecast	Variance
010005 - Reg. Councillor Di Biase														
	Labour Costs													
		Staffing Costs (incl Benefits)	134,261	136,591	139,995	81.3%	3,404	2.5%	140,038	43	140,081	43	140,081	0
	Other Expenses													
		Communications	2,496	3,900	3,600	2.1%	(300)	(7.7)%	3,600	0	3,600	0	3,600	0
		Community Advertising & Promotion	4,464	8,300	12,000	7.0%	3,700	44.6%	12,000	0	12,000	0	12,000	0
		Meals & Travel	9,251	9,616	9,416	5.5%	(200)	(2.1)%	9,416	0	9,416	0	9,416	0
		Office Equipment & Furniture	96	2,588	2,000	1.2%	(588)	(22.7)%	2,000	0	2,000	0	2,000	0
		Office Supplies & Expenses	1,047	5,400	4,450	2.6%	(950)	(17.6)%	4,450	0	4,450	0	4,450	0
		Other	0	0	182	0.1%	182	0.0%	2,766	2,584	5,394	2,628	8,110	2,716
		Staff Development & Training	102	700	500	0.3%	(200)	(28.6)%	500	0	500	0	500	0
		Total Other Expenses	17,456	30,504	32,148	18.7%	1,644	5.4%	34,732	2,584	37,360	2,628	40,076	2,716
Total 010005 - Reg. Councillor Di Biase			151,716	167,095	172,143	100.0%	5,048	3.0%	174,770	2,627	177,441	2,671	180,157	2,716

Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

Business Unit	Exp Category	Account	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	2014 Forecast	Variance	2015 Forecast	Variance	2016 Forecast	Variance
010007 - Reg. Councillor Schulte														
	Labour Costs													
		Staffing Costs (incl Benefits)	106,292	115,700	125,867	73.6%	10,167	8.8%	125,899	32	125,930	31	125,930	0
	Other Expenses													
		Communications	1,499	3,500	2,500	1.5%	(1,000)	(28.6)%	2,500	0	2,500	0	2,500	0
		Community Advertising & Promotion	755	14,500	12,620	7.4%	(1,880)	(13.0)%	12,620	0	12,620	0	12,620	0
		Meals & Travel	190	10,308	9,608	5.6%	(700)	(6.8)%	9,608	0	9,608	0	9,608	0
		Office Equipment & Furniture	1,338	5,000	5,000	2.9%	0	0.0%	5,000	0	5,000	0	5,000	0
		Office Supplies & Expenses	2,172	10,550	7,800	4.6%	(2,750)	(26.1)%	7,800	0	7,800	0	7,800	0
		Other	13	537	100	0.1%	(437)	(81.4)%	2,695	2,595	5,335	2,640	8,051	2,716
		Professional Fees	0	1,500	1,500	0.9%	0	0.0%	1,500	0	1,500	0	1,500	0
		Staff Development & Training	644	5,500	6,000	3.5%	500	9.1%	6,000	0	6,000	0	6,000	0
		Total Other Expenses	6,611	51,395	45,128	26.4%	(6,267)	(12.2)%	47,723	2,595	50,363	2,640	53,079	2,716
Total 010007 - Reg. Councillor Schulte			112,903	167,095	170,995	100.0%	3,900	2.3%	173,622	2,627	176,293	2,671	179,009	2,716

Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

Business Unit	Exp Category	Account	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	2014 Forecast	Variance	2015 Forecast	Variance	2016 Forecast	Variance
010009 - Councillor lafrate														
	Labour Costs													
		Staffing Costs (incl Benefits)	106,804	104,589	117,347	79.0%	12,758	12.2%	117,369	22	117,392	23	117,392	0
	Other Expenses													
		Communications	2,646	3,290	2,860	1.9%	(430)	(13.1)%	2,860	0	2,860	0	2,860	0
		Community Advertising & Promotion	8,344	9,000	9,300	6.3%	300	3.3%	9,300	0	9,300	0	9,300	0
		Meals & Travel	10,537	10,836	10,416	7.0%	(420)	(3.9)%	10,416	0	10,416	0	10,416	0
		Office Equipment & Furniture	728	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Office Supplies & Expenses	1,676	3,662	3,220	2.2%	(442)	(12.1)%	3,220	0	3,219	(1)	3,219	0
		Other	0	0	0	0.0%	0	0.0%	1,801	1,801	3,629	1,828	5,510	1,881
		Reserve Transfers	(667)	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Staff Development & Training	717	4,650	5,352	3.6%	702	15.1%	5,352	0	5,352	0	5,352	0
		Total Other Expenses	23,981	31,438	31,148	21.0%	(290)	(0.9)%	32,949	1,801	34,776	1,827	36,657	1,881
Total 010009 - Councillor lafrate			130,785	136,027	148,495	100.0%	12,468	9.2%	150,318	1,823	152,168	1,850	154,049	1,881

Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

Business Unit	Exp Category	Account	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	2014 Forecast	Variance	2015 Forecast	Variance	2016 Forecast	Variance
010010 - Councillor Carella														
	Labour Costs													
		Staffing Costs (incl Benefits)	102,392	103,106	106,079	79.5%	2,973	2.9%	106,092	13	106,106	14	106,106	0
	Other Expenses													
		Communications	2,124	2,100	2,140	1.6%	40	1.9%	2,140	0	2,140	0	2,140	0
		Community Advertising & Promotion	11,114	15,350	13,250	9.9%	(2,100)	(13.7)%	13,250	0	13,250	0	13,250	0
		Meals & Travel	9,400	9,716	9,416	7.1%	(300)	(3.1)%	9,416	0	9,416	0	9,416	0
		Office Equipment & Furniture	0	500	0	0.0%	(500)	(100.0)%	0	0	0	0	0	0
		Office Supplies & Expenses	2,349	5,900	2,000	1.5%	(3,900)	(66.1)%	2,000	0	2,000	0	2,000	0
		Other	76	200	201	0.2%	1	0.5%	1,575	1,374	2,970	1,395	4,402	1,432
		Staff Development & Training	211	75	300	0.2%	225	300.0%	300	0	300	0	300	0
		Total Other Expenses	25,274	33,841	27,307	20.5%	(6,534)	(19.3)%	28,681	1,374	30,076	1,395	31,508	1,432
Total 010010 - Councillor Carella			127,666	136,947	133,386	100.0%	(3,561)	(2.6)%	134,773	1,387	136,182	1,409	137,614	1,432

Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

Business Unit	Exp Category	Account	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	2014 Forecast	Variance	2015 Forecast	Variance	2016 Forecast	Variance
010013 - Councillor DeFrancesca														
	Labour Costs													
		Staffing Costs (incl Benefits)	105,353	102,127	108,726	79.9%	6,599	6.5%	108,740	14	108,755	15	108,755	0
	Other Expenses													
		Communications	2,200	1,885	2,435	1.8%	550	29.2%	2,435	0	2,435	0	2,435	0
		Community Advertising & Promotion	11,782	15,550	11,498	8.4%	(4,052)	(26.1)%	11,498	0	11,498	0	11,498	0
		Meals & Travel	10,830	11,296	11,296	8.3%	0	0.0%	11,296	0	11,296	0	11,296	0
		Office Equipment & Furniture	113	100	0	0.0%	(100)	(100.0)%	0	0	0	0	0	0
		Office Supplies & Expenses	2,886	2,550	1,250	0.9%	(1,300)	(51.0)%	1,250	0	1,250	0	1,250	0
		Other	0	0	0	0.0%	0	0.0%	1,413	1,413	2,850	1,437	4,327	1,477
		Staff Development & Training	719	1,019	870	0.6%	(149)	(14.6)%	870	0	870	0	870	0
		Total Other Expenses	28,529	32,400	27,349	20.1%	(5,051)	(15.6)%	28,762	1,413	30,199	1,437	31,676	1,477
Total 010013 - Councillor DeFrancesca			133,882	134,527	136,075	100.0%	1,548	1.2%	137,502	1,427	138,954	1,452	140,431	1,477

Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

Business Unit	Exp Category	Account	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	2014 Forecast	Variance	2015 Forecast	Variance	2016 Forecast	Variance
010012 - Councillor Yeung Racco														
Revenue														
		Ward Sponsorships	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Total Revenue	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
Labour Costs														
		Staffing Costs (incl Benefits)	98,906	97,779	104,477	78.1%	6,698	6.9%	104,488	11	104,499	11	104,499	0
Other Expenses														
		Communications	2,936	3,250	3,550	2.7%	300	9.2%	3,550	0	3,550	0	3,550	0
		Community Advertising & Promotion	3,886	7,200	8,300	6.2%	1,100	15.3%	8,300	0	8,300	0	8,300	0
		Meals & Travel	11,723	12,616	12,916	9.7%	300	2.4%	12,916	0	12,916	0	12,916	0
		Office Equipment & Furniture	718	750	500	0.4%	(250)	(33.3)%	500	0	500	0	500	0
		Office Supplies & Expenses	1,987	3,200	2,750	2.1%	(450)	(14.1)%	2,750	0	2,750	0	2,750	0
		Other	90	256	339	0.3%	83	32.4%	1,701	1,362	3,089	1,388	4,515	1,426
		Reserve Transfers	(667)	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Staff Development & Training	1,382	720	950	0.7%	230	31.9%	950	0	950	0	950	0
		Staffing Costs (incl Benefits)	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Total Other Expenses	22,056	27,992	29,305	21.9%	1,313	4.7%	30,667	1,362	32,055	1,388	33,481	1,426
Total 010012 - Councillor Yeung Racco			120,962	125,771	133,782	100.0%	8,011	6.4%	135,155	1,373	136,554	1,399	137,980	1,426

Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

Business Unit	Exp Category	Account	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	2014 Forecast	Variance	2015 Forecast	Variance	2016 Forecast	Variance
010011 - Councillor Shefman														
	Revenue													
		Ward Sponsorships	500	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Total Revenue	500	0	0	0.0%	0	0.0%	0	0	0	0	0	0
	Labour Costs													
		Staffing Costs (incl Benefits)	112,418	111,569	114,065	79.5%	2,496	2.2%	114,086	21	114,106	20	114,106	0
	Other Expenses													
		Communications	2,332	4,000	3,200	2.2%	(800)	(20.0)%	3,200	0	3,200	0	3,200	0
		Community Advertising & Promotion	12,320	16,343	16,503	11.5%	160	1.0%	16,503	0	16,503	0	16,503	0
		Meals & Travel	1,409	4,600	4,300	3.0%	(300)	(6.5)%	4,300	0	4,300	0	4,300	0
		Office Equipment & Furniture	0	1,250	1,000	0.7%	(250)	(20.0)%	1,000	0	1,000	0	1,000	0
		Office Supplies & Expenses	426	2,220	2,000	1.4%	(220)	(9.9)%	2,000	0	2,000	0	2,000	0
		Other	81	500	500	0.3%	0	0.0%	2,192	1,692	3,914	1,722	5,685	1,771
		Staff Development & Training	770	1,950	1,950	1.4%	0	0.0%	1,950	0	1,950	0	1,950	0
		Total Other Expenses	17,339	30,863	29,453	20.5%	(1,410)	(4.6)%	31,145	1,692	32,867	1,722	34,638	1,771
Total 010011 - Councillor Shefman			129,256	142,432	143,518	100.0%	1,086	0.8%	145,231	1,713	146,973	1,742	148,744	1,771

Integrity Commissioner



Suzanne Craig

Commissioner's Message:

The mandate of the Integrity Commissioner is to ensure that the Code of Conduct and Code protocol governing elected officials is objectively applied, and that Members of City Council are kept aware of the requirements of the Code rules and other accountability policies of the City.

As a subject-matter expert in ethics and accountability, the Integrity Commissioner serves as a resource for Council and the public on the practical application of the rules of the Code in relation to the day-to-day activities of elected officials. The Office provides advice and education to Members of Council through the development and sharing of guidance that deals with the obligations of Members of Council under the rules of the Code.

The responsibilities of the Integrity Commissioner include:

- Providing written and oral advice to individual Members of Council in relation to the situations they face and their intersection with the rules of the Code of Conduct and other policies and protocols governing the ethical behaviour of Members.
- Conducting inquiries into informal and formal 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 rules.
- Providing the public with general information on the rules of the Code of Conduct and what Member compliance with ethical policies and protocols entails.
- Working with City of Vaughan staff on issues of ethics and integrity including codes of conduct, policies, protocols and office procedures, to facilitate a better understanding of how the Code rules operate as part of the City's ethical infrastructure to enhance public confidence in municipal government.
- Publishing an annual report on the work of the Office of the Integrity Commissioner, including examples in general terms, of where advice has been sought on matters covered by the Code and the disposition of informal and formal complaints.

Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

Department	Exp Category	Account	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	2014 Forecast	Variance	2015 Forecast	Variance	2016 Forecast	Variance
Integrity Commissioner														
	Labour Costs													
		Staffing Costs (incl Benefits)	148,130	150,000	150,000	75.0%	0	0.0%	150,133	133	150,266	133	150,266	0
	Other Expenses													
		Operating Leases	20,587	20,600	20,600	10.3%	0	0.0%	20,600	0	20,600	0	20,600	0
		Professional Fees	0	15,000	14,000	7.0%	(1,000)	(6.7)%	14,000	0	14,000	0	14,000	0
		Office Supplies & Expenses	3,923	8,300	7,800	3.9%	(500)	(6.0)%	7,800	0	7,800	0	7,800	0
		Staff Development & Training	0	4,500	4,750	2.4%	250	5.6%	4,750	0	4,750	0	4,750	0
		Communications	1,948	1,000	2,250	1.1%	1,250	125.0%	2,250	0	2,250	0	2,250	0
		Meals & Travel	0	360	360	0.2%	0	0.0%	360	0	360	0	360	0
		Other	0	180	180	0.1%	0	0.0%	180	0	180	0	180	0
		Office Equipment & Furniture	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Total Other Expenses	26,459	49,940	49,940	25.0%	(0)	0.0%	49,940	0	49,940	0	49,940	0
	Total Expenses		174,588	199,940	199,940	100.0%	0	0.0%	200,073	133	200,206	133	200,206	0
Total Integrity Commissioner			174,588	199,940	199,940		(0)	0.0%	200,073	133	200,206	133	200,206	0



Internal Audit

2013-16 Business Plan

BUSINESS OVERVIEW

Service Statement:

Definition: Internal Audit 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.¹ The Internal Audit Department adds value to the City and its Stakeholders when it provides objective and relevant assurance and advice, and contributes to the effectiveness and efficiency supporting the City's programs, services and processes.

The core responsibilities are:

Performance/Operational Audits (Risk Based) - Objectively and systematically examine the City's programs, functions and activities. These audits include measuring and assessing the ongoing performance and operation of management while focusing on management's key objectives and risks.

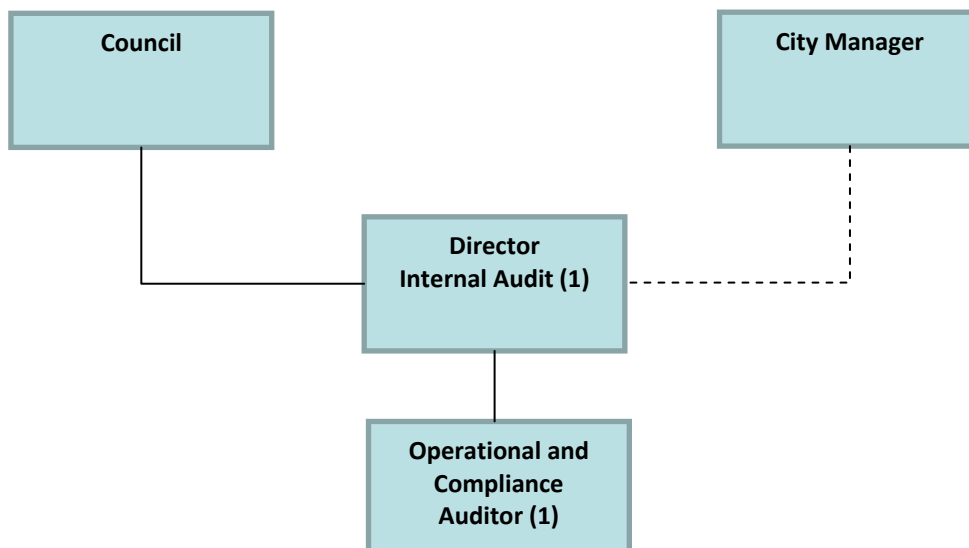
Compliance Audits - Smaller in scope than operational audits and are designed to review and evaluate compliance with established policies and procedures as well as any relevant statutory and/or legal requirements.

In Year Requests for Audit Services – Services that usually involve an examination or investigation of specific components of an operation or a program. These requests may include forensic or special investigations and may result from requests from Council, the City Manager, and Commissioners or from information received from employees, vendors or citizens.

Advisory Services – These are generally performed at the specific request of an engagement client. The nature and scope of consulting engagements are subject to agreement with the client and are intended to add value by improving governance, risk management, and control processes.

Service Profile:

Internal Audit Department



¹ International Professional Practices Framework, Institute of Internal Auditors, Definition of Internal Auditing 2012

2013-16 Business Plan

Full Time, Part Time and Overtime – Budgeted Amounts

	2012	2013 Base	Additional Resource Requests			
			2013	2014	2015	2016
Full Time	<u>2</u>	<u>2</u>	<u>0</u>	<u>0</u>	<u>1</u>	<u>0</u>
Part Time	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Overtime	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

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

- o Council
- o Finance and Administration Committee
- o City of Vaughan Residents
- o Senior Management Team
- o Directors and Managers of City Departments
- o Staff of City Departments
- o External Auditors

Good governance, effective risk management and the right controls to manage the right risks is a cornerstone to building citizen and city employee trust. Internal Audit helps contribute to building that trust by providing independent and objective analysis of key programs, services and processes. Management, as a stakeholder, can benefit from risk and control advice up front and be in a position to approach issues proactively. Council and associated Committees, as stakeholders, are provided assurance that risk is appropriately managed and that any potential issues are being actioned by management. The benefit to the ultimate stakeholder, the City of Vaughan citizens, is assurance that public funds are properly managed and that processes are operating effectively and efficiently to support the delivery of services and programs.

Work Plan:

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

Demonstrate Leadership and Promote Effective Governance
 Enhance Productivity, Cost Effectiveness and Innovation
 Ensure a High Performing Organization
 Ensure Financial Sustainability
 Pursue Excellence in Service Delivery

2013-16 Business Plan

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

The most significant challenge for the Internal Audit Department will be to properly assess the control and risk management environment with limited resources. Vaughan as a rapidly growing and evolving community will have to make critical decisions balancing effective control and risk management with longer term financial sustainability. Internal Audit provides value when it can advise management on the appropriate level of control and provide assurance to the governing body that controls are working effectively. The pressures associated with auditing the City have become complex and sophisticated due to rapid growth, internal/external changes and technology.

Internal Audit can help play a proactive role by working with management to assess that the right controls are in place to manage the right risks. The challenge is being able to determine the risk criteria or risk framework is well defined or known so the appropriate balance of control versus risk can be applied. While being a significant challenge to both the organization and Internal Audit, it also provides the best opportunity to better manage the organization going forward.

Business Plan Objectives (list the status of outstanding business plan objectives and the method of measuring successful implementation. As well, list 2013-16 business plan objectives in the appropriate section)

The Current and Prior Business Objectives will flow through to the end of 2012

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
1a) Complete 2011 Audit work plan. 1b) Meet with directors of all City departments to prepare new 3 year audit work plan based on risk assessment.	2012	a) In process b) 3 yr work plan completed	a) Will be completed. b) 3 yr work plan completed.
2. Perform special assignments as requested by the Finance and Administration Committee or the City Manager.	2012	None requested	Will perform when requested
3. Complete audit work plan for 2012	2012	In progress	In progress
4. Evaluate the quality of stewardship over public funds and the achievement of value for money in City operations.	2012	In progress	Reviewed for each audit.

2013-16 Business Plan

2013-16 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
2013 (Top 3 Objectives)			
1. Provide high quality internal audit services <u>Strategic Actions</u> Contribute to the overall improvement of controls and risk management. Develop a greater understanding of the City's risks. Develop an Internal Audit Reporting process to provide overall opinions on control effectiveness. Develop and implement a comprehensive risk-based audit work plan. Develop action plan tracking system with defined responsibilities and dates.	2013	Finance and Administration Committee has confidence in the Internal Audit function. Controls effectively and efficiently address the organization's significant risks. Management and the Finance and Administration committee views Internal Audit as a value added quality function.	2 staff
2. Promote and Uphold Professional Standards <u>Strategic Actions</u> Develop audit methodology that complies with Institute of Internal Auditors Global standards. Develop performance measures to support the audit work plan.	2013	Audit services that comply with professional standards. Effective performance measures developed and used.	2 staff
3. Create Effective Audit Partnerships <u>Strategic Actions</u> Strengthen relationship with Finance and Administration Committee including internal audit training and development for Council. Develop partnership with Management and provide a stronger advisory service to proactively address risk and control issues.	2013	Solution based Internal Audit function that works with Management and the Finance and Administration Committee.	2 staff

2013-16 Business Plan

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2014 (Top 3 Objectives)			
1. Provide high quality internal audit services <u>Strategic Actions</u> Contribute to the overall improvement of controls and risk management. Align Internal Audit Work Plan with strategic and operational priorities. Develop and implement a comprehensive risk-based audit work plan. Evaluate the quality of organizational controls for the City (Theme Reporting). Establish a Corporate Risk Profile and Gap Analysis	2014	Finance and Administration Committee has confidence in the Internal Audit Function. Controls effectively and efficiently address the organization's significant risks. Management and the Finance and Administration committee views Internal Audit as a value added quality function.	2 staff
2. Promote and Uphold Professional Standards <u>Strategic Actions</u> Establish an ongoing internal quality assessment program. Review and update performance measures to support the audit work plan.	2014	Audit services that comply with professional standards. Effective performance measures developed and used.	2 staff
3. Provide a culture of Continuous Learning <u>Strategic Actions</u> Develop Internal Audit Competency Framework	2014	Internal Audit develops skills to address the evolving City's needs.	2 staff

2013-16 Business Plan

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2015 (Top 3 Objectives)			
1. Provide high quality internal audit services <u>Strategic Actions</u> Contribute to the overall improvement of controls and risk management. Develop and implement a comprehensive risk-based audit work plan. Align Internal Audit Work Plan with strategic and operational priorities. Report on Common Risk and Control Issues for the City (Theme Reporting). Maintain and update the Corporate Risk Profile and Gap Analysis	2015	Finance and Administration Committee has confidence in the Internal Audit Function. Controls effectively and efficiently address the organization's significant risks. Management and the Finance and Administration committee views Internal Audit as a value added quality function.	3 staff (One additional staff is being proposed for 2015) Given the growth in Vaughan coupled with better information on emerging risks the Internal Audit Department will need to be expanded to cover: - Risk Management Evaluations - Work on large projects (i.e. Vaughn Centre) More control evaluations on key processes
2. Promote and Uphold Professional Standards <u>Strategic Actions</u> Maintain an ongoing internal quality assessment program. Establish a formalized quality and assurance and improvement program to integrate monitoring and continuous improvement into the audit process. Review and update performance measures to support the audit work plan.	2015	Audit services that comply with professional standards. Effective performance measures developed and used.	3 staff
3. Provide a culture of Continuous Learning <u>Strategic Actions</u> Enhance and update the Internal Audit Competency Framework	2015	Internal Audit develops skills to address the evolving City's needs.	3 staff

2013-16 Business Plan

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2016 (Top 3 Objectives)			
1. Provide high quality internal audit services <u>Strategic Actions</u> Contribute to the overall improvement of controls and risk management. Develop and implement a comprehensive risk-based audit work plan. Align Internal Audit Work Plan with strategic and operational priorities. Evaluate the quality of organizational controls for the City (Theme Reporting). Maintain and update the Corporate Risk Profile and Gap Analysis	2016	Finance and Administration Committee has confidence in the Internal Audit Function. Controls effectively and efficiently address the organization's significant risks. Management and the Finance and Administration committee views Internal Audit as a value added quality function.	3 staff (See 2015)
2. Promote and Uphold Professional Standards <u>Strategic Actions</u> Maintain an ongoing internal quality assessment program. Maintain a formalized quality and assurance and improvement program to integrate monitoring and continuous improvement into the audit process. Review and update performance measures to support the audit work plan.	2016	Audit services that comply with professional standards. Effective performance measures developed and used.	3 staff
3. Provide a culture of Continuous Learning <u>Strategic Actions</u> Enhance and update the Internal Audit Competency Framework	2016	Internal Audit develops skills to address the evolving City's needs.	3 staff

2013-16 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 range from 2010 to 2016, with a forecast for the rest of 2012 to 2016)

BUSINESS OVERVIEW:

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

Performance Measures need to be linked to intended outcomes. As a first step, however, it is necessary to develop some short term output measure to help guide the outcomes Internal Audit must achieve to maintain value to the organization.

Output Measures:

Completion of Audit Plan - It is recognized that the audit work plan may change during the year as new risk, requests and other priorities may have an impact. If this is the case, explanations will be provided. The metric (number of audits) will be based on available resources and revisited annually.

Action Plan Implementation Percentage - Action Plans resulting from audits should be implemented based on agreed action and deadlines. Measuring implementation percentage complete recognized a commitment to deal with relevant audit issues.

Outcome Measures:

Client Survey Results – Internal Audit better practice recognizes that an effective internal audit service has to demonstrate a value proposition to all of its clients. Annually surveys on key value factors provide information to enable potential areas of improvement. Benchmarking against other audit functions provides a reference point to compare value. As at 2011, the global benchmark for audit value satisfaction was 3.1 out of 4.0 or 77.5%

Corporate Risk Profile Trend – Measuring the way the organization approaches its recognized risk gaps can be tied in to effective risk assessment and evaluation. A positive outcome or trend indicates that actions are being followed to manage risk which helps strengthen stewardship, protect the organization and, therefore, enhance citizen trust and confidence. Internal audit's effectiveness supports a positive trend that can be measured over time.

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

Baseline measures have to be developed for the **Client Survey** so that trends can be developed. Once the baseline is established a target will be set and performance measured annually.

Completion of **Audit Plan** and the number of audits required will be developed and measured annually depending on available resources.

Other measure will evolve once initial information is compiled and a baseline is established.

2013-16 Business Plan

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

A key component for the success of Internal Audit will be based on the following:

- How well the audit “universe” is identified and risk assessed.
- The quality of audit reporting and the corrective action.
- The organizations understanding of its risk environment.
- The value proposition perceived by clients.
- Implementation of corrective action
- Management of the Corporate Risk Profile.

As a growing and evolving City, risk management and effective controls is a cornerstone of good governance. The challenge will be to recommend the appropriate balance between risk management and effective control. Internal audit has the appropriate staff complement in 2013 to begin developing this approach. Depending on the results and value proposition an additional staff member may be needed to advance the work; particularly on providing the assurance the control processes addressing risk are working effectively.

Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

Department	Exp Category	Account	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	2014 Forecast	Variance	2015 Forecast	Variance	2016 Forecast	Variance
Internal Audit														
	Labour Costs													
		Staffing Costs (incl Benefits)	235,345	317,760	351,929	181.0%	34,169	10.8%	357,838	5,909	360,649	2,811	362,055	1,406
	Other Expenses													
		Staff Development & Training	5,251	10,300	14,550	7.5%	4,250	41.3%	14,550	0	14,550	0	14,550	0
		Office Equipment & Furniture	1,047	9,285	6,135	3.2%	(3,150)	(33.9)%	6,135	0	6,135	0	6,135	0
		Office Supplies & Expenses	654	4,000	4,250	2.2%	250	6.3%	4,250	0	4,250	0	4,250	0
		Communications	951	4,000	3,500	1.8%	(500)	(12.5)%	3,500	0	3,500	0	3,500	0
		Other	10	2,750	2,250	1.2%	(500)	(18.2)%	2,250	0	2,250	0	2,250	0
		Meals & Travel	698	2,100	2,000	1.0%	(100)	(4.8)%	2,000	0	2,000	0	2,000	0
		Professional Fees	15,135	2,250	2,000	1.0%	(250)	(11.1)%	2,000	0	2,000	0	2,000	0
		Reserve Transfers	(64,147)	(157,500)	(192,200)	-98.9%	(34,700)	22.0%	(192,200)	0	(153,760)	38,440	(115,300)	38,460
		Total Other Expenses	(40,399)	(122,815)	(157,515)	-81.0%	(34,700)	28.3%	(157,515)	0	(119,075)	38,440	(80,615)	38,460
	Total Expenses		194,945	194,945	194,414	100.0%	(531)	(0.3)%	200,323	5,909	241,574	41,251	281,440	39,866
Total Internal Audit			194,945	194,945	194,414		(531)	(0.3)%	200,323	5,909	241,574	41,251	281,440	39,866

Office of the City Manager



Barbara Cribbett
Interim City Manager

City Manager's Message:

The role of the City Manager is to lead the administration of the City and to ensure Vaughan Council's decisions and policy direction are effectively implemented in support of our progressive vision of building a city that promotes diversity, innovation and opportunities for all citizens.

In a most recent Ipsos Reid Survey of Vaughan residents, 83 percent indicated that they received good value for their tax dollar; however the challenges and pressures we face toward building a progressive, inclusive, and fiscally responsible City continue.

To better meet our challenges, the City's Financial Master Plan (FMP) was adopted by Council on November 20, 2012. The FMP is based on a financial health assessment and sophisticated long-range financial planning model that will maximize the City's ability to deliver the level and types of programs and services to the community, while proactively assessing and managing associated risks, at acceptable levels of taxation and fees. In addition, to complement the FMP, the City has migrated to a four year capital and operating budget process. Both of these processes will guide the City as it continues to transition from a growing suburban municipality to a fully urban space.

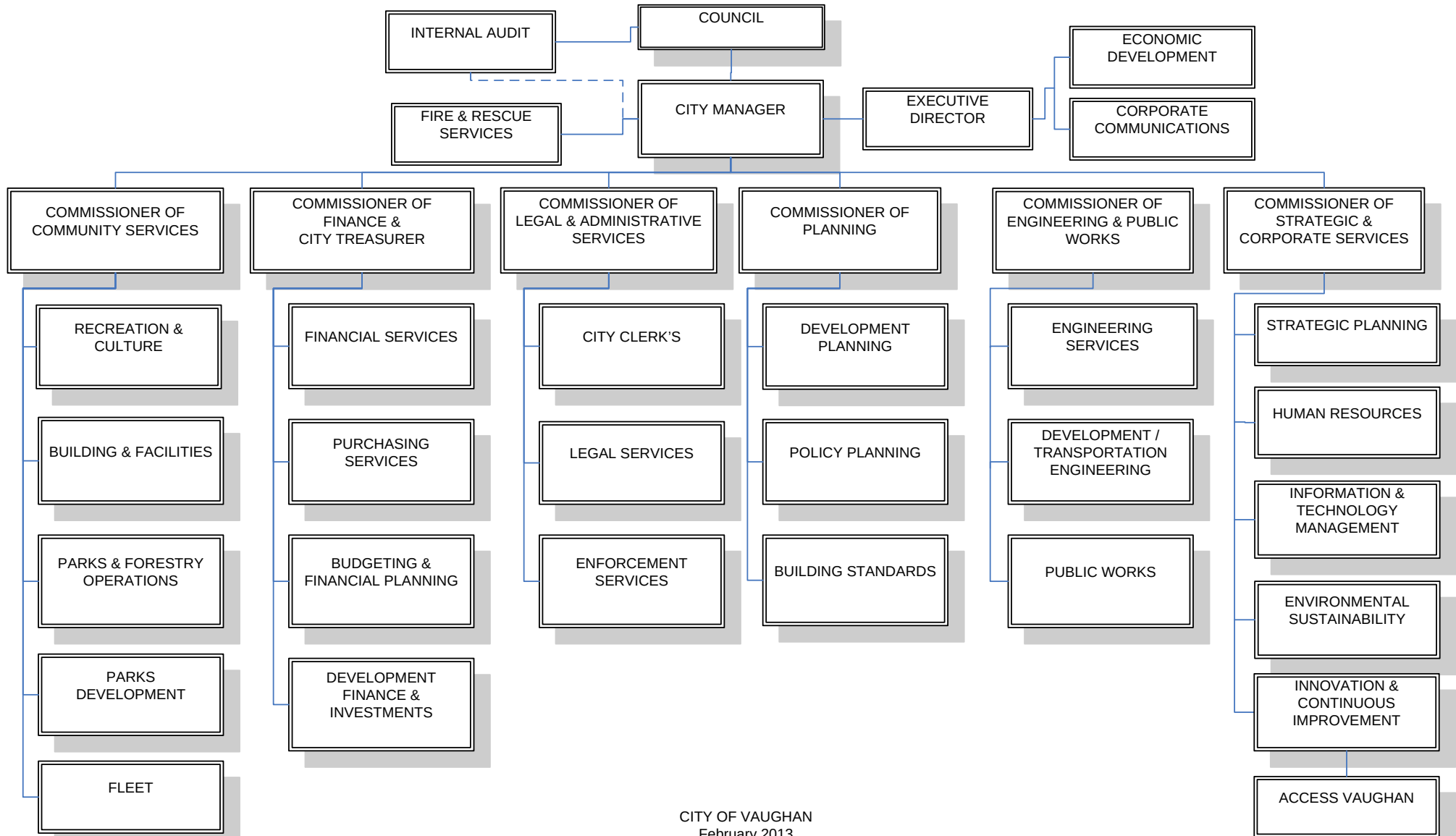
Overall, the City continues to work toward all of its *Vaughan Vision 20|20* strategic initiatives including building a dynamic new downtown - Vaughan Metropolitan Centre, seeing the subway carry its first passengers from Vaughan in 2016, and ensuring the Mackenzie Vaughan Hospital is the cornerstone of our resident's healthcare.

Staff's dedication to providing service excellence for our residents continues to be acknowledged through various national and international awards. The City has received recognition for many outstanding achievements in areas such as economic development, finance, engineering, recreation and culture and public works. We have won awards for efficiency, innovative waste reduction programs, entertaining and interactive events, and developing new and advanced programs and technologies.

As one of Canada's fastest-growing cities, we have been very successful in attracting new residents and businesses to our community. This was highlighted in the recent Money Sense Magazine's *Best Places to Live in Canada* that places Vaughan 23rd overall out of 200 cities across Canada, a jump from 102nd spot last year! Vaughan also ranks 2nd on the same list in the category of Best Places for New Immigrants.

As Vaughan moves toward a major urban centre, we continue to respond to changes and address new challenges as they arise while pursuing new opportunities, while ensuring the high quality of life enjoyed by our citizens is supported by a wide range of municipal programs and services, knowing that we can meet our goals of Service Excellence through Staff Excellence and Organizational Excellence within a sustainable municipal tax structure.

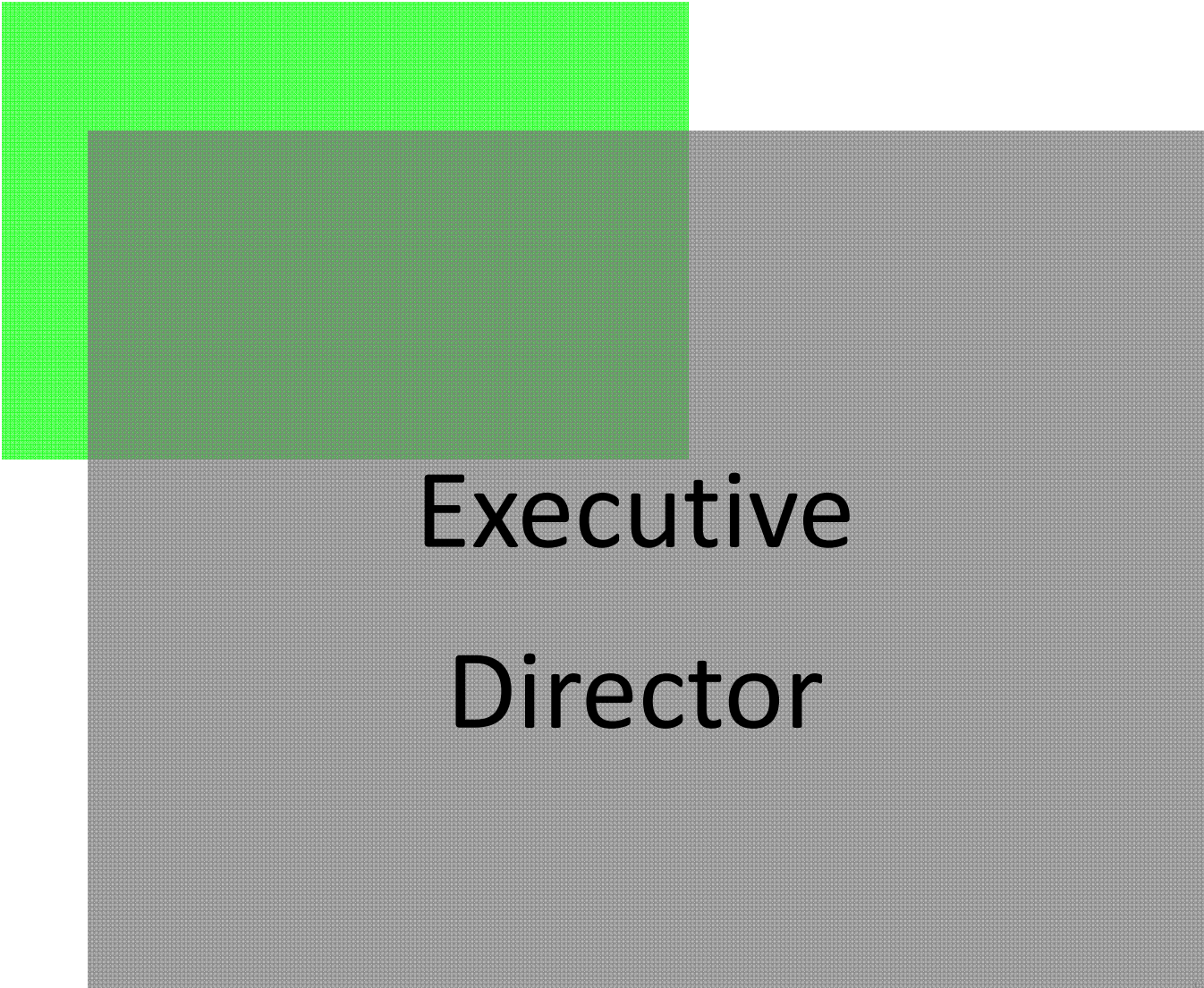
CORPORATION OF THE CITY OF VAUGHAN STRUCTURE OF OPERATIONS CIVIC ADMINISTRATION



Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

Department	Exp Category	Account	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	2014 Forecast	Variance	2015 Forecast	Variance	2016 Forecast	Variance
City Manager														
	Revenue													
		Tourism/Rec'n Grant	12,455	0	0	0.0%	0	0.0%	0	0	0	0	0	0
	Total Revenue		12,455	0	0	0.0%	0	0.0%	0	0	0	0	0	0
	Labour Costs													
		Staffing Costs (incl Benefits)	615,481	588,474	604,164	86.6%	15,690	2.7%	609,808	5,644	614,599	4,791	616,993	2,394
	Other Expenses													
		Professional Fees	11,632	29,860	29,860	4.3%	0	0.0%	29,860	0	29,860	0	29,860	0
		Staff Development & Training	4,447	15,670	14,320	2.1%	(1,350)	(8.6)%	14,320	0	14,320	0	14,320	0
		Office Supplies & Expenses	8,229	11,530	11,380	1.6%	(150)	(1.3)%	11,380	0	11,380	0	11,380	0
		Operating Leases	8,454	8,460	8,460	1.2%	0	0.0%	8,460	0	8,460	0	8,460	0
		Meals & Travel	5,888	6,200	8,100	1.2%	1,900	30.6%	8,100	0	8,200	100	8,200	0
		Other	6,572	10,170	7,220	1.0%	(2,950)	(29.0)%	7,220	0	7,220	0	7,220	0
		Utilities & Fuel	5,740	4,600	5,060	0.7%	460	10.0%	5,310	250	5,420	110	5,530	110
		Office Equipment & Furniture	584	1,450	4,700	0.7%	3,250	224.1%	4,700	0	4,700	0	4,700	0
		Communications	2,041	4,820	4,120	0.6%	(700)	(14.5)%	4,120	0	4,020	(100)	4,020	0
		Joint Services & Department Transfers	(11,400)	100	100	0.0%	0	0.0%	100	0	100	0	100	0
		Corporate Accounts	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		General Mtce & Repairs	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Total Other Expenses	42,188	92,860	93,320	13.4%	460	0.5%	93,570	250	93,680	110	93,790	110
	Total Expenses		657,668	681,334	697,484	100.0%	16,150	2.4%	703,378	5,894	708,279	4,901	710,783	2,504
Total City Manager			645,213	681,334	697,484		16,150	2.4%	703,378	5,894	708,279	4,901	710,783	2,504



Executive Director

Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

Department	Exp Category	Account	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	2014 Forecast	Variance	2015 Forecast	Variance	2016 Forecast	Variance
Executive Director														
	Labour Costs													
		Staffing Costs (incl Benefits)	77,568	185,140	266,806	130.1%	81,666	44.1%	275,695	8,889	281,201	5,506	282,298	1,097
	Other Expenses													
		Staff Development & Training	155	1,790	1,790	0.9%	0	0.0%	1,790	0	1,790	0	1,790	0
		Meals & Travel	0	1,030	1,030	0.5%	0	0.0%	1,030	0	1,030	0	1,030	0
		Office Supplies & Expenses	28	1,010	1,010	0.5%	0	0.0%	1,010	0	1,010	0	1,010	0
		Professional Fees	9,573	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Reserve Transfers	0	(65,524)	(65,524)	-31.9%	0	0.0%	(65,524)	0	(52,400)	13,124	(39,300)	13,100
		Total Other Expenses	9,756	(61,694)	(61,694)	-30.1%	0	0.0%	(61,694)	0	(48,570)	13,124	(35,470)	13,100
	Total Expenses		87,325	123,446	205,112	100.0%	81,666	66.2%	214,001	8,889	232,631	18,630	246,828	14,197
Total Executive Director			87,325	123,446	205,112		81,666	66.2%	214,001	8,889	232,631	18,630	246,828	14,197



Economic and Business Development

2013-16 Business Plan

BUSINESS OVERVIEW

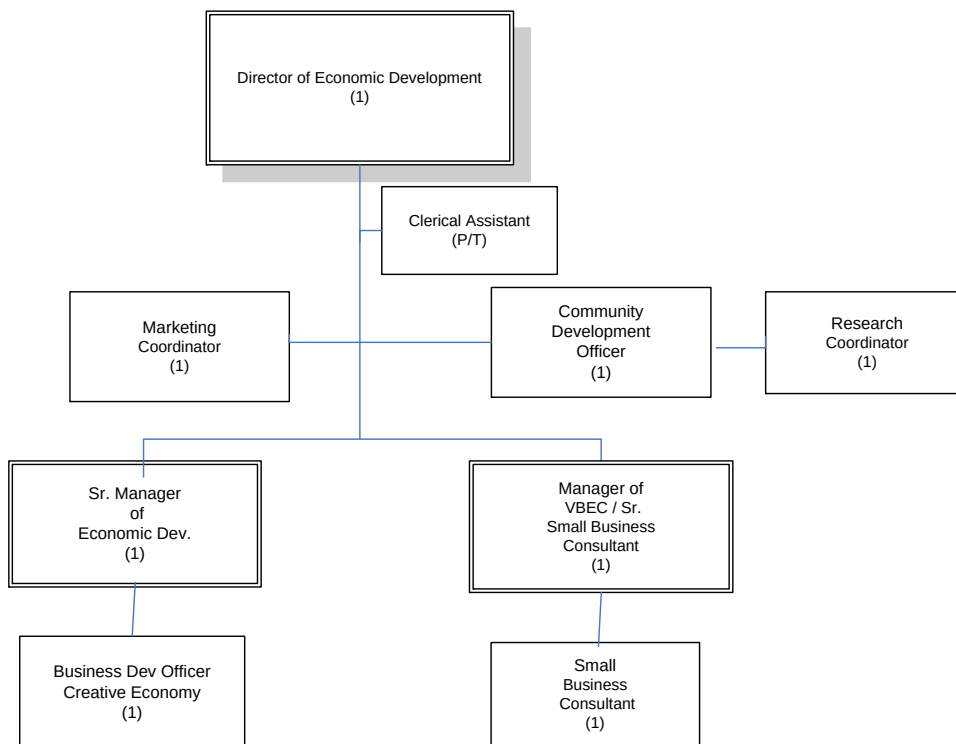
Service Statement: (Describe the core responsibilities for your department)

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	2013 Base	Additional Resource Requests		
				2013	2014	2015
Full Time	8	8	8	0	1	0
Part Time	0.69	0.69	0.69	0.31	0	0
Overtime	0	0	0	0	0	0

* ARR (Adv. Goods Production BDO) was submitted and given status in the 2011 budget cycle, then deferred to 2014 cycle.

2013-16 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 (Enhance Productivity, Cost Effectiveness & Innovation)

Preserve our Heritage & Support Diversity, Arts & Culture

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

PRESSURES

- Effects of economic uncertainties (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
- Workload 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
- Uncertainties related to the Kleinburg Business Improvement Association

2013-16 Business Plan

OPPORTUNITIES

- Create and implement innovative programs that align with the Economic Development Strategy
- Implement a new model for co-operation with the Vaughan Chamber of Commerce
- Defining VMC brand for investment
- Leveraging transit infrastructure in VMC for employment
- District energy opportunities & eco-districts in employment zones
- 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

Business Plan Objectives (list the status of 2011 outstanding and 2012 business plan objectives and the method of measuring successful implementation. As well, list 2013-16 business plan objectives in the appropriate section)

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Develop and adopt benchmarks for Vaughan's economic development performance and business climate against similar jurisdictions (Strategy- 3.4)	2011- Ongoing	In Progress	Project Charters for priority 1 projects substantially complete
Develop an annual or semi-annual forum to showcase the City and its existing and new activities to the business community, with the participation and involvement of Council and Senior Management (Strategy 2.1.2)	Q3 / Q4 2012	In Progress – Urban Design Awards will be held in Nov 2012	Urban Design Awards – showcasing placemaking as a valuable tool in attracting high profile tenants and the creative sector
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)	2012 - Ongoing	2012 – 50% completed Ongoing	As of July 2012, approximately 60 corporate calls have been completed. The department is on track to complete the annual target of 125 calls.
Undertake sector-specific marketing initiatives: Innovative research, development and design; Advanced goods movement and production; business and creative incubation (Strategy 4.4.2)	Q4 2012	All Missions to be completed by Q4 2012	Cleantech Mission to Israel Business Mission to Italy Business Mission to China
Develop an inventory of targeted firms within the innovation value chain in Vaughan, building an understanding of who the key public and private sector players are, which support resources are present and which are missing, and what kinds of investment attraction targets exist to fill gaps or localize the supply chain (Strategy 2.2.1).	Q2 2012	In Progress	Convergent sector marketing brochure completed – full sector profile in progress

2013-16 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>
2013 (Top 3 Objectives)			
Ec Dev Strategy Objective 4.4.3 Undertake location-specific marketing activities in key priority areas: VMC and VEZ	Q1 2013 Ongoing	VMC Marketing Strategy (including ad campaigns, signage, PR events)	Council City Manager VMC Landowners
Ec Dev Strategy Objective 2.1.6 Identify opportunities to attract post-secondary institutions including a new university or college.	Q1 2013 Ongoing	MOU with a post-secondary institution	Council City Manager Legal Dept. Ec Dev staff
Ec Dev Strategy Objective 2.1.9 Using client relationships developed through the Corporate Calling Program, develop an economic gardening program focused on small and medium-sized businesses within the community.	Q2 2013	Enhance sustainability & growth of local businesses	Venture Link Ministry of Economic Development & Innovation Seneca College/ YorkU Vaughan Chamber
Ec Dev Strategy Objective 3.1.2 Through VBEC, partner with lead government agencies that will deliver workshops and initiatives to the community and businesses with a focus on the 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.	Q1 2013 – Ongoing	4 Workshops – enhance employment opportunities for newcomers and local residents	COSTI EPIC / Human Endeavours Seneca College Ministry of Training, Colleges & Universities Vaughan Chamber Ec Dev staff
2014 (Top 3 Objectives)			
Ec Dev Strategy Objective 2.3.1 Establish a working group on industrial design, through which local companies and key external resources can be brought together to discuss industry challenges, emerging tools and resources, and global best practices.	Q3 2014	Industry Roundtables – enhance competitiveness of local industries	Venture Link York Region Ontario Centres of Excellence Vaughan Chamber
Ec Dev Strategy Objective 2.3.2 Launch an annual one-day long "Entrepreneurship by Design" program, in which new entrepreneurs and small businesses are introduced to the potential use of design within their operations, and the sources of design support with the Vaughan area. Partners include VBEC and MEDT.	Q1 2014	Transform Bridges to Business event to Entrepreneurship by Design Program	MEDT VentureLink Seneca College York University Ontario Centre of Excellence Social Innovation Network
Ec Dev Strategy Objective 2.4.4 Develop an inventory of targeted firms within the advanced goods production and movement value chain, building an understanding of who the key public and private players are, which support resources are present and which are missing, and what kinds of investment attraction targets exist to fill gaps or localize the supply chain.	Q3 2014	Convergent sector profile	VCC Manufacturing Committee Canadian Mfrs. & Exporters Supply Chain Logistics Ministry of Transportation Ontario Trucking Assn. MEDI

2013-16 Business Plan

2015 (Top 3 Objectives)

Ec Dev Strategy Objective 2.4.1 Explore opportunities to develop Free Trade Zone (FTZ)-like programs in the VEZ positioning Vaughan as a gateway to the Greater Toronto economic region.	2015	Backgrounder: Opportunities for FTZ- Programs in the VEZ	Federal agencies Canadian Pacific, Canadian National Railway Greater Toronto Airports Authority
Ec Dev Strategy Objective 4.2.8 Target additional trans-regional amusement facilities to supplement Canada's Wonderland.	2015	Increase to visitor spending across all local tourism & related businesses	RTO 6 York Region / York Scene Ministry of Tourism, Culture & Sport
Ec Dev Strategy Objective 2.5.5 Undertake a campaign to attract a Centre of Excellence related to building products and technologies	Q1 2015	MOU on Centre of Excellence	TRCA Building Research Establishment York Region

2016 (Top 3 Objectives)

Ec Dev Strategy Objective 1.1.5 Launch a digital infrastructure initiative within the community focusing on building out wired and wireless capabilities across the City. Deliverables could include service on public transit to a wireless node covering the entire VMC to the enabling of signaling and RFID technologies to encourage development of the VEZ.	Q4 2016 - Ongoing	Increase City's attractiveness to new generation of businesses requiring greater connectivity	Landowners
Ec Dev Strategy Objective 2.4.5 Explore and evaluate potential for multi-storey distribution and logistics buildings, including rack supported buildings currently observed in some parts of Europe and Asia. Seek to become of the first communities in the GTAH to build a multi-storey logistics facility.	Q4 2016 – Ongoing	Achieve intensification goals of the City – preserve employment land	Landowners
Ec Dev Strategy Objective 2.5.6 Seek opportunities to establish eco-districts in areas such as VMC, VEZ, hospital lands and Highway 400 North Employment Areas	2016 - Ongoing	Achieve environmental sustainability goals of the City	Landowners PowerStream TRCA

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 range from 2010 to 2016, with a forecast for the rest of 2012 to 2016).

1. Complete 125 targeted corporate calls annually.
2. Complete a memorandum of understanding with Delta, BC to develop Pacific Rim economic linkages.
3. Establish small business cultural enterprise program – target two signature events annually to build profile of City services in this sector, delivered by VBEC and Business Development Officer-Creative Economy.
4. Number of business consultations developed by VBEC per FTE as per MEDI requirements.
5. Number of jobs created through assistance of VBEC per FTE as per MEDI requirements.

BUSINESS OVERVIEW:

2013-16 Business Plan

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 programmes tend to produce a wide range of benefits and outcomes
- Programme 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 completions.
2. New work program for the Department will require time to go through learning curve.
3. At the same time that staff is learning about the new convergent sectors and the Strategy, there is still the workload issue of handling day to day business development inquiries, Council requests, information requests, administrative tasks, etc.
4. Attracting office development to the VMC may be challenging due to the high economic rents relative to other office nodes in the GTA.

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

The work of the Economic Development Department from 2013 – 2016 is focused on establishing the Vaughan Metropolitan Centre as the downtown for the City, with urban neighbourhoods, a vibrant cultural sector and competitive retail and office space markets.

City Manager

Date (mm/dd/yy)

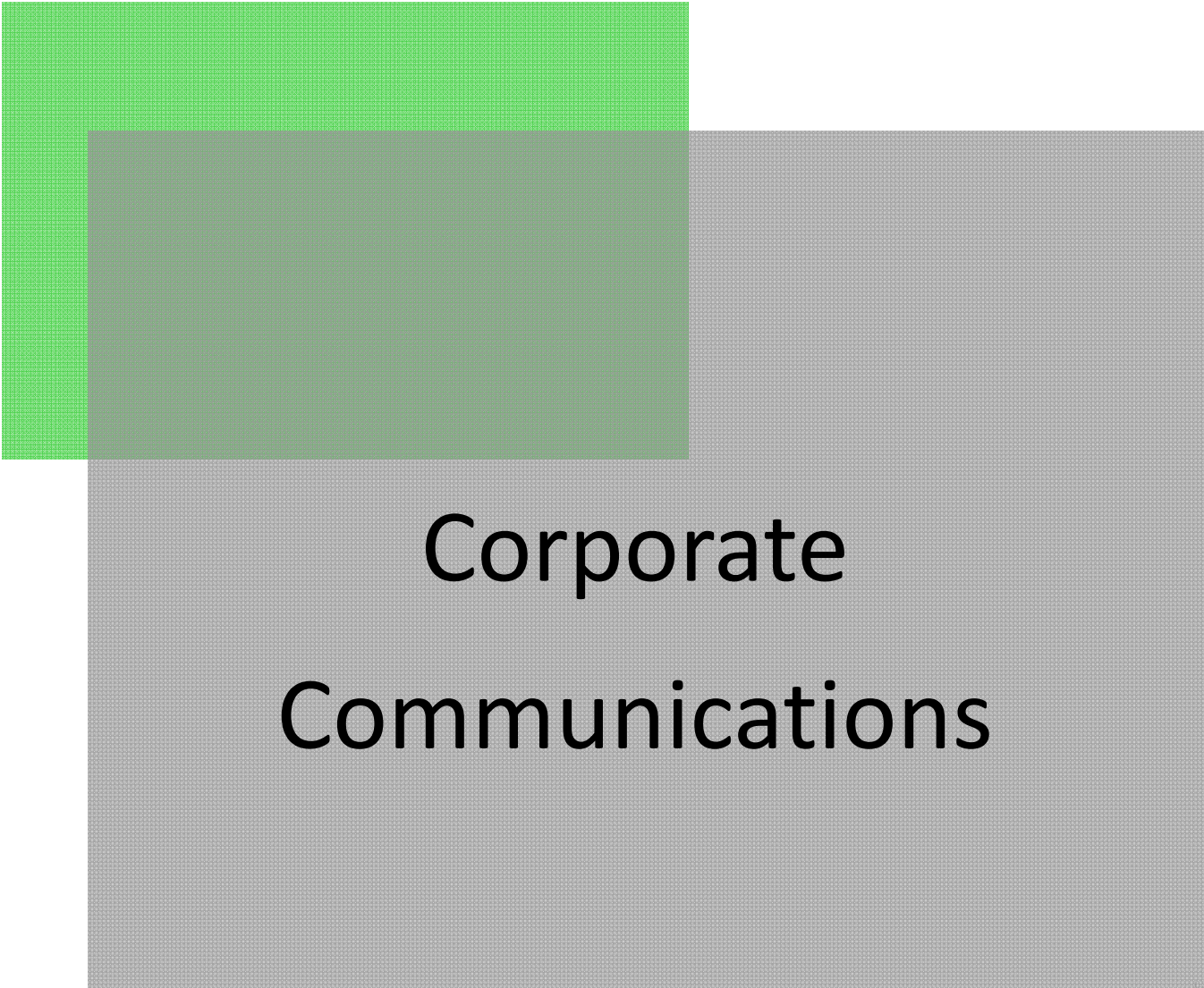
Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

Department	Exp Category	Account	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	2014 Forecast	Variance	2015 Forecast	Variance	2016 Forecast	Variance
Economic and Business Develop.														
	Revenue													
		Dept. Misc. Revenues	2,292	4,000	0	0.0%	(4,000)	(100.0)%	0	0	0	0	0	0
		Total Revenue	2,292	4,000	0	0.0%	(4,000)	(100.0)%	0	0	0	0	0	0
	Labour Costs													
		Staffing Costs (incl Benefits)	762,616	960,332	977,272	71.5%	16,940	1.8%	1,087,347	110,075	1,115,330	27,983	1,123,816	8,486
	Other Expenses													
		Community Advertising & Promotion	71,685	108,463	140,547	10.3%	32,084	29.6%	140,547	0	140,547	0	140,547	0
		Service Contracts and Materials	116,219	137,385	108,301	7.9%	(29,084)	(21.2)%	108,301	0	108,301	0	108,301	0
		Meals & Travel	96,710	59,050	56,550	4.1%	(2,500)	(4.2)%	56,550	0	56,550	0	56,550	0
		Professional Fees	82,032	55,000	50,000	3.7%	(5,000)	(9.1)%	50,000	0	50,000	0	50,000	0
		Staff Development & Training	13,448	16,126	15,753	1.2%	(373)	(2.3)%	15,753	0	15,753	0	15,753	0
		Office Supplies & Expenses	10,590	12,816	12,189	0.9%	(627)	(4.9)%	12,189	0	12,189	0	12,189	0
		Communications	3,408	3,255	3,755	0.3%	500	15.4%	3,755	0	3,755	0	3,755	0
		Office Equipment & Furniture	1,098	2,000	2,000	0.1%	0	0.0%	3,500	1,500	2,000	(1,500)	2,000	0
		Other	634	1,000	1,000	0.1%	0	0.0%	1,000	0	1,000	0	1,000	0
		Corporate Accounts	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Library Books & Periodicals	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Reserve Transfers	(29,426)	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Joint Services & Department Transfers	(3,775)	(1,000)	(1,000)	-0.1%	0	0.0%	(1,000)	0	(1,000)	0	(1,000)	0
		Total Other Expenses	362,623	394,095	389,095	28.5%	(5,000)	(1.3)%	390,595	1,500	389,095	(1,500)	389,095	0
	Total Expenses		1,125,239	1,354,427	1,366,367	100.0%	11,940	0.9%	1,477,942	111,575	1,504,425	26,483	1,512,911	8,486
Total Economic and Business Develop.			1,122,947	1,350,427	1,366,367		15,940	1.2%	1,477,942	111,575	1,504,425	26,483	1,512,911	8,486

2013 ARRs															
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2013 Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Employment Zone, VMC Marketing		50,000			50,000			-	50,000						

Recognized 2014 ARRs													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Business Development Officer - Advanced Goods	FT	1.00	90,115		90,115			1.00	90,115	-	2,931	-	4,652



Corporate Communications

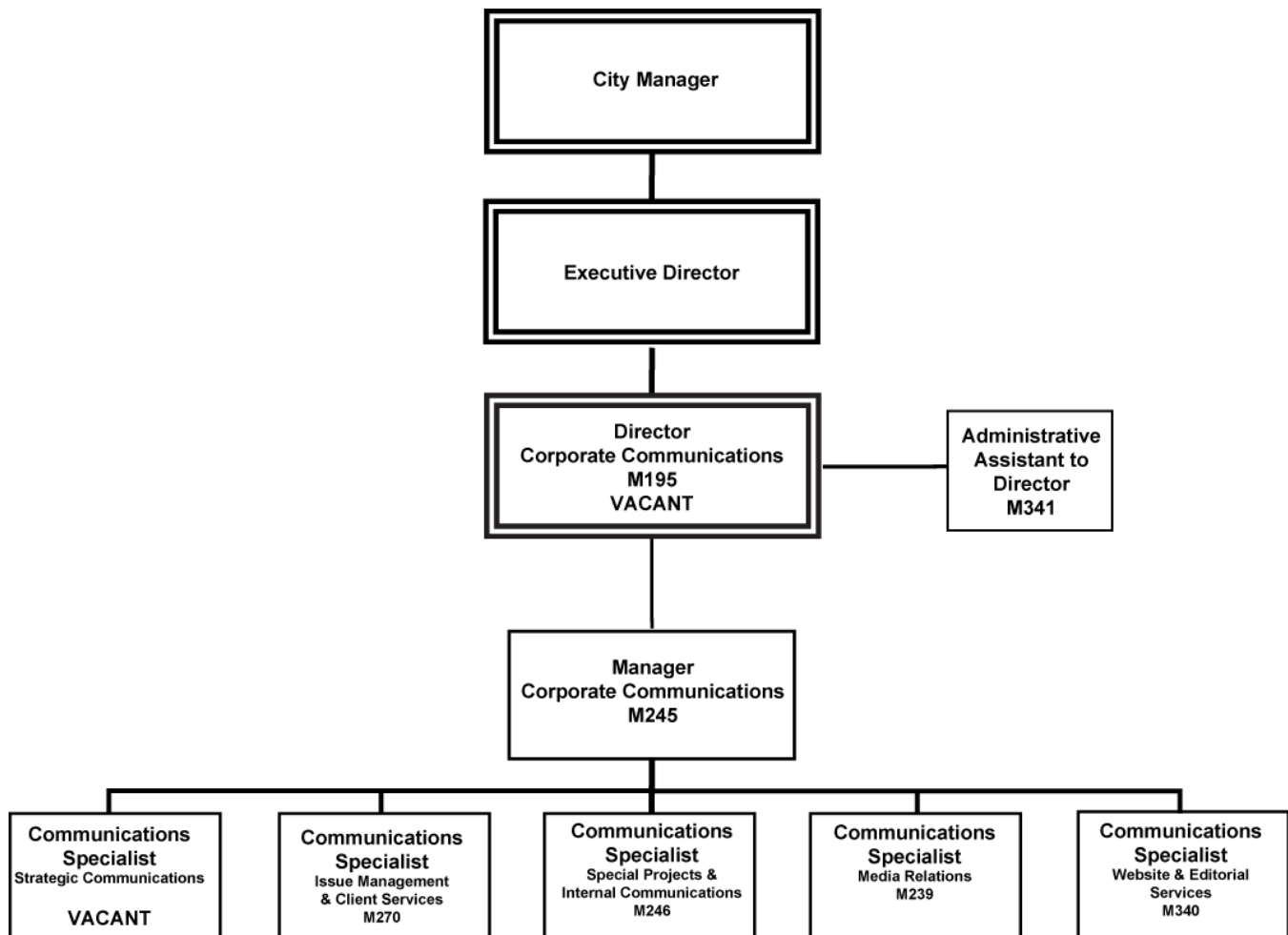
2013-16 Business Plan

BUSINESS OVERVIEW

Service Statement:

Corporate Communications provides strategic communications products, services and advice; managing corporate protocols; and facilitating internal communications that inform and engage the City's stakeholders.

Service Profile:



2013-16 Business Plan

Full Time, Part Time and Overtime – Budgeted Amounts

	2012	2013 Base	Additional Resource Requests			
			2013	2014	2015	2016
Full Time	8	8		2		
Part Time						
Overtime						

Key Stakeholders:

Communications support for Council, City Manager and Senior Management Team. External stakeholders include residents, local businesses, community organizations, other levels of government, business organizations and associations, and the media. Support project-specific communications for other City departments and internal communications for City employees.

Work Plan:

Link to Vaughan Vision 20|20:

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

Future Pressures and Opportunities:

PRESSURES

- Speed of Communication - information travels at the speed of light and leads to undesirable consequences if only one side of the story is presented
- Matching communication resources of the organization to the appropriate tasks/requirements
- Competing messages
- Amount of work/initiatives taking place across the City
- Lack of coordinated communications
- Competing for the audience
- Research, measurement and evaluation
- Staffing needs

2013-16 Business Plan

OPPORTUNITIES

- Plan communications in a proactive, structured and controlled manner
- Use technology to expedite the flow of information for all types of communications
- Improve interactive communications to receive input from various audiences/stakeholders.
- Create and implement a strategic plan for communication efforts
- Improve organizational performance through communications
- Realign resources within the department

It is important that the public is aware of City projects and that the communications supporting the projects are readily understood by the public. There is currently a gap in this area of communications that can be addressed through the alignment of resources in the department for better collaboration between the Corporate Communications department and project leads in other City departments.

2013-16 Business Plan

Business Plan Objectives

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
1. Implement strategic communications initiatives to promote a positive image of the City, ensuring brand integrity and communicating the City's successes.	Q4/12	Draft of Strategic Communications Plan completed Q2/12	New staff complement for strategic communications approved
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.	Q4/12	Major content management role in launch of new City website	Expansion of e-communications indicates significant growth potential
3. Strengthen the City's internal communications. Commissioned Internal Communications Strategy -- Corp Comm, Human Resources and Strategic Planning	Q4/12	Internal Communications Strategy completed Q2/12, and first implementation stages in Q3/12	IC implementation started. Next step is comprehensive Internal Communications Plan.

2013-16 Business Plan

2013-16 Business Plan Objectives:

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2013 (Top 3 Objectives)			
1. Create marketing effort to register subscriptions for “e-communications”	Q2/13	More efficient and effective messaging tool for corporate projects and initiatives to residents and other stakeholders.	Staff complement assigned to strategic communications.
2. Create a communications mobile app for internal stakeholders	Q3/13	Mayor/Council and SMT better informed on a day-to-day basis on issues and activities in the City.	Corporate Communications, ITM, Outsourced Technical Requirements (supported by ARR)
3. Research/Analysis on opportunities to make City-wide marketing and communication efforts more effective and efficient	Q4/13	A report that identifies how the City may be better positioned to strategically communicate to its stakeholders.	Various Departments and Corporate Communications.
4. Complete Five Year Strategic Communication Strategy 2013-2018	Q1/13	Promote City brand and build credibility, Engage community, Positive employee engagement that strengthens the City's Corporate Culture.	Senior Mgmt., Corporate Services Commission, Corp Communications
2014 (Top 3 Objectives)			
1. Create an annual schedule of positive stories prepared for local, regional and national media to support the City's major projects and initiatives.	Q2/14	Stronger brand reputation and more accurately informed public.	Senior Management, Corporate Communications client services specialist (supported by ARR)
2. Expand web communication to include more interactive features.	Q3/14	Improve effectiveness of web-based communications and support requirements of all City departments	Corp Communication, ITM, VOL Steering Committee, Web Services (supported by ARR)
3. Build a corporate marketing and advertising campaign for the City.	Q3/14	Communicate consistent corporate brand	Corporate Communications, Economic Development

2013-16 Business Plan

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2015 (Top 3 Objectives)			
1. Expand e-communications	Q3/15	Create virtual town hall to improve community engagement	Outsource technical requirements; determine staff requirements
2.			
3.			
Other			
2016 (Top 3 Objectives)			
1. Employ new communications vehicles	Q3/16	Website content and online services available as mobile applications	Outsource technical requirements
2.			
3.			
Other			

2013-16 Business Plan

KEY PERFORMANCE INDICATORS (2010-2016):

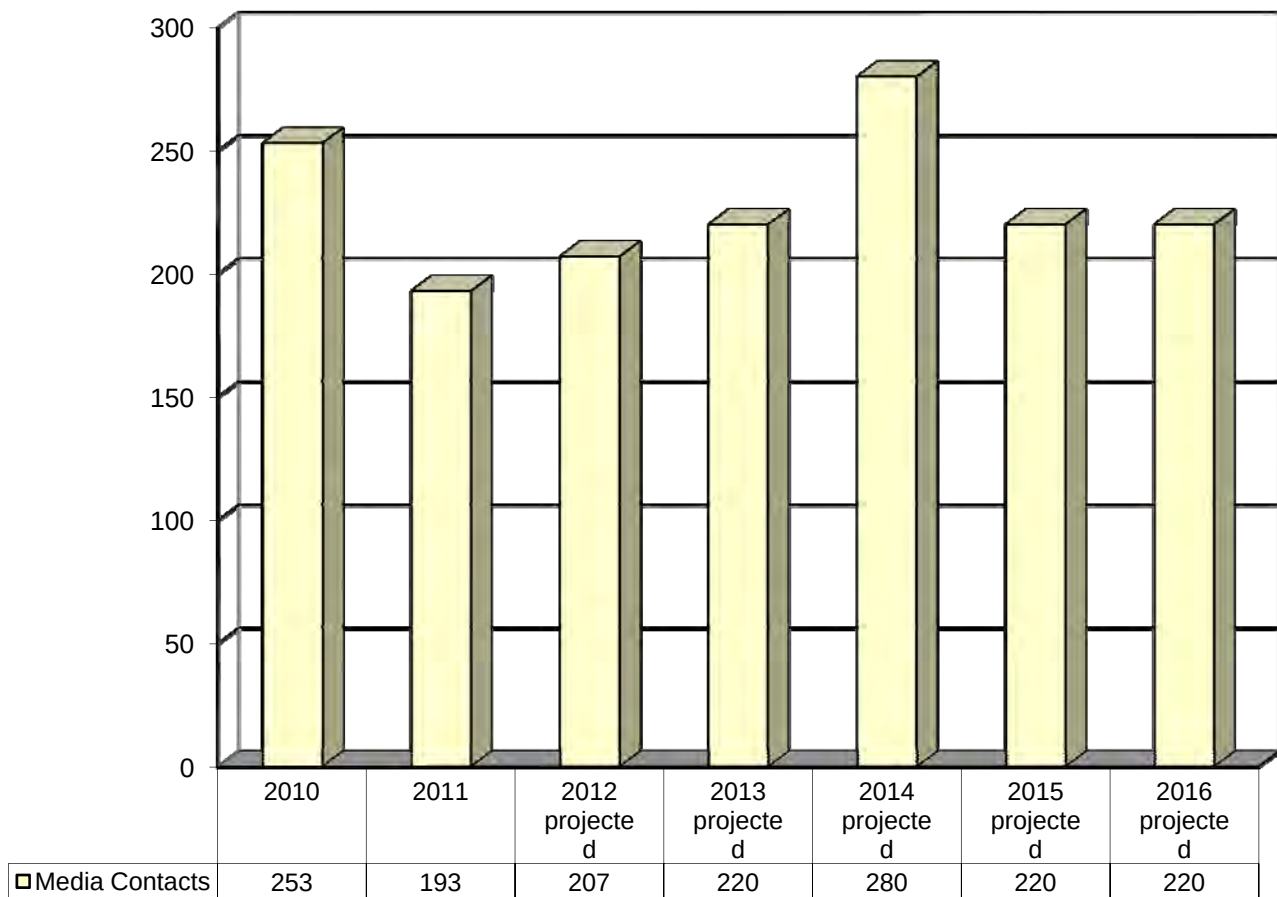
The following performance indicators are intended to indicate the “value” of these services to the corporation, but do not track the level of “activity” of the department (i.e. number of News Releases and Media Advisories issued; number of website postings).

1. # of Media Contacts/Inquiries
2. # of Media Clippings of published stories on Vaughan
3. # of media stories generated by City-issued news releases, public service announcements and media advisories
4. # of visitors to the City Website
5. # of subscribers to corporate social media sites
6. # of subscribers to the City’s e-newsletter

2013-16 Business Plan

Measure #1: 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.).



NOTES ABOUT THE MEASURE:

The average time per routine media contact is estimated at 30 minutes.

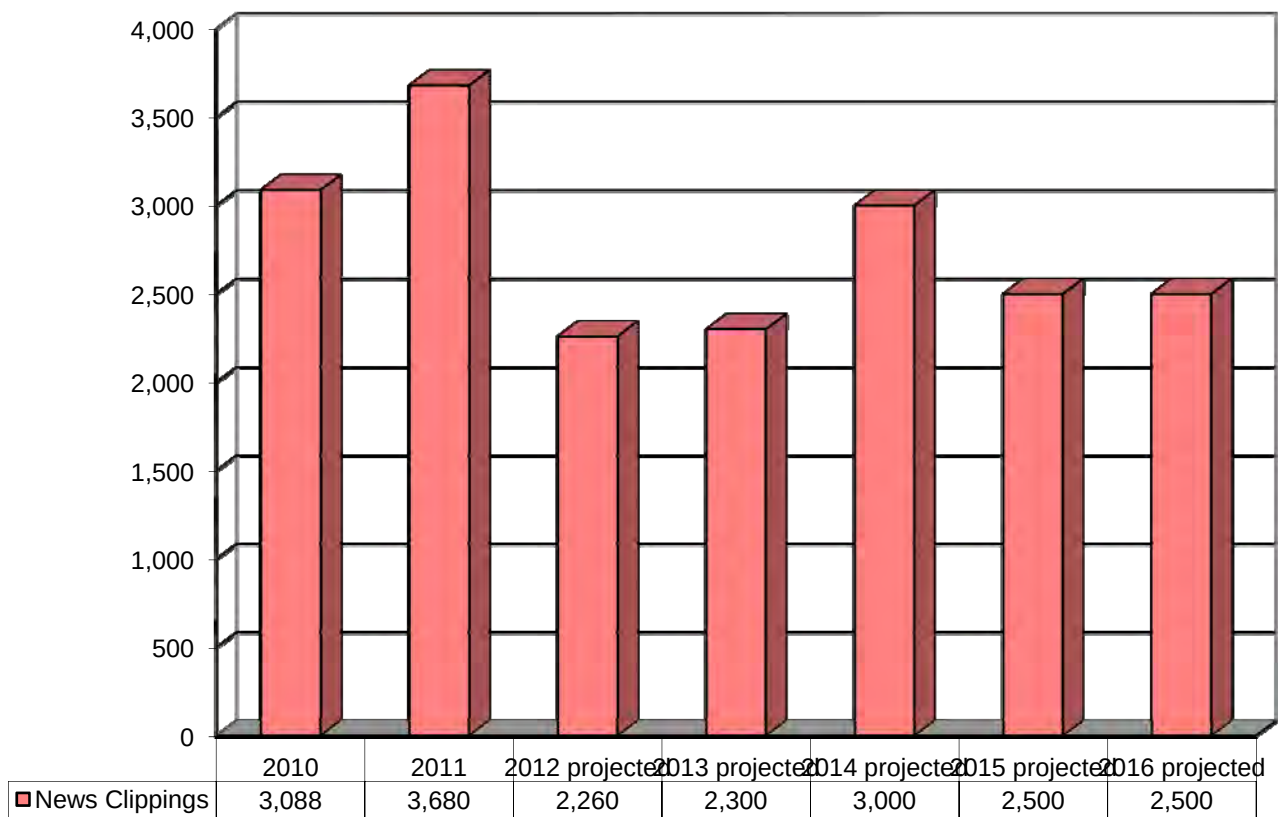
KEY CONCLUSION:

Both local and mainstream media interest in the City of Vaughan will continue at current levels, excluding the possibility of new media entering the market or an increase in publishing frequency due to stronger advertising revenues. Media interest peaks during election years.

2013-16 Business Plan

Measure #2: 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.



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 include news reports published to the internet but not printed.

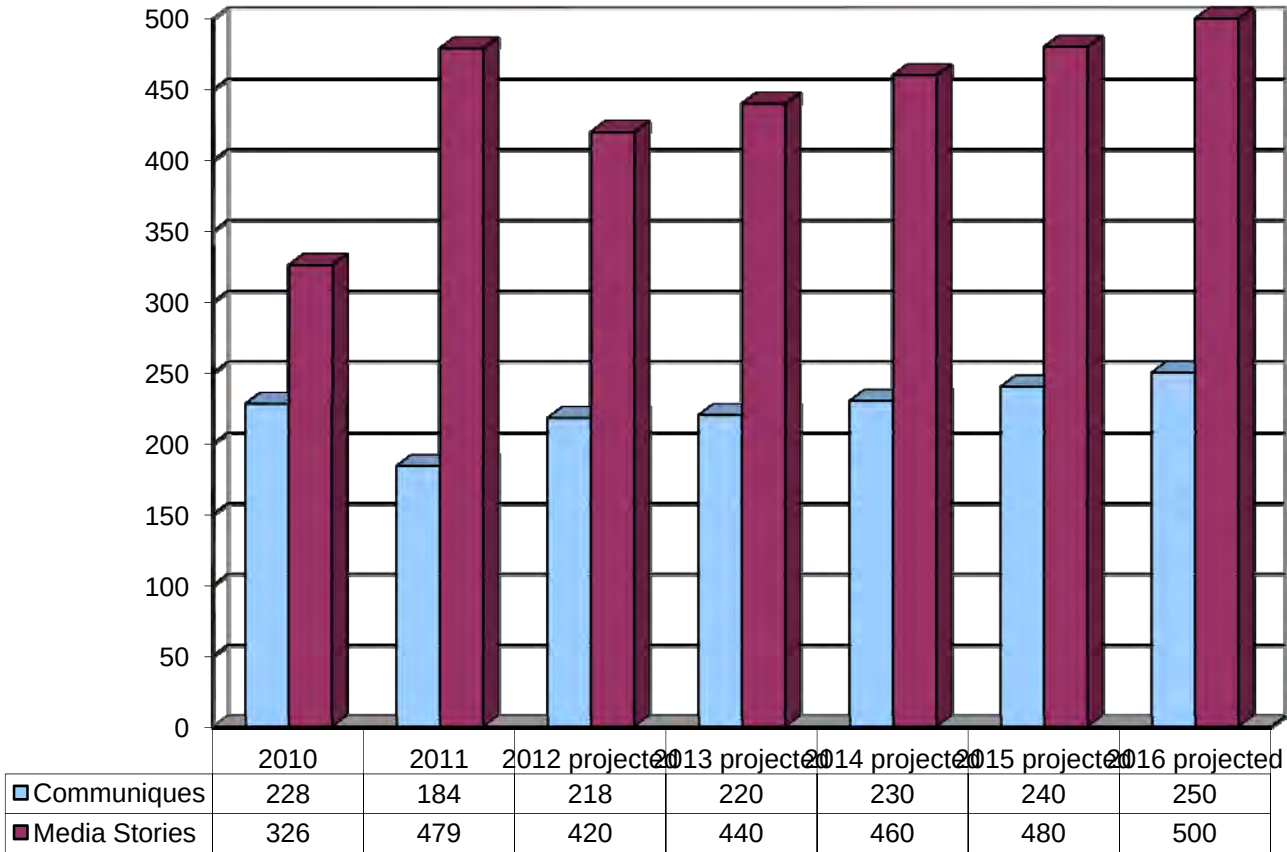
KEY CONCLUSION:

Many media stories are based on issued news releases and Public Service Announcements or attendance at Council meetings and do not require follow-up interviews. There is increased media coverage during election years.

2013-16 Business Plan

Measure #3: NUMBER OF MEDIA STORIES GENERATED BY CITY-ISSUED COMMUNIQUE

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



NOTES ABOUT THE MEASURE:

The average multiplier for each year is 2.0, or 1 City-issued story is carried by 2 media outlets on average.

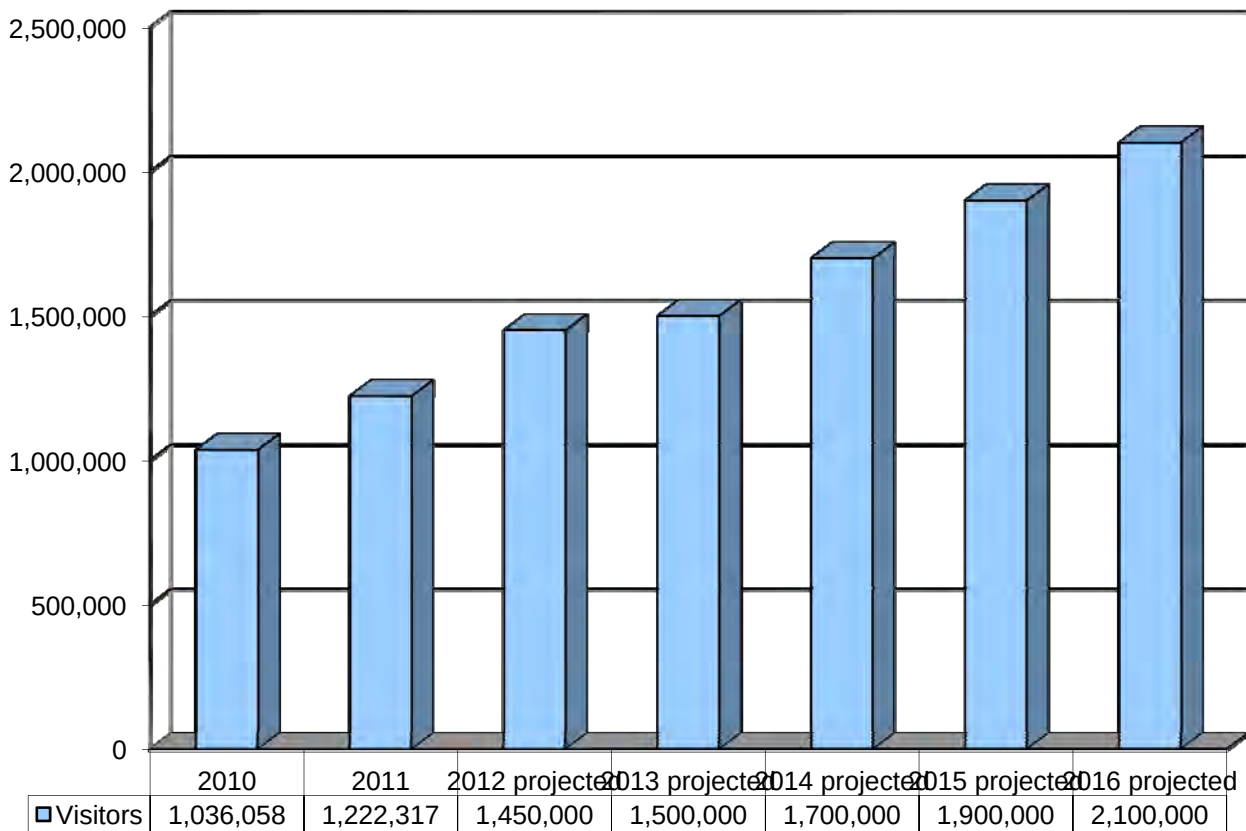
KEY CONCLUSION:

This performance measurement indicates the number of media stories 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.

2013-16 Business Plan

Measure #4: 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.



NOTES ABOUT THE MEASURE:

“Number of visitors” is the best indicator of a website’s popularity, as opposed to the “hit count.”

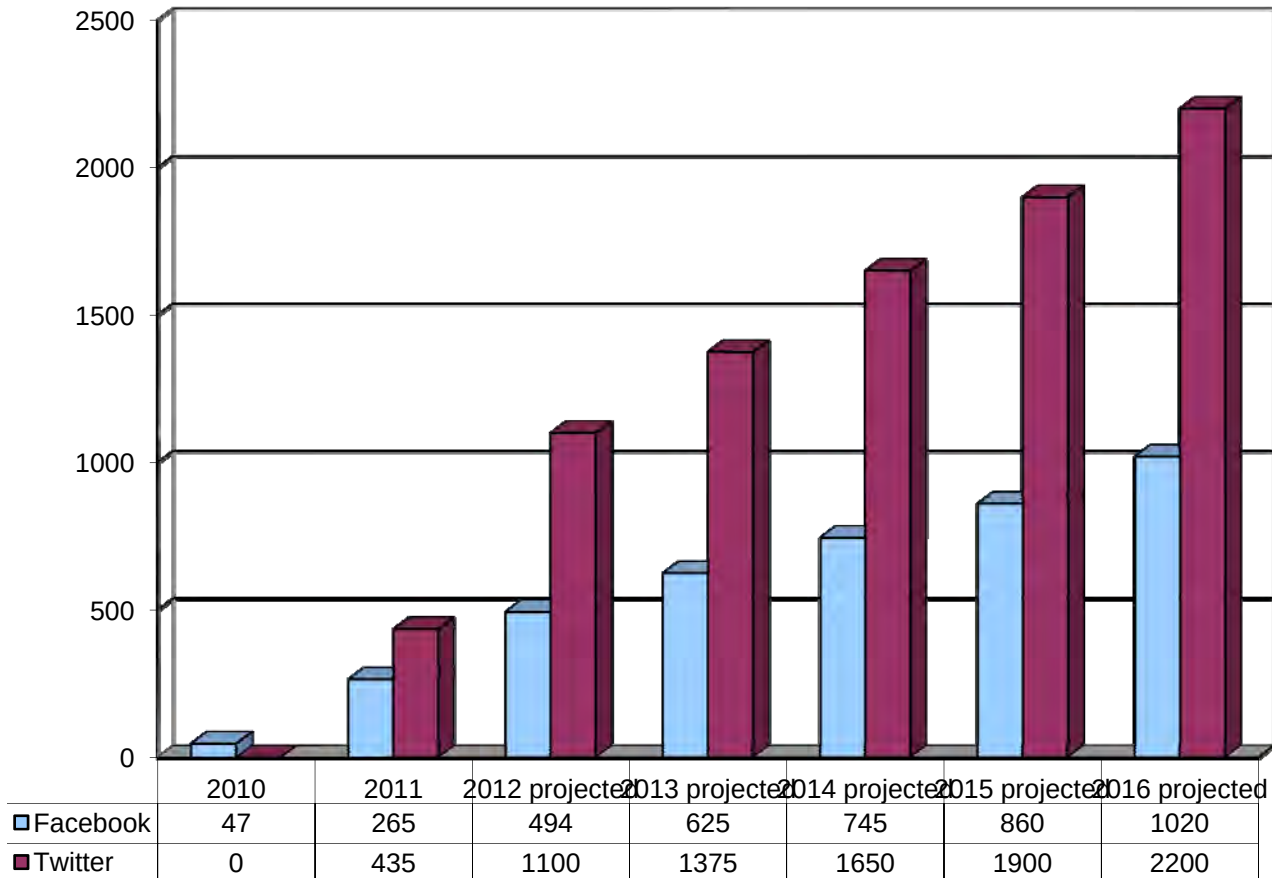
KEY CONCLUSION:

The launch of the City’s new website is expected to generate significantly higher usage with improved navigation and search capabilities, expanded content, and user-friendly design. In addition, the City’s website address is being more widely publicized.

2013-16 Business Plan

Measure #5: NUMBER OF SUBSCRIBERS TO CORPORATE SOCIAL MEDIA SITES

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



NOTES ABOUT THE MEASURE:

The City's first social media site was launched in 2010.

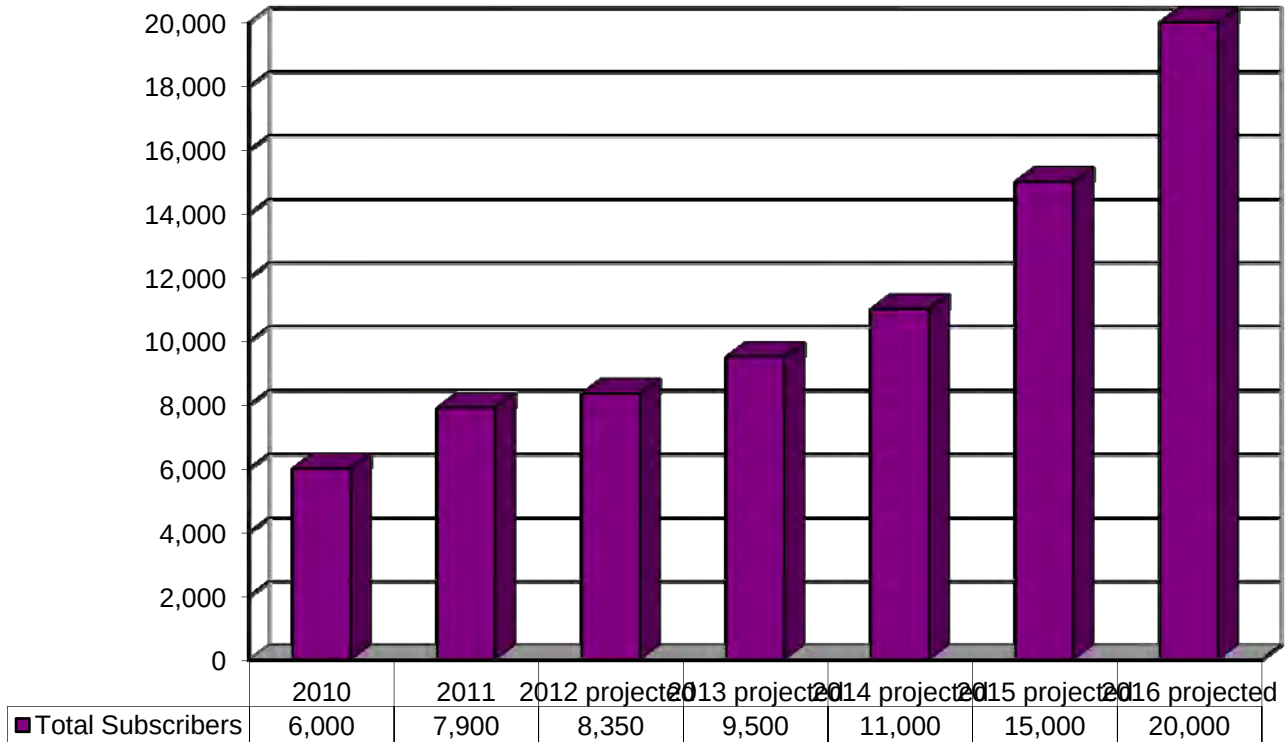
KEY CONCLUSION:

Usage is expected to increase as the efforts continue to publicize the availability of these services. Social media icons are now included on the City website, e-newsletters and printed publications.

2013-16 Business Plan

Measure #6: NUMBER OF SUBSCRIBERS TO THE CITY E-NEWSLETTER

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.



NOTES ABOUT THE MEASURE:

The subscription list is currently used for the City Update e-newsletter and e-bulletins.

KEY CONCLUSION:

A web-based communications vehicle distributed by email, the corporate e-newsletter has great potential for reaching a sizable audience. There was a significant increase in subscribers following a limited promotional campaign last year. An expanded marketing effort to register subscriptions will be needed to realize the circulation targets.

2013-16 Business Plan

Overall Conclusion:

Corporate Communications is addressing gaps relating to the City's overall communications by focusing on two areas: marketing communications and public relations; and the expanded use of e-communications. Both areas are supported by new staff resources through 2014.

In support of these two areas, an expanded list of communications vehicles is being employed by Corporate Communications. These include: the City's new website, social media activity, redesigned e-newsletters, multimedia news releases, instructional videos on the City's website, increased subscriptions to City e-communications, Vaughan TV, and the development of mobile applications.

In addition, Corporate Communications is identifying opportunities to increase community engagement through new two-way communications channels (online surveys, FAQs, visitor comments, etc.) which can be integrated with traditional user surveys, focus groups and public information meetings.

The Corporate Communications department is addressing the need to communicate better as a City by expanding the department's expertise in marketing communications, public relations, and e-communications. It is the strategic goal to provide these services to all City departments in support of the delivery of City services and programs to Vaughan residents and businesses.

City Manager

Date (mm/dd/yy)

Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

									2014		2015		2016	
Department	Exp Category	Account	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	Forecast	Variance	Forecast	Variance	Forecast	Variance
Corporate Communications														
	Revenue													
		Dept. Misc. Revenues	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
	Total Revenue		0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
	Labour Costs													
		Staffing Costs (incl Benefits)	847,427	965,846	874,610	81.7%	(91,236)	(9.4)%	899,268	24,658	914,269	15,001	1,088,993	174,724
	Other Expenses													
		Office Supplies& Expenses	65,564	76,277	76,277	7.1%	0	0.0%	76,277	0	76,277	0	76,277	0
		Community Advertising & Promotion	70,047	64,961	64,961	6.1%	0	0.0%	64,961	0	64,961	0	64,961	0
		Professional Fees	19,150	17,564	17,564	1.6%	0	0.0%	17,564	0	17,564	0	17,564	0
		Staff Development & Training	3,513	10,308	12,713	1.2%	2,405	23.3%	12,713	0	12,713	0	12,713	0
		Office Equipment & Furniture	3,884	14,235	12,051	1.1%	(2,184)	(15.3)%	12,051	0	12,051	0	20,051	8,000
		Communications	4,324	10,902	8,847	0.8%	(2,055)	(18.8)%	8,847	0	8,847	0	10,447	1,600
		Meals & Travel	2,538	5,632	4,132	0.4%	(1,500)	(26.6)%	4,132	0	4,132	0	4,132	0
		Joint Services & Department Transfers	263	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Other	116	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Reserve Transfers	3,334	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Total Other Expenses	172,733	199,879	196,545	18.3%	(3,334)	(1.7)%	196,545	0	196,545	0	206,145	9,600
	Total Expenses		1,020,160	1,165,725	1,071,155	100.0%	(94,570)	(8.1)%	1,095,813	24,658	1,110,814	15,001	1,295,138	184,324
Total Corporate Communications			1,020,160	1,165,725	1,071,155		(94,570)	(8.1)%	1,095,813	24,658	1,110,814	15,001	1,295,138	184,324

Recognized 2016 ARRs									
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2016 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$
Corp Comm Specialist, Web Content Spec	FT	1.00	90,381		90,381			1.00	90,381
Corp Comm Specialist, Client Serv	FT	1.00	90,381		90,381			1.00	90,381



2013 Capital Budget & 2014-2016 Capital Plan

City Manager
Corporate Communications

Budget				Operating		
Year	Project #	Title	Project Type	Total Budget	Impact	TCA
2013	CC-9523-13	City eNewsletters	Technology	74,600	12,500	N
2013 Budget				74,600		



Fire and Rescue Services

Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

Department	Exp Category	Account	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	2014 Forecast	Variance	2015 Forecast	Variance	2016 Forecast	Variance
Fire and Rescue Services														
	Revenue													
		Dept. Misc. Revenues	614,708	511,912	522,748	90.0%	10,836	2.1%	533,387	10,639	544,287	10,900	555,187	10,900
		Fees from Other Municip.	35,000	35,000	35,000	6.0%	0	0.0%	35,000	0	35,000	0	35,000	0
		Rev. frm Recov. Exp - Pd Duty	0	22,412	22,880	3.9%	468	2.1%	23,400	520	23,920	520	24,440	520
	Total Revenue		649,708	569,324	580,628	100.0%	11,304	2.0%	591,787	11,159	603,207	11,420	614,627	11,420
	Labour Costs													
		Staffing Costs (incl Benefits)	34,194,397	33,876,141	35,258,818	94.7%	1,382,677	4.1%	36,950,533	1,691,715	40,442,196	3,491,663	41,657,707	1,215,511
	Other Expenses													
		Tools & Equipment	482,059	495,069	525,069	1.4%	30,000	6.1%	567,069	42,000	630,069	63,000	648,069	18,000
		Communications	293,360	305,563	336,073	0.9%	30,510	10.0%	431,553	95,480	435,503	3,950	437,893	2,390
		General Mtce & Repairs	507,884	310,589	310,589	0.8%	0	0.0%	310,589	0	310,589	0	310,589	0
		Utilities & Fuel	198,494	196,755	216,440	0.6%	19,685	10.0%	227,260	10,820	231,800	4,540	236,450	4,650
		Service Contracts and Materials	265,125	216,651	212,838	0.6%	(3,813)	(1.8)%	221,058	8,220	221,058	0	221,058	0
		Staff Development & Training	130,780	138,390	138,390	0.4%	0	0.0%	138,390	0	139,890	1,500	140,890	1,000
		Other	73,916	60,260	69,260	0.2%	9,000	14.9%	69,260	0	69,260	0	69,260	0
		Community Advertising & Promotion	44,234	46,645	46,645	0.1%	0	0.0%	46,645	0	46,645	0	46,645	0
		Office Equipment & Furniture	23,556	61,553	44,553	0.1%	(17,000)	(27.6)%	60,553	16,000	60,553	0	68,553	8,000
		Office Supplies & Expenses	45,990	36,962	37,962	0.1%	1,000	2.7%	39,362	1,400	41,462	2,100	42,162	700
		Meals & Travel	4,374	15,401	15,401	0.0%	0	0.0%	15,401	0	15,401	0	15,401	0
		Professional Fees	0	2,285	2,285	0.0%	0	0.0%	2,285	0	2,285	0	2,285	0
		Joint Services & Department Transfers	1,825	3,110	1,510	0.0%	(1,600)	(51.4)%	1,510	0	1,510	0	1,510	0
		Operating Leases	0	283	283	0.0%	0	0.0%	283	0	283	0	283	0
		Corporate Accounts	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Reserve Transfers	(2,850)	(150,000)	0	0.0%	150,000	(100.0)%	0	0	0	0	0	0
	Total Other Expenses		2,068,747	1,739,516	1,957,298	5.3%	217,782	12.5%	2,131,218	173,920	2,206,308	75,090	2,241,048	34,740
	Total Expenses		36,263,145	35,615,657	37,216,116	100.0%	1,600,459	4.5%	39,081,751	1,865,635	42,648,504	3,566,753	43,898,755	1,250,251
Total Fire and Rescue Services			35,613,437	35,046,333	36,635,488		1,589,155	4.5%	38,489,964	1,854,476	42,045,297	3,555,333	43,284,128	1,238,831

2013 ARRs															
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2013 Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Stn 75 - 10 Firefighters	FT	10.00	782,196		782,196	(7.5)	(563,397)	2.50	218,799	7.50	593,291	-	114,716	-	112,491

Revenue and Expenditure Summary

2013 Operating Budget & 2014-16 Plan

Recognized 2014 ARR's													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Stn 75 - 6 Firefighters & 4 Captains	FT	10.00	994,583		994,583	(7.5)	(715,907)	2.50	278,676	7.50	731,482	-	69,212
4 District Chiefs	FT	4.00	560,122		560,122	(2.0)	(269,341)	2.00	290,781	2.00	263,255	-	13,467

Recognized 2015 ARR's											
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2015 Impact		Net 2016 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Training Officer	FT	1.00	143,598		143,598			1.00	143,598		(1,685)
STN 78 - 16 Firefighters & 4 Captains	FT	20.00	1,793,138		1,793,138			20.00	1,793,138		77,905

Recognized 2016 ARR's									
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2016 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$
Fire District Chiefs	FT	4.00	566,460		566,460			4.00	566,460
Fire Prevention Inspector	FT	1.00	88,502		88,502			1.00	88,502
Stores Clerk	FT	1.00	66,473		66,473			1.00	66,473



2013 Capital Budget & 2014-2016 Capital Plan

City Manager
Fire & Rescue Services

Budget					Operating	
Year	Project #	Title	Project Type	Total Budget	Impact	TCA
2013	FR-3508-13	Breathing Apparatus Replacements	Equipment Replacement	45,100	0	Y
2013	FR-3556-13	New Engine for Station 75 - Pumper	Growth/Equipment	667,300	1,773,036	Y
2013	FR-3564-13	Station #73 Construction	Growth/Development	4,650,000	0	Y
2013	FR-3565-13	Station #73 Equipment	Growth/Development	170,000	0	Y
2013	FR-3568-13	Station #75 Equipment Purchase for Firefighters	Growth/Development	123,100	0	Y
2013	FR-3574-13	Aerial 7965 Refurbishment	Equipment Replacement	180,300	0	N
2013	FR-3580-13	Acquire an Air Supply Unit	Equipment Replacement	154,500	0	Y
2013	FR-3584-13	Defibrillator Program	Equipment Replacement	54,590	0	Y
2013	FR-3597-13	Aerial 7967 Refurbishment	Equipment Replacement	189,000	0	N
2013	FR-3598-13	Replace Freightliner 7956	Equipment Replacement	699,400	0	Y
2013	FR-3599-13	Expand/Update Crew Quarters - Stn 75	Infrastructure Replacement	524,100	0	Y
2013	FR-3600-13	Replacement - Cascade Air Tank Refiller Stn 73	Equipment Replacement	81,000	0	Y
2013	FR-3601-13	Smeal Pumper(7984) Refurbishment	Equipment Replacement	104,800	0	N
2013	FR-3602-13	Smeal Pumper (7986) Refurbishment	Equipment Replacement	104,800	0	N
2013	FR-3603-13	Smeal Pumper (7985) Refurbishment	Equipment Replacement	104,800	0	N
2013	FR-3604-13	REPLACE 7976 (Ford Expedition)	Equipment Replacement	60,800	0	Y
2013	FR-3605-13	REPLACE 7975 (Ford Expedition)	Equipment Replacement	60,800	0	Y
2013 Budget				7,974,390		
2014	FR-3508-13	Breathing Apparatus Replacements	Equipment Replacement	45,100	0	Y
2014	FR-3567-14	Station #75 Equipment for Engine 75	Growth/Equipment	119,700	0	Y
2014	FR-3571-14	Command Vehicle	Growth/Development	41,200	560,122	Y
2014	FR-3594-14	Replace Platoon Chief Vehicle	Equipment Replacement	73,800	0	Y
2014	FR-3596-14	Replace Volvo Pumper 7949	Equipment Replacement	699,500	0	Y
2014 Forecast				979,300		
2015	FR-3508-13	Breathing Apparatus Replacements	Equipment Replacement	45,100	0	Y
2015	FR-3575-15	Station #78 Engine Purchase	Growth/Equipment	667,300	1,793,138	Y
2015	FR-3576-15	Engine # 78 Equipment Purchase	Growth/Equipment	119,700	0	Y
2015	FR-3577-15	Station #78 Equipment for Firefighters Purchase	Growth/Equipment	123,100	0	Y
2015	FR-3579-15	Smeal Pumper(7973) Refurbishment	Infrastructure Replacement	180,250	0	N
2015	FR-3583-15	Reposition Stn 74 Kleinburg Land	New Infrastructure	705,000	0	Y
2015	FR-3588-15	Replace 7966 Rescue Truck	Equipment Replacement	628,800	0	Y



2013 Capital Budget & 2014-2016 Capital Plan

City Manager
Fire & Rescue Services

Budget					
Year	Project #	Title	Project Type	Total Budget	Operating Impact TCA
2015	FR-3591-15	Replace 7979 Fire Prevention Vehicle	Equipment Replacement	40,500	0 Y
2015	FR-3595-15	Tech Rescue (7978) Refurbishment	Equipment Replacement	109,000	0 N
2015 Forecast				2,618,750	
2016	FR-3508-13	Breathing Apparatus Replacements	Equipment Replacement	45,100	0 Y
2016	FR-3573-16	Command Vehicle	Growth/Development	41,200	566,460 Y
2016	FR-3578-16	Fire Prevention Vehicle	Growth/Development	37,130	88,502 Y
2016	FR-3586-16	Replace 7972 Pumper	Equipment Replacement	699,400	0 Y
2016	FR-3590-16	Replace 7988 Training Vehicle	Equipment Replacement	43,600	0 Y
2016	FR-3592-16	Smeal Aerial 17M(7983) Refurbishment	Equipment Replacement	189,000	0 N
2016	FR-3593-16	Replace HAZ MAT 7942	Equipment Replacement	545,000	0 Y
2016 Forecast				1,600,430	

2013-16 Business Plan

BUSINESS OVERVIEW

Service Statement:

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 delivery. The Administration Division of VFRS is committed to ensuring that the mission of VFRS 'To provide programs to protect lives, property, and the environment from the adverse effects of fire, medical emergencies and other dangerous conditions' is consistently met in all facets of our service delivery. Dedicated to ensuring the safety and security of the citizens of Vaughan, the Administration Division performs the following:

- Operating and Capital Budgeting & Forecasting
- Asset Planning & PSAB reporting
- Forecasts, plans for Emergency resource distribution.
- Ensures VFRS Response Standard is consistently met across the city.
- Recruits, screens & hires from current applicant pool to ensure critical vacancies are filled as approved.
- Ensures high level Command & Control of large scale emergencies within the city including activation of the City's Emergency Plan and coordination with Regional, Provincial & Federal Levels of Government.

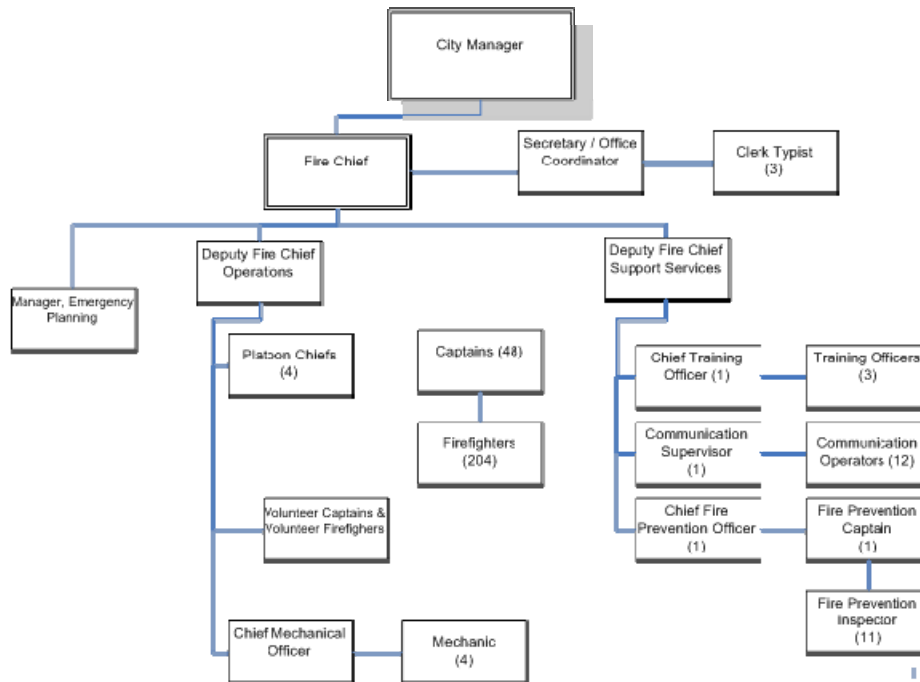
These activities are essential to promote community safety and health and ensure the City of Vaughan has the necessary resources and information to mitigate any emergency affecting citizens or property within the city.

Service Profile:

2013-16 Business Plan



FIRE ADMINISTRATION ORGANIZATIONAL CHART



Full Time, Part Time and Overtime – Budgeted Amounts

	2012	2013 Base	Additional Resource Requests			
			2013	2014	2015	2016
Full Time	4	4				
Part Time						
Overtime						

2013-16 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 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)

Although VFRS' primary driver is ensuring a high performing organization and staff excellence goals, the Administration Division's core function directly supports the City's management excellence goals.

The VFRS Administration Division is directly linked to a number of strategic themes and initiatives as follows:

1) **Ensure a High Performing Organization**

- Regular program review
- Review and refine performance measurements

2) **Staff excellence**

- Continued development of staff through higher level training and educational opportunities

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

- Anticipated retirement of some experienced staff, resulting in loss of expertise. Overall succession planning for the department.
- Response pressure of rapidly developing subway project and Vaughan Metropolitan Centre (VMC).
- Changing demographic requires amplification of fire safety education efforts related to seniors.
- Consistently meeting VFRS Response Standards across the city given increased call volume and response barriers (traffic patterns/volume) requires constant monitoring and re-evaluation.
- Acquisition of land in 2012 for the replacement of Station 7-3 followed by construction of new Station 7-3 in 2013 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 (VMC) and West portion of the city.

Fire Administration

2013-16 Business Plan

Business Plan Objectives (list the status of outstanding business plan objectives and the method of measuring successful implementation. As well, list 2013-16 business plan objectives in the appropriate section)

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Purchase Land for Stn. 7-3 and Design	Q4-2012		Improve response capabilities in the West portion of the City
Build Station. 7-3	Q3-2013		Improve response capabilities in the West portion of the City

2013-16 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
2013 (Top 3 Objectives)			
Purchase Engine 751	Q2-2013	Improve response capabilities in the Central area (VMC)	Capital Project – Council Approval Required
Staff Engine 751	Q3-2013	Improve response capabilities in the Central area (VMC)	Council Approval Required
2014 (Top 3 Objectives)			
Assign District Chiefs	Q2-2014	Improve emergency span of control city wide.	Budget approval required.
Purchase Engine 781	Q3-2014	Improve response capabilities VMC	Budget approval required.
Staff Engine 781	Q4-2014	Improve response capabilities VMC	Budget approval required
Other			
2015 (Top 3 Objectives)			

2013-16 Business Plan

1.			
2.			
2016 (Top 3 Objectives)			
1.			
2.			

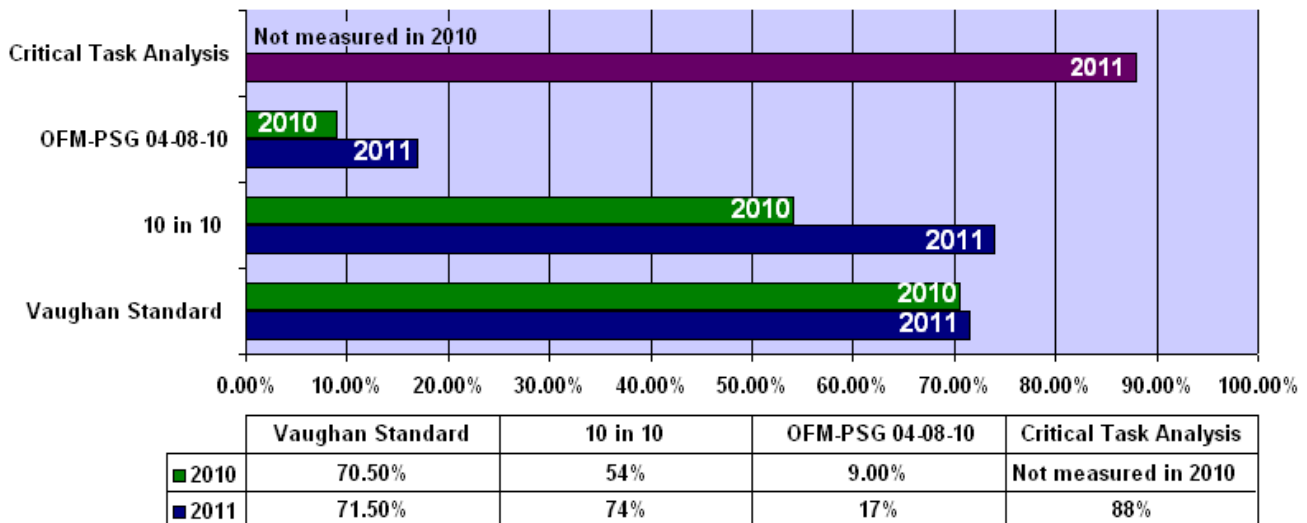
Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should range from 2010 to 2016, with a forecast for the rest of 2012 to 2016)

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

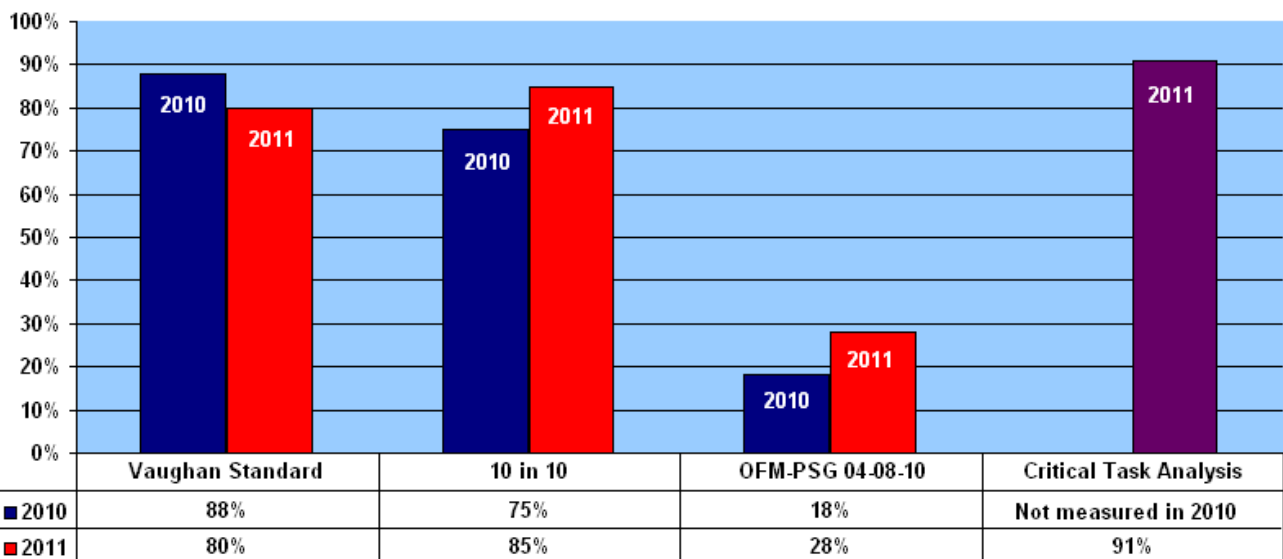
- **Ontario Fire Marshal Public Safety Guideline (PFSG) 04-08-10** – recommended staffing for emergency response to fire conditions in all structural fire risks.
- **NFPA 1710** – Standard for the organization and deployment of fire suppression operations, emergency medical operations, and special operations 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)
- **Critical Task Analysis:** The city wide risk assessment completed in 2011 as part of the Ontario Fire Marshal Public Safety Guideline 04-08-10 resulted in VFRS identifying emergency response benchmarks for all emergency responses in the city. Critical Task Analysis measurement documents the ability of VFRS to meet identifiable staffing levels for all emergencies within the city.
- **10 in 10:** Measures the ability of VFRS to provide 10 firefighters in 10 minutes to an average single family residential structure fire in the urban area of the city.

2013-16 Business Plan

2010 - 2011 Structure Fires City Wide

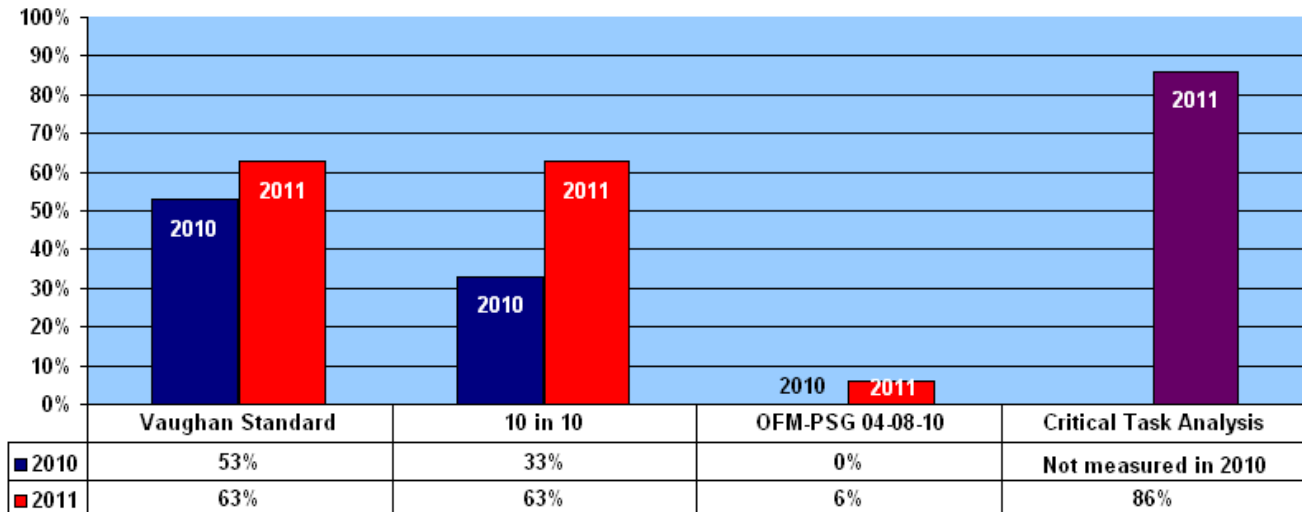


2010 - 2011 East Vaughan Structure Fires

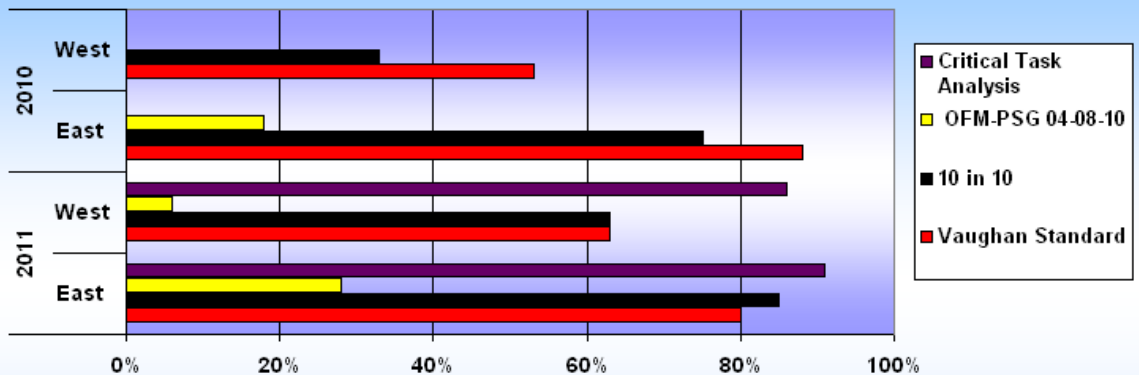


2013-16 Business Plan

2010 - 2011 West Vaughan Structure Fires



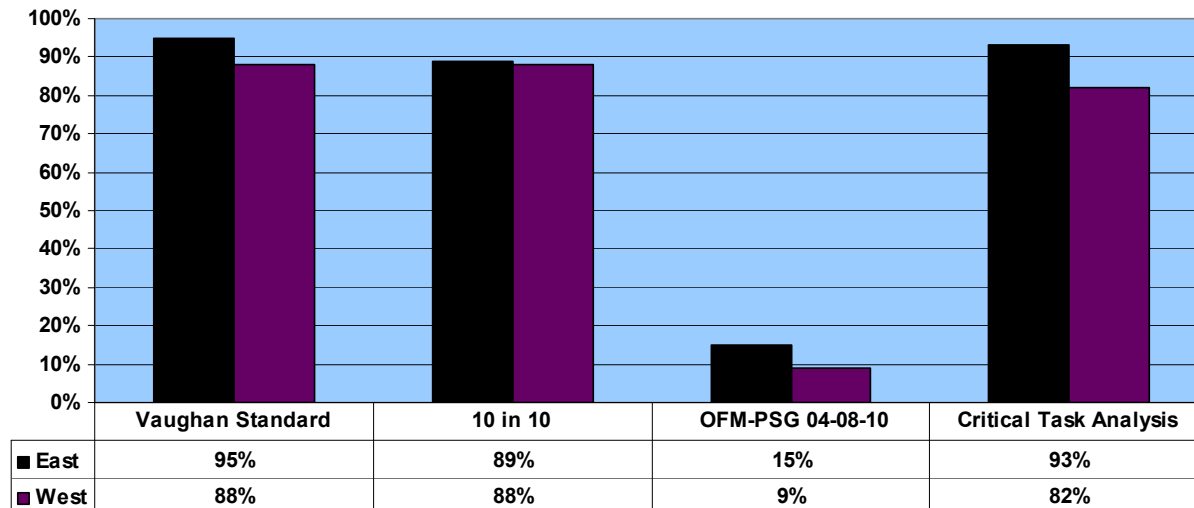
Total Structure Fires (East vs West) 2010 - 2011



	2011		2010	
	East	West	East	West
Critical Task Analysis	91%	86%	Not measured in 2010	
OFM-PSG 04-08-10	28%	6%	18%	0%
10 in 10	85%	63%	75%	33%
Vaughan Standard	80%	63%	88%	53%

2013-16 Business Plan

Total Structure Fires (East vs West) Jan.- June 2012



BUSINESS OVERVIEW:

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

The above performance indicator graphs illustrate that VFRS continues to improve the ability to meet all appropriate standards.

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, NFPA 1710, NFPA 1221, Vaughan Response Standard, Critical Task Analysis and 10 in 10 is improving.
- Failure to achieve these standards consistently, may elevate liability for the City.

2013-16 Business Plan

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

VFRS will continue to improve the ability to meet all appropriate standards.

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.

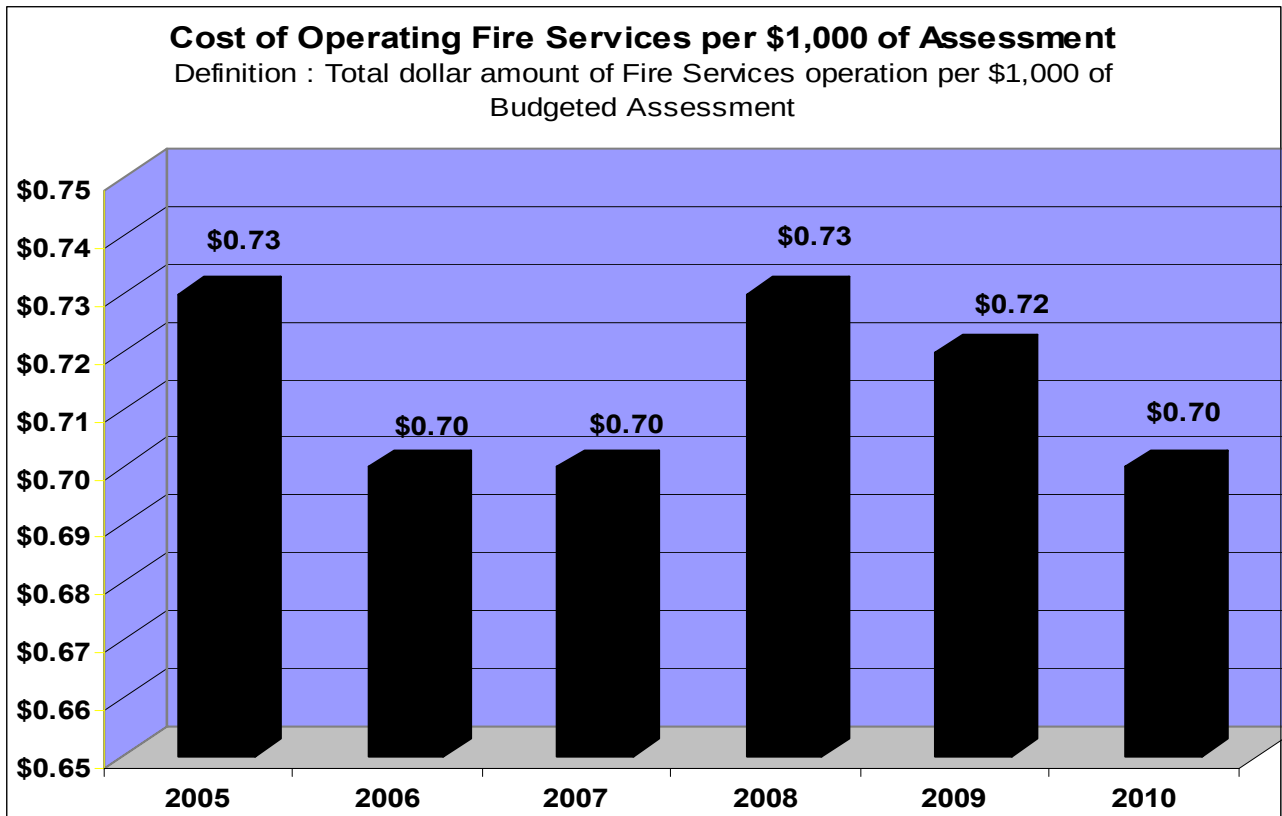
The Business Plan incorporates all three lines of defense and seeks to optimize the VFRS efforts in each area.

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.

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 range from 2010 to 2016, with a forecast for the rest of 2012 to 2016)

- **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)
- **Critical Task Analysis:** The city wide risk assessment completed in 2011 as part of the Ontario Fire Marshal Public Safety Guideline 04-08-10 resulted in VFRS identifying emergency response benchmarks for all emergency responses in the city. Critical Task Analysis measurement documents the ability of VFRS to meet identifiable staffing levels for all emergencies within the city.
- **10 in 10:** Measures the ability of VFRS to provide 10 firefighters in 10 minutes to an average single family residential structure fire in the urban area of the city.

2013-16 Business Plan



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 been amongst the lowest in the province

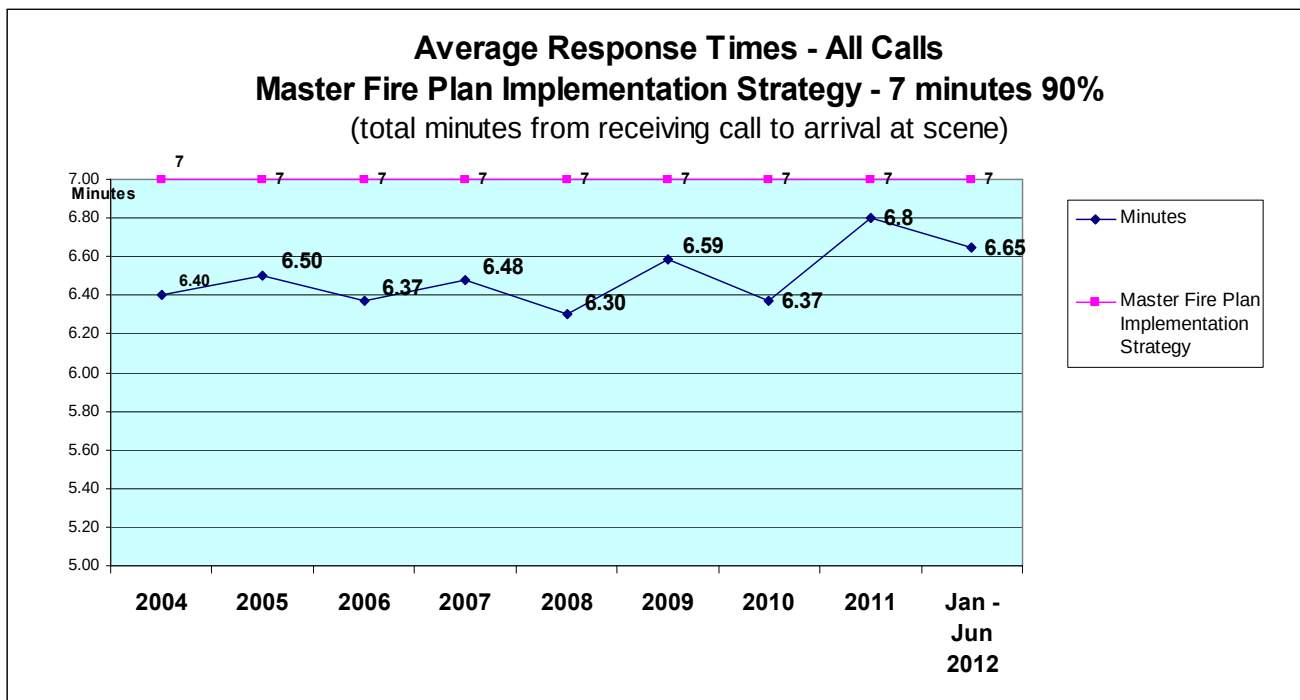
Key Conclusion: (Explanation of the trend on the performance measure graph)

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

2013-16 Business Plan

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 range from 2010 to 2016, with a forecast for the rest of 2012 to 2016)



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.

2013-16 Business Plan

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.

City Manager

Date (mm/dd/yy)

Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

Business Unit	Exp Category	Account	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	2014 Forecast	Variance	2015 Forecast	Variance	2016 Forecast	Variance
100001 - Fire & Rescue Services-Admin.														
	Labour Costs													
		Staffing Costs (incl Benefits)	674,446	672,354	684,417	87.9%	12,063	1.8%	694,939	10,522	700,397	5,458	703,127	2,730
	Other Expenses													
		Other	26,766	18,930	24,930	3.2%	6,000	31.7%	24,930	0	24,930	0	24,930	0
		Utilities & Fuel	19,725	16,230	20,860	2.7%	4,630	28.5%	21,750	890	22,120	370	22,510	390
		Office Supplies& Expenses	23,801	18,439	18,439	2.4%	0	0.0%	18,439	0	18,439	0	18,439	0
		Office Equipment & Furniture	1,669	6,279	6,279	0.8%	0	0.0%	6,279	0	6,279	0	6,279	0
		Communications	5,056	5,354	5,354	0.7%	0	0.0%	5,354	0	5,354	0	5,354	0
		Tools & Equipment	4,377	4,984	4,984	0.6%	0	0.0%	4,984	0	4,984	0	4,984	0
		Staff Development & Training	8,223	4,940	4,940	0.6%	0	0.0%	4,940	0	4,940	0	4,940	0
		General Mtce & Repairs	17,475	4,103	4,103	0.5%	0	0.0%	4,103	0	4,103	0	4,103	0
		Meals & Travel	481	1,570	1,570	0.2%	0	0.0%	1,570	0	1,570	0	1,570	0
		Professional Fees	0	1,491	1,491	0.2%	0	0.0%	1,491	0	1,491	0	1,491	0
		Joint Services & Department Transfers	1,056	0	500	0.1%	500	0.0%	500	0	500	0	500	0
		Service Contracts and Materials	1,215	462	462	0.1%	0	0.0%	462	0	462	0	462	0
		Operating Leases	0	193	193	0.0%	0	0.0%	193	0	193	0	193	0
		Community Advertising & Promotion	329	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Corporate Accounts	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Total Other Expenses	110,174	82,975	94,105	12.1%	11,130	13.4%	94,995	890	95,365	370	95,755	390
	Total Expenses		784,620	755,329	778,522	100.0%	23,193	3.1%	789,934	11,412	795,762	5,828	798,882	3,120
Total 100001 - Fire & Rescue Services-Admin.			784,620	755,329	778,522		23,193	3.1%	789,934	11,412	795,762	5,828	798,882	3,120

2013-16 Business Plan

BUSINESS OVERVIEW

Service Statement:

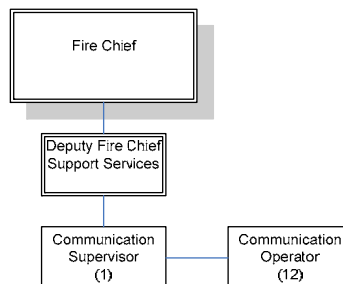
FIRE COMMUNICATION

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:



FIRE COMMUNICATION ORGANIZATIONAL CHART



Full Time, Part Time and Overtime – Budgeted Amounts

	2012	2013 Base	Additional Resource Requests			
			2013	2014	2015	2016
Full Time	13	13				
Part Time						
Overtime	27,547	27,547				

2013-16 Business Plan

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
- 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.
- Managing multiple 9-1-1 lines
- 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.

2013-16 Business Plan

Business Plan Objectives (list the status of outstanding business plan objectives and the method of measuring successful implementation. As well, list 2013-16 business plan objectives in the appropriate section)

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Improve Ability to Handle Sudden Flooding of 9-1-1 lines as per NFPA 1221	2012	Completed by Hiring 2 Additional Communications Operators	Better Handling of 911 influx of calls during multiple emergencies
Enhance Use of Existing Technology (Versadex, Firehouse RMS) Phase 2	2012	Phase 3 – Q3	Full Benefits from Technology Features
Expand Radio Repeater Program (Phase 2)	2012	Q2 –Q3	Better Portable Radio Reception in Buildings
Phase 2 of MDT Implementation – RMS on MDTs	2012	In progress	Captains able to complete reports in Real-Time

2013-16 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
2013 (Top 3 Objectives)			
Continue the Repeater Program	2013	Phase 3	Capital Project
Investigate Partnership with MTO and 407 ETR regarding Live Feed from Highway Cameras	2013	Phase 1	Real Time Information regarding Highway Conditions/Incident Location
Expand Radio Repeater Program (Phase 3)	2013	Q2 –Q3	Capital Project
2014 (Top 3 Objectives)			
Initiate project for scheduled replacement of the YRP radio system	2014	Q4	Capital Project

Fire Communication

2013-16 Business Plan

Initiate Subway communication plan	2014	Q4	Capital Project
Replacement of YRP/VFRS Communication System	2014	Implement replacement	Capital Project
Complete Subway Communication Plan	2014	Phase I	Capital Project

2015 (Top 3 Objectives)

1.			
2.			
3.			
Other			

2016 (Top 3 Objectives)

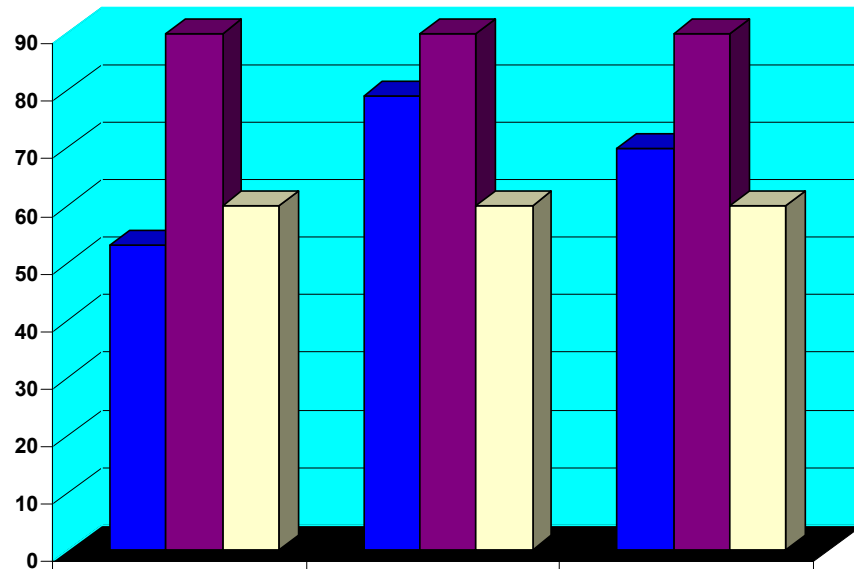
1.			
2.			
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2013-16 Business Plan

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 range from 2010 to 2016, with a forecast for the rest of 2012 to 2016)

- NFPA 1221 (Communication) – standard for communication centre procedures specify that 95% of emergency call processing and dispatching shall be completed within 60 seconds.
- Vaughan Standard = Call handling & dispatch – within 90 seconds

Emergency Call Handling and Dispatch



■ VFRS Communications Call Handling in Seconds	53	79	70
■ Vaughan Standard Call Handling in Seconds	90	90	90
■ NFPA 1221 Call Handling in Seconds	60	60	60

(Time in Seconds)

2013-16 Business Plan

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)

- 2012 staffing improvements will improve management of 911 emergency calls.

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

VFRS continues to provide the best performance possible in receiving call for handling 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 continue to provide an emergency communications service that will provide maximum service to the citizens of Vaughan.

City Manager

Date (mm/dd/yy)

Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

Business Unit	Exp Category	Account	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	2014 Forecast	Variance	2015 Forecast	Variance	2016 Forecast	Variance
100176 - Fire Communication														
	Revenue													
		Fees from Other Municip.	35,000	35,000	35,000	100.0%	0	0.0%	35,000	0	35,000	0	35,000	0
	Total Revenue		35,000	35,000	35,000	100.0%	0	0.0%	35,000	0	35,000	0	35,000	0
	Labour Costs													
		Staffing Costs (incl Benefits)	1,225,338	1,252,922	1,330,108	81.0%	77,186	6.2%	1,363,938	33,830	1,388,745	24,807	1,403,224	14,479
	Other Expenses													
		Communications	227,787	242,433	272,943	16.6%	30,510	12.6%	366,343	93,400	368,953	2,610	370,703	1,750
		Office Equipment & Furniture	4,228	13,153	13,153	0.8%	0	0.0%	13,153	0	13,153	0	13,153	0
		Staff Development & Training	3,744	10,232	10,232	0.6%	0	0.0%	10,232	0	10,232	0	10,232	0
		Tools & Equipment	9,248	9,384	9,384	0.6%	0	0.0%	9,384	0	9,384	0	9,384	0
		Office Supplies & Expenses	2,367	2,977	2,977	0.2%	0	0.0%	2,977	0	2,977	0	2,977	0
		Service Contracts and Materials	1,834	2,304	2,304	0.1%	0	0.0%	2,304	0	2,304	0	2,304	0
		Meals & Travel	412	1,856	1,856	0.1%	0	0.0%	1,856	0	1,856	0	1,856	0
		Other	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Reserve Transfers	(1,425)	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Total Other Expenses	248,195	282,339	312,849	19.0%	30,510	10.8%	406,249	93,400	408,859	2,610	410,609	1,750
	Total Expenses		1,473,532	1,535,261	1,642,957	100.0%	107,696	7.0%	1,770,187	127,230	1,797,604	27,417	1,813,833	16,229
Total 100176 - Fire Communication			1,438,532	1,500,261	1,607,957		107,696	7.2%	1,735,187	127,230	1,762,604	27,417	1,778,833	16,229

2013-16 Business Plan

BUSINESS OVERVIEW

Service Statement:

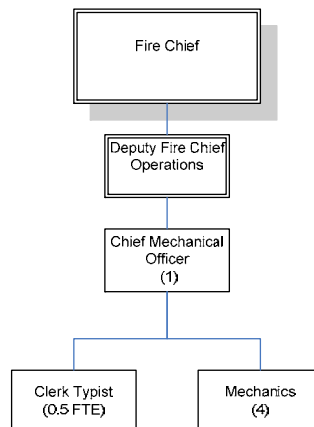
FIRE MECHANICAL

The Mechanical Division is responsible for ensuring all emergency firefighting apparatus/equipment in operationally ready state using current MTO Standards and NFPA guidelines as benchmarks. 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: (Provide the Organizational Chart for your department)



FIRE MECHANICAL ORGANIZATIONAL CHART



Full Time, Part Time and Overtime – Budgeted Amounts

			Additional Resource Requests			
	2012	2013 Base	2013	2014	2015	2016
Full Time	5.5	5.5				
Part Time						
Overtime	\$185	\$185				

2013-16 Business Plan

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
- 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 generate retail revenue while completing in-house work on time.

Business Plan Objectives (list the status of outstanding business plan objectives and the method of measuring successful implementation. As well, list 2013-16 business plan objectives in the appropriate section)

2013-16 Business Plan

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Fleet Maintenance Program	2013		Elevate efficiency
Fully Refurbish Aerial 7965	2013		Extend life cycle
Improve ability to Manage Protective Clothing Inventory, SCBA inventory, Station/Medical Supplies and Parts.	2013		Ensures more timely supply chain
Strive to achieve our 90% maintenance goal (benchmark)	2013		Extend life cycle/operationally ready

2013-16 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
2013 (Top 3 Objectives)			
1. Full Refurbish Unit # 7973	2013	Extend life cycle	Capital Project
2. Strive to achieve our 90% maintenance goal (benchmark)	2013	Extend life cycle/operationally ready	Capital Project
3. Replace freightliner pumper	2013	Life Cycle Replacement	Capital Project
4. Replace Air Cascade System (Strn 73)	2013	Life Cycle Replacement	Capital Project
2014 (Top 3 Objectives)			
1. Full Refurbish Unit #7967	2014	Extend life Cycle	Capital Project
2. Strive to achieve our 90% maintenance goal (benchmark)	2014		
3. Replacement of Volvo Pumper #7949	2014	Extend life Cycle	Capital Project

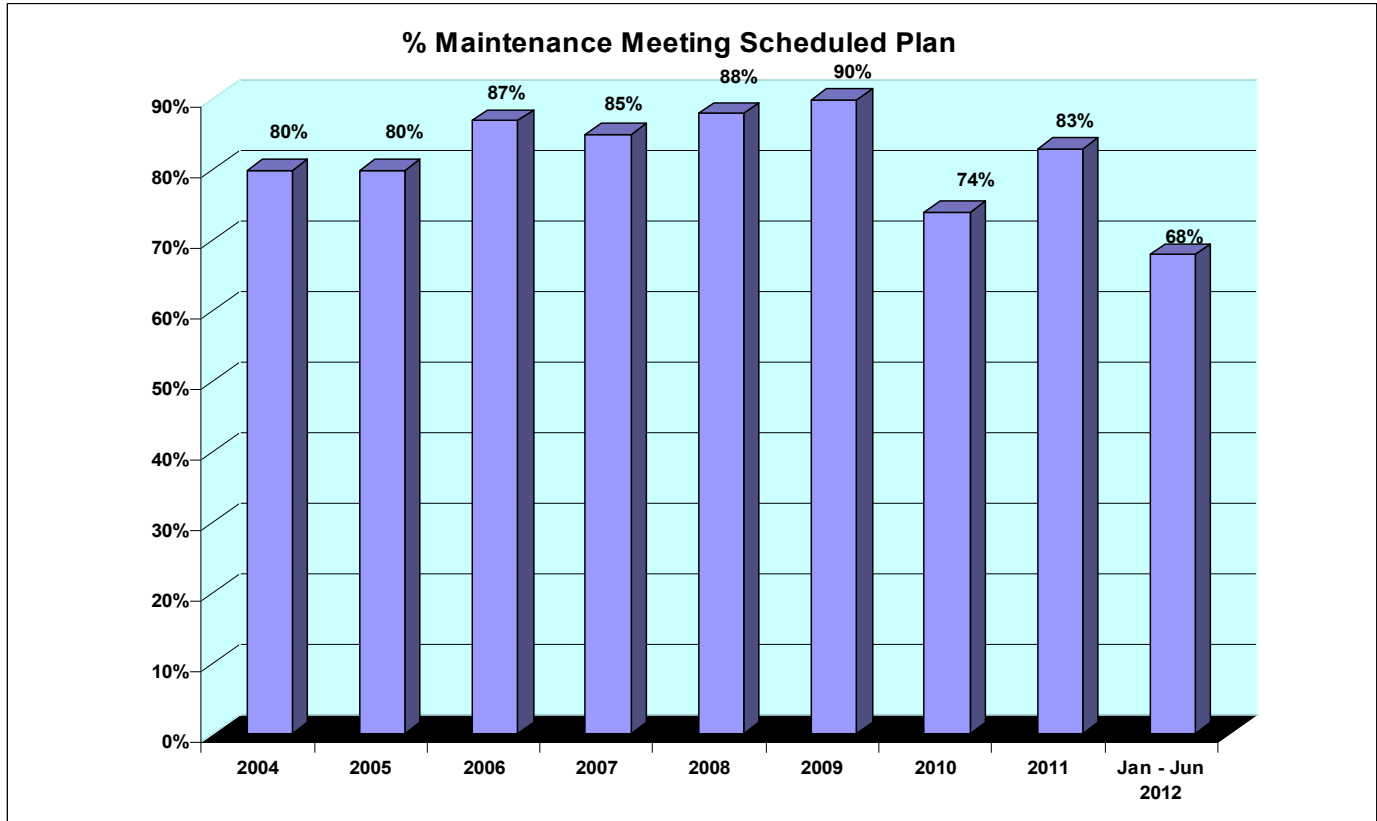
2013-16 Business Plan

4. Full Refurbish Unit # 7978	2014		Capital Project
2015 (Top 3 Objectives)			
1.			
2.			
3.			
Other			
2016 (Top 3 Objectives)			
1.			
2.			
3.			
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

2013-16 Business Plan

Indicators and associated benchmarks should range from 2010 to 2016, with a forecast for the rest of 2012 to 2016)



BUSINESS OVERVIEW:

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

- The addition of 1 mechanic in 2011 improved ability to meet maintenance targets. On track in 2012 to achieve benchmark.

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

2013-16 Business Plan

- VFRS Mechanical Division has improved our ability to achieve 90% maintenance target as scheduled by the annual maintenance master plan. Rationale for achieving less than 90% maintenance of VFRS fleet included, mechanic's devoted time to perform unscheduled work and stocking/re-stocking & ordering parts, SCBA maintenance and repair, protective clothing program and related inventory.

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 to manage the protective clothing program, parts inventory, station supplies and general inventory control.

Commissioner Sign-off

Date (mm/dd/yy)

Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

Business Unit	Exp Category	Account	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	2014 Forecast	Variance	2015 Forecast	Variance	2016 Forecast	Variance
100177 - Fire Mechanical														
	Revenue													
		Dept. Misc. Revenues	66,255	56,884	58,296	100.0%	1,412	2.5%	59,684	1,388	61,072	1,388	62,460	1,388
	Total Revenue		66,255	56,884	58,296	100.0%	1,412	2.5%	59,684	1,388	61,072	1,388	62,460	1,388
	Labour Costs													
		Staffing Costs (incl Benefits)	567,960	583,731	612,766	83.6%	29,035	5.0%	624,989	12,223	631,818	6,829	689,652	57,834
	Other Expenses													
		Service Contracts and Materials	97,678	56,263	58,263	7.9%	2,000	3.6%	58,263	0	58,263	0	58,263	0
		Tools & Equipment	38,704	25,119	25,119	3.4%	0	0.0%	25,119	0	25,119	0	28,119	3,000
		General Mtce & Repairs	14,807	14,580	14,580	2.0%	0	0.0%	14,580	0	14,580	0	14,580	0
		Utilities & Fuel	6,569	7,130	10,840	1.5%	3,710	52.0%	11,230	390	11,400	170	11,570	170
		Staff Development & Training	3,261	4,437	4,437	0.6%	0	0.0%	4,437	0	4,437	0	4,437	0
		Office Equipment & Furniture	2,932	6,039	4,039	0.6%	(2,000)	(33.1)%	4,039	0	4,039	0	12,039	8,000
		Office Supplies & Expenses	2,580	1,113	1,113	0.2%	0	0.0%	1,113	0	1,113	0	1,213	100
		Meals & Travel	220	656	656	0.1%	0	0.0%	656	0	656	0	656	0
		Communications	950	584	584	0.1%	0	0.0%	584	0	584	0	584	0
		Joint Services & Department Transfers	(350)	3,110	510	0.1%	(2,600)	(83.6)%	510	0	510	0	510	0
		Other	1,490	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Total Other Expenses	168,841	119,031	120,141	16.4%	1,110	0.9%	120,531	390	120,701	170	131,971	11,270
	Total Expenses		736,800	702,762	732,907	100.0%	30,145	4.3%	745,520	12,613	752,519	6,999	821,623	69,104
Total 100177 - Fire Mechanical			670,545	645,878	674,611		28,733	4.4%	685,836	11,225	691,447	5,611	759,163	67,716

Recognized 2016 ARRs									
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2016 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$
Stores Clerk	FT	1.00	66,473		66,473			1.00	66,473

2013-16 Business Plan

BUSINESS OVERVIEW

Service Statement:

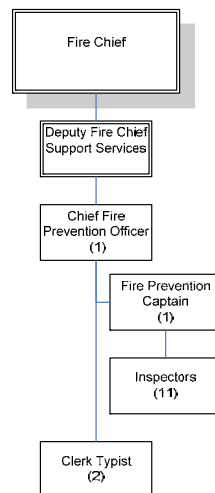
FIRE PREVENTION

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, and 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:



FIRE PREVENTION ORGANIZATIONAL CHART



Full Time, Part Time and Overtime – Budgeted Amounts

	2012	2013 Base	Additional Resource Requests			
			2013	2014	2015	2016
Full Time	15	15				
Part Time						
Overtime	\$19,443	\$19,443				

2013-16 Business Plan

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

Business Plan Objectives (list the status of outstanding business plan objectives and the method of measuring successful implementation. As well, list 2013-16 business plan objectives in the appropriate section)

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Expand on Public Education program based on needs	2012	Delivery/ Expand Program to Seniors	Underway
Conduct audit of fire related events. To evaluate	2012		

Fire Prevention

2013-16 Business Plan

effectiveness of all public education programs		Report on effectiveness of public education programs and recommendations	Underway
Implementation of the AMANDA RMS with hand held tablets to maximize available technology	2012	Effective partnership with Building Standards leads to service excellence	

2013-16 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
2013 (Top 3 Objectives)			
1. Increase number of fire investigators with 921 training	2013 Q2	Expand investigation ability	Course availability
2. Increase RMS efficiency	2013 Q3	Code Compliance	Tablets required
3.			
2014 (Top 3 Objectives)			
1. Hire a Fire Prevention Inspector	2014	Expand public fire safety education ability	Council Approval Required
2. Adopt OFM Official Guide to Matching Fire Prevention Resources and Risk	2014	Improve program delivery	
3.			
2015 (Top 3 Objectives)			
1.			

Fire Prevention

2013-16 Business Plan

2.			
3.			
Other			

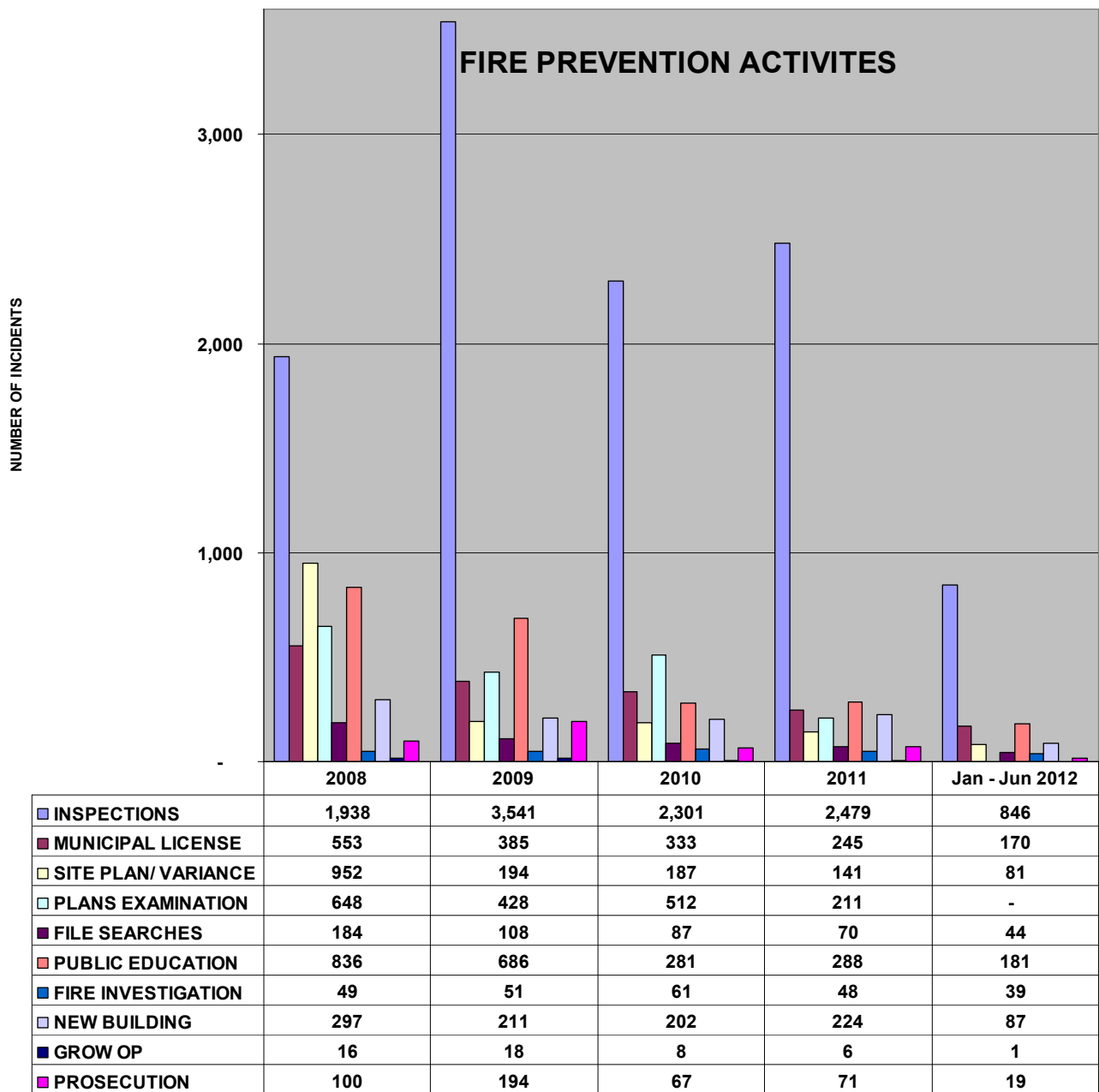
2016 (Top 3 Objectives)

1.			
2.			
3.			
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 range from 2010 to 2016, with a forecast for the rest of 2012 to 2016)

- 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.

2013-16 Business Plan



2013-16 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.

City Manager

Date (mm/dd/yy)

Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

Business Unit	Exp Category	Account	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	2014 Forecast	Variance	2015 Forecast	Variance	2016 Forecast	Variance
100178 - Fire Prevention														
	Revenue													
		Dept. Misc. Revenues	37,769	41,584	42,360	100.0%	776	1.9%	43,197	837	44,034	837	44,871	837
		Rev. frm Recov. Exp - Pd Duty	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
	Total Revenue		37,769	41,584	42,360	100.0%	776	1.9%	43,197	837	44,034	837	44,871	837
	Labour Costs													
		Staffing Costs (incl Benefits)	1,516,460	1,646,863	1,651,725	91.4%	4,862	0.3%	1,685,818	34,093	1,722,278	36,460	1,816,916	94,638
	Other Expenses													
		Community Advertising & Promotion	43,905	46,645	46,645	2.6%	0	0.0%	46,645	0	46,645	0	46,645	0
		Utilities & Fuel	11,262	37,370	29,110	1.6%	(8,260)	(22.1)%	31,170	2,060	32,030	860	32,910	880
		Tools & Equipment	11,204	16,837	16,837	0.9%	0	0.0%	16,837	0	16,837	0	19,837	3,000
		General Mtce & Repairs	25,068	14,983	14,983	0.8%	0	0.0%	14,983	0	14,983	0	14,983	0
		Staff Development & Training	12,423	13,768	13,768	0.8%	0	0.0%	13,768	0	13,768	0	14,768	1,000
		Office Equipment & Furniture	4,781	17,073	11,073	0.6%	(6,000)	(35.1)%	11,073	0	11,073	0	19,073	8,000
		Other	3,451	6,400	6,400	0.4%	0	0.0%	6,400	0	6,400	0	6,400	0
		Communications	4,773	6,124	6,124	0.3%	0	0.0%	6,124	0	6,124	0	6,124	0
		Service Contracts and Materials	2,936	7,400	4,400	0.2%	(3,000)	(40.5)%	4,400	0	4,400	0	4,400	0
		Office Supplies & Expenses	2,410	3,393	3,393	0.2%	0	0.0%	3,393	0	3,393	0	3,593	200
		Meals & Travel	579	1,862	1,862	0.1%	0	0.0%	1,862	0	1,862	0	1,862	0
		Operating Leases	0	90	90	0.0%	0	0.0%	90	0	90	0	90	0
		Total Other Expenses	122,791	171,945	154,685	8.6%	(17,260)	(10.0)%	156,745	2,060	157,605	860	170,685	13,080
	Total Expenses		1,639,252	1,818,808	1,806,410	100.0%	(12,398)	(0.7)%	1,842,563	36,153	1,879,883	37,320	1,987,601	107,718
Total 100178 - Fire Prevention			1,601,483	1,777,224	1,764,050		(13,174)	(0.7)%	1,799,366	35,316	1,835,849	36,483	1,942,730	106,881

Recognized 2016 ARRs									
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2016 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$
Fire Prevention Inspector	FT	1.00	88,502		88,502			1.00	88,502

2013-16 Business Plan

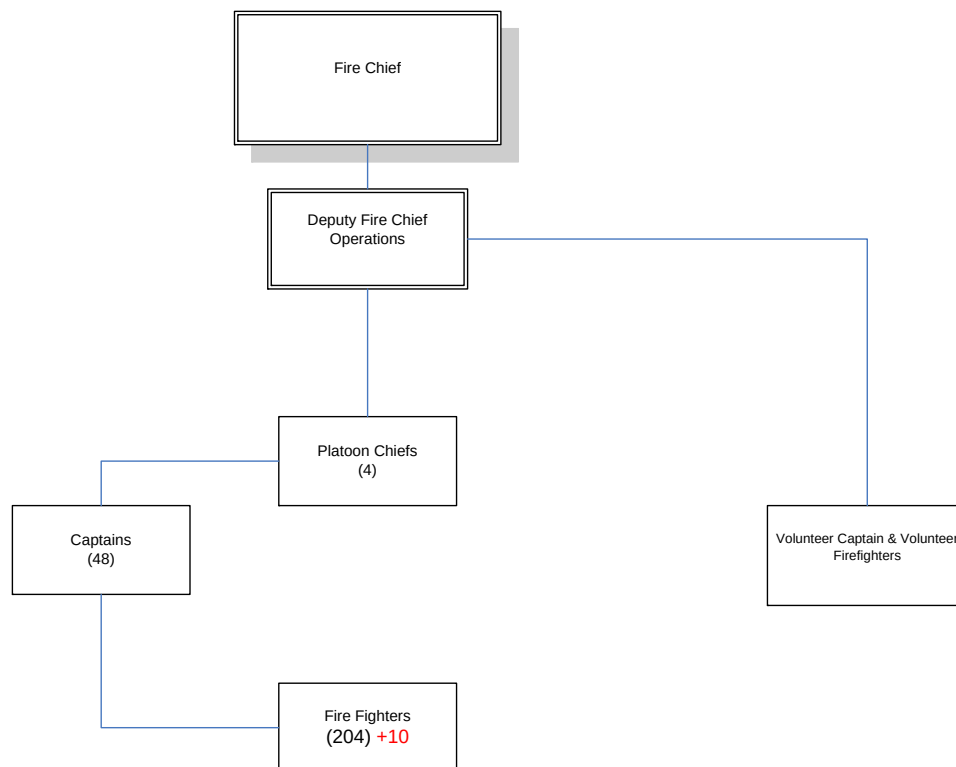
BUSINESS OVERVIEW

Service Statement:

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 2011, the Communications Division processed 34,079 calls for service; of the calls received, 10,166 were emergency events responded to by VFRS. As reported by the Ontario Fire Marshal, the City sustained fire losses of \$8,214,289 with 8 reported civilian injuries and 6 firefighter injuries.

Service Profile:



2013 Approved ARR

Full Time, Part Time and Overtime – Budgeted Amounts

			Additional Resource Requests			
	2012	2013 Base	2013	2014	2015	2016
Full Time	256	256	10	14	20	4
Part Time						
Overtime	\$102,552	\$102,560				

2013-16 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
- 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.

2013-16 Business Plan

Business Plan Objectives (list the status of outstanding business plan objectives and the method of measuring successful implementation. As well, list 2013-16 business plan objectives in the appropriate section)

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
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		Continue to Monitor
Ontario Fire Marshal Public Safety Guideline 04-08-10 Operational Planning	2012		Continue to Monitor and Improve
NFPA 1710 Benchmark	2012		Continue to Monitor and Improve
Critical Task Analysis	2012		Continue to Monitor and Improve
Meet NFPA 472 Standard - Hazmat Response	2012		Training Division and Platoon Instructor

2013-16 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
2013 (Top 3 Objectives)			
Hire additional 20 Firefighters – Staff Engine 751	2013	Improve Operational Efficiency and Improve Critical Task Analysis	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 benchmark	Continue to Monitor

2013-16 Business Plan

Ontario Fire Marshal Public Safety Guideline 04-08-10 Operational Planning	2013	Improve ability to meet guideline	Continue to Monitor and Improve
NFPA 1710 Benchmark	2013	Consistent benchmark	Continue to Monitor and Improve
Meet NFPA 1006	Phase 1 2013	Standard for Technical Rescue/Structural	Training Division and Platoon Instructor
Critical Task Analysis	2013		Continue to Monitor and Improve
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 benchmark	Continue to Monitor
Ontario Fire Marshal Public Safety Guideline 04-08-10 Operational Planning	2014	Consistent benchmark	Continue to Monitor and Improve
NFPA 1710 Benchmark	2014	Consistent benchmark	Continue to Monitor and Improve
Meet NFPA 1006	Phase 2 2014	Standard for Technical Rescue/Structural	Training Division and Platoon Instructor
2015 (Top 3 Objectives)			
1.			

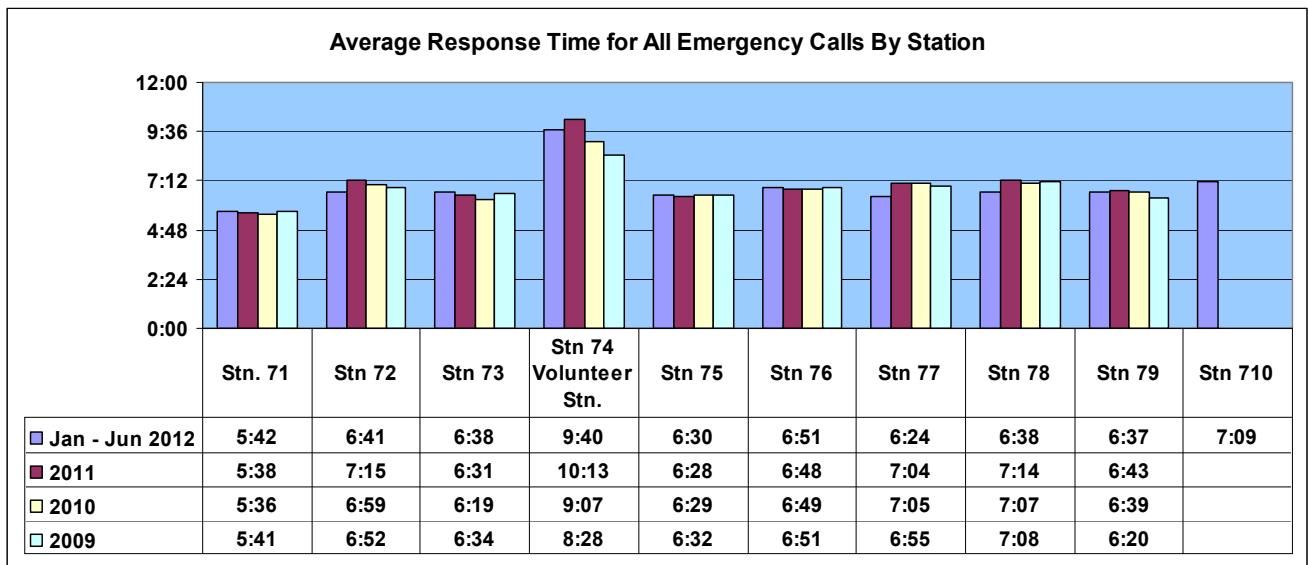
2013-16 Business Plan

2.			
2016 (Top 3 Objectives)			
1.			
2.			

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 range from 2010 to 2016, with a forecast for the rest of 2012 to 2016)

- **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)
- **Critical Task Analysis:** The city wide risk assessment completed in 2011 as part of the Ontario Fire Marshal Public Safety Guideline 04-08-10 resulted in VFRS identifying emergency response benchmarks for all emergency responses in the city. Critical Task Analysis measurement documents the ability of VFRS to meet identifiable staffing levels for all emergencies within the city.
- **10 in 10:** Measures the ability of VFRS to provide 10 firefighters in 10 minutes to an average single family residential structure fire in the urban area of the city.

2013-16 Business Plan



BUSINESS OVERVIEW:

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

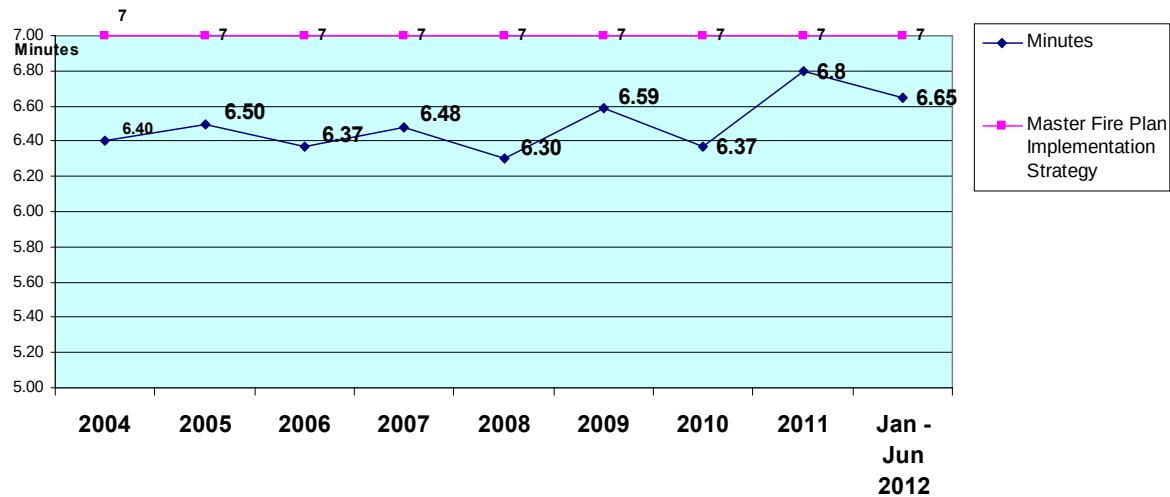
- Provide adequate staffing and ensure that each response district of the city maintains consistent response time

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

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

2013-16 Business Plan

Average Response Times - All Calls
Master Fire Plan Implementation Strategy - 7 minutes 90%
 (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.

City Manager

Date (mm/dd/yy)

Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

Business Unit	Exp Category	Account	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	2014 Forecast	Variance	2015 Forecast	Variance	2016 Forecast	Variance
100179 - Fire Operations														
	Revenue													
		Dept. Misc. Revenues	495,676	413,444	422,092	94.9%	8,648	2.1%	430,506	8,414	439,181	8,675	447,856	8,675
		Rev. frm Recov. Exp - Pd Duty	0	22,412	22,880	5.1%	468	2.1%	23,400	520	23,920	520	24,440	520
	Total Revenue		495,676	435,856	444,972	100.0%	9,116	2.1%	453,906	8,934	463,101	9,195	472,296	9,195
	Labour Costs													
		Staffing Costs (incl Benefits)	29,628,083	29,129,240	30,378,841	96.5%	1,249,601	4.3%	31,977,517	1,598,676	35,260,586	3,283,069	36,297,533	1,036,947
	Other Expenses													
		Tools & Equipment	406,860	421,503	451,503	1.4%	30,000	7.1%	493,503	42,000	553,503	60,000	565,503	12,000
		General Mtce & Repairs	438,640	270,383	270,383	0.9%	0	0.0%	270,383	0	270,383	0	270,383	0
		Utilities & Fuel	159,925	133,655	153,020	0.5%	19,365	14.5%	160,370	7,350	163,460	3,090	166,610	3,150
		Service Contracts and Materials	118,172	102,920	105,920	0.3%	3,000	2.9%	105,920	0	105,920	0	105,920	0
		Communications	52,430	49,179	49,179	0.2%	0	0.0%	51,259	2,080	51,899	640	52,739	840
		Other	10,817	27,390	30,390	0.1%	3,000	11.0%	30,390	0	30,390	0	30,390	0
		Staff Development & Training	27,328	22,220	22,220	0.1%	0	0.0%	22,220	0	22,220	0	22,220	0
		Meals & Travel	2,526	8,488	8,488	0.0%	0	0.0%	8,488	0	8,488	0	8,488	0
		Office Supplies & Expenses	3,913	3,770	4,770	0.0%	1,000	26.5%	6,170	1,400	8,170	2,000	8,570	400
		Office Equipment & Furniture	4,419	5,257	2,257	0.0%	(3,000)	(57.1)%	18,257	16,000	10,257	(8,000)	10,257	0
		Joint Services & Department Transfers	315	0	500	0.0%	500	0.0%	500	0	500	0	500	0
		Reserve Transfers	0	(150,000)	0	0.0%	150,000	(100.0)%	0	0	0	0	0	0
	Total Other Expenses		1,225,343	894,765	1,098,630	3.5%	203,865	22.8%	1,167,460	68,830	1,225,190	57,730	1,241,580	16,390
	Total Expenses		30,853,426	30,024,005	31,477,471	100.0%	1,453,466	4.8%	33,144,977	1,667,506	36,485,776	3,340,799	37,539,113	1,053,337
Total 100179 - Fire Operations			30,357,751	29,588,149	31,032,499		1,444,350	4.9%	32,691,071	1,658,572	36,022,675	3,331,604	37,066,817	1,044,142

2013 ARRs															
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2013 Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Stn 75 - 10 Firefighters	FT	10.00	782,196		782,196	(7.5)	(563,397)	2.50	218,799	7.50	593,291	-	114,716	-	112,491

2013-16 Business Plan

BUSINESS OVERVIEW

Service Statement:

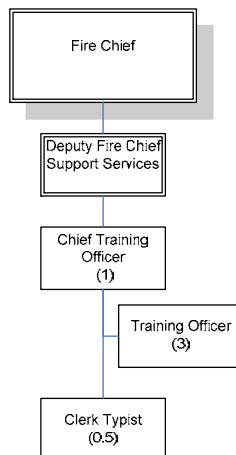
FIRE TRAINING

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:



FIRE TRAINING ORGANIZATIONAL CHART



Full Time, Part Time and Overtime – Budgeted Amounts

			Additional Resource Requests			
	2012	2013 Base	2013	2014	2015	2016
Full Time	4.5	4.5	1			
Part Time						
Overtime	\$5,527	\$5,535				

2013-16 Business Plan

Key Stakeholders: (list major internal and external stakeholders and briefly describe why they are key 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
- 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 November 2012. Anticipate hiring 20 probationary firefighters to staff Engine 75 mid-year (Budget approval)
- 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 outstanding business plan objectives and the method of measuring successful implementation. As well, list 2013-16 business plan objectives in the appropriate section)

2013-16 Business Plan

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Recruit Training	2012 Q4		Retiree Replacements + 20 for 751
Live Fire Training	2012	Complete	Complete 200 FF
Delivery of Ontario Fire College Officer Program In-house/ Blue Card Certification	2012		40 Acting Captains
Other - Complete HazMat Training	2012		60 Technicians
Structural Collapse Operations Level NFPA 1006	2013	60 firefighters	4 Instructors/Platoon Trainers

2013-16 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
2013 (Top 3 Objectives)			
1. Structural Collapse Operations Level NFPA 1006	2013	60 firefighters	2 instructors + props and tools
2. Delivery of Ontario Fire College Officer Program In house/ Blue Card certification	2013	40 Acting Captains	2 instructors
3. Recruit Training	2013	Retiree replacement and 20 to staff Engine 751	4 instructors
4. Technical Rescue	2013	Re-certify 60 firefighters, Technician Level	2 instructors
5. Live Fire Training	2013	Required Training	200 Firefighters
2014 (Top 3 Objectives)			
1. Structural Collapse Technician Level NFPA 1006	2014	60 firefighters	2 instructors

2013-16 Business Plan

2. Recruit Training	2014	Retiree replacement, + 20 for 781	4 instructors
3. Company Officer Qualifying Routine	2014	40 applicants	2 instructors/ 4 Senior Command Officers
Other			
2015 (Top 3 Objectives)			
1.			
2.			
3.			
Other			
2016 (Top 3 Objectives)			
1.			
2.			
3.			
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 range from 2010 to 2016, with a forecast for the rest of 2012 to 2016)

2013-16 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)

- 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 emergency. The efforts of the Training division elevate the performance of the firefighters in the field.

City Manager

Date (mm/dd/yy)

Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

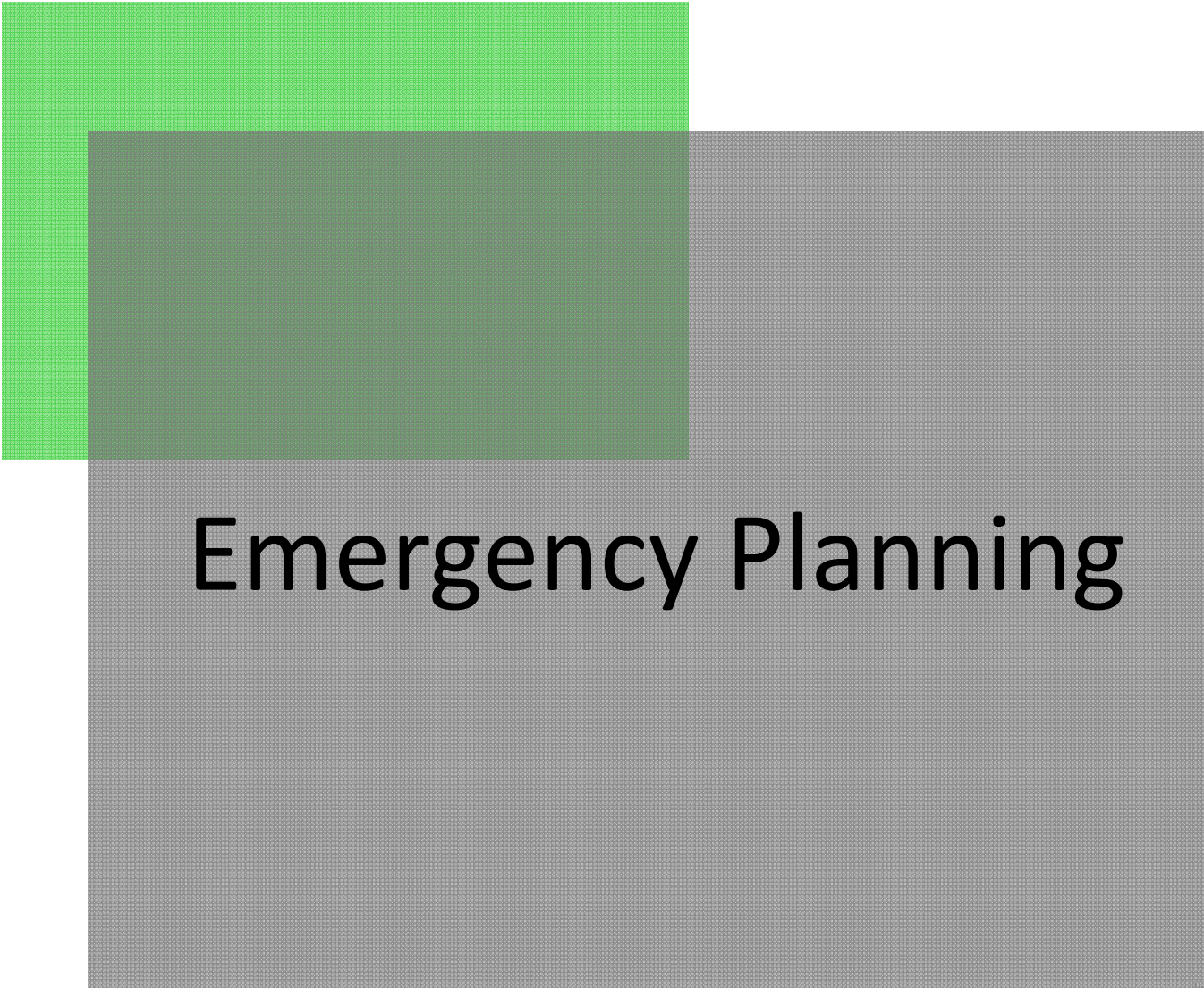
Business Unit	Exp Category	Account	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	2014 Forecast	Variance	2015 Forecast	Variance	2016 Forecast	Variance
100180 - Fire Training														
	Revenue													
		Dept. Misc. Revenues	15,008	0	0	0.0%	0	0.0%	0	0	0	0	0	0
	Total Revenue		15,008	0	0	0.0%	0	0.0%	0	0	0	0	0	0
	Labour Costs													
		Staffing Costs (incl Benefits)	582,111	591,031	600,961	82.8%	9,930	1.7%	603,332	2,371	738,372	135,040	747,255	8,883
	Other Expenses													
		Staff Development & Training	69,800	67,956	67,956	9.4%	0	0.0%	67,956	0	69,456	1,500	69,456	0
		Tools & Equipment	11,513	14,934	14,934	2.1%	0	0.0%	14,934	0	17,934	3,000	17,934	0
		Service Contracts and Materials	6,837	10,882	10,882	1.5%	0	0.0%	10,882	0	10,882	0	10,882	0
		Office Equipment & Furniture	5,529	13,752	7,752	1.1%	(6,000)	(43.6)%	7,752	0	15,752	8,000	7,752	(8,000)
		Other	31,392	7,540	7,540	1.0%	0	0.0%	7,540	0	7,540	0	7,540	0
		Office Supplies & Expenses	10,921	7,270	7,270	1.0%	0	0.0%	7,270	0	7,370	100	7,370	0
		General Mtce & Repairs	9,771	3,407	3,407	0.5%	0	0.0%	3,407	0	3,407	0	3,407	0
		Utilities & Fuel	1,013	2,370	2,610	0.4%	240	10.1%	2,740	130	2,790	50	2,850	60
		Communications	2,365	1,889	1,889	0.3%	0	0.0%	1,889	0	2,589	700	2,389	(200)
		Meals & Travel	155	969	969	0.1%	0	0.0%	969	0	969	0	969	0
		Joint Services & Department Transfers	804	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Reserve Transfers	(1,425)	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Total Other Expenses	148,675	130,969	125,209	17.2%	(5,760)	(4.4)%	125,339	130	138,689	13,350	130,549	(8,140)
	Total Expenses		730,786	722,000	726,170	100.0%	4,170	0.6%	728,671	2,501	877,061	148,390	877,804	743
Total 100180 - Fire Training			715,778	722,000	726,170		4,170	0.6%	728,671	2,501	877,061	148,390	877,804	743

Recognized 2015 ARRs											
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2015 Impact		Net 2016 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Training Officer	FT	1.00	143,598		143,598			1.00	143,598		(1,685)

Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

Business Unit	Exp Category	Account	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	2014 Forecast	Variance	2015 Forecast	Variance	2016 Forecast	Variance
100181 - Emergency Medical Program														
	Other Expenses													
		Service Contracts and Materials	36,452	36,420	30,607	59.2%	(5,813)	(16.0)%	38,827	8,220	38,827	0	38,827	0
		Staff Development & Training	6,000	14,837	14,837	28.7%	0	0.0%	14,837	0	14,837	0	14,837	0
		General Mtce & Repairs	2,123	3,133	3,133	6.1%	0	0.0%	3,133	0	3,133	0	3,133	0
		Tools & Equipment	152	2,308	2,308	4.5%	0	0.0%	2,308	0	2,308	0	2,308	0
		Professional Fees	0	794	794	1.5%	0	0.0%	794	0	794	0	794	0
		Corporate Accounts	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Other	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Total Other Expenses	44,728	57,492	51,679	100.0%	(5,813)	(10.1)%	59,899	8,220	59,899	0	59,899	0
Total 100181 - Emergency Medical Program			44,728	57,492	51,679		(5,813)	(10.1)%	59,899	8,220	59,899	0	59,899	0



Emergency Planning

2013-16 Business Plan

BUSINESS OVERVIEW

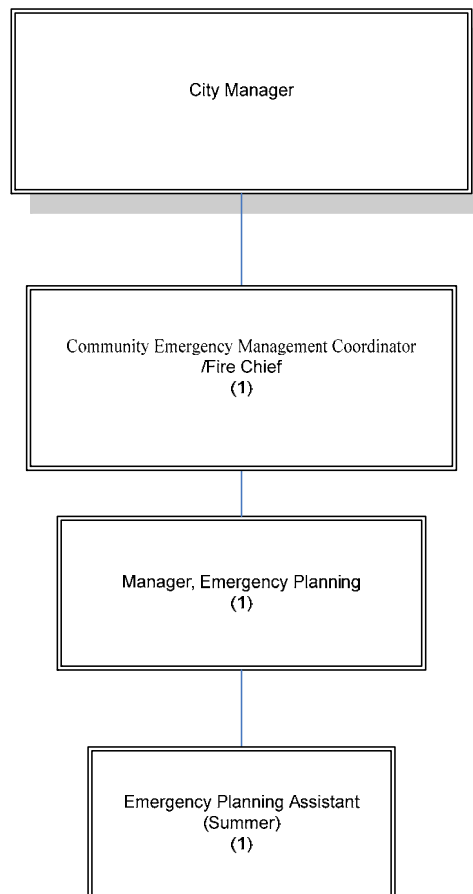
Service Statement:

The Emergency Planning program is responsible for protecting and promoting public safety through prevention, mitigation, preparedness, response and recovery initiatives that comply with the Emergency Management and Civil Protection Act and its Regulations. The program performs the following activities;

- Community Risk Assessment
- Critical Infrastructure Identification
- Emergency Management Plans and Procedures
- Staff Training
- Mock Emergency Exercises
- Emergency Operations Centre Development and Management
- Public Education

These activities are mandatory and ensure that the City has the capacity to manage any emergency situation and maintain continuity of critical services efficiently and effectively.

Service Profile:



Full Time, Part Time and Overtime – Budgeted Amounts

	2012	2013 Base	Additional Resource Requests			
			2013	2014	2015	2016
Full Time	1	1		1		
Part Time	0.33	0.33				
Overtime						

2013-16 Business Plan

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, exercises and meeting legislated/regulated requirements.
- 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:

- Promote community safety, health and wellness.
- Demonstrate excellence in service delivery.
- Support the professional development of staff

Future Pressures and Opportunities:

The growth of the City, addition/development of infrastructure and legislated requirements federally and provincially on emergency planning for hazardous materials and long term care facilities require the involvement and support of the Emergency Planning Program. In addition to the prescribed elements of the program under the Emergency Management and Civil Protection Act, these initiatives include;

- Coordinating emergency planning with TTC on subway
- Coordinating emergency planning with hospital
- Canada's Chemical Safety Management Plan
- TSSA Propane Risk Safety Management Plans
- Long term care facilities emergency plans and evacuation exercise (Provincial)
- Environmental Emergencies Regulations (Federal)
- City facility risk assessments
- Comprehensive risk assessment of hazards and threats in the City
- Emergency Operations Centre Functional Review Implementation Strategy

As a result the Program is experiencing challenges in meeting service demands, operating capacity and resiliency with current resources. The gap in resources may jeopardize City and third party compliance with legislation and affect our ability to efficiently and effectively manage emergencies. The opportunities to alleviate the above challenges relate to the following:

2013-16 Business Plan

- Increasing resources – Emergency Planner requested for 2014 that will allow for a division of duties and increase Program efficiency.
- Increasing resources – Consultant fees for 2016 to participate in a joint comprehensive risk assessment with York Region and the Municipalities. York Region Emergency Management would be responsible for the administration of the project allowing the Program to focus on other priorities.
- Increasing resources – EOC functional review strategy implementation 2013 and 2016 to ensure operating capacity and resiliency of the facility for the Emergency Management Team to respond efficiently and effectively to emergency situations

The above opportunities will help ensure that the City can continue to protect and promote public safety.

Business Plan Objectives

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
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	Program is on target to maintain compliance with the Act by Q4/12. Training, exercise and program review elements are scheduled for Q4/12. Revised emergency plan and By-law to go to Council in Q3/12
2. Promote emergency preparedness to citizens and business.	Q2/12 Q1/12 Q3/12 Q4/12	☐ Develop the first book in the PrepE series, ☐ release of three new videos ☐ Deliver business oriented workshops ☐ Increase by 10% the volume of information distributed	Deferred to 2013 Three new videos released Q2/12 Scheduled for Q4/12
3. Conduct a functional review of information and technology needs in the Emergency Operations Centre and develop an implementation Strategy	Q4/11 Q1/12	☐ Establish an assessment team ☐ Develop the assessment	Team formed in Q4/12 Completed Q1/12

Emergency Planning

2013-16 Business Plan

	Q2/12	☐ methodology	Interviews, data analysis and strategy completed and presented to the Emergency Management Program Committee in Q2/12. 2013-2016 initiatives being dealt with through the budget process To completed Q3/12
	Q2/12	☐ Conduct interviews	
	Q2/12	☐ Collect and analyze data	
	Q2/12	☐ Identify and prioritize needs	
	Q2/12	☐ Develop a strategy to address identified needs	
	Q3/12	☐ Implement low cost strategy items	

2013-16 Business Plan Objectives:

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
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 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.	Q2/13	☐ Print and release the first book in the PrepE series,	Manager, Emergency Planning, external contractor
	Q2/13	☐ release of three new videos	Manager, Emergency Planning
	Q3/13	☐ Develop additional public education materials	Summer Student
	Q4/13	☐ maintain volume of information distributed	Manager Emergency Planning
	Q4/13	☐ Provide workshops, advise on exercises and review emergency plans for business sector	Manager, Emergency Planning

Emergency Planning

2013-16 Business Plan

3. Initiate development of common operation dashboard from phase two of the Emergency Operations Centre (EOC) Strategy from the EOC Functional Review, to enhance the operating capacity of the facility	Q3/13	☐ Initiate development of common operating dashboard for EOC's	Manager, Emergency Planning, Information and Technology Management,
4. Conduct a comprehensive review of the City's Hazard Identification/Risk Assessment. (Joint project with York Region and municipalities)	Q2/13	☐ Review current Hazard/risk assessment	Manager Emergency Planning, York Region Emergency Management,
	Q2/13	☐ Identify and quantify degree of risk of potential emergencies	Emergency Planning Working Group, Consultant (retained by Region).
	Q3/13	☐ Rank risks	
	Q3/13	☐ Produce report	

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 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.	Q4/14	☐ Develop second book in the PrepE series,	Manager, Emergency Planning, external contractor
	Q2/14	☐ release of three new videos	Manager, Emergency Planning
	Q3/14	☐ Develop school based public education program	Emergency Planner (ARR)
	Q2/14	☐ Review and revise public education materials	Emergency Planner (ARR)
	Q4/14	☐ Increase by 20% the volume of information distributed	Manager Emergency Planning and Emergency Planner (ARR)
	Q4/14	☐ Provide workshops, advise on exercises and review emergency plans for business sector	Manager, Emergency Planning, Emergency Planner (ARR)
3. Implement common operating dashboard - phase two of the Emergency Operations Centre (EOC) Strategy from the EOC Functional Review, to enhance the operating capacity and resiliency of the facility	Q4/14	Complete development of and implement common operating dashboard in EOC	Manager, Emergency Planning, Information and Technology Management,

2013-16 Business Plan

4. Evaluate program against the CSA Z1600 Standard for Emergency Management and Business Continuity.	Q4/14	Evaluation of current program to the Standard and gaps identified	Manager Emergency Planning, Emergency Planner (ARR)
2015 (Top 3 Objectives)			
1. Maintain the City in a state of emergency readiness.	Q4/15	☐ 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, Emergency Planner (ARR) Manager, Emergency Planning, Emergency Planner (ARR)
2. Promote emergency preparedness to citizens and business.	Q2/15 Q4/15 Q2/15 Q3/15 Q4/15	☐ Print and release second book in the PrepE series, ☐ Maintain school-based public education program ☐ release of three new videos ☐ Develop online emergency preparedness game ☐ Increase by 20% volume of information distributed	Manager Emergency Planning, Emergency Planner (ARR) Emergency Planner (ARR) Manager Emergency Planning, Emergency Planner (ARR) Manager, Emergency Planning, contractor Emergency Planner (ARR), Manager Emergency Planning
3. Develop program to address gaps identified related to the CSA Z1600 Standard for Emergency Management and Business Continuity.	Q4/15	Program developed to meet the Standard	Manager Emergency Planning, Emergency Planner (ARR)
2016 (Top 3 Objectives)			
1. Maintain the City in a state of emergency readiness.	Q4/16	☐ 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, Emergency Planner (ARR) Manager, Emergency Planning, Emergency Planner (ARR)
2. Promote emergency preparedness to citizens and business.	Q3/16 Q4/16	☐ Develop third book in the PrepE series, ☐ Maintain school-based public	Manager Emergency Planning, Emergency Planner (ARR) Emergency Planner (ARR)

2013-16 Business Plan

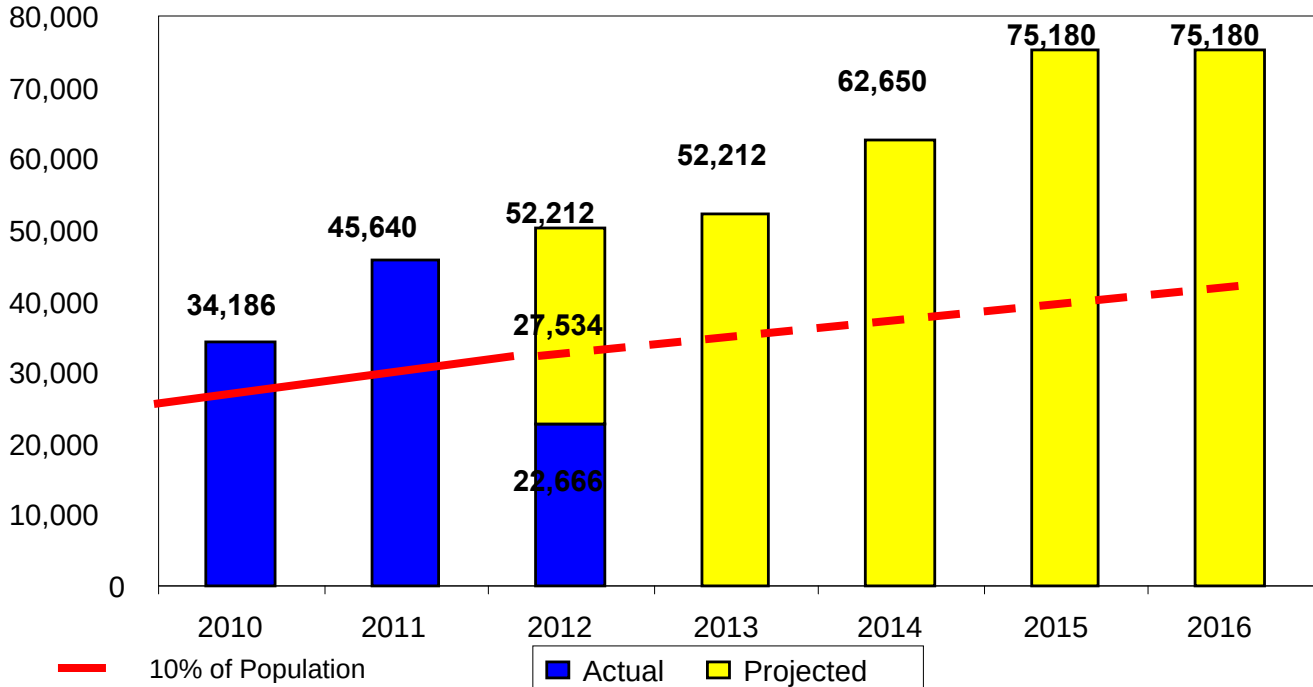
	Q2/16	☐ education program	Manager Emergency Planning, Emergency Planner (ARR) Manager, Emergency Planning, contractor
	Q3/16	☐ release of three new videos	
	Q4/16	☐ Develop online emergency preparedness game	
		☐ Maintain volume of information distributed	Emergency Planner (ARR), Manager Emergency Planning
3. Implement phases two through four of the Emergency Operations Centre (EOC) Strategy from the EOC Functional Review, to enhance the operating capacity and resiliency of the facility	Q2/16	☐ Renovate primary EOC to accommodate all Sections	Manager, Emergency Planning, Information and Technology Management, Buildings and Facilities and external contractors
	Q2/16	☐ Install 42 landlines in primary EOC	
	Q2/16	☐ Replace whiteboards in EOC with sliding multi-panel whiteboards	
	Q2/16	☐ Equip primary EOC with enhanced technology	
	Q3/16	☐ Install phone lines in Alternate EOC	
	Q3/16	☐ Equip alternate EOC with basic supplies	
	Q4/16	☐ Develop a virtual EOC	

Key Performance Indicators:

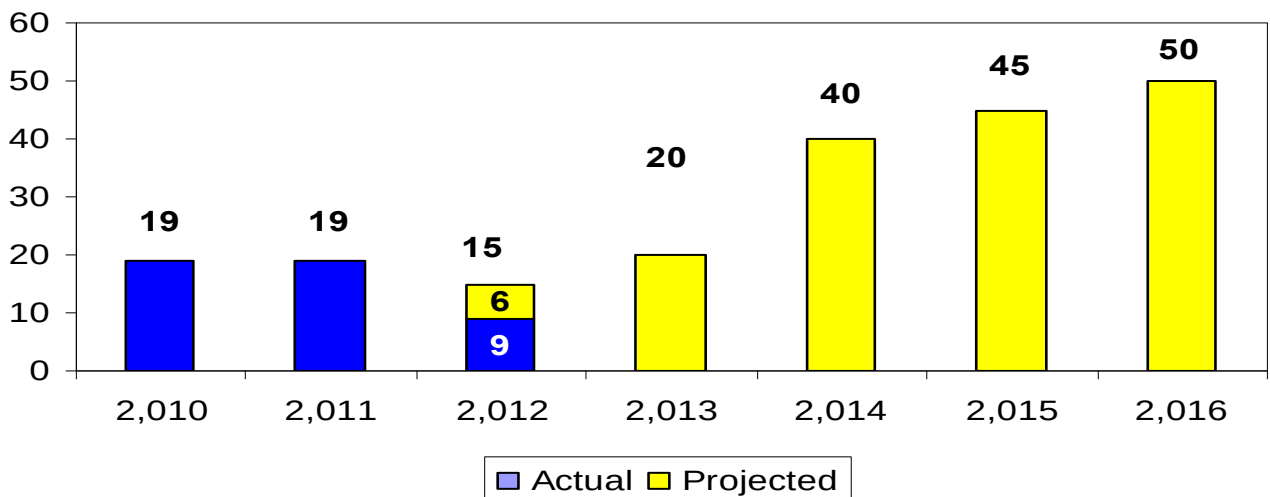
The performance measures of the program include annual verification by the City's Emergency Management Program Committee and the Ministry of Community Safety and Correctional Services that the City is maintaining the mandatory elements of an emergency management program in accordance with the Act and 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, the Disaster Recovery Institute (DRI) Professional Practices and the Emergency Operations Centre Function Review Report.

2013-16 Business Plan

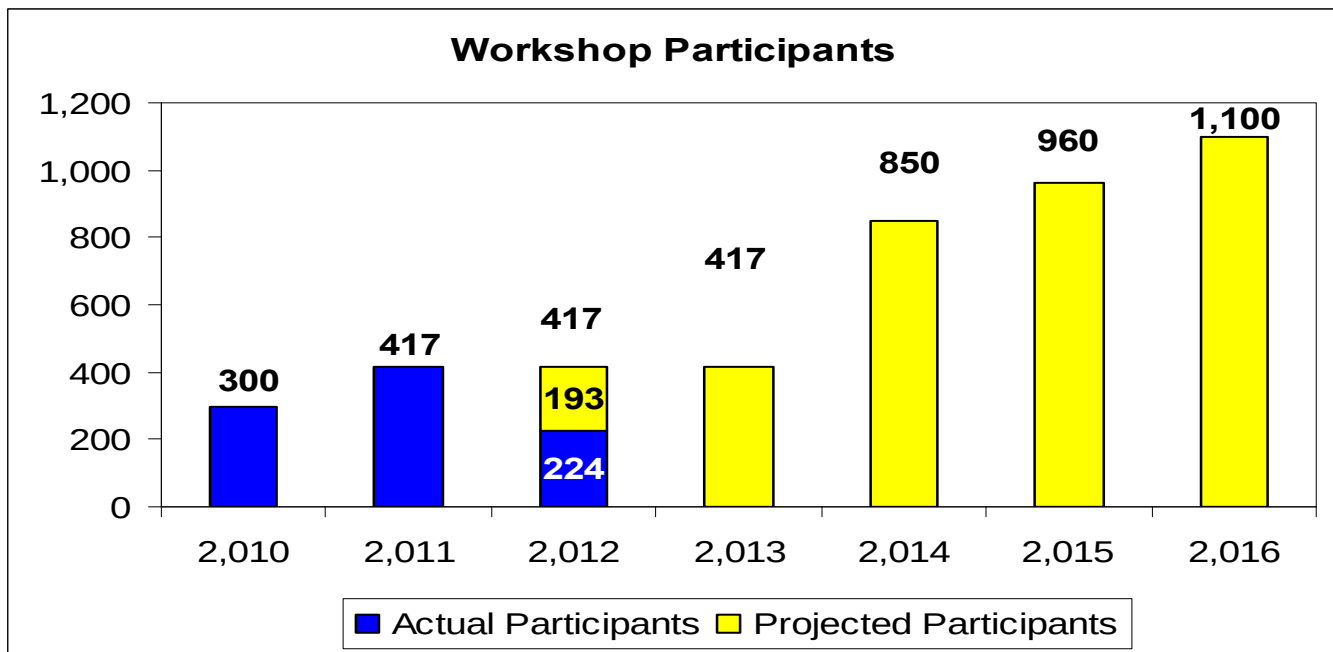
Emergency Preparedness Information Distributed



Events and Workshops



2013-16 Business Plan



BUSINESS OVERVIEW:

Notes about the Measure:

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. The program preparedness information distribution targets are a minimum of 10% of the population.

The volume of literature distributed can vary dependent on the availability of the information from third party providers such as York Region, Province of Ontario and vendors and the cost of the materials.

The number of public education workshops and attendees is relative to public demand. Public education workshops and events are conducted only on request and when resources are available.

The PrepE initiative establishes a brand identity and utilizes social networks. The goal of the PrepE program is to reach a wider audience and be interactive. The PrepE initiative promotes public safety messages to citizens through Face Book, You Tube and Twitter. While the program is able to track followers and visit to the social media sites, a study on the effect of the information on the visitor has not been conducted.

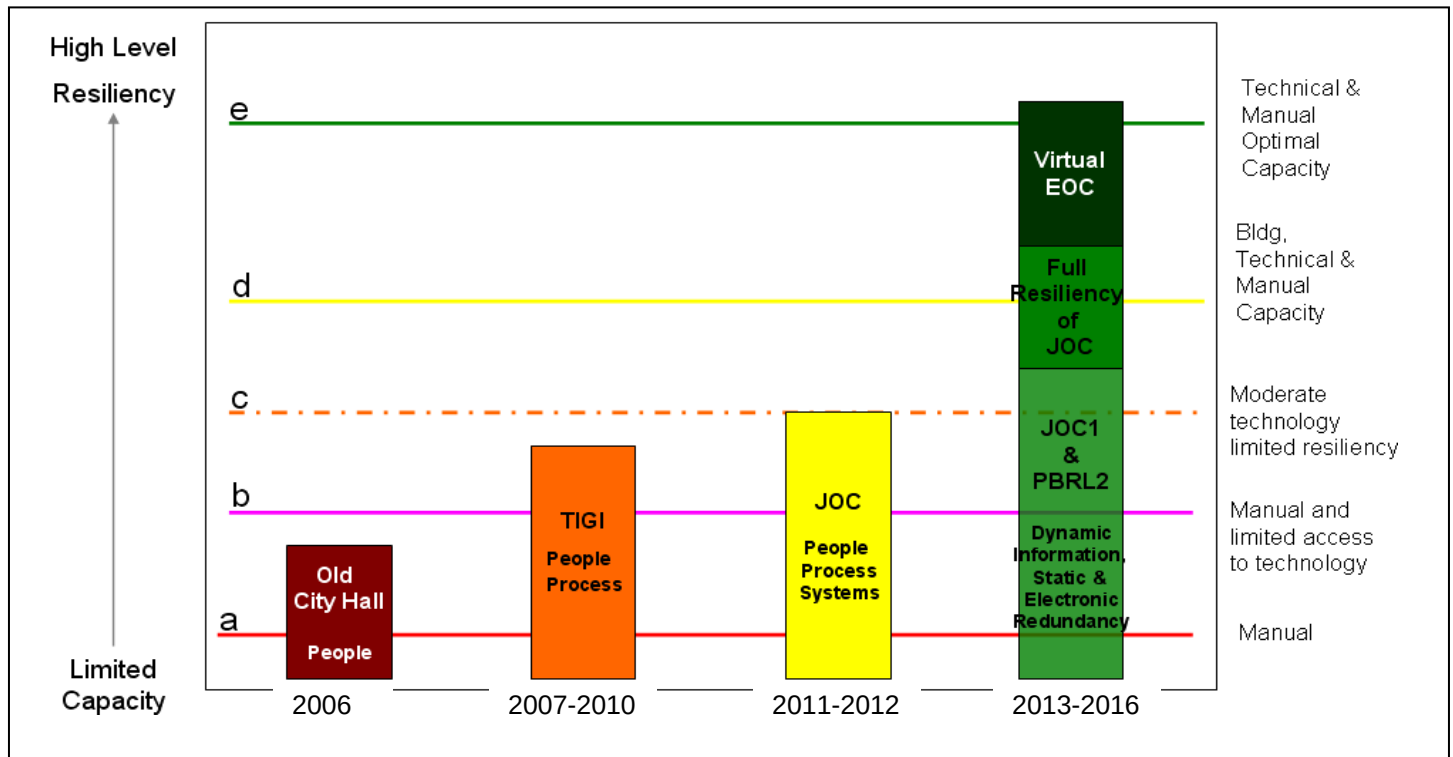
Key Conclusion:

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 number of public education sessions and participants has remained steady or slightly increased, but the percentage of citizens actively seeking emergency preparedness training is only 0.14% of the population.

2013-16 Business Plan

Vaughan's EOC Operating and Resiliency Capacity Strategy



BUSINESS OVERVIEW:

Notes about the Measure:

Emergency Operations Centre (EOC) Strategy

Resiliency of an EOC is measured by its' dynamic structure; including people, processes, equipment, systems and technology. All elements must have secondary measures in terms of devices, systems, processes in which to operate and they are to be considered equally; as well as, the capacity to respond to an incident by means of manual and/or technological methods. The EOC Functional Review identified the need to reach an optimum level of operating capacity and resiliency, thus an implementation strategy was developed.

This graph depicts the past, present and recommended future levels of operating resiliency in our EOC. As the EOC moved to different locations in the City, the level of operating capacity and resiliency improved. It is important to note that given the nature of the use of the EOC, the Emergency Management Team must always have the ability to resort to manual procedures.

- ❑ Line A represents the operating and resiliency capacity of the first EOC site located at the old Civic Centre. This site had limited technology, posed operating challenges; limited resiliency and the bulk of the processes were paper-based and manual.
- ❑ Line B represents the development of operating and resiliency capacity at the second EOC which was located at Tigi Court. The second provided enhanced technology and operating capacity. Access to electronic data remained a challenge and the site was on Uninterrupted Power Supply (UPS).

2013-16 Business Plan

- ❑ Line C represents the operating and resiliency capacity of the current EOC at the Joint Operations Centre that is equipped with telecommunications, technology and Uninterrupted Power Supply. Vulnerabilities in the facility's level of resiliency and structural barriers have been identified and a strategy has been developed.
- ❑ Line D represents the level of operating and resiliency capacity that will be achieved by implementation of Objective 3 in 2013 to develop a common operating dashboard.
- ❑ Line E represents the optimal level of operating and resiliency capacity for the Emergency Operations Centre that will be achieved with the implementation of Objectives 3 in 2016.
- ❑ The Emergency Operations Centre will be evaluated annually by the Emergency Management Team to determine the effectiveness of the strategy

Key Conclusion:

The EOC has evolved with each move over its history. Through exercises, training, real events and the functional review of the facility, continuous improvements have been identified to ensure the operating capacity and resiliency reach an optimum level. Four key initiatives have been identified to manage identified vulnerabilities; resilient telephone system; renovations to eliminate physical barriers, an equipped alternate EOC and a common operating dashboard. Proposed enhancements in 2013 and 2016 will future develop the operating capacity and resiliency to an optimum level to ensure the City can respond efficiently and affectively to emergency situations.

Overall Conclusion:

The Emergency Planning Program is committed to promoting and protecting public safety. The Emergency Planning Program continues to meet and exceed the mandatory elements of the Emergency Management and Civil Protection Act as confirmed by the annual verification process, Program objectives and performance indicators.

The Emergency Planning Program is currently experiencing pressures from both external and internal sources. New and existing Federal and Provincial legislation requires reallocation of time and resources to stakeholders and the City to be compliant. An Emergency Planner resource and financial resources for a joint Region/Municipalities comprehensive risk assessment and for the Emergency Operations Centre Function Review Implementation strategy will address the challenges faced by the Emergency Planning Program in promoting and protecting public safety.

City Manager

Date (mm/dd/yy)

Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

Department	Exp Category	Account	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	2014 Forecast	Variance	2015 Forecast	Variance	2016 Forecast	Variance
Emergency Planning														
	Labour Costs													
		Staffing Costs (incl Benefits)	126,474	127,334	128,103	71.5%	769	0.6%	206,238	78,135	211,423	5,185	216,342	4,919
	Other Expenses													
		Staff Development & Training	30,733	31,960	31,960	17.8%	0	0.0%	32,960	1,000	32,960	0	32,960	0
		Tools & Equipment	8,083	8,520	8,520	4.8%	0	0.0%	8,520	0	8,520	0	8,520	0
		Office Supplies & Expenses	2,202	3,610	3,610	2.0%	0	0.0%	3,610	0	3,610	0	3,610	0
		Other	1,725	3,080	3,080	1.7%	0	0.0%	3,080	0	3,080	0	3,080	0
		Communications	907	1,300	1,300	0.7%	0	0.0%	1,800	500	1,800	0	65,190	63,390
		Office Equipment & Furniture	1,744	1,200	1,200	0.7%	0	0.0%	1,200	0	1,200	0	1,200	0
		Utilities & Fuel	310	1,000	1,000	0.6%	0	0.0%	1,000	0	1,000	0	1,000	0
		Meals & Travel	129	450	450	0.3%	0	0.0%	950	500	950	0	950	0
		Corporate Accounts	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		General Mtce & Repairs	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Professional Fees	0	0	0	0.0%	0	0.0%	0	0	0	0	15,000	15,000
		Total Other Expenses	45,834	51,120	51,120	28.5%	0	0.0%	53,120	2,000	53,120	0	131,510	78,390
	Total Expenses		172,308	178,454	179,223	100.0%	769	0.4%	259,358	80,135	264,543	5,185	347,852	83,309
Total Emergency Planning			172,308	178,454	179,223		769	0.4%	259,358	80,135	264,543	5,185	347,852	83,309

Recognized 2014 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Emergency Planner (Partial FTE Conversion)	FT	0.69	86,586	(6,928)	79,658			0.69	79,658		4,229		4,441

Recognized 2016 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2016 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$
Hazard/Risk assessment and Review Consulting			15,000		15,000				15,000
Primary and Alternate EOC Telephone System			63,390		63,390				63,390



2013 Capital Budget & 2014-2016 Capital Plan

City Manager
Emergency Planning

Budget				Operating		
Year	Project #	Title	Project Type	Total Budget	Impact	TCA
2016	EP-0071-16	Primary and Alternate Emergency Operations Centres	Equipment Replacement	187,740	63,390	Y
2016 Forecast				187,740		

Acting Commissioner of Finance & City Treasurer



John Henry

Commissioner's Message:

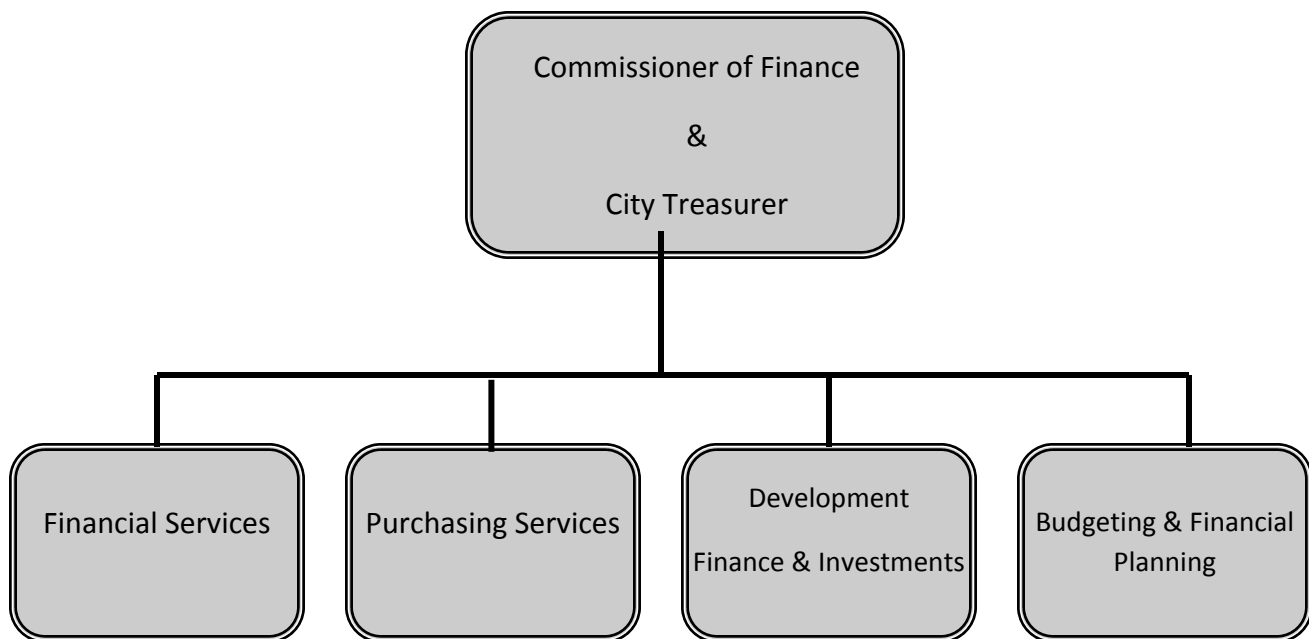
The City of Vaughan is committed to providing service excellence and value for their property tax dollar to our residents and businesses. Achieving this mandate requires the management of corporate resources, which falls under the responsibility of the Commissioner of Finance & City Treasurer.

Included in the portfolio of the Commissioner of Finance & City Treasurer are the following departments: Budget and Financial Planning, Financial Services, Development Finance & 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.

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 and progressive actions. This has resulted in very positive results, such as Vaughan's ability to offer one of the lowest tax rates in the GTA. 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. In addition, with the support of Council and Senior Management, many 2012 initiatives have been put in place, which move the City further along its path to service, management and organizational excellence, such as:

- Multi-year budgeting
- Financial Master Plan (FMP)
- Consolidated Purchasing Policy
- Reserve Policy
- Development Charge Background Study Update

Commissioner of Finance & City Treasurer Organizational Chart



Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

Department	Exp Category	Account	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	2014 Forecast	Variance	2015 Forecast	Variance	2016 Forecast	Variance
Comm of Fince & City Treasurer														
	Labour Costs													
		Staffing Costs (incl Benefits)	352,282	365,633	367,821	90.8%	2,188	0.6%	344,971	(22,850)	347,704	2,733	349,059	1,355
	Other Expenses													
		Operating Leases	8,595	9,540	8,600	2.1%	(940)	(9.9)%	8,600	0	8,600	0	8,600	0
		Staff Development & Training	2,498	5,250	5,250	1.3%	0	0.0%	5,250	0	5,250	0	5,250	0
		Utilities & Fuel	2,917	4,400	4,400	1.1%	0	0.0%	4,400	0	4,400	0	4,400	0
		Office Equipment & Furniture	85	4,190	4,190	1.0%	0	0.0%	4,190	0	4,190	0	4,190	0
		Community Advertising & Promotion	0	3,770	3,770	0.9%	0	0.0%	3,770	0	3,770	0	3,770	0
		Office Supplies & Expenses	114	3,400	3,400	0.8%	0	0.0%	3,400	0	3,400	0	3,400	0
		Communications	882	2,260	2,260	0.6%	0	0.0%	2,260	0	2,260	0	2,260	0
		Professional Fees	0	1,300	2,240	0.6%	940	72.3%	2,240	0	2,240	0	2,240	0
		Meals & Travel	123	2,230	2,230	0.6%	0	0.0%	2,230	0	2,230	0	2,230	0
		Other	615	1,000	1,000	0.2%	0	0.0%	1,000	0	1,000	0	1,000	0
		Corporate Accounts	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		General Mtce & Repairs	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Joint Services & Department Transfers	1,900	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Total Other Expenses	17,729	37,340	37,340	9.2%	(0)	0.0%	37,340	0	37,340	0	37,340	0
	Total Expenses		370,011	402,973	405,161	100.0%	2,188	0.5%	382,311	(22,850)	385,044	2,733	386,399	1,355
Total Comm of Fince & City Treasurer			370,011	402,973	405,161		2,188	0.5%	382,311	(22,850)	385,044	2,733	386,399	1,355



Financial Services

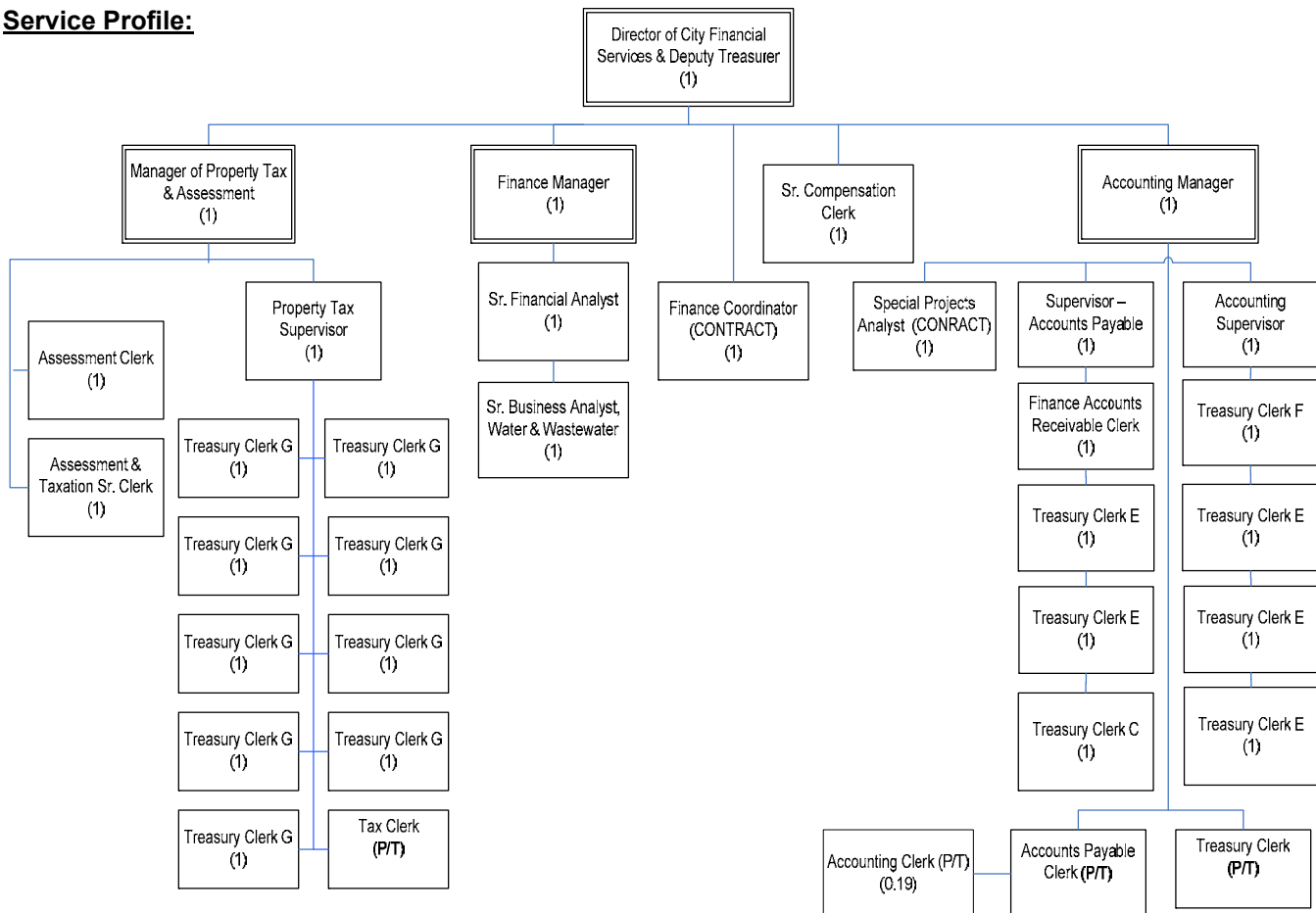
2013-16 Business Plan

BUSINESS OVERVIEW

Service Statement:

Provide for property tax billing, collection and property assessment-base management under the jurisdiction of multiple provincial statutes. Ensuring the Collector's Roll remains up-to-date for optimal tax billing and collection success. Participation in the assessment appeal process to ensure integrity to the Collector's Roll.

Service Profile:



2013-16 Business Plan

Full Time, Part Time and Overtime – Budgeted Amounts

	Additional Resource Requests					
	2012	2013 Base	2013	2014	2015	2016
Full Time	<u>13</u>	<u>13</u>	<u>13</u>			
Part Time	<u>0.69</u>	<u>0.69</u>	<u>0.69</u>			
Overtime	<u>.6</u>	<u>.6</u>	<u>.6</u>			

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

- Taxpayers / Ratepayers, Suppliers, Municipalities
- Mayor and Members of Council
- City Departments
- Municipal Property Assessment Corporation
- Other Municipalities, Region of York and School Boards
- Government Agencies
- Associations (OMTRA, 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

Management Excellence:

Ensure Financial Sustainability

Enhance Productivity, Cost Effectiveness & Innovation

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

The City's population continues to increase in size which in turn increases the number of tax bills to be issued and potential arrears that will need to be collected. Staff size has remained the same for the last 7 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 heightens the volume of phone calls, e-mails, and inquiries at counter which will intensify the need to provide excellence in Customer Service delivery. It also highlights the need to pursue new property tax software. The current software is twelve (12) years old. Automation of current manual practices will allow for better allocation of staff resources, improved accounting practices, and clear direction on successful collection procedures. All these factors are essential to demonstrate Excellence in Service Delivery as well as enhance productivity and cost effectiveness.

Maintenance of the assessment base is extremely important in order to ensure increases in growth are recognized and added to the roll. This will ensure that tax rate increases are kept to a minimum. Working with MPAC, site visits and re-inspections must be increased for assessment-value inspection purposes. Monitoring of all potential adjustments to the assessment base, through various processes of MPAC and the

2013-16 Business Plan

Assessment Review Board, is also important for not only analyzing possible impacts, but to also ensure the adjustments are calculated correctly.

Future Pressures and Opportunities (con't):

Although there is an aging population (which could conceivably increase the cost of the Elderly Homeowner Rebate (EHO) program), the fact is there is a younger demographic moving in. This increases the potential for expansion of membership in the pre-authorized payment plans. This, in turn, ensures an increase in the monthly cash-flow for prudent investment opportunities for the City.

Business Plan Objectives (list the status of outstanding business plan objectives and the method of measuring successful implementation. As well, list 2013-16 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	2012	Continuing	\$ 680 million billed
Promotion and encouragement of Pre-Authorization payment plan for taxes	2012	Continuing	1.37% increase in participation
Protect and enhance the assessment base for the City of Vaughan	2012	Continuing	Growth over 3.50%

2013-16 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
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 an expected increase to Regional levies and collection	Property Tax staff
2. Percentage of outstanding tax levies indicated by % o/s vs. amount billed	2013	Increase in population directly increases # of tax bills issued and not paid; Collection efforts must increase in order to keep Tax Receivables % in line	Property Tax staff
			299

2013-16 Business Plan

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	Property Tax staff
Other 1. 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
Other 2. Research avenues for upgrading or replacing property tax software	Q1 2013	Current software is over twelve (12) years old; upgrade and automation will increase cost-effectiveness and enhance productivity	Manager with senior 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	Property Tax 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	Property Tax staff
3. PAP program participation; Customer service levels phone & front counter	Q1 2014	Increase participation in PAP payment program; increase in service level in phone calls/inquiry counter	Property Tax staff
Other 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

2015 (Top 3 Objectives)

1. Levy and bill property taxes according to Legislation for all property classes	2015	City portion tax levies expected to increase 2-4%; there is	Property Tax staff

2013-16 Business Plan

		expected increase to Regional levies and collection	
2. Percentage of outstanding tax levies indicated by % o/s vs amount billed	2015	Increase in population directly increases # of tax bills issued and not paid; Collection efforts must increase in order to keep Tax Receivables % in line	Property Tax staff
3. PAP program participation; Customer service levels phone & front counter	Q1 2015	Increase participation in PAP payment program; increase in service level in phone calls/inquiry counter	Property Tax staff
Other Protect and enhance the assessment base for the City of Vaughan	Q3 2015	Increase site inspections; more hands-on approach with ARB / MPAC; increase in assessment growth necessary to keep the tax rate increase minimum	ARO Staff

2016 (Top 3 Objectives)

1. Levy and bill property taxes according to Legislation for all property classes	2016	City portion tax levies expected to increase 2-3%; there is expected increase to Regional levies and collection	Property Tax staff
2. Percentage of outstanding tax levies indicated by % o/s vs amount billed	2016	Increase in population directly increases # of tax bills issued and not paid; Collection efforts must increase in order to keep Tax Receivables % in line	Property Tax staff
3. PAP program participation; Customer service levels phone & front counter	Q1 2016	Increase participation in PAP payment program; increase in service level in phone calls/inquiry counter	Property Tax staff
Other Protect and enhance the assessment base for the City of Vaughan	Q3 2016	Increase site inspections; more hands-on approach with ARB / MPAC; increase in assessment growth necessary to keep the tax rate increase minimum	ARO Staff

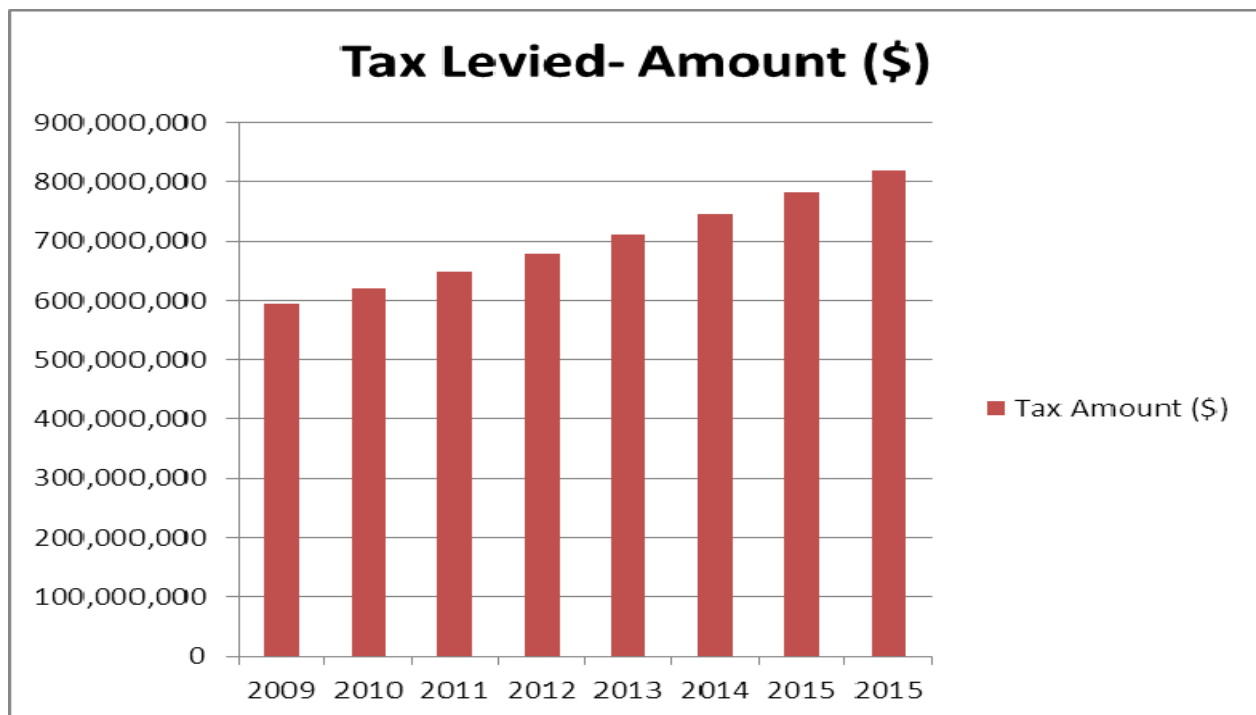
2013-16 Business Plan

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 range from 2010 to 2016, with a forecast for the rest of 2012 to 2016)

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

Tax levied- Amount (\$)

Year	2009	2010	2011	2012	2013 Projected	2014 Projected	2015 Projected	2016 Projected
Tax Amt (\$ in millions)	595	620	649	680	712	746	782	819

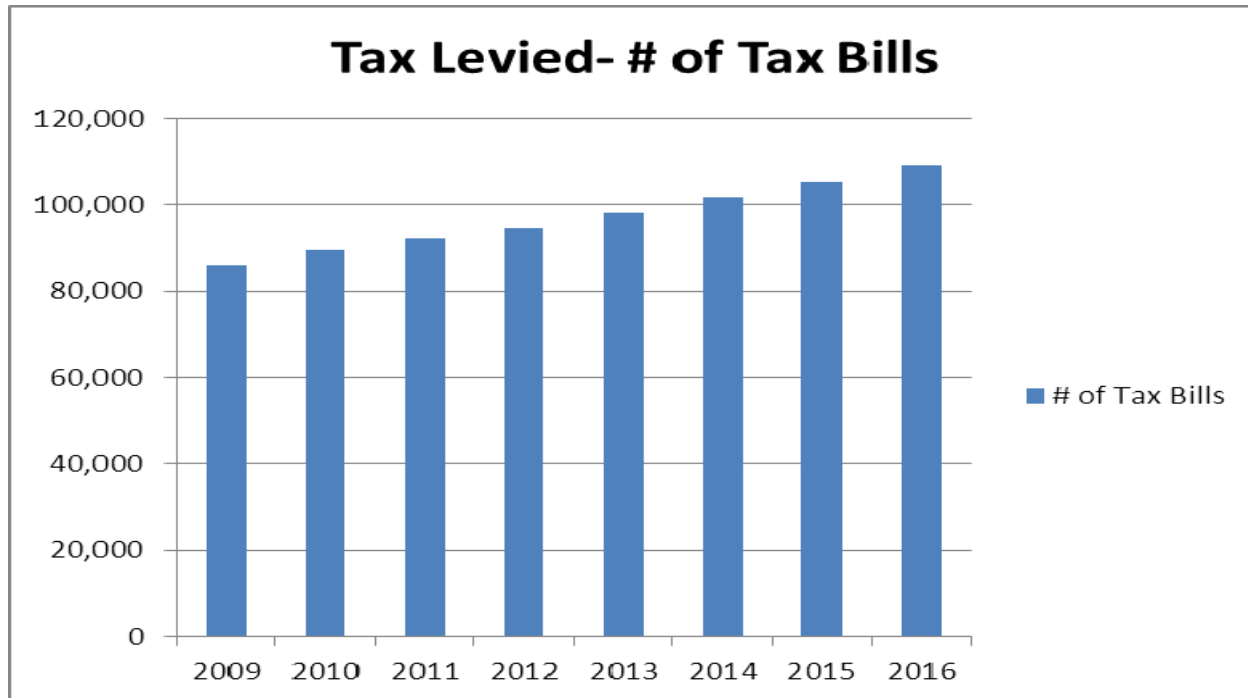


Tax levied- # of Tax Bills

Year	2009	2010	2011	2012	2013 Projected	2014 Projected	2015 Projected	2016 Projected
# of tax bills (# in	86	90	92	95	98	102	105	109 302

2013-16 Business Plan

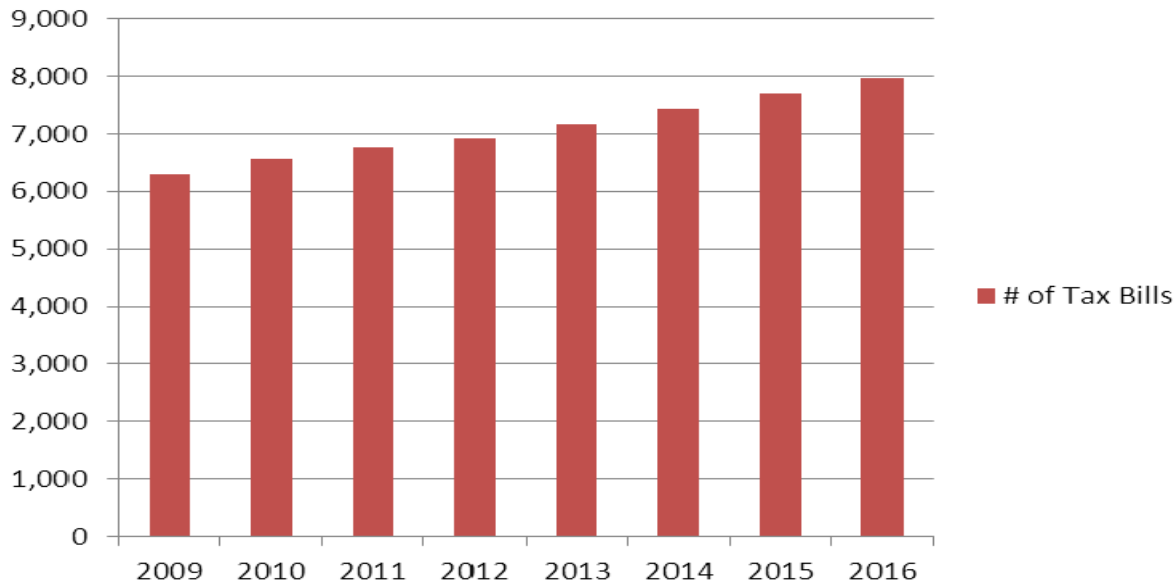
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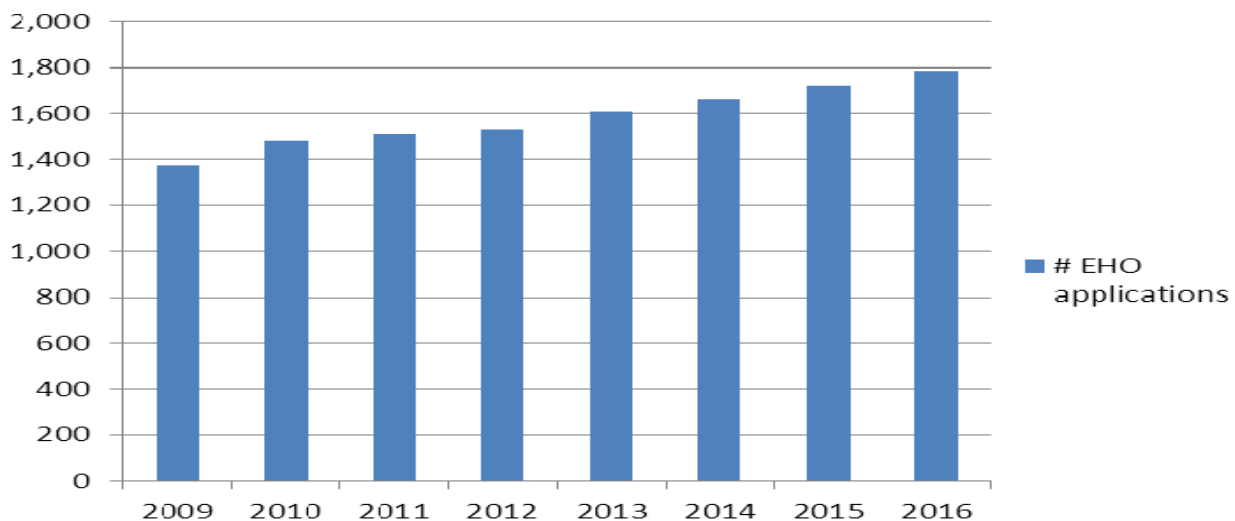
The City's population continues to increase in population and housing which in turn causes an increase in tax bills levied. This will cause an increase in importance of Collection policies and administration. The population is also aging, increasing the number of Elderly Homeowner Rebate applications the Department will be processing.

of Tax Bills per FTE

Year	2009	2010	2011	2012	2013 Projected	2014 Projected	2015 Projected	2016 Projected
# of Tax Bills per FTE	6,292	6,556	6,754	6,925	7,174	7,433	7,700	7,977

2013-16 Business Plan
of Tax Bills per FTE

of Elderly Homeowner Rebate (EHO) per FTE

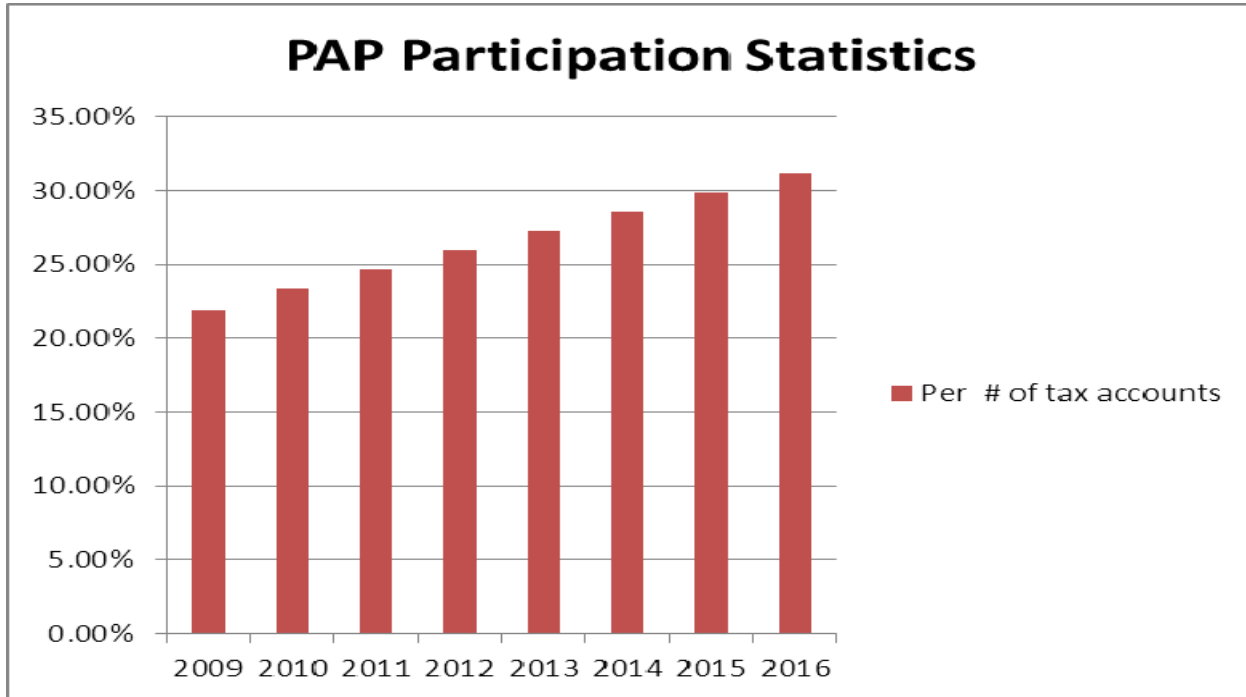
Year	2009	2010	2011	2012	2013 Projected	2014 Projected	2015 Projected	2016 Projected
# EHO apps per FTE	1,376	1,480	1,507	1,529	1,605	1,663	1,723	1,785

EHO apps per FTE


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

2013-16 Business Plan

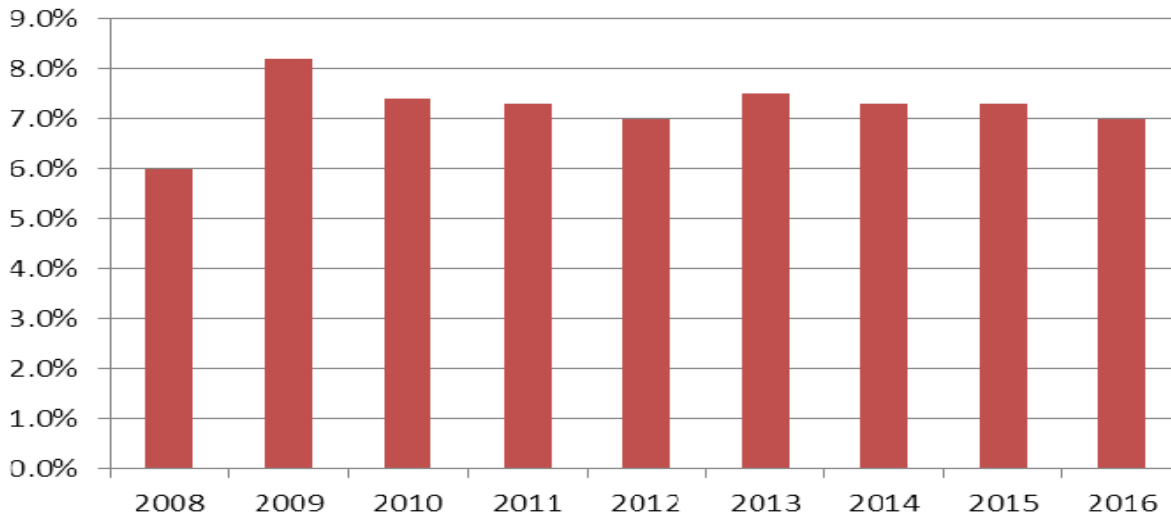
Year	2009	2010	2011	2012 Projected	2013 Projected	2014 Projected	2015 Projected	2016 Projected
PAP per # of tax accounts (%)	21.90%	23.32%	24.69%	25.99%	27.29%	28.59%	29.89%	31.19%



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

Receivable Percentages

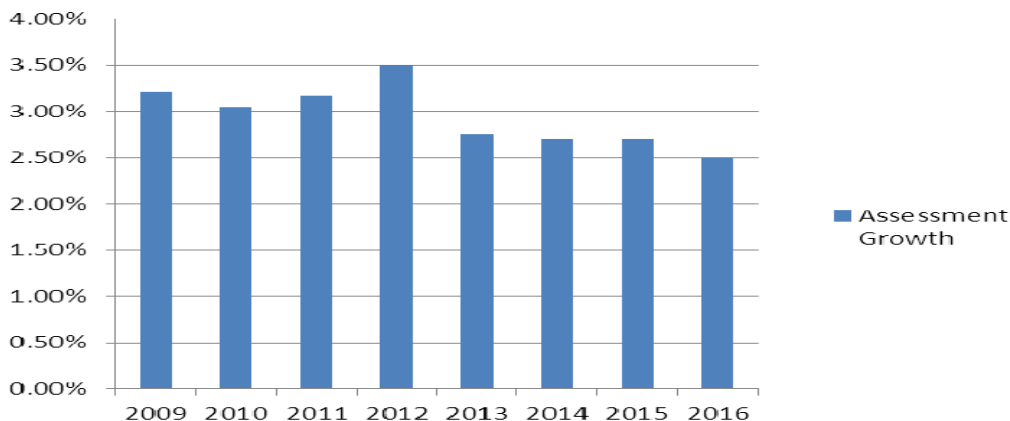
Year	2009	2010	2011 Projected	2012 Projected	2013 Projected	2014 Projected	2015 Projected	2016 Projected
Receivable Percentages	8.2%	7.4%	7.3%	7.0%	7.5%	7.3%	7.3%	7.0%

2013-16 Business Plan
Receivable Percentages


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

Assessment Growth

Year	2009	2010	2011	2012	2013 Projected	2014 Projected	2015 Projected	2016 Projected
Assessment Growth	3.21%	3.05%	3.17%	3.50%	2.75%	2.70%	2.70%	2.50%

Assessment Growth


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

2013-16 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

* Aging population will also directly impact administration and effect of rebates back to property owners

* 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.

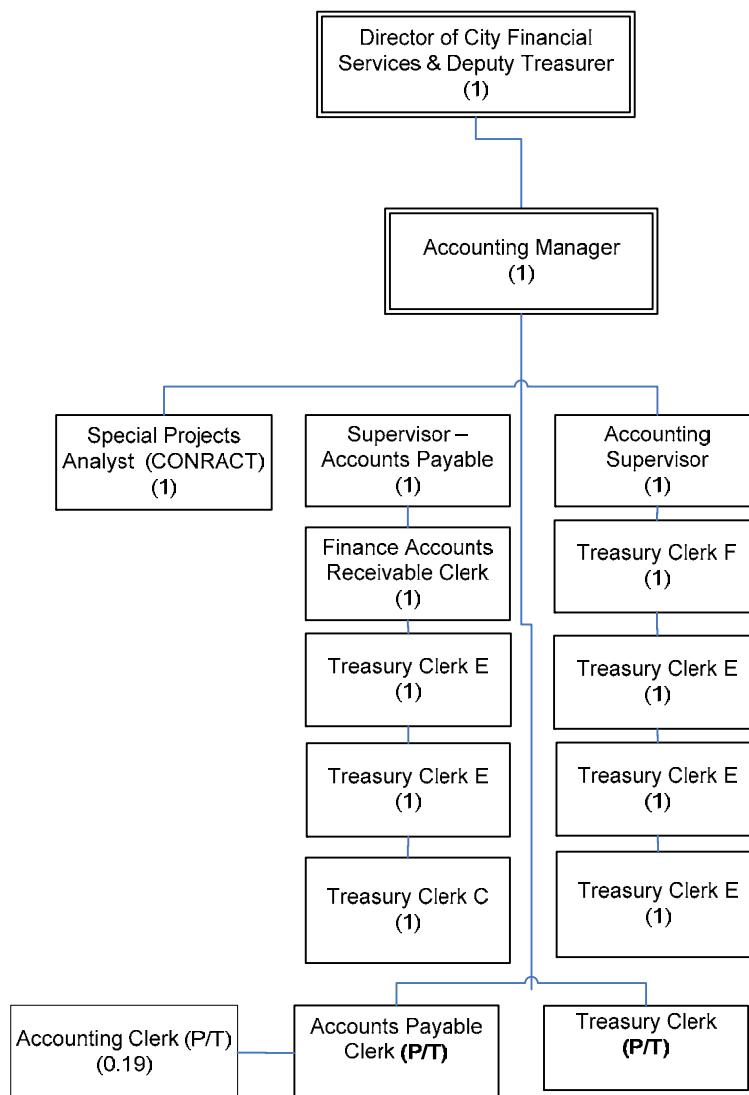
2013-16 Business Plan

BUSINESS OVERVIEW

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

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

Service Profile:



Full Time, Part Time and Overtime – Budgeted Amounts

			Additional Resource Requests			
	2012	2013 Base	2013	2014	2015	2016
Full Time	12	12	0	0	0	0
Part Time	2.51	2.51	0	0	0	0
Overtime	\$7900	\$7900	\$7900	\$7900	\$7900	\$7900

2013-16 Business Plan

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

Business Plan Objectives (list the status of outstanding business plan objectives and the method of measuring successful implementation. As well, list 2013-16 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 2012	Delayed to Sep 2012	
2. Make use additional JDE software resources for revision of statutory financial reports due to implementation of PSAB 3150	May 2012 thru 2012	On going	
3. Comply with all management financial reporting requirements including any legislative changes	Monthly 2012	On going	

2013-16 Business Plan Objectives: (You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.)

2013-16 Business Plan

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2013 (Top 3 Objectives)			
1. Comply with all statutory financial reporting requirements including any legislative changes	May 2013		Accounting, Capital/reserves staff, ITM
2. Review purchasing policy interpretations as they relate to Accounting & retaining if necessary	Summer 2013		Accounting, Purchasing staff, ITM
3. Comply with all management financial reporting requirements including any legislative changes	Monthly 2013		Accounting, Capital/reserves staff, ITM
Other: JDE Upgrade and effects on financial reporting	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. Streamline Financial reporting systems including FIR reporting	Jan to Mar 2014		Accounting, Capital/reserves staff, ITM, other dept staff
Other: PCard system	2014		Accounting, Purchasing staff, ITM
2015 (Top 3 Objectives)			
1. Comply with all statutory financial reporting requirements including any legislative changes	May 2015		Accounting, Capital/reserves staff, ITM
2. Comply with all management financial reporting requirements including any legislative changes	Monthly 2015		Accounting, Capital/reserves staff, ITM
3. Review electronic AP invoicing system	2015		Accounting, ITM, Outside vendors
Other: begin EDMS review	2015		Accounting, ITM
2016 (Top 3 Objectives)			
1. Comply with all statutory financial reporting requirements including any legislative changes	May 2016		Accounting, Capital/reserves staff, ITM
2. Comply with all management financial reporting requirements including any legislative changes	Monthly 2016		Accounting, Capital/reserves staff, ITM

2013-16 Business Plan

3. EDMS	2016		Accounting, ITM

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 range from 2010 to 2016, with a forecast for the rest of 2012 to 2016)

1. (a) DUE DATES FOR SUBMISSION OF ANNUAL STATUTORY FINANCIAL REPORTS
(b)MONTHLY CORPORATE AND DEPARTMENTAL FINANCIAL REPORTS AVAILABLE TO MANAGEMENT PER PRESCRIBED SCHEDULE
2. TOTAL NUMBER OF ACCOUNTS PAYABLE INVOICES PROCESSED PER FTE
3. TOTAL NUMBER OF ACCOUNTS RECEIVABLE (A/R) INVOICES ISSUED ANNUALLY PER FTE
4. TOTAL YE DOLLAR AMOUNT OF AR OUTSTANDING OVER 90 DAYS AS PERCENTAGE OF TOTAL A/R DOLLAR AMOUNT OUTSTANDING.

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: *2012 delayed to year end audit delays.*

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 compliment 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 2012. 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.

2013-16 Business Plan

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

Sch 1. DUE DATES FOR SUBMISSION OF ANNUAL STATUTORY FINANCIAL REPORTS: *Delays in Annual Financial reporting may continue until Corporate Asset Management Project is completed and Tangible Capital Asset Cost and Accumulated Depreciation is properly integrated into City's GL reporting system. Current accounting for PSAB is a manual process with Tangible Capital Asset inventory data held in web based software.*

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 complimenmt 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 complimenmt 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

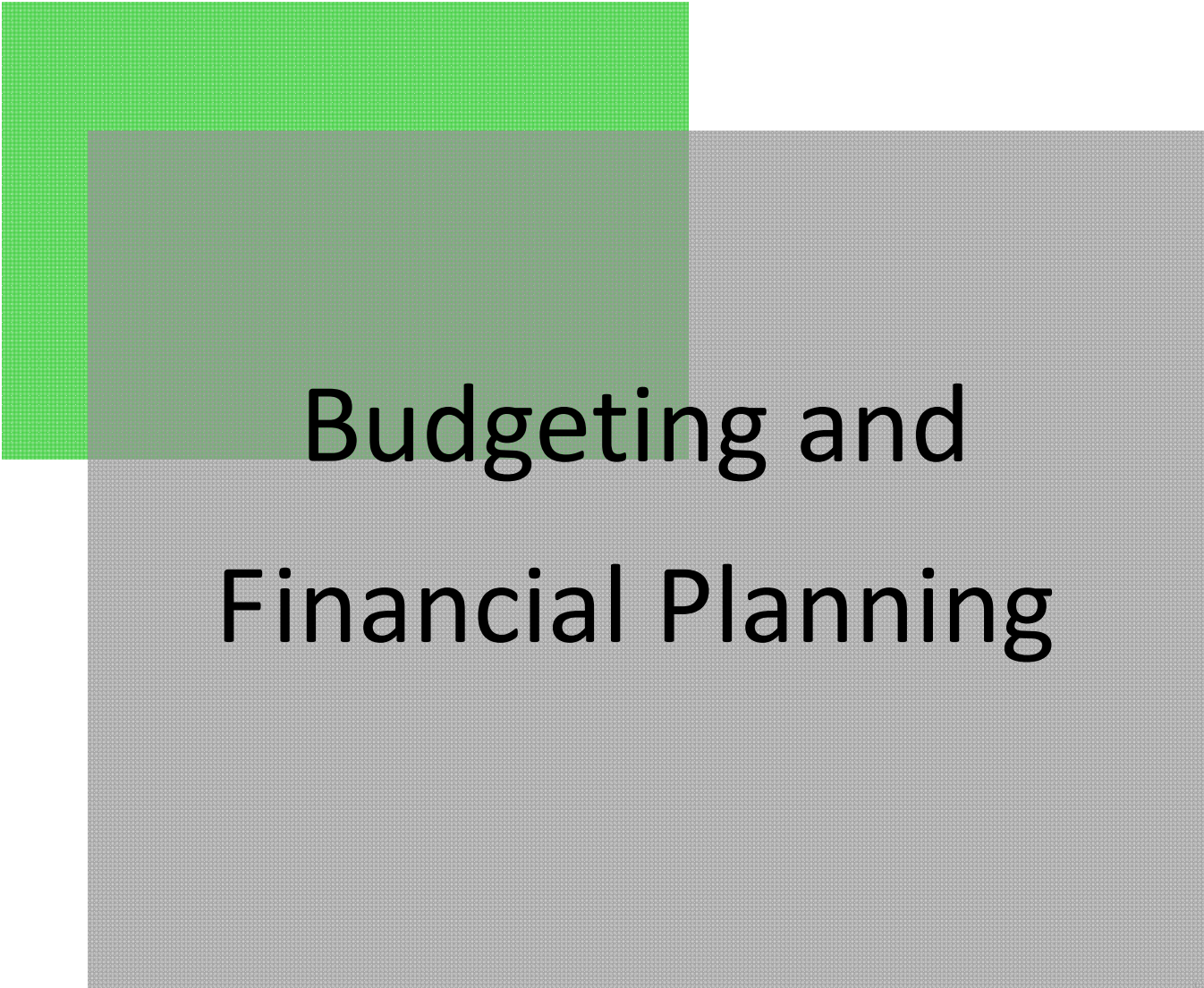
Date (mm/dd/yy)

Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

Department	Exp Category	Account	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	2014 Forecast	Variance	2015 Forecast	Variance	2016 Forecast	Variance
Finance														
	Revenue													
		Service Charges	587,381	459,438	492,803	89.4%	33,365	7.3%	497,838	5,035	522,204	24,366	523,460	1,256
		Rev. frm Recov. Exp - Pd Duty	34,530	7,990	58,425	10.6%	50,435	631.2%	59,925	1,500	61,945	2,020	63,535	1,590
		Dept. Misc. Revenues	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
	Total Revenue		621,911	467,428	551,228	100.0%	83,800	17.9%	557,763	6,535	584,149	26,386	586,995	2,846
	Labour Costs													
		Staffing Costs (incl Benefits)	2,644,711	2,776,519	2,770,679	91.4%	(5,840)	(0.2)%	2,796,189	25,510	2,827,387	31,198	2,838,180	10,793
	Other Expenses													
		Office Supplies & Expenses	71,740	78,759	108,174	3.6%	29,415	37.3%	108,174	0	108,174	0	108,174	0
		Service Contracts and Materials	108,269	76,499	73,534	2.4%	(2,965)	(3.9)%	73,534	0	73,534	0	73,534	0
		Office Equipment & Furniture	3,953	28,602	42,152	1.4%	13,550	47.4%	32,152	(10,000)	32,152	0	32,152	0
		Professional Fees	0	8,346	28,756	0.9%	20,410	244.5%	28,756	0	28,756	0	28,756	0
		Staff Development & Training	5,391	18,282	21,119	0.7%	2,837	15.5%	21,311	192	21,511	200	21,722	211
		Other	377	3,440	8,570	0.3%	5,130	149.1%	8,570	0	8,570	0	8,570	0
		Corporate Accounts	605	0	5,330	0.2%	5,330	0.0%	5,330	0	5,330	0	5,330	0
		Community Advertising & Promotion	6,010	4,240	4,742	0.2%	502	11.8%	4,742	0	4,742	0	4,742	0
		Meals & Travel	737	3,354	3,160	0.1%	(194)	(5.8)%	3,160	0	3,160	0	3,160	0
		Communications	894	1,319	1,317	0.0%	(2)	(0.2)%	1,317	0	1,317	0	1,317	0
		Operating Leases	733	754	754	0.0%	0	0.0%	754	0	754	0	754	0
		General Mtce & Repairs	0	749	749	0.0%	0	0.0%	749	0	749	0	749	0
		Reserve Transfers	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Joint Services & Department Transfers	(44,695)	(22,662)	(37,562)	-1.2%	(14,900)	65.7%	(37,562)	0	(37,562)	0	(37,562)	0
	Total Other Expenses		154,014	201,682	260,795	8.6%	59,113	29.3%	250,987	(9,808)	251,187	200	251,398	211
	Total Expenses		2,798,725	2,978,201	3,031,474	100.0%	53,273	1.8%	3,047,176	15,702	3,078,574	31,398	3,089,578	11,004
Total Finance			2,176,814	2,510,773	2,480,246		(30,527)	(1.2)%	2,489,413	9,167	2,494,425	5,012	2,502,583	8,158

2013 ARRs															
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2013 Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Purchasing Card Program Administrator (Position transfer to Purchasing) *	FT	(1.00)		(122,823)	(122,823)			(1.00)	(122,823)	-		-		-	
* Net impact is nil as position transfer to Purchasing															



Budgeting and Financial Planning

2013-2016 Business Plans

BUSINESS OVERVIEW

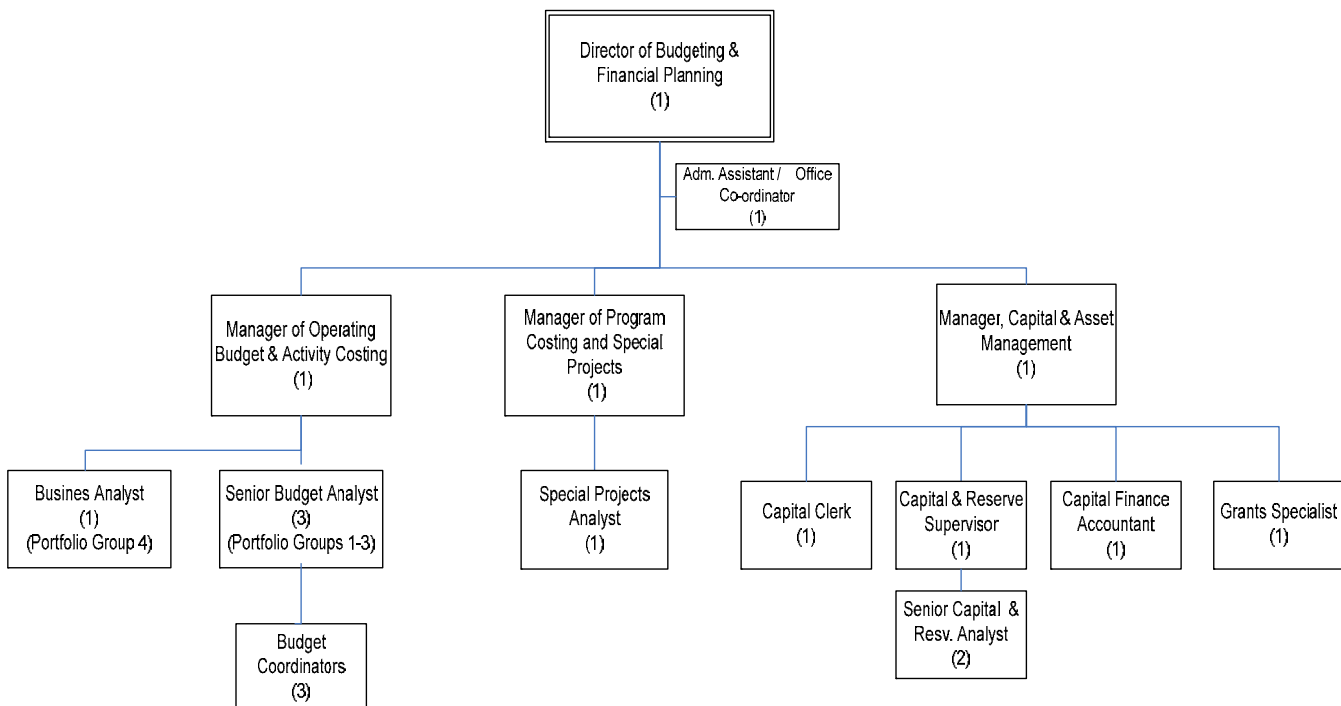
Service Statement:

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:



2013-2016 Business Plans

Full Time, Part Time and Overtime – Budgeted Amounts

	Additional Resource Requests					
	2012	2013 Base	2013	2014	2015	2016
Full Time	19	19			1	1
Part Time	0.17	0.17				
Overtime	\$1,025	\$1,025				

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 excellence goals, the Budgeting and Financial Planning department's core function directly supports the City's Organizational Excellence goal. This is clearly illustrated by the department's heavy involvement in the City's annual corporate planning cycle initiatives 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 preferred 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

Program review, multi-year capital planning, and the Financial Master Plan are well underway and should be substantially complete by 2013. However, Council direction may require further effort regarding specific topics or recommendations. The development and implementation of an external funding program is also underway with additional attention and focus planned for 2013. Performance Measurement and Asset Management initiatives are both very important to our processes and will require resources. The initiatives are being lead by other departments and requirements are currently unknown. 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.

2013-2016 Business Plans

Future Pressures and Opportunities:

Challenge & Opportunity - “Resource Capacity and Priority Timing”

The City continues to undertake a number of corporate initiatives requiring leadership or involvement from the Budgeting and Financial Planning Department. In addition to regular operating activities these initiatives included:

- Asset Management
- VMC - Financial Strategy
- Program Review Outcomes
- Operational Reviews
- Financial Master Plan Outcomes
- EDMS
- JD Edwards Upgrade
- Performance Measurement
- Streetscaping Control Policy
- Master Plan Updates, etc.

The greatest challenge associated with the above relates to priority, timing and resource uncertainty. Historically, the budget department has experienced great pain in balancing incremental unplanned priorities with current resources and processes. In some instances, this has pushed the successful completion of key assignments. It is anticipated the trend will continue. Without clarity on event timing and requirements, it is very difficult to budget or forecast these resource requirements. It is likely that other departments are experiencing similar pressures. A solution would be to thoroughly assess scope, resource and capacity requirements of key initiatives during the corporate planning alignment stage to aid in prioritization/resourcing discussions. This will help the City ensure key initiatives are meeting expectations and completed as planned. General department growth is anticipated and associated staffing requests have been put forward in 2015 & 2016.

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, merged departments 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 from other priorities. Moving forward there will be a need to automate long-range financial planning and incorporate this flexibility within the current budget platform, expand on reserve forecasting, further integrate the operating and capital modules, and enhance reporting efficiency. These items are addressed through capital project requests. Further enhancing PSAB processes and systems will also be required, but largely dependent on the Asset Management Initiative outcomes.

Work Plan:

Business Plan Objectives:

Prior Year Business Plan Objectives / Accomplishments:	Year	Status	Outcome/Results
GFOA Budget Award	Q2-2012	Complete	Received
Questa Budgeting Software Implementation	Q2 -2012	Complete	System running
Multi-yr budget (2012 + 2013/2014 forecast)	Q1-2012	Complete	Greater visibility
Department Reorganization	Q2-2012	Complete	Process Synergies
Reserve policy update	Q3- 2012	On Target	Corp. guidance
Financial Master Plan (FMP) Outcomes Report	Q4-2012	Underway	Fall presentation
Program Review	Q3-2012	Submitted	Fall Report Back
ISF reporting – Phase 2	Q3 -2012	On target	Submission

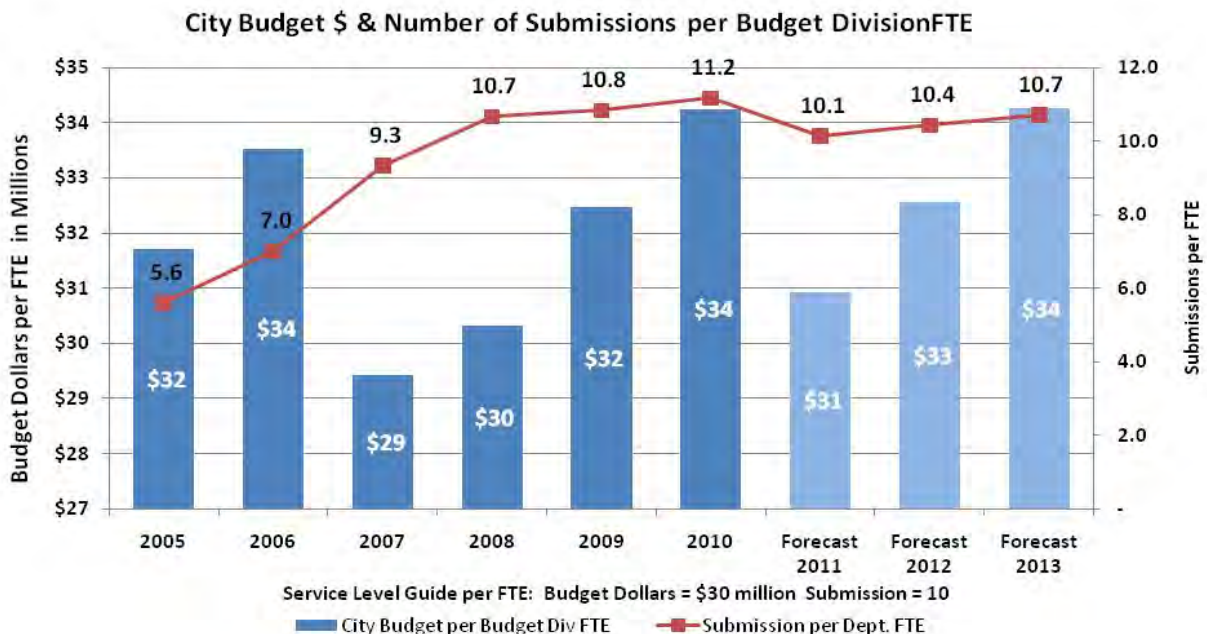
2013-2016 Business Plans

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2013 Key Objectives			
Multi-year budget – (final phase)	Q1	Approval	In-house
Engineering Fee Review	Q1	Fee alignment	Consultant potential
Consolidated User Fee Report (Phase 1)	Q1	Transparency	In-house
Develop Grant Funding Process	Q3	Process that aligns to policy	In-house
Licensing Fee Review	Q3	Revisit methodology and fee structure	In-house + potential consultant work
City- Wide TCA Cleanup/CPA module addition for reserve & infrastructure forecasting	Q4	Further automation of TCA forecasting	Capital/Internal
Update Grant Funding Matrix for distribution & development of information portal	Q4	Annual report / website	Assistance required for data mgmt / ITM
Implementation of FMP Council actions	TBD	Action & strategy formulation	Dependent on Council decisions
Operating Budget (system/process review)	TBD	Process alignment	TBD
Other Corp Plans (VMC, Streetscape, Performance Measurement, Asset Mgmt)	TBD	Org. excellence	TBD
2014 Key Objectives			
Enhance Team budget (further capital/operating integration)	Q2	Improved information/efficiency	Service Provider Assistance
Develop Budget Control Policies	Q2	New Agreement	Assisting lead CS dept.
ERP upgrade involvement	Q4	System effic./effect.	TBD
Uplands Management Agreement Review	Q4	Revisit methodology and system	In-house + potential consultant work
Performance Measurement Budget Integration	TBD	Integrate new PM	TBD
Other Corp Plans (VMC, Streetscape, Performance Measurement, Asset Mgmt)	TBD	Org. excellence	TBD
2015/2016 Key Objectives			
Full Cost Recovery – “Charge backs”	2015	Better understanding of program costs	May require consultants and cap .
PSAB system enhancement	2015	Improved information/efficiency	May require consultants and cap .
Activity Based Costing Model Review	2015	Full costing	In-house + potential consultant work

2013-2016 Business Plans

Building Standards – Fee Review	2015	Better understanding of program costs/and user fee alignment	In-house + potential consultant work
Financial Master Plan (Update)	2016/2017	Improve visibility	Consultant
Other Corp Plans	TBD	Org. excellence	TBD

Key Performance Indicators:

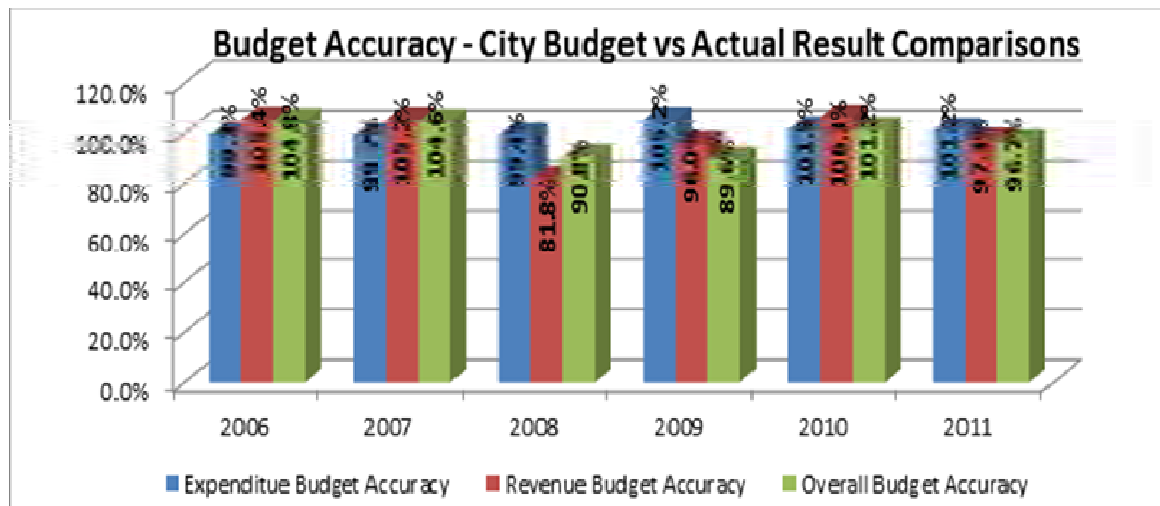


Key Conclusion:

City operating 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 new corporate initiatives i.e. multi-year budgeting, VMC, Performance Measurement, Asset Management, etc. This is extremely difficult to measure as resource requirements for each request are 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 2015/2016.***

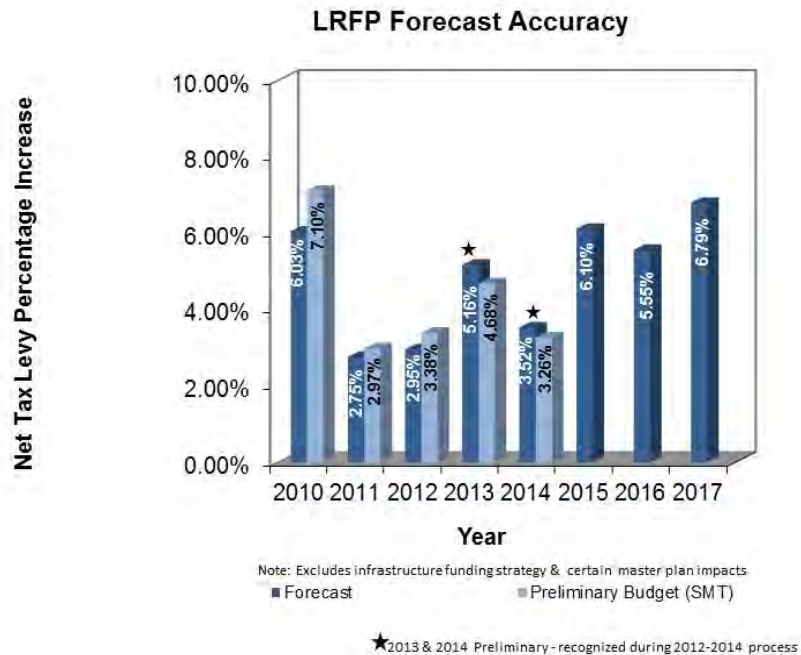
2013-2016 Business Plans



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 6 years, the net operating budget average accuracy was 98%. This figure was largely impacted in 2008 as a result of the recession and unpredictable revenues, which steadily recovered in 2009 & 2010 and is now within the 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.

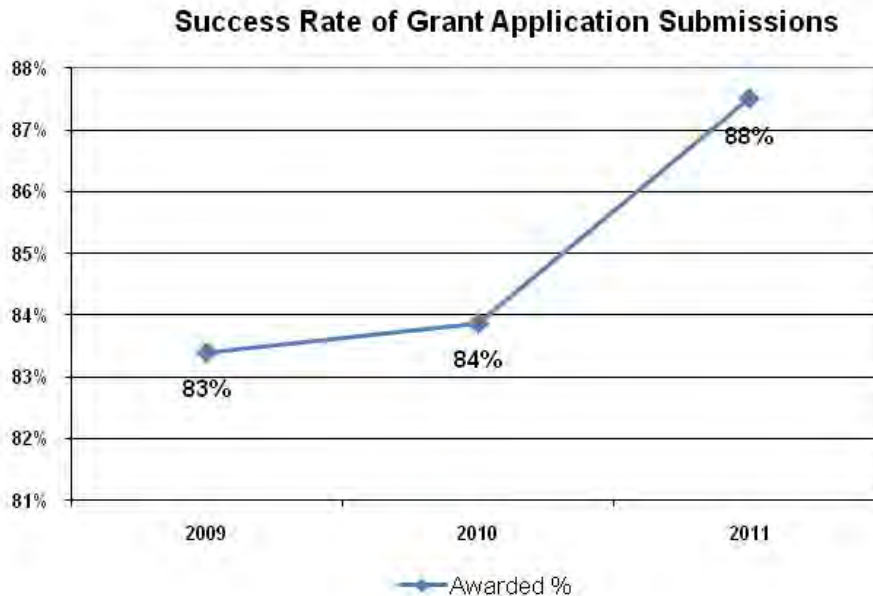
2013-2016 Business Plans



Key Conclusion:

Starting in 2009, the department presented a 3 -5 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 predicative 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.

2013-2016 Business Plans



Key Conclusion:

The Grant Application process was centralized within the City of Vaughan in June of 2009. The intent is to develop a comprehensive/cohesive process to increase the number of grant awards that could fund City projects and thereby reduce the burden on taxation. As this is a new initiative within the City, evaluation of the progress was measured by utilizing the limited statistical data related to the success of the applications submitted from June 2009 to August 2011. The success rate was determined by assessing the number of applications, which resulted in grant awards, as a percentage of the total number of applications submitted in a given year.

The above graph illustrates the high success rate achieved to date regarding the number of applications which have been successful in providing external funds to implement various City projects. Specifically, 2009, 2010, and 2011 resulted in success rates of 83%, 84%, & 88%.

2013-2016 Business Plans

Indicator	Target	2009	2010	2011	2012 Forecast	Trend
Reserve per Capita		\$1,073	\$1,218	\$1,047	\$964	↓
Tangible Capital Assets (\$Bil)		\$6.69	\$6.79	\$6.87	\$7.03	↑
Discretionary Reserve Ratio	50%	68%	72%	73%	70%	↔
Debt Charges Ratio	10%	6.3%	4.4%	4.2%	6.0%	↔

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

2013-2016 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 will be involved with is significant. Unfortunately the requirements and timing associated with these projects is unknown. As requirements become clearer additional resources may be required at a later point. In addition, regular department operational volume pressures are anticipated and as a result two staff requests have been put forward in years 2015 – 2016.

Secondly, there is great need to continue to invest in our systems to ensure information is accurate and supports decision making. Moving forward capital resources will be requested to automate long-range forecasting components, enhance reserve forecasting, and further interconnect capital and operating modules. Further investment in PSAB processes and systems will be required, but largely dependent on the Asset Management Initiative outcomes.

Commissioner Sign-off

Date (mm/dd/yy)

Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

Department	Exp Category	Account	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	2014 Forecast	Variance	2015 Forecast	Variance	2016 Forecast	Variance
Budgeting & Financial Planning														
	Labour Costs													
		Staffing Costs (incl Benefits)	1,987,152	2,134,733	2,175,465	95.3%	40,732	1.9%	2,207,129	31,664	2,233,799	26,670	2,453,464	219,665
	Other Expenses													
		Service Contracts and Materials	36,033	40,000	43,600	1.9%	3,600	9.0%	43,770	170	43,950	180	44,130	180
		Staff Development & Training	18,554	23,950	21,710	1.0%	(2,240)	(9.4)%	21,970	260	22,240	270	25,460	3,220
		Office Supplies & Expenses	23,233	18,800	17,750	0.8%	(1,050)	(5.6)%	17,000	(750)	17,000	0	17,500	500
		Office Equipment & Furniture	5,554	10,220	9,800	0.4%	(420)	(4.1)%	8,000	(1,800)	8,000	0	16,375	8,375
		Professional Fees	8,395	5,500	7,290	0.3%	1,790	32.5%	9,840	2,550	9,840	0	9,840	0
		Communications	3,534	3,300	3,300	0.1%	0	0.0%	3,300	0	3,300	0	3,300	0
		Meals & Travel	2,854	2,500	3,000	0.1%	500	20.0%	3,000	0	3,000	0	3,000	0
		Other	302	800	800	0.0%	0	0.0%	800	0	800	0	800	0
		Capital Funding	(8,045)	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Joint Services & Department Transfers	720	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Total Other Expenses	91,135	105,070	107,250	4.7%	2,180	2.1%	107,680	430	108,130	450	120,405	12,275
	Total Expenses		2,078,287	2,239,803	2,282,715	100.0%	42,912	1.9%	2,314,809	32,094	2,341,929	27,120	2,573,869	231,940
Total Budgeting & Financial Planning			2,078,287	2,239,803	2,282,715		42,912	1.9%	2,314,809	32,094	2,341,929	27,120	2,573,869	231,940

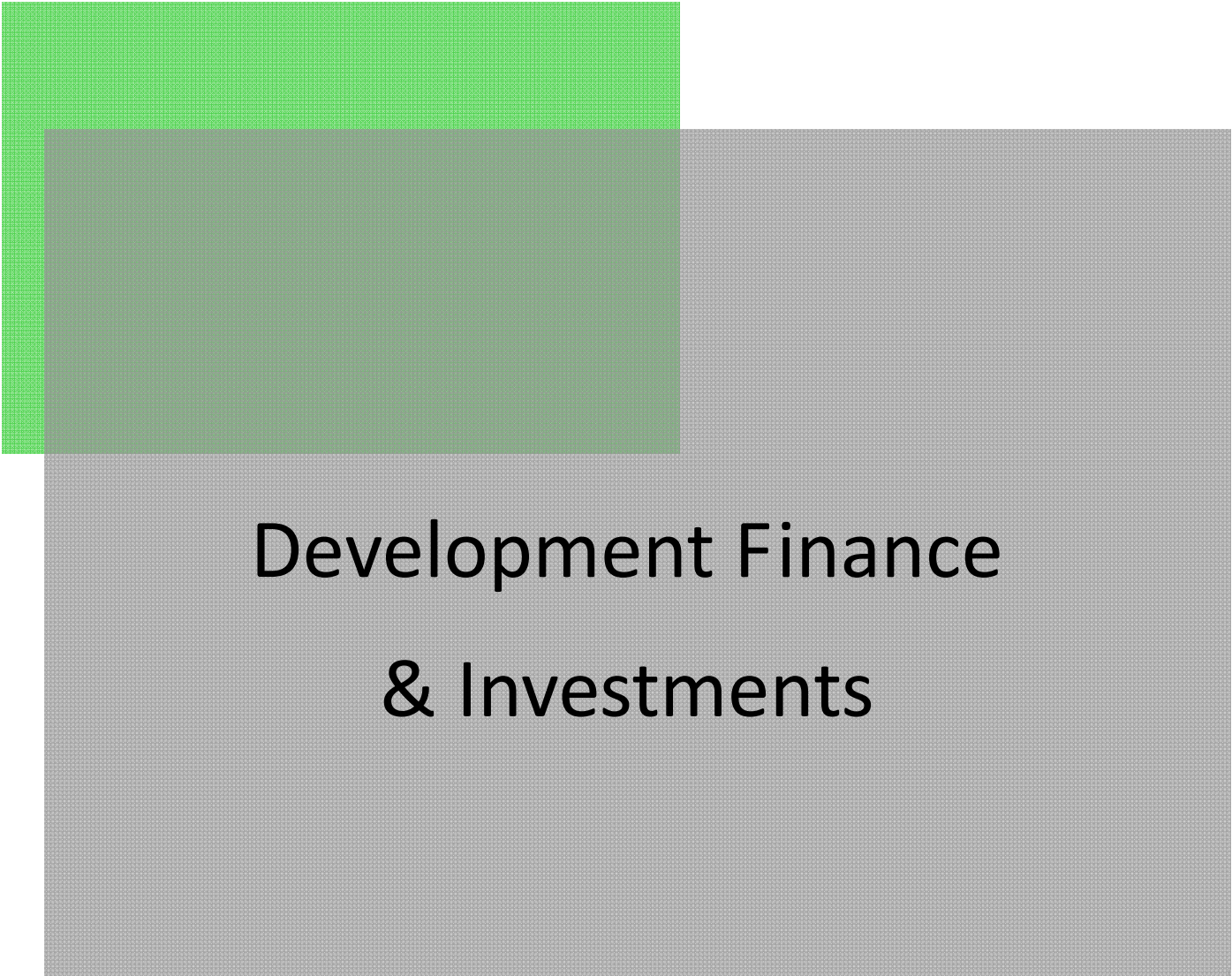
Recognized 2016 ARRs									
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2016 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$
Senior Capital and Reserve Analyst	FT	1.00	109,475		109,475			1.00	109,475
Senior Budget Analyst	FT	1.00	108,950		108,950			1.00	108,950



2013 Capital Budget & 2014-2016 Capital Plan

Commission of Finance & City Treasurer
Budgeting & Financial Planning

Budget					
Year	Project #	Title	Project Type	Total Budget	Operating Impact TCA
2013	BU-0006-13	Citywide Capital Planning and Analysis Module	Asset Management Technology	78,471	0 Y
2013 Budget				78,471	
2015	BU-0007-15	Questica Teambudget Development	Technology	86,520	0 Y
2015 Forecast				86,520	



Development Finance & Investments

2013-16 Business Plan

BUSINESS OVERVIEW

Service Statement:

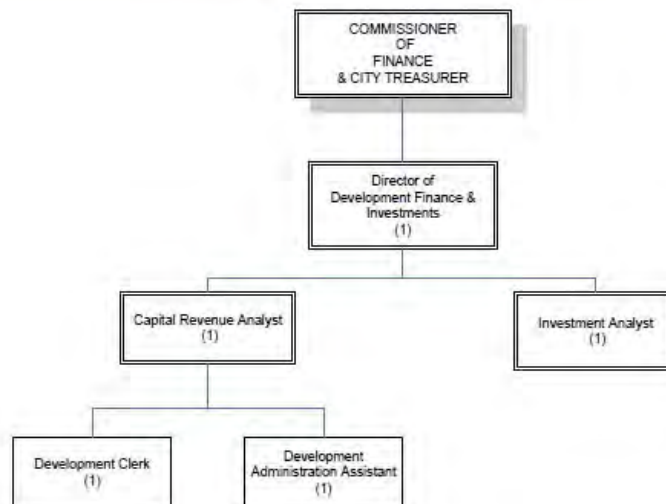
A service based section, within the Finance Commission, whose mandate is to provide financial management functions with respect to Reserves and Investments. The department delivers services in two core areas of responsibility.

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	Manages investment of surplus cash permitted within the City's Investment Policy and current legislation

Service Profile:



DEVELOPMENT FINANCE & INVESTMENTS DEPARTMENT ORGANIZATIONAL CHART



2013-16 Business Plan

Full Time, Part Time and Overtime – Budgeted Amounts

	2012	2013 Base	Additional Resource Requests			
			2013	2014	2015	2016
Full Time	5	5				
Part Time			1			
Overtime						

Key Stakeholders:

STAKEHOLDER GROUP	RATIONALE
Internal:	
City Departments	Review development related agreements and oversee financial compliance.
Senior Management Team	Report Financial Matters to SMT
City of Vaughan Council	Report Financial Matters to Council
External:	
Vaughan Citizens	Responsible to citizens for service delivery
Members of the Development & Real Estate Community	Provide information related to development charges and agreement financial compliance
Region of York	Levy, collect & remit development charges
Boards of Education	Levy, 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

2013-16 Business Plan

Future Pressures and Opportunities:

Pressures:

- 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.
- Increased complexity and workload from VMC
- New policies and procedures in other departments that impact workload
- Increasing number of public enquires due to population increase and new policies
- Administration of Regional and Educational development charges
- Challenges to automate work done manually in conjunction with other departments (ITM/Building Standards) due to competing priorities between departments

Opportunity:

- Increase investment income when interest rates rise
- Develop investment strategy aligned to projected cash flows linked to multi-year budgets
- Automate processes
- Explore additional fees

Business Plan Objectives

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
1. Complete update of the City's Development Charge By-law and Background Study	2012	Underway	New Development Charges in effect
2. Financial Securities – Automation of Administration of Financial Securities (letters of credit and cash deposits) – Design	2012	Deferred	Financial Securities Module within AMANDA
3. Development Charges – Automation - Design	2012	Deferred	Development Charges module within AMANDA
4. Investment Software - implementation	2012	Deferred	Replacing manual reports

2013-16 Business Plan

2013-16 Business Plan Objectives:

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2013 (Top 3 Objectives)			
1. Develop an Investment Strategy for short term and long term investments	Q1	A strategy that leads to higher investment returns	Dev. Fin. & ITM
2. Financial Securities – Automation – Explore opportunities to automate manual forms	Q1	Replace manual forms for efficiency	Dev. Fin. & ITM
3. Development Charges – Automation - explore opportunities in AMANDA	Q2	Development Charges module within AMANDA	Dev. Fin., Building Standards & ITM
4. Investment Software - Implementation	Q4	Replacing manual reports	Dev. Fin. & ITM
2014 (Top 3 Objectives)			
1. Financial Securities – Automation of Administration of Financial Securities (letters of credit and cash deposits) – Design	Q1	Financial Securities Module within Amanda	Dev. Fin., Building Standards & ITM
2. Development Charges – Automation - Design	Q2	Development Charges module within AMANDA	Dev. Fin., Building Standards & ITM
3. Develop a Long-term cash flow	Q4	Cash-flow forecast utilized for long term investments	Dev. Finance & Budgeting
Other			
2015 (Top 3 Objectives)			
1. Financial Securities – Tracking System - Automation of Administration of Financial Securities (letters of credit and cash deposits) – Testing & Implementation	Q4	Utilization of AMANDA software – Tool Improving Customer service	Dev. Fin., Building Standards & ITM
2. Development Charges – Tracking System - Automation - Implementation –Testing & Implementation	Q4	Utilization of AMANDA software Tool – Improving Customer service	Dev. Fin., Building Standards & ITM
3.			

2013-16 Business Plan

Other			
2016 (Top 3 Objectives)			
1. Begin process to update Development Charge by-law	Q2	Updated Development Charges for growth related costs	Dev. Finance, Engineering and Community Services Commissions
2. Review of current letters of credit and cash security deposit holdings.	Q2	Minimize # of securities administered	Dev. Finance, Building Standards, Engineering, Planning
3.			
Other			

2013-16 Business Plan

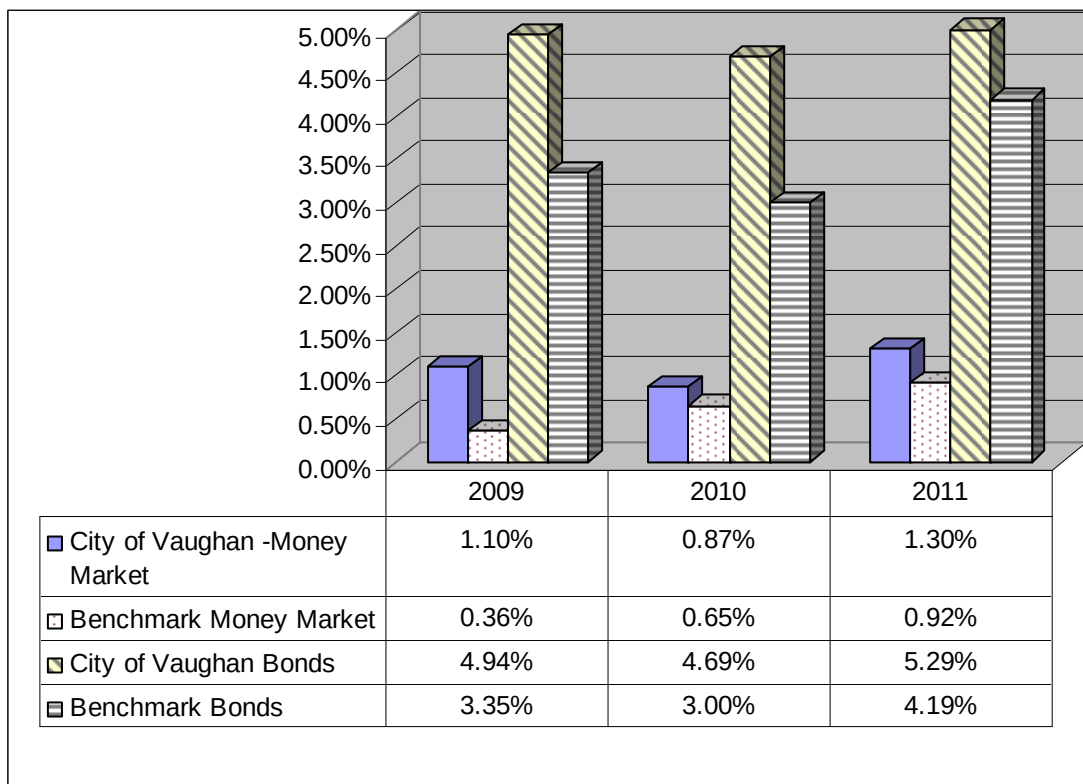
Key Performance Indicators:

Average Interest Rate of Return versus the Benchmark Average Interest Rate of Return (One Fund).

BUSINESS OVERVIEW:

Notes about the Measure:

Average rate of Return versus the Benchmark Average 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.

The City of Vaughan has been able to obtain better average rate of returns than its comparative benchmark. The 2012 comparable is not available. With the instability of financial markets, staff is not able to provide forecasts for 2013 to 2016.

2013-16 Business Plan

Overall Conclusion:

Development Finance & Investments is responsible for the management and investment of City funds and collection of development charges in accordance with provincial statutes, municipal by-laws and policies, as well as the data gathering and analysis required to update the City's Development Charge By-law every five years. This department also administers letters of credit, oversees financial compliance of development related agreements, and provides support and financial services to City departments, development community and the general public.

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

Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

Department	Exp Category	Account	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	2014 Forecast	Variance	2015 Forecast	Variance	2016 Forecast	Variance
Development Finance & Investments														
	Revenue													
		Investment Income	0	25,000	25,000	50.0%	0	0.0%	25,000	0	25,000	0	25,000	0
		Administrative Fee Revenue	7,983	25,000	23,000	46.0%	(2,000)	(8.0)%	23,000	0	23,000	0	23,000	0
		Dept. Misc. Revenues	3,302	0	2,000	4.0%	2,000	0.0%	2,000	0	2,000	0	2,000	0
	Total Revenue		11,286	50,000	50,000	100.0%	0	0.0%	50,000	0	50,000	0	50,000	0
	Labour Costs													
		Staffing Costs (incl Benefits)	296,882	532,835	544,897	94.5%	12,062	2.3%	558,768	13,871	572,401	13,633	574,632	2,231
	Other Expenses													
		Office Equipment & Furniture	1,244	25,212	25,212	4.4%	0	0.0%	25,212	0	25,212	0	25,212	0
		Staff Development & Training	2,746	3,343	3,383	0.6%	40	1.2%	3,425	42	3,469	44	3,515	46
		Office Supplies & Expenses	833	1,724	1,924	0.3%	200	11.6%	1,924	0	1,924	0	1,924	0
		Other	0	887	687	0.1%	(200)	(22.5)%	687	0	687	0	687	0
		Communications	166	565	565	0.1%	0	0.0%	565	0	565	0	565	0
		Meals & Travel	78	146	146	0.0%	0	0.0%	146	0	146	0	146	0
		Capital Funding	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Professional Fees	11,194	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Service Contracts and Materials	154	0	0	0.0%	0	0.0%	0	0	0	0	0	0
	Total Other Expenses		16,415	31,877	31,917	5.5%	40	0.1%	31,959	42	32,003	44	32,049	46
	Total Expenses		313,296	564,712	576,814	100.0%	12,102	2.1%	590,727	13,913	604,404	13,677	606,681	2,277
Total Development Finance & Investments			302,010	514,712	526,814		12,102	2.4%	540,727	13,913	554,404	13,677	556,681	2,277



Purchasing Services

2013-16 Business Plan

BUSINESS OVERVIEW

Service Statement:

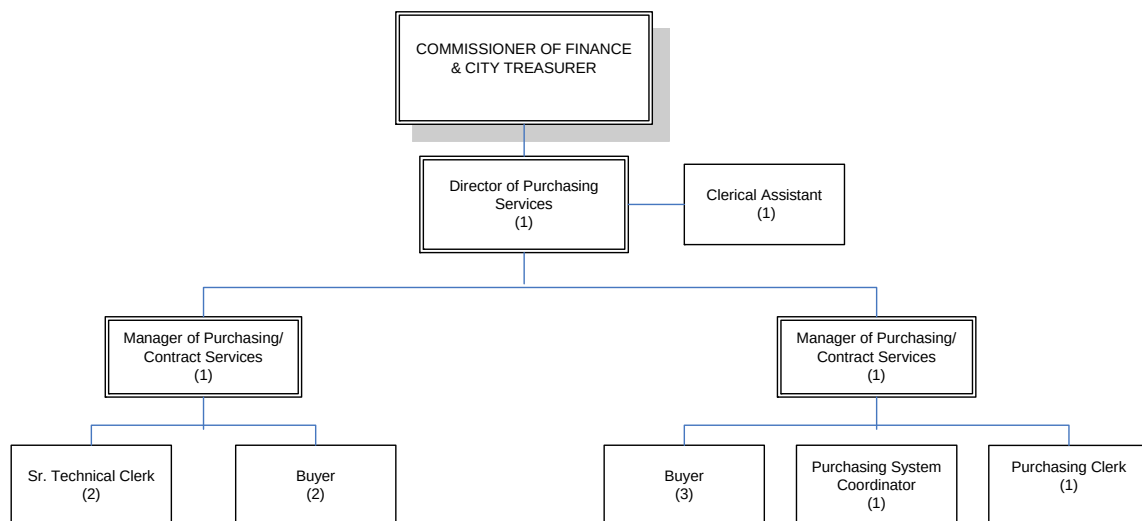
The Purchasing Services Department is committed to the procurement of goods, services and construction in a timely and cost effective manner through contracts and other pre-determined methods.

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: (Organizational Chart)



PURCHASING SERVICES DEPARTMENT ORGANIZATIONAL CHART



Full Time, Part Time and Overtime – Budgeted Amounts

	2011	2012	2013 Base	2013 Final	2013 ARR	2014 ARR	2015 ARR	2016 ARR
Full Time	13	13	13	14	1			
Part Time	0.29	0.29	0.29	0.29	-			
Total FTE	13.29	13.29	13.29	13.29	1			
Overtime	\$2,835	\$3,100	\$3,100	\$3,100	\$1,000	-		

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

- Internal Departments
- Council
- External Vendors / Businesses

2013-16 Business Plan

Work Plan:

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

Pursue Excellence in Service Delivery
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 online sale and distribution of bid documents to the Bidders
- Review purchasing processes to improve efficiencies with specific emphasis on measure of average procurement cycle time.

Business Plan Objectives (list the status of 2011 outstanding and 2012 business plan objectives and the method of measuring successful implementation. As well, list 2013-16 business plan objectives in the appropriate section)

Prior Year Business Plan Objectives / Accomplishments:	Year	Status	Outcome/Results
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
Review and update policies and procedures i.e. incorporate all legal / governmental amendments.	2012	Revised Purchasing Policy ready for Council approval 3rd Qtr	Updated policies and procedures
Streamline the procurement process: continuously review the procurement processes in order to improve efficiency and results i.e. enhance payment options, methods for bid payments.	2012	Project Charter approved 2ndQtr 2011. Project Functional Requirement completed 1 st Qtr2012. Data base design completed 4th Qtr 2012	Turnaround time for the bids and process improvements

2013-16 Business Plan

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.	2012 4 th Qtr	Benchmark Customers Satisfaction to monitor Procurement Performance and enhance service levels	Purchasing Staff , ITM and user departments staff

2013-16 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
2013 (Top 3 Objectives)			
1. Review, develop and implement City wide P-Card Program	1st Qtr 2013	Enhanced efficiency and reduced costs through rebates, less paperwork and save staff time	Finance and Purchasing staff
2. Review all bid document and contract templates through Legal department's assistance	2013	Further refine and perfect bid documents	Purchasing and Legal Staff
3. Plan and develop Internal training programs for City Staff on Purchasing Policies and processes	1st Qtr 2013	City Staff well aware of Purchasing Policies. Improved collaboration on procurement projects	Purchasing Staff and Procurement related available City Staff
2014 (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 2014	Advance operational planning. Improve efficiency and procurement turn around time	Purchasing and Finance Staff
2. Develop in house professional training programs for buyers and purchasing staff	2nd Qtr 2014	Professional staff Consistent application of Purchasing Policies & Procedures	Purchasing Staff and Professional Associations
3. Coordination with user departments to improve vendor performance	2014	Ongoing	Improved collaboration and clear performance documentation

2013-16 Business Plan

2015 (Top 3 Objectives)

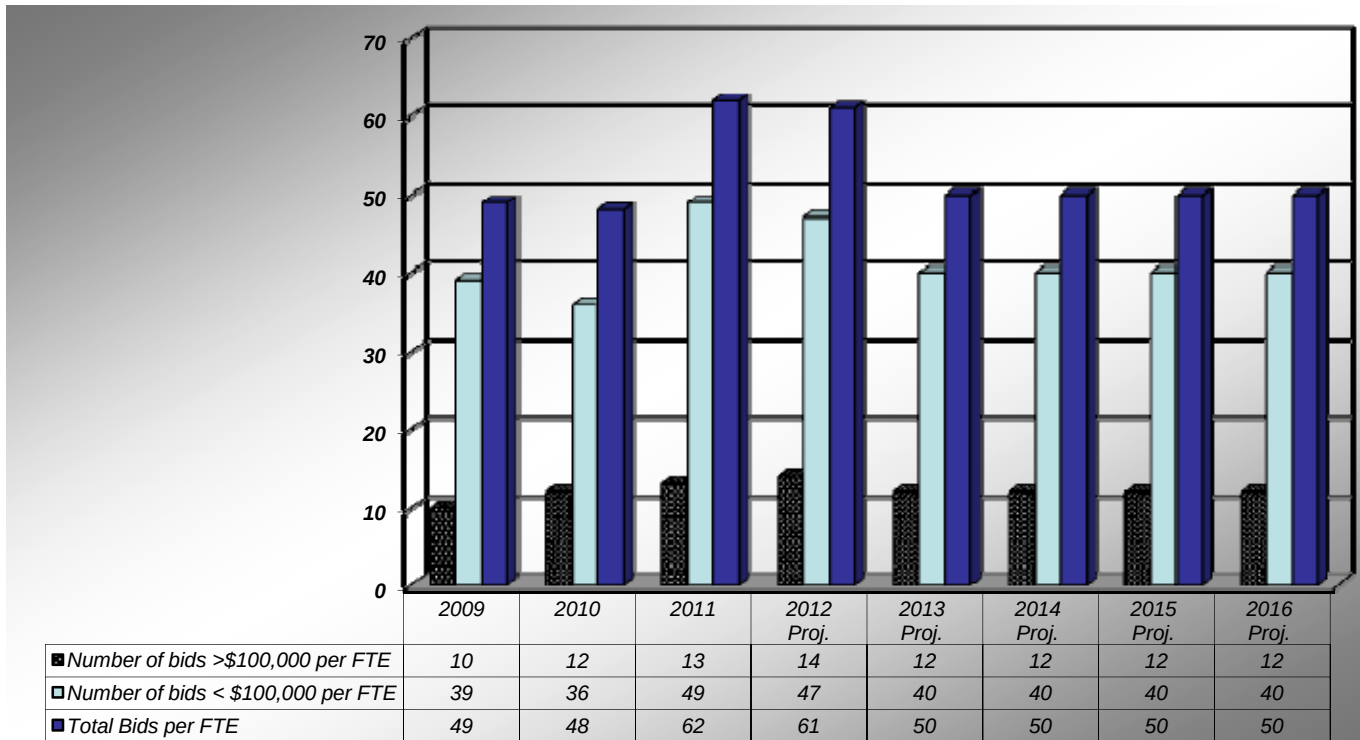
1. Enhance coordination and working dialogue with Professional Associations such as General Contracting	2015	Better business understanding	Purchasing Staff
2. Study to implement on- line bidding system	2nd Qtr 2015	Save Bid process time	Purchasing and ITM Source current software in market.
3. Enhance contract tracking System to update contractor's Insurances and WSIB clearance certificates	2nd Qtr 2015	Enhanced system efficiency and reduce City's risk and liability	Purchasing and user departments staff

2016 (Top 3 Objectives)

1 Develop weekly, monthly and annual reports to analyze ongoing procurement data to monitor department's function for ongoing improvements	2nd Qtr 2016	Enhanced efficiency	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 2016	Benchmark Customers Satisfaction to monitor Procurement Performance and enhance service levels	Purchasing Staff , ITM and user departments staff
3. Arrange Survey with other municipalities to rate degree of Procurement's performance satisfaction and benchmark satisfaction levels for further improvements.	3rd Qtr 2016	Benchmark KPIs in Comparisons with other Public agencies	Purchasing Staff , ITM and user departments staff

2013-16 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 2009 to 2016)



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, RINC projects and open Capital Projects. Purchasing is also working towards establishing Vendor of Records agreements for Supplies and Services and number of open capital projects. This has resulted in an increase in total bids for 2010 onwards by over 90 %. However volumes will gradually stabilize in 2013 to 2016 to a 50% to 55% increase, which will be managed by the new FTE.

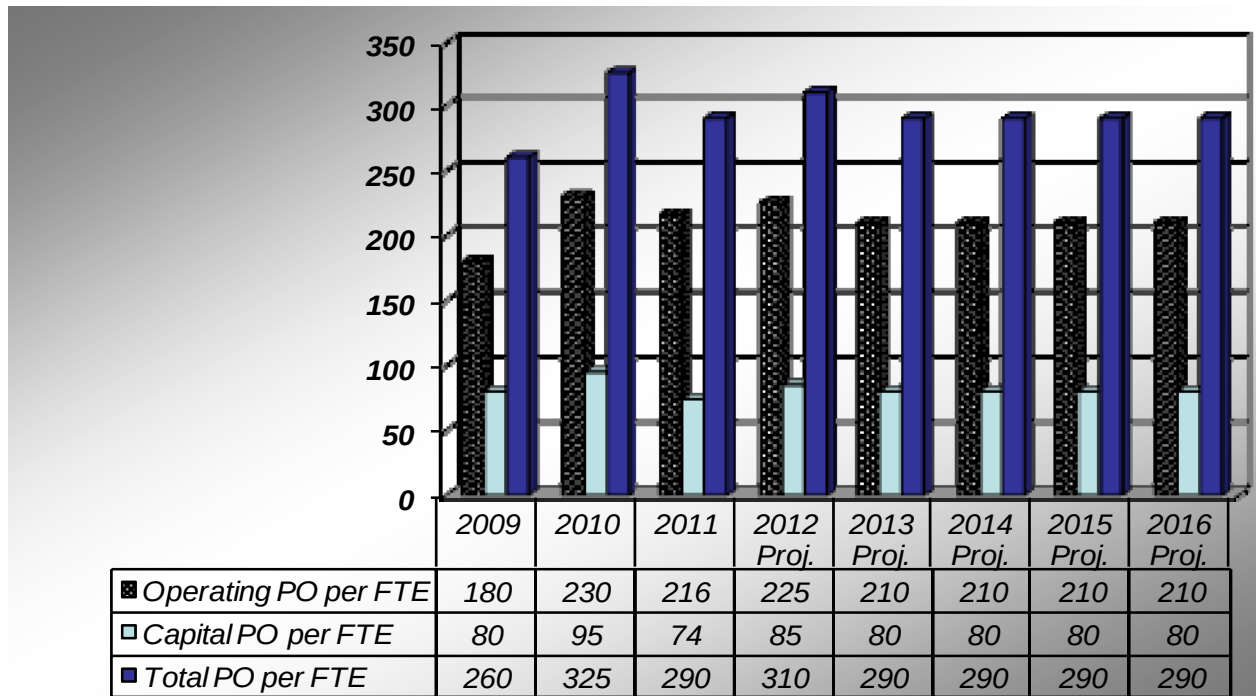
Notes about the Measure: (What are some assumptions about the performance measure which should be stated?)

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.

2013-16 Business Plan

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

Number of Purchase Orders per FTE



Key Conclusion:

On average, Purchasing Department is consistently handling workload. The total Purchase Orders handled by the department prior to 2009 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 2013-2016 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)

Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

Department	Exp Category	Account	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	2014 Forecast	Variance	2015 Forecast	Variance	2016 Forecast	Variance
Purchasing														
	Revenue													
		Dept. Misc. Revenues	27,521	30,700	30,700	50.6%	0	0.0%	30,700	0	30,700	0	30,700	0
		Sale of Fixed Assets	55,089	30,000	30,000	49.4%	0	0.0%	30,000	0	30,000	0	30,000	0
	Total Revenue		82,610	60,700	60,700	100.0%	0	0.0%	60,700	0	60,700	0	60,700	0
	Labour Costs													
		Staffing Costs (incl Benefits)	1,052,240	1,279,270	1,405,093	94.7%	125,823	9.8%	1,483,232	78,139	1,510,664	27,432	1,526,210	15,546
	Other Expenses													
		Office Supplies & Expenses	26,679	45,597	44,114	3.0%	(1,483)	(3.3)%	40,414	(3,700)	40,414	0	40,414	0
		Staff Development & Training	12,269	16,315	16,039	1.1%	(276)	(1.7)%	16,039	0	16,039	0	16,039	0
		Operating Leases	5,667	6,653	6,290	0.4%	(363)	(5.5)%	6,290	0	6,290	0	6,290	0
		Communications	3,744	5,739	5,739	0.4%	0	0.0%	5,739	0	5,739	0	5,739	0
		Office Equipment & Furniture	11,124	1,160	3,160	0.2%	2,000	172.4%	5,660	2,500	3,160	(2,500)	3,160	0
		Other	1,637	3,130	2,877	0.2%	(253)	(8.1)%	3,877	1,000	2,877	(1,000)	2,877	0
		Utilities & Fuel	382	1,180	1,298	0.1%	118	10.0%	1,363	65	1,363	0	1,363	0
		Meals & Travel	1,030	1,314	1,014	0.1%	(300)	(22.8)%	1,014	0	1,014	0	1,014	0
		Corporate Accounts	802	0	1,000	0.1%	1,000	0.0%	1,000	0	1,000	0	1,000	0
		General Mtce & Repairs	0	367	367	0.0%	0	0.0%	367	0	367	0	367	0
		Community Advertising & Promotion	0	325	0	0.0%	(325)	(100.0)%	0	0	0	0	0	0
		Professional Fees	13,941	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Reserve Transfers	55,089	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Joint Services & Department Transfers	(3,053)	(3,053)	(3,053)	-0.2%	0	0.0%	(3,053)	0	(3,053)	0	(3,053)	0
	Total Other Expenses		129,310	78,727	78,845	5.3%	118	0.1%	78,710	(135)	75,210	(3,500)	75,210	0
	Total Expenses		1,181,549	1,357,997	1,483,938	100.0%	125,941	9.3%	1,561,942	78,004	1,585,874	23,932	1,601,420	15,546
Total Purchasing			1,098,940	1,297,297	1,423,238		125,941	9.7%	1,501,242	78,004	1,525,174	23,932	1,540,720	15,546

2013 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2013 Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Purchasing Card Program Administrator (Position transfer from Finance) *	FT	1.00	122,823		122,823			1.00	122,823	-	6,141	-	6,448	-	6,771
* Net impact is nil as position transfer from Finance															

Recognized 2014 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Senior Technical Clerk (PT Conversion)	FT	1.00	74,342	(39,092)	35,250			1.00	35,250	-	27		3,703

Commissioner of Legal and Administrative Services



MaryLee Farrugia

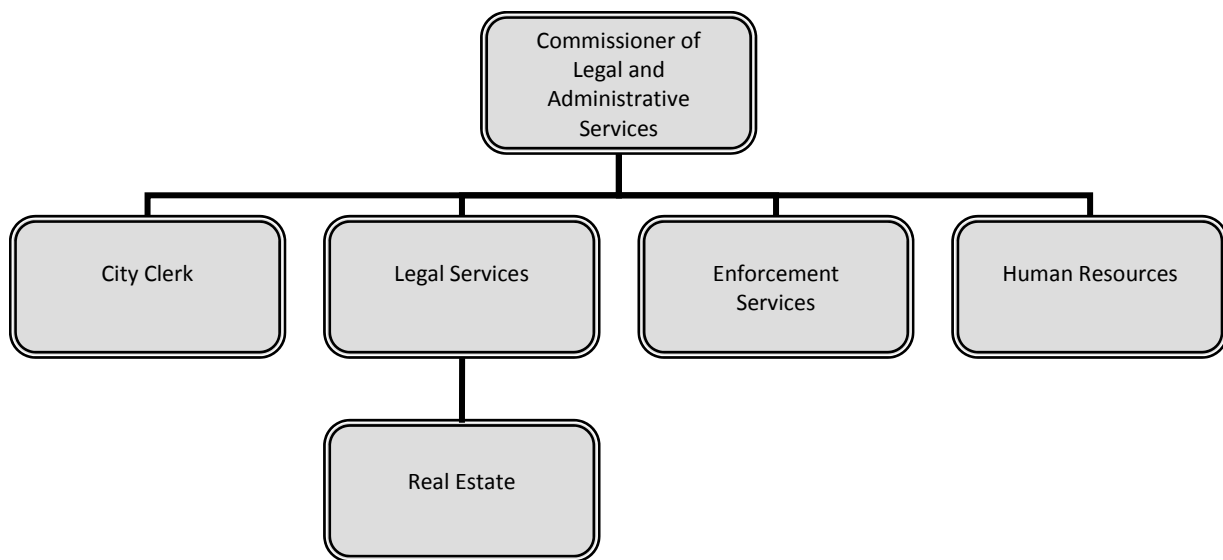
With a diverse population of over 300,000 people, Vaughan is one of Canada's fastest growing municipalities. The three departments within this commission are Legal Services, Clerks and By-law Compliance.

Legal Services, which includes the Real Estate unit, oversees the legal affairs of the City and 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. The Real Estate unit 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.

By-law Compliance, which includes the Animal Services unit, is responsible for educating residents and promoting compliance of City by-laws on private property and municipally-owned lands, including parking, property standards, zoning, sign, noise and animal control by-laws. Staff patrol parks, inspect licensed businesses and respond to complaints regarding reported by-law contraventions.

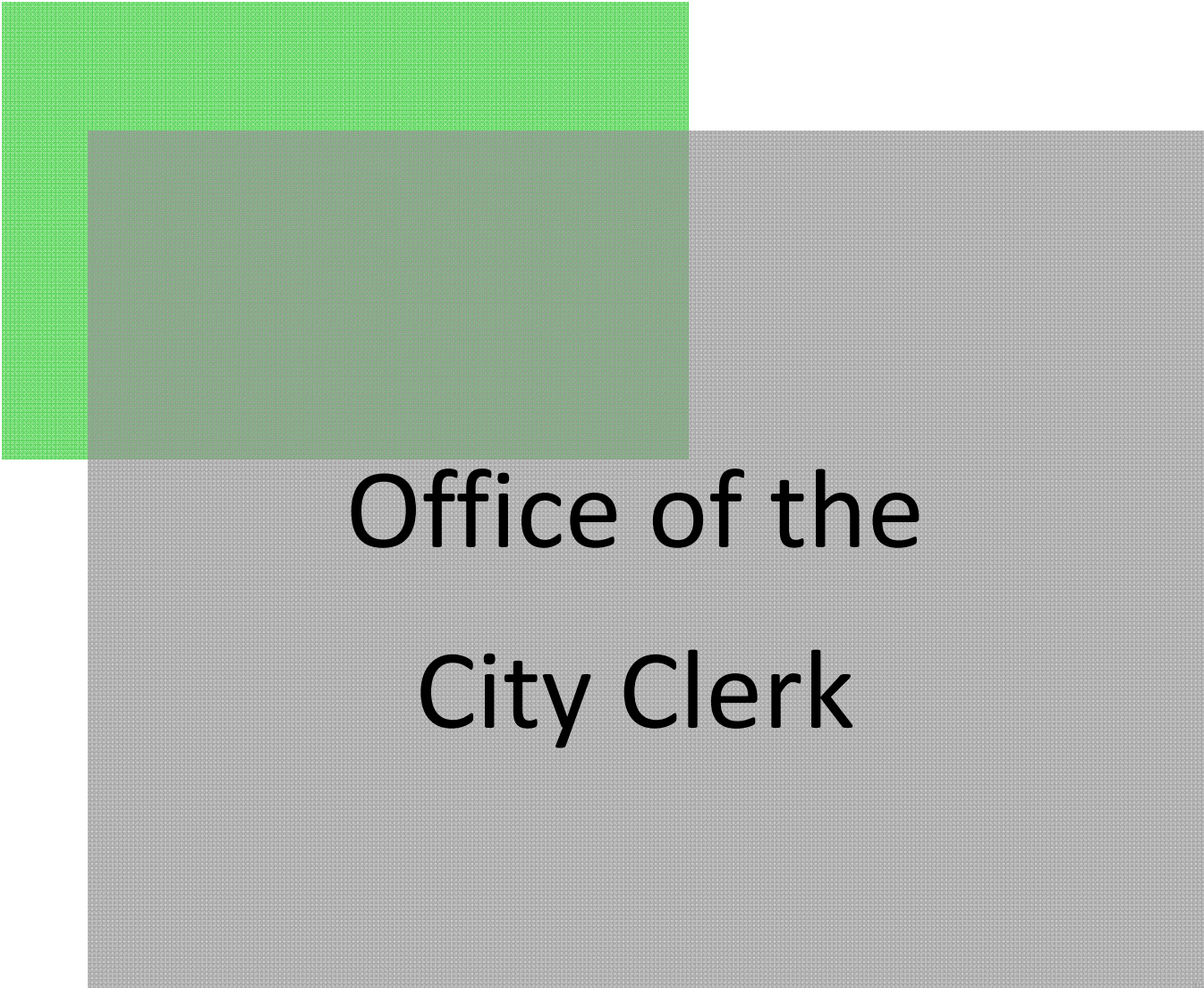
Commissioner of Legal & Administrative Services Organizational Chart



Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

Department	Exp Category	Account	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	2014 Forecast	Variance	2015 Forecast	Variance	2016 Forecast	Variance
Comm. of Legal & Admin. Serv.														
	Labour Costs													
		Staffing Costs (incl Benefits)	367,309	341,428	323,392	86.4%	(18,036)	(5.3)%	334,807	11,415	347,659	12,852	349,014	1,355
	Other Expenses													
		Professional Fees	4,732	19,580	19,580	5.2%	0	0.0%	19,580	0	19,580	0	19,580	0
		Operating Leases	8,569	10,800	9,730	2.6%	(1,070)	(9.9)%	9,730	0	9,730	0	9,730	0
		Staff Development & Training	2,936	8,758	8,831	2.4%	73	0.8%	8,905	74	8,980	75	9,057	77
		Utilities & Fuel	4,201	5,900	7,490	2.0%	1,590	26.9%	7,815	325	7,815	0	7,815	0
		Meals & Travel	1,491	2,580	2,800	0.7%	220	8.5%	2,800	0	2,800	0	2,800	0
		Communications	1,037	1,000	1,000	0.3%	0	0.0%	1,000	0	1,000	0	1,000	0
		Office Supplies & Expenses	211	2,340	935	0.2%	(1,405)	(60.0)%	935	0	935	0	935	0
		Office Equipment & Furniture	3,484	1,400	400	0.1%	(1,000)	(71.4)%	400	0	400	0	400	0
		Other	115	265	265	0.1%	0	0.0%	265	0	265	0	265	0
		Corporate Accounts	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		General Mtce & Repairs	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Joint Services & Department Transfers	1,900	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Total Other Expenses	28,676	52,623	51,031	13.6%	(1,592)	(3.0)%	51,430	399	51,505	75	51,582	77
	Total Expenses		395,985	394,051	374,423	100.0%	(19,628)	(5.0)%	386,237	11,814	399,164	12,927	400,596	1,432
Total Comm. of Legal & Admin. Serv.			395,985	394,051	374,423		(19,628)	(5.0)%	386,237	11,814	399,164	12,927	400,596	1,432



Office of the City Clerk

2013-16 Business Plan

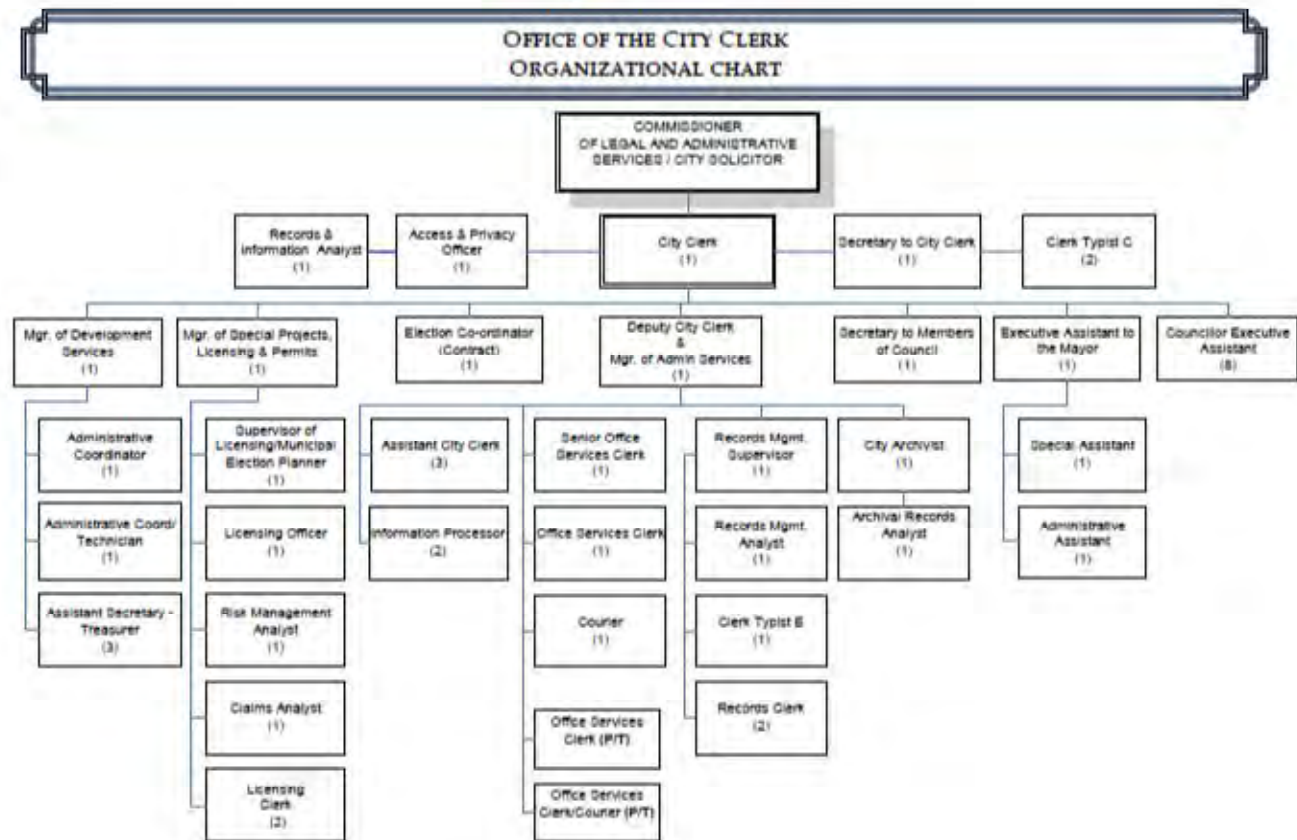
BUSINESS OVERVIEW

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 issues 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 manages the Corporation's Insurance and Risk Management programs, and prepares and administers municipal and school board elections.

Service Profile:



2013-16 Business Plan

Full Time, Part Time and Overtime – Budgeted Amounts

	2012	2013 Base	Additional Resource Requests			
			2013	2014	2015	2016
Full Time	47	50	3	-	-	-
*Part Time	2	2		-	-	-
*Overtime	24,488	31,753				

*City Clerk's Office only

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

2013-16 Business Plan

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, and Preserve Our Heritage and Support Diversity, Arts and Culture.

Staff Excellence: Demonstrate Effective Leadership

Organizational Excellence: Ensure a High Performing Organization

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

- Occupancy in new City Hall has created expectation of new technologies for meeting management and broadcasting;
- Acquisition and implementation of EDMS will place pressure on election (2014) planning;
- Detailed population data for budget and election purposes is lacking;
- 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 (2013 capital request – deferred for approval 2014), and efficiencies derived from EDMS project (2013 capital request); and
- Election delivery model of 2014 is under review; significant changes in model will impact budget, staffing model, and use of technology and candidate relations.
- Implementation of a Claims Management System will assist in managing insurance claims under OMEX.
- Pressure in Licensing will result in Overtime/Management participation. Operational Review to examine opportunities for relief.

2013 will also see a marked expansion in the City's privacy protection program, and greater involvement in enterprise records management through EDMS. 2013 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 2013

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
Explore enhanced use of technology in the Secretariat division's 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 Will be updated as part of implementation	Business Case and functional specifications completed
Complete a review of the committee structure and procedural by-law	2010	Completed 2012	New committee structure and procedural by-law adopted by Council

2013-16 Business Plan

Establish corporate privacy program implementation 2010 and beyond	2010	Ongoing	Corporate privacy program
Moved into new City Hall and supported records component of city staff moves	2011	Completed	Successful. Records centre is at capacity
Establish new Secretariat practices and procedures for New City Hall	2011	Ongoing	Continual improvement review in place
Managed first election contribution rebate program	2011	Completed	Tracking system implemented. Issuance of payments reliant on J.D. Edwards modifications;
Established Compliance Audit Committee and managed process	2011	Completed	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
Implementation of a Claims Management System for Insurance Claims	2012	Ongoing	Fall 2012

2013-16 Business Plan

2013-16 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)			
Implement Claims Management System and improve subrogation recovery - OMEX	2012	Improved effectiveness of insurance management process	2012 ARR
Conduct Licensing Operational Review	2012	Improved administrative practices	
Improve access to Council and Committee Documents through VOL	2012	Greater citizen engagement; improved access to information	
2013 (Top 3 Objectives)			
Implementation of EDMS and new records management processes, including new records retention by-law	2013-2015	Effective records management	Retention by-law – own forces
Implement Council Chamber content system	2013	Ability for Members to research, communicate	Tablet technology to be determined
2014 Election Preparations	2013-2014	Training Plan, manuals, sites, processes, documents	Own Forces
2014 – 2016			
Continued roll-out of EDMS	2012-2015	Effective records management	TBD
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
Preparation for new process for recruitments to advisory and statutory committees	2014-2015	Revised process, appointments by Council	Own Forces
Online Payment for Stationary License renewals	2014	Improved Customer Service	Own Forces
2014 - 2016			

2013-16 Business Plan

Post-Election Wrap Up Activities	2015	Compliance Audits Contribution Rebates	Own Forces
Preparations for 2018 Election	2016	Planning, Equipment, RFP	Own Forces

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)

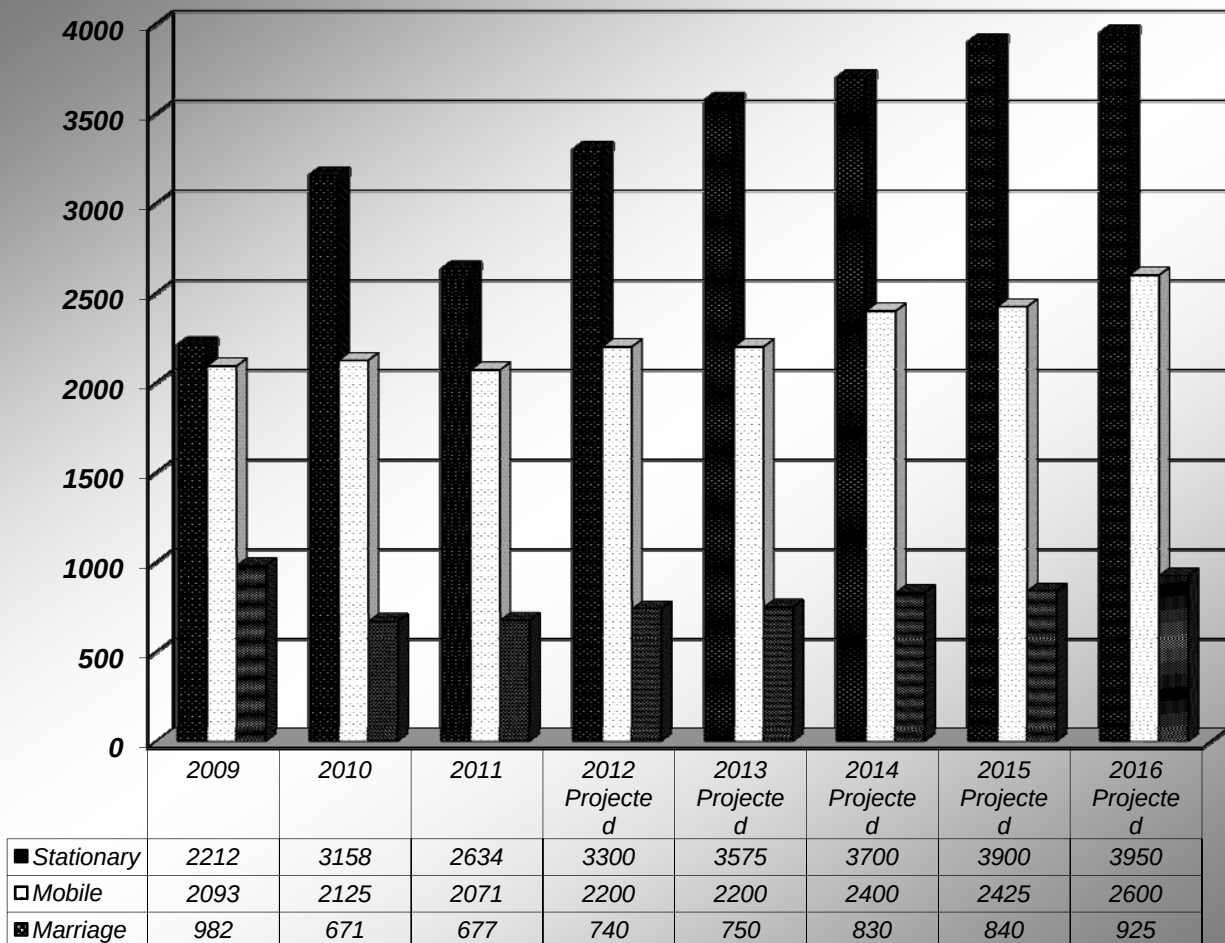
1. Number of Business Licenses Issued per Fiscal Year
2. Cost per Processed License
3. Customers Served at the Front Counter: April 2011 – April 2012
4. Lottery Licenses Issued
5. Number of Access Requests and Appeals and Privacy Complaints
6. Access and Privacy Compliance within 30-day Statutory Timeline
7. Number of JOC Records Centre Record Requests per annum
8. Number of Boxes Stored Off-site at Iron Mountain per annum
9. Archival Services Information/Research Requests per annum
10. Quantity of Archival Records Processed per Annum
11. Number of Sub-division and Site-Plan Registrations per Development Services FTE
12. Number of Committee of Adjustment Applications

BUSINESS OVERVIEW

2013-16 Business Plan

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 2012. Policy and process adjustments increased the availability of processing service hours to accommodate the increased demand.

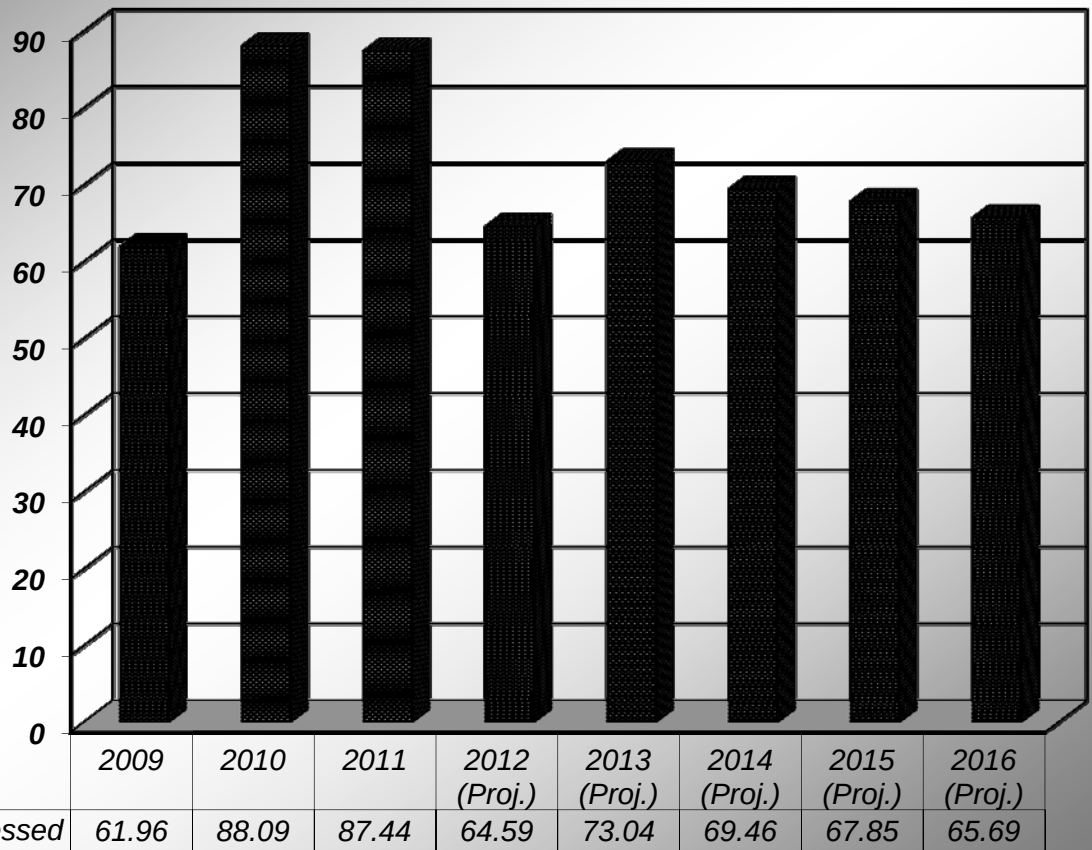
Notes about the Measure:

The marriage license issuance peaked in 2009 as a result of the City of Toronto strike in the summer of 2009. Projected modest increases are in anticipation of the added service of marriage ceremonies and Chapel bookings offset by the increase in the Marriage license fee.

2013-16 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.



Key Conclusion:

Projected Unit costs in 2013 will increase as a result of an anticipated additional staff position and increased participation of management in processing time to cover for staff absences (vacation/Sick time). Lower projected costs post 2013 are a result of rising license issuance with staffing levels maintained at the 2013 level.

Notes about the Measure:

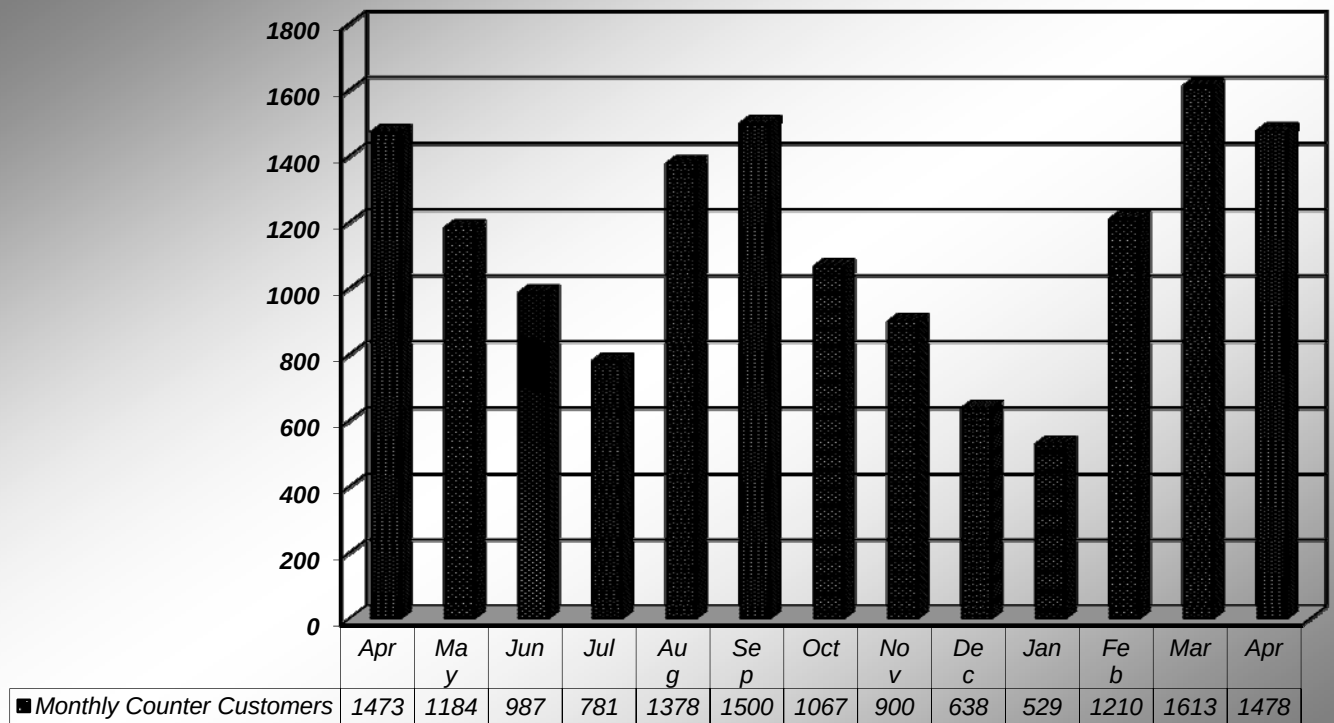
A cost per license processed has been calculated based on labour cost of Licensing Staff and amount of licenses issued in any given year. An allocated percentage of Managerial wages was removed from the cost of each processed license in order to more accurately reflect the performance of the Unit.

2013-16 Business Plan

Key Performance Indicators:

Customers Served at the Front Counter: April 2011 to April 2012

Definition: Customer service counters are open Monday to Friday from 8:30 a.m. to 4:30 p.m. The Licensing and Permits Division reviews applications, issues licenses, permits, conducts inspections in accordance with bylaws and other legislation, and provides information for customer inquiries.



Key Conclusion:

The spike in customers served corresponds to peak periods during renewals.

Notes about the Measure:

The graph represents the number of persons served for first time enquiries and renewals. The spikes in the number of persons served corresponds directly with the expiry dates for Stationary and Mobile businesses.

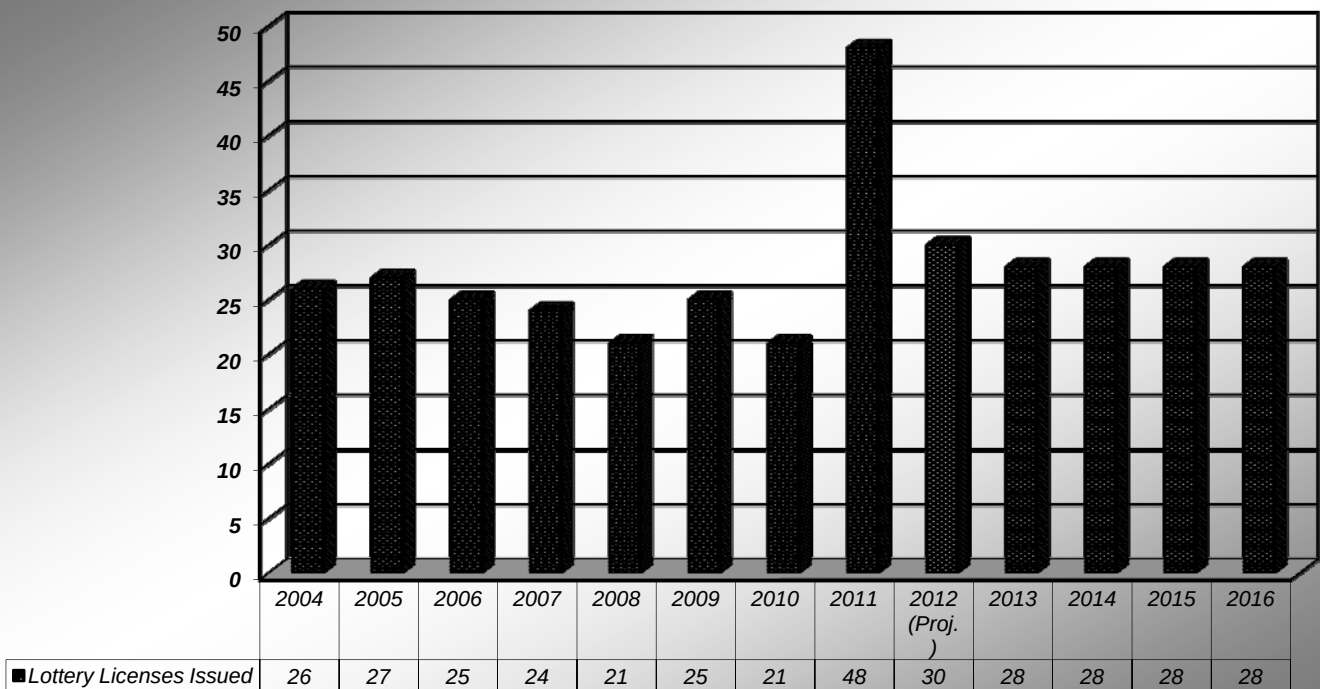
2013-16 Business Plan

Key Performance Indicators:

Lottery Licenses Issued

Definition: Lottery events (such as bingo, raffles and the sale of break open tickets) are conducted by charitable and religious organizations to raise funds to support charitable purposes.

Licensing ensures that the legal requirements, including terms and conditions to the licenses, are complied with by lottery licensees and any gaming suppliers used by the charities. A Lottery Licensing Policy Manual is used by municipal licensing officers to make decisions on eligibility for a lottery license and for the use of proceeds, and for the types of lottery schemes for which a license may be issued. The municipality will issue most lottery licenses for break open tickets sold within the municipality, and raffles under \$50,000 in prizes.



Key Conclusion:

The number of Licenses issued throughout the years has remained constant. Staff does not anticipate any significant increase.

Notes about the Measure:

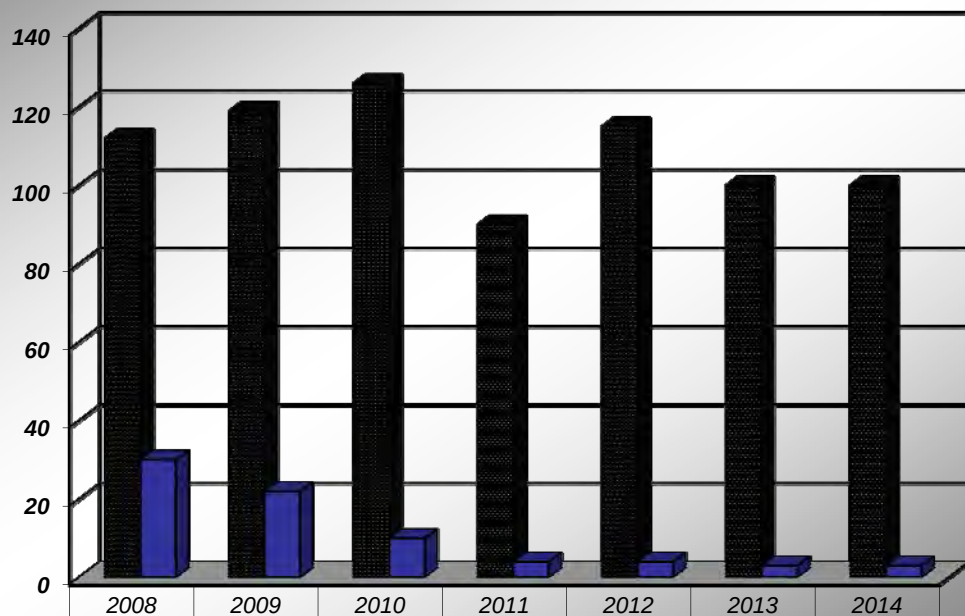
The spike in 2011 issuance reflects an increase in Raffle License applications submitted by local schools to raise funds for school activities that year. Current year to date activity shows that spike will not be repeated.

2013-16 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



■ Number of Requests	112	119	126	90	115	100	100
■ Appeals and Privacy Complaints	30	22	10	4	4	3	3

Key Conclusion:

An enhanced method for clarifying requests and formulating fee estimates has contributed to the decrease in appeals. It is anticipated that current levels will be maintained through 2013 and 2014.

Notes about the Measure:

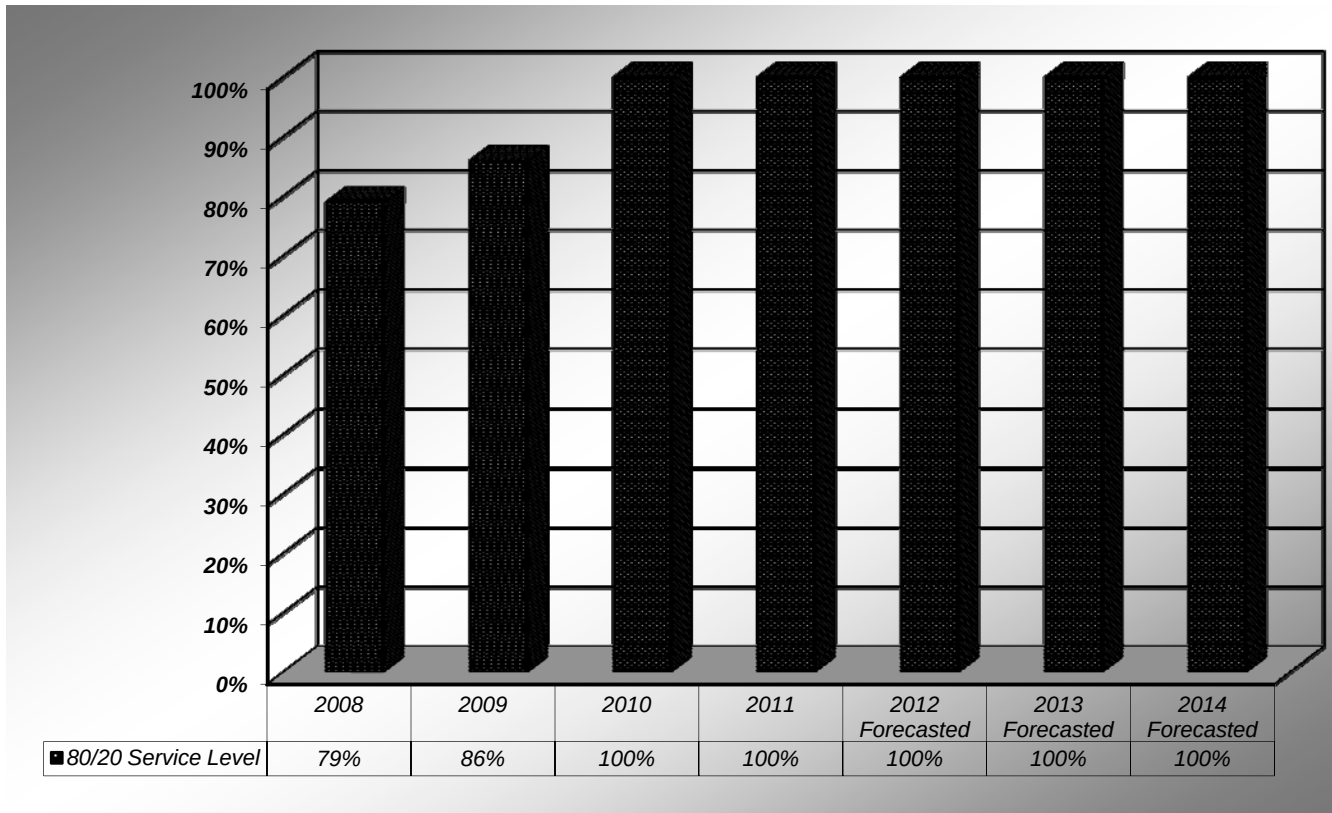
The most requested information continues to be relating to environmental related records and Enforcement matters.

2013-16 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:

The 30 day statutory compliance measure has been maintained at 100% since 2010. It is anticipated to continue through 2012 and into 2013 and 2014.

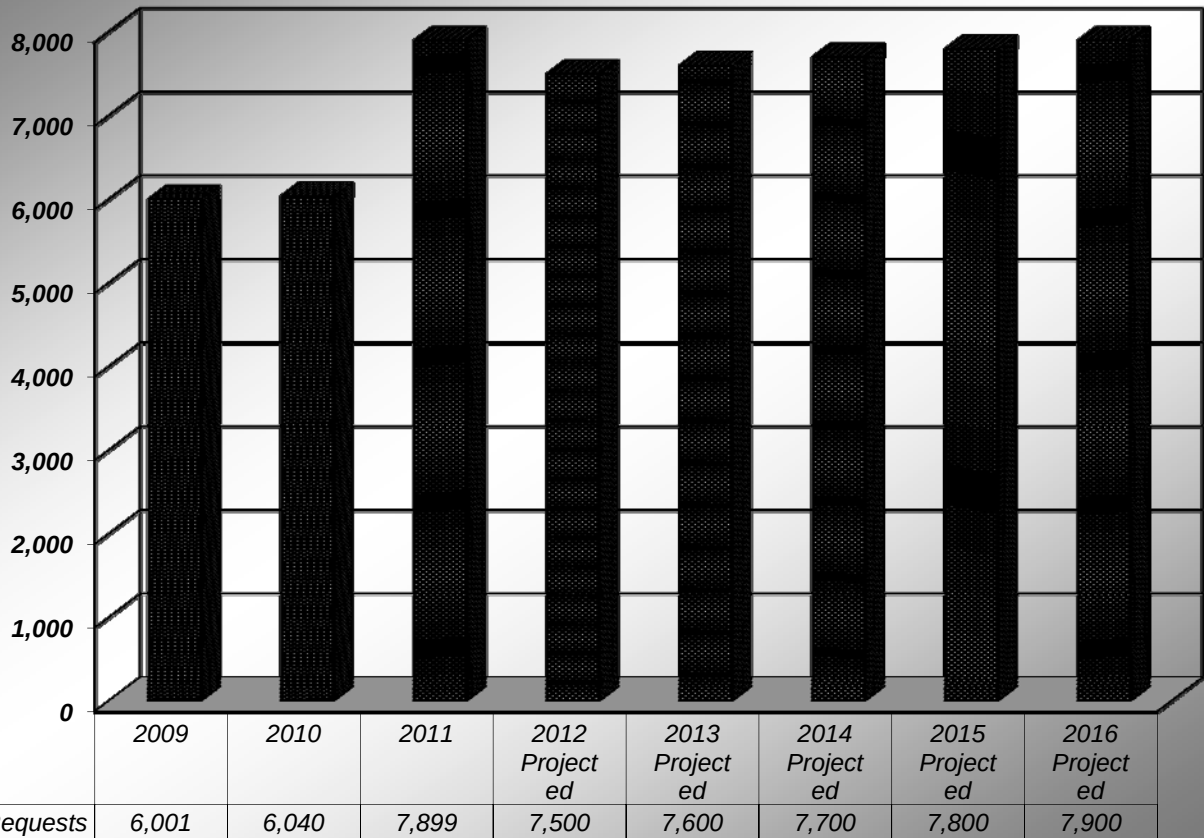
Notes about the Measure:

The department's standard is for 100% compliance on access and privacy requests within the 30 day statutory timeline.

2013-16 Business Plan

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 requests received at the Records Centre increased by about 25 percent. It is projected that the number of record requests for 2012 will decrease slightly. It is expected that the number of requests will increase slightly in coming years due to the hiring of additional City staff, increased business activity and population growth. The volume of records being requested by MPAC staff has increased as additional MPAC staff have been assigned to the City of Vaughan territory.

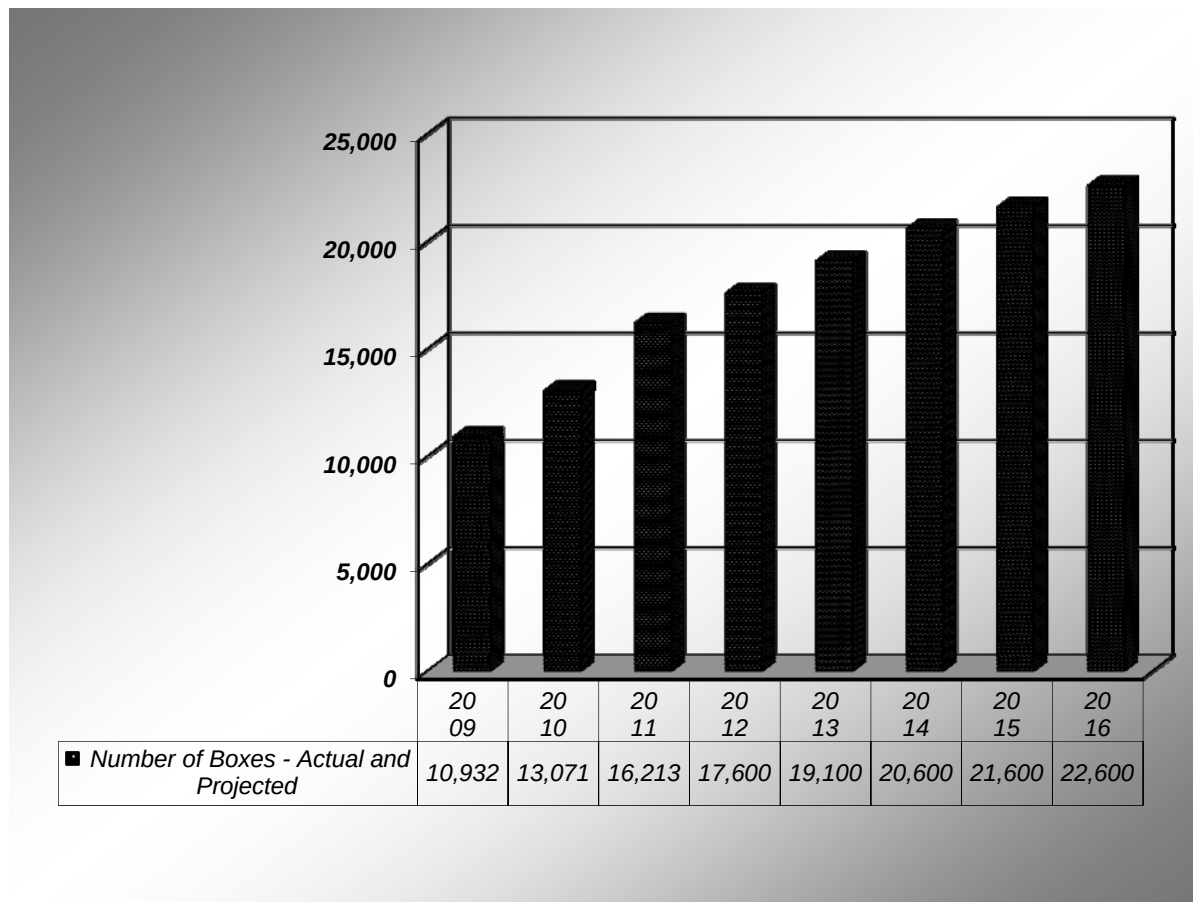
Notes about the Measure:

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.

2013-16 Business Plan

Measure: Number of Boxes Stored Off-site at Iron Mountain per Annum

Definition: The total number of inactive business record storage boxes stored off-site at Iron Mountain, our external service provider, per annum.



Key Conclusion:

Between 2009 and 2012, the volume of business records sent to Iron Mountain for storage will increase by about 62 percent. Some records stored at Iron Mountain will be destroyed as part of our annual destruction program.

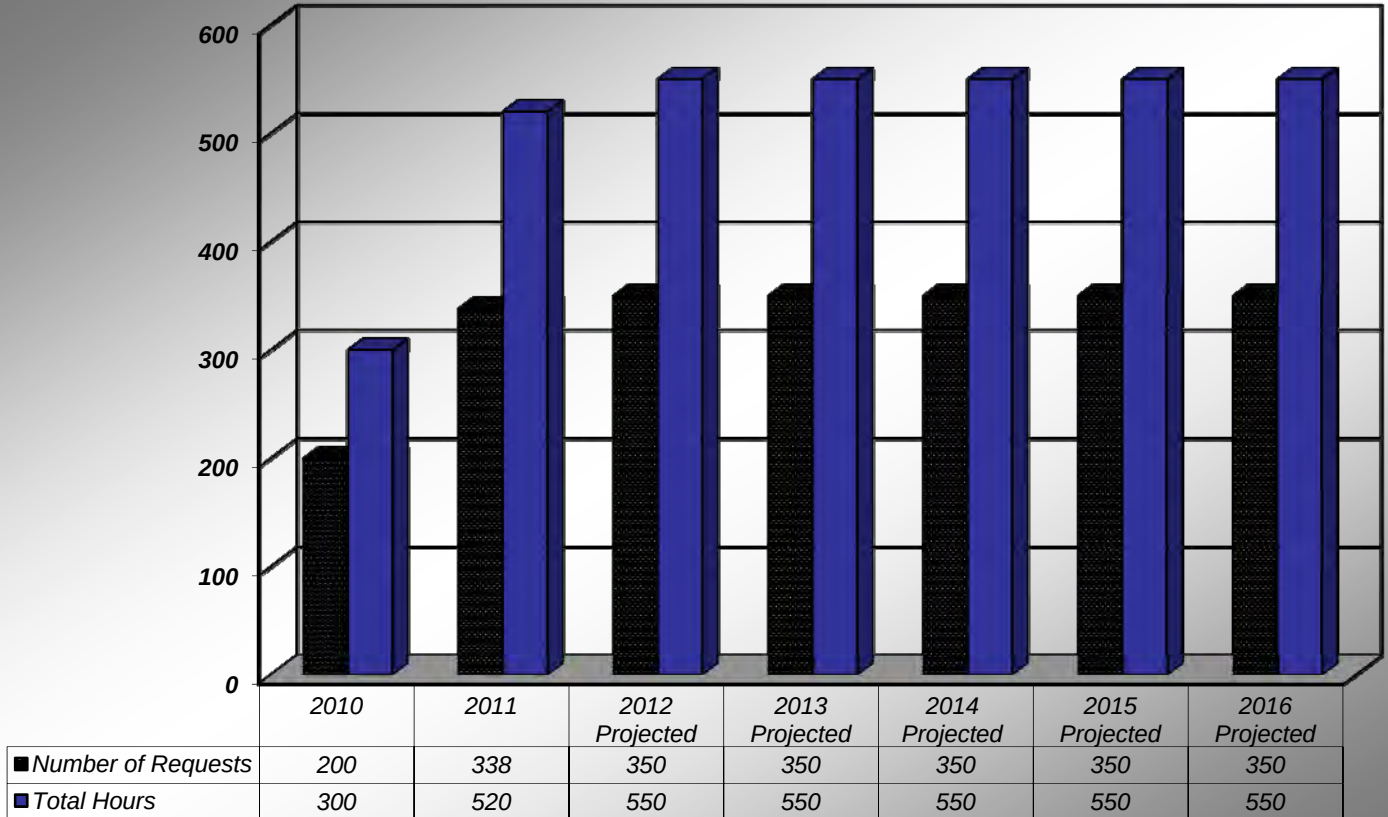
Notes about the Measure:

Expansion of the Records Centre at the Joint Operations Centre would enable the City to store additional records on-site. It is expected that those business records with a lower reference rate will continue to be sent to Iron Mountain for storage. As a result, the number of boxes to be sent to Iron Mountain for storage may be reduced.

Measure: Archival Services Information/Research Requests per Annum

2013-16 Business Plan

Definition: The total number and total hours of information research requests per annum



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.

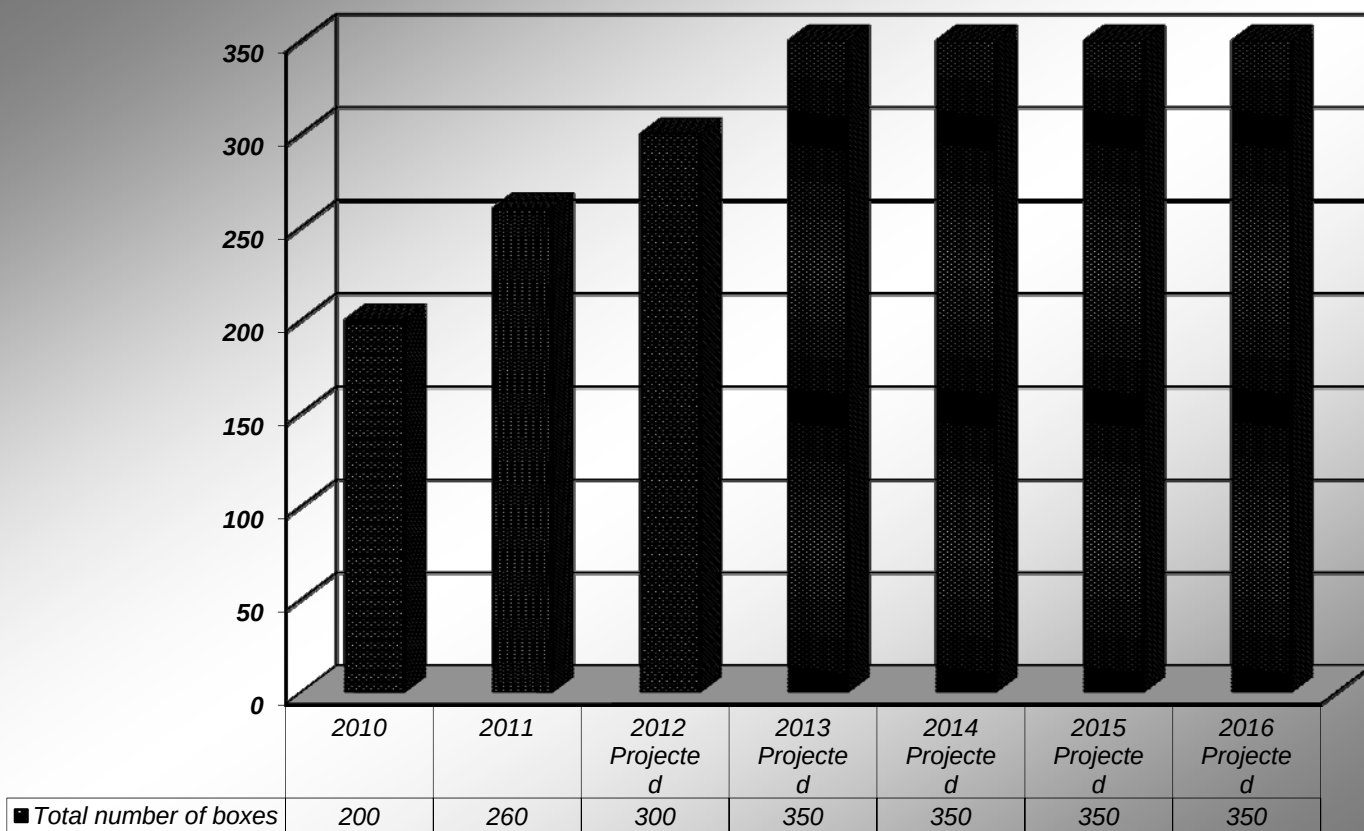
Key Conclusion:

The number of archival information research requests and associated “total hours” of staff time expended have increased annually, reflecting growing demands for information services by City staff and the public. The lower 2010 rates are attributable to the redeployment of Archival staff to municipal election duties during that reporting period.

Measure: Quantity of Archival Records Processed per Annum

2013-16 Business Plan

Definition: The total number of archival records processed per annum



Key Conclusion:

The total quantity of archival records processed between 2010 and 2011 increased by 30%. This was attributable to the return of Archival staff in 2011 from secondment to municipal election duties in 2010 (which decreased processing capacity during the period in question). Projected processing rates reflect current and anticipated staffing levels, and staff commitment to pending projects.

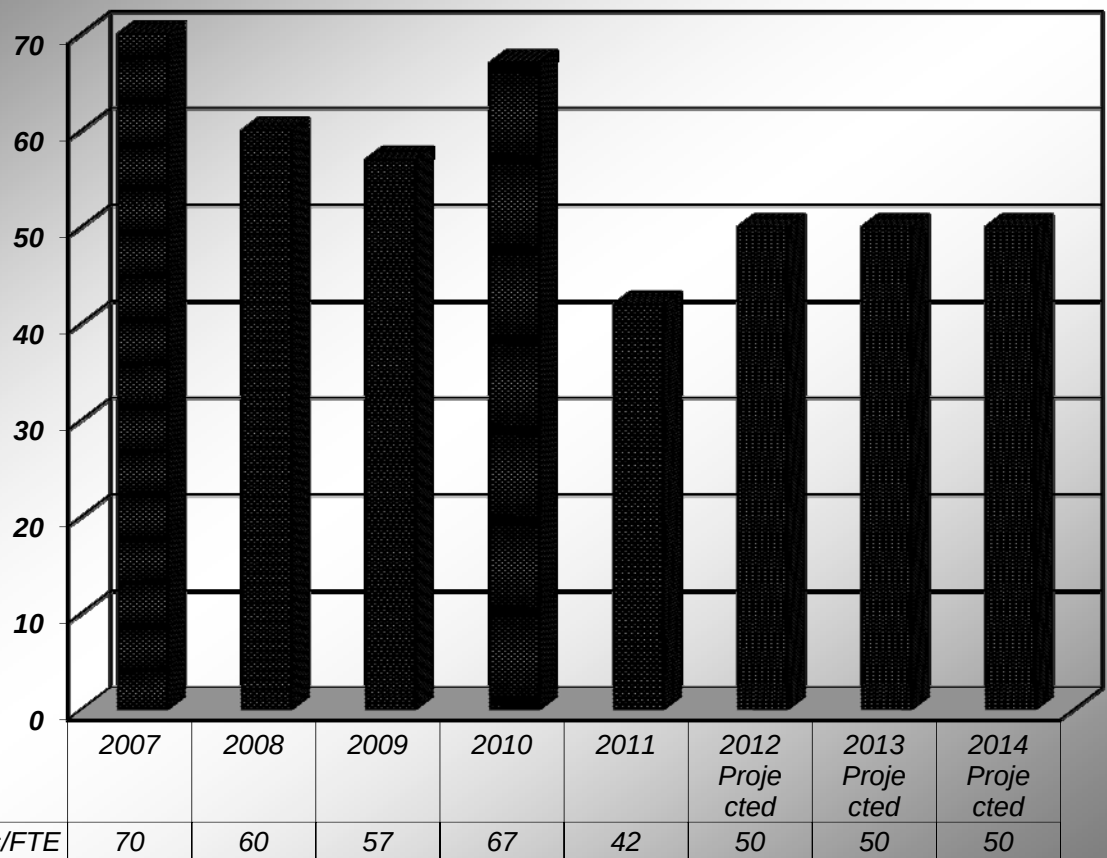
Notes about the Measure:

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 very labour intensive.

2013-16 Business Plan

Measure: Number of Sub-division and Site-Plan Transactions per Development Services FTE

Definition: Number of registrations processed per FTE.



Key Conclusion:

Number of transactions have fluctuated greatly over the past few years, but have since stabilized at around 50 registrations per year.

Notes about the Measure:

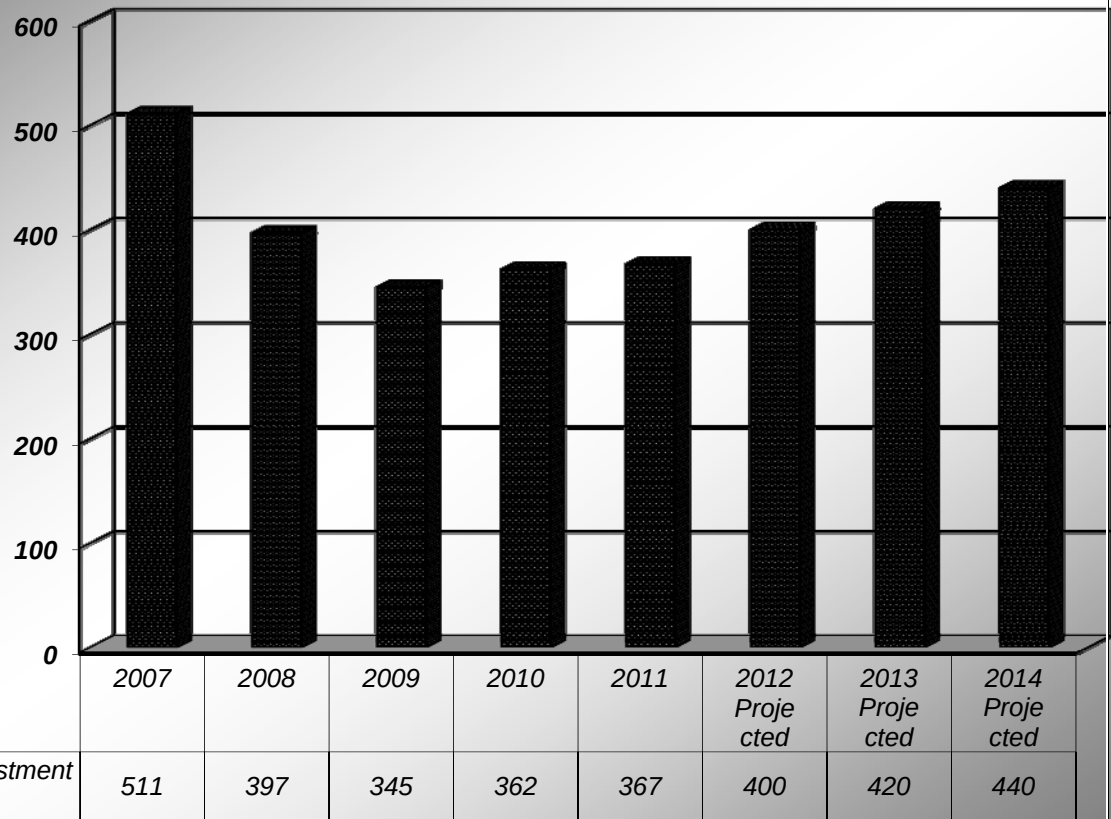
Total number of transactions include subdivisions and site plans. Measure does not include condominium agreements (averaging 5-7 per year) or development agreements (averaging 6-8 registrations per year). Number of applications have plateaued as a result of fewer development applications in the City.

2013-16 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. Since 2010 there has been an upward trend in the number of applications being submitted.

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.

2013-16 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)

Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

Department	Exp Category	Account	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	2014 Forecast	Variance	2015 Forecast	Variance	2016 Forecast	Variance
City Clerk														
	Revenue													
		Licenses and Permits	1,043,109	1,077,078	1,121,360	68.7%	44,282	4.1%	1,220,365	99,005	1,283,770	63,405	1,361,805	78,035
		Service Charges	455,098	410,207	473,578	29.0%	63,371	15.4%	506,896	33,318	542,258	35,362	578,186	35,928
		Dept. Misc. Revenues	38,134	27,211	30,759	1.9%	3,548	13.0%	32,546	1,787	34,322	1,776	36,971	2,649
		Trsf. fm Res & Res Funds	500,000	500,000	0	0.0%	(500,000)	(100.0)%	0	0	0	0	0	0
		General Revenue	4,361	4,742	4,835	0.3%	93	2.0%	4,928	93	5,480	552	6,147	667
		Taxable Sales-Postage Fees	976	2,040	2,096	0.1%	56	2.7%	2,151	55	2,342	191	2,539	197
		Departmental Revenues	121	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Insurance Claims Revenue	115,659	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Revenues for Specific Funct.	6,000	0	0	0.0%	0	0.0%	0	0	0	0	0	0
	Total Revenue		2,163,458	2,021,278	1,632,628	100.0%	(388,650)	7.3%	1,766,886	134,258	1,868,172	101,286	1,985,648	117,476
	Labour Costs													
		Staffing Costs (incl Benefits)	4,414,241	4,555,194	4,711,950	45.5%	156,756	3.4%	4,759,940	47,990	4,806,980	47,040	4,825,924	18,944
	Other Expenses													
		Insurance	3,029,155	4,662,000	4,404,320	42.5%	(257,680)	(5.5)%	4,316,318	(88,002)	4,532,616	216,298	5,014,113	481,497
		Office Supplies & Expenses	474,218	569,900	678,384	6.5%	108,484	19.0%	714,173	35,789	738,279	24,106	769,081	30,802
		Corporate Accounts	0	0	205,811	2.0%	205,811	0.0%	290,586	84,775	71,592	(218,994)	0	(71,592)
		Operating Leases	79,967	122,536	120,265	1.2%	(2,271)	(1.9)%	120,265	0	120,265	0	120,265	0
		Community Advertising & Promotion	41,939	27,050	47,089	0.5%	20,039	74.1%	47,089	0	47,089	0	47,089	0
		Meals & Travel	32,282	42,523	42,859	0.4%	336	0.8%	42,859	0	42,859	0	42,859	0
		Service Contracts and Materials	42,512	29,859	31,175	0.3%	1,316	4.4%	31,175	0	31,175	0	31,175	0
		Professional Fees	24,049	65,000	30,000	0.3%	(35,000)	(53.8)%	30,000	0	30,000	0	30,000	0
		Staff Development & Training	15,043	25,624	26,417	0.3%	793	3.1%	26,699	282	26,991	292	27,293	302
		Staffing Costs (incl Benefits)	21,378	26,320	26,320	0.3%	0	0.0%	26,320	0	26,320	0	26,320	0
		Communications	13,488	20,068	15,822	0.2%	(4,246)	(21.2)%	15,822	0	15,822	0	15,822	0
		Other	9,328	28,343	13,083	0.1%	(15,260)	(53.8)%	13,083	0	13,083	0	13,083	0
		Utilities & Fuel	7,459	8,260	8,486	0.1%	226	2.7%	8,941	455	9,077	136	9,216	139
		Awards, Sponsorships & Grants	6,753	1,100	6,023	0.1%	4,923	447.5%	6,023	0	6,023	0	6,023	0
		Office Equipment & Furniture	9,333	4,291	3,876	0.0%	(415)	(9.7)%	3,876	0	3,876	0	3,876	0
		Library Books & Periodicals	2,251	2,544	2,544	0.0%	0	0.0%	2,544	0	2,544	0	2,544	0
		General Mtce & Repairs	6,848	2,496	2,508	0.0%	12	0.5%	2,508	0	2,508	0	2,508	0
		Tools & Equipment	738	743	743	0.0%	0	0.0%	743	0	743	0	743	0
		Reserve Transfers	1,786,192	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Joint Services & Department Transfers	(19,428)	(13,709)	(13,809)	-0.1%	(100)	0.7%	(13,809)	0	(13,809)	0	(13,809)	0
	Total Other Expenses		5,583,504	5,624,948	5,651,916	54.5%	26,968	0.5%	5,685,215	33,299	5,707,053	21,838	6,148,201	441,148
	Total Expenses		9,997,746	10,180,142	10,363,866	100.0%	183,724	1.8%	10,445,155	81,289	10,514,033	68,878	10,974,125	460,092
Total City Clerk			7,834,288	8,158,864	8,731,238		572,374	7.0%	8,678,269	(52,969)	8,645,861	(32,408)	8,988,477	342,616

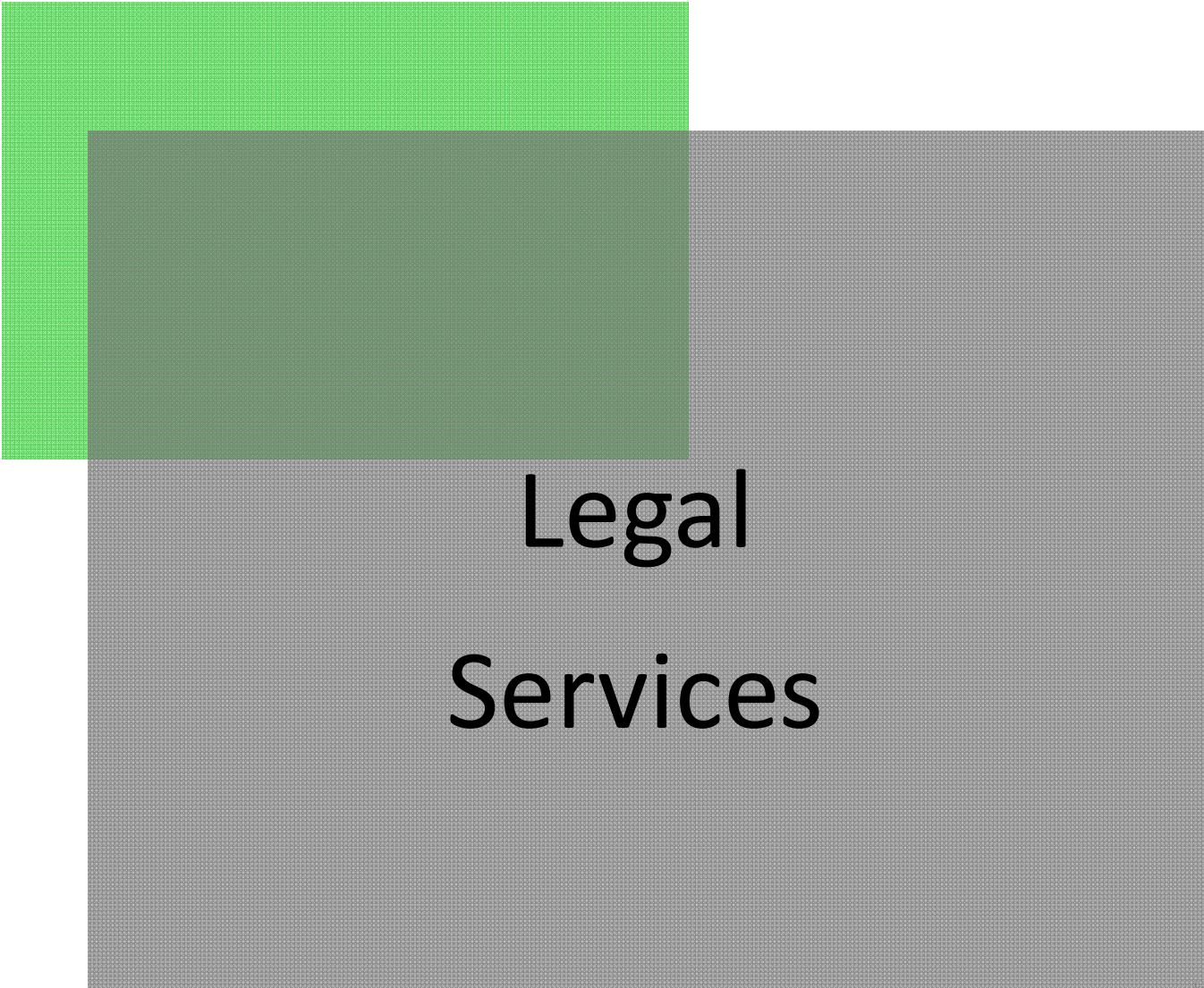


2013 Capital Budget & 2014-2016 Capital Plan

Commission of Legal & Administrative Services

City Clerk

Budget				Operating		
Year	Project #	Title	Project Type	Total Budget	Impact	TCA
2013	CL-2511-13	Access & Storage Equipment for JOC Records Centre	New Equipment	30,000	0	Y
2013 Budget				30,000		



Legal Services

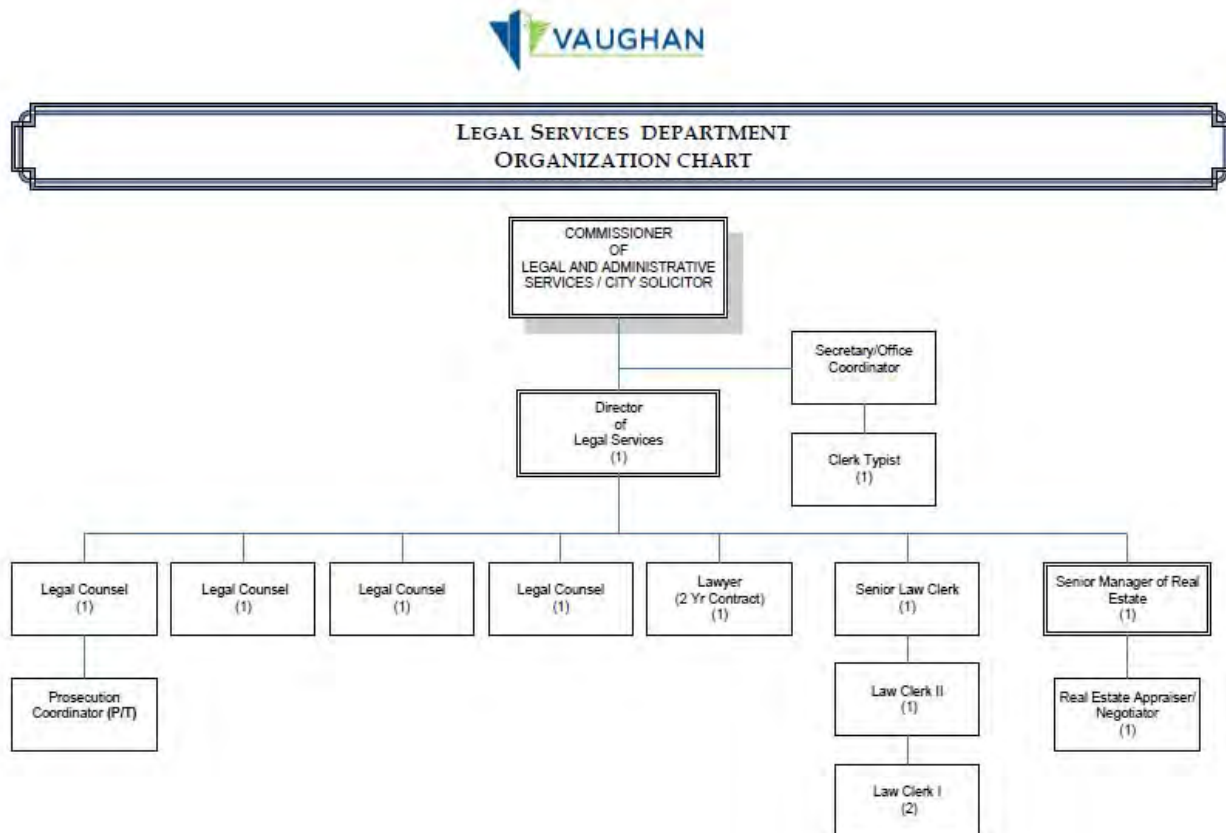
2013 – 2016 BUSINESS PLAN

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: (Provide the Organizational Chart for your department)



Full Time, Part Time and Overtime – Budgeted Amounts

			Additional Resource Requests			
	2012	2013 Base	2013	2014	2015	2016
Full Time	15	15				
Part Time	1	1				
Overtime						

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

- Council – providing legal advice on all 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

2013 – 2016 BUSINESS PLAN

Work Plan:

Link to Vaughan Vision 2020:

Lead & Promote Environmental Sustainability
 Manage Growth & Economic Well-being
 Demonstrate Excellence in Service Delivery
 Demonstrate Effective Leadership

Future Pressures and Opportunities:

Continuing growth, legislative changes and increasing complexity of OMB, real estate, general municipal matters and litigation, create a future challenge to continue to ensure service levels. Additional lawyers/law clerks will be needed. There are numerous appeals of Vaughan Official Plan 2010 which require legal support at the Ontario Municipal Board. These mediations/prehearings and hearings will commence in late 2012 and continue throughout 2013, utilizing 2 lawyers completely, and occasionally additional external or internal lawyers, depending on scheduling conflicts.

Continued growth also creates a future challenge for land acquisition to fulfill City requirements. Additional real estate staff will be needed to ensure timely acquisition for all City requirements including capital projects.

As a service department, any future pressures/challenges identified by all City Departments impact Legal Services. Legal and Real Estate Services support and contribute to the numerous initiatives undertaken by all City Departments.

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

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Provide timely and strategic advice to Council/staff on all legal aspects of municipal law, operations and policy, and by-laws	2012	Ongoing	
Represent and defend the City at all Ontario Municipal Board Hearings and other tribunals, and in all litigation	2012	Ongoing	
Defend/Resolve Appeals of OP 2010 and Secondary Plans	2012 - 2014	Ongoing	
Provide continued support for the realization of a hospital in Vaughan and TYSS (subway) development	2012-2014	Ongoing	
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	Ongoing	

2013 – 2016 BUSINESS PLAN

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2013 (Top 3 Objectives)			
1. Defend/Resolve Appeals of OP 2010 and Secondary Plans	Ongoing		Existing complement
2. Provide continued support for the development of the Vaughan Metropolitan Centre	2012 – 2015		Existing complement
3. Provide continued support for the realization of a hospital in Vaughan and TYSSE (subway) development	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
2014 (Top 3 Objectives)			
1. Provide continued support for the development of the Vaughan Metropolitan Centre	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

2013 – 2016 BUSINESS PLAN

3. Provide continued support for the realization of a hospital in Vaughan and TYSSE (subway) development	2012 – 2014		Existing complement
2015 (Top 3 Objectives)			
1. Provide continued support for the development of the Vaughan Metropolitan Centre	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. Support for development of all Secondary Plan areas	Ongoing		Additional resources required
2016 (Top 3 Objectives)			
1. Provide continued support for the development of the Vaughan Metropolitan Centre	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. Support for development of all Secondary Plan areas	2012 – 2014		Additional resources required

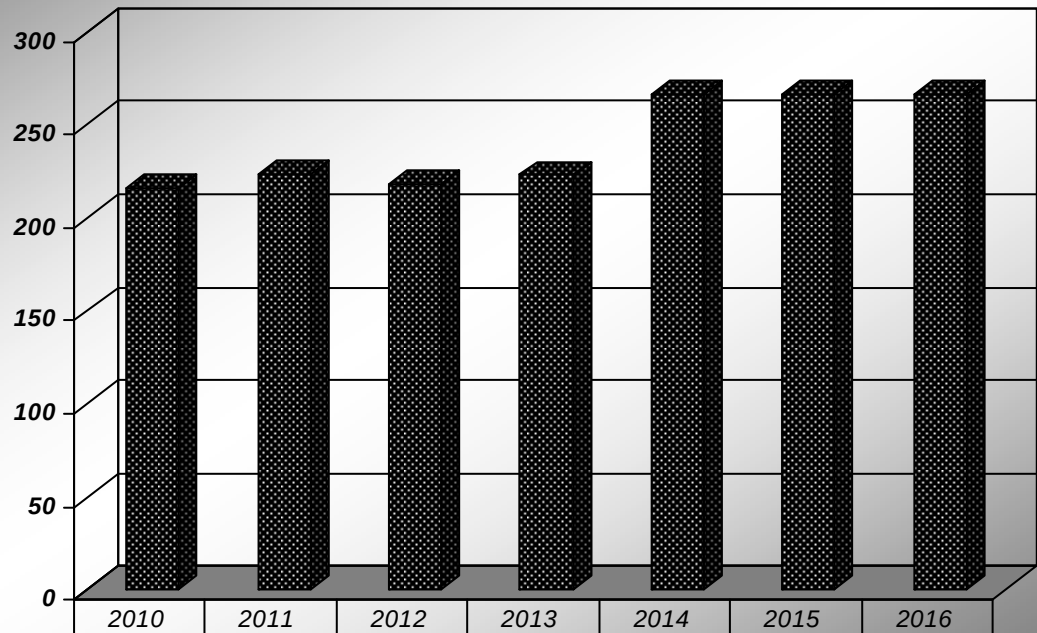
2013 – 2016 BUSINESS PLAN

Key Performance Indicators:

1. # of Lawyers per # of Employees
2. # of Lawyers per # of Residents
3. Dollar Value of Cash-in-lieu Determinations
4. # of Days Required for OMB Hearings and Litigation
5. Dollar Value of Acquisitions and Sales; # of Acquisitions and Sales

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



■ Number of Employees/Lawyer

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.

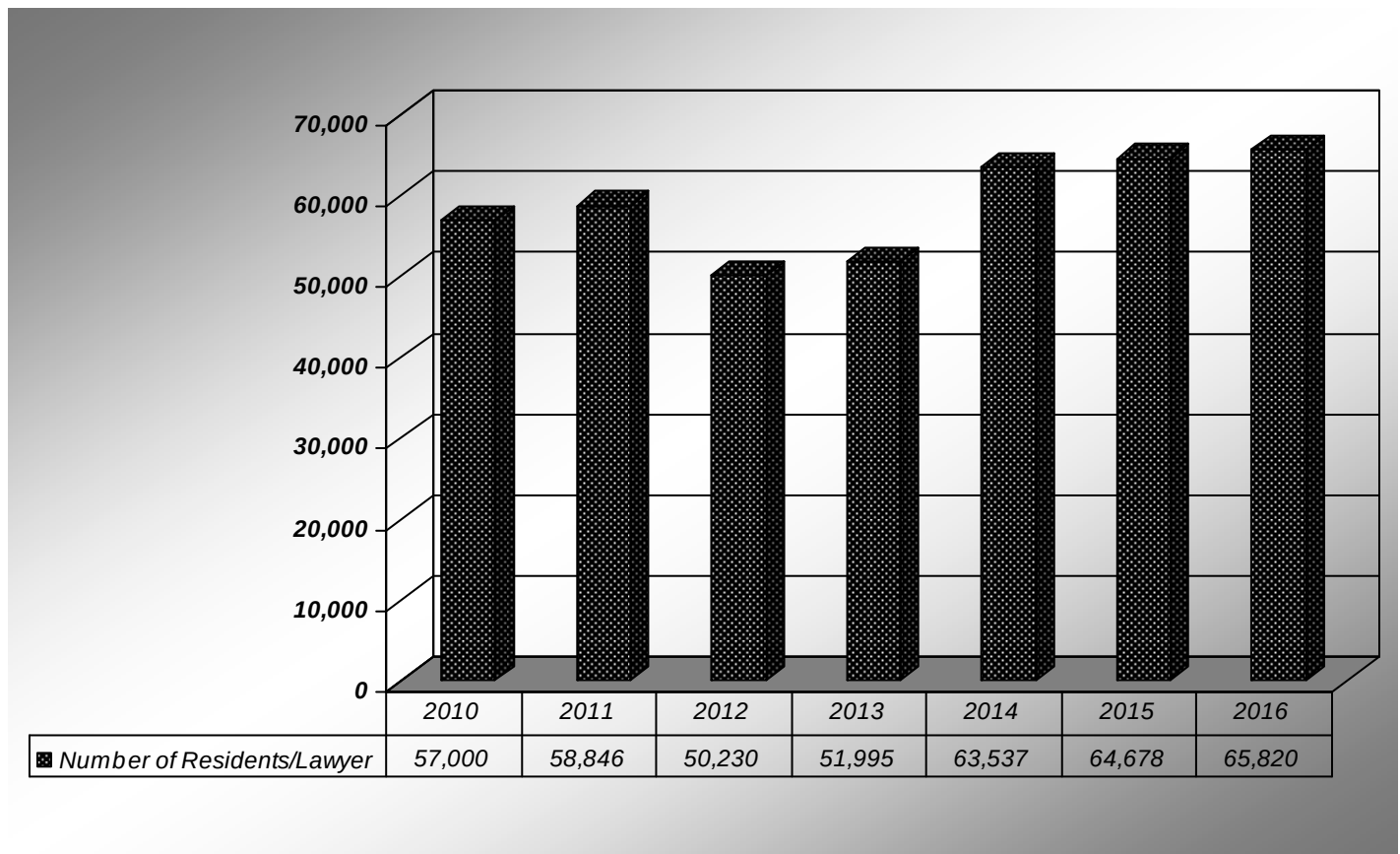
A two year contract lawyer has been added for OP 2010 matters, however, this will not impact the general legal services provided to City employees.

2013 – 2016 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 is continuing to increase.

Notes about the Measure:

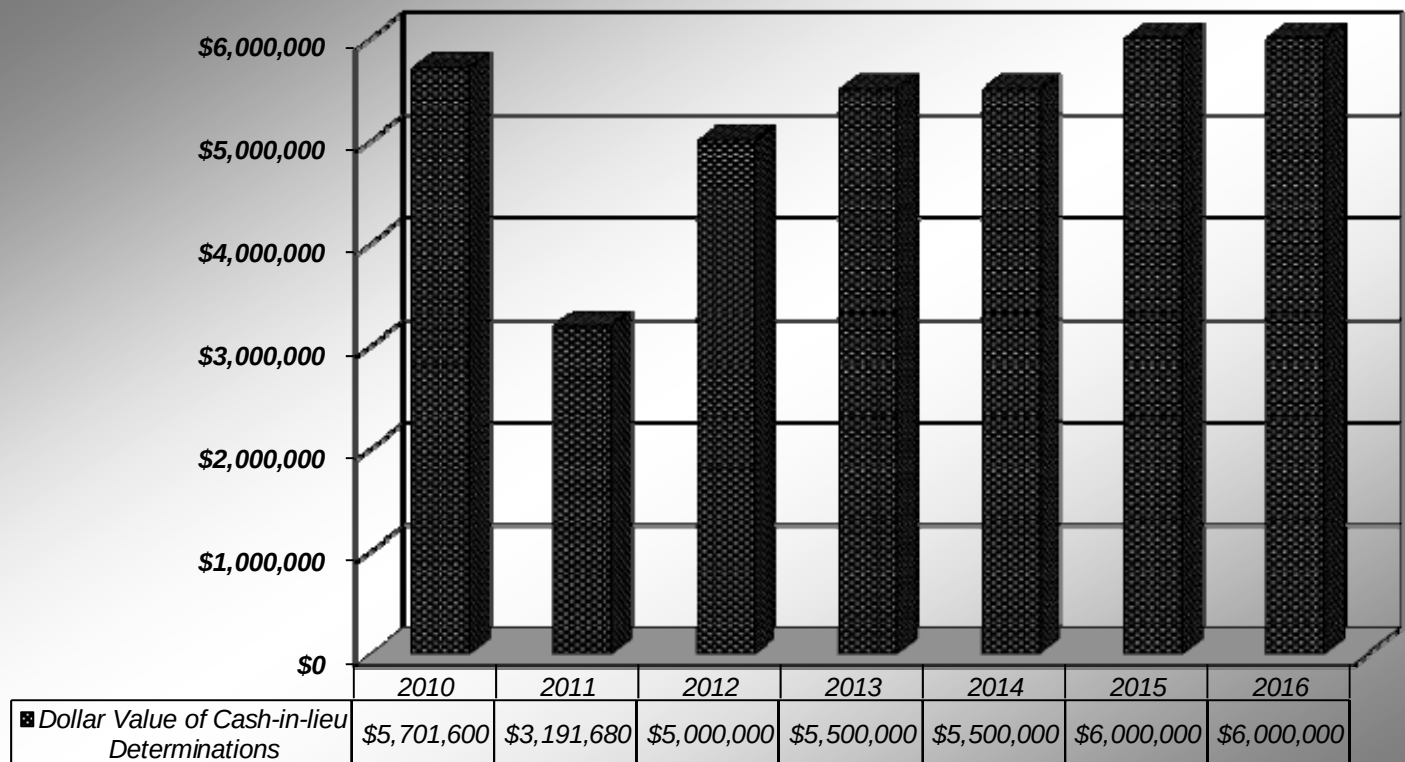
As the population continues to grow, the number of residents per lawyer will increase. A population figure of 285,000 was used for 2010, for 2011 – 300,557, for 2012 – 306,266, for 2013 – 311,974, for 2014 – 317,683, for 2015 – 323,391, and for 2016 – 329,100.

A two year contract lawyer was added for OP 2010 matters.

2013 – 2016 BUSINESS PLAN

BUSINESS OVERVIEW

Measure: Dollar Value of Cash-in-Lieu of Parkland Determinations



Key Conclusion:

The approval of OP 2010, the Vaughan Metropolitan Centre Secondary Plan and the Yonge/Steeles Secondary Plan are expected to bring an increase in the amount of cash-in-lieu of parkland collected due to intensification, and development of high density residential towers along Highway 7 across Vaughan.

Notes about the Measure:

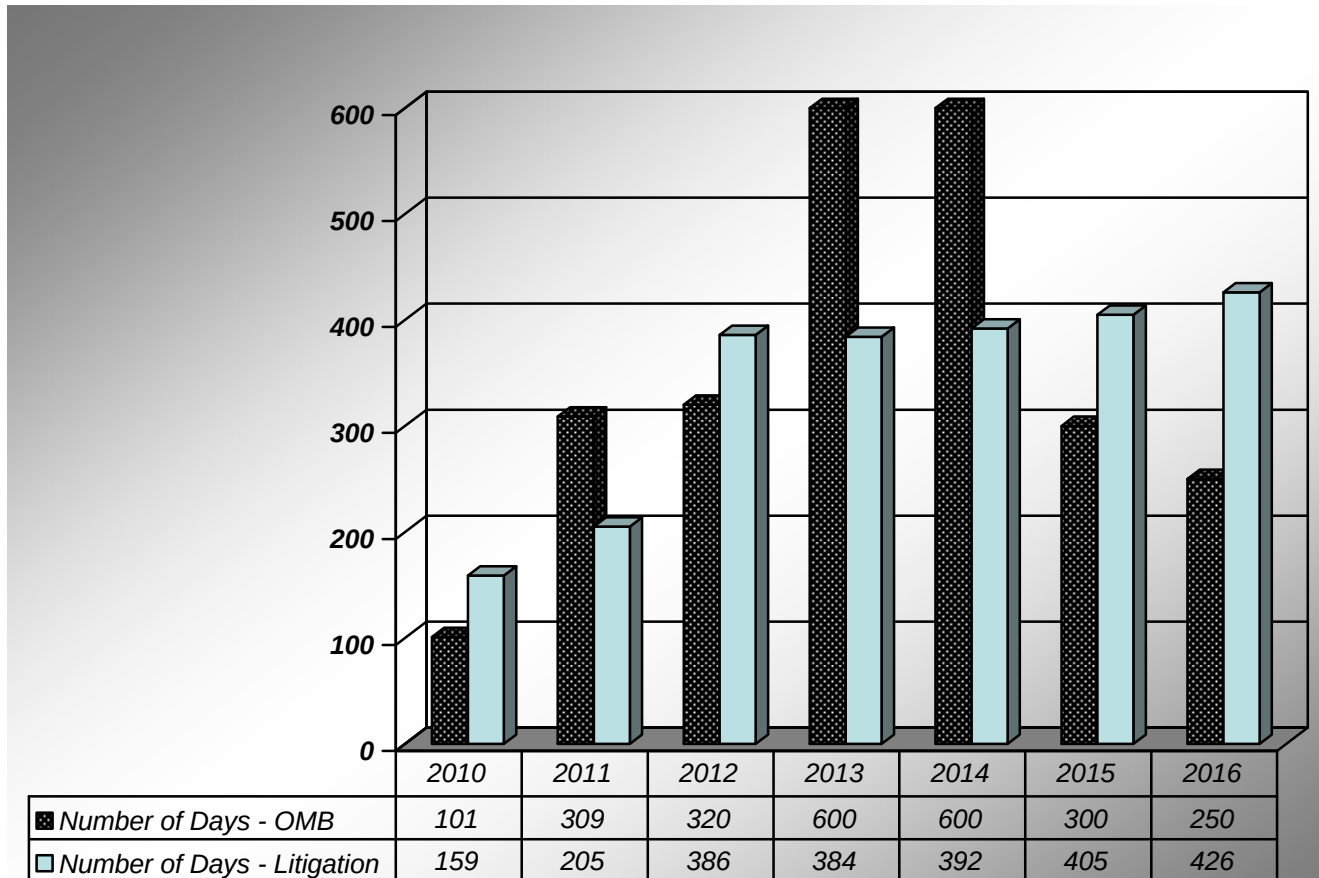
Every \$160,000 of cash-in-lieu collected for commercial and low/medium density residential development represents an overall average of approximately 35 hours of labour. Significant staff time was spent in late 2011 and 2012 for the extensive in-house review of Cash-in-Lieu for High Density Residential Development.

2013 – 2016 BUSINESS PLAN

BUSINESS OVERVIEW

Measure: Number of Days Required for OMB Hearings and Litigation

Definition: The total number of days booked for OMB hearings/litigation for internal and external lawyers



Key Conclusion:

With the 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 Fall 2012, resulting in the anticipated appeals coming in 2012 and continuing in 2013 and 2014. These will be longer, more complicated hearings projected for 2013 and 2014, due to significant preparation days, which result in very high projected numbers.

2013 – 2016 BUSINESS PLAN

Notes about the Measure:

Internal and external legal counsel are both involved in representing the City at 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. Staff attended OMB mediations and prehearings for the Regional OP in 2011 and 2012

Secondary Plans for the Vaughan Mills area, the Concord Floral area and the Weston/7 area are being undertaken in 2012 which may result in appeals in 2014 and 2015.

High Density applications in proximity to existing Low Density development are expected to result in appeals as well. These are very complex development applications and technical review and issues will place considerable time demands on legal staff handling the matters.

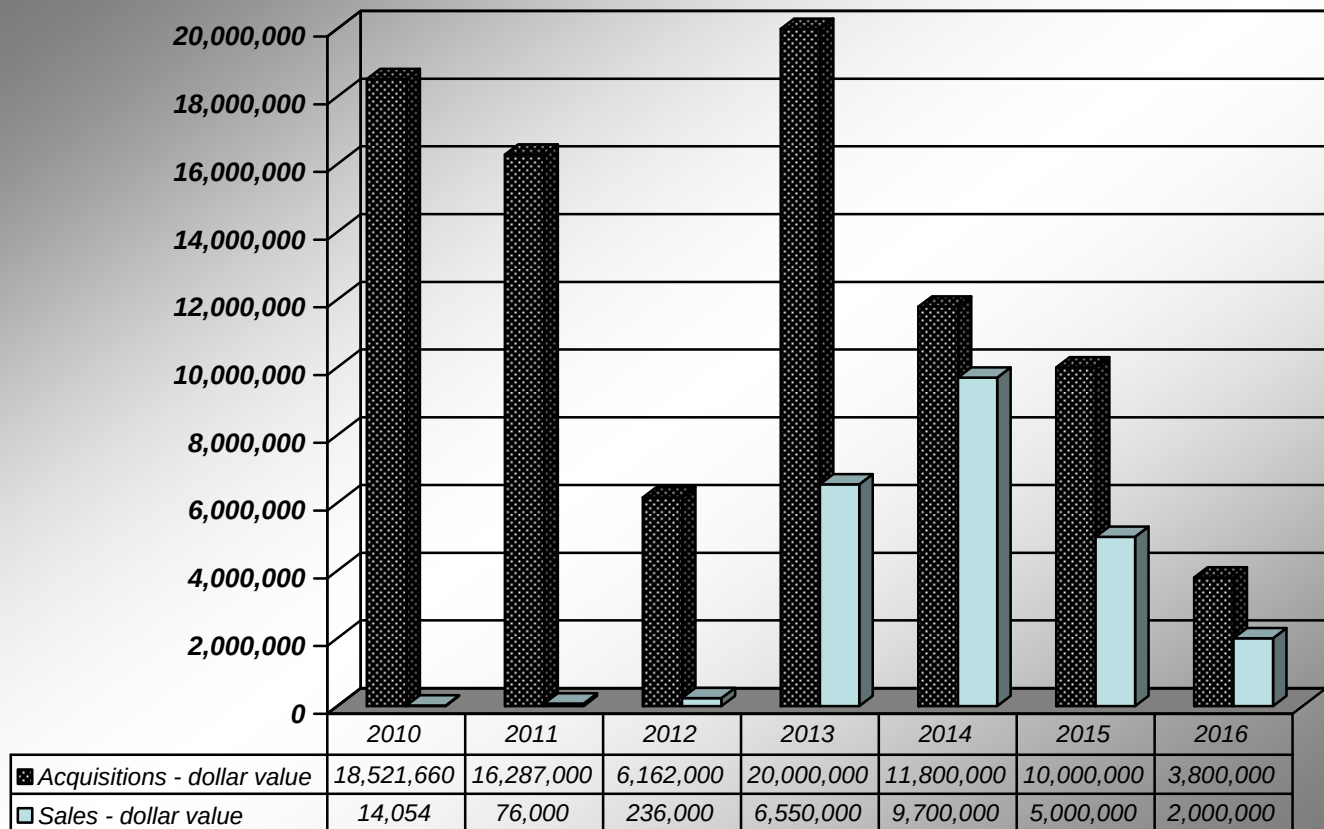
Litigation statistics include all lawsuits at all court levels, including Small Claims Court, arbitrations, grievances and other hearings handled by internal lawyers requiring court, discovery, or other attendances. The statistics do not include all other litigation or related matters that internal counsel work on, such as preparation of materials and research on matters handled by external counsel retained by the City, or insurance defense work. Claims against the municipality are difficult to anticipate, however it can generally be expected that growth in the City will result in more numerous 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.

2013 – 2016 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 2010 to 2016



	2010	2011	2012	2013	2014	2015	2016
Number of acquisitions	6	5	5	3	4	3	3
Number of sales	4	2	6	4	3	2	1

2013 – 2016 BUSINESS PLAN

Key Conclusion:

Large park purchases are the basis of the 2011 statistics.

Significant acquisitions for fire hall sites, parks, works yards and capital projects were 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 however will occur in 2013 and 2014. If matters are not completed in one year due to budget considerations, they are moved forward into the next year.

Sales are predicted of remaining City surplus land in 2013 and 2014, depending on market conditions.

Notes about the Measure:

The significant increase in 2010 was attributable to the Block 11 community centre and Library site, the former Avondale site, and the Kleinburg location for the future Discovery Centre.

The measure is not reflective of significant time expended on general real estate activity related to development, easements to utilities, and other registrations and matters which do not result in a transaction.

Real Estate acquisitions and dispositions, including leases, are generally increasing in complexity and value, which requires additional time for valuation and negotiation.

Real Estate acquisitions and dispositions are generally increasing in complexity and value, which requires additional time for valuation and negotiation.

BUSINESS OVERVIEW:

Key Conclusion:

With continued significant OMB activity, additional time is also 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.

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 2012 is expected to continue in 2013 and 2014. Increased participation in prosecutions results in increasing litigation days.

With the update of the Active Together Master Plan and the Fire Master Plan, the Development Charges Background Study, 2008, significant acquisitions are anticipated in 2013 and 2014. 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)**

Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

Department	Exp Category	Account	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	2014 Forecast	Variance	2015 Forecast	Variance	2016 Forecast	Variance
Legal Services														
	Revenue													
		Trsf. fm Res & Res Funds	274,271	284,819	284,819	82.6%	0	0.0%	197,537	(87,282)	196,437	(1,100)	220,275	23,838
		Dept. Misc. Revenues	60,121	85,346	60,000	17.4%	(25,346)	(29.7)%	63,599	3,599	66,937	3,338	70,879	3,942
	Total Revenue		334,392	370,165	344,819	100.0%	(25,346)	(6.8)%	261,136	(83,683)	263,374	2,238	291,154	27,780
	Labour Costs													
		Staffing Costs (incl Benefits)	1,732,201	1,830,598	1,829,929	89.4%	(669)	(0.0)%	1,764,982	(64,947)	1,783,280	18,298	1,910,918	127,638
	Other Expenses													
		Professional Fees	134,224	114,979	117,239	5.7%	2,260	2.0%	145,294	28,055	145,294	0	145,294	0
		Staff Development & Training	43,426	39,915	44,348	2.2%	4,433	11.1%	44,721	373	45,106	385	45,505	399
		Other	44,098	22,030	20,865	1.0%	(1,165)	(5.3)%	20,865	0	20,865	0	20,865	0
		Office Supplies & Expenses	19,482	14,525	14,902	0.7%	377	2.6%	15,102	200	15,102	0	15,102	0
		Service Contracts and Materials	1,633	5,440	5,440	0.3%	0	0.0%	5,440	0	5,440	0	5,440	0
		Office Equipment & Furniture	13,051	6,708	5,296	0.3%	(1,412)	(21.0)%	8,490	3,194	5,287	(3,203)	6,976	1,689
		Meals & Travel	3,563	5,871	5,195	0.3%	(676)	(11.5)%	5,195	0	5,195	0	6,195	1,000
		Communications	4,669	4,939	5,020	0.2%	81	1.6%	5,020	0	5,020	0	5,020	0
		General Mtce & Repairs	225	306	0	0.0%	(306)	(100.0)%	0	0	0	0	0	0
		Reserve Transfers	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Joint Services & Department Transfers	(2,035)	(2,035)	(2,035)	-0.1%	0	0.0%	(2,035)	0	(2,035)	0	(2,035)	0
	Total Other Expenses		262,336	212,678	216,270	10.6%	3,592	1.7%	248,092	31,822	245,274	(2,818)	248,362	3,088
	Total Expenses		1,994,537	2,043,276	2,046,199	100.0%	2,923	0.1%	2,013,074	(33,125)	2,028,554	15,480	2,159,280	130,726
Total Legal Services			1,660,145	1,673,111	1,701,380		28,269	1.7%	1,751,938	50,558	1,765,180	13,242	1,868,126	102,946

Recognized 2014 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Zoning By-Law Review Contract (Lawyer)	Contract	0.50	74,815	(24,938)	49,877			0.50	49,877		(2,200)	0.50	47,677

Recognized 2016 ARRs

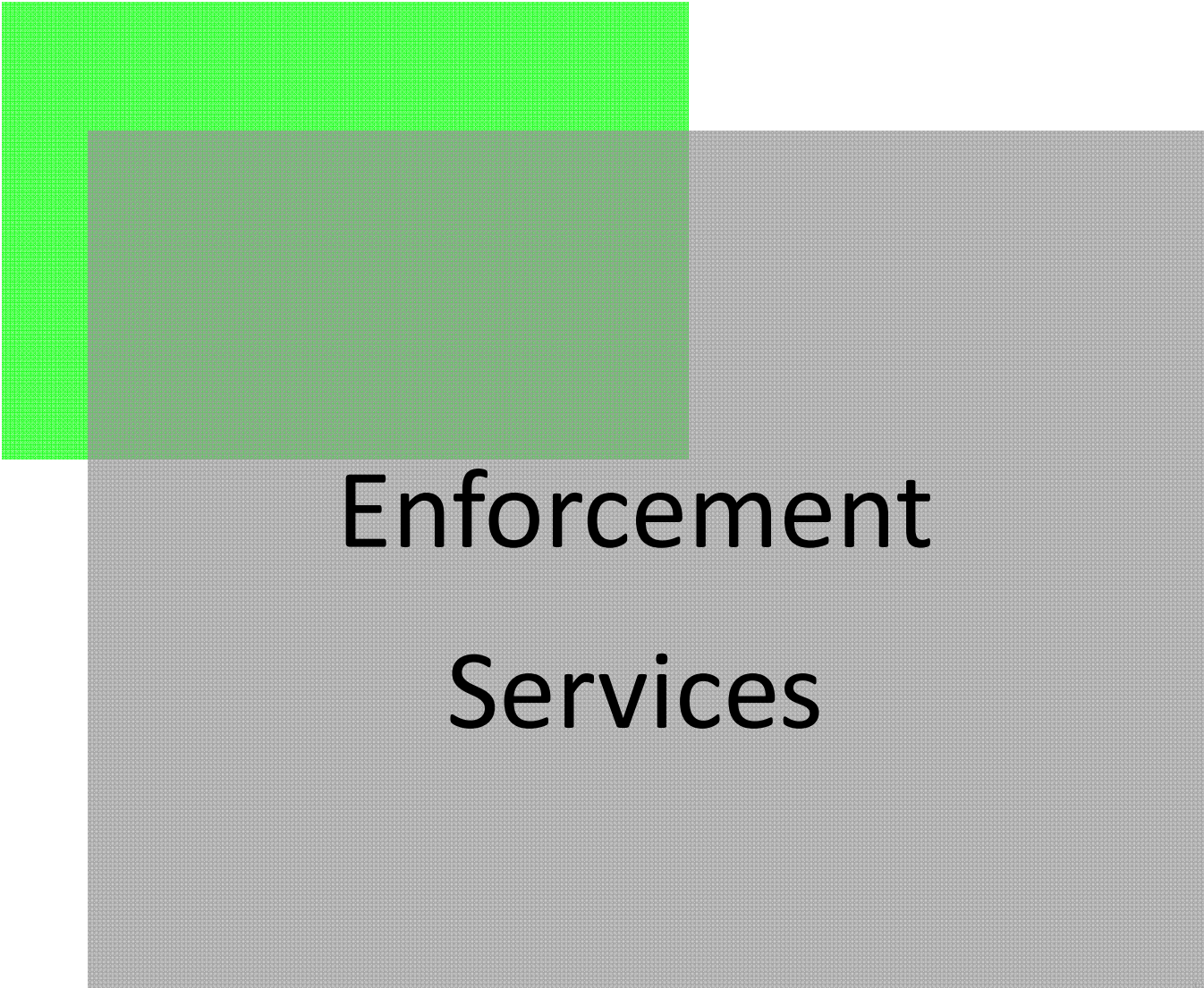
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2016 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$
Real Estate Consultant - Acquisitions	Contract	0.50	52,282		52,282			0.50	52,282



2013 Capital Budget & 2014-2016 Capital Plan

Commission of Legal & Administrative Services
Real Estate

Budget					Operating	
Year	Project #	Title	Project Type	Total Budget	Impact	TCA
2013	RL-0005-13	Land Acquisition Fees	Misc. Land Appraisals	267,800	0	N
2013 Budget				267,800		
2014	RL-0005-13	Land Acquisition Fees	Misc. Land Appraisals	267,800	0	N
2014 Forecast				267,800		
2015	RL-0005-13	Land Acquisition Fees	Misc. Land Appraisals	267,800	0	N
2015 Forecast				267,800		
2016	RL-0005-13	Land Acquisition Fees	Misc. Land Appraisals	267,800	0	N
2016 Forecast				267,800		



Enforcement Services

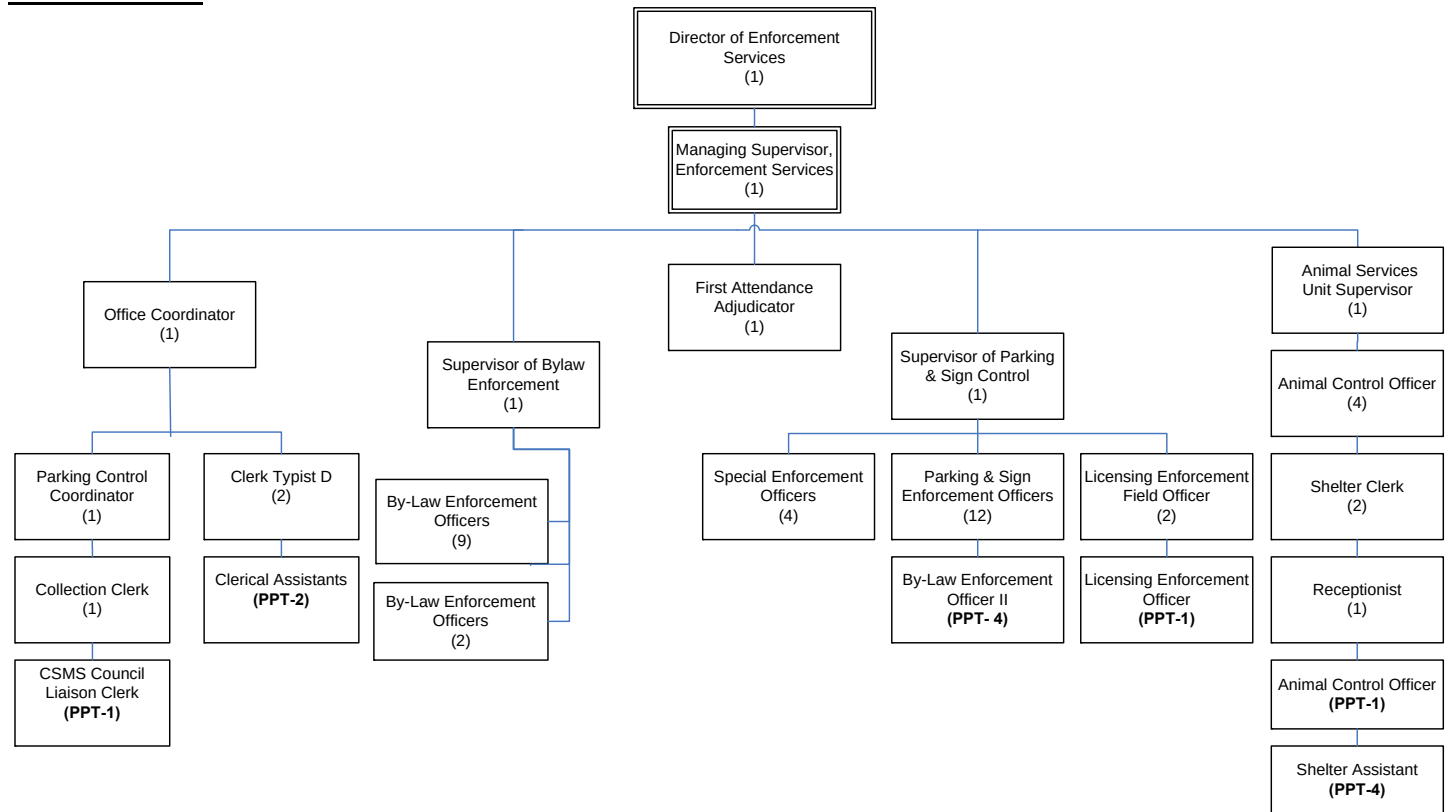
2013-16 Business Plan

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 of Animal Services for the City.

Service Profile:



Full Time, Part Time and Overtime – Budgeted Amounts

	2012 Base	Approved 2012 ARR	2012 Final	2013 ARR	2014 ARR	2015 ARR	2016 ARR
Full Time	45	2	47	-	2		1
Part Time	8.97	-	8.97	-	-		.69
Total FTE	53.97	2	55.97	-	2		1.69
Overtime	\$28,768	\$2,000	\$30,768	-	\$2,000		\$1,845

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

2013-16 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 and Promote Environmental Sustainability
- 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)

Continued growth within the community continues to outpace staffing growth causing an erosion of service delivery. This will continue for the foreseeable future.

The enforcement of by-laws pertaining to property standards and zoning are becoming more complicated. Every alleged offence requires a significant amount of research and investigation. While compliance is the ultimate goal Charges are laid. A charge can take up to 19 months to go to trial. The preferred route is for staff to work with the homeowner or business owner to obtain compliance.

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.

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 labor involved in the animal licensing program. The Animal shelter has exceeded capacity which is causing strain on resources in trying to maintain the care and control of the animals for which the City of Vaughan is responsible. This is one area that will require additional resources in the near future. The current staff compliment does not allow for sufficient coverage to deal with staff vacation or other absences. This also impacts on suggested strategies such as having the shelter open during evening hours and longer hours of operation on week-ends, with the present staff compliment this is not a possibility.

The Special Enforcement Unit has seen substantial increase in activity in its proactive enforcement at parks, open spaces and City facilities as more parks are developed, and at all City special events. This is expected to continue

Business Plan Objectives (list the status of outstanding business plan objectives and the method of measuring successful implementation. As well, list 2013-16 business plan objectives in the appropriate section)

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Evaluate full year of Animal Services delivery	Q4 2012	Ensure Best Practices	Continue providing

2013-16 Business Plan

			contractual services to other Municipalities
Administrative Monetary Penalty Program to be utilized to deal with other by-law violations such as Commercial vehicles	2012	ongoing	Success of program allows for expansion to deal with other by-laws
Review and revise Standard Operating Procedures as required	2012	ongoing	Improved effectiveness/ accountability
In vehicle reporting – increase efficiencies by data entry live into CTS by Officers on the road, real time	Q4 2012	Improved Efficiencies	To be evaluated in 2013
Implement on-line Visitor Parking permit	2012	completion Aug 2012	Program to be monitored

2013-16 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
2013 (Top 3 Objectives)			
1.Evaluate Animal Services delivery program	Q1 2013	Ensure Best Practices	ARR to be requested
2.Review Animal Services Contract with Bradford West Gwillimbury	Q1 2013	Continuation of Contract	Allocated
3.Intergrate with Access Vaughan for call taking of Enforcement related calls and updating Case Tracking System	Q2 2013	Improved Customer Service and efficiencies	Allocated
Other: Conduct feasibility study regarding parking permits for Resident on road parking	Q1 2013	Provide on street parking for Residents	Allocated
2014 (Top 3 Objectives)			
1.Review Animal Contract with King Twp	Q1 2014	Continuation of Contract	Allocated
2.Develop (if required) parking strategy for on road parking permits	2014	Improved Efficiencies	Allocated
3.Monitor/Enforce Smoking By-Law at City facilities	2014	Compliance with new by-law	Allocated
Other			
2015 (Top 3 Objectives)			

2013-16 Business Plan

1.Create a community safety strategy to ensure Residents are safe and have access to safety education programs (partnership with York Regional Police)	Q1 2015	Improved Resident safety	Allocated
2.Review Standard Operating Procedures	2015	Ensure Best Practices	Allocated
3.Review technology requirements	2015	Determine if upgrades required	Allocated
Other			

2016 (Top 3 Objectives)

1.Evaluate Community Safety strategy program	Q1 2016	Ensure Best Practices	Allocated
2.Review Enforcement Business practices	2016	Improved efficiencies	To be determined
3.			
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 range from 2010 to 2016, with a forecast for the rest of 2012 to 2016)

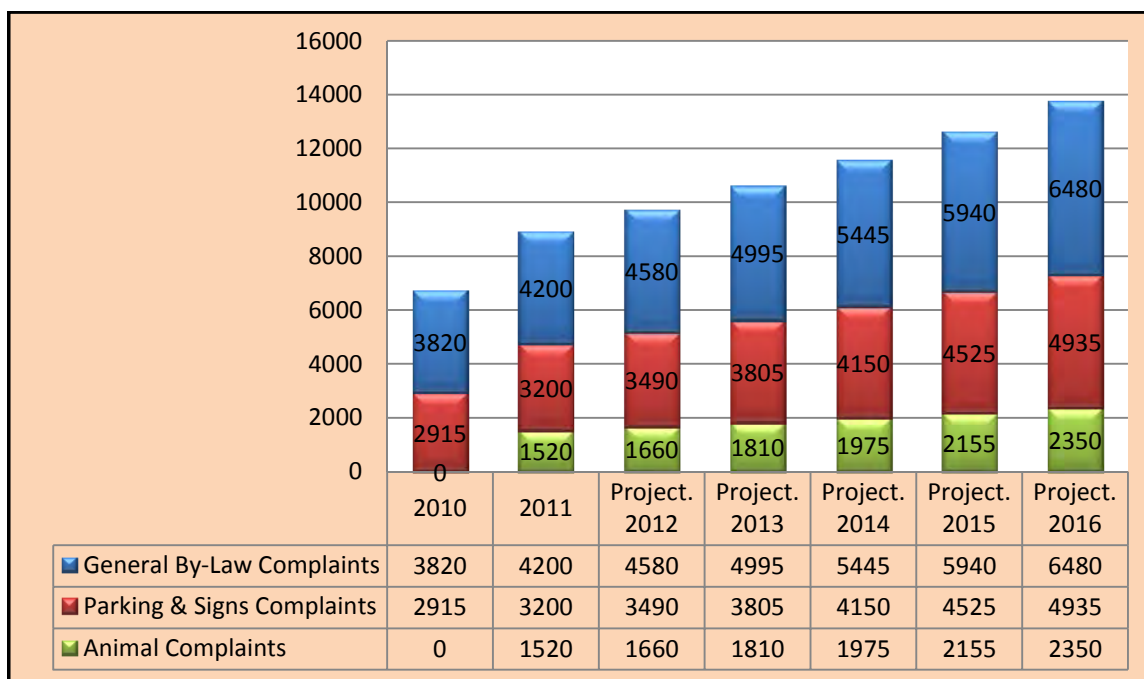
1. Enforcement Services Complaint-Driven Requests
2. Number of online ticket payments
3. Service standard response
4. Number of Complaint Driven Service Request per Field Officer
5. Number of animals passing through the system
6. Amount of parking revenue generated/received per annum
7. Number of service requests completed per annum

BUSINESS OVERVIEW:

2013-16 Business Plan

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 call volume from historical data has shown an increase in the number of complaints per year to be approximately 9%. The increase in call volume shows a correlation to the population increase. Animal Service delivery started in May 2011, therefore there is no data shown for 2010.

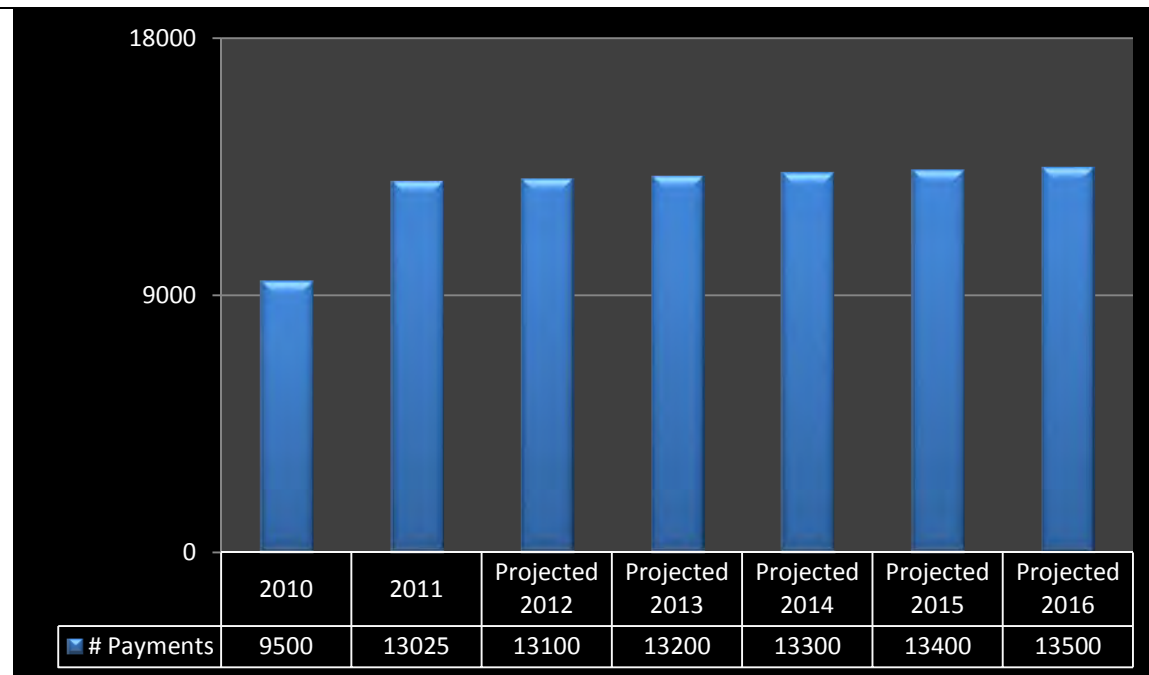
Notes about the Measure:

The measure demonstrates an increase call volume for Animal Complaints, Parking and Sign complaints and the General By-Law encompasses complaints relating to Property Standards, Zoning, Licensing, Noise, Dumping and other miscellaneous complaints

Measure: Number of Online Ticket Payments

Definition: The number of parking ticket payments, paid online per annum

2013-16 Business Plan



Key Conclusion:

The Online Ticket Payment process is a valuable customer service which allows Residents to pay their parking tickets Online and not have to come into City Hall. This service has being well received by the Residents and has surpassed the expected usage.

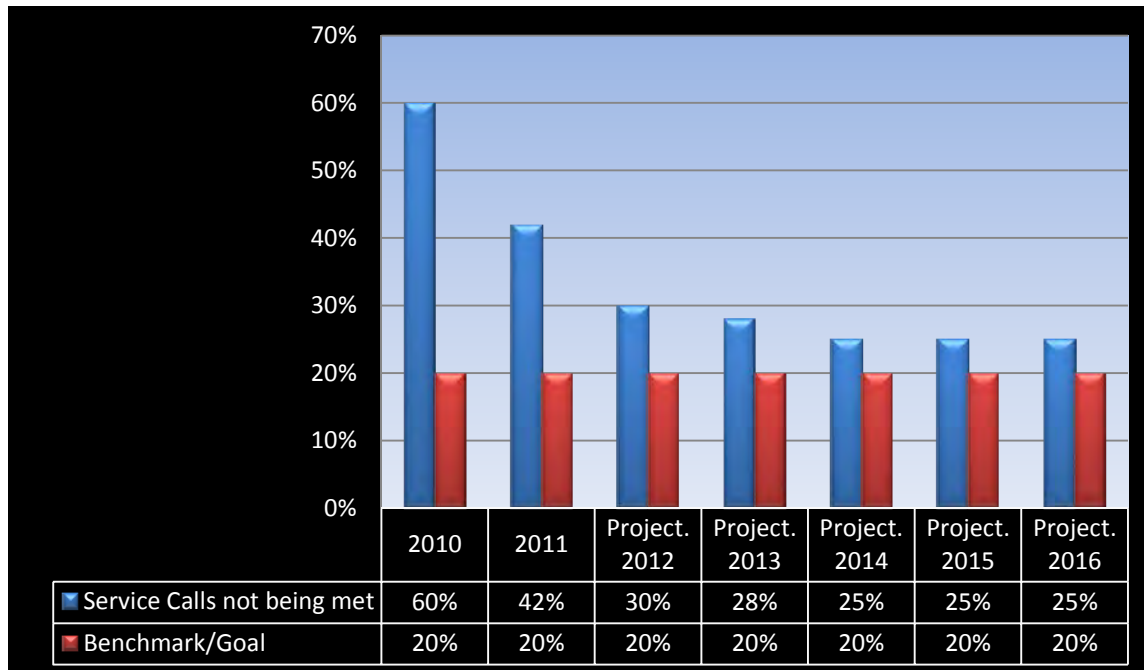
Notes about the Measure:

The projected measure will be greatly affected with the increase of visitor parking permits and the expected on street parking initiative for Residents. It is anticipated that the fine revenue will decline.

Measure: Service Standard Response

Definition: The percentage of complaints unable to be responded to with the accepted service standard of 5 – 10 business days

2013-16 Business Plan



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. This is expected to improve if the request for 2 ARR are approved in 2014.

Notes about the Measure:

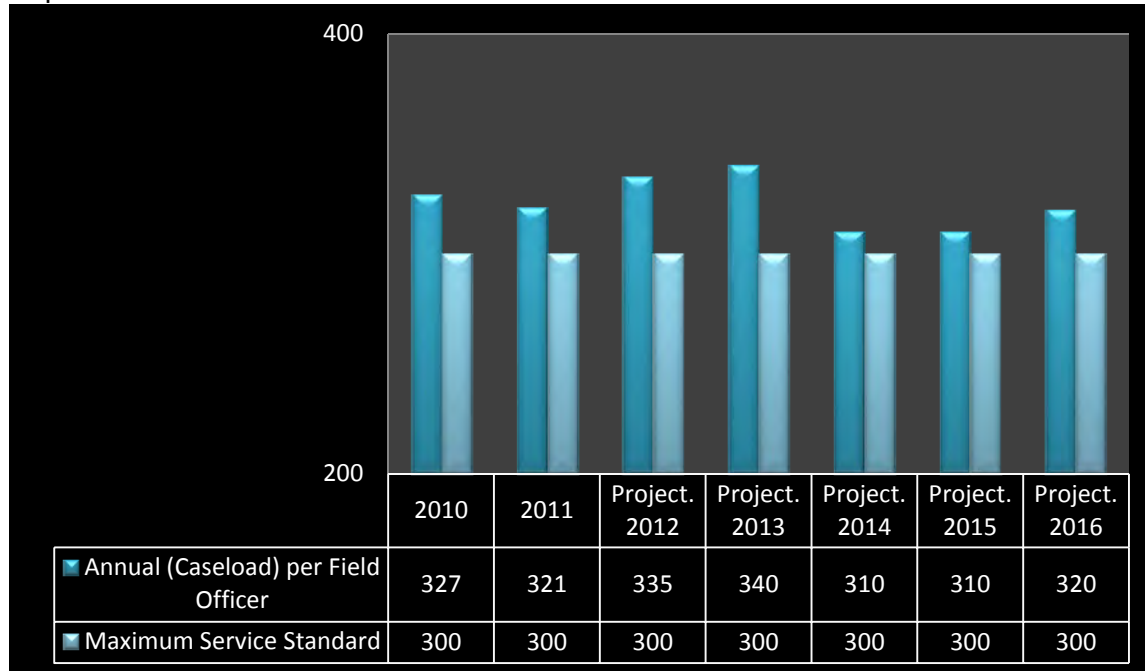
The goal for initial response is 5 – 10 days, 80% of the time Enforcement Services strives to improve efficiency and timely response to complaints

Measure: Number of Complaint Driven Service Requests per Field Officer

Definition: The number of complaint driven service request per Field Officer who are handling such

2013-16 Business Plan

requests



Key Conclusion:

The number of complaints that each Field Officer is required to investigate will increase as the population increases. This trend should improve in 2014 if the 2 requested ARR's are approved

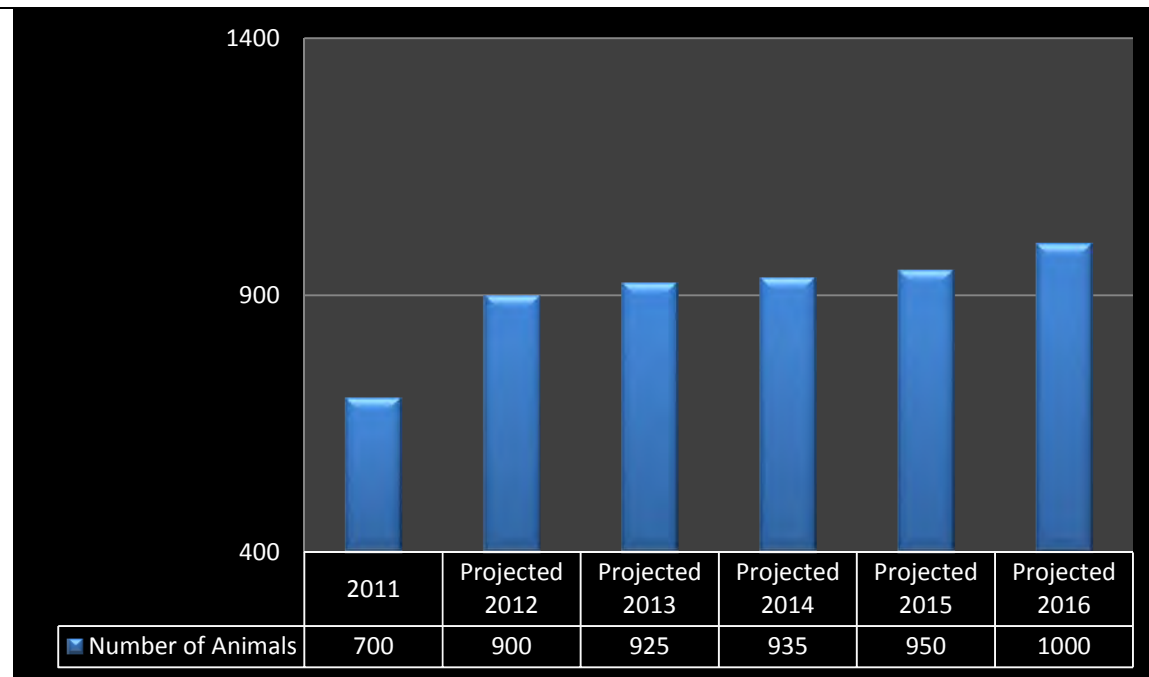
Notes about the Measure:

A continual case load of over 300 per officer will diminish the service delivery standard of response in 5 – 10 days

Measure: Number of animals passing through the system

Definition: The number of dogs and cats that have entered into the Animal Services system

2013-16 Business Plan



Key Conclusion:

As growth in Vaughan continues it is expected that increasing numbers of animals will be passing through

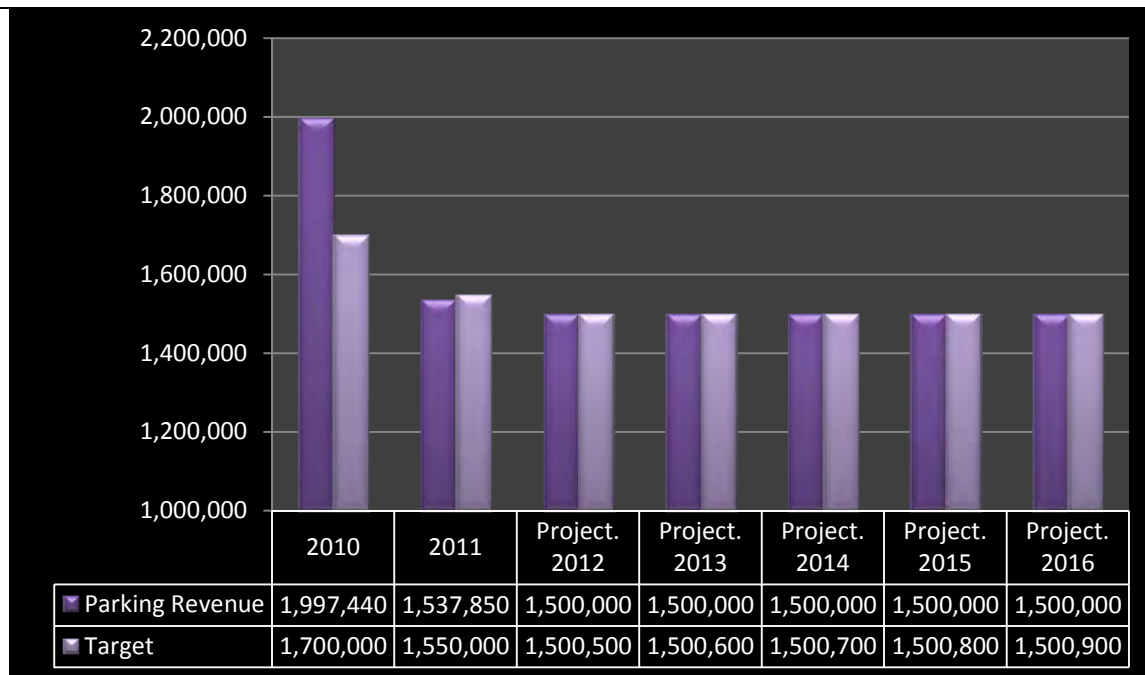
Notes about the Measure:

The shelter opened in June 2011, and it is anticipated that the numbers will continue to increase as Residents become more familiar with the fact that the City has its own animal shelter.

Measure: Amount of Penalty Revenue Generated/Received per Annum

Definition: The value of the penalty notices issued and actual revenue received

2013-16 Business Plan



Key Conclusion:

The reduction from 2010 to 2011 resulted from a staffing shortage. Projected numbers take into account possible future changes in parking restrictions

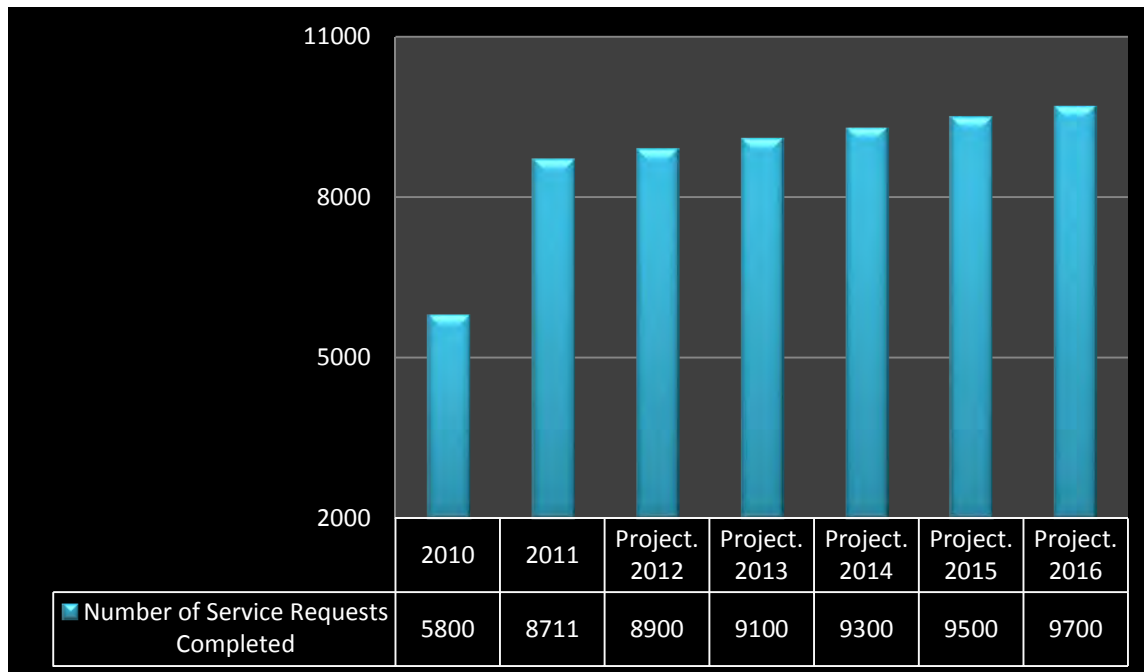
Notes about the Measure:

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 has an impact on productivity. Parking permits also tend to reduce fine revenue. An on street parking permits initiative for Residents would reduce fine revenue.

Measure: Number of Service Requests Completed per Annum

Definition: The total of Service Requests which are completed and closed by Enforcement Services staff

2013-16 Business Plan



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. The addition of 2 officers in 2012 will assist in completing more requests. The number of service request includes the files for Animal Services as of May 2011.

Notes about the Measure:

As the length of time to investigate and complete files increases, this will impact the number of service requests completed per year. Files can be opened in one year and closed in the next year or later depending on whether the file results in a prosecution. As complexity of matters increases files are carried open for longer periods in an attempt to achieve compliance.

2013-16 Business Plan

Overall Conclusion:

Call volumes have continued to increase to a point where despite recent staffing increases (2 staff in 2012), the established service delivery standards and revenue targets cannot be sustained. Staff will continue to use all available efficiencies and explore alternative methods to meet service demands.

Year-to-date 2012, staff have been able to respond to 70% of calls within the established service standard. This leaves 30% 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 to the City of Vaughan, King Township and Bradford West Gwillimbury, which began in May 2011 continues to be monitored for service response times and general service delivery efficiencies. However, after only one year of operation the Animal Shelter has exceeded its capacity and a larger facility and additional resources will be required to maintain the care and well-being of the animals within our care.

Revenue will meet projections this year. Although a customer service related initiative, the increasing volume of visitor parking permits (provided at no cost) have a negative impact on fine revenue.

Commissioner Sign-off

Date (mm/dd/yy)

Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

Department	Exp Category	Account	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	2014 Forecast	Variance	2015 Forecast	Variance	2016 Forecast	Variance
Enforcement Services														
	Revenue													
		Licenses and Permits	1,902,537	1,771,200	1,811,900	78.2%	40,700	2.3%	1,812,000	100	1,825,720	13,720	1,825,940	220
		Rev. frm Recov. Exp - Pd Duty	323,789	314,075	325,903	14.1%	11,828	3.8%	365,119	39,216	365,299	180	386,783	21,484
		Dept. Misc. Revenues	34,113	91,640	96,230	4.2%	4,590	5.0%	126,470	30,240	127,895	1,425	128,210	315
		General Revenue	64,063	50,170	84,445	3.6%	34,275	68.3%	85,470	1,025	86,695	1,225	87,425	730
		Donations	832	0	0	0.0%	0	0.0%	0	0	0	0	0	0
	Total Revenue		2,325,334	2,227,085	2,318,478	100.0%	91,393	4.1%	2,389,059	70,581	2,405,609	16,550	2,428,358	22,749
	Labour Costs													
		Staffing Costs (incl Benefits)	4,380,736	4,488,032	4,616,601	87.8%	128,569	2.9%	4,863,867	247,266	4,923,910	60,043	5,037,445	113,535
	Other Expenses													
		Operating Leases	102,372	136,317	102,850	2.0%	(33,467)	(24.6)%	102,850	0	102,850	0	102,850	0
		Service Contracts and Materials	131,071	139,284	87,890	1.7%	(51,394)	(36.9)%	88,090	200	88,300	210	88,510	210
		Utilities & Fuel	85,363	61,000	84,260	1.6%	23,260	38.1%	88,473	4,213	90,242	1,769	92,047	1,805
		Veterinary Expenses	119,497	0	78,366	1.5%	78,366	0.0%	78,366	0	78,366	0	78,366	0
		Tools & Equipment	51,542	16,877	54,035	1.0%	37,158	220.2%	54,035	0	54,035	0	54,035	0
		Office Supplies & Expenses	35,194	34,786	52,252	1.0%	17,466	50.2%	52,252	0	52,252	0	52,652	400
		Communications	30,083	37,617	42,375	0.8%	4,758	12.6%	44,375	2,000	44,375	0	44,375	0
		Professional Fees	0	25,440	32,000	0.6%	6,560	25.8%	32,000	0	32,000	0	32,000	0
		Staff Development & Training	19,953	30,522	31,159	0.6%	637	2.1%	33,305	2,146	33,460	155	34,373	913
		Office Equipment & Furniture	35,155	39,791	30,658	0.6%	(9,133)	(23.0)%	35,158	4,500	30,658	(4,500)	30,658	0
		Corporate Accounts	17,588	29,211	29,211	0.6%	0	0.0%	29,211	0	29,211	0	29,211	0
		Community Advertising & Promotion	4,565	0	8,000	0.2%	8,000	0.0%	8,000	0	8,000	0	8,000	0
		Other	1,534	72,155	3,175	0.1%	(68,980)	(95.6)%	3,675	500	3,675	0	4,075	400
		Meals & Travel	1,461	1,003	2,418	0.0%	1,415	141.1%	2,418	0	2,418	0	2,418	0
		Joint Services & Department Transfers	(1,850)	700	700	0.0%	0	0.0%	700	0	700	0	700	0
		General Mtce & Repairs	5,673	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Reserve Transfers	(8,320)	0	0	0.0%	0	0.0%	0	0	0	0	0	0
	Total Other Expenses		630,880	624,703	639,349	12.2%	14,646	2.3%	652,908	13,559	650,542	(2,366)	654,270	3,728
	Total Expenses		5,011,616	5,112,735	5,255,950	100.0%	143,215	2.8%	5,516,775	260,825	5,574,452	57,677	5,691,715	117,263
Total Enforcement Services			2,686,282	2,885,650	2,937,472		51,822	1.8%	3,127,716	190,244	3,168,843	41,127	3,263,357	94,514

Recognized 2014 ARRs													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Property Standards Officer	FT	2.00	178,404	(30,000)	148,404			2.00	148,404		3,970		8,894



2013 Capital Budget & 2014-2016 Capital Plan

Commission of Legal & Administrative Services
Enforcement Services

Budget					Operating	
Year	Project #	Title	Project Type	Total Budget	Impact	TCA
2013	BY-2518-13	Animal Shelter Lease Hold Improvements	Legal/Regulatory	114,400	0	N
2013	BY-2522-13	Animal Shelter Additional Leasehold Improvements	Infrastructure Replacement	53,600	0	Y
2013 Budget				168,000		
2014	BY-2518-13	Animal Shelter Lease Hold Improvements	Legal/Regulatory	114,400	0	N
2014 Forecast				114,400		
2015	BY-2518-13	Animal Shelter Lease Hold Improvements	Legal/Regulatory	114,400	0	N
2015	BY-2523-15	Vehicles Lease Buyout	New Equipment	77,250	0	Y
2015 Forecast				191,650		
2016	BY-2518-13	Animal Shelter Lease Hold Improvements	Legal/Regulatory	114,400	0	N
2016 Forecast				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 Council and its residents have endorsed the Active Together Master Plan, and service standards that will ensure we continue to meet the needs of the residents.

The Community Services Commission includes:

- Building and Facilities Department
- Fleet Services Department
- Recreation and Culture Department
- Parks and Forestry Operations Department
- Parks Development Division

These departments collectively manage the challenge of growth and continue to meet the needs of the diverse community in an efficient and responsive manner. They maintain the current levels of service and provide service excellence helping to make Vaughan the city of choice, and "the place to be".

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 total number of building space managed is approximately 1,691,903 square feet.

The Fleet Services Department is responsible for the acquisition of vehicles and the maintenance of large and small types of operational equipment for various departments throughout the City. Fleet staff provides maintenance and repairs on 321 vehicles. Operational efficiencies are gained with the use of in-house staff balanced with contracted repairs shops.

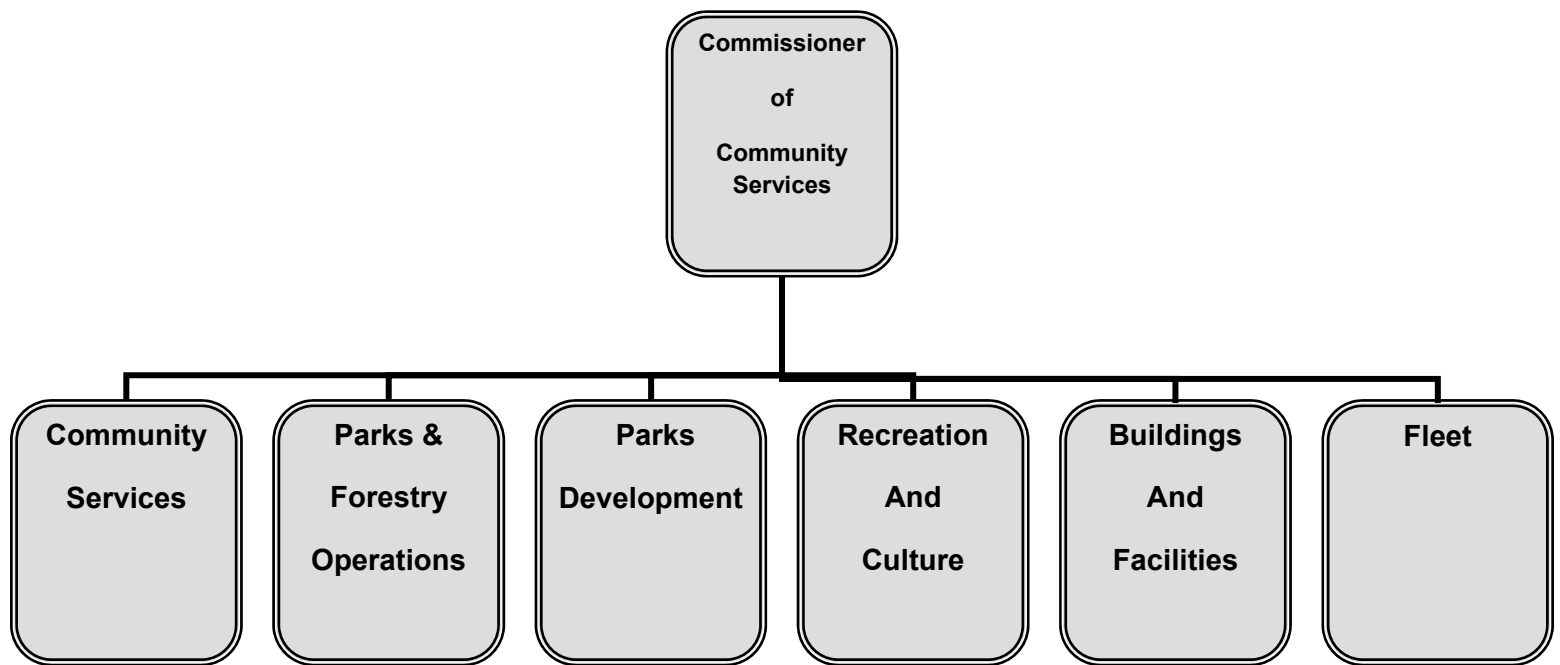
The Recreation and Culture Department offers recreational programs and cultural services to the residents of Vaughan through a team of staff, volunteers, and community partners as outlined in the Community Services Guide to Recreation and Parks. At present, the department offers 9,322 general programming, camp and aquatics courses to the public. A 95% cost recovery is being achieved through operational efficiencies and revenue generating initiatives despite challenges such as rising costs, inflationary pressures, demographic changes and growing level of competition from the private sector.

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. The department is involved in maintaining 778 hectares in addition to the maintenance of playscapes and floral displays throughout the City. The Forestry section administers a pro-active tree maintenance and replacement program in addition to the inspection, removal, pruning, fertilization and planting of 25,644 trees throughout the municipality, as outlined in the Tree Planting Strategy. Efficiencies are gained with improved machinery and equipment, the introduction of performance measures and flexible work schedules to meet the ongoing demands.

The Parks Development Division administers and provides innovative planning, design and construction of all municipal parks, playgrounds and open space systems which is accessible to all residents throughout the City of Vaughan. Some of the typical park facilities that have been designed and implemented in our park systems include playgrounds and waterplay areas, soccer and baseball fields, tennis, basketball and bocce courts, shade structures and park furnishings. On an ongoing basis the Parks Development Division is directly involved with the capital repair and replacement works of existing sports facilities and playground systems. The average neighbourhood park development time requirement from date of Council approval of funding to delivery to tender documentation to the Purchasing Services Department is a little over 4 month in duration which ensures completion of a major of projects in a timely manner.

Commissioner of Community Services

Organizational Chart



Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

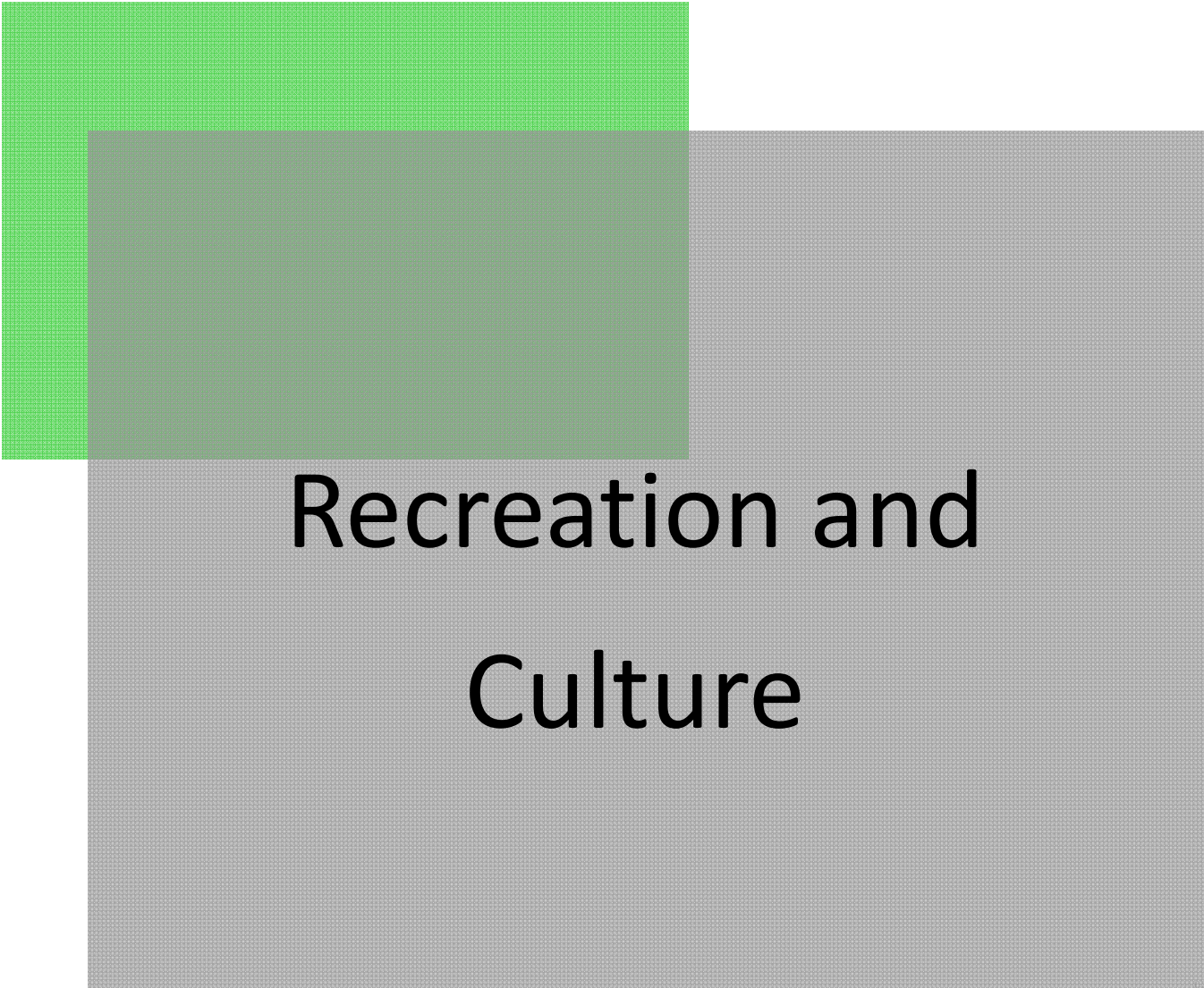
Department	Exp Category	Account	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	2014 Forecast	Variance	2015 Forecast	Variance	2016 Forecast	Variance
Commissioner of Commty. Serv.														
Revenue														
		Outside Contributions	8,000	10,000	10,000	100.0%	0	0.0%	10,000	0	10,000	0	10,000	0
		Dept. Misc. Revenues	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
	Total Revenue		8,000	10,000	10,000	100.0%	0	0.0%	10,000	0	10,000	0	10,000	0
Labour Costs														
		Staffing Costs (incl Benefits)	396,586	398,805	446,125	76.5%	47,320	11.9%	452,082	5,957	459,149	7,067	464,801	5,652
Other Expenses														
		Service Contracts and Materials	70,440	79,390	80,040	13.7%	650	0.8%	80,040	0	80,040	0	80,040	0
		Professional Fees	6,455	25,000	25,000	4.3%	0	0.0%	25,000	0	25,000	0	25,000	0
		Operating Leases	8,310	8,370	8,370	1.4%	0	0.0%	8,370	0	8,370	0	8,370	0
		Office Supplies & Expenses	5,822	7,400	8,210	1.4%	810	10.9%	8,210	0	8,210	0	8,210	0
		Staff Development & Training	1,300	3,955	3,955	0.7%	0	0.0%	3,955	0	3,955	0	3,955	0
		Communications	667	3,600	3,600	0.6%	0	0.0%	3,600	0	3,600	0	3,600	0
		Utilities & Fuel	3,551	3,186	3,186	0.5%	0	0.0%	3,186	0	3,186	0	3,186	0
		Other	(1,041)	880	2,070	0.4%	1,190	135.2%	2,070	0	2,070	0	2,070	0
		Meals & Travel	467	2,510	1,860	0.3%	(650)	(25.9)%	1,860	0	1,860	0	1,860	0
		Office Equipment & Furniture	0	490	490	0.1%	0	0.0%	490	0	490	0	490	0
		Corporate Accounts	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		General Mtce & Repairs	155	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Joint Services & Department Transfers	1,900	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Reserve Transfers	19,545	0	0	0.0%	0	0.0%	0	0	0	0	0	0
	Total Other Expenses		117,571	134,781	136,781	23.5%	2,000	1.5%	136,781	0	136,781	0	136,781	0
	Total Expenses		514,157	533,586	582,906	100.0%	49,320	9.2%	588,863	5,957	595,930	7,067	601,582	5,652
Total Commissioner of Commty. Serv.			506,157	523,586	572,906		49,320	9.4%	578,863	5,957	585,930	7,067	591,582	5,652

2013 ARRs															
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2013 Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Admin Assistant (PT Conversion)	FT	0.31	76,595	(32,506)	44,089			0.31	44,089		3,829		4,022		4,222

Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

									2014		2015		2016	
Department	Exp Category	Account	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	Forecast	Variance	Forecast	Variance	Forecast	Variance
Commtty. Grants & Advisory Comm														
Revenue														
		Dept. Misc. Revenues	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Rev. frm Recov. Exp - Pd Duty	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
Total Revenue			0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
Other Expenses														
		Professional Fees	34,349	36,368	37,690	38.1%	1,322	3.6%	38,405	715	39,134	729	39,877	743
		Office Supplies& Expenses	4,418	16,144	20,154	20.4%	4,010	24.8%	20,154	0	20,154	0	20,154	0
		Service Contracts and Materials	2,338	4,934	19,314	19.5%	14,380	291.4%	19,314	0	19,314	0	19,314	0
		Awards, Sponsorships & Grants	5,700	10,200	10,200	10.3%	0	0.0%	10,200	0	10,200	0	10,200	0
		Other	5,287	23,645	4,655	4.7%	(18,990)	(80.3)%	4,655	0	4,655	0	4,655	0
		Community Advertising & Promotion	997	3,924	4,524	4.6%	600	15.3%	4,524	0	4,524	0	4,524	0
		Meals & Travel	1,480	2,000	2,000	2.0%	0	0.0%	2,000	0	2,000	0	2,000	0
		Staff Development & Training	0	480	480	0.5%	0	0.0%	480	0	480	0	480	0
		Joint Services & Department Transfers	(1,170)	0	0	0.0%	0	0.0%	0	0	0	0	0	0
Total Other Expenses			53,398	97,695	99,017	100.0%	1,322	1.4%	99,732	715	100,461	729	101,204	743
Total Expenses			53,398	97,695	99,017	100.0%	1,322	1.4%	99,732	715	100,461	729	101,204	743
Total Commtty. Grants & Advisory Comm			53,398	97,695	99,017		1,322	1.4%	99,732	715	100,461	729	101,204	743



Recreation and Culture

2013-16 Business Plan

BUSINESS OVERVIEW

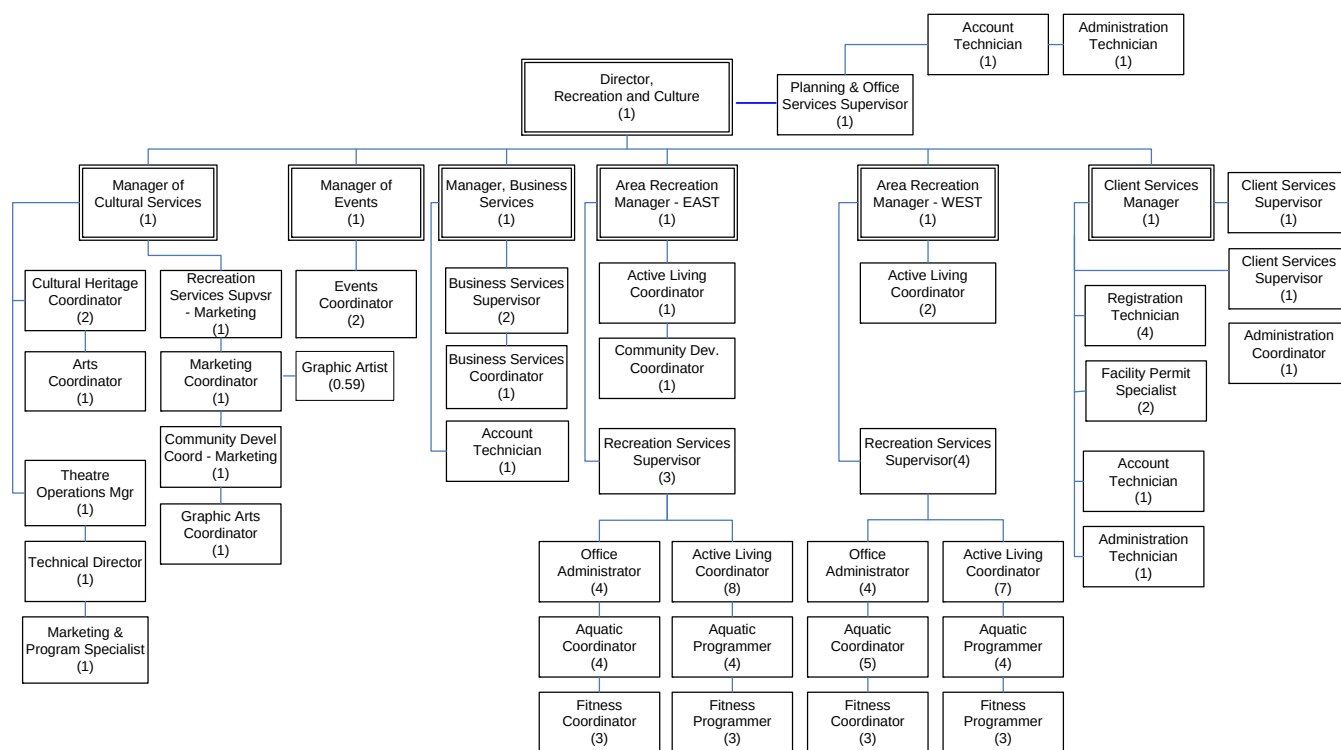
Service Statement:

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:



Full Time, Part Time and Overtime – Budgeted Amounts

Recreation:	2012	2013 Base	Additional Resource Requests			
			2013	2014	2015	2016
Full Time	87	86*	-	-	-	-
Ft-Contract	0	0	-	-	-	-
Part Time	223.72	221.55	-	-	-	-
Total FTE	310.72	307.55	-	-	-	-
Overtime	\$6,190	\$6,280	-	-	-	-

*2013 transfer of 1 Full Time Staff from Recreation to Culture

2013-16 Business Plan

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

Culture:	2012	2013 Base	Additional Resource Requests			
			2013	2014	2015	2016
Full Time	6	*7	-	-	-	-
FT-Contract	2	2	-	-	-	-
Part Time	8.40	9.91	-	-	-	-
Total FTE	16.40	18.91	-	-	-	-
Overtime	\$2,715	\$2,715	-	-	-	-

- Ministry of Health and Culture
- Libraries
- Private Industry (Advertising/Sponsorship)

Events:	2012	2013 Base	Additional Resource Requests			
			2013	2014	2015	2016
Full Time	3	3	-	-	-	-
Part Time	2.07	2.07	-	-	-	-
Total FTE	5.07	5.07	-	-	-	-
Overtime	-	-	-	-	-	-

B. Internal:

- Council / SMT
- Most internal departments within the City of Vaughan

Work Plan:

Link to Vaughan Vision 2020:

Service Excellence – Providing service excellence to citizens:

- Pursue Excellence in Service Delivery
- Enhance and Ensure Community Safety, Health & Wellness
- Lead and Promote Environmental Sustainability
- Preserve our Heritage and Support Diversity, Arts & Culture

Staff Excellence – Providing an organizational environment which fosters staff excellence:

- Value and Encourage a Highly Motivated Workforce
- Attract, Retain and Promote Skilled Staff
- Support the Professional Development of Staff

2013-16 Business Plan

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 in some areas.
- o Legislative changes adversely impacting the Kid's Club budget (Before and After School program).

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 (e.g. partnerships).
- o Mitigating expenses through continuous improvement and performance measures.

Business Plan Objectives (list the status of outstanding business plan objectives and the method of measuring successful implementation. As well, list 2013-16 business plan objectives in the appropriate section)

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Implement recommendations of the <i>Creative Together Plan</i>	2012	Ongoing	Develop incentives for cultural development (e.g. On the Slate).
Continuous improvement initiatives			Contain operating costs associated with the delivery

2013-16 Business Plan

	2012	Ongoing	of recreation and cultural programs and services.
Implement recommendations of the <i>Diversity Strategy</i>	2012	Ongoing	To communicate and promote City's commitment to cultural differences, promote and protect human rights, and celebrate diversity (e.g. Culture Days)
Implement Year 4 recommendations of the <i>Physical Activity Strategy</i>	2012	Ongoing	Increased physical activity.
Open new Fitness Centre at Vellore Village CC	2012	Construction underway	Increased physical activity.

2013-16 Business Plan Objectives: (You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.)

Business Plan Objectives:	Timeline	Outcome	Resources
2013 (Top 3 Objectives)			
1. Implement recommendations of the <i>Creative Together Plan</i> , including: ollaborate 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 recommendations of the <i>Diversity Strategy</i> , including: 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.	
4. City Hall Bookings Process Working with a staff group (Clerks, Building and Facilities, Building	2013		

2013-16 Business Plan

Standards, ITM, Corp Comm) establish guidelines and a process map for external bookings at City Hall			
5. Accessibility Standards Implementation: Working with the Technical Advisory and Vaughan Accessibility Advisory Committees (TAC and VAAC) continue to implement legislated changes to the Accessibility of Ontarians Disability Act (AODA).	2013	Mandatory compliance required as per Ministry standards announced in 2010. Working on the initiative would ensure City meets the regulations and overall increases accessibility in Vaughan.	
Other: - Assess Class software to enhance service and the operations for program registration, facility booking and fitness memberships - Planning for the opening of Block 11 Community Centre. - City Hall Bookings Process Working with a staff group (Clerks, Building and Facilities, Building Standards, ITM, Corp Comm) establish guidelines and a process map for external bookings at City Hall	2013	Increased service levels and efficiencies Increased physical activity as part of the Active Together MP Coordinated approach will increase service and efficiency	
2014 (Top 3 Objectives)			
1. Implement recommendations of the <i>Creative Together Plan</i> , including: 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 recommendations of the <i>Diversity Strategy</i> , including: Integrate activities showcasing culture and tradition of diverse groups, develop programs that facilitate cultural expression and participation,	2014	To create opportunities for creative cultural expression and	

2013-16 Business Plan

etc.		dialogue.	
Other - Implement approved recommendations for MacMillan Farm. - Implement recommendations resulting from Active Together Master Plan review and update - Planning for the opening of Block 11 Community Centre.	2014	To promote urban agriculture and passive recreational opportunities. Increased physical activity.	

2015 (Top 3 Objectives)

1. Implement recommendations of the <i>Creative Together Plan</i> , including: Examine opportunities to create cultural clusters and hubs to support the growth and development of the creative cultural industries in Vaughan.	2015	Embrace an integrated systems vision for cultural facility development.	
2. Continuous improvement initiatives	On-going	Contain operating costs associated with the delivery of recreation and cultural programs and services.	
3. Implement recommendations of the <i>Diversity Strategy</i> , including: Establishing in cooperation with schools and other agencies/groups, a program and teaching materials on diversity and human rights.	2015	To communicate and promote the City's commitment to a unified community that recognizes and is responsive to cultural differences, promotes and protects human rights, and celebrates diversity.	
Other - Implement recommendations resulting from Active Together Master Plan review and update - Planning for the opening of Block 11 Community Centre.	2015	Increased physical activity.	

2016 (Top 3 Objectives)

2013-16 Business Plan

1. Implement recommendations of the <i>Creative Together Plan</i> , including: Identify space in new buildings and those designated for adaptive re-use to provide a range of interconnected or stand-alone spaces to be used for cultural activity and initiatives.	2016	Embrace an integrated systems vision for cultural facility development.	
2. Continuous improvement initiatives	On-going	Contain operating costs associated with the delivery of recreation and cultural programs and services.	
3. Implement recommendations resulting from Active Together Master Plan review and update.	2016	Increased physical activity.	
Other Open Block 11 Community Centre	2016	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 Budget (Revenue, Expenses, Net) & Cost Recovery Level
2. Program Fill Rate
3. Facility Utilization Rate

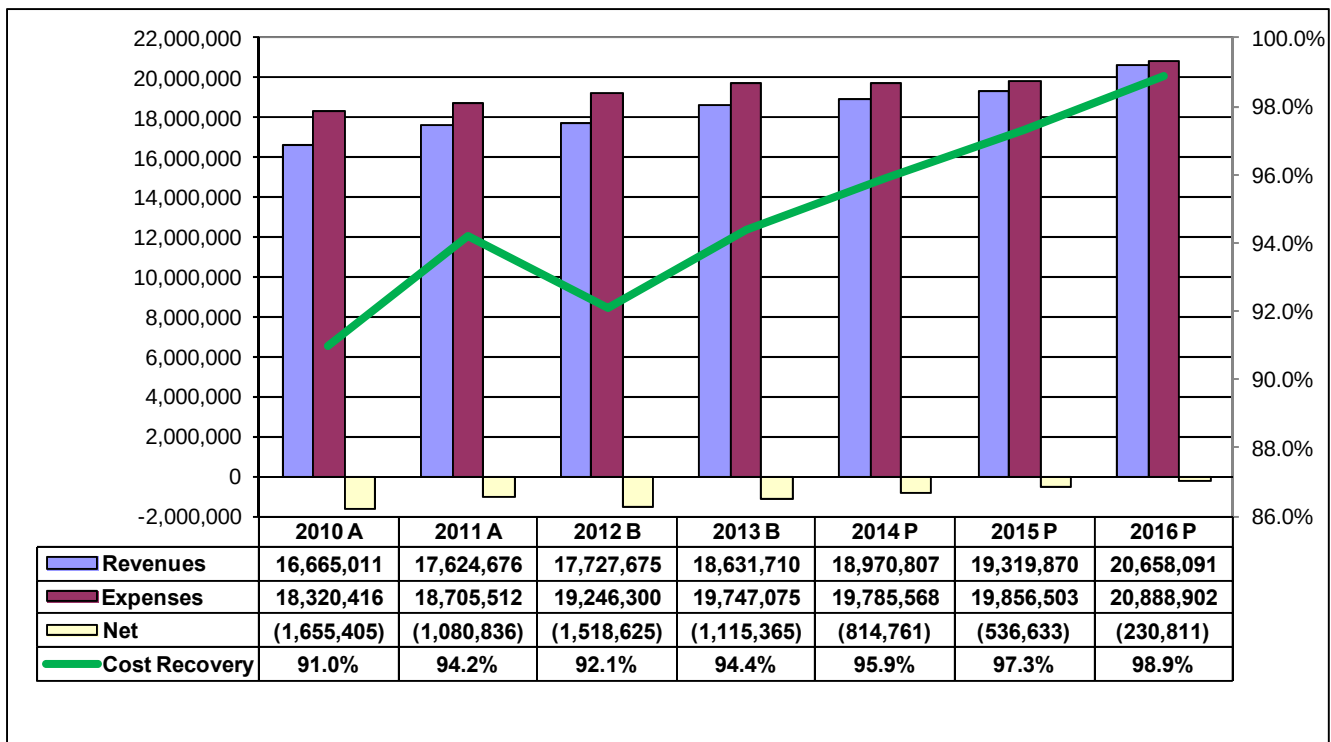
2013-16 Business Plan

4. Community Centre Traffic Counts
5. Customer Satisfaction Levels on Program Delivery
6. City Playhouse Utilization Rate
7. Sponsorship Revenues

Key Performance Indicator #1: REC Operating Budget (Revenues, Expenses, Net) & Cost Recovery Level

Definition: The operating actuals/budget for all recreational departmental programs and services and the corresponding cost recovery levels.

2013-16 Business Plan



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.

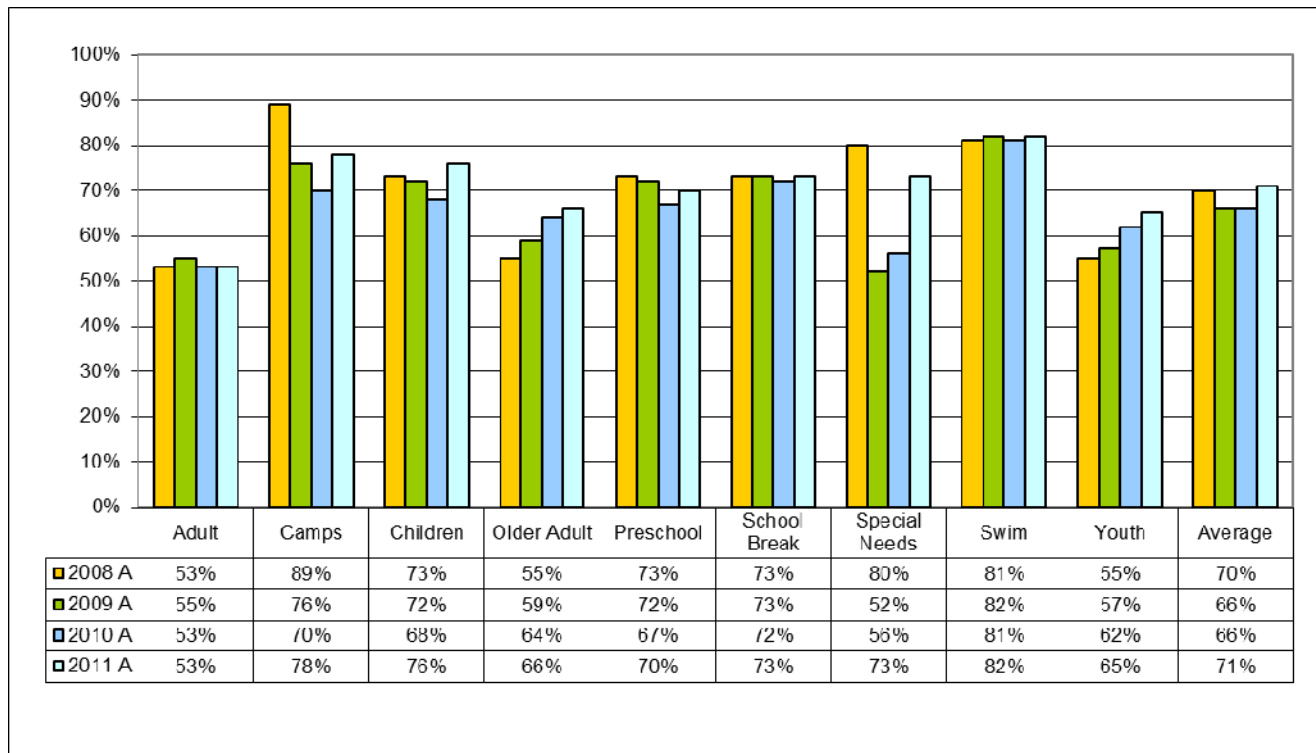
Notes about the Measure:

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 one fulltime Recreation Services Supervisor – Marketing moved to Culture in 2013 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. Collective Agreement increases to be determined for 2013 and beyond.

2013-16 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.

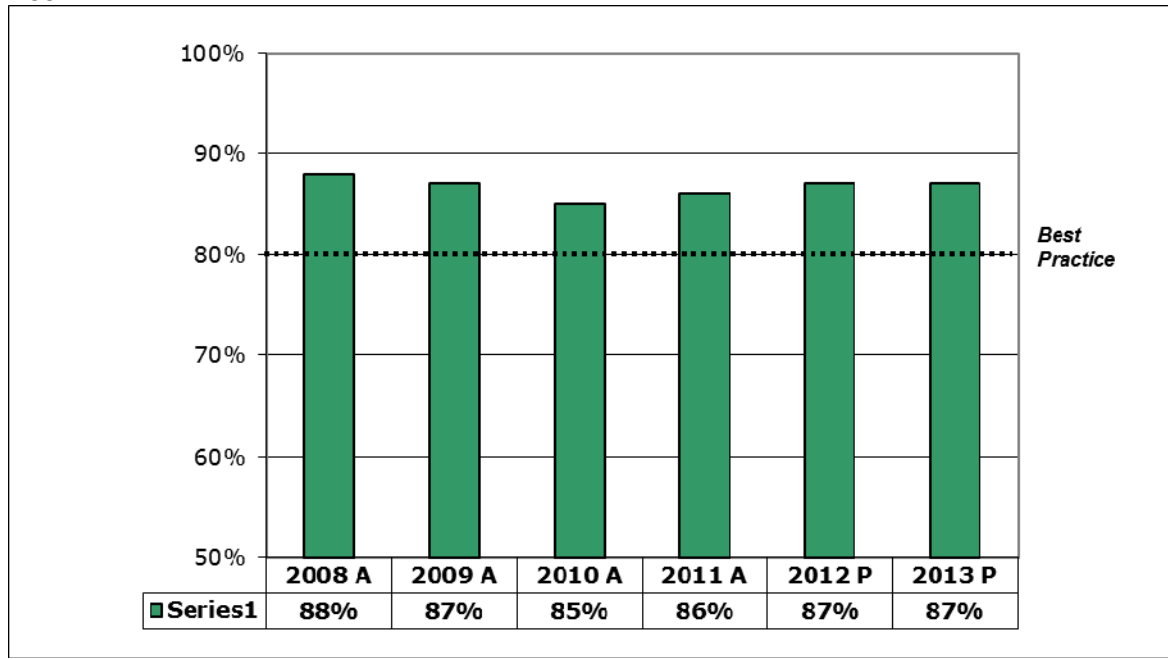
Notes about the Measure:

Consists of participation rates for registered programs city-wide.
Best practice measure set at average of 70%.

2013-16 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; P = Projected

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.

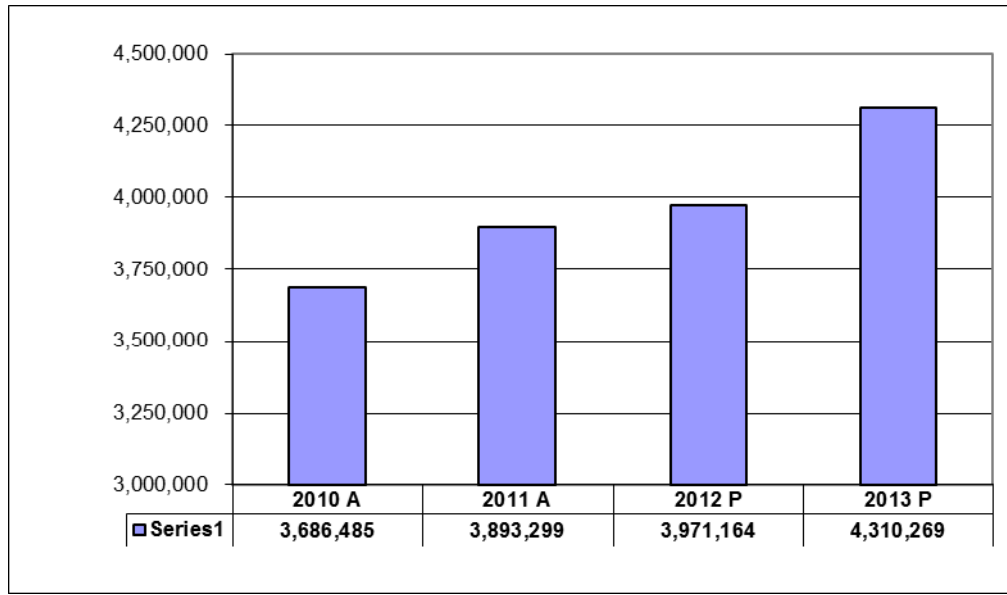
Notes about the Measure:

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%.

2013-16 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; P = Projected

Key Conclusion:

In 2010, there were approximately 3.69 million people walking through our community centres. Traffic counts are expected to increase to over 4.3 million by 2013 as fitness, aquatics, and programming opportunities increase (opening of Vellore Village Fitness Centre).

Notes about the Measure:

Best practice measure not applicable.

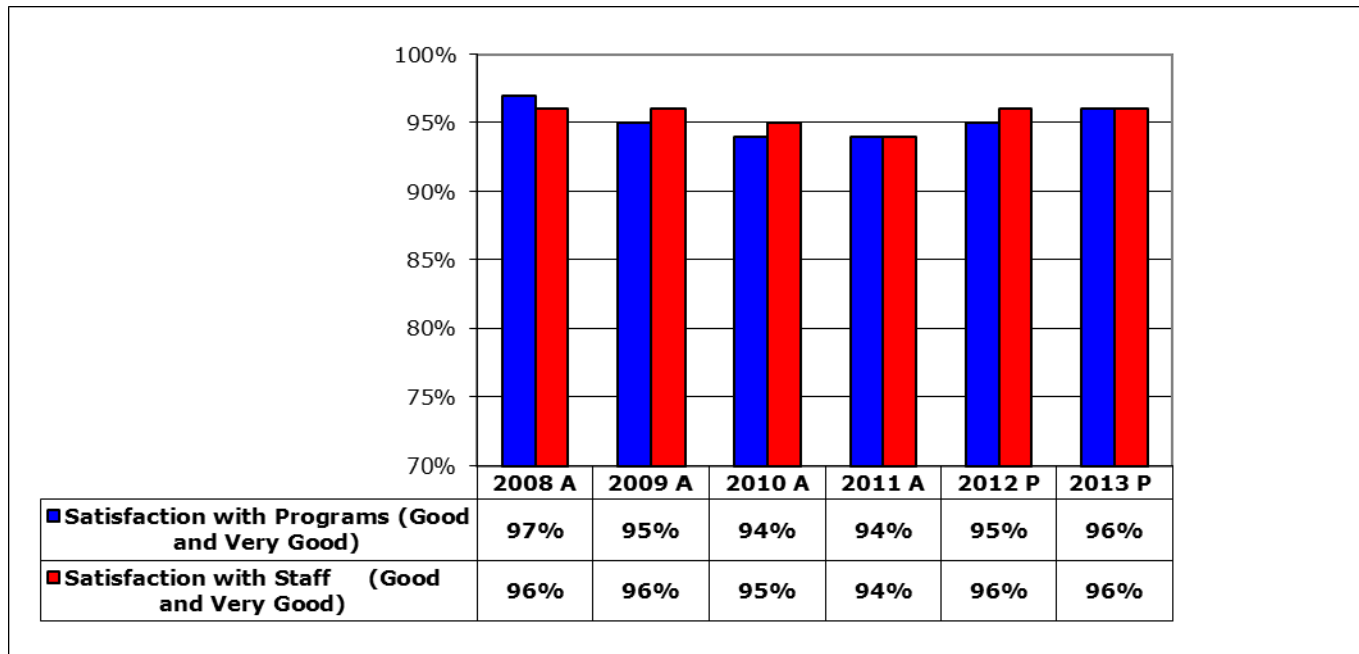
Traffic counts are installed at the following community centres:

- Maple CC
- North Thornhill CC
- Garnet A. Williams CC
- Father Ermano Bulfon CC
- Woodbridge Pool Memorial Arena
- Al Palladini CC
- Vellore Village CC
- Dufferin Clark CC
- Chancellor CC
- City Playhouse

2013-16 Business Plan

Key Performance Indicator #5: Customer Satisfaction Levels on Program Delivery

Definition: Customer feedback on their level of satisfaction with programs and staff.



Notes: A = Actual; P = Projected

Key Conclusion:

Overall, customers are extremely satisfied with both programs and staff. The results are based on averages from surveys issued bi-annually.

Notes about the Measure:

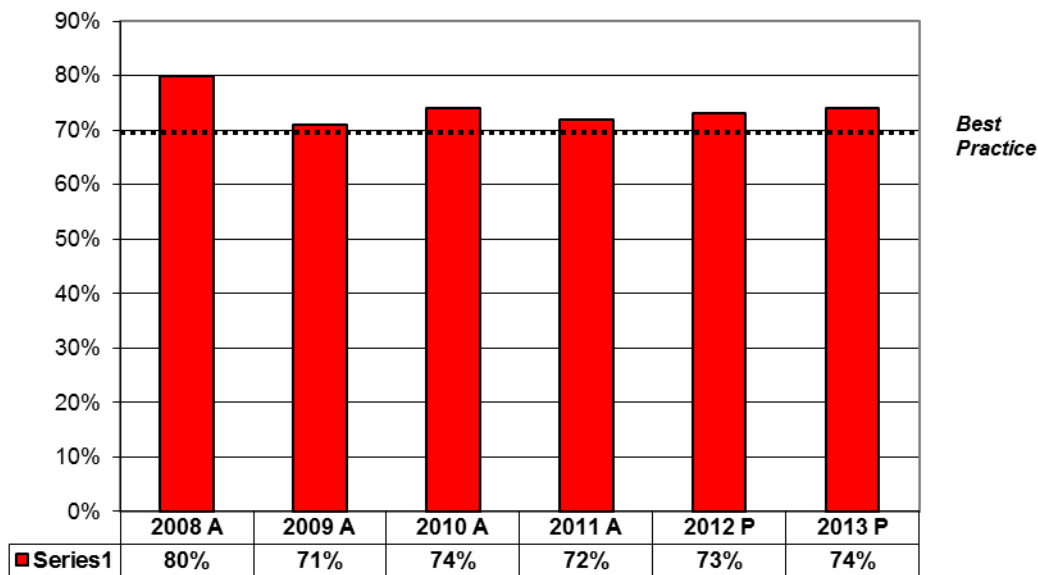
The numbers shown consist of individuals who have expressed good or very good satisfaction levels with programs and staff. The program areas included: Preschool, Children & Youth, Adult, Older Adult and Aquatics. The average number of responses is 600 from centres city wide. The margin of error is expected to be less than 5%.

Best practice measure set at 80%.

2013-16 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; P = Projected

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 stabilizing 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%.

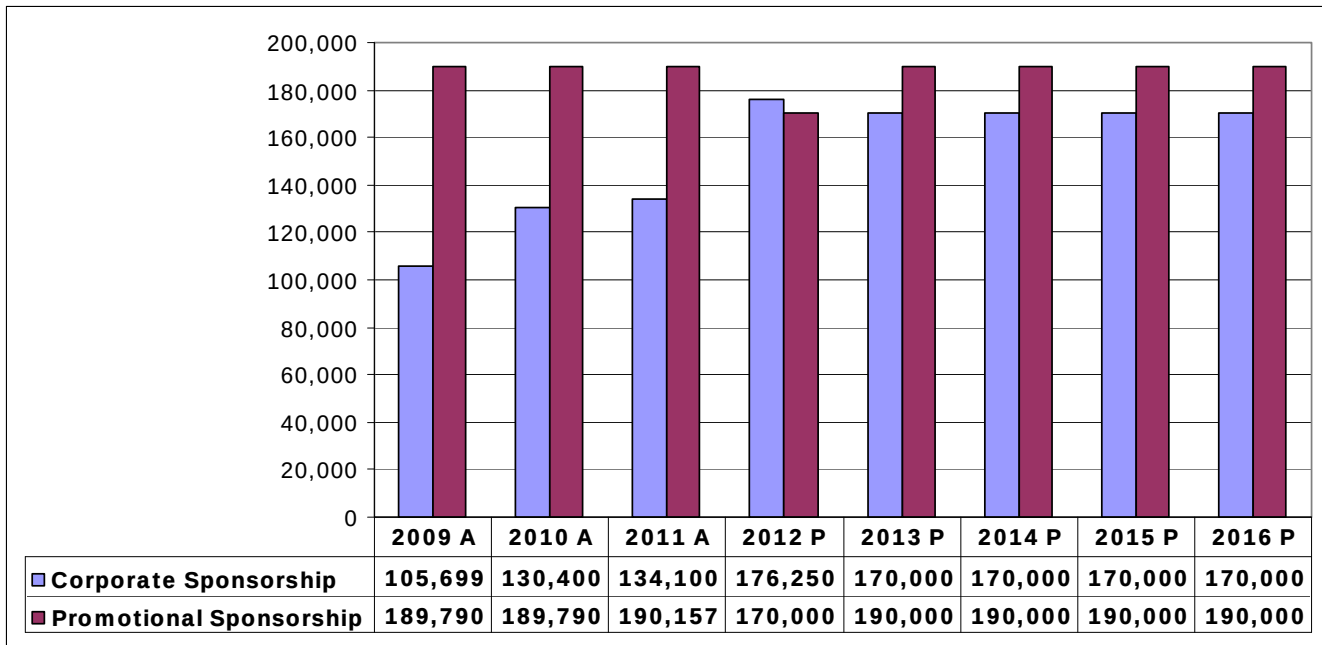
2013-16 Business Plan

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 caliber 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.



Notes: A = Actual; P = Projected

Key Conclusion:

Since 2009, corporate sponsorship has been on the rise with a stabilization of sponsorship projected after 2012. Promotional sponsorships have remained fairly stable over the last several years, with a small decline in 2012.

Notes about the Measure:

2013-16 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.

Overall, the department continues to achieve its goals in providing Service Excellence, Staff Excellence and Management Excellence.

Commissioner Sign-off

Date (mm/dd/yy)

Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

Department	Exp Category	Account	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	2014 Forecast	Variance	2015 Forecast	Variance	2016 Forecast	Variance
Recreation														
	Revenue													
		Dept. Misc. Revenues	12,069,112	11,798,500	11,946,958	65.8%	148,458	1.3%	12,059,908	112,950	12,293,159	233,251	12,533,289	240,130
		Rents and Concessions	4,196,972	4,210,675	4,307,885	23.7%	97,210	2.3%	4,385,919	78,034	4,466,242	80,323	4,548,930	82,688
		Transit Fares	1,605,029	1,500,000	1,650,000	9.1%	150,000	10.0%	1,680,030	30,030	1,710,943	30,913	1,742,767	31,824
		Advertising Revenue	156,382	155,250	185,000	1.0%	29,750	19.2%	188,367	3,367	191,833	3,466	195,401	3,568
		Vending Commissions	55,300	63,250	57,490	0.3%	(5,760)	(9.1)%	58,536	1,046	59,613	1,077	60,722	1,109
		Taxable Sales-Postage Fees	1,191	0	1,500	0.0%	1,500	0.0%	1,527	27	1,555	28	1,584	29
		Revenues for Specific Funct.	64,507	0	0	0.0%	0	0.0%	0	0	0	0	0	0
	Total Revenue		18,148,492	17,727,675	18,148,833	100.0%	421,158	2.4%	18,374,287	225,454	18,723,345	349,058	19,082,693	359,348
	Labour Costs													
		Staffing Costs (incl Benefits)	14,216,973	14,748,054	14,652,137	75.2%	(95,917)	(0.7)%	14,670,625	18,488	14,752,664	82,039	14,787,664	35,000
	Other Expenses													
		YRT Tickets	1,674,169	1,470,000	1,617,000	8.3%	147,000	10.0%	1,646,429	29,429	1,676,724	30,295	1,707,911	31,187
		Vaughan Hockey Association Subsidy	1,196,409	1,173,020	1,208,211	6.2%	35,191	3.0%	1,244,457	36,246	1,281,791	37,334	1,320,245	38,454
		Service Contracts and Materials	721,559	570,040	634,228	3.3%	64,188	11.3%	623,879	(10,349)	623,879	0	623,879	0
		Office Supplies & Expenses	322,788	337,277	353,830	1.8%	16,553	4.9%	353,830	0	353,830	0	353,830	0
		Corporate Accounts	274,305	234,650	279,650	1.4%	45,000	19.2%	279,650	0	279,650	0	279,650	0
		Tools & Equipment	132,973	195,920	225,985	1.2%	30,065	15.3%	225,985	0	225,985	0	225,985	0
		Reserve Transfers	104,991	140,000	140,000	0.7%	0	0.0%	140,000	0	140,000	0	140,000	0
		General Mtce & Repairs	91,820	90,100	100,100	0.5%	10,000	11.1%	100,100	0	100,100	0	100,100	0
		Other	28,362	90,825	79,175	0.4%	(11,650)	(12.8)%	79,175	0	79,175	0	79,175	0
		Professional Fees	65,603	59,000	61,500	0.3%	2,500	4.2%	61,500	0	61,500	0	61,500	0
		Operating Leases	32,638	48,555	51,185	0.3%	2,630	5.4%	49,357	(1,828)	49,357	0	49,357	0
		Staff Development & Training	20,860	33,500	31,500	0.2%	(2,000)	(6.0)%	31,500	0	31,500	0	31,500	0
		Meals & Travel	17,894	25,650	24,550	0.1%	(1,100)	(4.3)%	24,550	0	24,550	0	24,550	0
		Office Equipment & Furniture	11,249	20,850	20,850	0.1%	0	0.0%	20,850	0	20,850	0	20,850	0
		Communications	19,423	17,040	16,440	0.1%	(600)	(3.5)%	16,440	0	16,440	0	16,440	0
		Community Advertising & Promotion	0	454	500	0.0%	46	10.1%	500	0	500	0	500	0
		Joint Services & Department Transfers	2,824	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Utilities & Fuel	65	0	0	0.0%	0	0.0%	0	0	0	0	0	0
	Total Other Expenses		4,717,933	4,506,881	4,844,704	24.8%	337,823	7.7%	4,898,202	53,498	4,965,831	67,629	5,035,472	69,641
	Total Expenses		18,934,906	19,254,935	19,496,841	100.0%	241,906	1.3%	19,568,827	71,986	19,718,495	149,668	19,823,136	104,641
Total Recreation			786,414	1,527,260	1,348,008		(179,252)	(12.9)%	1,194,540	(153,468)	995,150	(199,390)	740,443	(254,707)

2013 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2013 Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Soccer Field Maintenance *			(20,435)	(20,435)					(20,435)		0		0		0

*Net impact on budget was \$5,565 as expenses are charged to Parks & Forestry Dept.



2013 Capital Budget & 2014-2016 Capital Plan

Commission of Community Services Recreation

Budget					
Year	Project #	Title	Project Type	Total Budget	Operating Impact TCA
2013	RE-9503-13	Fitness Centre Equipment Replacement	Equipment Replacement	125,100	0 Y
2013	RE-9523-13	Replacement of City Playhouse Auditorium Carpet	Health & Safety	32,960	0 Y
2013 Budget				158,060	
2014	RE-9503-13	Fitness Centre Equipment Replacement	Equipment Replacement	125,100	0 Y
2014 Forecast				125,100	
2015	RE-9503-13	Fitness Centre Equipment Replacement	Equipment Replacement	125,100	0 Y
2015	RE-9519-15	Vaughan Art Gallery Site Study	Studies	51,500	0 N
2015	RE-9521-15	Retrofit Lighting at Gallery space at MCC	New Infrastructure	25,800	0 Y
2015	RE-9522-15	Exhibition Units for City Hall and MCC	New Infrastructure	67,000	0 Y
2015 Forecast				269,400	
2016	RE-9503-13	Fitness Centre Equipment Replacement	Equipment Replacement	125,100	0 Y
2016 Forecast				125,100	

Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

Department	Exp Category	Account	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	2014 Forecast	Variance	2015 Forecast	Variance	2016 Forecast	Variance
Cultural Services														
	Revenue													
		Rents and Concessions	305,190	295,000	330,000	59.7%	35,000	11.9%	330,000	0	330,000	0	330,000	0
		Dept. Misc. Revenues	333,799	181,920	181,950	32.9%	30	0.0%	181,950	0	181,950	0	181,950	0
		Rev. frm Recov. Exp - Pd Duty	37,030	37,030	37,030	6.7%	0	0.0%	37,030	0	37,030	0	37,030	0
		Vending Commissions	0	4,000	4,000	0.7%	0	0.0%	4,000	0	4,000	0	4,000	0
		General Revenue	7,570	0	0	0.0%	0	0.0%	0	0	0	0	0	0
	Total Revenue		683,589	517,950	552,980	100.0%	35,030	6.8%	552,980	0	552,980	0	552,980	0
	Labour Costs													
		Staffing Costs (incl Benefits)	1,475,522	1,575,209	1,707,168	80.4%	131,959	8.4%	1,730,410	23,242	1,746,858	16,448	1,836,641	89,783
	Other Expenses													
		Service Contracts and Materials	269,898	200,181	200,180	9.4%	(1)	(0.0)%	200,180	0	200,180	0	200,180	0
		Office Supplies & Expenses	76,068	72,506	72,732	3.4%	226	0.3%	72,732	0	72,732	0	133,232	60,500
		Other	54,794	58,748	58,292	2.7%	(456)	(0.8)%	58,292	0	58,292	0	58,292	0
		Professional Fees	2,555	44,652	45,852	2.2%	1,200	2.7%	45,852	0	45,852	0	45,852	0
		Office Equipment & Furniture	10,336	12,404	15,036	0.7%	2,632	21.2%	15,036	0	15,036	0	20,036	5,000
		Staffing Costs (incl Benefits)	4,840	9,000	9,000	0.4%	0	0.0%	9,000	0	9,000	0	9,000	0
		Meals & Travel	2,961	7,765	7,765	0.4%	0	0.0%	7,765	0	7,765	0	8,165	400
		Staff Development & Training	8,531	4,015	4,011	0.2%	(4)	(0.1)%	4,011	0	4,011	0	5,311	1,300
		Community Advertising & Promotion	900	1,942	1,940	0.1%	(2)	(0.1)%	1,940	0	1,940	0	1,940	0
		Communications	6,647	4,125	141	0.0%	(3,984)	(96.6)%	141	0	141	0	141	0
		Corporate Accounts	8,147	50	50	0.0%	0	0.0%	50	0	50	0	50	0
		Joint Services & Department Transfers	4	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Reserve Transfers	(4,600)	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Tools & Equipment	536	0	0	0.0%	0	0.0%	0	0	0	0	0	0
	Total Other Expenses		441,616	415,388	414,999	19.6%	(389)	(0.1)%	414,999	0	414,999	0	482,199	67,200
	Total Expenses		1,917,138	1,990,597	2,122,167	100.0%	131,570	6.6%	2,145,409	23,242	2,161,857	16,448	2,318,840	156,983
Total Cultural Services			1,233,549	1,472,647	1,569,187		96,540	6.6%	1,592,429	23,242	1,608,877	16,448	1,765,860	156,983

Recognized 2016 ARR's									
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2016 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$
Arts & Culture Marketing Material			60,000		60,000				60,000
Special Events Coordinator	FT	1.00	92,781		92,781			1.00	92,781



Building and Facilities

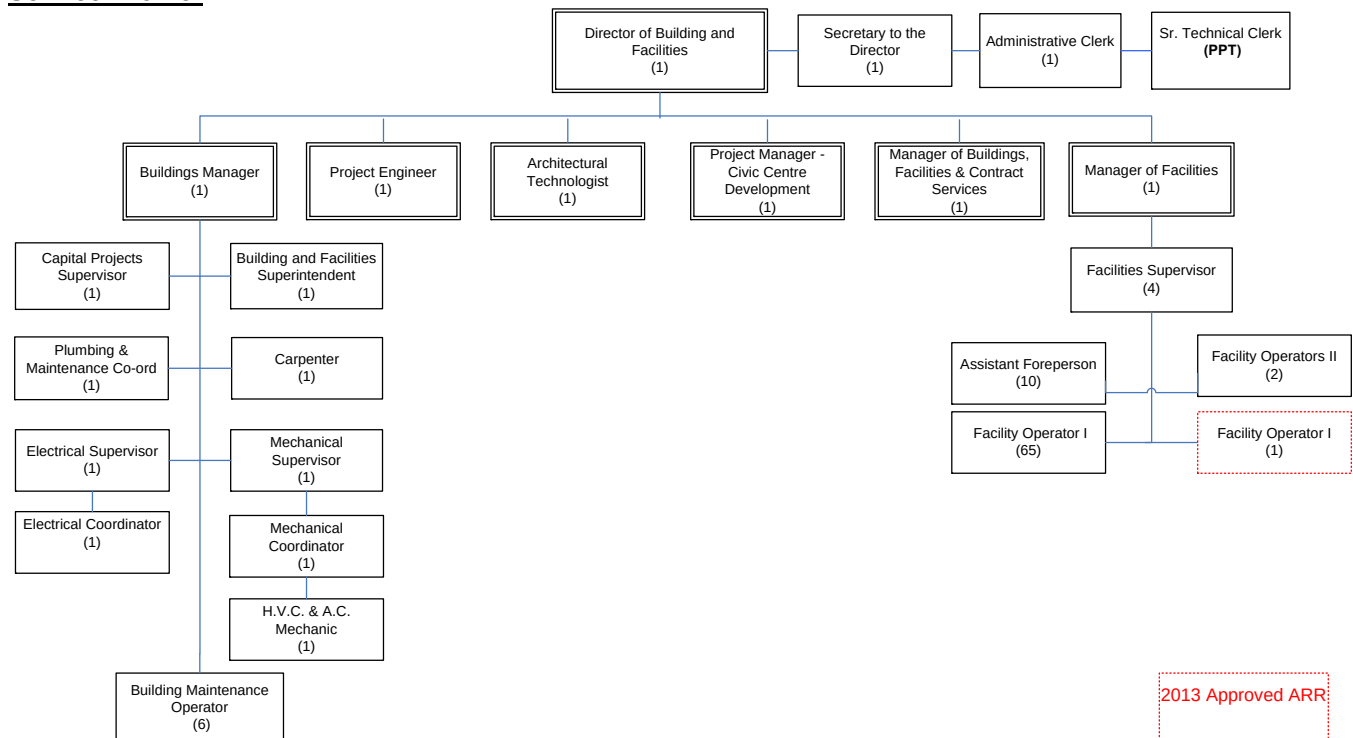
2013-16 Business Plan

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 (i.e. recreation community centres, firehalls, libraries, parks, sports fields, administrative buildings and walkway lighting).

Service Profile:



2013 Approved ARR

Full Time, Part Time and Overtime – Budgeted Amounts

	2012	2013 Base	Additional Resource Requests			
			2013	2014	2015	2016
Full Time	102	103	1.0	2.57		9.0
Part Time	5.83	5.83		0.31		1.80
Overtime	56,097	56,097		2,700		

Key Stakeholders:

- Internal Departments within the City of Vaughan
- Libraries
- Residents/facility users
- Contractors/suppliers
- Sports Groups in Vaughan
- Business Community/Developers
- School Boards

2013-16 Business Plan

- Council and SMT

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:

Pressures:

- Public Sector Accounting Board (PSAB) legislated reporting requirements – workload impact
- Infrastructure Repair and Replacement-Limited Funds
- Maintaining current standards and services with limited resources
- Accessibility Modifications- new accessibility requirements requiring funds
- Active Together Mast Plan and DC charges Update - Workload Impact

Opportunities:

- Infrastructure funding

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	Completed	Master Plan approved by Council implementation is ongoing
In consultation with the Finance Department to develop key measures for Long Range Financial Plan	2009	Completed	Used as a tool for building analysis for maintenance audits and Capital Forecasting
Develop and implement electronic work order system in consultation with ITM which includes the CTS module for Building and Facilities	2009	Completed	Creation of benchmarking for productivity and effectiveness evaluation
Perform building audits under the Accessibility Plan	2009	Completed	Planned. Approved and submitted to Ministry
Plan and organize a strategic vision sessions for the departmental	2010	Completed	Engage front-

2013-16 Business Plan

staff with assistance from the Manager of Strategic Planning		yearly	line staff in strategic vision. Discuss ideas for service improvements
Develop and implement new training programs to introduce newer technologies and delivery methods into day-to-day operations	2011-2012	On-going	Increase effectiveness of maintenance with limited resources
Implement a customer service feedback survey	2012	In progress	Evaluate expectations to identify gaps in service levels
Perform energy audits on City buildings and implement recommendations for energy and environmental efficiencies	2012	Ongoing	Reduce energy and waste

2013-16 Business Plan

2013-16 Business Plan Objectives:

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2013			
1. Continue to implement energy reduction enhancements as newer technologies become reliable and affordable	Q4-2013	Stability in maintaining consumption More cost effective building budgeting	Funding in Capital and operating, possibility of energy grants from Powerstream
2. Develop and strengthen key performance indicators for Building and Facilities	Q2-2013	Increase quality control and effectiveness	Current resources and consultants
3. Prepare an energy conservation plan and update annually	Q1-2013	Contain utility costs within increase to unit costs (i.e. \$ per kw/hr)	Funding, consultant
4. Asset Management - collect data and develop asset class	Q3-2013	Increased efficiencies in maintenance, better planning for asset replacement	Staff and funding. ARR submitted ARR deferred beyond 2016
2014			
1. Continue to implement energy reduction enhancements as newer technologies become reliable and affordable	Q4-2014	Stability in maintaining consumption budgets	Funding
2. Implement an electronic asset maintenance program for B&F	Q3-2014	Maximize life cycle replacements through programmed maintenance	Funding, Consultant and staffing
3. Review and update the City's Green Building strategy for future new facilities and expansions/renovations	Q2-2014	Environmental sustainability	Funding, and staff resources
2015			
1. Continue to implement energy reduction enhancements as newer technologies become reliable and affordable	Q4-2015	Stability in maintaining consumption, and reduce budget impact. Environmental sustainability	Funding, training
2. Merge Long Range Financial Plan with Asset Management and Building Maintenance Management databases	Q3-2015	Provides capital asset management for PSAB and MPMP reporting. Assists in forecasting long-term capital asset replacements	Funding, consultants

2013-16 Business Plan

2016			
1. Continue to implement energy reduction enhancements as newer technologies become reliable and affordable	Q4-2016	Stability in maintaining consumption budgets	Funding, training
2. Train staff on the electronic Asset Management system and software	Q1-2016	Systematic generation of work orders, accurate database of maintenance information	Funding, consultants

Key Performance Indicators:

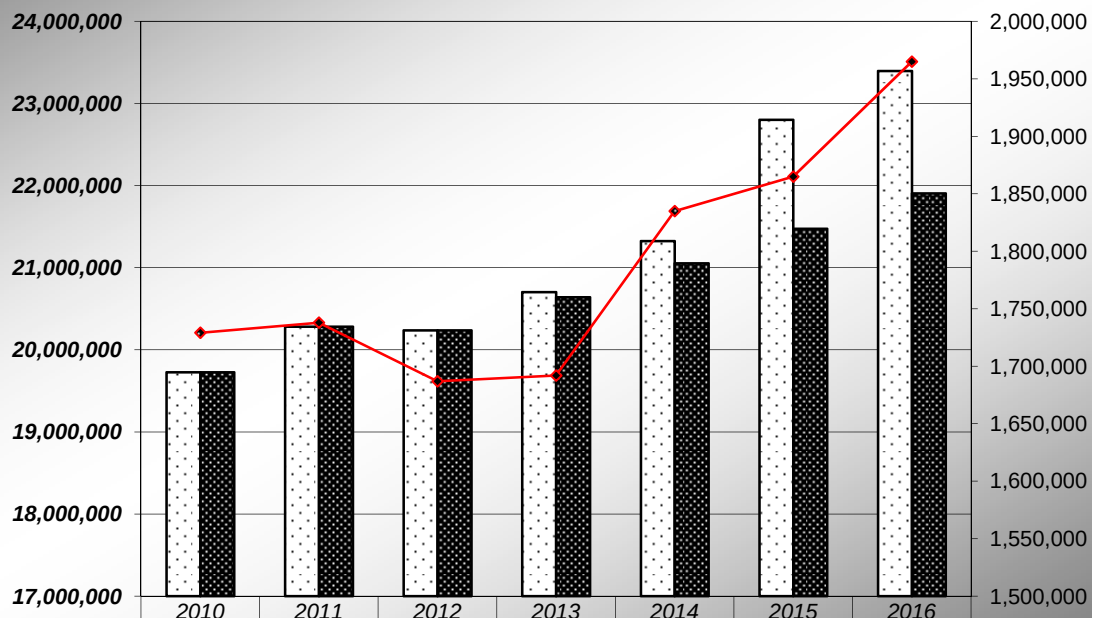
1. Cost of Building Square Feet Maintained
2. Number of Building Square Feet Maintained per FTE
3. Utilities Consumption per Square Foot for all Major Buildings (to be developed)
4. Number of Work Orders per FTE (to be developed)
5. Cost per square foot for cleaning (to be developed)

2013-16 Business Plan

BUSINESS OVERVIEW:

Measure: Building Square Feet Maintained vs. Actual and Proposed Annual Budgets

Definition: The total number of building square feet maintained vs. actual and proposed annual operating budgets



Notes about the Measure:

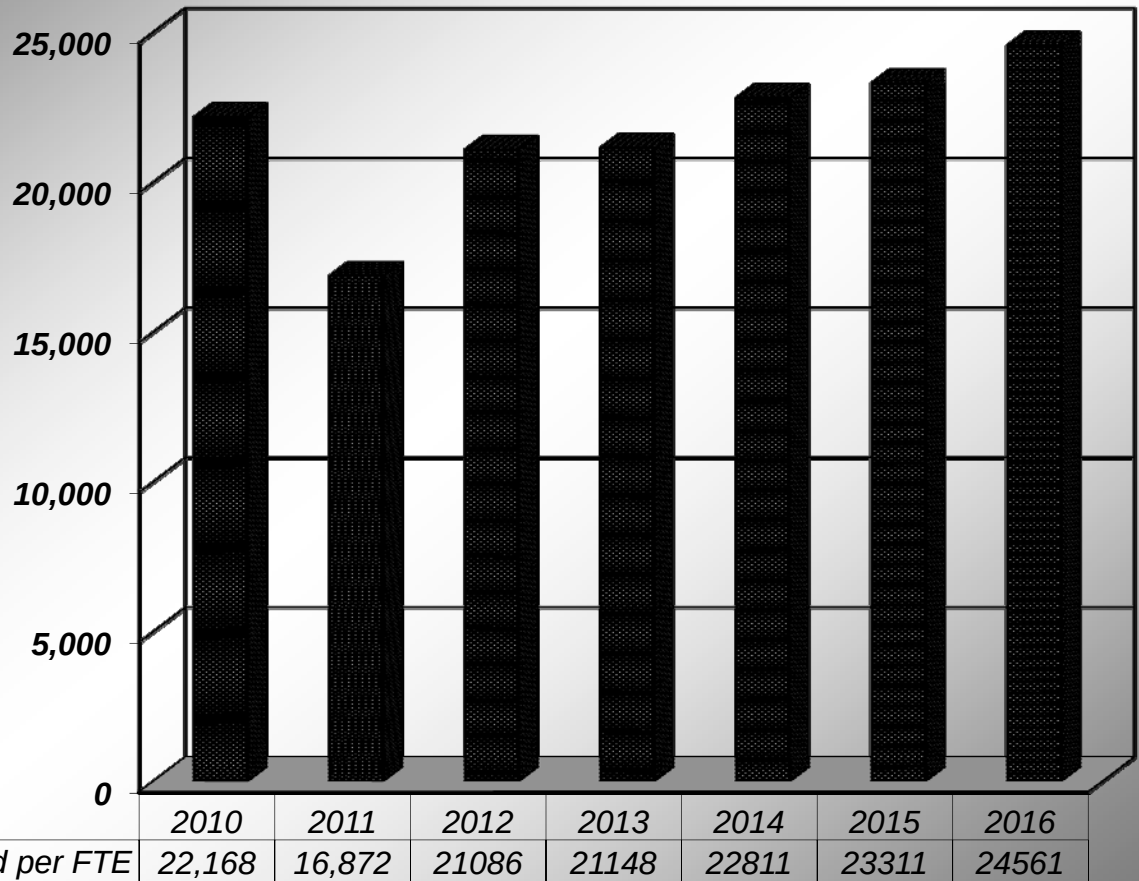
These figures include; Community Centres, Libraries, Administration Buildings, Fire Stations, Heritage Buildings, Senior's Centres and Park's Buildings/Field Houses. Buildings added include expansions to existing facilities, new Library at North Thornhill Community Centre, proposed Community Centre for Blocks 11 and 41, and new Resource Library at the City Hall Campus.

Key Conclusion:

The number of building square feet requiring maintenance and operation will be increased by 22% over the 2010-2016 periods. Given that fact that the utilities, contracts and wages are increasing, other buildings are getting older and maintenance and replacements are deferred, the annual budgets will have to increase to maintain service levels. The Department will continue to explore opportunities for operational efficiencies and energy conservations to reduce the overall budget impact.

2013-16 Business Plan

Measure: Quantity of Building Square Feet Maintained per Maintained FTE



Key Conclusion:

The total number of building square feet maintained per Maintenance FTE will be increased by 22% (over 4000 sq. ft.) over the 2010 to 2016 period.

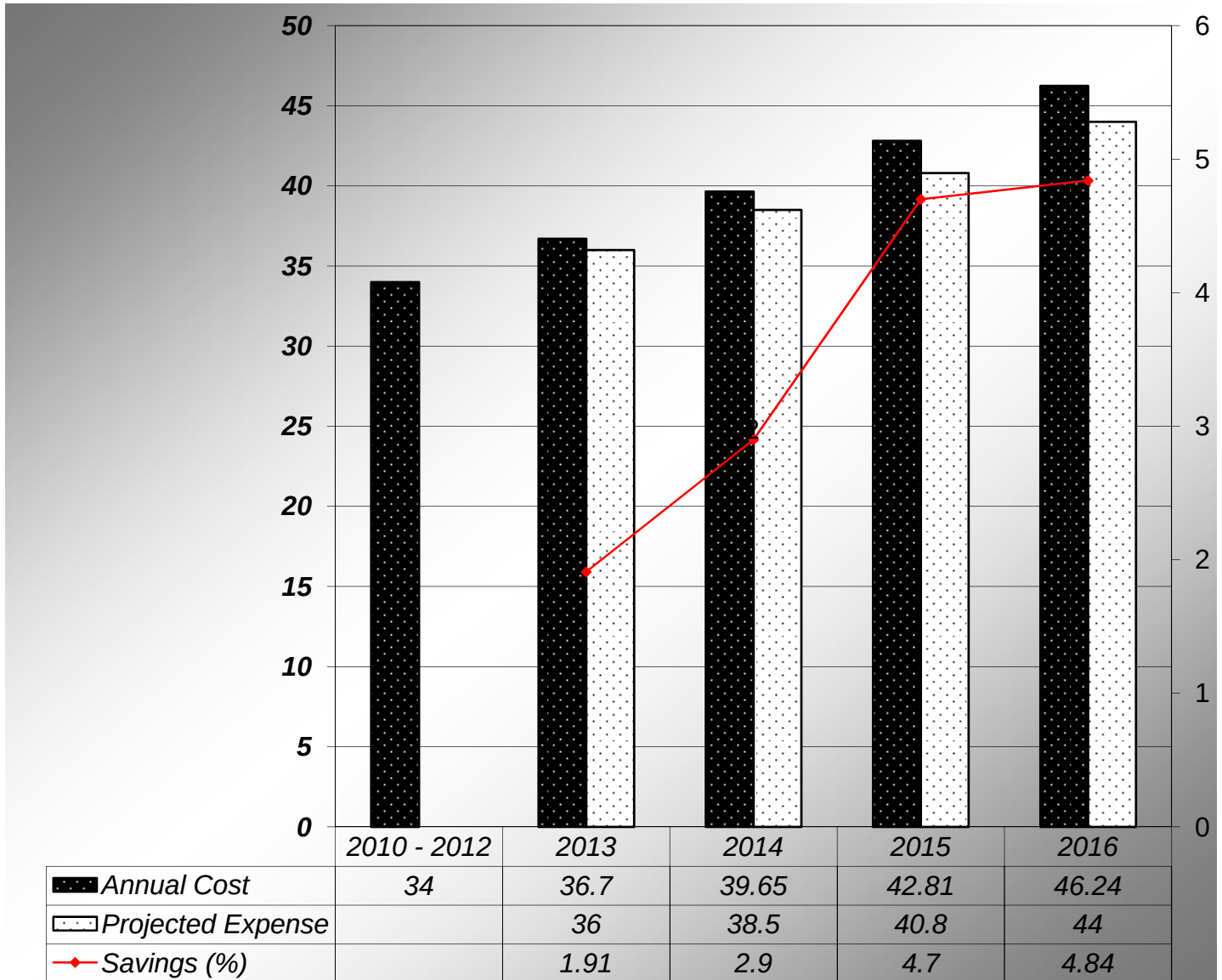
Without additional FTE's, proper service levels for building maintenance and customer service will not be achieved.

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.

2013-16 Business Plan

Measure: Annual Utilities Consumption Cost per Building Sq.ft.



Key Conclusion:

The total cost for Natural Gas, Hydro and Water is expected to rise 7% on average until 2016. The Departments' goal through energy conservation practices, automated controls, energy efficient retrofits, and enhanced design and construction (i.e. LEED) is to keep the annual costs within the expected unit cost increases.

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.

2013-16 Business Plan

Overall Conclusion:

The Buildings and Facilities Department continues to provide 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.

Despite challenges such as rising operational costs including utilities, inflationary pressures and aging infrastructure the department continues to manage the increase costs through energy conservation practices, automated controls, energy efficient retrofits, enhanced design and construction, training and development.

Overall the department continues to achieve its goals in providing service excellence, staff excellence and organizational excellence.

Commissioner Sign-off

Date

Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

Department	Exp Category	Account	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	2014 Forecast	Variance	2015 Forecast	Variance	2016 Forecast	Variance
Buildings and Facilities														
	Revenue													
		Rents and Concessions	178,460	106,090	116,590	60.5%	10,500	9.9%	108,590	(8,000)	108,590	0	108,590	0
		Rev. frm Recov. Exp - Pd Duty	103,825	56,250	56,250	29.2%	0	0.0%	56,250	0	56,250	0	56,250	0
		General Revenue	15,017	25,000	20,000	10.4%	(5,000)	(20.0)%	20,000	0	20,000	0	20,000	0
		Dept. Misc. Revenues	27,702	0	0	0.0%	0	0.0%	0	0	0	0	0	0
	Total Revenue		325,005	187,340	192,840	100.0%	5,500	2.9%	184,840	(8,000)	184,840	0	184,840	0
	Joint Service Revenue													
		Joint Service Revenue	(136,454)	(52,621)	0	0.0%	52,621	(100.0)%	0	0	0	0	0	0
	Labour Costs													
		Staffing Costs (incl Benefits)	8,347,725	8,743,149	8,824,295	42.3%	81,146	0.9%	9,104,674	280,379	9,203,594	98,920	9,844,722	641,128
	Other Expenses													
		Utilities & Fuel	5,111,956	5,013,566	5,175,480	24.8%	161,914	3.2%	5,399,916	224,436	5,644,466	244,550	6,649,201	1,004,735
		General Mtce & Repairs	3,839,133	4,096,056	3,618,026	17.3%	(478,030)	(11.7)%	3,868,026	250,000	3,868,026	0	4,271,321	403,295
		Service Contracts and Materials	2,422,237	2,256,080	2,889,790	13.8%	633,710	28.1%	2,889,790	0	2,889,790	0	3,175,568	285,778
		Operating Leases	328,809	312,941	310,941	1.5%	(2,000)	(0.6)%	310,941	0	310,941	0	313,276	2,335
		Tools & Equipment	151,010	192,398	192,398	0.9%	0	0.0%	192,398	0	192,398	0	203,890	11,492
		Communications	105,634	103,186	103,563	0.5%	377	0.4%	103,563	0	103,563	0	103,563	0
		Staff Development & Training	1,573	22,953	22,953	0.1%	0	0.0%	23,053	100	23,053	0	23,053	0
		Meals & Travel	17,009	22,777	22,777	0.1%	0	0.0%	22,777	0	22,777	0	22,777	0
		Office Supplies & Expenses	20,825	20,162	20,162	0.1%	0	0.0%	20,262	100	20,262	0	20,262	0
		Office Equipment & Furniture	3,376	15,745	15,745	0.1%	0	0.0%	15,745	0	15,745	0	15,745	0
		Other	3,555	3,190	3,190	0.0%	0	0.0%	3,190	0	3,190	0	3,190	0
		Community Advertising & Promotion	0	641	641	0.0%	0	0.0%	641	0	641	0	641	0
		Corporate Accounts	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Professional Fees	3,053	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Joint Services & Department Transfers	(330,052)	(326,688)	(326,688)	-1.6%	0	0.0%	(326,688)	0	(326,688)	0	(326,688)	0
	Total Other Expenses		11,678,117	11,733,007	12,048,978	57.7%	315,971	2.7%	12,523,614	474,636	12,768,164	244,550	14,475,799	1,707,635
	Total Expenses		19,889,388	20,423,535	20,873,273	100.0%	449,738	2.2%	21,628,288	755,015	21,971,758	343,470	24,320,521	2,348,763
Total Buildings and Facilities			19,564,383	20,236,195	20,680,433		444,238	2.2%	21,443,448	763,015	21,786,918	343,470	24,135,681	2,348,763

2013 ARRs															
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2013 Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Facility Operator I - Vellore Village Fitness Centre	FT	1.00	56,714		56,714			1.00	56,714		2,837		2,977		3,127

Revenue and Expenditure Summary

2013 Operating Budget & 2014-16 Plan

Recognized 2014 ARRs													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Facility Op I - Fr Ermanno CC Expansion	FT	1.00	56,938		56,938			1.00	56,938	-	2,847	-	2,989
Preventative Mtce Mechanic	FT	0.57	75,604	(28,500)	47,104			0.57	47,104	-	3,770	-	3,959
City Wide Mtce & Repairs			250,000		250,000				250,000				
Clerk Typist A (PT Conversion)	FT	0.31	45,895	(30,666)	15,229			0.31	15,229	-	2,295	-	2,410
Assist Foreperson - Carrville CC	FT	1.00	62,736		62,736			1.00	62,736	-	3,137	-	3,293

Recognized 2016 ARRs									
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2016 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$
Staffing - Carrville CC (9 FT, 1.8 PT)	FT/PT	10.80	590,020		590,020			10.80	590,020



2013 Capital Budget & 2014-2016 Capital Plan

Commission of Community Services Buildings & Facilities

Budget Year	Project #	Title	Project Type	Total Budget	Operating Impact	TCA
2013	BF-8283-13	Dufferin Clark Community Centre Relocate Senior's Room To The Ground Floor	New Infrastructure	50,600	0	Y
2013	BF-8311-13	Maple Lion Park - Splash Pad/Rubber Surface Replacement	Infrastructure Replacement	25,800	0	Y
2013	BF-8317-13	Maple Community Centre Replace Outdoor Lighting	Infrastructure Replacement	144,200	0	Y
2013	BF-8319-13	JOC-HVAC Rooftop Replacements	Infrastructure Replacement	103,000	0	Y
2013	BF-8343-13	Dufferin Clark Community Centre Addition of Accessible Washroom	New Infrastructure	51,500	0	Y
2013	BF-8346-13	JOC - Works Yards Dumping Ramps	Health & Safety	38,200	0	Y
2013	BF-8355-13	Mackenzie Glen Park Replace Splash Pad Surfacing	Infrastructure Replacement	61,800	0	Y
2013	BF-8365-13	McClure Meadows Park - Splash Pad/Rubber Surfacing Replacement McClure Meadows Park	Infrastructure Replacement	25,800	0	Y
2013	BF-8367-13	Uplands Golf & Ski Centre, Buildings General Capital	Infrastructure Replacement	67,000	0	Y
2013	BF-8371-13	Garnet A Williams Community Centre - Heat Pumps Replacement	Equipment Replacement	61,800	0	Y
2013	BF-8379-13	Father Ermanno Bulfon Community Centre - Outdoor Rink	New Infrastructure	113,300	0	Y
2013	BF-8381-13	Garnet A Williams Community Centre - Flooring Replacement	Infrastructure Replacement	36,100	0	Y
2013	BF-8392-13	Woodbridge Pool & Arena - Replace Rooftop Units	Infrastructure Replacement	42,000	0	Y
2013	BF-8393-13	Fire Station 7-2-Replace Heating Boiler	Infrastructure Replacement	31,600	0	Y
2013	BF-8394-13	Al Palladini Community Centre - Replace Heat Pump # 17	Infrastructure Replacement	52,500	0	Y
2013	BF-8395-13	Dufferin Clark Community Centre - Replace Heating Boilers	Infrastructure Replacement	68,200	0	Y
2013	BF-8396-13	Garnet Williams - Replace Arena Heating System	Infrastructure Replacement	42,000	0	Y
2013	BF-8402-13	Maple Community Centre - Waterslide Refurbishment	Health & Safety	31,448	0	Y
2013	BF-8403-13	Rosemount Community Centre - Asphalt/Concrete Replacement	Infrastructure Replacement	824,000	0	Y
2013	BF-8409-13	Al Palladini Community Centre East Entrance Walkway Replacement	Infrastructure Replacement	60,792	0	Y
2013	BF-8411-13	Chancellor Community Centre - Concrete Walkway Replacement	Infrastructure Replacement	23,059	0	Y
2013	BF-8412-13	Father Ermanno Bulfon Community Centre - Interlocking Brick Replacement	Infrastructure Replacement	27,252	0	Y
2013	BF-8413-13	Garnet A Williams Community Centre - East and West - Concrete Curb/Walkway Replacement	Infrastructure Replacement	22,011	0	Y
2013	BF-8415-13	Maple Community Centre - Exterior Walkway Replacement	Infrastructure Replacement	36,684	0	Y
2013	BF-8416-13	Pool Ramp Entrance Tile Replacement	Infrastructure Replacement	41,925	0	Y
2013	BF-8417-13	Thornhill Outdoor Pool Walkway Replacement	Infrastructure Replacement	27,252	0	Y
2013	BF-8418-13	Vellore Village Community Centre Concrete Replacement Northwest of Main Entrance	Infrastructure Replacement	94,332	0	Y
2013	BF-8426-13	Dufferin Clark Community Centre - Cool Tower Upgrade	Infrastructure Replacement	25,750	0	Y
2013	BF-8427-13	Rosemount Community Centre - HVAC System upgrades	Infrastructure Replacement	41,200	0	Y
2013	BF-8436-13	Security Camera & Equipment Replacements	Equipment Replacement	87,550	0	Y
2013 Budget				2,358,655		



2013 Capital Budget & 2014-2016 Capital Plan

Commission of Community Services Buildings & Facilities

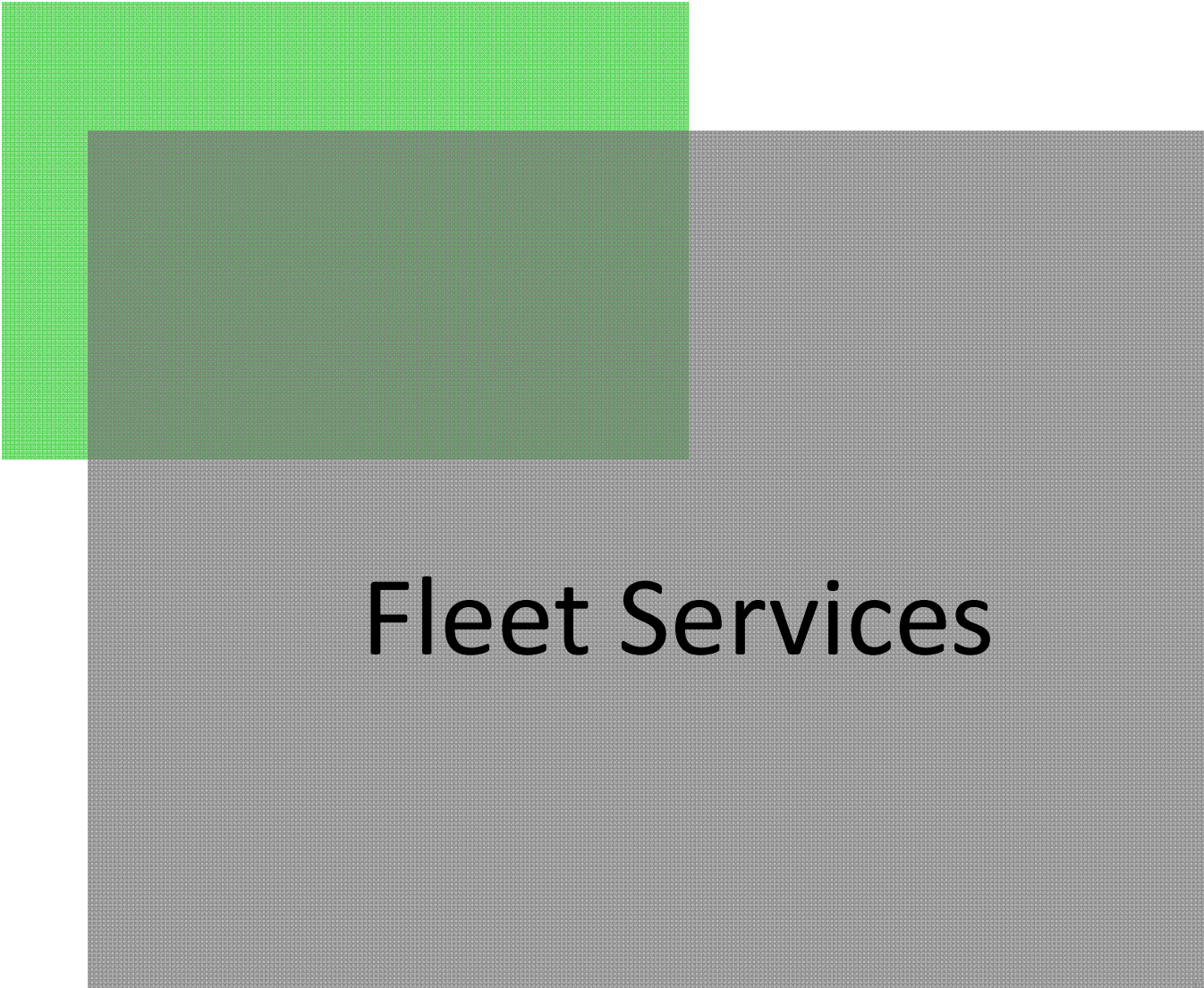
Budget Year	Project #	Title	Project Type	Total Budget	Operating Impact	TCA
2014	BF-8237-14	Garnet A Williams Community Centre Remove Wall Covering in Pool area	Infrastructure Replacement	52,600	0	N
2014	BF-8270-14	Sunset Ridge Park Walkway Lighting	New Infrastructure	51,500	2,500	Y
2014	BF-8297-14	JOC - Retrofit Fire Department Training Area Washrooms	New Infrastructure	73,600	0	Y
2014	BF-8318-14	Woodbridge College Park - Electrical Cabinet Replacement	Equipment Replacement	20,600	0	Y
2014	BF-8356-14	Woodbridge College Park - Electrical Cabinet Replacement (Baseball)	Equipment Replacement	20,600	0	Y
2014	BF-8359-14	Chancellor District Park - Walkway Lighting Replacement	Infrastructure Replacement	53,600	0	Y
2014	BF-8360-14	Alexandria Elisa Park Walkway Lighting Replacement	Infrastructure Replacement	33,000	0	Y
2014	BF-8361-14	Beverley Glen Park Walkway Lighting Replacement	Infrastructure Replacement	30,900	0	Y
2014	BF-8363-14	East District Park - Works Yard Dumping Ramp	Health & Safety	36,100	0	Y
2014	BF-8364-14	Woodbridge Yard - Works Yard Dumping Ramp	Health & Safety	36,100	0	Y
2014	BF-8367-13	Uplands Golf & Ski Centre, Buildings General Capital	Infrastructure Replacement	67,000	0	Y
2014	BF-8376-14	Giovanni Caboto Park - Walkway Lighting Replacement	Infrastructure Replacement	30,900	0	Y
2014	BF-8377-14	Robert Watson Park - Walkway Lighting Replacement	Infrastructure Replacement	33,000	0	Y
2014	BF-8386-14	Reeves Park - Walkway Lighting Replacement	Infrastructure Replacement	33,000	0	Y
2014	BF-8397-14	Dufferin Clark Community Centre - Water Slide Refurbishment	Infrastructure Replacement	31,450	0	Y
2014	BF-8398-14	Garnet Williams - Whirlpool Replacement	Infrastructure Replacement	108,050	0	Y
2014	BF-8401-14	Maple Community Centre - Replace Roller Shades	Infrastructure Replacement	26,210	0	Y
2014	BF-8405-14	Garnet Williams - Renovate Pool Changerooms	Infrastructure Replacement	157,220	0	Y
2014	BF-8406-14	Al Palladini Community Centre - West side concrete curbs and interlock removal	Infrastructure Replacement	27,252	0	Y
2014	BF-8414-14	Maple Community Centre Arena Rubber Office and Dressing Room Replacement	Infrastructure Replacement	75,465	0	Y
2014	BF-8420-14	Al Palladini Community Centre - Arena Dressing Room Showers East and West	Infrastructure Replacement	46,350	0	Y
2014	BF-8421-14	Al Palladini Community Centre Building Sound System	Infrastructure Replacement	26,780	0	Y
2014	BF-8422-14	Dufferin Clark Pool Blinds	Infrastructure Replacement	36,050	0	Y
2014 Forecast				1,107,327		
2015	BF-8271-15	East District Parks Yard Parking Lot Modifications	New Infrastructure	102,000	0	Y
2015	BF-8353-15	Splash Pad Controls Automation	New Infrastructure	46,400	(3,000)	Y
2015	BF-8367-13	Uplands Golf & Ski Centre, Buildings General Capital	Infrastructure Replacement	67,000	0	Y
2015	BF-8378-15	Carrville Community Centre	Growth/Development	3,723,932	518,472	Y
2015	BF-8407-15	Al Palladini Community Centre - East Side - Island - Concrete Curb Replacements	Infrastructure Replacement	52,406	0	Y
2015	BF-8408-15	Al Palladini Community Centre - Patio Deck Concrete Replacement	Infrastructure Replacement	39,829	0	Y
2015	BF-8410-15	Installation of Fencing to the Indoor Bocce Courts at MCC, FEBCC, DCCC, CCC	New Infrastructure	66,950	0	Y



2013 Capital Budget & 2014-2016 Capital Plan

Commission of Community Services Buildings & Facilities

Budget						Operating	
Year	Project #	Title	Project Type	Total Budget	Operating Impact	TCA	
2015	BF-8425-15	Al Palladini Community Centre Painting East and West Arenas	Infrastructure Replacement	84,460	0	Y	
2015	BF-8428-15	JOC - Rooftop Replacements	Infrastructure Replacement	61,800	0	Y	
2015	BF-8429-15	Dufferin Clark Community Centre - Boiler Replacements	Infrastructure Replacement	61,800	0	Y	
2015	BF-8430-15	Garnet A Williams Community Centre - Boiler Replacements	Infrastructure Replacement	82,400	0	Y	
2015	BF-8431-15	Michael Cranny House - HVAC Upgrades	Infrastructure Replacement	25,750	0	Y	
2015	BF-8432-15	Rosemount Community Centre - Boiler System Upgrades	Infrastructure Replacement	82,400	0	Y	
2015	BF-8436-13	Security Camera & Equipment Replacements	Equipment Replacement	87,550	0	Y	
2015	BF-8437-15	Sound Attenuations Partitions in Building Standards and Purchasing Departments	New Infrastructure	56,650	0	Y	
2015 Forecast				4,641,327			
2016	BF-8278-16	Chancellor Community Centre - Gym Locker Replacements	Infrastructure Replacement	37,900	0	Y	
2016	BF-8329-16	Al Palladini Community Centre Arena Benches Capping	Infrastructure Replacement	46,400	0	Y	
2016	BF-8357-16	Rainbow Creek Park - Electrical Cabinet Replacement	Equipment Replacement	20,600	0	Y	
2016	BF-8358-16	Promenade Park - Electrical Cabinet Replacement	Equipment Replacement	20,600	0	Y	
2016	BF-8367-13	Uplands Golf & Ski Centre, Buildings General Capital	Infrastructure Replacement	67,000	0	Y	
2016	BF-8378-15	Carrville Community Centre	Growth/Development	33,515,388	0	Y	
2016	BF-8399-16	Maple Community Centre - Outdoor Courtyard Refurbishment	Infrastructure Replacement	90,846	0	Y	
2016	BF-8404-16	Woodbridge Arena - Replace Arena Boards	Infrastructure Replacement	118,750	0	Y	
2016	BF-8423-16	Al Palladini Community Centre New Score Clock for East Arena Centre Ice	Infrastructure Replacement	77,250	0	Y	
2016	BF-8433-16	Al Palladini Community Centre - Boiler Replacements	Infrastructure Replacement	82,400	0	Y	
2016	BF-8434-16	Maple Community Centre - Boiler Replacements	Infrastructure Replacement	82,400	0	Y	
2016	BF-8435-16	Woodbridge Pool & Arena - Rooftop Replacements	Infrastructure Replacement	51,500	0	Y	
2016 Forecast				34,211,034			



Fleet Services

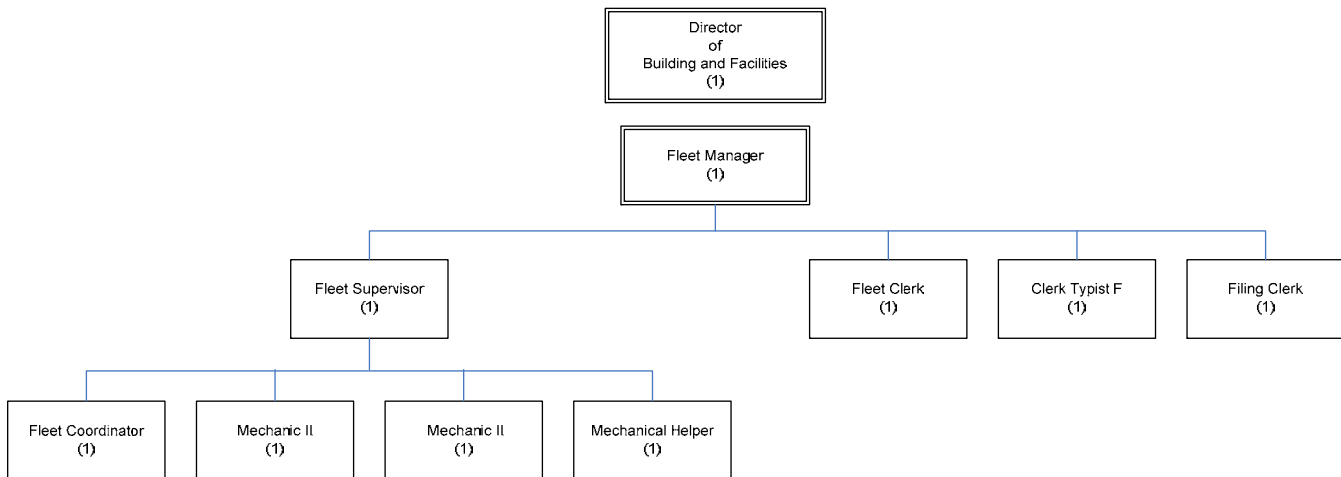
2013-16 Business Plan

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

	2012	2013 Base	Additional Resource Requests			
			2013	2014	2015	2016
Full Time	9	9				
Part Time	0	0				
Overtime	\$27,555	\$27,555				

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

The Fleet Department provides service to City departments, the suppliers and contractors who provide service to the City via the Fleet Department and the department follows the roles and regulations of MTO and government agencies.

2013-16 Business Plan

Work Plan:

Link to Vaughan Vision 2020:

Pursue Excellence in Service Delivery
Enhance Productivity, Cost Effectiveness & Innovation
Attract, Retain & Promote Skilled Staff

Future Pressures and Opportunities:

Pressures:

- Controlling/reducing the accident rate.
- Ensuring the City's CVOR demerit points are within MTO guidelines.
- Managing the repair cost of aging vehicles.
- Vehicle Reserve Fund not adequate to sustain the replacement of aging vehicles

Opportunities:

- Train drivers to improve their driving skills.
- Develop policies to help prolong the vehicle life cycle
- Perform timely maintenance to increase vehicle life cycle

Business Plan Objectives

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Develop and implement a driver training procedure for temporary employees who will be assigned to drive vehicles by March 31, 2011. Including the operation of truck and trailer combination.	2010	Driver trainer is now hired on contract	Better trained drivers, fewer accidents.
Develop an ongoing program for full time employees operating city vehicles. Drivers how to improve their driving skills and habits to save fuel, reduce accidents and costs.	2010	Driver trainer is now hired on contract	Improve employees driving skills, save fuel, reduce accidents and costs.
Work with Human Resources to ensure that when hiring staff that will be driving City vehicle/equipment, those requirements in accordance with the Highway Traffic Act and the City Fleet Policy is covered during the hiring process.	2011	A draft procedure has been completed.	Improve employees driving skills, save fuel, reduce accidents and costs
Review current machine time formula with the Budgeting and Financial Planning Department to establish a system for all departments.	2011	Completed	Ensure that all department contributes to the reserves so that the replacement of vehicle is timely
Streamline vehicle and equipment inventory to comply with replacement schedule. Including replacement parts kept in inventory.	2012	Completed	Better controls and service delivery to user departments
Develop and implement a tracking system for the pre-trip inspections.	2012	Ongoing	Comply with MTO regulations

2013-16 Business Plan

2013-16 Business Plan Objectives:

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
1. Provide training to City of Vaughan staff.	2013	Ensure all City of Vaughan staff is fully trained. Reduce accidents and costs	Hire full time driver trainer-Arr submitted • ARR deferred
2. Review and Complete vehicle and equipment inventory. Update data base	2013	Better records, PSAB compliance, and data collection for asset management	Funding and staffing
3. Develop and implement a process to ensure that all vehicles /equipment delivered to the auctions are tracked, including the date, full detail description, and is signed as received by the auctioneers	2013	Better control of surplus equipment	Using current resources
4. Develop and strengthen key performance indicators for fleet services	2013	Better measurement of productivity and service delivery	Funding for software and training
2014 (Top 3 Objectives)			
1. Asset Management system implementation	2014	Increased efficiencies in maintenance, better planning for asset replacement	Funding for software
2. Review and update the City's Green Fleet strategy for new vehicle acquisition	2014	Safe guard the environment. Implementing green directions initiatives	Funding
3. Provide training to City of Vaughan staff.	2014	Ensure all City of Vaughan staff is fully trained. Reduce accidents and costs	Funding
2015 (Top 3 Objectives)			
1. Continue to implement Corporate Asset Management system	2015	Increased efficiencies in maintenance, better planning for asset replacement	Funding
2. Provide training to City of Vaughan staff.	2015	Ensure all City of Vaughan staff is fully trained. Reduce accidents and costs	Funding
2016 (Top 3 Objectives)			

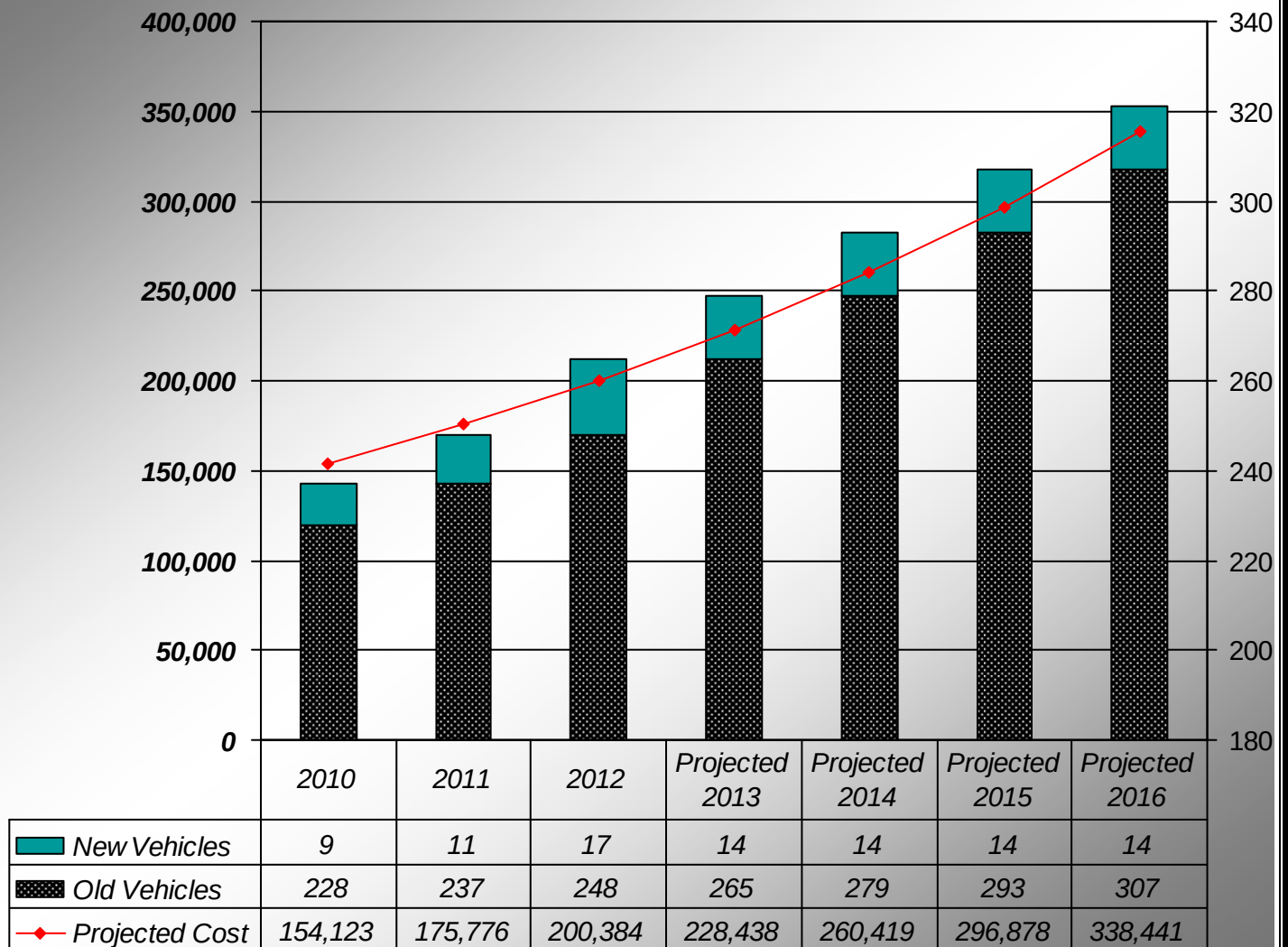
Key Performance Indicators:

1. Total costs for Preventative Maintenance (A, B & C) services for vehicles.
2. Number of Work Orders per Clerical FTE
3. Number of Work Orders per Mechanical FTE
4. General Repair Costs annually per vehicle

2013-16 Business Plan

Measure: Cost per Preventative Maintenance Service

Total costs for Preventative Maintenance Services A, B & C

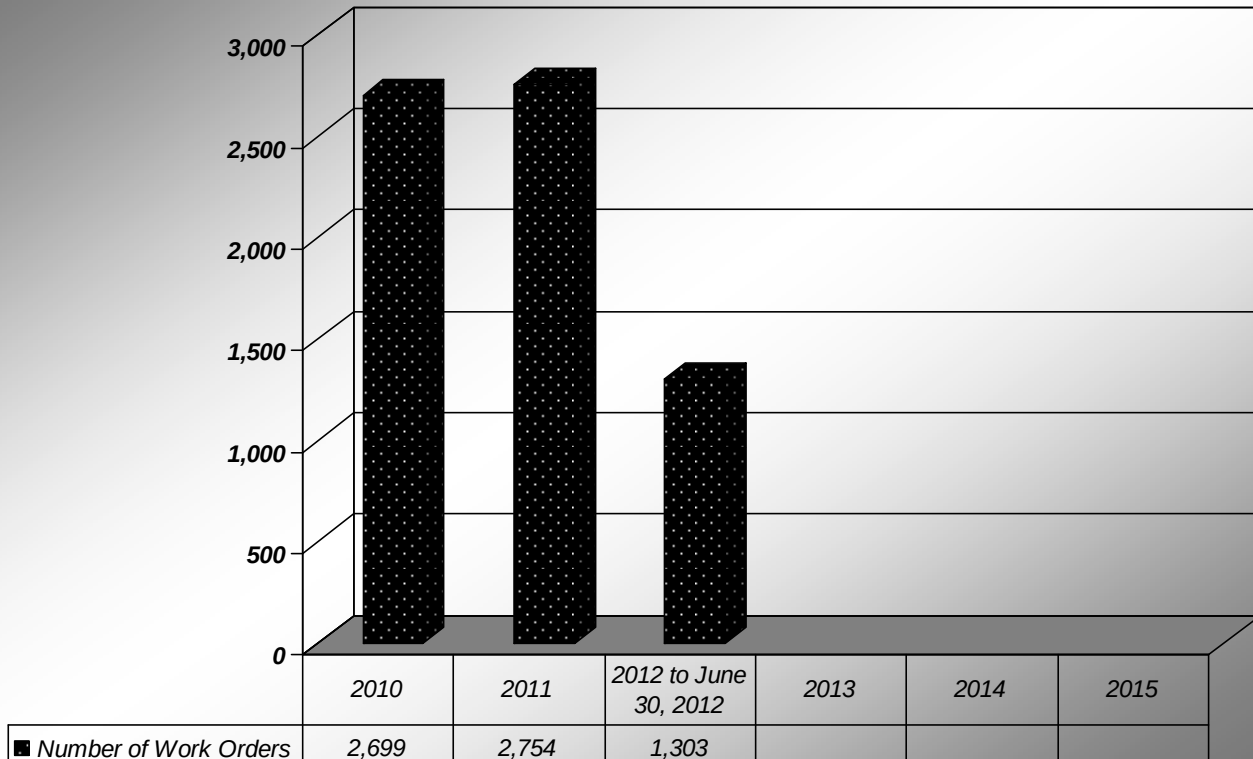


Key Conclusion:

In 2011, the preventative maintenance increased by 14% over 2010. This was mainly due to vehicles that reached or exceeded their life cycles were not replaced due to insufficient funding. The maintenance costs were increased because older vehicles were kept in service and required additional maintenance. This trend will continue if we keep vehicles that exceeded their lifecycle in service.

2013-16 Business Plan

Measure: Number of Work Orders per Clerical FTE

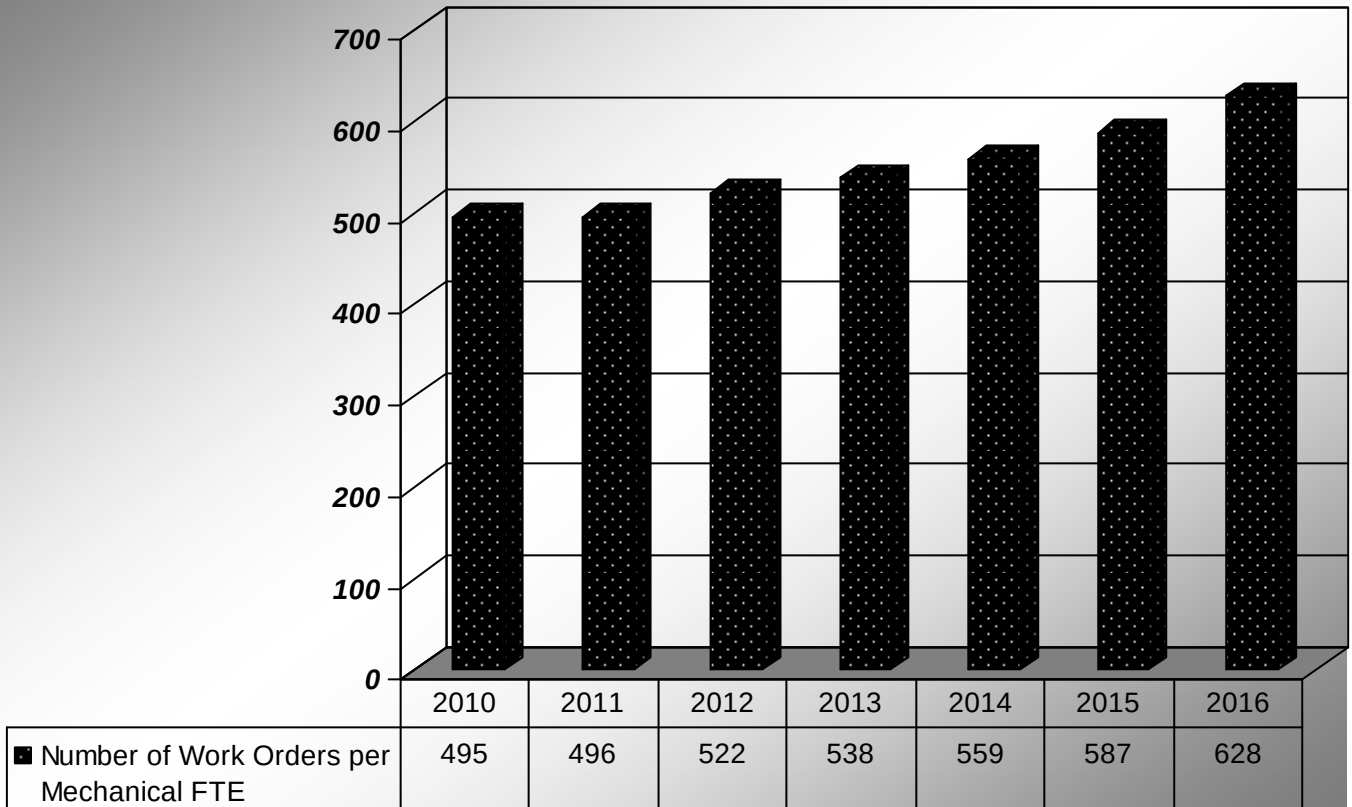


Key Conclusion:

The work orders increased by 2%, but there were more repair work noted on the work orders that were done on vehicles. There was no additional staff added as the increase was managed by existing resources through continuous streamlining of the work orders to balance in-house repairs and contract shops.

2013-16 Business Plan

Measure: Number of Work Orders per Mechanical FTE

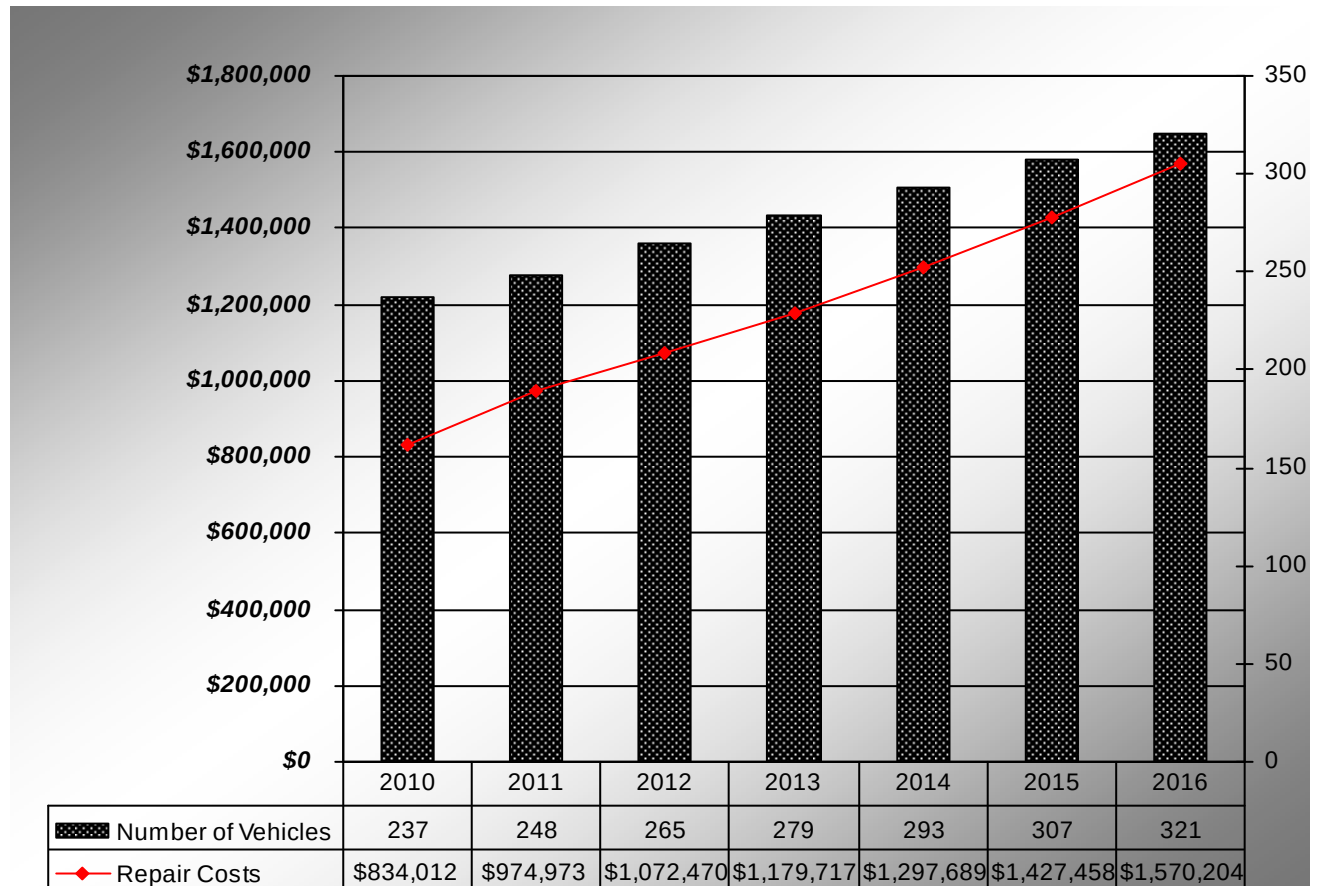


Key Conclusion:

The mechanical work orders completed by a mechanic remained relatively the same for 2011. However, as previously noted, more repairs were noted on the work orders and were done on the vehicles due to an aging fleet. The trend indicated that the actual number of work orders will increase, along with the repairs require per vehicle. This will require additional resources.

2013-16 Business Plan

Measure: Amount of General Repair Costs per year



Key Conclusion:

The cost increase of approximately 16% from 2011 to 2010 is due to additional repair for an older fleet. The trend indicates an 10% increase for future years. This can be achieved with the proper replacements of vehicles, and keep fewer vehicles in service past their life cycle.

2013-16 Business Plan

Overall Conclusion:

The Fleet Services Department is responsible for vehicles and machinery equipment, along with the maintenance of all City of Vaughan vehicles. Fleet also purchase and supply the fuel to the City, York Region Operations, and the Fire and Police departments.

The department faces challenges such as limited resources, rising maintenance costs due to older vehicles and equipment being kept in service longer, limited funds available in the Vehicles Reserves Fund for the replacement of vehicles. The department continues to manage the challenges and meet the needs of the users by providing service excellence, staff excellence and management excellence.

Commissioner Sign-off
(mm/dd/my)

Date

Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

Department	Exp Category	Account	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	2014 Forecast	Variance	2015 Forecast	Variance	2016 Forecast	Variance
Fleet Management														
	Revenue													
		Trsf. fm Res & Res Funds	213,810	242,747	121,374	100.0%	(121,373)	(50.0)%	0	(121,374)	0	0	0	0
		Rev. frm Recov. Exp - Pd Duty	99	0	0	0.0%	0	0.0%	0	0	0	0	0	0
	Total Revenue		213,909	242,747	121,374	100.0%	(121,373)	(50.0)%	0	(121,374)	0	0	0	0
	Joint Service Revenue													
		Joint Service Revenue	0	(12,500)	0	0.0%	12,500	(100.0)%	0	0	0	0	0	0
	Labour Costs													
		Staffing Costs (incl Benefits)	841,367	867,225	890,428	34.7%	23,203	2.7%	895,968	5,540	902,442	6,474	905,572	3,130
	Other Expenses													
		General Mtce & Repairs	1,240,793	1,471,672	1,558,262	60.8%	86,590	5.9%	1,558,262	0	1,558,262	0	1,558,262	0
		Service Contracts and Materials	35,636	35,100	40,100	1.6%	5,000	14.2%	40,100	0	40,100	0	40,100	0
		Utilities & Fuel	163,288	136,461	32,141	1.3%	(104,320)	(76.4)%	32,141	0	22,391	(9,750)	22,391	0
		Office Supplies & Expenses	17,668	19,122	19,722	0.8%	600	3.1%	19,722	0	19,722	0	19,722	0
		Tools & Equipment	6,565	10,143	10,143	0.4%	0	0.0%	10,143	0	10,143	0	10,143	0
		Staff Development & Training	413	5,571	5,571	0.2%	0	0.0%	5,571	0	5,571	0	5,571	0
		Office Equipment & Furniture	3,405	4,092	2,395	0.1%	(1,697)	(41.5)%	2,395	0	2,395	0	2,395	0
		Other	193	1,680	1,680	0.1%	0	0.0%	1,680	0	1,680	0	1,680	0
		Communications	0	2,544	1,544	0.1%	(1,000)	(39.3)%	1,544	0	1,544	0	1,544	0
		Meals & Travel	266	1,231	1,231	0.0%	0	0.0%	1,231	0	1,231	0	1,231	0
		Joint Services & Department Transfers	0	31,400	0	0.0%	(31,400)	(100.0)%	0	0	0	0	0	0
		Professional Fees	0	(2,897)	0	0.0%	2,897	(100.0)%	0	0	15,000	15,000	15,000	0
	Total Other Expenses		1,468,226	1,716,119	1,672,789	65.3%	(43,330)	(2.5)%	1,672,789	0	1,678,039	5,250	1,678,039	0
	Total Expenses		2,309,593	2,570,844	2,563,217	100.0%	(7,627)	(0.3)%	2,568,757	5,540	2,580,481	11,724	2,583,611	3,130
Total Fleet Management			2,095,684	2,328,097	2,441,843		113,746	4.9%	2,568,757	126,914	2,580,481	11,724	2,583,611	3,130

Recognized 2015 ARRs											
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2015 Impact		Net 2016 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Electric Vehicle Pilot Project		15,000	(9,750)		5,250				5,250		



2013 Capital Budget & 2014-2016 Capital Plan

Commission of Community Services Fleet Management

Budget Year	Project #	Title	Project Type	Total Budget	Operating Impact	TCA
2013	FL-5148-13	Fleet - Two new fuel pumps at JOC	Equipment Replacement	30,900	0	Y
2013	FL-5179-13	Parks - Replace 1429 with zero turn mower	Equipment Replacement	20,600	0	Y
2013	FL-5180-13	Parks - Replace 1216 with zero turn mower	Equipment Replacement	20,600	0	Y
2013	FL-5191-13	Parks - Replace 1367 with midsize pickup	Equipment Replacement	30,900	0	Y
2013	FL-5193-13	Public Works - Roads - Replace 1152 with 2 ton dump truck	Equipment Replacement	77,300	0	Y
2013	FL-5194-13	Public Works - Roads - Replace 1363 with midsize 4x4 pickup	Equipment Replacement	36,100	0	Y
2013	FL-5199-13	Bylaw Enforcement - 1 new 4x4 compact size pickup	Growth/Equipment	30,900	0	Y
2013	FL-5206-13	Public Works - Roads - 1 new 4x4 midsize pickup	Growth/Equipment	25,800	0	Y
2013	FL-5235-13	Parks - Replace 1430 with a 10 ft. mower	Equipment Replacement	56,700	0	Y
2013	FL-5240-13	Public Works - Wastewater - Replace 1533 with 3/4 ton pickup	Equipment Replacement	37,100	0	Y
2013	FL-5244-13	Parks - Forestry - 1 new compact size 4x2 pickup	New Equipment	30,900	0	Y
2013	FL-5254-13	Building & Facilities - 1 new 1/2 ton cargo van	Growth/Equipment	30,900	0	Y
2013	FL-5255-13	Building & Facilities - 1 new 1/2 ton 4x4 pickup	Growth/Equipment	28,800	0	Y
2013	FL-5256-13	Clerks - Records Management - Replace 913 with scissors lift	Equipment Replacement	20,600	0	Y
2013	FL-5257-13	Engineering Services - Replace 1398 with mid-size pickup	Equipment Replacement	25,800	0	Y
2013	FL-5258-13	Parks - 1 new narrow cab tractor/snow plow	Growth/Equipment	67,000	0	Y
2013	FL-5259-13	Parks - 1 new narrow cab tractor/snow plow	Growth/Equipment	67,000	0	Y
2013	FL-5260-13	Parks - 1 new narrow cab tractor/snow plow	Growth/Equipment	67,000	0	Y
2013	FL-5261-13	Parks - Replace 1561 with zero turn mower	Equipment Replacement	20,600	0	Y
2013	FL-5262-13	Parks - Replace 1282 with narrow cab tractor/snow plow	Equipment Replacement	67,000	0	Y
2013	FL-5263-13	Parks - Replace 1213 with aquacide sprayer unit	Equipment Replacement	22,700	0	Y
2013	FL-5264-13	Parks - Replace 1212 with utility vehicle	Equipment Replacement	20,600	0	Y
2013	FL-5265-13	Parks - Replace 1361 with Benco TU900 tractor/snow plow	Equipment Replacement	200,900	0	Y
2013	FL-5266-13	Parks - Replace 1342 with zero turn mower	Equipment Replacement	20,600	0	Y
2013	FL-5267-13	Parks - Replace 1341 with 10 ft. outfront mower	Equipment Replacement	56,700	0	Y
2013	FL-5268-13	Parks - replace 1284 with narrow cab tractor/snow plow	Equipment Replacement	67,000	0	Y
2013	FL-5269-13	Parks - Replace 1428 with zero turn mower	Equipment Replacement	20,600	0	Y
2013	FL-5270-13	Parks - Replace 1442 with 3/4 ton 4x4 pickup	Equipment Replacement	38,100	0	Y
2013	FL-5271-13	Parks - 1 new zero turn mower	Growth/Equipment	20,600	0	Y
2013	FL-5272-13	Parks - 1 new artificial turf groomer set	New Equipment	25,800	0	Y
2013	FL-5273-13	Parks - 1 new narrow cab tractor/snow plow	Growth/Equipment	67,000	0	Y



2013 Capital Budget & 2014-2016 Capital Plan

Commission of Community Services Fleet Management

Budget Year	Project #	Title	Project Type	Total Budget	Operating Impact	TCA
2013	FL-5277-13	Parks - 1 new 3/4 ton pickup with crew cab	Growth/Equipment	36,100	0	Y
2013	FL-5279-13	Parks - 1 new retrofit compactor for unit 1676	New Equipment	82,400	0	Y
2013	FL-5280-13	Parks - 1 new 3 point hitch fertilizer spreader	Growth/Equipment	20,600	0	Y
2013	FL-5281-13	Parks - 1 new sod renovator	Growth/Equipment	20,600	0	Y
2013	FL-5282-13	Parks - 1 new 10ft winged mower	Growth/Equipment	56,700	0	Y
2013	FL-5283-13	Parks - 1 new sod renovator	Growth/Equipment	20,600	0	Y
2013	FL-5284-13	Parks - 1 new 10ft winged mower	Growth/Equipment	56,700	0	Y
2013	FL-5287-13	Parks - Forestry/Horticulture - 1 new chipper truck	Growth/Equipment	206,000	0	Y
2013	FL-5288-13	Parks - Forestry/Horticulture - 1 new 15" drum chipper	Growth/Equipment	46,400	0	Y
2013	FL-5289-13	Public Works - Roads - 1 new regenerative sweeper	Growth/Equipment	309,000	138,133	Y
2013	FL-5294-13	Public Works - Roads - 1 new gradall	New Equipment	360,500	0	Y
2013	FL-5296-13	Public Works - Roads - Replace 1093 with 3 ton hot box	Equipment Replacement	36,100	0	Y
2013	FL-5297-13	Public Works - Roads - Replace 1658 with 3/4 ton 4x4 pickup	Equipment Replacement	39,100	0	Y
2013	FL-5328-13	Bylaw Enforcement - 1 new 4x4 compact pickup	Growth/Equipment	30,900	0	Y
2013 Budget				2,674,800		
2014	FL-5132-14	Engineering Services - Replace 1086 with 3/4 ton Cargo Van	Equipment Replacement	36,100	0	Y
2014	FL-5136-14	Building & Facilities - Replace 1155 with 3/4 ton Cargo Van	Equipment Replacement	46,400	0	Y
2014	FL-5150-14	Public Works - Roads - Replace 1151 with 2 ton dump truck	Equipment Replacement	77,300	0	Y
2014	FL-5152-14	Parks - Replace 1141 with 3/4 ton pickup	Equipment Replacement	46,400	0	Y
2014	FL-5153-14	Parks - Forestry/Horticulture - Replace 965 with spray tanker trailer	Equipment Replacement	25,800	0	Y
2014	FL-5154-14	Parks - Replace 1028 with landscape trailer	Equipment Replacement	20,600	0	Y
2014	FL-5155-14	Public Works - Roads - Replace 868 with similar trailer	Equipment Replacement	25,800	0	Y
2014	FL-5156-14	Building & Facilities - Replace 1241 with 3/4 ton cargo van	Equipment Replacement	36,100	0	Y
2014	FL-5157-14	Bylaw Enforcement - Replace 1160 with compact size 4x4 pickup	Equipment Replacement	30,900	0	Y
2014	FL-5158-14	Building Standards - Replace 1332 with midsize pickup	Equipment Replacement	30,900	0	Y
2014	FL-5160-14	Engineering Services - Replace 1088 with midsize pickup	Equipment Replacement	36,100	0	Y
2014	FL-5168-14	Building Standards - Replace 1333 with midsize pickup	Equipment Replacement	30,900	0	Y
2014	FL-5169-14	Bylaw Enforcement - Replace 1207 with compact size 4x4 pickup	Equipment Replacement	30,900	0	Y
2014	FL-5170-14	Bylaw Enforcement - Replace 1161 with hybrid sedan car	Equipment Replacement	30,900	0	Y
2014	FL-5171-14	Engineering Services - Replace 1268 with midsize pickup	Equipment Replacement	30,900	0	Y
2014	FL-5173-14	Parks - Forestry/Horticulture - Replace 1054 with spray tanker trailer	Equipment Replacement	25,800	0	Y



2013 Capital Budget & 2014-2016 Capital Plan

Commission of Community Services Fleet Management

Budget Year	Project #	Title	Project Type	Total Budget	Operating Impact	TCA
2014	FL-5174-14	Parks - Replace 1058 with landscape trailer	Equipment Replacement	20,600	0	Y
2014	FL-5175-14	Parks - Replace 1087 with landscape trailer	Equipment Replacement	20,600	0	Y
2014	FL-5176-14	Parks - Replace 1099 with landscape trailer	Equipment Replacement	20,600	0	Y
2014	FL-5192-14	Parks - Replace 1434 with midsize pickup	Equipment Replacement	30,900	0	Y
2014	FL-5200-14	Bylaw Enforcement - Replace 1448 with compact size 4x4 pickup	Equipment Replacement	22,700	0	Y
2014	FL-5201-14	Bylaw Enforcement - Replace 1276 with transit van	Equipment Replacement	30,900	0	Y
2014	FL-5202-14	Bylaw Enforcement - Replace 1179 with tandem axle trailer & crane	Equipment Replacement	20,600	0	Y
2014	FL-5204-14	Engineering Dev. Transportation - Replace 1365 with midsize 4x2 pickup	Equipment Replacement	25,800	0	Y
2014	FL-5205-14	Engineering Dev. Transportation - Replace 1270 with midsize 4x2 pickup	Equipment Replacement	25,800	0	Y
2014	FL-5211-14	Public Works - Roads - Replace 1370 with midsize 4x4 pickup	Equipment Replacement	28,900	0	Y
2014	FL-5212-14	Public Works - Roads - Replace 1523 with midsize 4x4 pickup	Equipment Replacement	25,800	0	Y
2014	FL-5215-14	Parks - 1 new 2 ton 4x2 dump truck	New Equipment	61,800	2,500	Y
2014	FL-5221-14	Parks - 4 new sand sifters	New Equipment	72,100	1,500	Y
2014	FL-5225-14	Parks - 4 new sand and salt conveyor loaders	New Equipment	25,800	1,600	Y
2014	FL-5226-14	Parks - Replace 1278 with narrow sidewalk plow tractor	Equipment Replacement	63,900	0	Y
2014	FL-5227-14	Parks - Replace 1281 with narrow sidewalk plow tractor	Equipment Replacement	63,900	0	Y
2014	FL-5228-14	Parks - Replace 1145 with 3/4 ton heavy duty pickup	Equipment Replacement	31,900	0	Y
2014	FL-5229-14	Parks - Replace 1140 with 3/4 ton heavy duty pickup	Equipment Replacement	37,100	0	Y
2014	FL-5230-14	Parks - Replace 1335 with 10ft outfront rotary mower	Equipment Replacement	56,700	0	Y
2014	FL-5232-14	Engineering Services - Replace 1366 with midsize pickup	Equipment Replacement	25,800	0	Y
2014	FL-5233-14	Public Works - Water - Replace 1269 with midsize 4x2 pickup	Equipment Replacement	25,800	0	Y
2014	FL-5234-14	Parks - Replace 1343 with 6 ft. outfront mower with zero turn	Equipment Replacement	20,600	0	Y
2014	FL-5241-14	Public Works - Wastewater - Replace 1425 with 1/2 ton pickup	Equipment Replacement	25,800	0	Y
2014	FL-5242-14	Public Works - Water - Replace 1554 with 3/4 ton heavy duty cargo van	Equipment Replacement	38,100	0	Y
2014	FL-5243-14	Public Works - Water - Replace 1562 with 3/4 ton heavy cargo van	Equipment Replacement	38,100	0	Y
2014	FL-5245-14	Parks - Forestry - 1 new compact size 4x2 pickup	Growth/Equipment	51,500	106,741	Y
2014	FL-5246-14	Parks - Forestry/Horticulture - 1 new 3/4 ton heavy duty 4x4 pickup	New Equipment	37,100	2,000	Y
2014	FL-5248-14	Parks - Forestry/Horticulture - Replace 1079 with stump cutter	Equipment Replacement	30,900	0	Y
2014	FL-5249-14	Parks - Forestry/Horticulture - Replace 1346 with midsize pickup	Equipment Replacement	25,800	0	Y
2014	FL-5250-14	Parks - Forestry/Horticulture - Replace 1015 with backhoe loader	Equipment Replacement	87,600	0	Y
2014	FL-5298-14	Bylaw Enforcement - 1 new 4x4 pickup with ext. cab	Growth/Equipment	27,800	89,202	Y



2013 Capital Budget & 2014-2016 Capital Plan

Commission of Community Services Fleet Management

Budget					
Year	Project #	Title	Project Type	Total Budget	Operating Impact TCA
2014	FL-5299-14	Bylaw Enforcement - 1 new 4x4 pickup with ext. cab	Growth/Equipment	27,800	89,202 Y
2014	FL-5300-14	Engineering Dev. Transportation - Replace 1364 with midsize pickup	Equipment Replacement	25,800	0 Y
2014	FL-5314-14	Building & Facilities - Replace 1427 with midsize 4x4 pickup	Equipment Replacement	31,930	0 Y
2014 Forecast				1,768,630	
2015	FL-5301-15	Building & Facilities - Replace 1246 with 3/4 ton 4x4 pickup	Equipment Replacement	39,100	0 Y
2015	FL-5302-15	Building & Facilities - Replace 1156 with 1 ton cargo van	Equipment Replacement	46,400	0 Y
2015	FL-5303-15	Building & Facilities - Replace 1320 with 3/4 ton cargo van	Equipment Replacement	41,200	0 Y
2015	FL-5304-15	Building & Facilities - Replace 852 with ice resurfacers	Equipment Replacement	103,000	0 Y
2015	FL-5305-15	Building & Facilities - Replace 957 with ice resurfacers	Equipment Replacement	103,000	0 Y
2015	FL-5306-15	Building & Facilities - Replace 974 with ice resurfacers	Equipment Replacement	103,000	0 Y
2015 Forecast				435,700	
2016	FL-5307-16	Parks - Replace 1027 with a slope mower	Equipment Replacement	72,100	0 Y
2016	FL-5308-16	Building & Facilities - Replace 1147 with a compact size pickup	Equipment Replacement	27,810	0 Y
2016	FL-5311-16	Building & Facilities - Replace 1055 with ice resurfacers	Equipment Replacement	103,000	0 Y
2016	FL-5315-16	Parks - Replace 1375 with a 16 ft rotary mower	Equipment Replacement	92,700	0 Y
2016 Forecast				295,610	



Parks and Forestry Operations

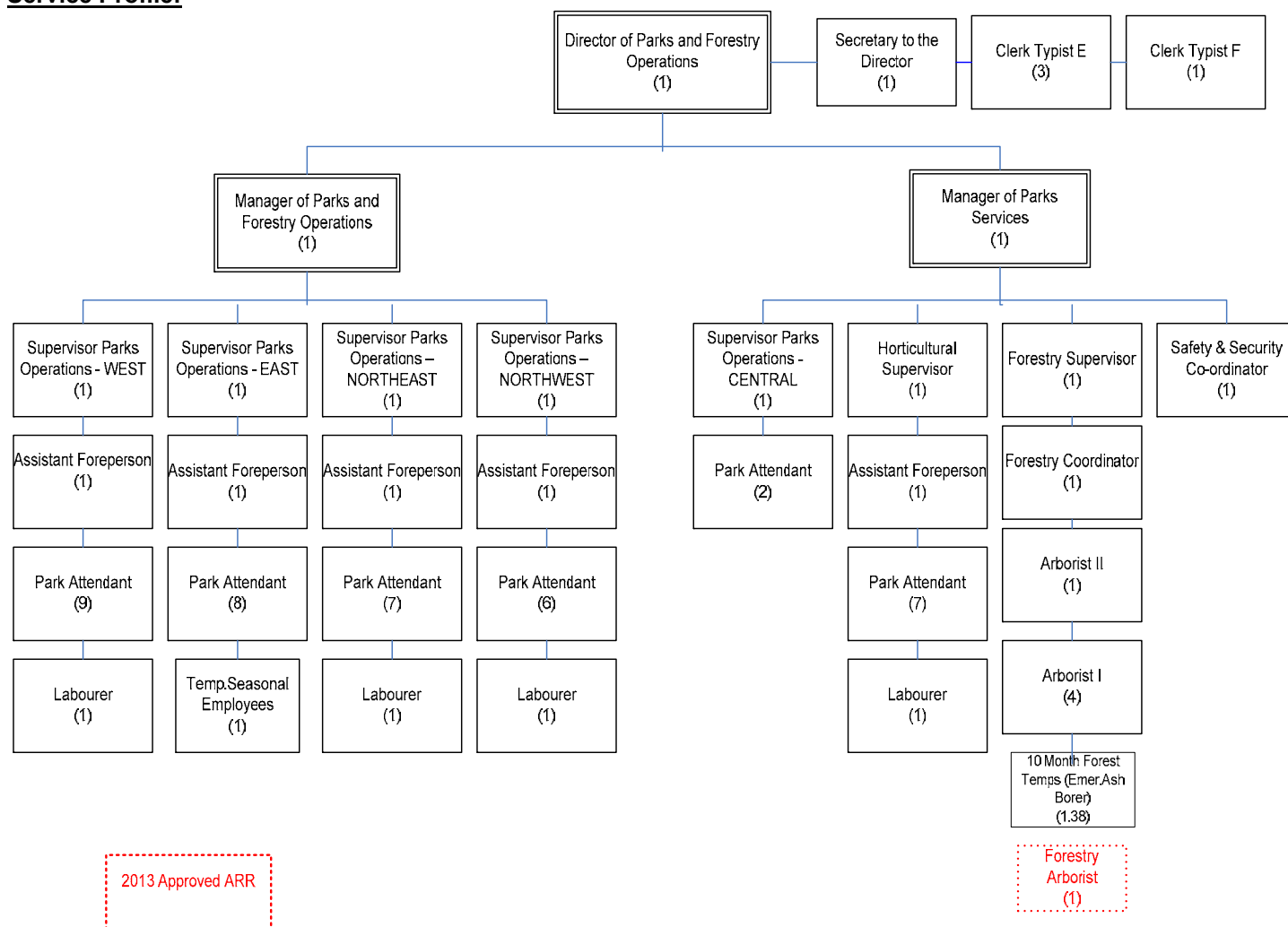
2013-16 Business Plan

BUSINESS OVERVIEW

Service Statement:

To maintain parks and trees to achieve an aesthetically beautiful and consistent service delivery for our residents. In so doing, we strive to use resources in an environmentally responsible and sustainable manner.

Service Profile:



Full Time, Part Time and Overtime – Budgeted Amounts

				Additional Resource Requests			
	2011	2012	2013 Base	2013	2014	2015	2016
Full Time	70	70	70	1	2	0	8
Part Time	45.41	43.51	43.51	0	1.38	0	2.07
Overtime	\$152,924	\$152,924	\$152,924				

2013-16 Business Plan

Key Stakeholders:

Residents and Rate Payers Associations

- Boulevard Trees, Private tree permits, Park issues, vandalism. Community partnerships

School boards

Soccer/Base

- Sports fields, permits, SIK

Toronto Regional Conservation Authority (TRCA)

- Woodlots and Trails

Region of York

- EAB, boulevards, trees

Contractors / Suppliers

Mayor and Members of Council

CFIA (Canadian Food Inspection Agency)

ball Associations

Funeral Homes

Internal Departments as related to Customer Service: Recreation and, Culture, Parks Development, By-law, Engineering, PW, Corp Com

Work Plan:

Link to Vaughan Vision 2020

Parks and Forestry Operations is directly related to:

SERVICE EXCELLENCE by:

- Demonstrate Excellence in Service Delivery
- Promote Community Safety, Health and Wellness
- Lead and Promote Environmental Sustainability

ORGANIZATIONAL EXCELLENCE by:

- Manage Growth & Economic Well-being
- Manage Corporate Assets

STAFF EXCELLENCE by:

- Support the Professional Development of Staff

Future Pressures and Opportunities:

1. The rapid decline of Ash trees due to the Emerald Ash Borer requires more tree removals and replacements. Additional funds are required to maintain service levels.
2. As recognized in the Environmental Master Plan and Five Year Plan to Increase the Urban Forest and supported through UFORE, additional trees are required. The department is having a difficult time replacing trees with the presence of the EAB and lack of funds. Planting additional trees to increase the canopy as directed, is extremely difficult.
3. With the ban of pesticides, it has caused an increase in weed cover. Weeds require more cuts or the use of more expensive approved pesticides. More funds are required to address the chemical-free weed issue.
4. An asset management system to manage our assets as we move forward, is necessary. Funds are required for an Asset Management System.

2013-16 Business Plan

Business Plan Objectives

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Hire and develop staff to maintain the maintenance standards of Parks and Forestry Operations	2012	Ongoing	93% of work force meet revised JD's
Implement GPS system on all COV vehicles to assist with tracking performance measures and to provide timely responses to snow clearing and turf cutting issues	2012	Ongoing as not all funds were approved for second phase	Provide better customer service
Develop outreach programs for neighbourhood beautification achieved through the re-branding of the Vaughan B'leaves Program and the Dazzle Me! Program	2012	Completed	Residents are able to partner with the COV for enhanced streetscapes
Implemented final phase 3/3 of the Greening Vaughan recycling initiative to include refreshment container recycling at all Parks in COV	2012	Completed	All Parks and Sports Fields have recycling options

2012-14 Business Plan Objectives:

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2013 (Top 3 Objectives)			
1. The Planting our Future, A Five-year Plan to Expand the Urban Forest, which is in the third year of implementation, will focus on; Identifying locations based on the UFORE model. A plan with timelines for plantings additional trees above the replacement tree program will be impacted however by funds being allocated to replacing the trees lost to Emerald Ash Borer (approx. 14,000 trees on public boulevards within 8 years will die)	2013-2021	Maintain the current number of tree replacements while planning for additional trees	Final result of UFORE will provide a map of new trees ARR's to support tree removals and capital funds to support new trees submitted January 2013 Update - Year 1 of an 18 year plan approved
2. Engage the Public in outreach programs designed to educate and involve the community: - EAB Information Sessions - Adopt-a-Park Program - Dazzle Me! - Park Ambassador	2013-2016	Beautify Vaughan and build our partnerships	Communicate and develop programs to enhance the COV

2013-16 Business Plan

3. Address weeds in shrub bed, hard surface and turf areas by enhancing the departments Integrated Pest Maintenance (IPM) Program	2014-2015	Weeds are addressed sooner with more effective means of control and sports fields remain safe and available for permitting	Resources for hard-surface areas and shrub beds are submitted as well as more frequent cuts on turf
4. Continue to develop performance indicators for all aspects of Parks and Forestry Operations	2013-15	Ongoing	Computerized programs to track and store detail

2014 (Top 3 Objectives)

1. The Planting our Future, A Five-Year Plan to Expand the Urban Forest, which will be in the fourth year of implementation, will focus on; outreach with the LEAF Program to encourage residence to add more trees to their landscape	2014-2016	Increase the tree canopy on private property	Ongoing communication and outreach
2. System to track infrastructure and manage our assets to support the Engineering initiative	2014	Track and manage assets	ARR in 2012 submitted for this and deferred to 2014
3. All vehicles equipped with GPS for tracking materials and service levels	2014	Ongoing as not all funds were approved for second phase	Provide enhanced customer service
4. Continue to Develop performance indicators for all aspects of Parks and Forestry Operations	2014-15	Ongoing	Computerized programs to store detail

2015 (Top 3 Objectives)

1. The Planting our Future, A Five-year Plan to Expand the Urban Forest, which will be in the fifth year of implementation, will focus on; planting additional trees to increase the urban forest. In addition all thirteen recommendations will be reviewed for effectiveness and the plan will be updated.	2015-2021	Increase trees as identified in the Plan and report on a strategy for the next steps	Funding requests to support the strategy may be submitted
2. Enhanced Performance indicators for all aspects of Parks and Forestry Operations computerized for city wide reference to enhance customer service	2015	All activities have measures to abide by and tracked electronically	Software and GPS tracking for all functions

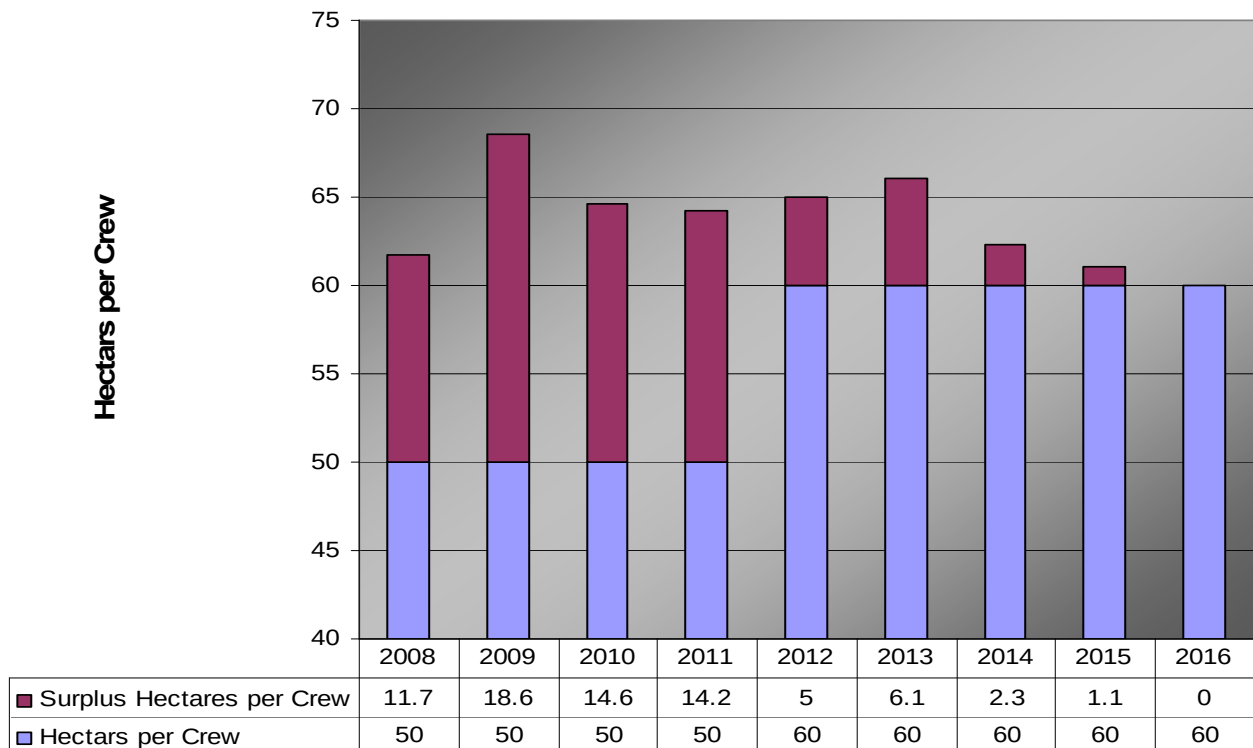
2013-16 Business Plan

BUSINESS OVERVIEW:

Measure: Park Turf Hectares Maintained per Crew

Definition: The number of park turf hectares maintained per standardized work crew

Park Turf Maintenance



Key Conclusion:

While park hectares continue to increase, the demands on turf crews continues to exceed the standards of a grass cutting crew. Through design improvements, better equipment and improved systems to monitor performance measures, staff has been able to cut more efficiently increasing capacity from 50 to 60 hectares per crew. Spring growth periods combined with growing weed populations and weather restrictions augment cutting schedules and force overtime to maintain standards. By adding additional crews over the upcoming years, crews will be able to successfully achieve the standard of 60 hectares per crew; additionally a reduction of overtime will be realized as crews align with the standards.

Notes about the Measure

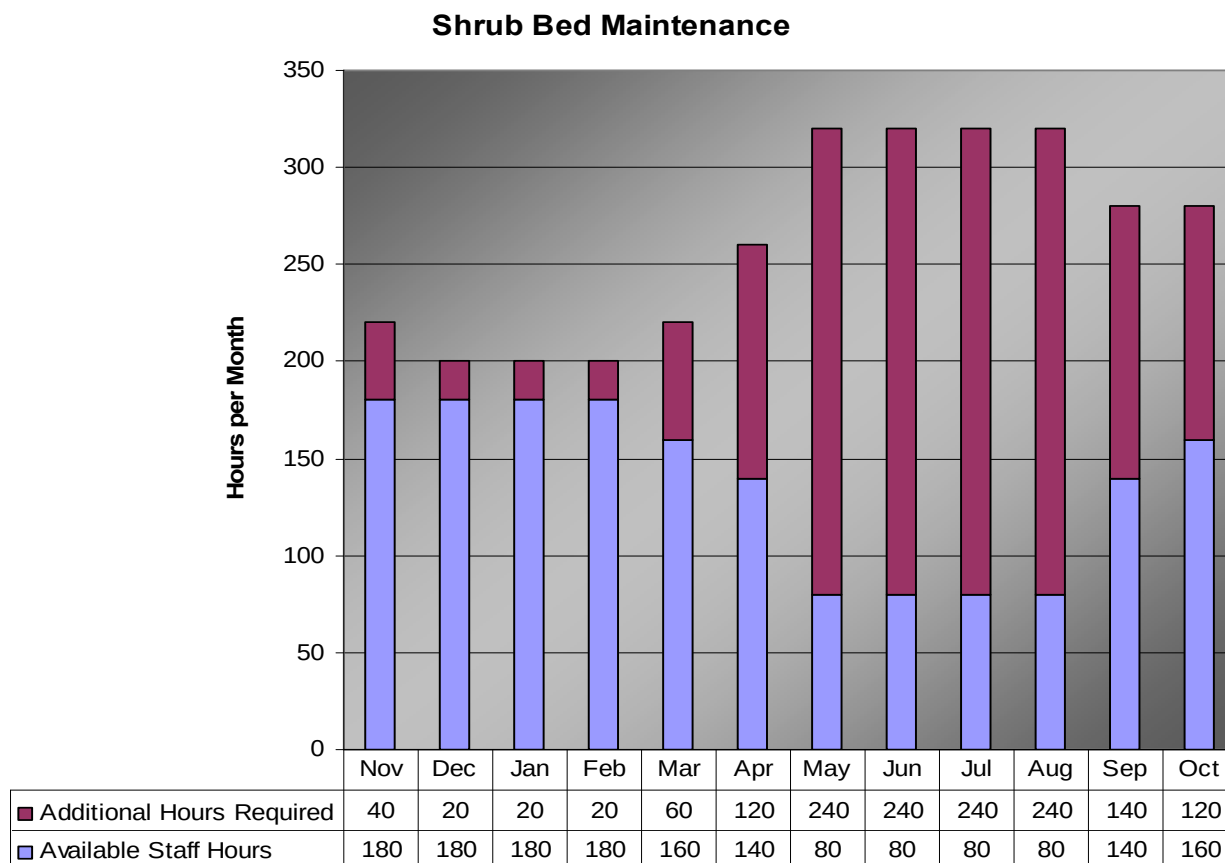
Chart based on the number of parks maintenance crews assigned to grass maintenance. 1 Grass Crew is comprised of 2 FT Park Attendant, 1 Seasonal Labor, 1 Student representing approximately 45% of the parks department staff.

2013-16 Business Plan

BUSINESS OVERVIEW:

Measure: Staff Resources for Boulevard Shrub Bed Maintenance

Definition:



Season	Winter	Spring / Fall	Summer
Pruning/mulching	100%	85%	10%
Weeding	0%	15%	90%

Key Conclusion:

The Parks and Forestry Operations department lacks sufficient resources to meet the demands of shrub bed maintenance on municipal and regional R.O.W's. Through the subdivision assumption process, new shrub beds are added annually to the shrub bed inventory which stands at 38,500 sq.m. of shrub beds. Presently the service levels for this work include: weeding 3 times per season, pruning and mulching on a 3yr rotation.

Note About the Measure

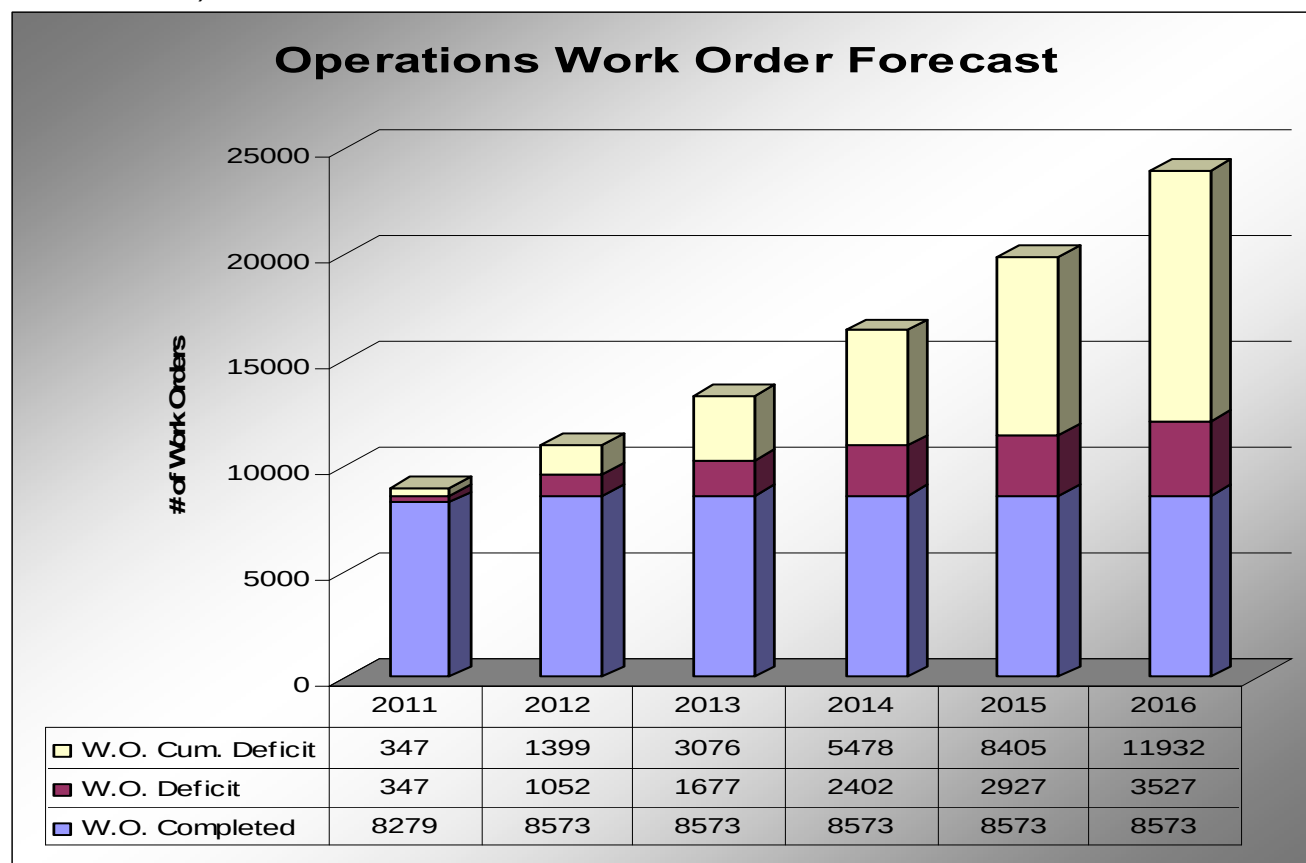
The department is not able to meet service levels with current resources in the summer months without additional resources. Therefore, additional staff hours are required through the peak summer months (May – Sept). The department is able to achieve service levels during the winter months better, however, since the same staff are responsible for snow removal operations, this will depend on the winter demands.

2013-16 Business Plan

BUSINESS OVERVIEW:

Measure: Number of Work Orders Completed by Forestry and Number of Work Orders Generated

Definition: The total number of work orders completed by Forestry staff (includes; regular tree operations, EAB & Contracted Work)



Key Conclusion:

Forestry is forecasting a continued growth in the demand for services due to the increased inventory from development assumptions as well as our aging urban forest. The time required for managing a tree increases as the tree increases in size. In addition more funds are required for larger more advanced equipment. The annual work order deficit will result in uncompleted work orders being deferred to the following year resulting in a noticeable cumulative work order deficit as noted. Emerald Ash Borer (EAB) work orders are captured in the EAB Work Order Chart.

Note about the Measure

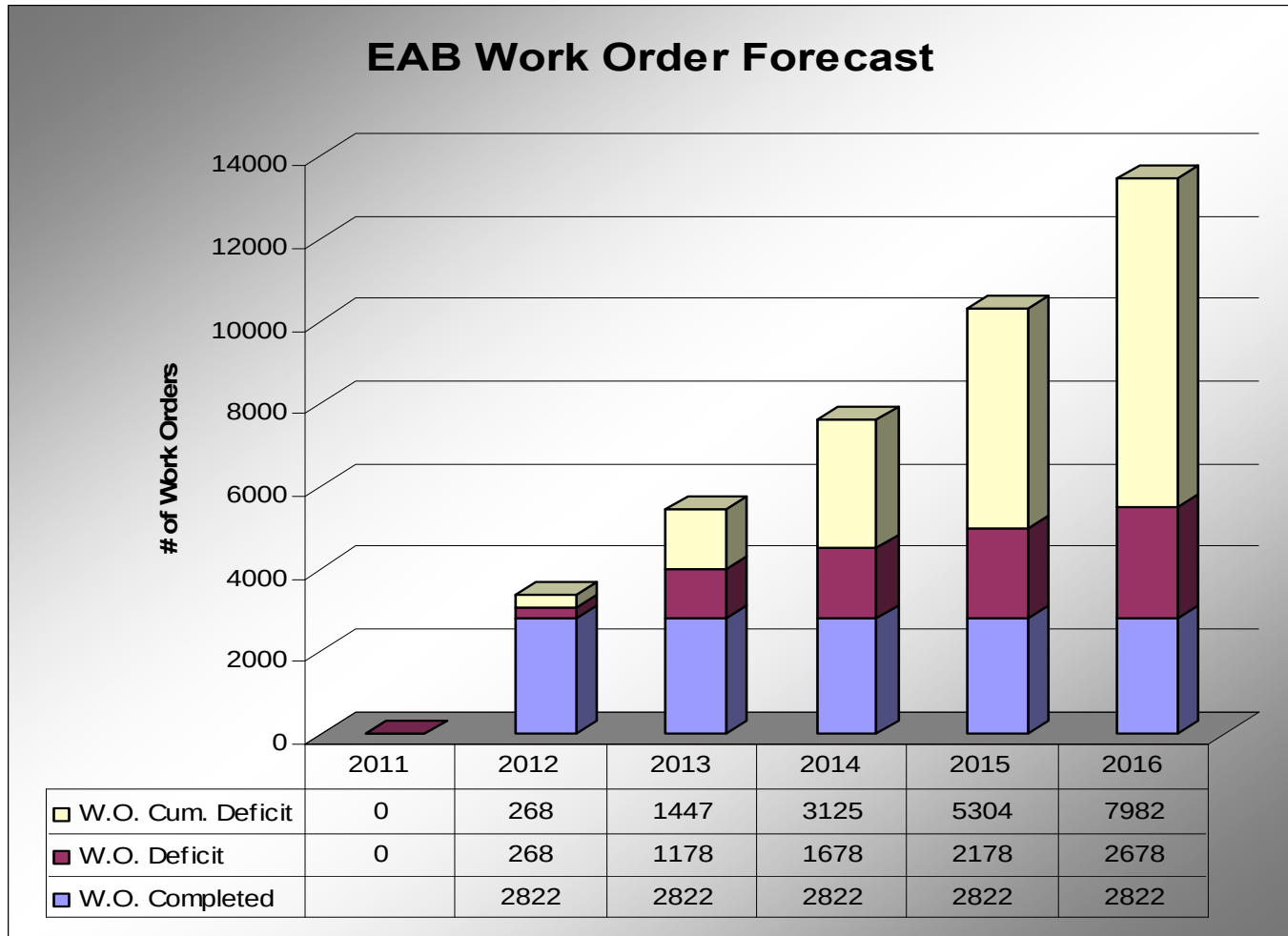
The operations work order chart reflects all aspects of tree maintenance such as inspecting, planting, pruning, fertilizing, mulching, staking, watering and removal. The columns above reflect both staff and contractor work as work orders are completed in-house as well as through contracted work.

BUSINESS OVERVIEW:

2013-16 Business Plan

Measure: Number of EAB Work Orders Completed by Forestry and Number of Work Orders Generated

Definition:



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 developed to manage EAB trees throughout the City. The infestation is estimated to last 8 to 10 years and will affect all ash trees in the City.

Notes about the Measure

The strategy being considered, contemplates that approximately 70% of the work orders will be contracted and 30% will be performed in house.

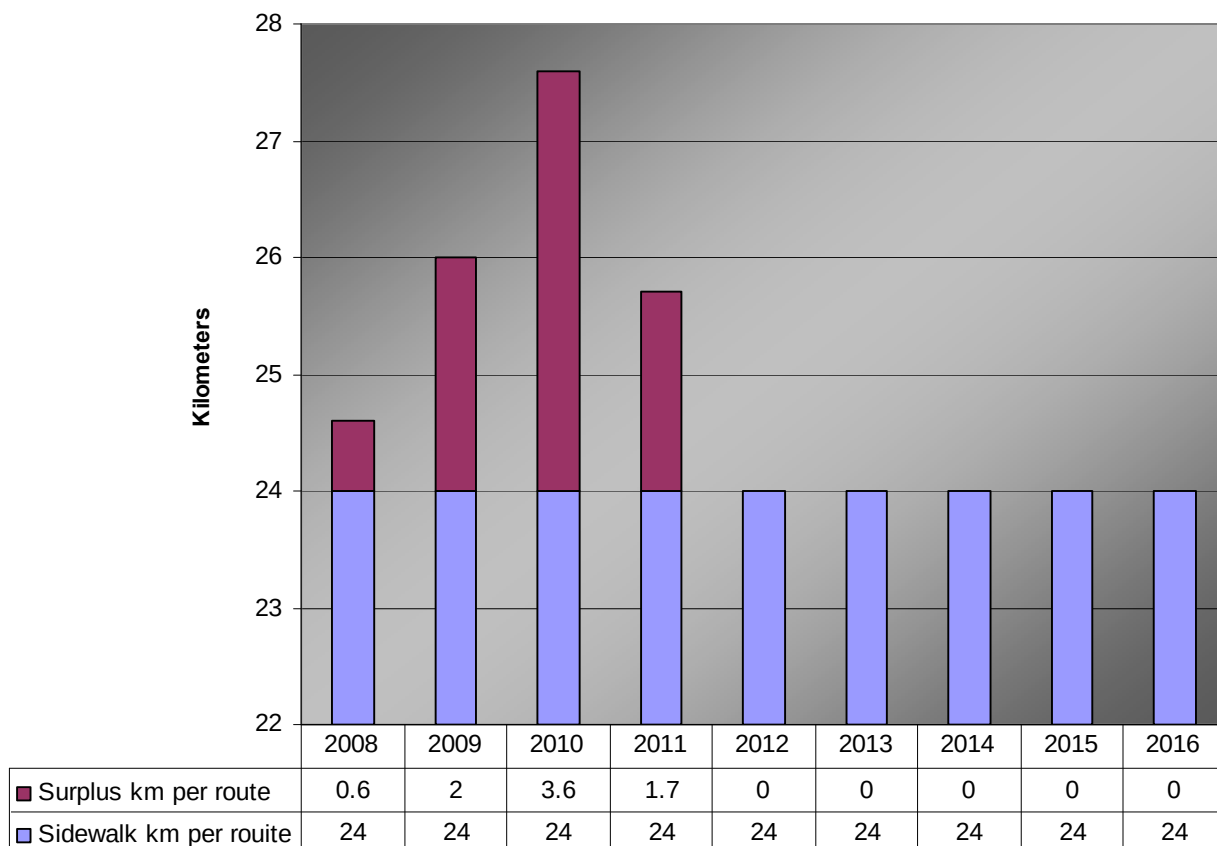
2013-16 Business Plan

BUSINESS OVERVIEW:

Measure: Number of sidewalk snow clearing kilometers per plow route

Definition: The total number of sidewalk snow clearing kilometers per plow route

Sidewalk Snow Clearing



Key Conclusion:

To maintain current levels of sidewalk snow clearing standards of 24km/route, additional staff and resources will be required to meet these standards.

Notes about the Measure:

Chart based on the number of sidewalk kilometers assigned to sidewalk snowplow routes. 1 route represents 1 FTE. Remaining staff are required to support the operations by delivering salt materials and completing facility snow removal. Sidewalk snow removal operations represent approximately 66% of the parks department staff during snow fall events.

2013-16 Business Plan

Overall Conclusion:

There is annual growth in combination with deteriorating infrastructure of turf, hard-surfaces, playground equipment, furnishings and trees. These assets located in parks, open space and streetscapes, require maintenance at the approved levels of service. In addition, our infrastructure and assets need to be inventoried and computerized to provide better management.

The business plan highlights these keys activities, as staff continues to review and revise procedures and processes to increase efficiency. This includes equipment and technology.

Commissioner Sign-off

Date (mm/dd/yy)

Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

Department	Exp Category	Account	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	2014 Forecast	Variance	2015 Forecast	Variance	2016 Forecast	Variance
Parks & Forestry Operations														
	Revenue													
		Service Charges	67,920	104,197	95,320	44.8%	(8,877)	(8.5)%	97,443	2,123	99,566	2,123	101,772	2,206
		Rev. frm Recov. Exp - Pd Duty	58,797	23,995	42,535	20.0%	18,540	77.3%	42,535	0	42,535	0	42,535	0
		Rents and Concessions	23,567	0	40,400	19.0%	40,400	0.0%	40,400	0	40,400	0	40,400	0
		Departmental Revenues	24,956	13,000	20,670	9.7%	7,670	59.0%	22,140	1,470	23,660	1,520	25,404	1,744
		Dept. Misc. Revenues	2,285	9,395	7,606	3.6%	(1,789)	(19.0)%	7,717	111	7,827	110	7,937	110
		Investment Income	6,254	11,000	6,000	2.8%	(5,000)	(45.5)%	6,000	0	6,000	0	6,000	0
		Licenses and Permits	316	406	460	0.2%	54	13.3%	462	2	464	2	466	2
	Total Revenue		184,094	161,993	212,991	100.0%	50,998	31.5%	216,697	3,706	220,452	3,755	224,514	4,062
	Labour Costs													
		Staffing Costs (incl Benefits)	8,128,286	7,962,383	8,269,924	63.8%	307,541	3.9%	8,626,789	356,865	8,720,263	93,474	9,461,097	740,834
	Other Expenses													
		Service Contracts and Materials	2,752,577	2,886,655	3,152,531	24.3%	265,876	9.2%	3,405,125	252,594	3,437,288	32,163	3,610,028	172,740
		Utilities & Fuel	1,057,071	941,876	945,600	7.3%	3,724	0.4%	984,731	39,131	1,027,845	43,114	1,074,268	46,423
		Operating Leases	248,209	261,079	381,927	2.9%	120,848	46.3%	386,761	4,834	391,788	5,027	397,017	5,229
		Tools & Equipment	74,022	64,409	64,409	0.5%	0	0.0%	64,409	0	64,409	0	64,409	0
		Office Equipment & Furniture	14,619	39,497	39,497	0.3%	0	0.0%	42,497	3,000	39,497	(3,000)	39,497	0
		Staff Development & Training	41,411	30,061	28,861	0.2%	(1,200)	(4.0)%	31,761	2,900	30,261	(1,500)	36,261	6,000
		Office Supplies & Expenses	21,318	19,899	19,899	0.2%	0	0.0%	20,499	600	20,499	0	20,499	0
		Community Advertising & Promotion	1,414	14,764	14,764	0.1%	0	0.0%	14,764	0	14,764	0	14,764	0
		Other	5,840	11,310	11,310	0.1%	0	0.0%	11,310	0	11,310	0	11,310	0
		Communications	5,198	8,775	9,375	0.1%	600	6.8%	9,975	600	9,975	0	9,975	0
		Joint Services & Department Transfers	(1,948)	6,135	7,205	0.1%	1,070	17.4%	7,205	0	7,205	0	7,205	0
		Meals & Travel	7,779	7,096	7,096	0.1%	0	0.0%	7,096	0	7,096	0	7,096	0
		Professional Fees	720	814	814	0.0%	0	0.0%	814	0	814	0	814	0
		Corporate Accounts	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		General Mtce & Repairs	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Reserve Transfers	(165,973)	0	0	0.0%	0	0.0%	0	0	0	0	0	0
	Total Other Expenses		4,062,257	4,292,370	4,683,288	36.2%	390,918	9.1%	4,986,947	303,659	5,062,751	75,804	5,293,143	230,392
	Total Expenses		12,190,543	12,254,753	12,953,212	100.0%	698,459	5.7%	13,613,736	660,524	13,783,014	169,278	14,754,240	971,226
Total Parks & Forestry Operations			12,006,449	12,092,760	12,740,221		647,461	5.4%	13,397,039	656,818	13,562,562	165,523	14,529,726	967,164

2013 ARRs															
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2013 Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Soccer Field Maintenance *			26,000		26,000			-	26,000		0		0		0
Thornhill Woods Sidewalk Clearing			40,000		40,000			-	40,000		0		0		0
Forestry Arborist I	FT	1.00	69,672		69,672			1.00	69,672		3,444		3,616		3,796
Tree Pruning (routine street pruning)			146,250		146,250			-	146,250		0		0		0

*Net impact on budget was \$5,565 as revenues are collected in Recreation Dept.

Revenue and Expenditure Summary

2013 Operating Budget & 2014-16 Plan

Recognized 2014 ARRs													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Sports Field Irrigation			21,000		21,000				21,000				
Fertilizing Parks			20,000		20,000				20,000				
Aerating Parks			20,000		20,000				20,000				
Overseeding Sports Fields			25,000		25,000				25,000				
Tennis & Basketball Court Repairs			15,000		15,000				15,000				
Playground Safety testing			40,000		40,000				40,000				
Hard Surface/Walkway Repairs			80,000		80,000				80,000				
Forestry Arborist II	FT	1.00	70,143		70,143			1.00	70,143	-	3,457	-	3,630
10 Month Seasonal Temps (2)	PT	1.38	63,579		63,579			1.38	63,579		(1,000)		
Community Services Asset Mgmt Coordinator	FT	1.00	106,446		106,446			1.00	106,446		1,617		5,374

Recognized 2016 ARRs									
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2016 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$
Contract Services Temp	PT	0.69	25,956		25,956			0.69	25,956
North Maple Regional Park Attendant II	FT	8.00	610,618		610,618			8.00	610,618
10 Month Horticultural Temp	PT	0.69	25,956		25,956			0.69	25,956
Blvd Shrub Beds (3 Summer Students)	PT	0.69	51,667		51,667			0.69	51,667
Non Selective Weed Spray			25,000		25,000				25,000
Additional GPS Units			30,000		30,000				30,000
Oakbank Park Mtce			75,000		75,000				75,000



2013 Capital Budget & 2014-2016 Capital Plan

Commission of Community Services Parks & Forestry Operations

Budget					
Year	Project #	Title	Project Type	Total Budget	Operating Impact TCA
2013	PO-6700-13	Tree Planting Program-Regular	Infrastructure Replacement	600,462	0 N
2013	PO-6739-13	Tree Replacement Program-EAB	Infrastructure Replacement	410,713	0 N
2013	PO-6744-13	Meeting House Cemetery- Memorial Wall	Infrastructure Replacement	26,800	0 Y
2013	PO-6748-13	Relocation of Horticulture Operations	Infrastructure Replacement	96,305	0 Y
2013 Budget				1,134,280	
2014	PO-6700-13	Tree Planting Program-Regular	Infrastructure Replacement	600,462	0 N
2014	PO-6717-14	Soccer Field Redevelopment at York Catholic District School Board Locations	Infrastructure Replacement	203,940	26,000 Y
2014	PO-6739-13	Tree Replacement Program-EAB	Infrastructure Replacement	410,713	0 N
2014	PO-6740-14	Irrigation Central Control System Additions-Various Locations	New Equipment	129,000	0 Y
2014	PO-6749-14	No Smoking By-Law Signs	Health & Safety	54,075	0 Y
2014	PO-6750-14	Park and Walkway Fencing	New Infrastructure	39,655	0 Y
2014	PO-6751-14	Sports Field Safety Fencing for Spectators at Vaughan Grove Sports Complex	New Infrastructure	91,927	0 Y
2014 Forecast				1,529,772	
2015	PO-6700-13	Tree Planting Program-Regular	Infrastructure Replacement	600,462	0 N
2015	PO-6739-13	Tree Replacement Program-EAB	Infrastructure Replacement	410,713	0 N
2015	PO-6741-15	Maple Community Centre-Landscape & Traffic Safety Improvements	New Infrastructure	180,250	0 N
2015	PO-6742-15	Park Benches-Various Locations	Equipment Replacement	74,200	0 Y
2015	PO-6743-15	Park Picnic Table-Various Locations	Equipment Replacement	74,200	0 Y
2015	PO-6746-15	Fence Repair & Replacement Program	Infrastructure Replacement	696,867	0 Y
2015	PO-6747-15	Relocation of Gazebo (Dr.Mcleans to Rainbow Creek)	Infrastructure Replacement	56,650	0 Y
2015 Forecast				2,093,342	
2016	PO-6700-13	Tree Planting Program-Regular	Infrastructure Replacement	600,462	0 N
2016	PO-6739-13	Tree Replacement Program-EAB	Infrastructure Replacement	410,713	0 N
2016	PO-6745-16	Nashville Cemetery-Road Extension	New Infrastructure	57,700	0 Y
2016	PO-6746-15	Fence Repair & Replacement Program	Infrastructure Replacement	118,325	0 Y
2016 Forecast				1,187,200	



Parks Development

2013-16 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.

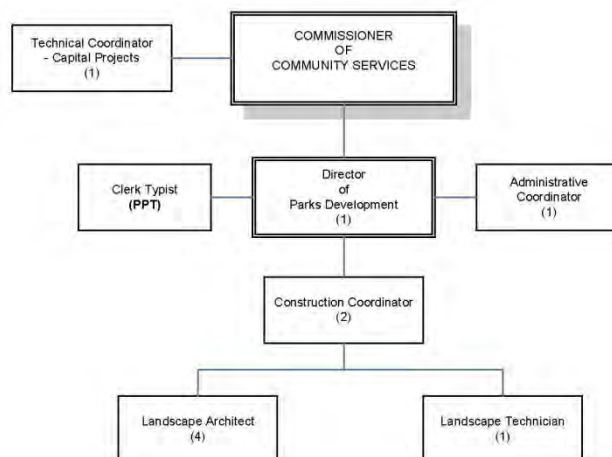
The Parks Development Department is responsible for the following:

- 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:



PARKS DEVELOPMENT DEPARTMENT ORGANIZATIONAL CHART



2013-16 Business Plan

Full Time, Part Time and Overtime – Budgeted Amounts

	2012	2013 Base	Additional Resource Requests			
			2013	2014	2015	2016
Full Time	10	10	1			
Part Time	1	1.202				
Overtime	7,491	7,491	200	200	200	200

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, top soiled, 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:

- Pursue Excellence in Service Delivery;
- Enhance and Ensure Community Safety, Health & Wellness;
- Lead and Promote Environmental Sustainability

Management Excellence – Provide excellence in the management of our city:

- Plan & Manage Growth and Economic Vitality

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

Pressures:

- Public Sector Accounting Board (PSAB) legislated reporting requirements – workload impact

2013-16 Business Plan

- 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
- Trail Implementation (TRCA and MNR Permit requirements)

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. Development Charges Background Study Update;	2012	Projected to be complete Q4/12	
2. Implement 2011 Capital Budget;	2011	Projected to be complete Q3/12	
3. Develop a Parkland / Open Space Acquisition Strategy;	2010	Projected to be complete Q3/13	
4. PSAB Inventory Data Collection;	2010	Complete / Updated Annually	

2013-16 Business Plan Objectives:

<u>Business Plan Objectives:</u>	<u>Timeline</u>	<u>Outcome</u>	<u>Resources</u>
2013 (Top 3 Objectives)			
1. Active Together Masterplan Update & Revision	Phase 1 Retain Consultant (Q2/12) Phase 2 – Complete Study (Q3/13) Phase 3 - Implement Plan	Update Masterplan to guide the delivery of parks, recreation, culture and libraries in the City of Vaughan	

2013-16 Business Plan

	(Q4/13)		
2. Develop a Parkland/Open Space Acquisition Strategy	Phase 1 – Retain Consultant (Q1/13) Phase 2 – Complete Study (Q3/13) Phase 3 - Implement Plan (Q3/13)	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 (Q1/13)	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	
4. North Maple Regional Park	RFP Q1 and Q2/13	Prepare request for proposals for Private – Public Partnership for the construction and/or operation of the North Maple Region Park.	
5. Open Space Trail and Bridge Inventory	Phase 1 Q1- Q4	Inventory all existing open space trails and bridge systems. Information shall be added to City's PSAB inventory for the necessary asset management.	
2014 (Top 3 Objectives)			
1. North Maple Regional Park - Implementation	Phase 1 – complete design (Q1/14) Phase 2 – commence	Implementation of the first phase of Vaughan's largest Regional Park.	

2013-16 Business Plan

	park servicing /rough grading (Q4/14)		
2. Open Space Trail and Bridge Inventory	Phase 2 Q1 - Q4/14	Develop trail development strategy for the Don and Humber River systems for the implementation of pedestrian trails and bridge system.	
3. Outdoor recreation Facility action plan implementation	Ongoing	Implement the recommendations of the active together master plan	

2015 (Top 3 Objectives)

1. North Maple Regional Park - Implementation	Phase 3 – commence park construction (Q2/15)	Implementation of the construction phase of Vaughan's largest Regional Park.	
2. VMC Park Implementation	Q1	Implement park project within the VMC. Development project to be timed with new subway works.	
3. Outdoor recreation Facility action plan implementation	Ongoing	Implement the recommendations of the active together master plan	

2016 (Top 3 Objectives)

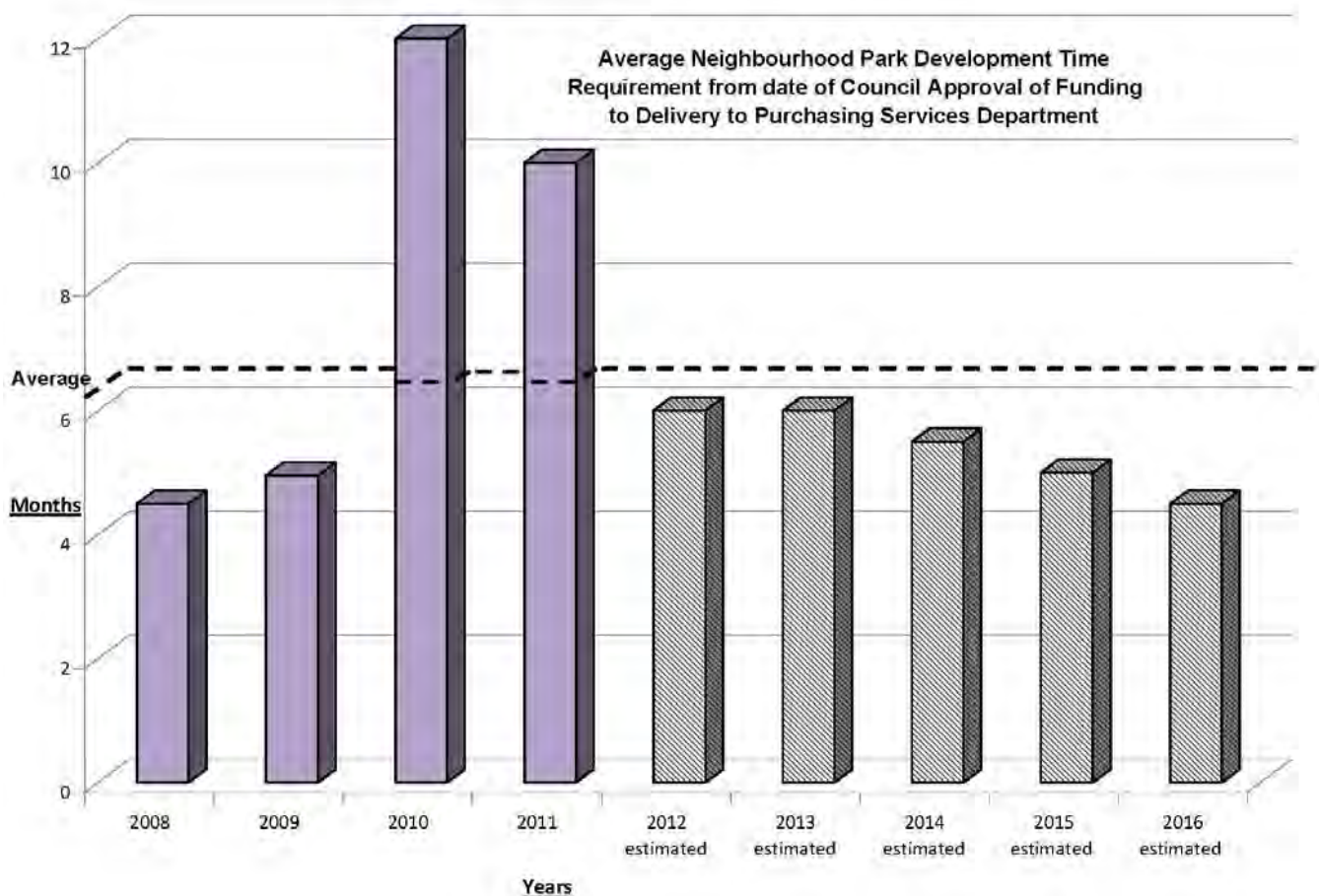
1. North Maple Regional Park - Implementation	Phase 4 – commence park construction (Q2/16)	Implementation of the construction phase of Vaughan's largest Regional Park.	
2. Implement 2016 Capital Budget	Q2/16	Plan, design and construct new park and trail projects	
3. Outdoor recreation Facility action plan implementation		Implement the recommendations of the active together master plan	

2013-16 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.

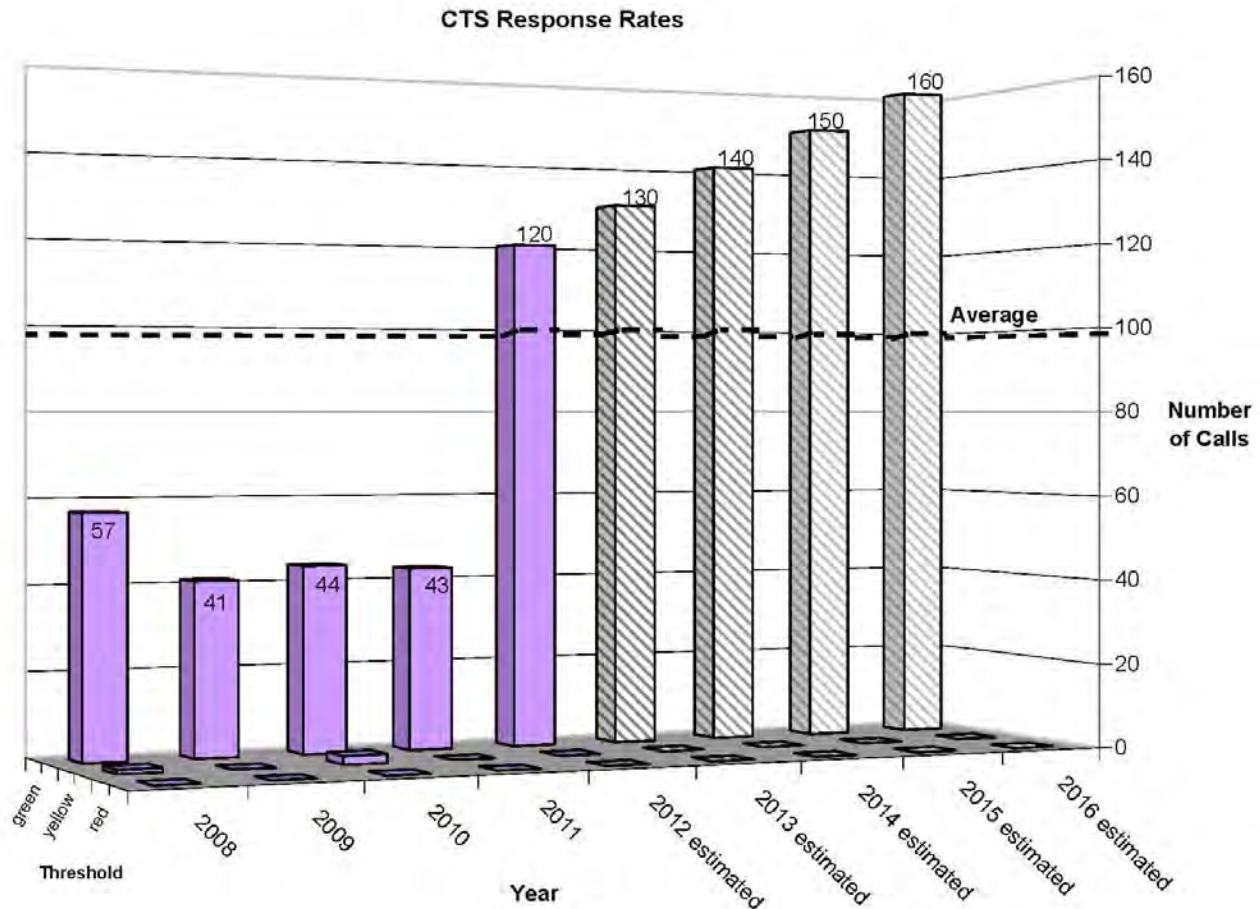
BUSINESS OVERVIEW:



NOTE: Delivery of projects to Purchasing Services Department is dependant 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.

2013-16 Business Plan

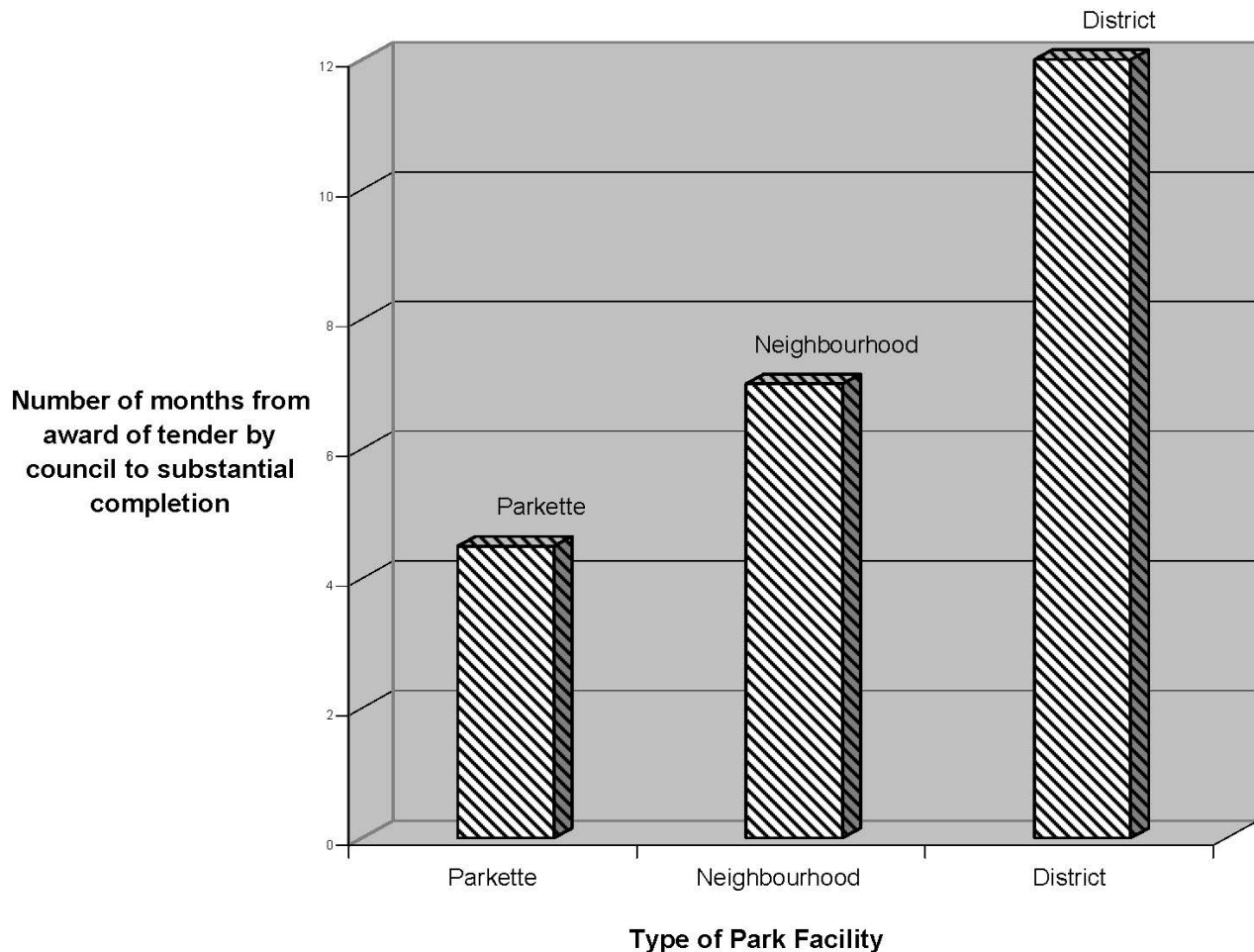


NOTE: Resident inquiries answered directly when they call are not logged in the CTS system unless there is an unresolved issue.

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

2013-16 Business Plan

Timeline for Construction of Parks (by type)



NOTE: Approximately 6 months have been removed from the construction period for non-construction during winter months (Estimated to be November 15 to May 15)

Notes about the Measure:

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 and TRCA permitting have resulted in pressures on the delivery time for parks from budget approval to delivery to Purchasing Services for tender. Once projects have been tendered, the overall timeframe from construction start-up to substantial completion continues to be improved. In addition, 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.

2013-16 Business Plan

Overall Conclusion:

Parks development continues to make improvements to the current processes and procedures, in order to better deliver the planning, design and construction of park projects in a timely manner. Focusing on staff training and development, have allowed Parks Development to maintain a consistently high level of service. The use of pre-qualified landscape Architects and General Landscape Contractors to complete the majority of projects will allow for a more efficient design and development process, while still maintaining the high level of park and open space systems.

Commissioner Sign-off

Date (mm/dd/yy)

Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

Department	Exp Category	Account	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	2014 Forecast	Variance	2015 Forecast	Variance	2016 Forecast	Variance
Parks Development														
	Revenue													
		Trsf. fm Res & Res Funds	492,401	492,401	613,940	100.0%	121,539	24.7%	608,280	(5,660)	608,280	0	608,280	0
	Total Revenue		492,401	492,401	613,940	100.0%	121,539	24.7%	608,280	(5,660)	608,280	0	608,280	0
	Labour Costs													
		Staffing Costs (incl Benefits)	918,577	1,070,310	1,210,656	95.6%	140,346	13.1%	1,229,663	19,007	1,244,981	15,318	1,249,177	4,196
	Other Expenses													
		Office Supplies & Expenses	13,373	13,975	15,625	1.2%	1,650	11.8%	15,625	0	15,625	0	15,625	0
		Office Equipment & Furniture	4,032	7,500	12,300	1.0%	4,800	64.0%	7,500	(4,800)	7,500	0	7,500	0
		Professional Fees	(6,915)	10,100	10,100	0.8%	0	0.0%	10,100	0	10,100	0	10,100	0
		Staff Development & Training	4,081	7,350	8,250	0.7%	900	12.2%	8,250	0	8,250	0	8,250	0
		Utilities & Fuel	1,889	5,310	5,310	0.4%	0	0.0%	5,310	0	5,310	0	5,310	0
		Meals & Travel	135	980	1,180	0.1%	200	20.4%	1,180	0	1,180	0	1,180	0
		Communications	(16)	0	1,160	0.1%	1,160	0.0%	800	(360)	800	0	800	0
		Other	96	385	885	0.1%	500	129.9%	385	(500)	385	0	385	0
		Tools & Equipment	0	300	300	0.0%	0	0.0%	300	0	300	0	300	0
		Community Advertising & Promotion	1,033	100	100	0.0%	0	0.0%	100	0	100	0	100	0
		Corporate Accounts	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		General Mtce & Repairs	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
	Total Other Expenses		17,707	46,000	55,210	4.4%	9,210	20.0%	49,550	(5,660)	49,550	0	49,550	0
	Total Expenses		936,283	1,116,310	1,265,866	100.0%	149,556	13.4%	1,279,213	13,347	1,294,531	15,318	1,298,727	4,196
Total Parks Development			443,882	623,909	651,926		28,017	4.5%	670,933	19,007	686,251	15,318	690,447	4,196

2013 ARRs															
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2013 Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Landscape Architect (VMC Development)	FT-Cont 4 Yr	1.00	121,539	(121,539)	0			1.00	0		0		0		0



2013 Capital Budget & 2014-2016 Capital Plan

Commission of Community Services Parks Development

Budget Year	Project #	Title	Project Type	Total Budget	Operating Impact	TCA
2013	PK-6094-13	Don River / Bartley Smith Open Space Trail Development	New Infrastructure	172,500	0	Y
2013	PK-6315-13	Mackenzie Glen District Park - Playground Rubber Safety Surfacing	Infrastructure Replacement	201,500	0	Y
2013	PK-6325-13	Vaughan Crest Park - Bocce Court Repair	Infrastructure Replacement	137,000	0	Y
2013	PK-6333-13	Glen Shield Park - Playground Replacement & Safety Surfacing	Infrastructure Replacement	248,000	0	Y
2013	PK-6342-13	Dufferin District Park - Tennis Court Replacement	Infrastructure Replacement	139,300	0	Y
2013	PK-6344-13	York Hill Park - Tennis Court Replacement	Infrastructure Replacement	56,700	0	Y
2013	PK-6350-13	Sonoma Heights Community Park - Skateboard Park	New Infrastructure	153,000	0	Y
2013	PK-6363-13	Vellore Heritage Square - Parking Lot Drainage	New Infrastructure	87,900	0	Y
2013	PK-6364-13	Sonoma Heights Community Park - Fencing Extension	New Infrastructure	30,900	0	Y
2013	PK-6366-13	Maple Community Centre - Baseball Fencing	New Infrastructure	32,000	0	Y
2013	PK-6376-13	Bridge ID# MS29: Pedestrian Bridge Replacement	Infrastructure Replacement	57,500	0	Y
2013	PK-6383-13	Uplands Golf and Ski Centre: Bridge Replacement	Infrastructure Replacement	117,415	0	Y
2013	PK-6384-13	Uplands Golf and Ski Centre: Hiking Trail/Pathways Improvements	Infrastructure Replacement	91,650	0	Y
2013	PK-6392-13	Don River System Trail Signage (Grant) Bartley Smith Greenway	New Infrastructure	82,221	0	Y
2013	PK-6395-13	UV1-N27 Neighborhood Park Design and Construction	Growth/Development	1,471,408	0	Y
2013	PK-6397-13	VMC23-2 - Vaughan Corporate Center Black Creek Park Design and Construction	Growth/Development	108,650	0	Y
2013	PK-6439-13	Glen Shields Park - Walkway and Hardscape Improvements	Infrastructure Replacement	193,200	0	Y
2013	PK-6453-13	Crestlawn Playground - Corrective Site Works	New Infrastructure	82,400	0	Y
2013 Budget				3,463,244		
2014	PK-6265-14	Maple Reservoir Park-Senior Soccer Field Lighting	New Infrastructure	396,600	25,000	Y
2014	PK-6305-14	Maple Valley Plan - North Maple Regional Park Phase I(A)	Growth/Development	7,210,000	0	Y
2014	PK-6308-14	UV1-N25 New Neighborhood Park Design & Construction	Growth/Development	1,211,232	0	Y
2014	PK-6310-14	UV1-N29 New Neighborhood Park Design & Construction	Growth/Development	1,289,216	0	Y
2014	PK-6344-13	York Hill Park - Tennis Court Replacement	Infrastructure Replacement	223,919	0	Y
2014	PK-6356-14	Sonoma Heights Community Park - Ball Diamond Lighting	New Infrastructure	229,184	0	Y
2014	PK-6359-14	Maxey Park Parking Lot Expansion	New Infrastructure	90,150	0	Y
2014	PK-6370-14	Uplands Golf & Ski Centre - Irrigation/Snow Making Water Systems	Infrastructure Replacement	566,500	0	Y
2014	PK-6373-14	Pedestrian & Bicycle Master Plan (Off Road System) - Construction	New Infrastructure	433,000	0	Y
2014	PK-6381-14	Al Palladini Community Centre North West Corner Improvements	New Infrastructure	61,002	0	Y
2014	PK-6384-13	Uplands Golf and Ski Centre: Hiking Trail/Pathways Improvements	Infrastructure Replacement	91,650	0	Y
2014	PK-6385-14	Agostino Park Multi-Use Field Development (Rugby/Football)	New Infrastructure	100,683	0	Y



2013 Capital Budget & 2014-2016 Capital Plan

Commission of Community Services Parks Development

Budget						
Year	Project #	Title	Project Type	Total Budget	Operating Impact	TCA
2014	PK-6386-14	Calvary Church Sports Fields - Soccer Field 11v11 Implementation	New Infrastructure	241,046	0	Y
2014	PK-6391-14	Torii Park Bocce Court Development	New Infrastructure	90,519	0	Y
2014	PK-6414-14	UV1-S1 - Urban Square Design and Construction	Growth/Development	576,882	0	Y
2014	PK-6415-14	61W-N1 - New Neighborhood Park Design and Park Construction	Growth/Development	1,171,979	0	Y
2014	PK-6434-14	Mario Plastina Park - Expansion of Existing Play Equipment	New Infrastructure	49,749	0	Y
2014 Forecast				14,033,311		
2015	PK-6309-15	UV1-N28	Growth/Development	636,185	0	Y
2015	PK-6384-13	Uplands Golf and Ski Centre: Hiking Trail/Pathways Improvements	Infrastructure Replacement	91,650	0	Y
2015	PK-6388-15	Pedestrian Bridge Replacement	Infrastructure Replacement	243,601	0	Y
2015	PK-6394-15	UV2-D2 Block 11 District Park w/CC - Park Design & Construction	Growth/Development	149,445	0	Y
2015	PK-6398-15	VMC30-6 - Urban Square Design and Construction	Growth/Development	557,508	0	Y
2015	PK-6399-15	UV1-S2 - New Urban Square Construction	Growth/Development	303,164	0	Y
2015	PK-6400-15	UV1-S3 - New Urban Square Design and Construction	Growth/Development	303,164	0	Y
2015	PK-6401-15	61W-N2 - New Neighborhood Park Design and Construction	Growth/Development	522,354	0	Y
2015	PK-6402-15	61W-S7 - New Urban Square Design and Construction	Growth/Development	313,530	0	Y
2015	PK-6403-15	MacMillian Farm - Park Design and Construction	Growth/Development	494,548	0	Y
2015	PK-6405-15	Don and Humber River System Trail Signage (2015)	New Infrastructure	108,905	0	Y
2015	PK-6406-15	Pedestrian and Bicycle Master Plan (off road system) Design and Construction	Growth/Development	593,400	0	Y
2015	PK-6413-15	Oak Park Pond Expansion Works	New Infrastructure	43,886	0	Y
2015	PK-6416-15	Memorial Hill Cultural Landscape Revitalization	Studies	73,439	0	N
2015	PK-6417-15	Maple Nature Reserve Master Plan Update Including Forest and Invasive Species Management	Studies	73,439	0	N
2015	PK-6452-15	UV1-LP1 - Linear Park Design and Construction	Growth/Development	533,338	0	Y
2015 Forecast				5,041,556		
2016	PK-6287-16	Rutherford Road District Park (UV2-D1)	Growth/Development	689,743	0	Y
2016	PK-6344-13	York Hill Park - Tennis Court Replacement	Infrastructure Replacement	280,619	0	Y
2016	PK-6346-16	Maple Valley Plan - North Maple Regional Park Phase I(B)	Growth/Development	6,180,000	313,309	Y
2016	PK-6365-16	UV1-D4 (Chatfield Dr/Lawford Rd) - Block 40 Design & Construction	Growth/Development	457,535	0	Y
2016	PK-6368-16	Bindertwine Park - Fencing	New Infrastructure	32,000	0	Y
2016	PK-6377-16	Mapes Park-Playground Replacement & Safety Surfacing	Infrastructure Replacement	155,513	0	Y
2016	PK-6380-16	9v9 and 11v11 Soccer Field Upgrades	Infrastructure Replacement	136,514	0	Y
2016	PK-6384-13	Uplands Golf and Ski Centre: Hiking Trail/Pathways Improvements	Infrastructure Replacement	91,650	0	Y



2013 Capital Budget & 2014-2016 Capital Plan

Commission of Community Services Parks Development

Budget						
Year	Project #	Title	Project Type	Total Budget	Operating Impact	TCA
2016	PK-6390-16	Dufferin Reservoir Sports Fields	New Infrastructure	482,684	0	Y
2016	PK-6394-15	UV2-D2 Block 11 District Park w/CC - Park Design & Construction	Growth/Development	1,358,588	0	Y
2016	PK-6397-13	VMC23-2 - Vaughan Corporate Center Black Creek Park Design and Construction	Growth/Development	1,097,358	0	Y
2016	PK-6422-16	Pedestrian and Bicycle Master Plan (off road system) Design and Construction	New Infrastructure	368,000	0	Y
2016	PK-6424-16	61W-N3 - Neighbourhood Park Design and Construction	Growth/Development	533,530	0	Y
2016	PK-6425-16	61W-G8 - Greenway Park Design and Construction	Growth/Development	743,852	0	Y
2016	PK-6426-16	CC11-P2 - Carville Centre Parkette Design and Construction	Growth/Development	193,447	0	Y
2016	PK-6427-16	Hayhoe Mills Park - Design & Construction	Growth/Development	425,366	0	Y
2016	PK-6428-16	VMC29-1 - New Neighborhood Park Design and Construction	Growth/Development	618,913	0	Y
2016	PK-6429-16	VMC29-10 - Urban Square Design and Construction	Growth/Development	366,751	0	Y
2016	PK-6430-16	VMC30-7 - Vaughan Corporate Center Park Design and Construction	Growth/Development	1,177,465	0	Y
2016	PK-6431-16	61E-N1 Neighborhood Park Design and Construction	Growth/Development	902,945	0	Y
2016	PK-6432-16	61E-P4 Parkette Design and Construction	Growth/Development	159,679	0	Y
2016	PK-6433-16	Active Together Master Plan 5 year update	Growth/Studies	138,588	0	N
2016 Forecast				16,590,740		

Commissioner of Planning



John MacKenzie

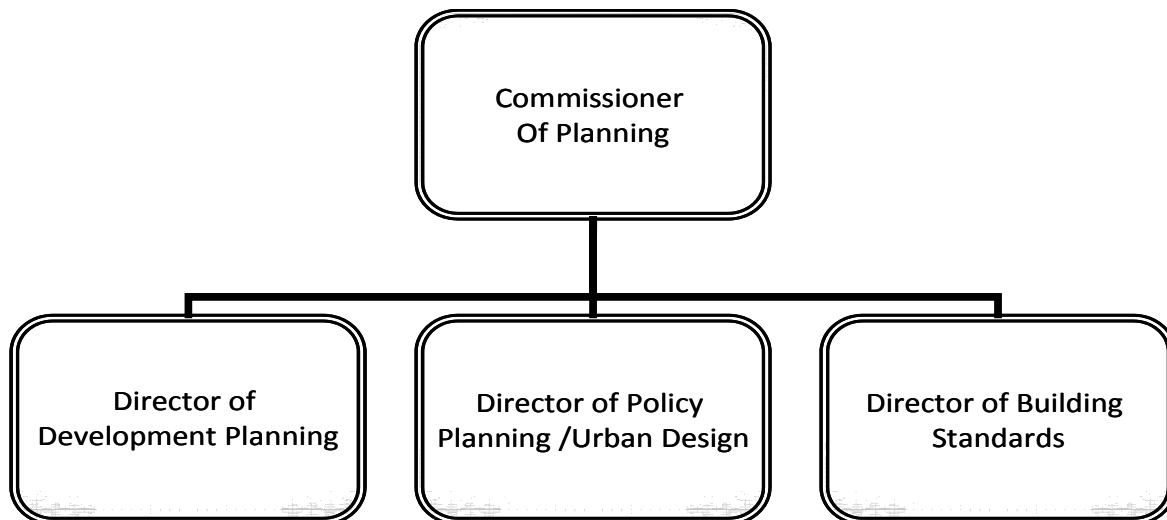
The Planning Commission is responsible for the City's Building Standards Department, Policy Planning Department and the Development Planning Department. Together, these three departments, under the direction of departmental Directors, plan and regulate development throughout the City. This work includes preparing and recommending long-term plans for Council approval, day-to-day administration of development and building permit applications along with implementation of the official plan and zoning by-laws.

In carrying out these related responsibilities, staff consults widely with community stakeholders including residents of Vaughan, landowners, community organizations, other levels of government and agencies. Staff are available in each department to answer 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.

Vaughan is the second fastest growing community in Canada and is a gateway for economic development for the Region. The Planning Commission works with Council and the community to meet the challenges that rapid growth brings to our City.

We continuously strive for excellence in the service we provide to our community. Information on our many initiatives is available on the City website from each of the three departments.

Commissioner of Planning Organizational Chart



Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

Department	Exp Category	Account	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	2014 Forecast	Variance	2015 Forecast	Variance	2016 Forecast	Variance
Commissioner of Planning														
	Labour Costs													
		Staffing Costs (incl Benefits)	337,564	317,102	330,218	92.4%	13,116	4.1%	339,464	9,246	345,815	6,351	349,014	3,199
	Other Expenses													
		Operating Leases	7,909	7,910	7,910	2.2%	0	0.0%	7,910	0	7,910	0	7,910	0
		Meals & Travel	6,969	7,200	7,500	2.1%	300	4.2%	7,500	0	7,500	0	7,500	0
		Utilities & Fuel	6,023	5,100	5,100	1.4%	0	0.0%	5,100	0	5,100	0	5,100	0
		Staff Development & Training	78	3,205	3,210	0.9%	5	0.2%	3,210	0	3,210	0	3,210	0
		Communications	1,381	1,460	1,460	0.4%	0	0.0%	1,460	0	1,460	0	1,460	0
		Other	810	455	1,140	0.3%	685	150.5%	1,140	0	1,140	0	1,140	0
		Office Supplies & Expenses	1,492	1,705	890	0.2%	(815)	(47.8)%	890	0	890	0	890	0
		Corporate Accounts	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		General Mtce & Repairs	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Joint Services & Department Transfers	1,900	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Office Equipment & Furniture	206	175	0	0.0%	(175)	(100.0)%	0	0	0	0	0	0
		Professional Fees	583	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Total Other Expenses	27,351	27,210	27,210	7.6%	(0)	0.0%	27,210	0	27,210	0	27,210	0
	Total Expenses		364,914	344,312	357,428	100.0%	13,116	3.8%	366,674	9,246	373,025	6,351	376,224	3,199
Total Commissioner of Planning			364,914	344,312	357,428		13,116	3.8%	366,674	9,246	373,025	6,351	376,224	3,199



Development Planning

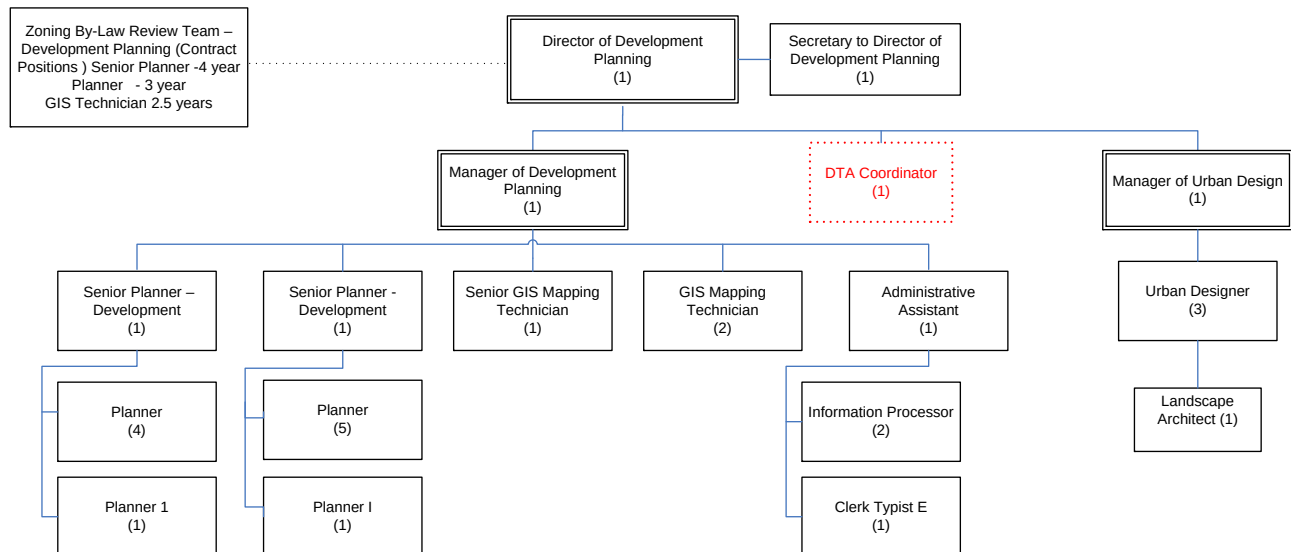
2013-16 Business Plan

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 submitted by private landowners 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 through 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 the new Official Plan 2010 (upon coming into full force and effect), Vaughan Vision 2020, Environmental Master Plan, and Green Directions Vaughan.

Service Profile:



2013 Approved ARR

Full Time, Part Time and Overtime – Budgeted Amounts

	2012 Base	2013 Base	2013 ARR	2014 ARR	2015 ARR	2016 ARR
Full Time	28	28	4	0	1 (GIS)	0
Part Time	0	0	0	.5 (GIS)	-.5	-1
Overtime	\$36,365	\$30,129	\$30,129	\$30,129	\$30,129	\$30,129

2013-16 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 several community meetings and/or appeals to the Ontario Municipal Board that place 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 2012, the number of applications is consistent with 2011, however, in light of the fee increase in January 2012, revenues from planning applications have increased from 2011, and is expected to continue trending upwards in 2013 to 2016 as fees are increased during this period, and 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 Ontario Municipal Board (OMB) approval expected sometime in late 2012 or 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

2013-16 Business Plan

reviewed on a comprehensive basis was in the 1980's resulting in By-law 1-88. The current zoning by-law does not contain the progressive zoning provisions required to implement the intended forms of development anticipated under the new Official Plan. For example, By-law 1-88 does not include any zoning provisions to implement mixed-use development that is required to facilitate such anticipated development in the Vaughan Metropolitan Centre.

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 2013, with the bulk of the work performed by consultants and full-time contract staff in 2014 to 2016. Since it is expected that the final approval of the Official Plan will be in 2013, the budget details respecting the Zoning Review were approved in the 2013 budget deliberations, with the Building Standards Department being the Lead department.

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, require a full-time City-wide DTA Co-ordinator. 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 submitted an ARR for this position in the 2012 Budget deliberations, which did not progress past the Director's Working Group level. However, a similar request was made for the 2013 Budget deliberations, and has been approved for a full-time DTA Co-ordinator position. A 1 year pilot-project between Munirom and the Region of York and the Development Planning Department is also in the works in 2013 to explore the DTA moving beyond the City's borders, which may assist to advance the DTA within the City.

In May 2011, Vaughan Council approved a revised Corporate Planning Cycle including strategic themes and initiatives. One Priority Strategic Theme is "Manage Growth & Economic Well-being", where the Commissioner of Planning has been identified as the Owner or driver to "Develop the plan required to build a dynamic Vaughan Metropolitan Centre" (i.e. responsible for overall project management and implementation of this initiative). On this note, the Development Planning Department has a major role to play in shaping how the VMC will be designed to what the buildings and public realm will look like, both through the initial planning and visioning process and during the actual development application review process. A lot of planning and urban design work by Development Planning Staff in collaboration with other City Departments will be required to properly manage growth in the VMC including ensuring the area surrounding the VMC Subway Station (i.e. a Gateway Mobility Hub) is ready to facilitate its' opening in late 2015. In this regard, a 2013 ARR has been approved for a 4 year contract VMC "Senior Planner" to co-ordinate and administer development and address issues such as strata parking/parks within the VMC, on behalf of the Department, and to liaise with other City Departments and levels of government to resolve matters as they arise through project management.

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 (2014 and 2016) will showcase to the public and the development

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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 5 current members of the Urban Design Section.

Business Plan Objectives (list the status of 2011 outstanding and 2012 business plan objectives and the method of measuring successful implementation. As well, list 2013-16 business plan objectives in the appropriate section)

<u>Prior Year Business Plan Objectives/ Objectives Accomplishments</u>	<u>Year 2012</u>	<u>Status</u>	<u>Outcome</u>
1. To undertake the City of Vaughan Urban Design Awards (last done in Fall 2008)	November 14, 2012	To recognize development projects that have been built and embody the best in urban design and environmental initiatives.	Development Planning and Economic Development Departments have identified sufficient funds within their respective operating budgets to hold an Urban Design Awards on November 14, 2012.
2. To undertake a review of the Site Development Application review process that 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.)	2012	To facilitate improvements to the Site Plan Process where required.	Report considered at CW (Working Session) on June 12, 2012, and deferred to September 11, 2012 CW (WS). To be implemented utilizing existing resources in Fall 2012.
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.	2011-2013 (deferred to 2013-2015)	New VOP 2010 likely to be approved in 2013, which delays start of UD Manual to 2013. A consistent urban design document and sustainability and design guidelines applicable across the municipality.	To be implemented utilizing existing resources.

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4. To initiate a Design Review Panel (2 year pilot-project) 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 and implemented in September 2011	To provide well designed sites and buildings utilizing expert professional advice for significant developments in Vaughan. Pilo-project to end in Fall 2013	To be implemented using existing resources.
5. To undertake a 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.	2012-2013	To facilitate improvements to the Public Notification of Planning Applications Process where required.	Report to CW (Working Session) expected at year-end 2012 or early 2013 for consideration. To be implemented utilizing existing resources.
2013 (Top 3 Objectives)			
1. To facilitate the planning and construction of the Vaughan Hospital building and abutting lands in consultation with the Province and stakeholders.	2013-2017	To ensure development co-ordination and ultimate construction of the hospital and abutting lands.	To be implemented utilizing existing resources.
2. To respond to the outcome of Program Review respecting the processing of Development Applications.	2012	To ensure the timely and orderly processing of development applications.	Any improvements to the processing of development applications will be implemented in-house.
3. Initiate a comprehensive city-wide review of By-law 1-88 to implement the new Official Plan.	2013-2015	Completion of the Zoning By-law review will facilitate the implementation of the City's Official Plan which is a key component of the City's Growth Management Strategy.	Potentially 1 additional FTE Planner complement will be required to undertake this 3 year project to be undertaken by Development Planning and Building Standards Staff and 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.
4. Review Planning Fees By-law and Cost Recovery Model	2013	Review and adjust Planning Fees and enact new multi-year	In-house by Development Planning Department and Budgeting and Financial

2013-16 Business Plan

		Fees By-law; and Review Development Application Cost Recovery Model.	Planning Department.
5. Process development applications and urban design projects to implement the Vaughan Metropolitan Centre (VMC) Secondary Plan Study when completed.	2013 and forward	Implement Secondary Plan Policies through processing, review and application approvals.	Existing Planning Resources, including proposed 2013 ARR for a VMC Senior Planner position to supervise and address VMC projects.

2014 (Top 3 Objectives)

1. Undertake 2014 Urban Design Awards	2014	To recognize and award excellence in Urban Design and Environmental initiatives.	Utilize existing resources jointly with Economic Development Department
2. Process development applications to implement the Vaughan Mills Secondary Plan Study when completed.	2014 and forward	Implement Secondary Plan Policies through processing, review and application approvals.	Existing Planning Department resources
3. Process development applications to implement the Concord Floral Secondary Plan Study when completed.	2014 and forward	Implement Secondary Plan Policies through processing, review and application approvals.	Existing Planning Department resources
4. Process development applications to implement the Weston/Highway 7 Secondary Plan Study when completed.	2014 and forward	Implement Secondary Plan Policies through processing, review and application approvals.	Existing Planning Department resources

2015 (Top 3 Objectives)

1. Address earlier on-going objectives identified in 2012-2014	2015 and forward	To process, complete and implement earlier multi-year objectives	Existing Planning Department resources
2. Address earlier on-going objectives identified in 2012-2014	2015 and forward	To process, complete and implement earlier multi-year objectives	Existing Planning Department resources

2013-16 Business Plan

3. Address earlier on-going objectives identified in 2012-2014	2015 and forward	To process, complete and implement earlier multi-year objectives	Existing Planning Department resources
2016 (Top 3 Objectives)			
1. Undertake 2016 Urban Design Awards	2016	To recognize and award excellence in Urban Design and Environmental initiatives.	Utilize existing resources jointly with Economic Development Department.
2. Review Planning Fees By-law	2016-2017	Review and adjust Planning Fees in 2016 and enact a multi-year Fees By-law in 2017.	In-house by Development Planning Department and Budgeting and Financial Planning Department.
3. Address earlier on-going objectives identified in 2013-2016	2016 and forward	To process, complete and implement earlier multi-year objectives.	Existing Planning Department resources

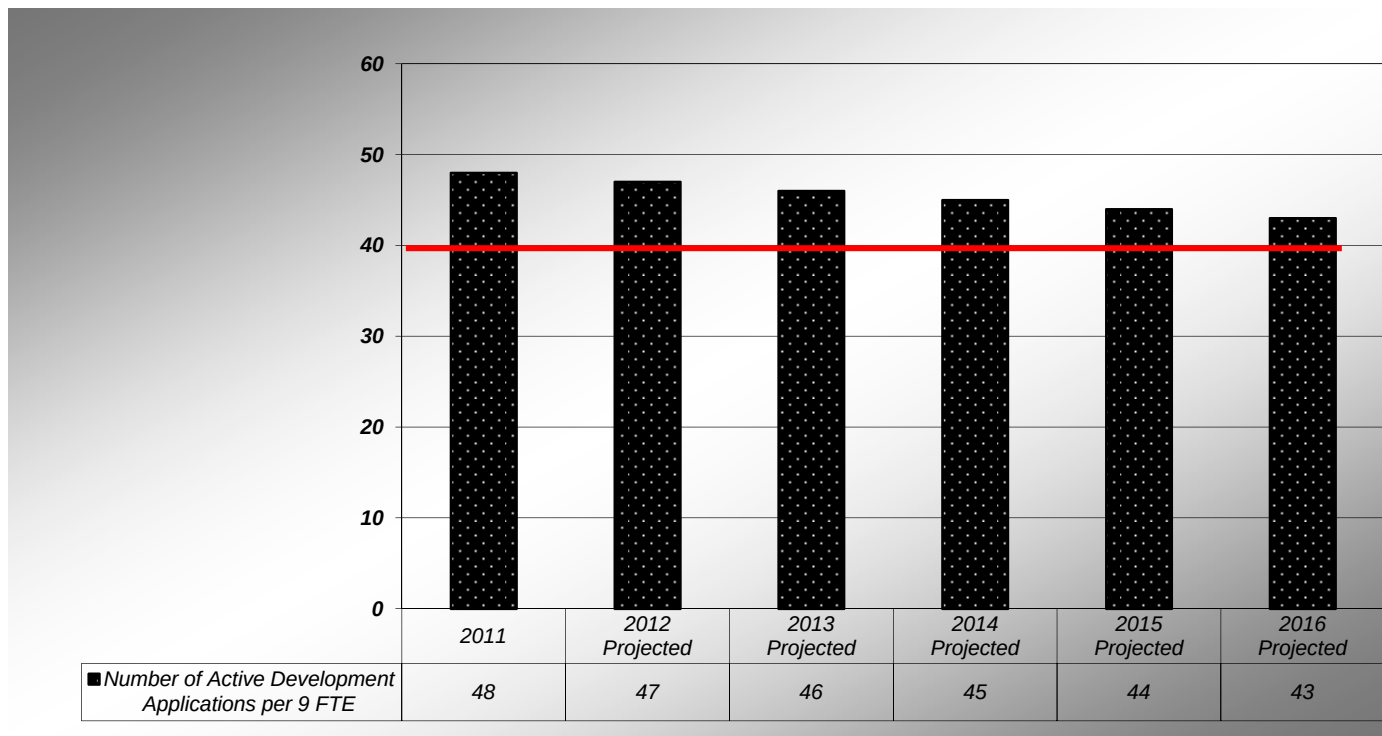
2013-16 Business Plan

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 2013 to 2016)

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 440 (July 31, 2012). The Department has 9 FTE Planners responsible for the development application workload, and 2 FTE Planner 1's responsible for reviewing and commenting on 400 Committee of Adjustment Minor Variance and Consent applications and attending meetings.

Average _____



Year	2011	2012 Projected	2013 Projected	2014 Projected	2015 Projected	2016 Projected
Total Number of Active Files	432	425	415	405	395	385

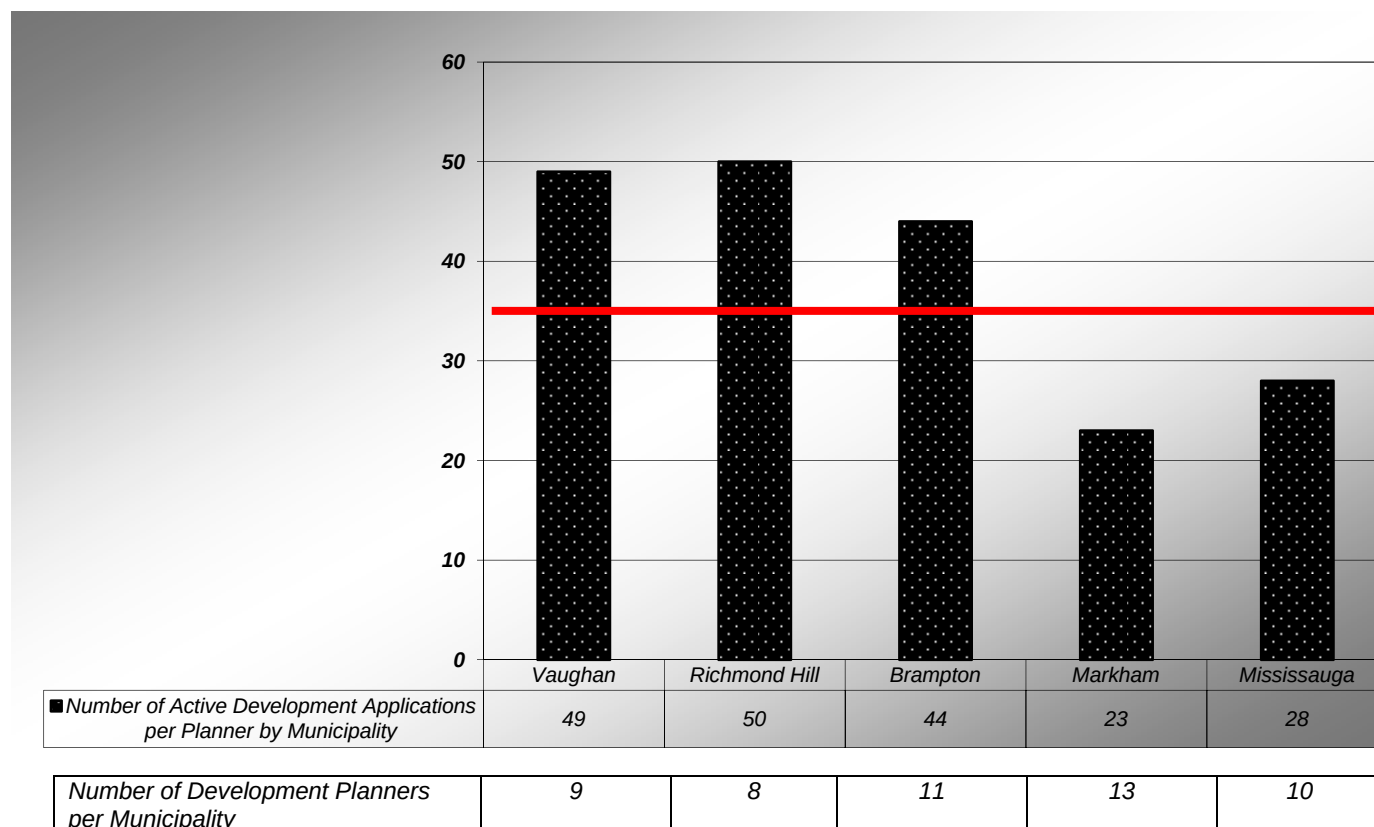
Key Conclusions: The Department is managing a significant volume of Development Planning Applications. Development files can take several months (sometimes years) to process due to issues such as servicing availability, OMB Hearings, clearing of subdivision conditions, resolution of a number of complex urban issues including related to infill development, etc. As a result, the Development Planning Department is managing an average of 47 files for each of the 9 FTE. A discussion/conclusion with respect to Committee of Adjustment Applications is provided on another page/chart.

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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-2012 to compare Vaughan's "Number of Development Planners" and "File Load Per Planner" (currently at 440 files and 9 FTE in Mid-2012 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

2013-16 Business Plan

processed by a comparatively lean pool of planning professionals and that high utilization may indicate a longer term sustainability challenge to the City if current application volume trends continue.”

The number of development applications processed to the end of July 2012 is consistent with 2011. 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 2012 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, Cortel/Expo City, ZZEN and Goldpark in the VMC, 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 440 (July 2012) applications through the development review process with a yearly average of 49 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 2012-13 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.

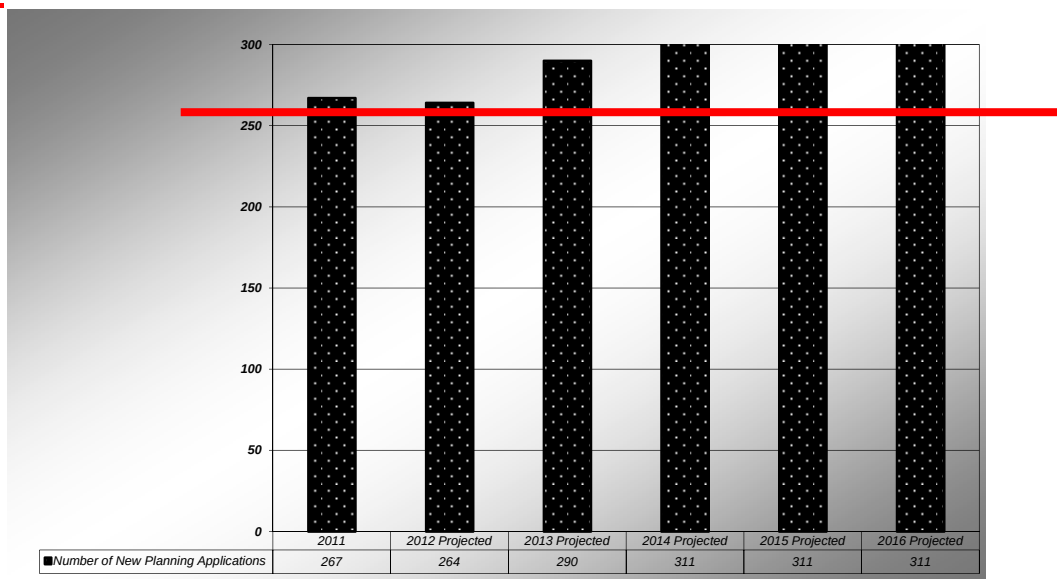
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Key Performance Indicators:

Total Number of Development Applications

The Development Planning Department is currently managing 440 development applications with 9 FTE Planners and 2 FTE Planner 1's responsible for processing this workload.

Average



The Total Number of Planning Applications received by the Department

Application Type	2011	2012 Projected	2013 Projected	2014 Projected	2015 Projected	2016 Projected
Official Plan	15	10	11	12	12	12
Zoning	46	45	52	53	53	53
Draft Plan of Subdivision	4	8	9	10	10	10
Site Plan	120	136	150	165	165	165
Condo	9	8	9	10	10	10
Part Lot Control	21	21	23	25	25	25
Parkway Belt Plan	6	2	2	2	2	2
Address Change	46	34	34	34	34	34
Total	267	264	290	311	311	311

Year	2011	2012 Projected	2013 Projected	2014 Projected	2015 Projected	2016 Projected
OMB Hearings	10	10	10	10	10	10

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 VMC and the subway expansion into the City of

2013-16 Business Plan

Vaughan, which commenced in the second quarter of 2010 (407 Station) and continued into 2011, with the VMC Station approved in May 2011, and the last of the 3 subway stations (Steeles Station) approved in October 2011. This important initiative requires significant staff time commitment from the Development Planning Department in order to deliver this high priority project, of which the final drawings are being reviewed and approved in 2012/2013. Several high-rise residential condominium and office tower projects have been submitted or are being discussed with VMC and area landowners such as Cortel/Expo City, Liberty (Weston +7, Maplecrete, Concord Floral), ZZEN, Goldpark, Smart Centres (KPMG Office Tower), etc. and will place a considerable workload on the Department to get developments completed.

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.

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.

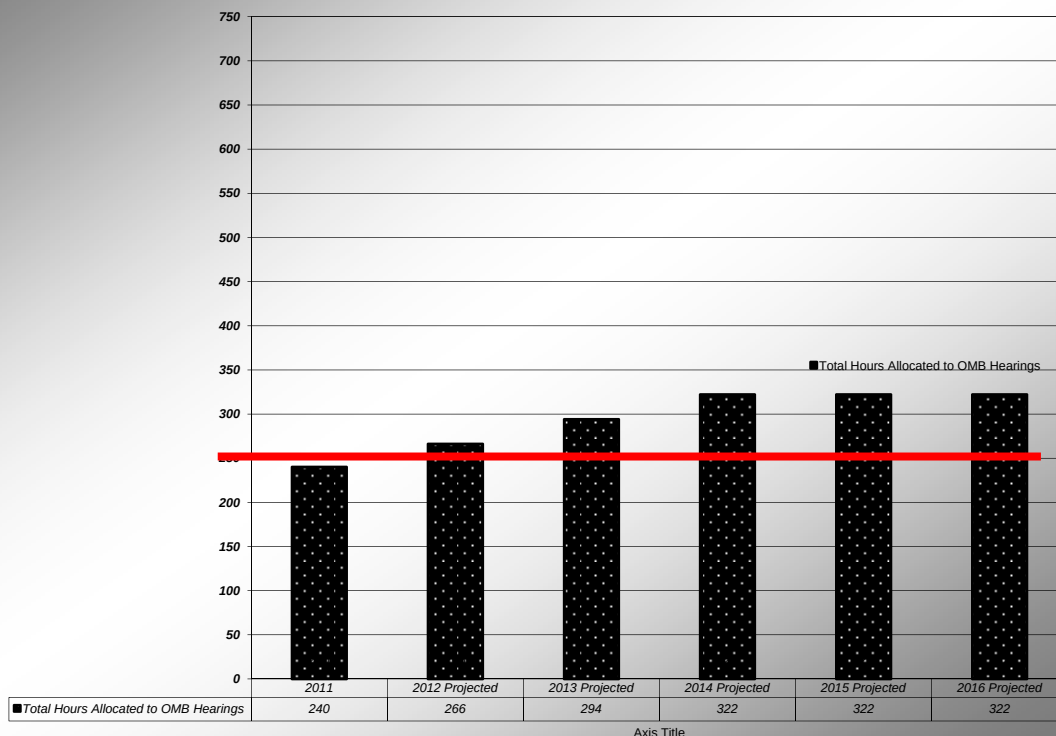
2013-16 Business Plan

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, assisting in settlements, 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 _____



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

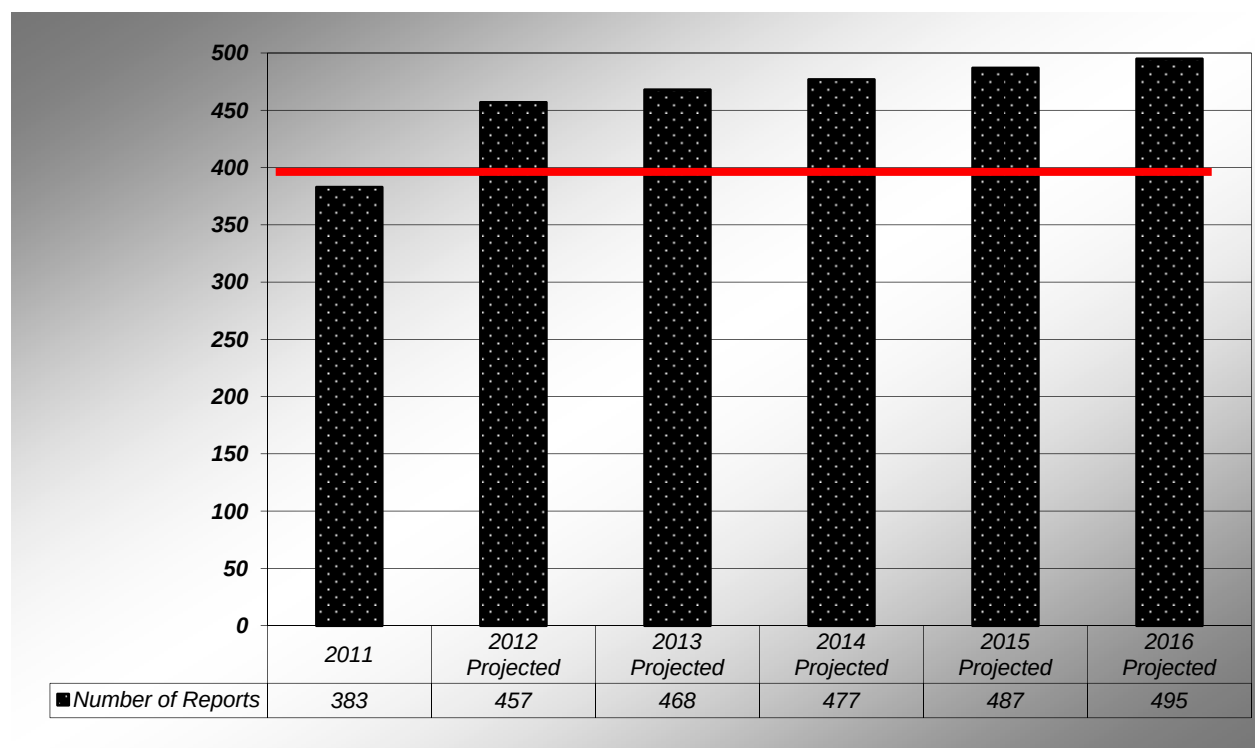
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prepared, consolidated, and distributed. Given the increasing complexity of development applications, OMB Hearings routinely are scheduled for 3 – 7 full weeks at a time, completely occupying the Planner's daily work hours, and placing increased demands 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. The projections for 2012 to 2016 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 2 FTE Planner 1's responsible for this workload.

Average _____



Year

Document	2011	2012 Projected	2013 Projected	2014 Projected	2015 Projected	2016 Projected
Official Plan Amendments	3	12	12	12	12	12
Zoning By-law Amendments	29	60	62	64	66	68
Site Plan Agreements / Letters of Undertaking	15	24	26	28	30	32
Condo Agreements	6	8	9	10	10	10
Part Lot Control By-laws	23	23	25	25	27	27
Public Hearing Reports	41	42	42	42	42	42
Committee of the Whole Reports	87	108	110	112	114	116
Pre-Application Consultation Meetings (Bill 51)	179	180	182	184	186	188
Total	383	457	468	477	487	495

2013-16 Business Plan**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 2012 to 2016 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 VMC including 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 2012 and Spring 2013 in order to deliver this high priority project. As noted earlier, The Department has received and will be receiving high density residential and office tower developments in the VMC, which will require a considerable amount of Staff time to process.

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 180 to 188 applications between 2012 to 2016, and in mailing out notices for required applications within the time stipulations mandated by the Planning Act.

Notes about the Measure:

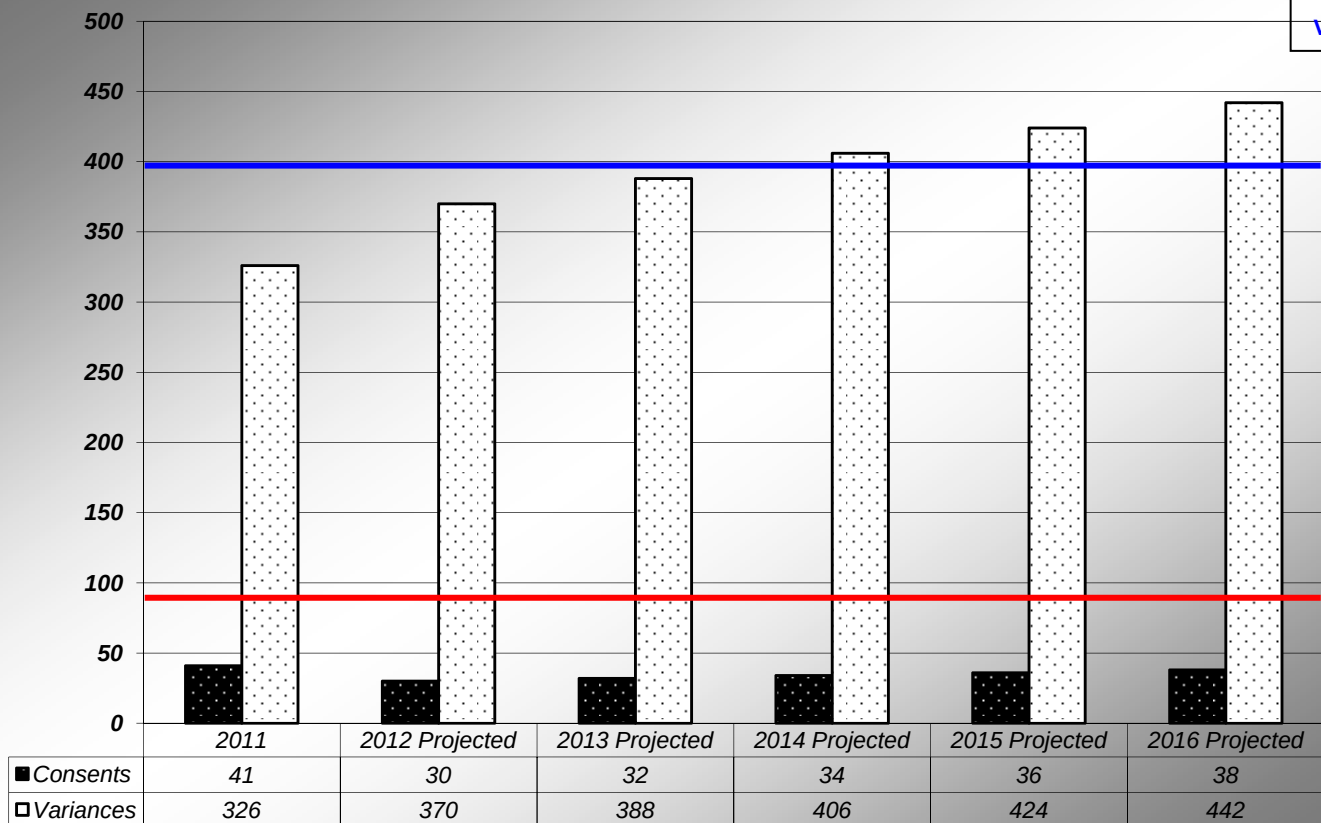
The complexity of the development applications has increased particularly with respect to implementing the Provincial Policy Statement, the Province's Places to Grow Plan and the new Regional Official Plan (December 2009) policies dealing with intensification and infill within the City's existing urban boundary which affects existing communities. This will increase as development applications are submitted over the 2012 to 2016 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.

2013-16 Business Plan

Total Number of Consent and Variance Applications per FTE

The total number of Consent and Variance Applications processed by the Department is 400*, 420*, 440*, 460* and 480*, respectively in years 2012 to 2016.

Consents
Minor
Variances



It is expected that consent and variance applications will increase in the 2012 to 2016 period as development proposals are submitted to reflect the intensification policies in the new Official Plan.

Notes about the Measure:

Currently, two Planner 1's are 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.

2013-16 Business Plan**Measure: Number of Architectural/Urban Design Guidelines, Subdivision Landscape/ Streetscape Plans, Environmental Reports Prepared per FTE**

The Urban Design Section's activities relate both to long range strategic City planning and the day to day guidance of architectural and landscape (hard and soft) design implementation through the development process.

Urban Designers evaluate development applications and provide comments and advice to development applicants related to site specific design (architectural, site organization, landscaping, etc.) in response to City policies and guidelines. Urban Designers consult with a variety of stakeholders about specific development sites leading to improved urban design concepts/solutions.

The Urban Design Section initiates and manages urban design studies and develops urban design guidelines, standards and technical details for landscape and built form to ensure the development of high-quality urban and natural environments in Vaughan.

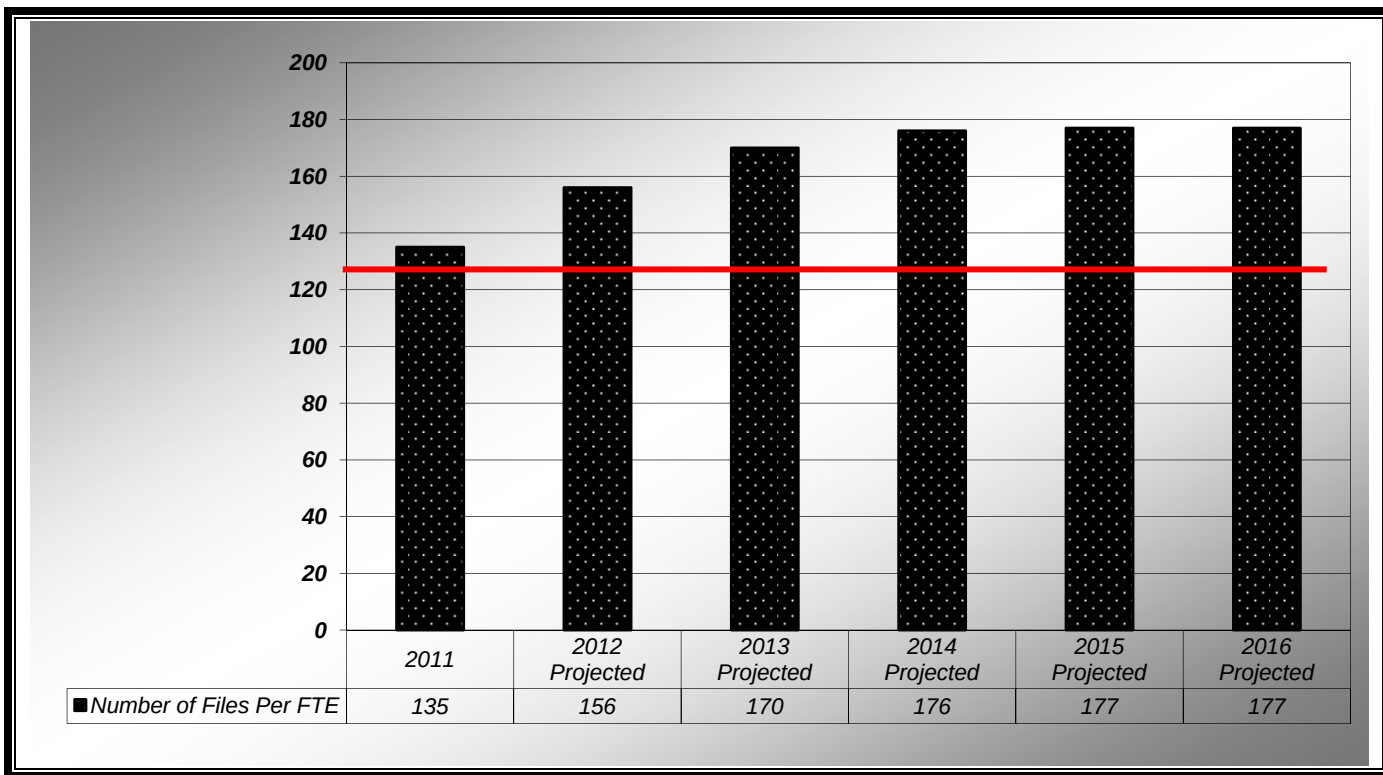
Urban Designers provide project management and urban design services for urban design studies such as development of urban design frameworks, guidelines and plans. These projects include geospatial analysis and digital mapping related functions, community and stakeholder consultation, liaison with regional authorities and external public agencies to collaboratively develop forward-thinking design solutions, ensuring accordance with provincial, regional and municipal plans, and the development of strategic design solutions to meet the challenges of 'sustainable development'.

The Urban Design Section is assuming a greater role in the development planning process due to the complexity of development proposals in the City's VMC and intensification corridors and the recognition of the importance of quality urban design in creating sustainable and livable places for people, including the preparation of urban design guidelines for the Vaughan Metropolitan Centre and City-wide guidelines in accordance with the intensification policies in the new Official Plan. This is creating a greater demand on staff time. There are 5 Urban Design staff members responsible for the total file workload.

The Urban Design Section's principle responsibilities include:

- Site plan and subdivision application review.
- Secondary plan and block plan design review.
- Advise on urban design, built form, architectural, landscape architectural and sustainable development matters, including strategic planning initiatives.
- Manage urban design studies, streetscape and community 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.

2013-16 Business Plan



	Year	Projected	Projected	Projected	Projected	Projected
Types of Files	2011	2012	2013	2014	2015	2016
Site Plans	120	136	150	165	165	165
Pre-application Consultation Meetings	179	180	182	186	188	190
Urban Design Guidelines	19	25	30	30	30	30
Architectural Control Guidelines	8	10	12	12	12	12
Streetscape/Landscape Construction Drawings	20	26	29	29	29	29
Subdivision/Landscape Drawings	80	90	100	100	100	100
Subdivision Assumption Inspections	30	40	55	60	60	60
Subdivision Completion Approval Inspection	35	45	50	55	55	55
Woodlot/Vegetation Assessments	12	20	20	20	20	20
Letters of Credit Release Inspections	60	75	80	80	80	80
Sign Variance Applications	51	60	60	60	60	60
Urban Design Studies & Masterplans/ In House Studies & Capital Projects	61	70	85	85	85	85
Total	675	779	853	882	884	886

Key Conclusion:

The City's new strategic Plan (Vaughan Vision 2020) emphasizes the importance of urban design to deliver the City's commitment to creating more compact, sustainable and livable communities over the next 25 years. Urban design brings together issues of urban planning, architecture, landscape architecture, ecology, real estate development, urban economics, transportation planning and engineering for the physical improvement of the City in application to the public realm and its interface with private developments and re-developments.

2013-16 Business Plan

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 (e.g. 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.

2013-16 Business Plan**BUSINESS OVERVIEW:**

The Development Planning Department continues to manage development applications submitted in previous years resulting in 440 currently active development applications with a yearly average of 49 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 are two additional Planner 1's that process 400 Committee of Adjustment applications per year (2012 Projected) and attend 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 (2012), 2012 Urban Design Awards, preparation of a City-wide urban design manual including sustainability and design guidelines to implement the new City Official Plan policies (2013-2015), Public Notification of Planning Applications 2-year review (2012-2013), 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 (i.e. new Official Plan) and City (new Official Plan, Vaughan Vision 2020, and 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 2012 is consistent when compared to the same period last year. The Development Planning Department anticipates an improving economic climate in 2012 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 order to address the current and future work pressures associated with city-building in the VMC, the Department has put in a 2013 ARR for a Senior Planner to oversee and co-ordinate development in the VMC, and to liaise with other City Departments and external public agencies to resolve and address urban issues. 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 final approvals for the TTC subway stations will also contribute to the workload of the Department during the 2012 and 2013 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 2012 to 2016.

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

Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

Department	Exp Category	Account	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	2014 Forecast	Variance	2015 Forecast	Variance	2016 Forecast	Variance
Development Planning														
	Revenue													
		Service Charges	4,828,142	3,196,276	3,408,526	94.6%	212,250	6.6%	3,891,899	483,373	4,002,323	110,424	4,161,811	159,488
		Trsf. fm Res & Res Funds	0	0	189,305	5.3%	189,305	0.0%	194,900	5,595	206,756	11,856	177,401	(29,355)
		Admin Fee OMB appeals	5,625	3,000	3,225	0.1%	225	7.5%	3,350	125	3,450	100	3,600	150
		Inspection Fees	11,079	0	1,275	0.0%	1,275	0.0%	1,320	45	1,365	45	1,425	60
		Dept. Misc. Revenues	77	0	0	0.0%	0	0.0%	0	0	0	0	0	0
	Total Revenue		4,844,922	3,199,276	3,602,331	100.0%	403,055	12.6%	4,091,469	489,138	4,213,894	122,425	4,344,237	130,343
	Labour Costs													
		Staffing Costs (incl Benefits)	2,764,020	2,831,142	3,273,478	95.5%	442,336	15.6%	3,344,422	70,944	3,411,427	67,005	3,339,079	(72,348)
	Other Expenses													
		Office Supplies & Expenses	33,903	36,569	36,980	1.1%	411	1.1%	36,980	0	36,980	0	36,980	0
		Office Equipment & Furniture	19,860	19,647	32,750	1.0%	13,103	66.7%	20,900	(11,850)	17,600	(3,300)	17,600	0
		Staff Development & Training	19,491	30,546	31,440	0.9%	894	2.9%	30,940	(500)	30,940	0	30,940	0
		Professional Fees	6,000	25,308	25,310	0.7%	2	0.0%	25,310	0	25,310	0	25,310	0
		Other	8,178	9,620	10,520	0.3%	900	9.4%	10,020	(500)	10,020	0	10,020	0
		Meals & Travel	8,060	7,304	9,720	0.3%	2,416	33.1%	9,720	0	9,720	0	9,720	0
		Communications	2,854	4,052	5,200	0.2%	1,148	28.3%	4,840	(360)	4,840	0	4,840	0
		Tools & Equipment	0	1,008	1,010	0.0%	2	0.2%	1,010	0	1,010	0	1,010	0
		Community Advertising & Promotion	0	942	940	0.0%	(2)	(0.2)%	940	0	940	0	940	0
		Capital Funding	11,530	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		General Mtce & Repairs	758	2,111	0	0.0%	(2,111)	(100.0)%	0	0	0	0	0	0
		Joint Services & Department Transfers	129	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Reserve Transfers	(3,758)	0	0	0.0%	0	0.0%	0	0	0	0	0	0
	Total Other Expenses		107,005	137,107	153,870	4.5%	16,763	12.2%	140,660	(13,210)	137,360	(3,300)	137,360	0
	Total Expenses		2,871,025	2,968,249	3,427,348	100.0%	459,099	15.5%	3,485,082	57,734	3,548,787	63,705	3,476,439	(72,348)
Total Development Planning			(1,973,898)	(231,027)	(174,983)		56,044	(24.3)%	(606,387)	(431,404)	(665,107)	(58,720)	(867,798)	(202,691)

2013 ARRs															
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2013 Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Zoning By-law review Contract Staff *	Contract	2.00	201,046	(178,870)	22,176			2.00	22,176	-	(5,600)	-	0	-	(58,709)
Senior Planner (VMC Development Implementation Project)	FT-Cont 4 Yr	1.00	122,289	(122,289)	0			1.00	0	-	0	-	0	-	0
DTA Coordinator	FT	1.00	79,561		79,561			1.00	79,561	-	1,386	-	4,027	-	4,229
*Net impact on budget was a savings of \$270. Resources are budgeted in Building Standards, Policy Planning and Development Planning departments.															

Revenue and Expenditure Summary

2013 Operating Budget & 2014-16 Plan

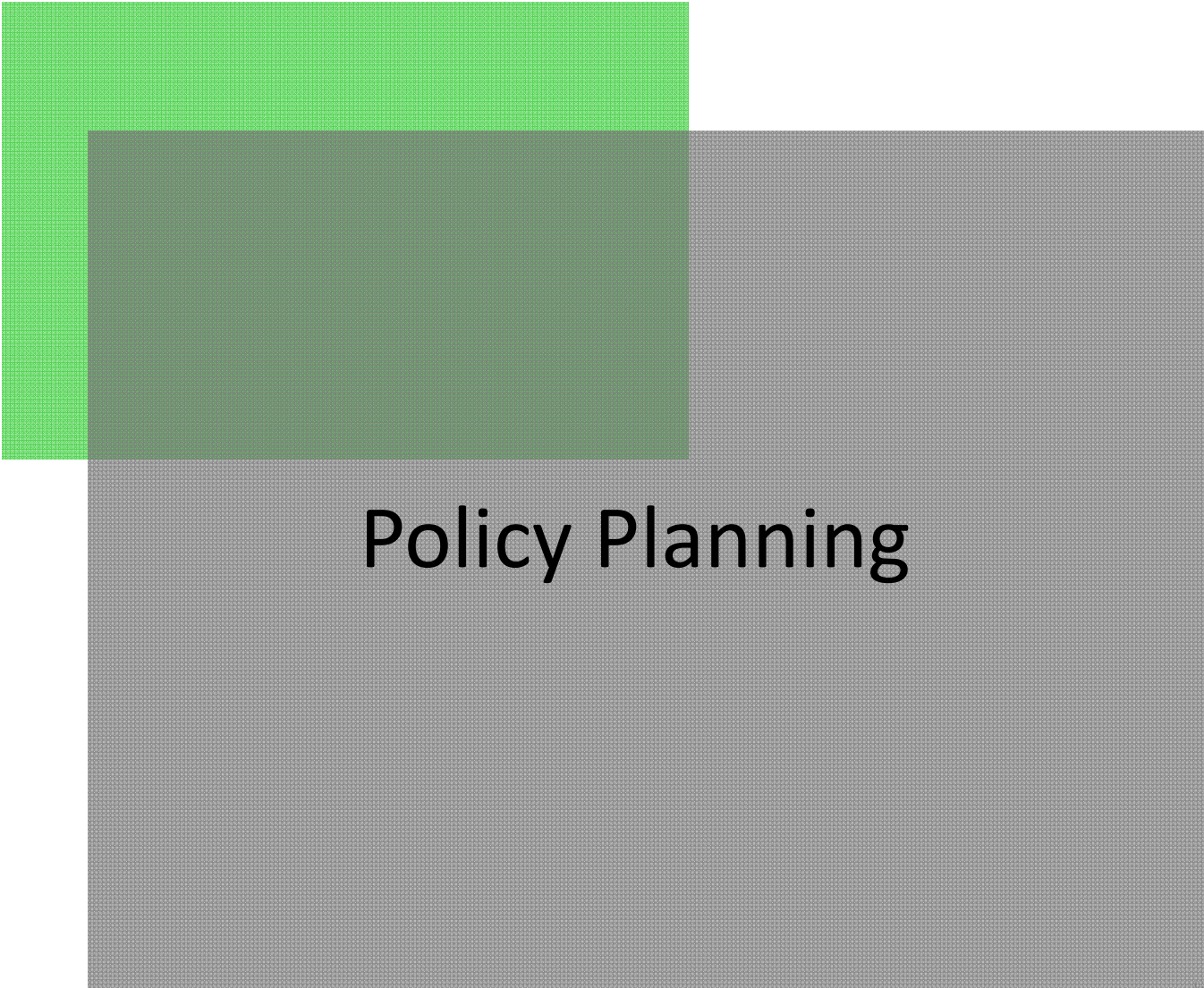
Recognized 2014 ARRs													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Zoning By-Law Review Contract	Contract	0.50	42,167	(14,055)	28,112			0.50	28,112	0.50	23,712	-	



2013 Capital Budget & 2014-2016 Capital Plan

Commission of Planning
Development Planning

Budget					
Year	Project #	Title	Project Type	Total Budget	Operating Impact TCA
2013	DP-9524-13	Highway 7 VMC Streetscape	Growth/Development	1,963,134	0 Y
2013	DP-9527-13	VMC Black Creek Detailed Design Concept for Public Spaces and Amenities	Growth/Development	150,000	0 N
2013	DP-9529-13	Design Review Panel Administration	Growth/Development	20,600	0 N
2013 Budget				2,133,734	
2014	DP-9528-14	City of Vaughan City-Wide Urban Design Study	Growth/Studies	200,000	0 N
2014 Forecast				200,000	
2015	DP-9526-15	Yonge Street / Steeles Corridor Urban Design Streetscape & Open Space Masterplan	Growth/Studies	180,000	0 N
2015	DP-9529-13	Design Review Panel Administration	Growth/Development	20,600	0 N
2015 Forecast				200,600	
2016	DP-9525-16	Vaughan Mills Urban Design Streetscape & Open Space Master Plan	Growth/Studies	130,000	0 N
2016 Forecast				130,000	



Policy Planning

2013-16 Business Plan

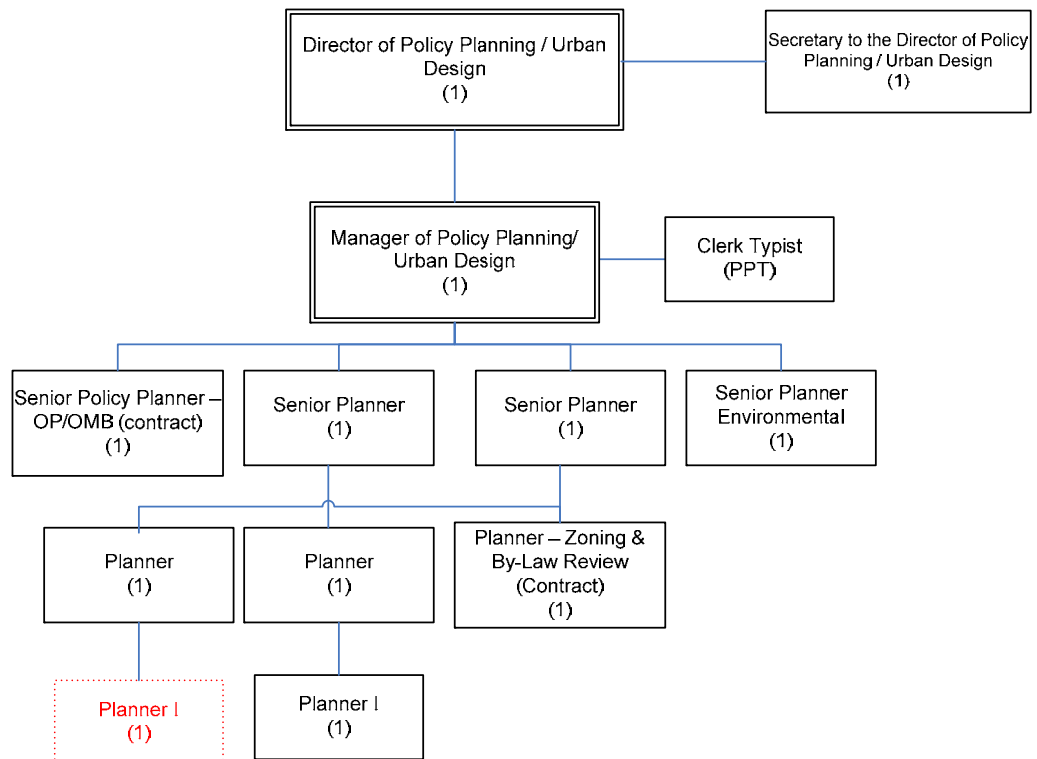
BUSINESS OVERVIEW

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:

Policy Planning Department – Organization Chart



2013 Approved ARR

Full Time, Part Time and Overtime – Budgeted Amounts

	2012	2013 Base	Additional Resource Requests			
			2013	2014	2015	2016
Full Time	11	11	1	1	0	0
Part Time	.69	.69	0	0	0	0
Overtime	7205	7590	0	0	0	0

2013-16 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 to the point of adoption by Council. There are a number of projects that are adjuncts or follow up work to the Official Plan namely:
 - Modifications and appeals to Vaughan Official Plan 2010 (Volumes 1 and 2);
 - Precinct Plan for Hospital site;
 - Block Plans (Block 40/47, Block 34 east and west, Hwy 400 North Employment, Blocks 59 and 60);
 - Vaughan Metropolitan Centre work:
 - The review of the VMC Secondary Plan in light of landowner aspirations and transportation and public realm considerations, review and adoption by the Region, address OMB appeals;
 - As part of a multi-disciplinary team to successfully realize the VMC as a sustainable, compact and truly attractive and complete mixed-use downtown – VMC Transit Square Plan, the Black Creek Restoration Project and VMC Streetscape and Open Space Plan;
 - West Vaughan Employment Area Secondary Plan
 - Woodbridge Centre Secondary Plan
 - North Kleinburg Nashville Secondary Plan
 - Dorian Place Land Use Study
 - Yonge Steeles Secondary Plan Revisions and OMB appeals;
 - Natural Heritage Network Study;
 - Sustainable Development Guidelines and Performance Standards;
 - Centre Street Study, Dufferin and Centre Street Area Review;
 - Secondary Plans within the Built Boundary – Vaughan Mills, Concord/GO, Maple/GO and Weston Road/Hwy 7;
 - Secondary Suites Study and Task Force;
 - Parking Standards Zoning By-law;
 - Public Art – VMC pilot policy;
 - Places of Worship, Strata Arrangements, Section 37 Policies.

2013-16 Business Plan

The projects cited above are at various stages of process. None have been completed to the point of approval by the Ontario Municipal Board such that they would be operational planning documents. The ultimate approval of all of them may take a further two to three years.

2. Due to the increased workload and its complexity the department has hired students and recent grads, to provide planning assistance, in three month increments on an almost continuous basis for the last two and a half years. An Additional Resource Request has been submitted for a full-time Planner I position as the need for this assistance has been consistently demonstrated and the workload for 2013 and 2014 will be increasing over 2011 and 2012 levels. A permanent full time position is needed in order to retain the corporate knowledge and expertise gained, as well as prepare planners for more senior roles and for the department to have reliable funding for this needed resource. The Planner 1 assistance will be particularly important in helping to achieve the tight timelines associated with two top strategic priorities for the City – the Vaughan Metropolitan Centre and the Hospital planning.
3. In order to defend the VOP 2010 at the OMB a full-time contract Senior Planner position has been identified and approved for 2012 and 2013. Now that the department has a clearer idea of the extent of the appeals and the time needed to resolve them, an Additional Resource Request has been submitted to extend the current contract for 2014 and 2015. This would allow for the current staff resources to:
 - complete the work program as outlined above;
 - be cost efficient in that it would reduce the (but not eliminate) the amount of OMB work undertaken by consultants.
4. All decision-making is strongly influenced by the availability of timely and reliable data. While important to all departments, the Policy Planning Department is particularly reliant on information to provide the basis for plan preparation and monitoring of performance and results. This data may originate with external sources, like Statistics Canada (Census), CMHC (Housing), the Province of Ontario and the Region of York or it can be generated internally by individual City departments e.g. building permits, land consumption. When taken together they tell the City's story, help to identify future trends and guide the planning for the future. Currently, the Policy Planning Department has limited capacity to do this type of work. In addition, there is no City-wide strategy to effectively assemble data and to retrieve, organize and analyze City and externally derived data to meet the needs of the Policy Planning Department and broader Corporate needs. Therefore, a Capital Budget request has been submitted to hire a consultant to do a cross-departmental review of the City's needs and solutions for assembling statistics, analyzing data and to determine the Additional Resource Requirements to implement the system. This would provide the first step in developing a 21st century research capability.
5. Due to recent policy changes to VOP 2010 approved by the City of Vaughan and Region of York Councils there is a need to make preparations to undertake the New Community Areas Secondary Plans in 2013 in concert with the Natural Heritage Network work. Therefore, a Capital Budget request has been submitted for funding to hire a consultant team to undertake the study beginning in 2013.
6. Due to having 5 staff members in relatively 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.

2013-16 Business Plan

Business Plan Objectives

2012 and 2013 Business Plan Objectives:

<u>Prior Year Business Plan Objectives / Accomplishments Flowing through to 2013 Business Plan Objectives:</u>	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 #7 – Priority High).	Varies	Ongoing	Completed studies according to Council approved Terms of Reference.
2. Undertake a 5-year comprehensive review of the Official Plan as part of the Growth Management Strategy (Strategic Initiative #6 – Priority High). This work also includes the following:	2007	Follow-up work ongoing.	VOP 2010 Adopted by Council Sept 2010
i. Strategic Initiative #15 – Priority High re: supporting the expansion of public and rapid transit and Strategic Initiative #5 – Priority High re: develop the plan required to build a dynamic Vaughan Metropolitan Centre. 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, as well as land use, urban design and transportation revisions and the associated policy refinements.	2010	Ongoing	
	2012		
ii. Work with other levels of government to continue to support the expansion of the GO system and public/rapid transit. Strategic Initiative #15 – Priority High :	2007 – 2012		
• Focused Area Studies and Secondary Plans address areas of development intensification related to higher order transit Yonge Steeles Corridor, and the Vaughan Metropolitan Centre, Centre Street, Vaughan Mills, Concord/GO, Maple/GO and Weston and Hwy 7 (Strategic Initiative #15 – Priority High);		Ongoing	Secondary Plans and Terms of References adopted by Council from 2010 to 2013 – Ontario Municipal Board Approval.
iii. Prepare a land use plan for the Vaughan enterprise zone and employment lands (Previous Strategic Initiative - Priority High), The West Vaughan Employment Area (WVEA) Secondary Plan addressed this initiative. As will the future Block Plans and design guidelines for the WVEA and the 400 North	2010	Ongoing	Adopted by Council Sept 2010 – Ontario Municipal Board Approval.

2013-16 Business Plan

<u>Prior Year Business Plan Objectives / Accomplishments Flowing through to 2013 Business Plan Objectives:</u>	Year Initiated	Year Completed	Outcome/Results
Employment lands (block 34 east and west). iv. Finalize the modifications to Volumes 1 and 2 of the VOP 2010 in consultation with the Region, TRCA and landowners; Strategic Initiative #6 – Priority High)	2010	Ongoing	Adopted by Council Sept 2010 – Ontario Municipal Board Approval.
3. Other projects that support one of the top 5 Strategic Initiatives - #5 Develop the plan to build a dynamic Vaughan Metropolitan Centre – Priority High: a. the VMC Parking Standards pilot project implementing by-law; b. Strata parking arrangements policies and implementation; c. Section 37 policies and implementation; d. Public Art Policy Study (Previous Strategic Initiative #25 – Priority Medium); e. Site design workshop with school boards – potential VOP 2010 or VMC policy revisions.	2007 - 2012	Ongoing work on by-law preparation.	Adopted by Council 2010, review work ongoing.
4. Undertake OPA and Precinct Plan for Vaughan's Hospital and Campus of Care (Strategic Initiative #16 – Priority High).	2011 - 2013	Ongoing	OPA complete, Precinct Plan complete -2013
5. 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.	Varies	Ongoing	Delivery of state of the art planning policy Positive feedback from stakeholders/clients
6. Implement "Green Directions" (Previous Strategic Initiative #15 – Priority High): a. A number of Focused Area Studies and Secondary Plans have addressed this initiative in a comprehensive manner including: The North Kleinburg-Nashville Secondary Plan and the Woodbridge Centre Plan; Revisions to the plans in 2012 and 2013; b. The Natural Heritage Network Study (NHN) Phase 1,	2008 2010 2012 2013	 Ongoing	Adopted by Council Sept 2010 Phase 1 complete by Dec 2012, will have developed

2013-16 Business Plan

Prior Year Business Plan Objectives / Accomplishments Flowing through to 2013 Business Plan Objectives:	Year Initiated	Year Completed	Outcome/Results
Phase 2, 3, 4; c. Sustainable Development Guidelines and Performance Standards; and Environmental Management Guide.	2012 2012	Ongoing Ongoing	a GIS data base and ecosystem targets which sets the stage for field investigations in Phases 2 -4. Terms of Reference for NHN Phases 2-4 approved by Council in the Fall 2012.
7. Undertake planning policy studies for Secondary Suites and Places of Worship (Previous Strategic Initiative #5 – Priority High, support our diverse communities);	2011 – 2013	Ongoing	
8. Finalize Secondary Plan Area Reviews – Centre Street – Dufferin Street to Concord Road.	2011	2012	
9. Other initiatives that support the Growth Management Strategy 2031 are: a. further work on the Drive-Through and Gas Station policies and guidelines; b. continue to be the prime support and organizer for the VMC Sub-Committee of Council; c. continue to plan for the GTA West Corridor with the Region (Previous Strategic Initiative #1 and #15).	2009 2012 2009	Ongoing Ongoing Ongoing	Ontario Municipal Board Approval.
10. Presentations to universities and professional organizations and articles in journals e.g. presentation at the Canadian Institute of Planners and article for Sustainable Architecture and Building, to address (Strategic Initiative #17 – Priority Medium) “encouraging and recognizing staff who promote Vaughan through their leadership in professional and other organizations.”			
11. Continue to contribute and to host in 2013 the Municipal Urban Designers Roundtable meeting and the Ontario Chapter of the Canadian Building Council. (Strategic Initiative #17 – Priority Medium)			
12. Vaughan on-line set up including the incorporation of Vaughan Tomorrow.	Q1/2012 Q4/2012	Ongoing	

2013-16 Business Plan

<u>Prior Year Business Plan Objectives / Accomplishments Flowing through to 2013 Business Plan Objectives:</u>	Year Initiated	Year Completed	Outcome/Results
13. Various training sessions attended by staff and numerous presentations made by staff to Council subcommittees, agencies, universities and professional round tables.	Q1/2012 Q4/2012	Ongoing	

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
1. VOP 2010 (Volume 1) modifications to the Region for their review and adoption	Q4/2011- Q2/2010		Revisions adopted by Regional Council.
2. Vaughan Metropolitan Centre Secondary Plan Review	Q2/2011 – Q4/2012		Revisions adopted by Council.
3. Dorian Place Land Use Review/Yonge Steeles	Q4/2010 – Q4/2012		Revisions adopted by Council.
4. Yonge Steeles Secondary Plan modifications	Q4/2011 – Q4/2012		Revisions adopted by Council
5. Natural Heritage Network – Phase I	Q3/2011- Q4/2012		Adopted by Council.
6. Woodbridge Centre Secondary Plan Special Policy Area modifications	Q2/2009 – Q4/2012		Adopted by Council.
7. North Kleinburg-Nashville North Secondary Plan modifications to the Region for their review and adoption.	Q4/2011 – Q2/2012		Adopted by Regional Council.
8. Skandatur Resolution – Block 40/47	Q1 – 2011 Q2 - 2012		Approved by Council.
9. Ontario Municipal Board – Monitoring and Commenting on Appeals of Regional Official Plan	Q1/2012 – Q4/2012	Ongoing	OMB Approval
10. School Design Workshop and Report	Q1/2012 – Q4/2012		
11. Strata Arrangements, Section 37, Public Art – VMC pilot policies	Q1/2012 – Q4/2012		Approved by Council

2013-16 Business Plan

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results

2013-16 Business Plan Objectives:

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2013 (Top 3 Objectives)			
1. Pursue approval of VOP 2010 (Volumes 1 and 2) including the major task of addressing appeals to the OMB.	Q1-Q4 2013-2015	Once the OMB appeals have been resolved the VOP 2010 comes fully into effect.	To be accomplished with extension of an existing contract Senior Policy Planner position for 2014 and 2015. Currently funded for 2012 and 2013. See attached "Additional Resource Request", for extension of Senior Planner contract.
2. Vaughan Metropolitan Centre, continue to work with multi-disciplinary team to realize a sustainable, compact, attractive and complete mixed-use downtown.	Q1-Q3 2013 2015	Further modifications to VMC Plan through Vaughan and Regional Council will come into effect on the resolution of any appeals to the Ontario Municipal Board.	To be accomplished in part, by the dedication of a significant amount of time by a Senior Planner and Planner 1. See attached "Additional Resource Request", for a Planner I, full time position.
3. Undertake Hospital Precinct Plan and related Hospital planning.	Q1-Q3 2013	Work with Development Facilitator and City Staff to ensure a confirmed parcel and completed Precinct Plan for the Hospital in advance of March 2013, the potential assignment date for Infrastructure Ontario.	To be accomplished with additional Planner 1 resource. See attached "Additional Resource Request"
Other Major Policy Studies:			
Continue to undertake and finalize Secondary	To Council	Completion of these	To be accomplished

2013-16 Business Plan

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
Plans and other studies: - Concord/GO - Maple/GO - Vaughan/Mills - Weston/Hwy 7 - Natural Heritage Network - Secondary Suites - Prepare implementing Block Plans for Block 40/47, 59, 60, 34 West and East (Hwy 400 North Employment) through to Council approval Other Major Policy Initiatives: - Parking Standards VMC pilot - Public Art – VMC pilot project - Places of Worship - Section 37 Implementation Guidelines & Negotiating Protocol - Initiate New Community Secondary Plan Study for the New Community Areas (Blocks 27 and 41) - Maintain Vaughan On-Line	for adoption through to final approval. Q1/Q2 2013 Q1-Q2 2013 Q1-Q3 2013 Q1- 2013 Q4 - 2014 Q1-Q3 2013 Q1-Q3 2013 Q1- 2013 – 2016 Q3 2013 – Q1 2015	studies is a key component of the City's Official Plan and facilitates appropriate development consistent with VOP 2010. 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.	with additional Planner 1 resource. See attached "Additional Resource Request". To be accomplished with additional Planner 1 resource. See attached "Additional Resource Request" and 2013 Capital Budget Request for funding to hire a consultant team to undertake the study pre-planning work for New Community Areas.
2014 (Top 3 Objectives)			
1. Continue with appeals process for approval of VOP 2010 (Volumes 1 and 2)	Q1 - 2013 Q4 - 2016	Once the OMB appeals have been resolved, the VOP 2010 comes fully into effect.	To be accomplished with extension of a contract Senior Policy Planner for 2014 and 2015. Currently funded for 2012 and 2013. See

2013-16 Business Plan

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
			attached "Additional Resource Request".
2. Finalize Secondary Plan Studies and OPA's begun in 2012 and 2013, as well as the Weston/Hwy 7 Secondary Plan, Natural Heritage Network, etc.	To Council through to approvals. Q1-Q2 2013	Achieves policy directive of the VOP 2010. Facilitates appropriate development consistent with VOP 2010.	
3. Confirm the New Community Areas Secondary Plan (Block 27 and 41).	Q1-Q4	Achieves policy directive of the VOP 2010. Facilitates appropriate development consistent with VOP	
4. Other: Undertake a City-wide Public Art Policy	Q1-Q4	Achieves policy directive of the VOP 2010. Facilitates appropriate development consistent with VOP	To be accomplished with hiring a consultant with Public Art policy expertise.

2015 (Top 3 Objectives)

1. Continue with appeals process for approval of VOP 2010 (Volumes 1 and 2)	Q1 – Q4 2015	Once the OMB appeals have been resolved the VOP 2010 comes fully into effect.	
2. Continue the New Community Areas Secondary Plans (Block 27 and 41).	To Council for adoption through to approvals. Q1 – 2015	The New Community Areas Secondary Plan and Block Plans will create new greenfield community areas.	
3. Promenade Mall Secondary Plan	Q1-Q4		

2016 (Top 3 Objectives)

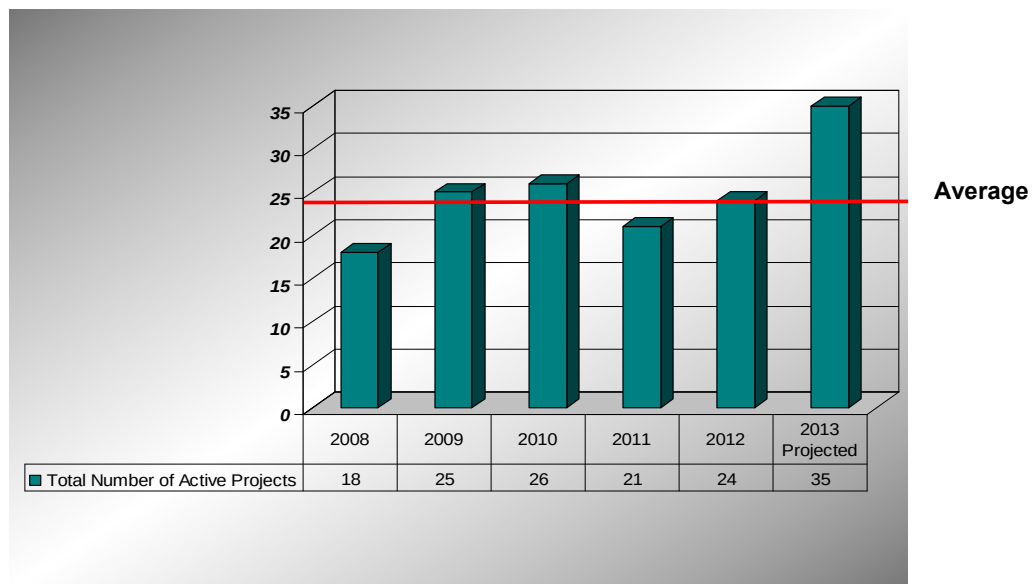
1. Preparation for 5-year Official Plan Review.			

2013-16 Business Plan

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2. Canada's Wonderland Secondary Plan Study			
3. Keele Street Highway 7 Secondary Plan			

Key Performance Indicators:

Total Number of Active Projects:



Key Conclusion:

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, 25 in 2009, 26 in 2010 and 21 in 2011, and 24 in 2012. It is expected that the workload in 2013 will surpass that of 2010 through 2012, due to finalization of Official Plan and Secondary Plans (modifications, appeals) as well as undertaking new 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 top priority work of the Vaughan Metropolitan Centre 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.

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- 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 partly 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). However, acceptance by the community, adoption/approval by Council and its implementation will be the key test of a successful project. Typically, it takes many years for aspects of Plans to come to fruition.

2013-16 Business Plan

2013 Ongoing and Projected Projects 2013 Policy Planning Studies and Work

	PROJECT NAME	√ - COMPLETED	■ - INITIATED	● - ONGOING
		IN 2013	IN 2013	IN 2013
P R I O R I T Y 1	1. Vaughan Official Plan 2010 (VOP 2010: Modification Requests – Volume 1			●
	2. Vaughan Official Plan 2010 (VOP 2010): Modification Requests – Volume 2			●
	3. Ontario Municipal Board Appeals of the VOP2010			●
	4. Vaughan Metropolitan Centre Secondary Plan – OMB Appeals – OMB Appeals		■	●
	5. Healthcare Campus Hospital Precinct Plan	√		
	6. Kleinburg-Nashville North Secondary Plan – OMB Appeals		■	●
	7. Natural Heritage Network	√		
	8. Environmental Management Guide	√		
	9. West Vaughan Employment Area Secondary Plan – OMB Appeals		■	●
	10. Woodbridge Centre Secondary Plan – OMB Appeals		■	●
	11. Yonge Steeles Secondary Plan Modifications	√		
	12. Yonge Steeles Secondary Plan – OMB Appeals		■	●
	13. OMB Appeals of the Regional Official Plan (ROP)			●
	14. Research for OMB Appeal of Drive Throughs/Gas Stations – VOP 2010 Policies	√		●
P R I O R I T Y 2	15. School Design Policy	√		●
	16. Strata Arrangements Policy	√		
	17. Centre Street Land Use Review	√		
	18. Concord Go Centre Secondary Plan	√		
	19. Official Plan Amendment and Block Plan for Block 40/47	√		●
	20. Performance Standards and Guidelines for Sustainable Development	√		
	21. Vaughan Mills Area Secondary Plan	√		
	22. Maple/GO Secondary Plan	√		
	23. Woodbridge Special Policy Area	√		
	24. City-Wide Parking Standards Review & Zoning By-Law			●
	25. Public Art – VMC pilot project	√		●
	26. Highway 400 North Employment Area (Urban Design Guidelines & Zoning By-Law	√		
	27. Secondary Suites	√		
	28. Weston and Hwy 7 Secondary Plan		■	●
	29. Places of Worship			●
	30. Section 37 – Implementation Guidelines & Negotiating Protocol	√		
	31. Block 59		■	●
	32. Block 34 East & West Hwy 400 North - Block Plan		■	●
	33. Public Art Policy	√		
	34. Source Water Protection			●
	35. VOL			●
	TOTAL (Note: See graph on page 9.)	17/35	8/35	20/35

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Committees

Committees requiring staff attendance and work:

- Accessibility Advisory Committee
- Vaughan Metropolitan Centre Advisory Committee

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 surpassing that of 2009-2012. This is 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/GO, Maple/GO Secondary Plans, and the Precinct Plan for the Hospital) and continuing work on Secondary Suites, Places of Worship, VMC detailed follow-up studies, the Natural Heritage Network Study, Sustainable Development Guidelines and Performance Standards, Parking Standards By-law and Block Plans).

In 2012 it became increasingly clear that the post adoption process for VOP 2010 and the related Secondary Plans will be a long-term drain on resources. The process leading to approval often proceeds through the Ontario Municipal Board and this can take longer than the actual preparation and adoption of the plan. This process is exacting and labour intensive and often involves reports to Council on modifications, negotiation and mediation, pre-hearings, evidence exchange and hearings if a settlement cannot be reached. While still dealing with VOP 2010 Volumes 1 and 2, there is the possibility that the new Secondary Plans will draw appeals, which will have to be resolved. It is expected that, by Q3 2013 of new secondary plans will have been adopted and be subject to appeals while VOP 2010 is still in the approval process. This may result in a peaking of matters subject to the appeal processes in the second part of 2013 extending into 2014, with final wrap up in 2015.

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 2013.

The Policy Planning Department continues to evolve as a highly functioning, nimble 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 Full Time Planner I
- Extension of contract for the Full-Time Senior Policy Planner for 2014 and 2015

The need for Planner I assistance has been partially met in the past by hiring students and recent planner grads in 3 month increments on a nearly continuous basis for the last two and a half years. However, this assistance has been intermittent, time consuming from a logistical standpoint and typically the planner has to leave just when they have gained a knowledge of our operations taking corporate knowledge and experience with them.

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 2012 and 2013 projected expenditures as follows:

2013-16 Business Plan

- Reduce mileage budget and re-allocate to memberships, office supplies, computer hardware, professional fees and wireless/internet communication;
- As was the case in 2012, create a new live item for the administration costs associated with the Design Review Panel for \$5,000.00 and off-set by Professional Fees.

Commissioner Sign-off

Date (mm/dd/yy)

Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

Department	Exp Category	Account	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	2014 Forecast	Variance	2015 Forecast	Variance	2016 Forecast	Variance
Policy Planning														
	Revenue													
		Trsf. fm Res & Res Funds	0	0	29,355	100.0%	29,355	0.0%	29,355	0	29,354	0	0	0
	Total Revenue		0	0	29,355	100.0%	29,355	0.0%	29,355	0	29,354	0	0	0
	Labour Costs													
		Staffing Costs (incl Benefits)	1,191,952	1,318,154	1,428,269	95.2%	110,115	8.4%	1,442,753	14,484	1,463,704	20,951	1,265,142	(198,562)
	Other Expenses													
		Staff Development & Training	14,165	20,370	21,730	1.4%	1,360	6.7%	22,230	500	22,230	0	21,730	(500)
		Office Supplies & Expenses	12,458	16,290	16,490	1.1%	200	1.2%	16,590	100	16,590	0	16,490	(100)
		Professional Fees	4,970	11,763	15,252	1.0%	3,489	29.7%	15,252	0	15,252	0	15,252	0
		Office Equipment & Furniture	17,422	9,479	10,740	0.7%	1,261	13.3%	4,940	(5,800)	4,940	0	4,940	0
		Meals & Travel	994	5,440	2,840	0.2%	(2,600)	(47.8)%	3,074	234	3,074	0	2,574	(500)
		Community Advertising & Promotion	0	2,400	2,400	0.2%	0	0.0%	2,400	0	2,400	0	2,400	0
		Other	3,946	1,350	1,350	0.1%	0	0.0%	1,350	0	1,350	0	1,350	0
		Communications	891	1,180	1,280	0.1%	100	8.5%	1,280	0	1,280	0	1,280	0
		Tools & Equipment	0	180	180	0.0%	0	0.0%	180	0	180	0	180	0
		Capital Funding	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Joint Services & Department Transfers	711	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Reserve Transfers	86,104	0	0	0.0%	0	0.0%	0	0	(89,914)	(89,914)	(89,914)	0
		Total Other Expenses	141,661	68,452	72,262	4.8%	3,810	5.6%	67,296	(4,966)	(22,618)	(89,914)	(23,718)	(1,100)
	Total Expenses		1,333,613	1,386,606	1,500,531	100.0%	113,925	8.2%	1,510,049	9,518	1,441,086	(68,963)	1,241,424	(199,662)
Total Policy Planning			1,333,613	1,386,606	1,471,176		84,570	6.1%	1,480,694	9,518	1,411,732	(68,963)	1,241,424	(199,662)

2013 ARRs																
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2013 Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact		
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	
Zoning By-law review Contract Staff *			(3,857)		(3,857)			-	(3,857)	-	(7,237)	-	99,158	-	(58,709)	
Planner 1	FT	1.00	91,697	0	91,697			1.00	91,697	-	1,895	-	4,613	-	4,845	
*Net impact on budget was a savings of \$270. Resources are budgeted in Building Standards, Policy Planning and Development Planning departments.																

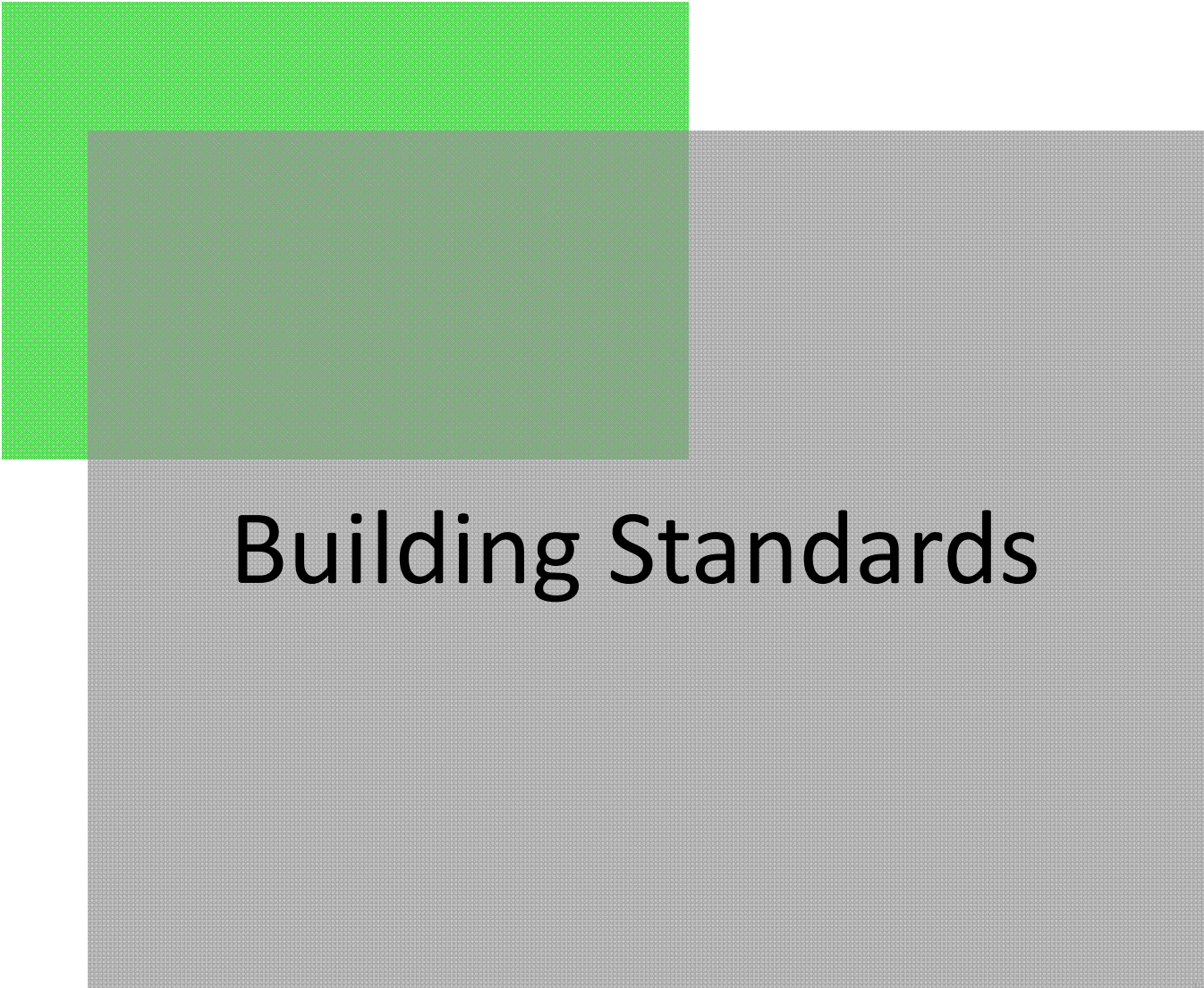
Recognized 2014 ARRs														
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact		
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	
Senior Policy Planner (contract extension)	FT	1.00	115,122		115,122			1.00	115,122	-	5,701	-	(120,823)	



2013 Capital Budget & 2014-2016 Capital Plan

Commission of Planning
Policy Planning

Budget					Operating	
Year	Project #	Title	Project Type	Total Budget	Impact	TCA
2013	PL-9530-13	Public Art Program - City Wide	Studies	199,820	0	N
2013	PL-9533-13	New Community Areas Secondary Plan - Block 41	Growth/Studies	515,000	0	N
2013	PL-9535-13	New Community Areas Secondary Plan - Block 27	Growth/Studies	515,000	0	N
2013 Budget				1,229,820		



Building Standards

2013-2016 Business Plan

BUSINESS OVERVIEW

Service Statement:

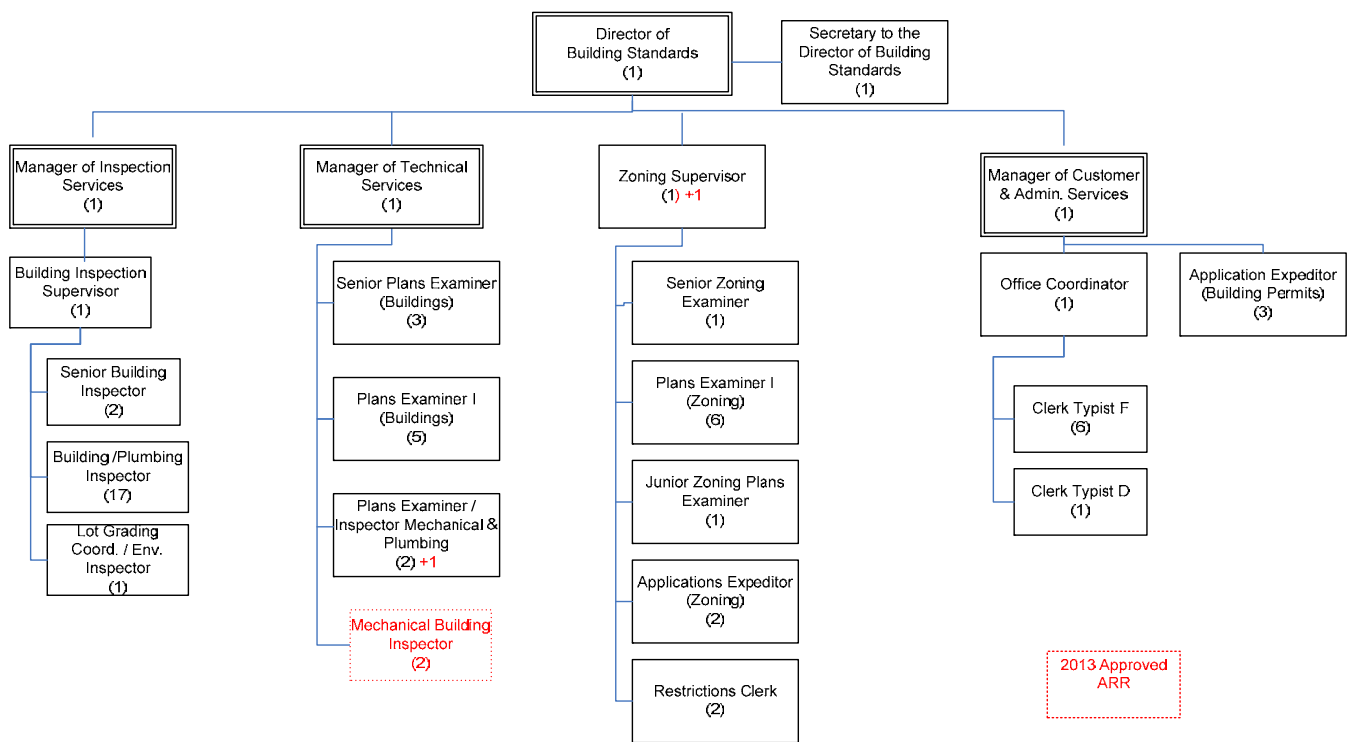
The Building Standards Department is responsible for ensuring reasonable compliance with the health and safety requirements of the Ontario Building Code and other applicable law mandated by the Ontario Building Code Act and its regulation. (The Ontario Building Code)

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 and plumbing systems, on site sewage disposal systems and site services, for compliance with the Ontario Building Code. Mechanical designs are currently only reviewed for code compliance.

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 a review agency for all site plan requests, committee of adjustment applications and new zoning by-laws and works closely with Planning to ensure implementation.

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:



2013-2016 Business Plan

Full Time, Part Time and Overtime – Budgeted Amounts

			Additional Resource Requests			
	2012	2013 Base	2013	2014	2015	2016
Full Time	61	61	3.0	1.0	0	(1.0)
Part Time	1.6	1.6		(0.7)		
Overtime	\$244,822	\$262,224	\$1,000	\$11,250	\$11,250	

Key Stakeholders:

• Council • Vaughan Residents • Builders, building owners & occupants • Contractors and tradespersons • Developers • Lawyers • Government Agencies (MMAH, MOE, etc.)	• Other enforcement groups (Vaughan Fire, Police, EMS, etc.) • Professional consultants (Architects, Engineers and Designers) • City Ratepayer Associations and other special interest groups • City Departments (Planning, Engineering, Building & Facilities, etc.)

Work Plan:

Link to Vaughan Vision 2020:

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

Future Pressures and Opportunities:

Listed below are challenges and issues that are presently facing the Building Standards Department:

- 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 has assumed the lead role in this endeavor. Extensive background work has commenced this summer on the project. Later this fall, a detailed report outlining the future Terms of Reference will be submitted to Council for their consideration. It is anticipated that this project will take approximately three years to complete. Staff however will be expediting the parking standards by-law portion of the project. The terms of Reference referred to in the above will include provisions for the engaging of a consultant to assist and guide the team.
- New energy requirements, initiated by the Provincial Government, in the form of SB.12 for residential housing and SB.10 for all other types of construction is placing a burden of responsibility and risk on the department. The current staffing within the department lacks the knowledge and skills required to meet these new challenges.

Future Pressures and Opportunities cont.

2013-2016 Business Plan

- iii) Fire Department contract ratification could see negotiations resume wherein Building Standards would be responsible for all plans review related to fire safety issues.
- iv) With the ever increasing pressures on 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.
- v) Permit volumes in the future are largely unknown and are dependant upon external influences and additional market factors. Moving forward, it is unclear the effect pressures to raise interest rates and other market pressures will have on New Home Sales and related permit volumes and revenues.

Business Plan Objectives

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome / Results
1. Provide building permit turn around times in accordance with the Ontario Building Code	2006	Ongoing	See Attached Measurements Page 5
2. Provide Building Inspections in accordance with the Ontario Building Code	2006	Ongoing	See Attached Measurements Page 6
3. Reduce the Number of Incomplete/Outstanding Building Permits	2006	Ongoing	See Attached Measurements Page 7
4. Provide timely and accurate information to Building Standards Stakeholders	2006	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 an Additional Resource Request.

2013-2016 Business Plan

2012-14 Business Plan Objectives:

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2013 (Objectives)			
1. Address the department's needs respecting recent and future changes in the energy efficiency requirements of the Building Code (SB-12) and complexity of Planning Site Plan Applications.	2013	Pending ARR Approvals.	New ARRs proposed for 2013
2. Improvements to the Departments automated systems. (Amanda Database)	2013	- Upgrade Version of "Amanda" from 4.3 to 5.0 & 6.0 - Large Drawing Scanner/Printer (Capital Project) Will be leased therefore a new 2013 ARR - New Document File Server (Capital Project) - V-Tax to Amanda Integration (MPAC requires Roll Numbers) - Tablets for Inspectors (Capital Project request.)	Awaiting ITM Resources ITM Resources required (Service Requests have been Submitted) Revised Capital Project Submission
3. Ontario Building Code By-law Review (New Building Permit Classifications & Fees)	2014	Amend Building By-Law	Finance/Budgeting Resources may be required.
4. Sign By-Law Review	2013	Staff Report with recommendations	Discussions with Industry and enact a New City Sign By-law
5. New City Composite Zoning By-Law Project to implement the New Official Plan	2012-2015	Background work has commenced with pending revised ARR Approvals.	See Revised ARR for 2013
2014 (Objectives)			
1. Address the future needs of the department respecting the anticipated changes in the types of developments within the City. (e.g. Conversion from SFD green field housing to low to high-rise multi-storey developments.)	2014	Report with Recommendations to Council	Re-org of Department – Confirmation of resources
2. Improvements to the Departments automated systems. (Amanda Database)	2014	Integration of Amanda with a GIS property system	Capital Budget & New ARRs proposed for 2014

2013-2016 Business Plan

3. New City Composite Zoning By-Law Project to implement the New Official Plan	2012-2015	Complete new by-law to implement OP to be approved 2015	See Revised ARR for 2013
2015 (Objectives)			
1. Succession Planning	2015	Report with Recommendations to City Council.	HR Resources may be required.
2. Improvements to the Departments automated systems. (Amanda Database)	2015	On-Line Applications with Payments	Capital Budget & New ARRs proposed for 2015
3. New City Composite Zoning By-Law Project to implement the New Official Plan	2012-2015	Complete new by-law to implement OP to be approved 2015	See Revised ARR for 2013

2016 (Objectives)			
1. Fleet Review (Department's Trucks)	2016	Report with recommendations	Public Works/Finance Resources may be required.
2. Improvements to the Departments automated systems. (Amanda Database)	2016	Paperless Inspections (Wireless Application.)	Capital Budget & New ARRs proposed for 2016

2013-2016 Business Plan

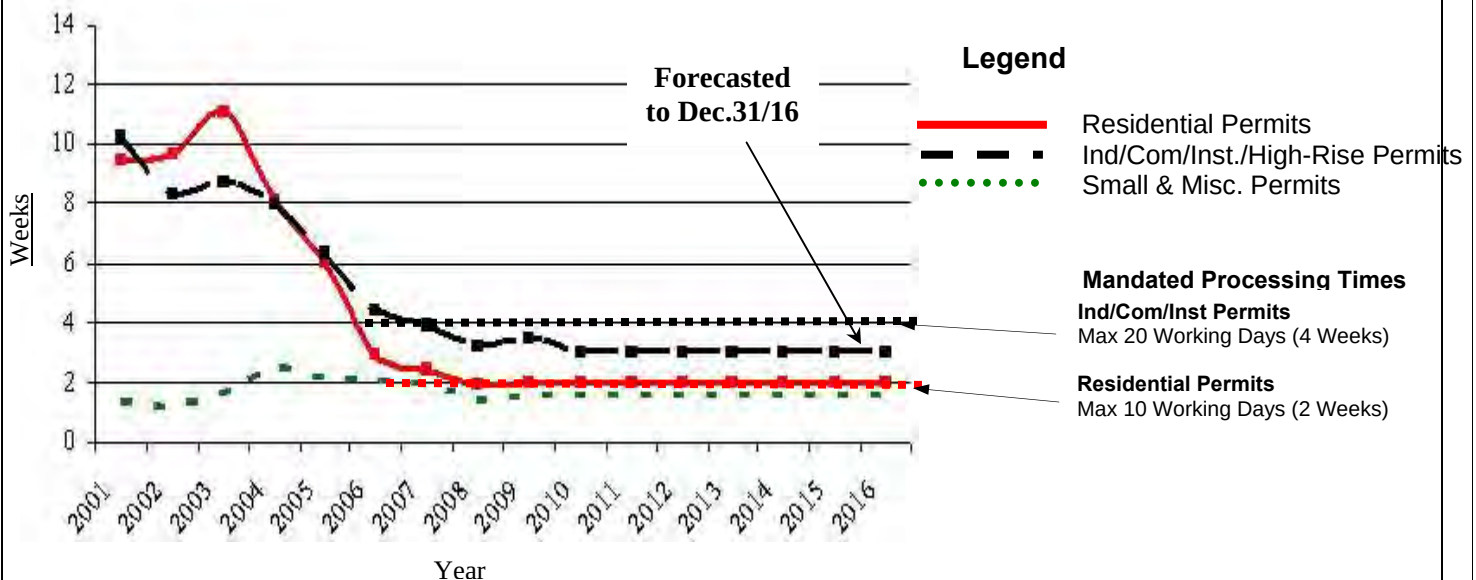
Key Performance Indicators:

Measurement:

Goal: 1) Provide building permit turn around times in accordance with The Ontario Building Code.

Building permit Processing time is a reflection of Workload (Permit Volumes) and Complexity (Construction Mix.) measured against available Human (FTEs) and Financial Resources. (Budget.)

Permit Processing Times 2001 to 2016



Key Conclusion:

- The Department is required to adopt the provincially mandated building permit processing times.
 - Residential (Singles/Semis/Town) – 10 Working Days (2 Weeks)**
 - Industrial/Commercial/Institutional – 20 Working Days (4 Weeks)**
 - Small and Misc. Permits (Dept. Goal Only) – 10 Working Days (2 Weeks)**
- Permit processing time is managed to an average. With large fluctuations in permit volumes, not all applications will comply. (It is not appropriate to manage to the maximums to ensure that every application complies.)
- The Department has no control over permit volumes it receives (& Time) and manages its human and financial resources to produce optimum permit processing time.
- The Department will actively manage overtime and vacant positions to respond to permit volumes received.

Notes about the Measure:

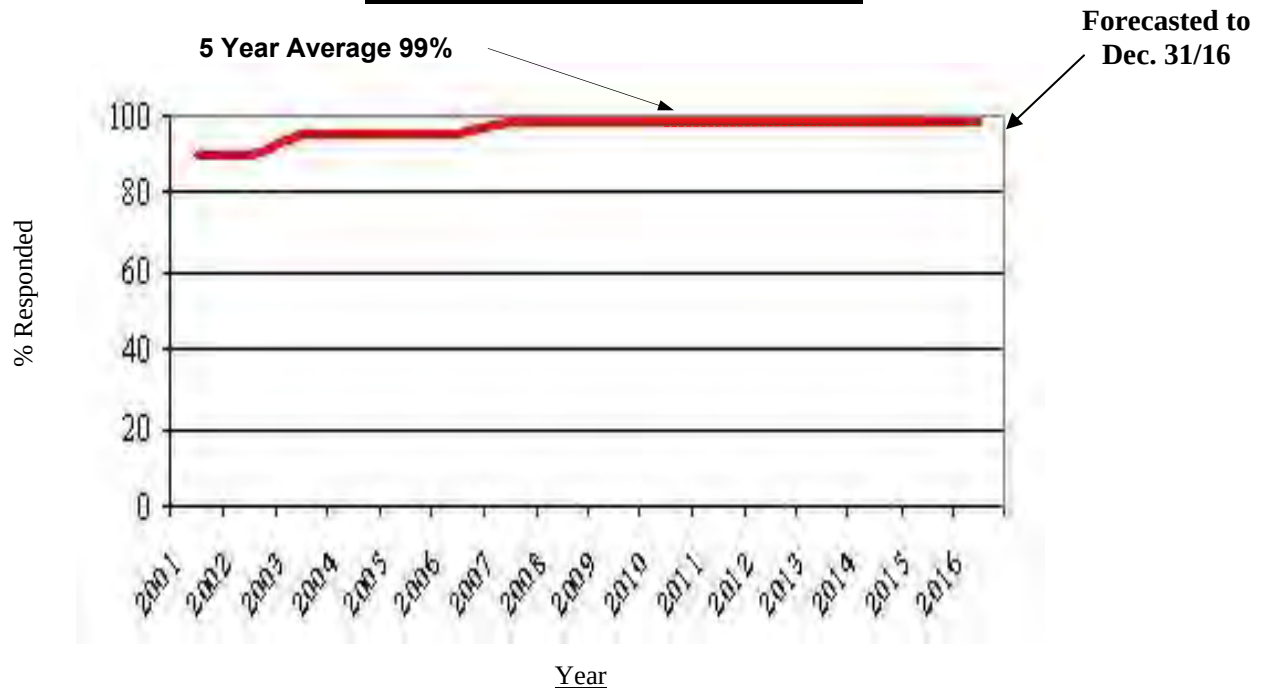
- Permit volumes in the future are largely unknown and are dependant upon New Home Sales. Moving forward, it is unclear the effect of pressures on interest rates and the uncertain economic future will have on permit volumes and associated revenues.

Measurement:

2013-2016 Business Plan

Goal: 2) Provide Building Inspections in accordance with The Ontario Building Code.

Approx. Percentage of Inspections Requests Responded to within 48 hrs.



Key Conclusion:

- (a) The Building Code requires that at various stages the permit holder notify the Department that the subject construction is ready for inspection.
- (b) The Province mandates a 48 hour response time to requested inspections.
- (c) Responses to requested building inspections are given a higher priority over other types of inspections. (Where notice has not been given, complaints, surveillance, or other types of un-requested inspections.)
- (d) The Department has no control over the volume of requested inspections, and manages it's human and financial resources to meet inspection response time.

Notes about the Measure:

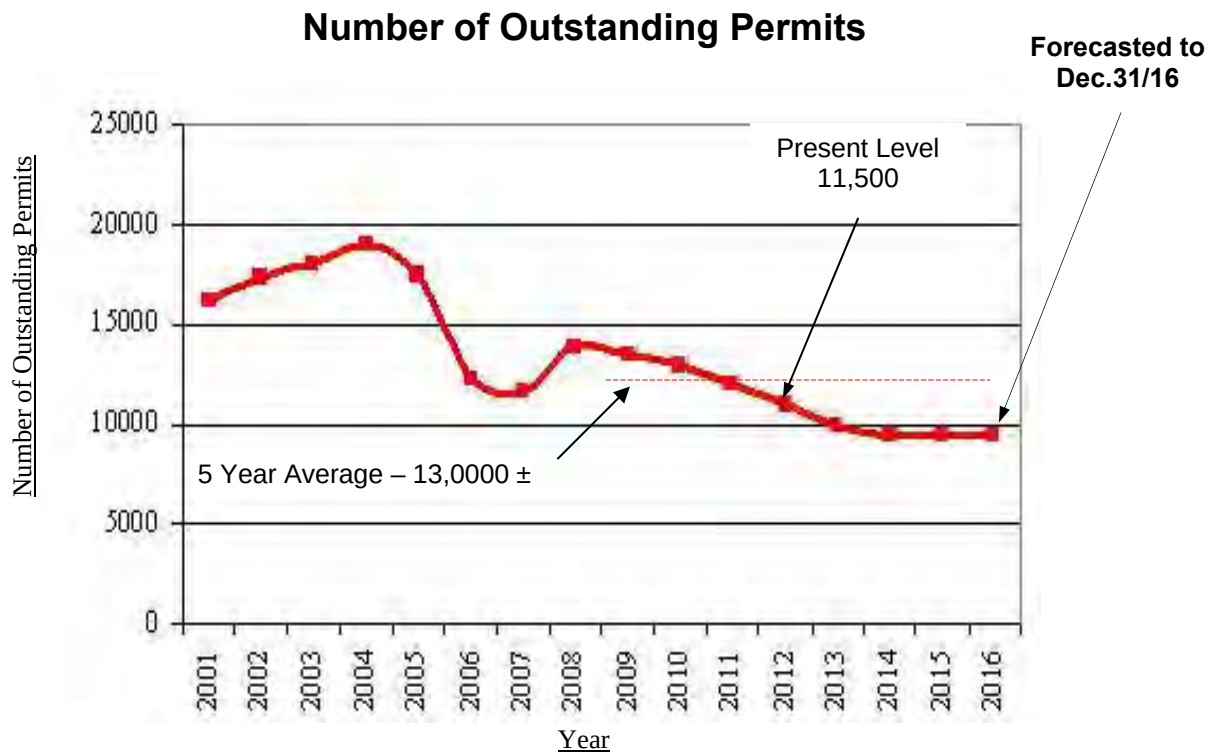
- (a) An accurate measurement was created in 2006.
- (b) Inspection request volumes in the future are largely unknown and are dependant upon New Home Sales. Moving forward, it is unclear the effect of pressures on interest rates and the uncertain economic future will have on associated permits and inspection requests.

Measurement:

2013-2016 Business Plan

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 impact 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.

Goal: 4) Provide timely and accurate information to Building Standards Stakeholders

2013-2016 Business Plan

Measurement:

<u>Type of Service</u>	Dept Service Level	Forecasted to Dec.31/12	Forecasted to Dec.31/13	Forecasted to Dec.31/14	Forecasted to Dec.31/15	Forecasted to Dec.31/16
Request for Property Information from the Departments Property Files.	1 Week	1 Week +	2 Weeks	2 Weeks +	3 Weeks +	3 Weeks +
Requests for Copies of Approved Building Permit Drawings.	2 Weeks	2 Weeks	2 Weeks	3 Weeks	3 Weeks +	4 Weeks
Responding to requests for departments clearance letters regarding Regional and Provincial Licenses	1 Week	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	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	1 Week & Rush where Possible

Key Conclusion:

- (a) Front Counter and Council enquiries are given the highest priority.
- (b) The vast majority of requests are being responded within the departments service level responses times.
- (c) With amendments to the Building Code Act (Bill 124) priority must be given to the processing of building permit applications to meet the prescribed processing times.

Notes about the Measure:

- (a) The departments response times are directly influenced by building permit application volumes
- (b) Additional enhancements to existing automation systems would further enhance the department's ability to provide information to its customers.
- (c) Quarterly reports are being provided.

Overall Conclusion:

2013-2016 Business Plan

For the 2012 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.

The new energy requirements for both residential and ICI properties is placing increasing pressure on the department. Currently the department is not staffed to undertake mechanical inspections for residential permits. However the increased energy requirements are proving to be a challenge both in review and particularly in the actual construction. The lack of coordination in the installation and inspections is opening an area of risk for not only the department but the City.

In addition, the current development policies and development applications within the City strongly suggest a transformation from low-rise residential housing to mid and high-rise residential developments. The Staffing within the department has to date been strongly aligned with low -rise residential and there needs to be a transition that complements the new service requirements. This is particularly evident in the mechanical plans review and inspection service divisions within the department.

Furthermore, in order to continue to provide services to internal departments, particularly Planning, it is necessary to incorporate a zoning plans examiner that is dedicated to the review of site plan applications and amendments as well as Committee of Adjustment applications. The complexity of the services provided has seen response times to sensitive applications increase dramatically as current Staff are overburdened with the day to day activities that transpire within the organization and requests of the general public.

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 meet the needs of it's customers for both building code and non building code act services. The department continues to pursue new improvements through upgrades to existing automated systems in an effort to enhance its service delivery to its customers.

Commissioner Sign-off

Date (mm/dd/yy)

Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

Department	Exp Category	Account	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	2014 Forecast	Variance	2015 Forecast	Variance	2016 Forecast	Variance
Building Standards														
	Revenue													
		Licenses and Permits	5,689,980	6,878,872	6,878,872	68.8%	0	0.0%	7,016,449	137,577	7,156,778	140,329	7,299,914	143,136
		Trsf. fm Res & Res Funds	1,692,845	1,047,975	2,061,412	20.6%	1,013,437	96.7%	2,012,707	(48,705)	2,020,385	7,678	1,805,714	(214,671)
		Plumbing Permit Fees	463,776	500,000	500,000	5.0%	0	0.0%	510,000	10,000	520,200	10,200	530,604	10,404
		Infill Lot Grading	393,455	374,500	378,536	3.8%	4,036	1.1%	400,811	22,275	407,136	6,325	432,386	25,250
		Service Charges	78,695	75,000	88,500	0.9%	13,500	18.0%	88,500	0	92,000	3,500	92,000	0
		Property Information Fees	29,125	22,500	26,250	0.3%	3,750	16.7%	26,250	0	26,250	0	26,250	0
		Taxable Sales-Postage Fees	19,519	6,000	19,800	0.2%	13,800	230.0%	19,800	0	19,800	0	19,800	0
		Dept. Misc. Revenues	19,743	10,475	17,975	0.2%	7,500	71.6%	17,975	0	22,975	5,000	22,975	0
		License Letter Fees	9,300	9,450	9,450	0.1%	0	0.0%	9,900	450	9,900	0	10,350	450
		Zoning Response Fees	16,870	7,350	7,350	0.1%	0	0.0%	7,700	350	7,700	0	8,050	350
		Septic Tank Inspections	14,625	5,000	5,000	0.1%	0	0.0%	4,500	(500)	4,500	0	4,500	0
		Trsf. from Capital Fund	710	0	0	0.0%	0	0.0%	0	0	0	0	0	0
	Total Revenue		8,428,642	8,937,122	9,993,145	100.0%	1,056,023	11.8%	10,114,592	121,447	10,287,624	173,032	10,252,543	(35,081)
	Labour Costs													
		Staffing Costs (incl Benefits)	5,667,182	6,223,540	6,565,723	92.9%	342,183	5.5%	6,756,638	190,915	6,802,998	46,360	6,754,898	(48,100)
	Other Expenses													
		Office Equipment & Furniture	13,004	135,255	143,950	2.0%	8,695	6.4%	82,150	(61,800)	78,650	(3,500)	78,650	0
		Staff Development & Training	41,583	97,778	97,780	1.4%	2	0.0%	97,780	0	97,780	0	97,780	0
		Meals & Travel	75,157	84,282	84,280	1.2%	(2)	(0.0)%	84,280	0	84,280	0	84,280	0
		Office Supplies & Expenses	43,059	70,433	71,366	1.0%	933	1.3%	71,369	3	71,369	0	71,369	0
		Professional Fees	0	100,000	50,000	0.7%	(50,000)	(50.0)%	150,000	100,000	200,000	50,000	200,000	0
		Communications	12,180	16,687	16,690	0.2%	3	0.0%	16,690	0	16,690	0	16,690	0
		Utilities & Fuel	15,202	16,000	16,000	0.2%	0	0.0%	16,000	0	16,000	0	16,000	0
		Other	344	3,360	13,360	0.2%	10,000	297.6%	18,360	5,000	21,860	3,500	18,360	(3,500)
		Tools & Equipment	2,224	7,415	7,410	0.1%	(5)	(0.1)%	7,410	0	7,410	0	7,410	0
		Operating Leases	0	923	920	0.0%	(3)	(0.3)%	920	0	920	0	920	0
		Corporate Accounts	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		General Mtce & Repairs	0	923	0	0.0%	(923)	(100.0)%	0	0	0	0	0	0
		Joint Services & Department Transfers	1,313	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Reserve Transfers	301,942	0	0	0.0%	0	0.0%	0	0	(231,942)	(231,942)	(231,942)	0
	Total Other Expenses		506,007	533,056	501,756	7.1%	(31,300)	(5.9)%	544,959	43,203	363,017	(181,942)	359,517	(3,500)
	Total Expenses		6,173,189	6,756,596	7,067,479	100.0%	310,883	4.6%	7,301,597	234,118	7,166,015	(135,582)	7,114,415	(51,600)
Total Building Standards			(2,255,453)	(2,180,526)	(2,925,666)		(745,140)	34.2%	(2,812,995)	112,671	(3,121,609)	(308,614)	(3,138,128)	(16,519)

Revenue and Expenditure Summary

2013 Operating Budget & 2014-16 Plan

2013 ARRs															
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2013 Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Zoning By-law review Contract Staff *		(1.53)	(18,589)		(18,589)			-	(18,589)	-	7,005	-	240,813	-	(33,201)
Mechanical Building Inspectors	FT	2.00	188,045	(188,045)	0			2.00	0	-	0	-	0	-	0
Plans Examiner/Inspector (Mechanical/Plumbing)	FT	1.00	92,887	(92,887)	0			1.00	0	-	0	-	0	-	0
*Net impact on budget was a savings of \$270. Resources are budgeted in Building Standards, Policy Planning and Development Planning departments.															

Recognized 2014 ARRs													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Zoning By-Law Review Contract			50,000	(16,666)	33,334				33,334	-	33,333	-	
Plans Examiner	FT	1.00	86,927	(42,594)	44,333			1.00	44,333	-	671	-	4,380



2013 Capital Budget & 2014-2016 Capital Plan

Commission of Planning
Building Standards

Budget						Operating	
Year	Project #	Title	Project Type	Total Budget		Impact	TCA
2014	BS-1003-11	Building Department Computer System Upgrades	Technology	515,000		0	Y
2014 Forecast				515,000			

Commissioner of Strategic & Corporate Services



Joseph Pittari

Commissioner's Message:

The City of Vaughan is one of Canada's fastest growing cities, which has and will continue to result in changes to our community and how we deliver our services. The comprehensive and collaborative engagements completed by the City on a series of projects such as the strategic plan, *'Vaughan Vision 2020'* and the Official Plan *'Vaughan Tomorrow'* have provided it with a clear mandate, direction and vision. A core aspect of these overarching documents is the need to continue to provide exceptional service, but in a more innovative, integrated collaborative process to best position the Corporation to manage the transitions and changes resulting from continued population growth and service delivery pressures while building a sustainable future for Vaughan.

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 develops skills, increases efficiencies, assesses cost effectiveness, and streamlines processes by utilizing technology where appropriate.

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.

Environmental Sustainability is responsible for ensuring the City considers the impacts of change on our environment and community. The main functions include championing the implementation of the City's Community Sustainability and Environmental Master Plan, *Green Directions Vaughan*, monitoring and tracking progress against our stated community sustainability and environmental goals; catalyzing initiatives that address environmental priorities and community outreach, education and awareness.

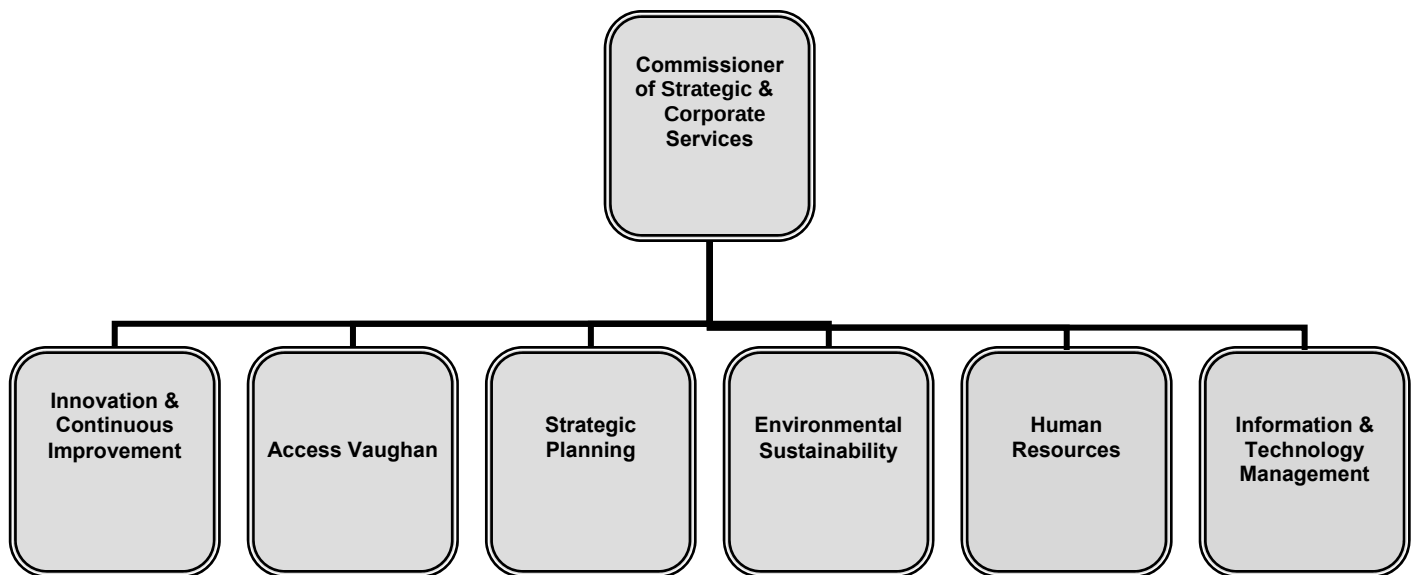
Human Resources oversee a number of services aimed at fostering a positive working relationship for all employees of the City of Vaughan and Vaughan Public Libraries. The main functions include (but not limited to): recruitment, training and development, employee benefits and pension, labour relations, absence and disability management, salary administration, and crossing guards.

Information & Technology Management is a driver of change and the way we do business. The department plays a leadership role in enabling the effective use of information and technology through three business units including: technical services, client services, and business solutions.

Innovation and Continuous Improvement reflects a mechanism to ensure we manage change and how we deliver our services in an innovative, efficient and cost effective way. The main functions for this department include: operational reviews and redesigns, project management, change management, business transformation, and supporting performance measurement.

Strategic Planning is responsible for ensuring operations and aligned with the vision and goals of the Corporation. The main function of this department include managing the implementation of the strategic planning process; leading the performance measurement and tracking of Strategic Corporate successes; and, leading the corporate planning cycle and aligning it with the operational planning business plans and budgeting processes. These processes involve the facilitation and engagement of Council, staff, citizens and other relevant stakeholders.

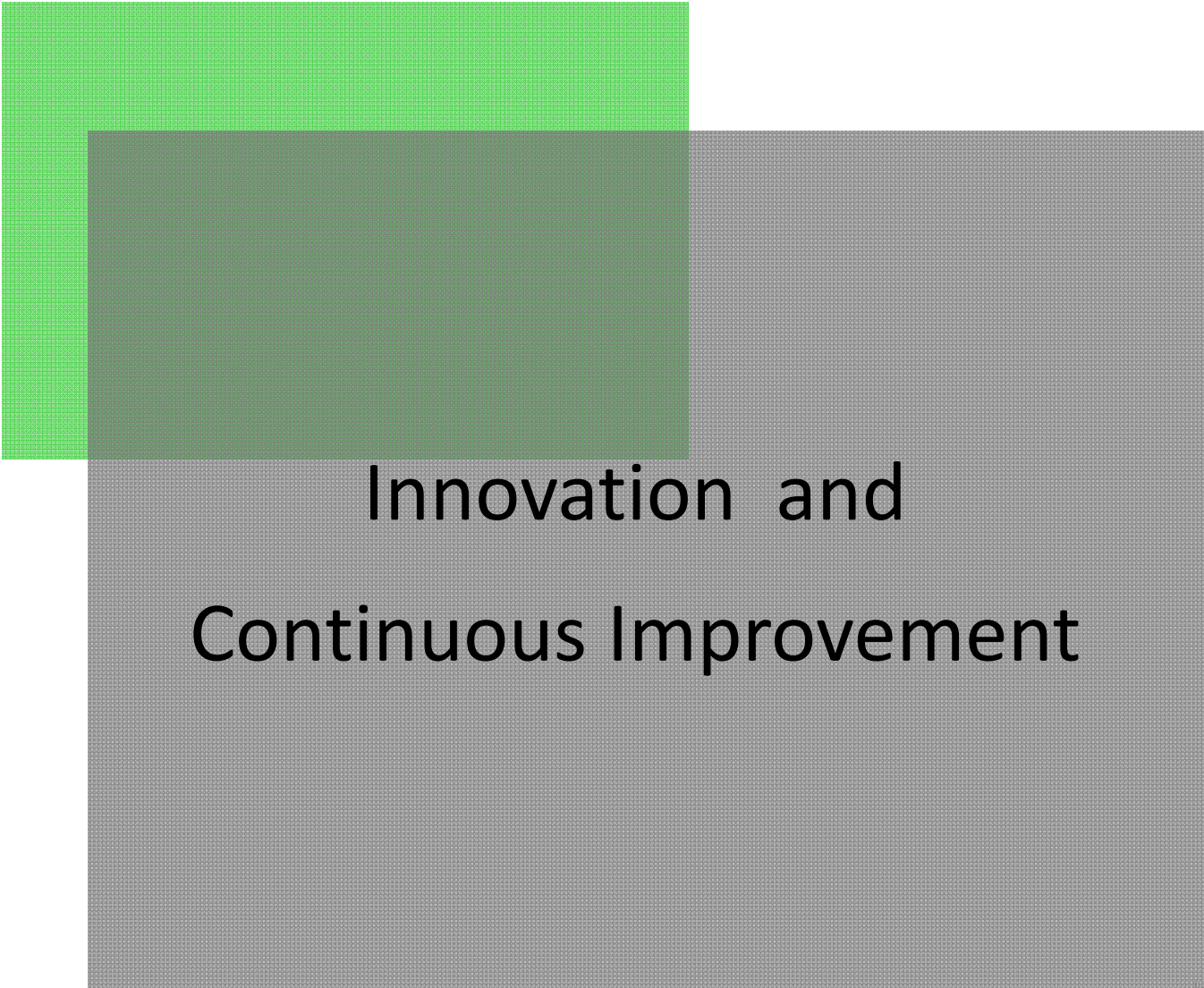
Commissioner of Strategic & Corporate Services Organizational Chart



Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

									2014		2015		2016	
Department	Exp Category	Account	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	Forecast	Variance	Forecast	Variance	Forecast	Variance
Comm. of Strategic & Corporate Serv.														
	Labour Costs													
		Staffing Costs (incl Benefits)	177,450	303,950	317,162	91.5%	13,212	4.3%	332,911	15,749	345,107	12,196	349,014	3,907
	Other Expenses													
		Operating Leases	3,295	9,000	9,000	2.6%	0	0.0%	9,000	0	9,000	0	9,000	0
		Staff Development & Training	45	7,050	7,050	2.0%	0	0.0%	7,050	0	7,050	0	7,050	0
		Communications	845	4,900	4,900	1.4%	0	0.0%	4,900	0	4,900	0	4,900	0
		Utilities & Fuel	1,087	3,900	3,900	1.1%	0	0.0%	3,900	0	3,900	0	3,900	0
		Meals & Travel	109	2,310	2,310	0.7%	0	0.0%	2,310	0	2,310	0	2,310	0
		Office Supplies & Expenses	966	1,100	1,100	0.3%	0	0.0%	1,100	0	1,100	0	1,100	0
		Office Equipment & Furniture	6,548	670	670	0.2%	0	0.0%	670	0	670	0	670	0
		Other	0	550	550	0.2%	0	0.0%	550	0	550	0	550	0
		Corporate Accounts	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		General Mtce & Repairs	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Joint Services & Department Transfers	1,900	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Professional Fees	31,014	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Total Other Expenses	45,808	29,480	29,480	8.5%	0	0.0%	29,480	0	29,480	0	29,480	0
	Total Expenses		223,258	333,430	346,642	100.0%	13,212	4.0%	362,391	15,749	374,587	12,196	378,494	3,907
Total Comm. of Strategic & Corporate Serv.			223,258	333,430	346,642		13,212	4.0%	362,391	15,749	374,587	12,196	378,494	3,907

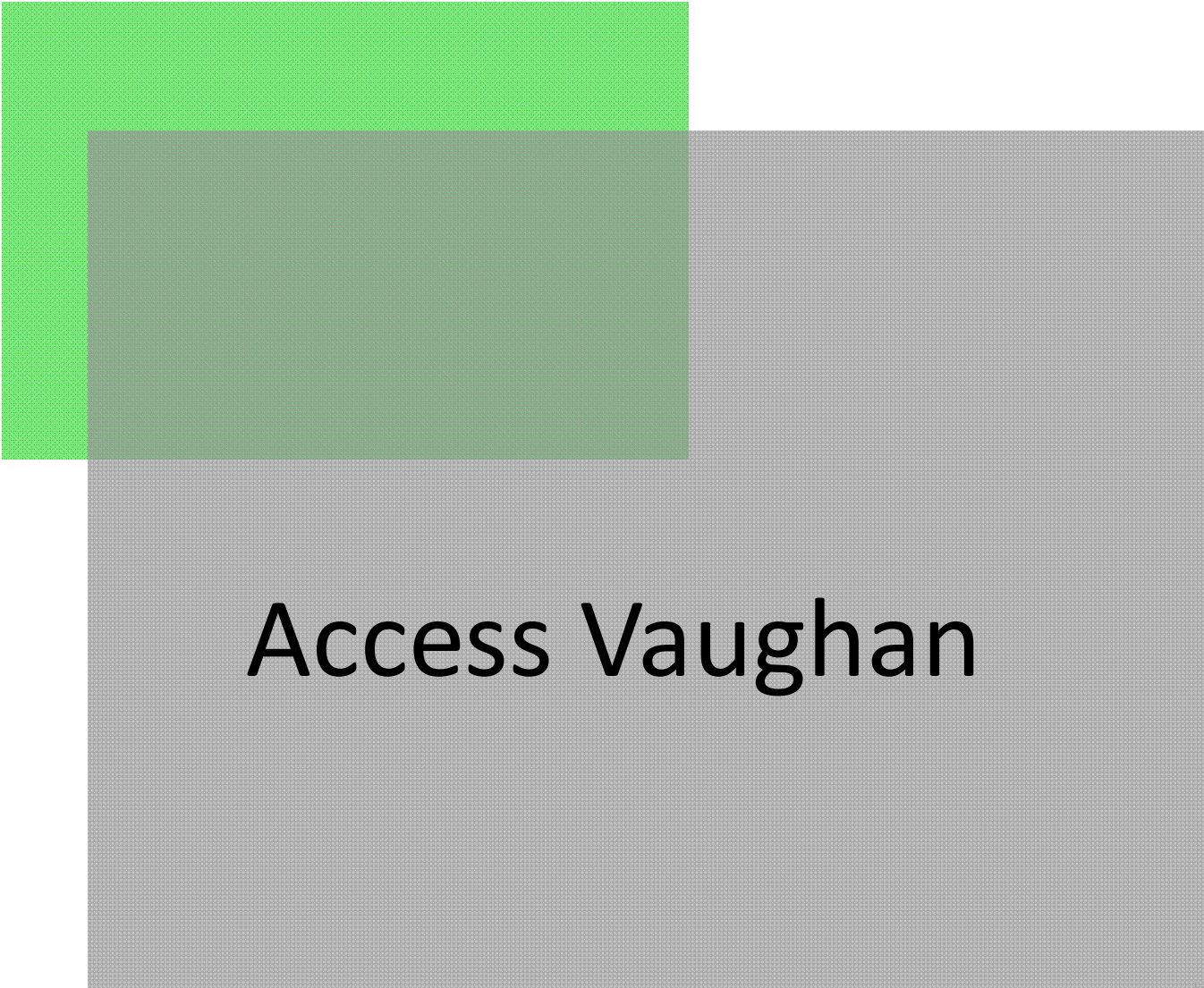


Innovation and Continuous Improvement

Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

Department	Exp Category	Account	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	2014 Forecast	Variance	2015 Forecast	Variance	2016 Forecast	Variance
Innov. & Cont. Improvement														
	Labour Costs													
		Staffing Costs (incl Benefits)	0	341,376	616,699	522.1%	275,323	80.7%	649,043	32,344	676,030	26,987	688,486	12,456
	Other Expenses													
		Professional Fees	0	0	100,000	84.7%	100,000	0.0%	100,000	0	100,000	0	100,000	0
		Staff Development & Training	0	14,100	14,100	11.9%	0	0.0%	14,100	0	14,100	0	14,100	0
		Office Equipment & Furniture	0	59,713	12,400	10.5%	(47,313)	(79.2)%	12,400	0	12,400	0	12,400	0
		Office Supplies & Expenses	0	12,202	12,200	10.3%	(2)	(0.0)%	12,200	0	12,200	0	12,200	0
		Meals & Travel	0	2,600	2,600	2.2%	0	0.0%	2,600	0	2,600	0	2,600	0
		Communications	0	3,600	2,400	2.0%	(1,200)	(33.3)%	2,400	0	2,400	0	2,400	0
		Reserve Transfers	0	(313,975)	(642,289)	-543.8%	(328,314)	104.6%	(537,395)	104,894	(432,813)	104,582	(307,138)	125,675
		Total Other Expenses	0	(221,760)	(498,589)	-422.1%	(276,829)	124.8%	(393,695)	104,894	(289,113)	104,582	(163,438)	125,675
	Total Expenses		0	119,616	118,110	100.0%	(1,506)	(1.3)%	255,348	137,238	386,917	131,569	525,048	138,131
Total Innov. & Cont. Improvement			0	119,616	118,110		(1,506)	(1.3)%	255,348	137,238	386,917	131,569	525,048	138,131



Access Vaughan

2013-16 Business Plan

BUSINESS OVERVIEW

Service Statement:

Access Vaughan is the contact centre for the City of Vaughan, offering patrons access to information and assistance through telephone (inbound call centre) and via face-to-face assistance at the Information Desk located at City Hall.

Access Vaughan handles general inquiries as well as detailed inquiries for integrated departments. On average the call centre receives 185,000 calls a year and handles over 25,000 inquiries at the Information desk per year.

The call centre is integrated with the following departments:

- Public Works – Waste Department
- Tax Department
- Recreation & Culture Department
- Enforcement Services Department
- Parks & Forestry Operations Department
- Animal Services

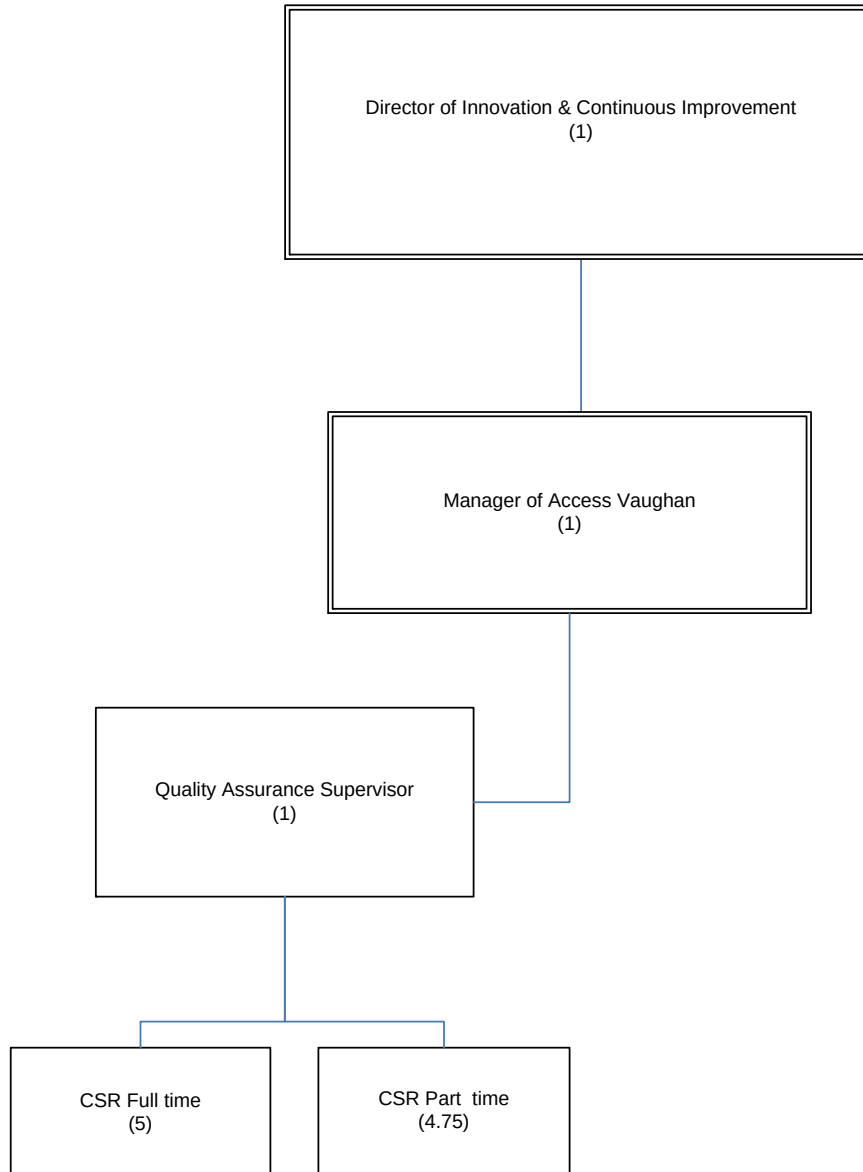
Access Vaughan handles more in-depth inquiries for the integrated departments, thereby reducing the number of calls transferred to those departments. Access Vaughan also opens Case Tracking System (CTS) calls for Parks & Forestry Operations, Parks Development and Animal Services. The integration allows for more calls to be answered by Access Vaughan without the need to transfer the caller; overall the caller experience is improved in that callers do not need to speak to multiple staff to address an issue or inquiry.

The call centre also provides promotions to inbound callers for some City events, special events and meetings where public input is requested and Access Vaughan is also responsible for the Snow Hotline.

Access Vaughan is continuously working towards finding more effective ways of communicating with patrons, serving them in a more efficient manner and providing an overall improved caller interaction. Our mandate is to provide a service level of 80/20; answering 80% of inbound calls within twenty seconds or less. This is a standard goal in most call centres and the goal is to meet the 80/20 service level on a daily basis.

2013-16 Business Plan

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 ARR's dependant on new Commissioner's approval

2013-16 Business Plan

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 Residents that visit the City Hall and request information at the Information Desk are being serviced by a CSR.
- 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. Business owners that visit the City Hall and request information at the Information Desk are being serviced by a CSR.
- 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. Non-Residents that visit the City Hall and request information at the Information Desk are being serviced by a CSR.
- 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. Citizen Service Representatives (CSRs) are trained and will also assist employees requiring assistance from the Information Desk, including Council Members with respect to visitors or meetings.
- 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. In addition, Access Vaughan opens Case Tracking System (CTS) work orders for some of the integrated departments.

Work Plan:

Link to Vaughan Vision 2020:

Service Excellence – Demonstrate Excellence in Service Delivery

2013-16 Business Plan

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 more departments will increase the service provided to all of our stakeholders and allow for a more inclusive service to our residents. The hours of operation are currently: Monday to Friday, 8:30 a.m. to 4:30 p.m.

The mandate for Access Vaughan is to answer 80% of the calls answered (picked up) within 20 seconds or less. In general most call centres aim for 80/20 or 70/30 service level on a daily basis. Access Vaughan averages for the most part on a monthly basis the 80/20 service level, but on a daily basis there have been extended wait times and numerous callers waiting in queue. We try to mitigate staffing issues by limiting the number of staff allowed on vacation at any given time. In addition we have five Permanent Part Time staff that we schedule up to 24 hours (maximum allowed by the Collective Agreement) and we staff according to our peak times. Unfortunately when we have shortages in staffing levels it is very difficult to meet our service level due to the nature of the business and the fact that training a Citizen Service Representative takes approximately three months. All of our agents are "universal agents"; in that they must be able and prepared to answer any call as we do not use skills based routing. The skills based routing only works well when there are economies of scale with respect to staffing and when there is enough volume to allow for substantial occupancy of the CSR. In our call centre we do not have economies of scale as we only have 5 Full Time CSRs and 5 Permanent Part Time and our volume each year is approximately 185,000 calls.

On average we are able to meet our service level mandate for most months of the year, but on a daily basis we have not been able to and the average wait time for 2011 was 8 minutes in queue.

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, 2011 and 2012 there have been a few months where Access Vaughan was unable to meet the service level due to increased call volume, additional work load, increased handle time and quality assurance expectations.

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, specifically any extension of hours would require additional staffing. It would not be possible to extend the hours of operation without the proper staffing in place.

There are many opportunities for Access Vaughan to continue to expand and integrate with other departments; in order to do so effectively we need to ensure the proper staffing levels are in place so that we can provide efficient service to our clients.

2013-16 Business Plan

Business Plan Objectives

<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	2012	Complete	Improved caller experience and increased efficiencies found for management for coaching/training. Records almost all inbound calls and provides screen captures. Custom evaluation forms for CSRs.
Access Vaughan Phase II – Step A (Integration with Parks and Forestry Operations). Project # AV-3004-09	2011	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)	2012	Complete	Improved caller experience. Improved departmental efficiencies. Access Vaughan receives all calls directed to Enforcement and Animal Services. Calls for Animal Services are handled by Access Vaughan CSRs. Some of the Enforcement call types (Parking / Outdoor Water) are also handled by Access Vaughan CSRs. CSRs determine whether or not the call is in fact for Enforcement staff.
Access Vaughan Phase II – Step C – Project # AV-3015-11 Further integration with Enforcement Services Department.	2012	Q4 Capital Funding Approved for	Improved caller experience. Improved

2013-16 Business Plan

		2011. Project resources required from Information Technology Management to proceed with project planning and technology requirements. Expected date of resources is 2012 – Q4.	departmental efficiencies.

2013-2016 Business Plan Objectives:

Business Plan Objectives:	Timeline	Outcome	Resources
2013 (Top 3 Objectives)			
1. Access Vaughan Phase II – Step D Integration or expansion with another department to improve the caller experience. If the two Permanent Part time staff are approved, further integration with Public Works to allow for extension of hours in Access Vaughan.	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 Phase II – Step E 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

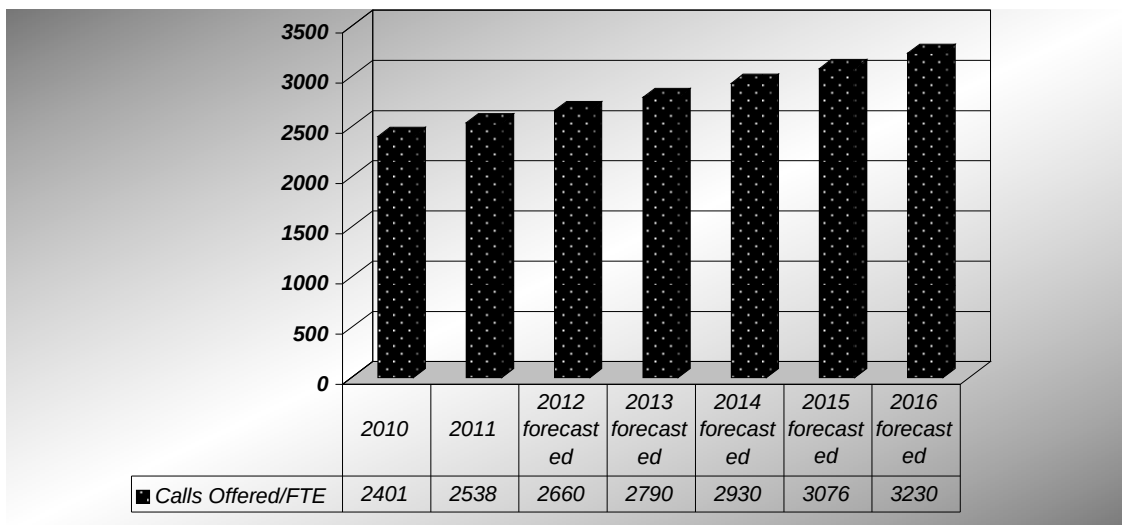
2013-16 Business Plan

Key Performance Indicators:

1. Aggregate number of calls offered by average number of Full Time Employee (FTE) / Citizen Service Representative (CSR).
2. Aggregate number of calls answered by average number of FTE/CSR.
3. Year-to-date monthly service level – 80/20 standard (80% of calls answered within 20 seconds or less).
4. Call Volume Monthly Average Year-over-Year
5. Information Desk Inquiries
6. Average Handle Time for CSRs Year-over-Year

BUSINESS OVERVIEW:

Notes about the Measure: Aggregate Number of Calls Offered Monthly by FTE: Total number of calls offered each month by Access Vaughan divided by the total number of Full Time Employee equivalent (6.5)



Key Conclusion:

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 year over year from 2006 to present day.

Notes about the Measure:

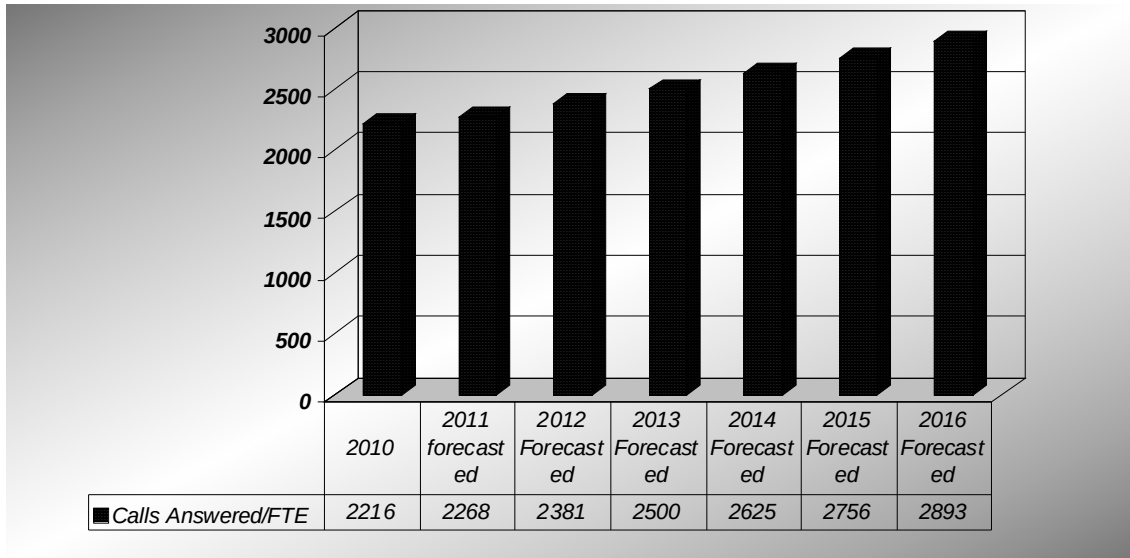
FTE is calculated by taking 4 out of 5 full time Citizen Service Representatives (CSRs) Information Desk rotation equals 1 FTE in hours) and adding the 5 part time (PPT) CSRs who work up to 24 hours each per week – FTE equivalent is 3.19; training of 2 PPT staff for three months is taken into consideration for monthly average. Calls offered indicate the number of calls that are presented to a CSR.

2013-16 Business Plan

The forecasted statistics are based on a 5% overall increase in call volume each year; consideration for expansion/integration with other departments and increase in call handle time as services become more complex, e.g., (work orders) and an increased focus on quality assurance for each CSR.

Measure: Aggregate Number of Calls Answered by FTE

Definition: Total number of calls each month answered by Access Vaughan divided by the total number of FTE (6.5)



Key Conclusion:

On average the calls answered per year by each Citizen Service Representative (CSR) per year is increasing. As Access Vaughan continues to integrate and expand with other departments in the corporation the calls answered will continue to grow as the workload will increase.

Notes about the Measure:

FTE is calculated by taking 4 out of 5 full time Citizen Service Representatives (CSRs) Information Desk rotation equals 1 FTE in hours) and adding the 5 part time (PPT) CSRs who work up to 24 hours each per week – FTE equivalent is 3.19; training of 2 PPT staff for three months is taken into consideration for monthly average. 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) and an increased focus on quality assurance.

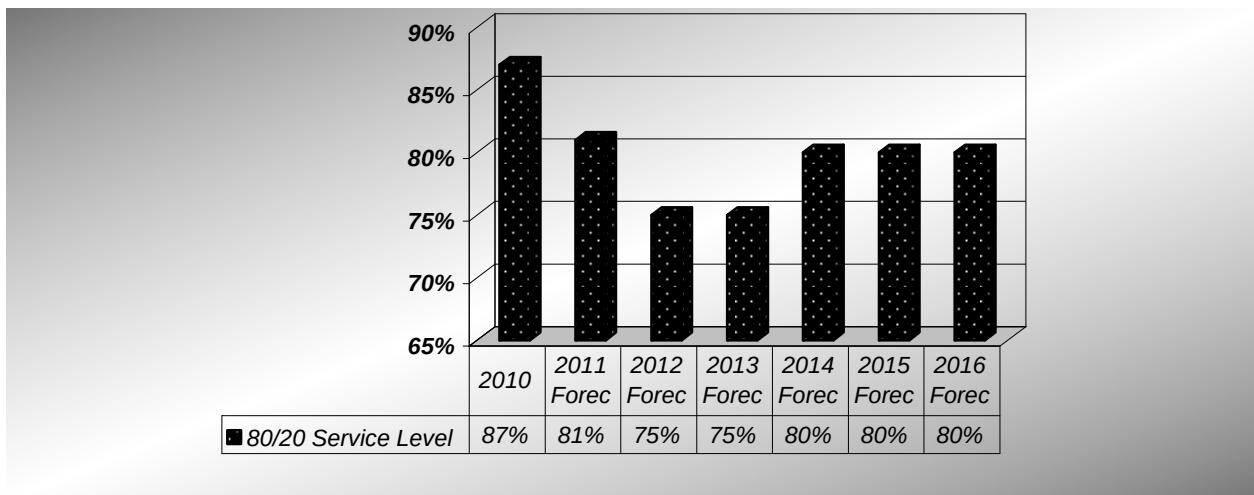
Citizen Service Representatives receive monthly coaching on calls recorded and the emphasis is on delivering quality service and exceeding the expectations of the caller by providing additional information and/or effectively probing the caller for underlying needs. This emphasis on quality has increased the handle time of calls answered.

2013-16 Business Plan

Measure: Year-to-date monthly service level – 80 % is the standard for Access Vaughan

Definition: Service Level refers to the percentage of incoming calls answered (picked up) in a specified amount of time. The mandate for Access Vaughan is to answer 80% of the calls answered (picked up) within 20 seconds or less.

Most call centres aim for a service level of 70/30 or 80/20 as an average.



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, workload and handle time in Access Vaughan will contribute to a decline in service level.

Notes about the Measure:

Statistical data from Contact Centre 7 (CC7) reports are used to quantify the service level achieved in the contact centre. Each month the calls answered are measured against the service level standard. In Year 2010 Access Vaughan has struggled to maintain the service level due to increased handle time, increased services and staffing during the summer months for vacation leaves.

Forecasted service level based on decreased service level in 2010 and increased call volume. To date 2011 is trending on most months below 80% service level.

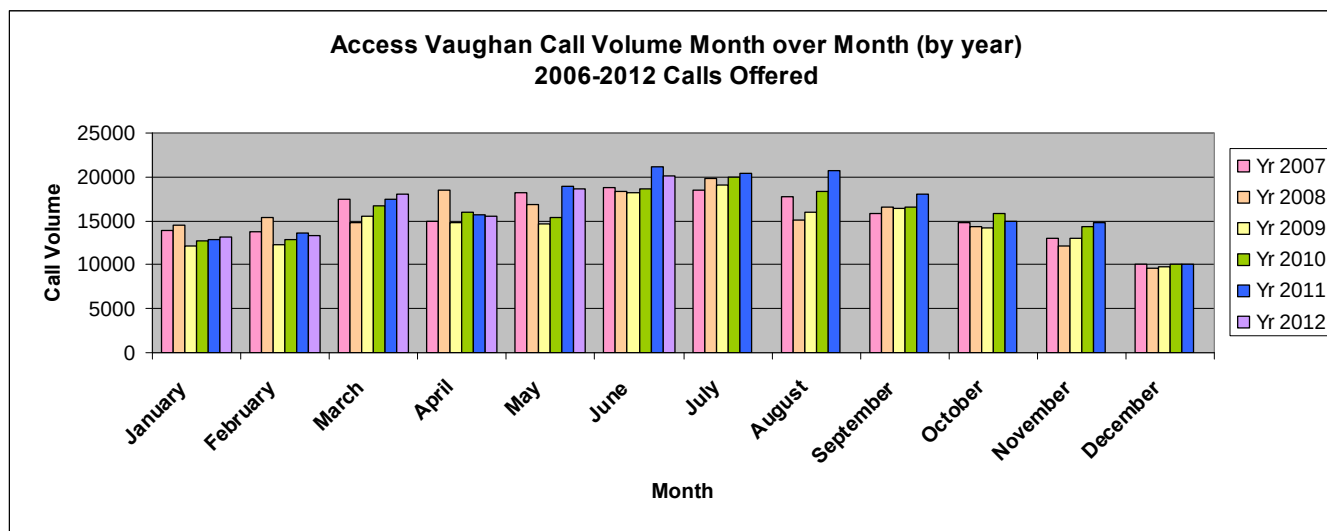
Citizen Service Representatives receive monthly coaching on calls recorded and the emphasis is on delivering quality service and exceeding the expectations of the caller by providing additional information and/or effectively probing the caller for underlying needs. This emphasis on quality has increased the handle time of calls answered.

2013-16 Business Plan

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.

Access Vaughan Call Volume Month over Month - Calls Offered							
Month	Yr 2006	Yr 2007	Yr 2008	Yr 2009	Yr 2010	Yr 2011	Yr 2012
January	1305	13976	14529	12135	12724	12939	13210
February	14386	13729	15313	12225	12919	13582	13253
March	17972	17469	14827	15487	16651	17419	18074
April	13656	14987	18554	14827	15978	15617	15563
May	18059	18138	16798	14670	15402	18896	18595
June	18468	18721	18316	18147	18618	21136	20119
July	16789	18448	19840	19059	19943	20428	
August	18011	17714	15077	15961	18395	20716	
September	16375	15814	16556	16458	16550	18015	
October	15017	14782	14333	14209	15791	14896	
November	14846	12958	12189	12998	14322	14821	
December	9805	10000	9655	9723	10003	10011	
Total	174689	186736	185987	175899	187296	198476	98814



Key Conclusion:

Access Vaughan on average has received over 180,000 calls per year. The expectation is that the number of calls offered will increase as Access Vaughan integrates further with other departments as well as when the call centre extends the hours of operation.

Notes about the Measure:

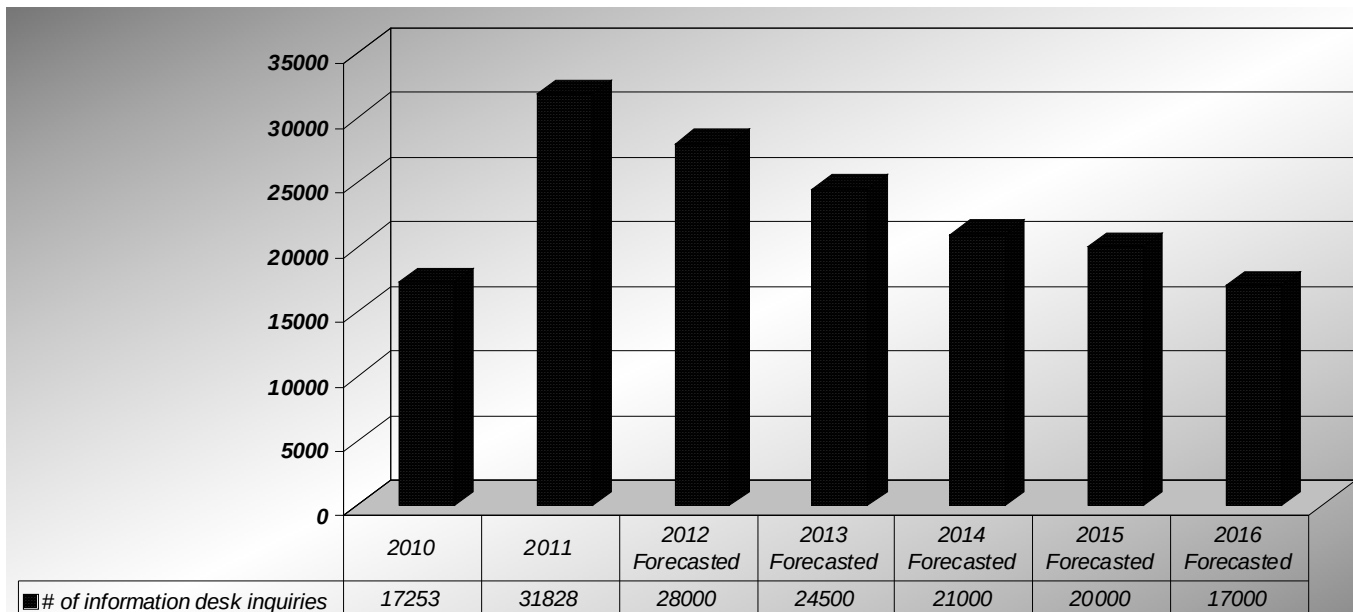
The data is extracted from Contact Centre 7 (CC7) reports. The calls offered, answered and service level are monitored daily, monthly and weekly to forecast for staff scheduling and determine cyclical periods throughout the

2013-16 Business Plan

year. In 2010 Access Vaughan received 187,296 calls, an increase of 6.5% from year 2009. Year 2011 showed an increase of approximately 6%.

Measure: Number of Information Desk Inquiries

Definition: Number of inquiries answered at the Information Desk. The Information Desk is the front counter in the lobby at City Hall. The Information Desk is the location where patrons ask for assistance, direction to departments, assistance and information regarding City services and where patrons present themselves for meetings with City staff or Members of Council.



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, purchase of garbage tags and inquiries about City services.

A dedicated resource is always required to appropriately staff the Information Desk Hours which are Monday to Friday 8:30 a.m to 4:30 p.m.

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

2013-16 Business Plan

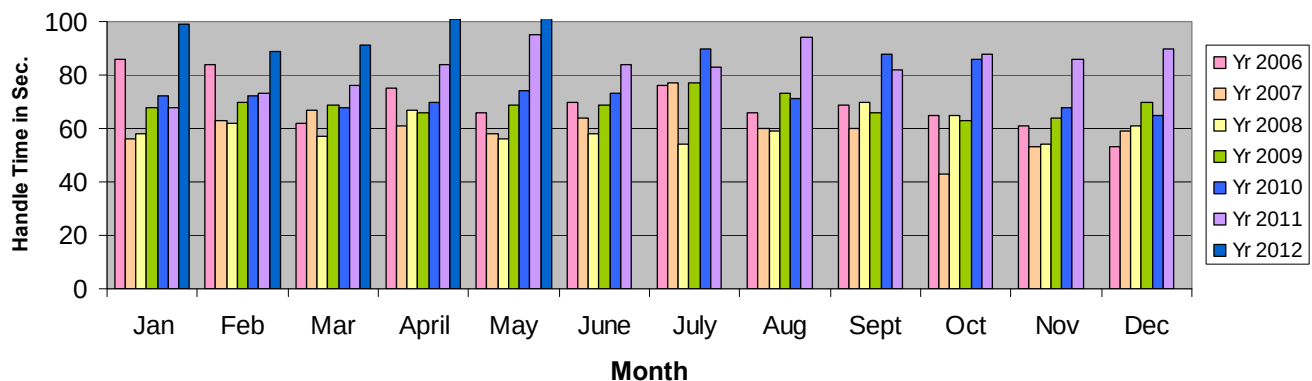
more presentations and community events are being hosted at the new City Hall, hence attracting more patrons to the building and inquiring about services, department locations, etc...

Measure: Average Handle Time for CSRs Year-Over-Year

Average handle time (AHT) is a call center metric for the average duration of one transaction, typically measured from the caller's initiation of the call and including any hold time, talk time and related tasks that follow the transaction.

Month	Yr 2006	Yr 2007	Yr 2008	Yr 2009	Yr 2010	Yr 2011	Yr 2012
Jan	86	56	58	68	72	68	99
Feb	84	63	62	70	72	73	89
Mar	62	67	57	69	68	76	91
April	75	61	67	66	70	84	101
May	66	58	56	69	74	95	111
June	70	64	58	69	73	84	
July	76	77	54	77	90	83	
Aug	66	60	59	73	71	94	
Sept	69	60	70	66	88	82	
Oct	65	43	65	63	86	88	
Nov	61	53	54	64	68	86	
Dec	53	59	61	70	65	90	
Total	833	721	721	824	897	1003	491
Avg	69	60	60	69	75	84	98

Access Vaughan Call Handle Time for CSRs from Year-to-Year (2006- 2012)



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 integrated with Parks & Forestry Operations and Animal Services; both requiring the service of opening work orders in JD Edwards. . There has been an increase in handle time in 2010, 2011 and 2012 and that is due to the time and effort that is required when opening a work order as well as the increased emphasis on quality service.

Citizen Service Representatives receive monthly coaching on calls recorded and the emphasis is on delivering quality service and exceeding the expectations of the caller by providing additional information and/or effectively probing the caller for underlying needs. This emphasis on quality has increased the handle time of calls answered.

2013-16 Business Plan

Notes about the Measure: Average handle time (AHT) is the average amount of time that CSRs spend processing calls – including speaking directly with the caller and doing work related to the call after the caller has hung up. This data is expressed in seconds and the data is obtained from Contact Centre 7 reports.

Overall Conclusion:

Access Vaughan is a key component in providing Service Excellence to residents, businesses and internal colleagues. Access Vaughan is in many cases the first point of contact for residents; the interaction and services that they receive from the contact centre will impact their opinion of the service that the City provides to them overall.

One of the key performance indicators for the business unit is meeting the 80/20 standard (80% of calls answered/picked up within 20 seconds or less on average). This call centre standard has been difficult to meet as we proceed to take on more business. The average on a yearly basis demonstrates that we meet the 80% service level, yet the impact on the days and months when we do not meet the service level is negative to the caller. In 2011 the average maximum wait time for callers was just over 8 minutes. This delay in having calls answered in a timely fashion increases the calls in queue, increases the wait time for callers, produces extra stress on the CSRs to resolve calls quickly while still providing service and overall can leave the caller with the perception that the call centre is not efficient.

As we continue to expand our services and take on call types that require work orders or more detail we need to consider the month to month and day to day service level impact on the caller. In the past years we have realized that the service level decreases and the call volume typically increases in the spring and summer months. During this time of year we have staff members that not scheduled due to vacations. We are restricted in hiring contract staff members or temporary staff; not only due to budget; but overall the training period for an Access Vaughan CSR is typically 3 months time and we are unable to source staff from other departments due to collective agreement restrictions.

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. 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.

For Access Vaughan to be successful in providing Service Excellence to patrons we need to ensure that staffing levels are in place prior to expanding our duties and responsibilities.

Commissioner Sign-off

Date (mm/dd/yy)

Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

Department	Exp Category	Account	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	2014 Forecast	Variance	2015 Forecast	Variance	2016 Forecast	Variance
Access Vaughan														
	Labour Costs													
		Staffing Costs (incl Benefits)	766,825	864,386	888,343	95.6%	23,957	2.8%	973,980	85,637	980,367	6,387	982,780	2,413
	Other Expenses													
		Staff Development & Training	10,999	14,240	13,240	1.4%	(1,000)	(7.0)%	14,240	1,000	14,240	0	14,240	0
		Office Supplies & Expenses	8,204	9,585	9,585	1.0%	0	0.0%	10,185	600	10,185	0	10,185	0
		Community Advertising & Promotion	8,618	7,400	8,640	0.9%	1,240	16.8%	8,640	0	8,640	0	8,640	0
		Office Equipment & Furniture	8,178	8,800	3,000	0.3%	(5,800)	(65.9)%	7,000	4,000	3,000	(4,000)	3,000	0
		Communications	2,968	2,850	2,610	0.3%	(240)	(8.4)%	7,160	4,550	4,160	(3,000)	4,160	0
		Professional Fees	1,612	3,500	2,500	0.3%	(1,000)	(28.6)%	2,500	0	2,500	0	2,500	0
		Meals & Travel	917	1,320	1,320	0.1%	0	0.0%	1,320	0	1,320	0	1,320	0
		Other	(1)	282	282	0.0%	0	0.0%	282	0	282	0	282	0
		Total Other Expenses	41,495	47,977	41,177	4.4%	(6,800)	(14.2)%	51,327	10,150	44,327	(7,000)	44,327	0
	Total Expenses		808,321	912,363	929,520	100.0%	17,157	1.9%	1,025,307	95,787	1,024,694	(613)	1,027,107	2,413
Total Access Vaughan			808,321	912,363	929,520		17,157	1.9%	1,025,307	95,787	1,024,694	(613)	1,027,107	2,413

Recognized 2014 ARRs													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Citizen Service Representative	PT	1.38	82,433		82,433			1.38	82,433		(7,000)		



2013 Capital Budget & 2014-2016 Capital Plan

Commission of Strategic & Corporate Services
Access Vaughan

Budget		Title	Project Type	Total Budget	Operating	
Year	Project #				Impact	TCA
2014	AV-3020-14	Access Vaughan Phase II - Step D	Technology	50,500	164,800	Y
2014 Forecast				50,500		
2015	AV-9532-15	Access Vaughan Phase II - Step E	Technology	50,500	0	Y
2015 Forecast				50,500		



Strategic Planning

2013-16 Business Plan

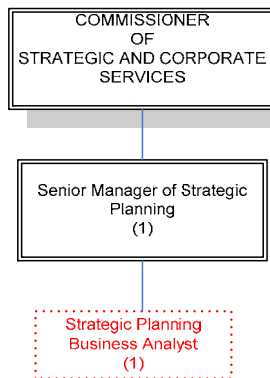
BUSINESS OVERVIEW

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, facilitating departmental planning, Corporate project management, strategic planning coordination and stakeholder consultation with all City departments.

Service Profile:

STRATEGIC PLANNING ORGANIZATIONAL CHART



2013 Approved ARR

Full Time, Part Time and Overtime – Budgeted Amounts

	2012	2013 Base	Additional Resource Requests			
			2013	2014	2015	2016
Full Time	1	1	1	1		
Part Time						
Overtime						

2013-16 Business Plan

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

Citizens, businesses, and community organizations- impacted by Vaughan Vision 2020

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)

Western Management Consultants, the proponent retained to conduct a corporate structural review for the City of Vaughan, interviewed over 40 individuals including the Mayor and Members of Council and senior management for their report. The majority of interviewees commented that the Strategic Planning department provides a needed service but it is seriously under-resourced. Thus, consideration should be given to add resources to the department.

Further, the new Commissioner of Strategic and Corporate Services will start in August 2012. This Commission will work to promote an integrated model of corporate support to City departments. Consistent with this vision, the Strategic Planning Department has an opportunity to expand support to City departments in the areas of corporate and departmental business planning, strategic mapping, and performance measurement.

The Corporate Planning model was developed and implemented in 2011. In 2013, there is an opportunity to build on the model by working with all departments to develop a departmental planning model aligned with the VV 2020 which will facilitate the Corporation becoming a high performing organization. Additional resources will be required to implement this model. This work would involve developing process mapping, business goals and objectives and strategic initiatives at the department level which are aligned with the VV2020. This will result in City departments being able to better achieve the VV 2020 strategic theme "Demonstrate Excellence in Service Delivery".

The revised Vaughan Vision 2020 strategic plan document will be printed in 2013. There is an opportunity through the implementation of the internal communications strategy to further develop greater awareness and understanding of the plan with staff. Further, a robust revision of the strategic plan is planned for 2015. This will involve extensive internal and external stakeholder engagement and the utilization of technology and social media tools to gather input. Also, there is an opportunity to develop strategic performance measures and implement performance measurement software to report strategic and operational successes. Additional resources will be required for these initiatives.

2013-16 Business Plan

Business Plan Objectives (list the status of outstanding business plan objectives and the method of measuring successful implementation. As well, list 2013-16 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
Vaughan Vision 2020 workshops with senior management team, directors, and staff. SMT/Directors workshops developed the strategic direction and priorities. Workshops with staff were held to define the VV2020 strategic goals	Q1/12 Q4/11	Completed Completed	A prioritized list of strategic initiatives for 2012. Draft definitions for the three strategic goals.
Collaborate with City departments on strategic visioning and operational review projects	Q2/12	Completed	Human Resources, Clerk's, and Public Works

2013-16 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
2013 (Top 3 Objectives)			
1. Implement a strategy mapping process at both the Corporate and Commission/Departmental level	Q4/13	A Corporate strategy map linked to City Commission and department maps	2013 Operating budget and ARR request
2. Develop and implement a departmental planning model to align with the corporate process	Q4/13	Departmental goals and initiatives aligned with the corporate strategic plan	2013 Operating budget and ARR request
3. Rollout of VV 2020 strategic plan to staff in conjunction with implementation of internal communication strategy	Q1/13	A revised VV2020 strategic plan document will be printed	2013 Operating budget and ARR request
4. Annual Corporate Planning process with strategic planning, environmental scanning, and setting of strategic priorities	Q1/13	Completed Planning stage of corporate planning process	
5. Further Evolve Performance Indicators in collaboration with the performance measurement project	Q4/13	Will involve developing VV 2020 definitions, strategic performance measures and a dashboard system	2013 Operating budget and ARR request
6. Additional Operational/Business Reviews - Solid Waste review	Q2/13	Identification of opportunities for improvement in solid waste business processes	

2013-16 Business Plan

2014 (Top 3 Objectives)

1. Implementation of performance measurement dashboard system in collaboration with performance measurement project	Q4/14	Implementation of a strategic performance measurement dashboard system	2013 Operating budget and ARR request
2. Preparation process for major redesign of Vaughan Vision 2020 strategic plan. Process will include extensive internal stakeholder engagement.	Q4/14	Preparation process for major redesign of Vaughan Vision 2020	2013 Operating budget and ARR request
3. Implementation of departmental planning model	Q4/14	Departmental vision and goals aligned with VV2020	2013 operating budget ARR request

2015 (Top 3 Objectives)

1. Redesign of Vaughan Vision 2020 utilizing an external consultant to engage in a significant stakeholder engagement process resulting in major changes to the plan.	Q2/15	Revised strategic plan to align with new term of Council	2015 operating budget ARR request

2016 (Top 3 Objectives)

1. Ongoing implementation of various components of revised Vaughan Vision 2020	Q4/16	Communication of revised VV2020 with staff and stakeholders	

2013-16 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 range from 2010 to 2016, with a forecast for the rest of 2012 to 2016)

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

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)

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 developing a departmental planning model to align with the corporate plan. With the restructuring of the department under the new Commissioner of Corporate and Strategic Services, there is an opportunity to engage in more collaboration with departments through departmental planning, visioning and goal setting, and strategic performance measurement. However, additional resources for the department are required. The department will collaborate with Corporate Communications and Human Resources in the implementation of an internal communication strategy to ensure staff at all levels of the organization understand the connection between their job and the strategic goals of the Corporation. A key strategic initiative will be the development of strategic performance 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.

In 2015 a significant redesign of the Vaughan Vision 2020 strategic plan is envisioned which will involve the use of an external consultant to engage in an extensive stakeholder engagement process to develop a forward looking plan. Additional resources will be required to prepare for the revision process.

Commissioner Sign-off

Date (mm/dd/yy)

Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

Department	Exp Category	Account	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	2014 Forecast	Variance	2015 Forecast	Variance	2016 Forecast	Variance
Strategic Planning														
	Labour Costs													
		Staffing Costs (incl Benefits)	166,773	160,260	253,962	48.9%	93,702	58.5%	352,278	98,316	363,067	10,789	373,698	10,631
	Other Expenses													
		Professional Fees	25,776	162,300	222,300	42.8%	60,000	37.0%	222,300	0	417,300	195,000	257,300	(160,000)
		Office Equipment & Furniture	286	2,075	13,075	2.5%	11,000	530.1%	13,075	0	12,075	(1,000)	12,075	0
		Meals & Travel	746	12,750	13,000	2.5%	250	2.0%	13,500	500	13,500	0	13,500	0
		Staff Development & Training	720	4,900	8,150	1.6%	3,250	66.3%	10,650	2,500	10,650	0	10,650	0
		Office Supplies & Expenses	677	6,260	6,260	1.2%	0	0.0%	6,760	500	6,760	0	6,760	0
		Communications	633	1,665	1,665	0.3%	0	0.0%	1,665	0	1,665	0	1,665	0
		Other	4	910	910	0.2%	0	0.0%	910	0	910	0	910	0
		Community Advertising & Promotion	90	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Reserve Transfers	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Utilities & Fuel	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Total Other Expenses	28,931	190,860	265,360	51.1%	74,500	39.0%	268,860	3,500	462,860	194,000	302,860	(160,000)
	Total Expenses		195,704	351,120	519,322	100.0%	168,202	47.9%	621,138	101,816	825,927	204,789	676,558	(149,369)
Total Strategic Planning			195,704	351,120	519,322		168,202	47.9%	621,138	101,816	825,927	204,789	676,558	(149,369)

2013 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2013 Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Strategic Planning Business Analysts	FT	1.00	97,181		97,181			1.00	97,181		3,634		4,866		5,109
PM Software Maintenance Costs			10,000		10,000			-	10,000						

Recognized 2014 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Strategic Planning Business Analysts	FT	1.00	97,546		97,546			1.00	97,546		3,652		4,885

Recognized 2015 ARRs

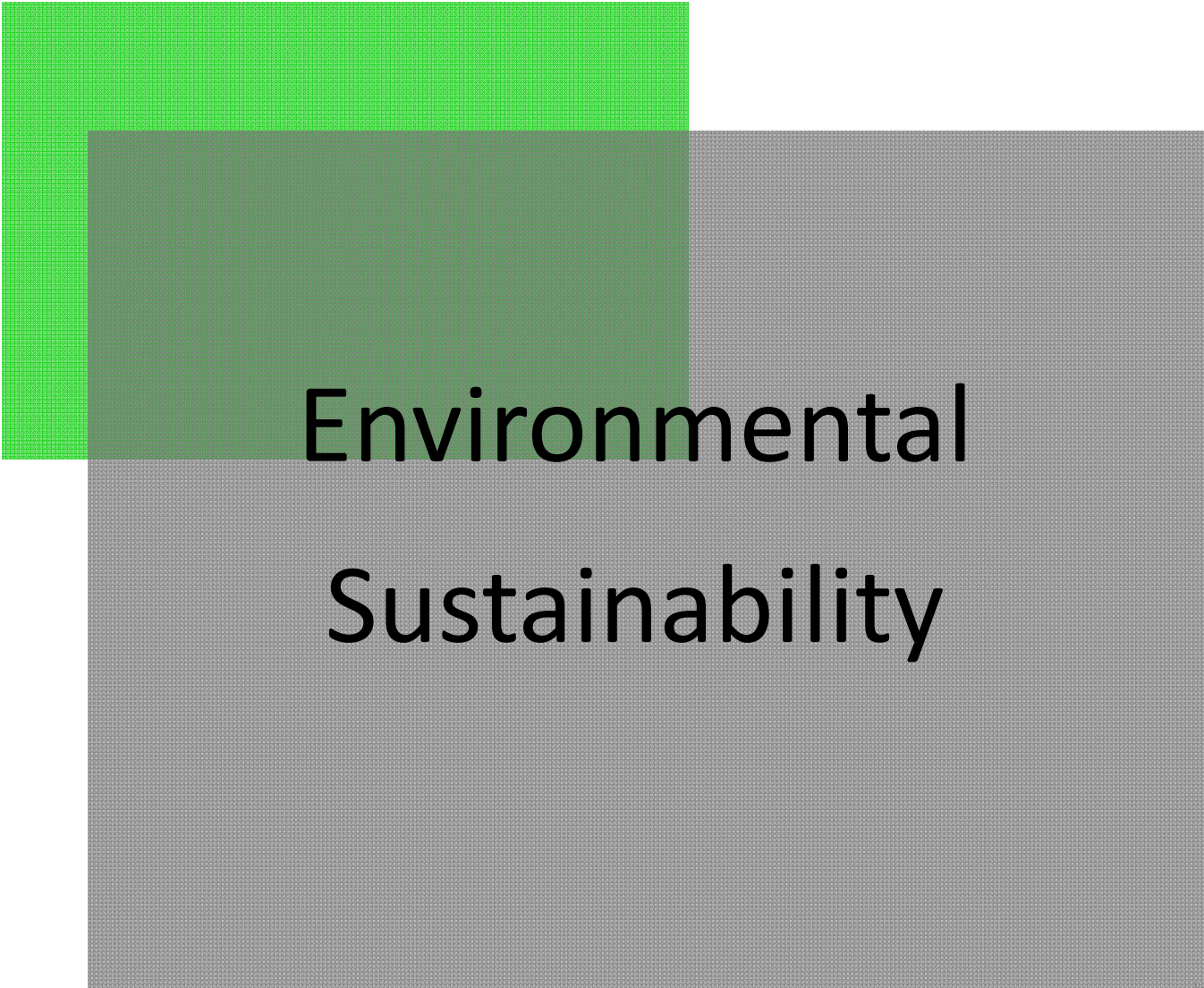
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2015 Impact		Net 2016 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
On-Line Citizen Public Engagement Survey			75,000		75,000				75,000		(40,000)
New Vaughan Vision Strategic Plan			120,000		120,000				120,000		(120,000)



2013 Capital Budget & 2014-2016 Capital Plan

Commission of Strategic & Corporate Services
Strategic Planning

Budget				Operating		
Year	Project #	Title	Project Type	Total Budget	Impact	TCA
2013	SP-0003-13	Performance Measurement System Software	Priority Initiative	103,000	10,000	Y
2013 Budget				103,000		



Environmental Sustainability

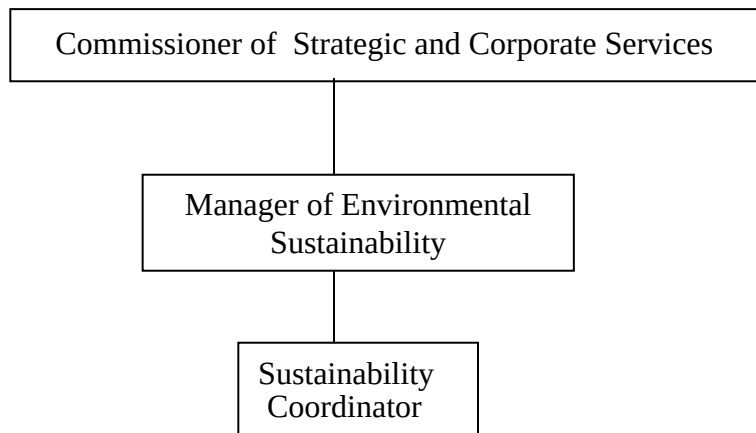
2013-16 Business Plan

BUSINESS OVERVIEW

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

Environmentally Sustainability is responsible for championing the implementation of Green Directions Vaughan-the Community Sustainability and Environmental Master Plan inclusive of its goals, objectives, ethics and principles. Environmental Sustainability works in partnership with internal and external stakeholders to achieve a healthy natural environment, vibrant communities and a strong economy. This is achieved through support for residents and businesses resulting in increased awareness and local action on key environmental issues such as climate change. Further, Environmental Sustainability supports research, policy and program development activities that address environmental priorities and implements coordinated activities across the City's departments

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



Full Time, Part Time and Overtime – Budgeted Amounts

	2012	2013 Base	Additional Resource Requests			
			2013	2014	2015	2016
Full Time	2	2	0	0	0	0
Part Time	0	0	0	0	0	0
Overtime						

2013-16 Business Plan

Key Stakeholders: (list major internal and external stakeholders and briefly describe why they are 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 and help embed sustainability into the core culture of the municipality.

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 which influence actions.

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 goal of Lead and Promote Environmental Sustainability.

The initiative from the corporate strategic initiatives list that has a strong connection to the Environmental Sustainability business unit involves further evolving performance measures. One area of emphasis for the Environmental Sustainability business unit is establishing performance indicators for 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

- Continuing to emphasize value of services provided as next phase of program review continues.
- 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 financial support to execute activities related to climate change planning and adaption in a time of fiscal restraint
- Ensuring that environmental sustainability remains a priority with key decision makers within the City.
- 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 key initiatives
- Generating enthusiasm and awareness of external stakeholders such as business and citizens on actions they can take to contribute to a more sustainable Vaughan

2013-16 Business Plan

Opportunities

- Successes with implementation of actions under Green Directions Vaughan will help foster a corporate culture that embraces environmental sustainability.
- Catalyze actions on environmental sustainability issues that will enable traction of this topic with key stakeholders
- Achieving measureable results in environmental sustainability will enable Vaughan to be recognized as a leader and raise the bar for other community leaders to follow.

Business Plan Objectives (list the status of outstanding business plan objectives and the method of measuring successful implementation. As well, list 2013-16 business plan objectives in the appropriate section)

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
1. Green Directions Vaughan Establishment of baseline sustainability/environmental indicators	2012	In-progress	- Presented to Priorities & Key Initiatives Committee which resulted in a request for a staff report in Fall 2012 on a set of indicators for Green Directions Vaughan.
2. Develop and implement an outreach education strategy for citizens and businesses on Green Directions Vaughan	2012	70 % complete	- Citizen education webpage, City Hall promotion Earth Hour, Youth Environment Network of York Region conference
3. Develop a Greenhouse Gas Emissions inventory of corporate and community data	2012	75 % complete	- Established methodology for GHG community data - Preliminary work on corporate data completed.

2013-16 Business Plan Objectives: (You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.)

2013-16 Business Plan

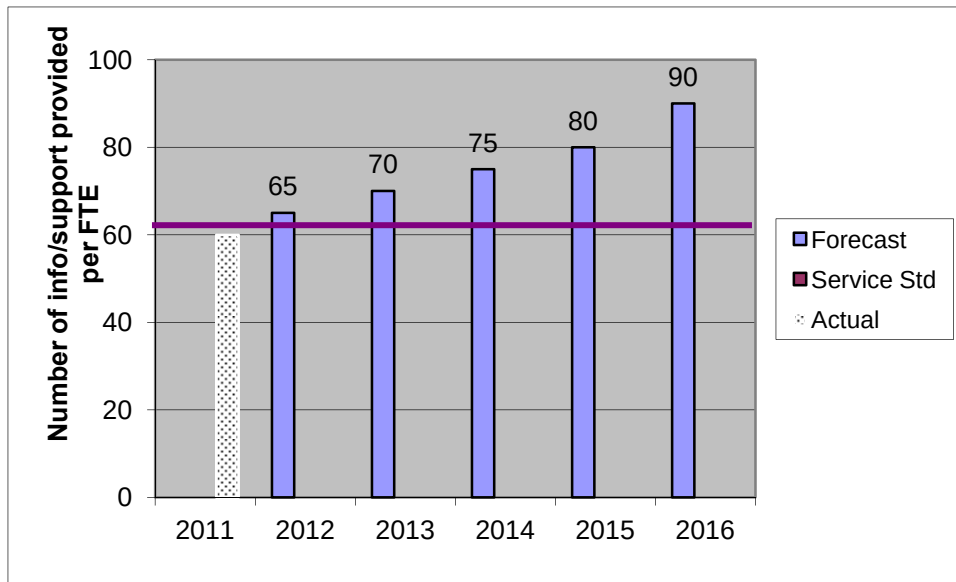
<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2013 (Top 3 Objectives)			
1. Develop a strategic document outlining how the City of Vaughan will achieve greenhouse gas emissions targets.	Q4	Milestone 2 & 3 of Partners for Climate Protection	\$ 45k for consultant support for assistance with the public consultation component and local action plan development, of which \$ 22.5k would be sought from the FCM Green Municipal Fund
2.. Evaluate and implement the best mechanism to highlight key sustainability/environmental indicators.	Q3	Report	No additional resource
3. Vaughan Metropolitan Centre- Advance the implementation of community energy planning strategies.	Q4	Stakeholder engagement on the benefits and barriers to district energy.	No additional resources
4. Investigate corporate sponsorship for an Environmental Sustainability program area.	Q4	Report	No additional resources Partnership with Economic Development,
2014 (Top 3 Objectives)			
1. Investigate the potential of a policy and accompanying fund to direct a portion of energy savings 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. As part of the climate change planning strategy for all master plans, initiate collection of baseline data that will addresses vulnerability to climate change and actions to mitigate impacts.	Q4	Report	\$ 25 k for consultant support with an understanding that funds would be leveraged with other municipal partners.
2015 (Top 3 Objectives)			
1. Seek approval for a renewed Community Sustainability and Environmental Master Plan and communicate to internal/ external stakeholders.	Q3	Report	Capital project funding request for \$ 30 K
2. Review the pure electric vehicle feasibility program pilot(Project Eve) to determine a recommended approach for next phase of this initiative.	Q3	Report	No additional resources

2013-16 Business Plan

3. Initiate a study to document the attitudes and behaviours of Vaughan citizen towards the environment in order to respond effectively with core programming.	Q3	Study results/report	Consultants cost would be covered by existing resources.
2016 (Top 3 Objectives)			
1. Evaluate implementation of actions to address green house gas emission targets and determine actions to address gaps.	Q3	Report	No additional resources
2. Explore the synergies between Green Directions and Greening Vaughan in order to potentially better align messaging, resources and other activities.	Q2	Report	No additional resources

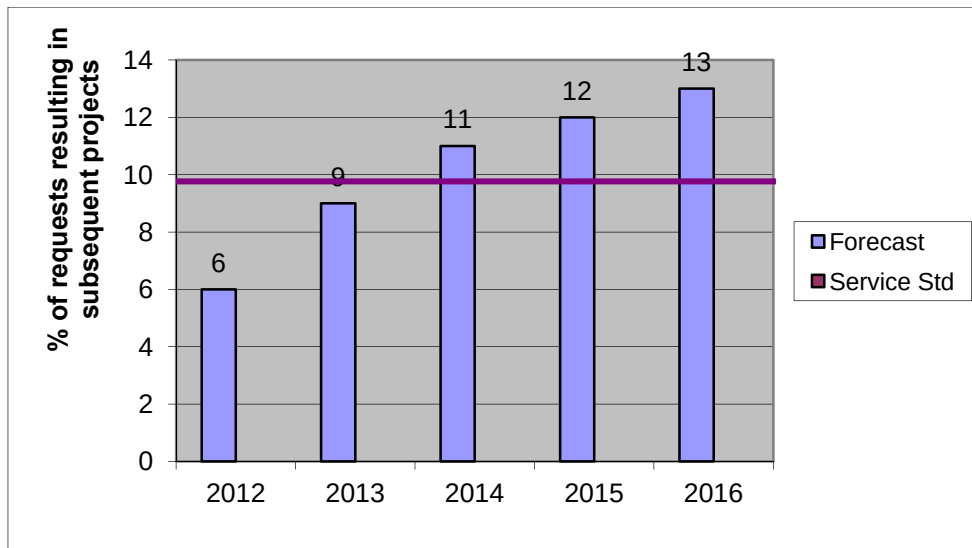
Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should range from 2010 to 2016, with a forecast for the rest of 2012 to 2016)

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



Percentage of requests resulting in subsequent projects

2013-16 Business Plan



BUSINESS OVERVIEW:

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

The first measure on the number of information requests received was fully implemented in 2011 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.

The second measure is the percentage of requests resulting in subsequent projects. This measure is intended to determine if the information provided is gaining traction with the requester and resulting in measureable environmental improvements within the City of Vaughan. As with the previous measure, an upward trend is expected to continue as more requests are responded to and greater awareness of the Environmental Sustainability Office among internal and external stakeholders occurs.

In addition, new provincially regulated programs such as the annual energy conservation and heightened public awareness of emerging environmental issues such as climate change could potentially drive requests for support higher.

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

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

2013-16 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 Environmental 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. Key performance measures have been established to monitor the volume of requests and those that turn into meaningful projects that have measurable environmental improvements.

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. Work on indicators will be of benefit in communicating implementation progress.

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)

Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

Department	Exp Category	Account	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	2014 Forecast	Variance	2015 Forecast	Variance	2016 Forecast	Variance
Environmental Sustainability														
Revenue														
		Revenues for Specific Funct.	0	0	22,500	100.0%	22,500	0.0%	0	(22,500)	0	0	0	0
		Deposits	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
	Total Revenue		0	0	22,500	100.0%	22,500	0.0%	0	(22,500)	0	0	0	0
Labour Costs														
		Staffing Costs (incl Benefits)	237,639	227,890	240,585	73.8%	12,695	5.6%	247,733	7,148	249,680	1,947	250,653	973
Other Expenses														
		Professional Fees	822	6,100	52,000	16.0%	45,900	752.5%	32,000	(20,000)	7,000	(25,000)	7,000	0
		Staff Development & Training	20,544	18,300	18,250	5.6%	(50)	(0.3)%	18,250	0	18,250	0	18,250	0
		Community Advertising & Promotion	8,222	10,500	10,500	3.2%	0	0.0%	10,500	0	10,500	0	10,500	0
		Service Contracts and Materials	1,828	3,000	2,000	0.6%	(1,000)	(33.3)%	2,000	0	2,000	0	2,000	0
		Office Supplies & Expenses	975	965	965	0.3%	0	0.0%	965	0	965	0	965	0
		Meals & Travel	1,086	750	900	0.3%	150	20.0%	900	0	900	0	900	0
		Communications	642	500	500	0.2%	0	0.0%	500	0	500	0	500	0
		Other	129	200	200	0.1%	0	0.0%	200	0	200	0	200	0
		Joint Services & Department Transfers	71	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Office Equipment & Furniture	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Reserve Transfers	0	0	0	0.0%	0	0.0%	(10,876)	(10,876)	0	10,876	0	0
	Total Other Expenses		34,318	40,315	85,315	26.2%	45,000	111.6%	54,439	(30,876)	40,315	(14,124)	40,315	0
	Total Expenses		271,957	268,205	325,900	100.0%	57,695	21.5%	302,172	(23,728)	289,995	(12,177)	290,968	973
Total Environmental Sustainability			271,957	268,205	303,400		35,195	13.1%	302,172	(1,228)	289,995	(12,177)	290,968	973

2013 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2013 Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Local action plan for reducing GHG emissions		45,000	(22,500)		22,500			-	22,500		(22,500)				

Recognized 2014 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Climate change adaptation research*			25,000	(10,876)	14,124				14,124		(14,124)		
* Net impact is offset by Year End Reserve													

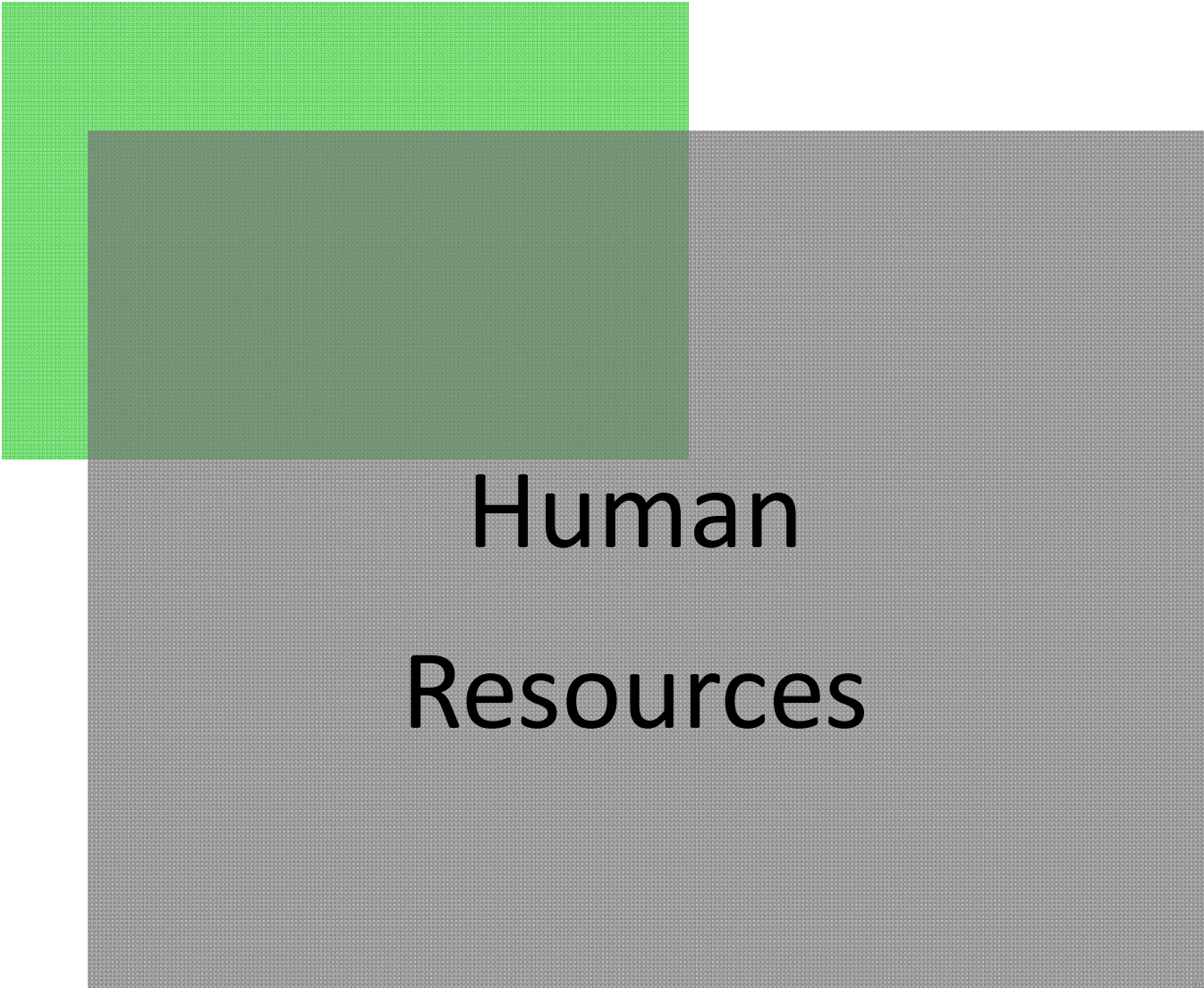
* Net impact is offset by Year End Reserve



2013 Capital Budget & 2014-2016 Capital Plan

Commission of Strategic & Corporate Services
Environmental Sustainability

Budget					Operating	
Year	Project #	Title	Project Type	Total Budget	Impact	TCA
2015	ES-2521-15	Community Sustainability and Environmental Master Plan Renewal	Established Program	30,900	0	N
2015 Forecast				30,900		



Human Resources

2013-16 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. Specifically our focus is:

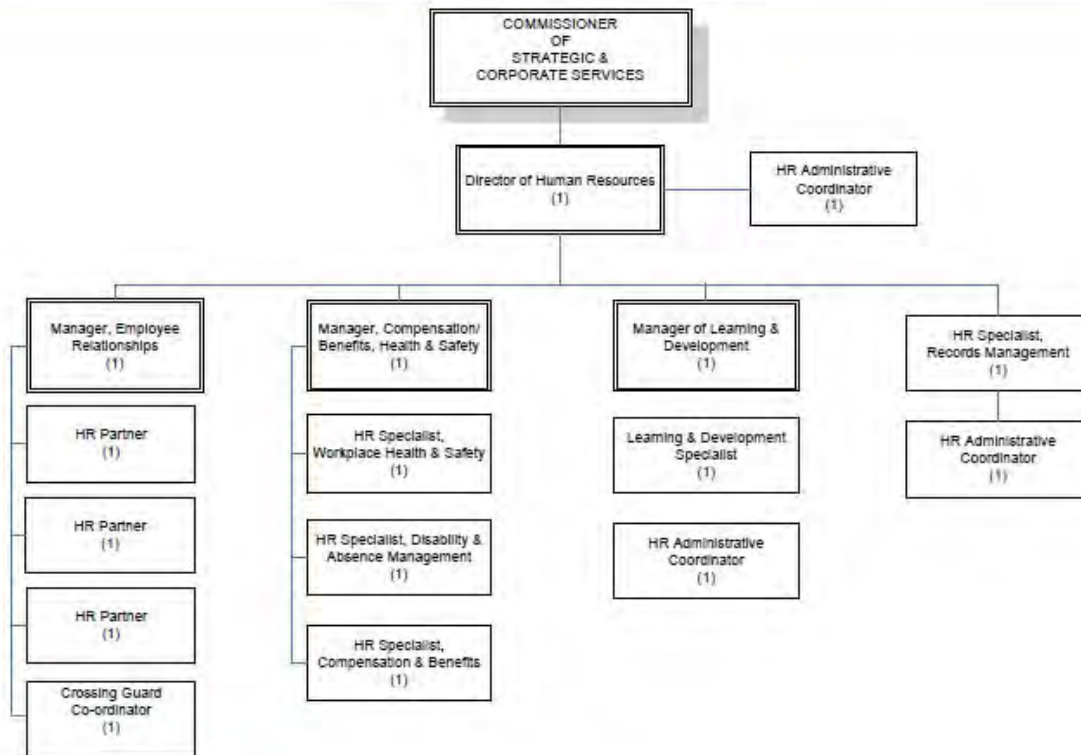
- To provide stewardship and support over the City's staff through the preservation, development, and enforcement of an ethical human resources system.
- To manage Human Resources policies, practices, and procedures that support an employee culture designed to reinforce and reward desired organizational behaviors.
- To provide strategic partnership, consultation, and organizational resources required to attract, develop, and retain a competent, motivated, and diverse workforce.
- To provide personal and professional growth opportunities for City employees in support of an evolving higher education climate and culture.
- To constantly seek to improve and sustain engagement, actively seeking to resolve employee issues.
- To create an environment of mutual respect through the transparent and consistent application of Human Resources policies, practices, and procedures within the confines of the law.

2013-16 Business Plan

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



HUMAN RESOURCES DEPARTMENT ORGANIZATIONAL CHART



Approved Full-time Complement: 15

CITY OF VAUGHAN
June 2012

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2013-16 Business Plan

Full Time, Part Time and Overtime – Budgeted Amounts

	2011	2012	2013 Base	Additional Resource Requests			
	2013	2014	2015	2016			
Full Time	<u>14</u>	<u>16</u>	<u>16</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
Part Time	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Overtime	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

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

Key Stakeholders	Explanation
Public / Candidates	The City receives numerous inquiries from the public about employment opportunities and considers residents of Vaughan and other municipalities for available opportunities.
Council	Council sets City policy and they is a key stakeholder for our department.
Employees / Unions and Management of the City	All of our Clients
WSIB / Ministry of Labour / Great West Life / OMERS	All agencies that we interact to ensure our employees receive every benefit they are entitled to and that we comply with legislative requirements.
Businesses	The City contracts for various services with local businesses. They are also a key stakeholder of our department as we look to enhance our service offerings to our clients.
Community based organizations	Examples include United Way, Ontario March of Dimes, Toronto Region Immigrant Employment Council. All these agencies and many more help the City with diversity initiatives, some act as an applicant pool and enhance the City's cultural profile.

2013-16 Business Plan

Work Plan:

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

B-1 Value and encourage a highly motivated workforce

B-2 Attract, retain & promote skilled staff

B-3 Support the professional development of staff

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

The economic slowdown has put pressure on our ability to negotiate with our bargaining partners. Collective agreement renewal – possible strikes – salary compression issues. Outstanding arbitration on FIRE.

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 2011 outstanding and 2012 business plan objectives and the method of measuring successful implementation. As well, list 2013-16 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 –	2012	Ongoing	Developed Key competency models for a number of City staff groups. (core model, SMT model and functional models)
Completed the Staff engagement survey	2012	Complete	Increased participation in the Staff Engagement Survey from 61% in 2009 to 73% in 2012 (excludes VFRS).
Phase III development of HRIS – Continuing to work with ITM in enhancing our technological infrastructure and related applications	2012	Ongoing	Service requests have been submitted and prioritized in order to plan out the implementation of the next phase of our HRIS system
Started the Implementation of Learning and Development Strategy	2012	Ongoing	Hired and trained a Learning and Development Specialist Delivered the Management Leadership Program internally The City became a corporate

2013-16 Business Plan

Diversity Initiatives	2012	Ongoing	partner of TRIEC supporting new immigrants in Canada integrating into Canadian culture
Initiatives 19 & 21 – Design a strategy to encourage and support lifelong learning and participation in a wide variety of staff events	2011-2015	Ongoing	L&D Strategy has been completed and we are in the process of implementing. We hired an L&D Specialist in 2012 and we are starting the development and delivery of training programs.
Initiative #20 - Produce a strategy to continue to ensure a quality work environment and a wide array of staff benefits	2011-2015	Ongoing	Completed an inventory of total rewards and compared ourselves against 60 Ontario municipalities.

2013-16 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
2013 (Top 3 Objectives)			
Continue to partner with client groups to ensure that we align HR Strategy to support client business objectives	4 th quarter	Improved client service and efficiency in the delivery of our services.	Existing Resources
Develop – Continued coaching and counseling of front line supervisors and managers to support the development of their knowledge skills and abilities	2 nd quarter	Improved staff / management relationships and engagement	1 additional FTE (Additional HR Partner to improve the ratio of FTEs to HR FTE and increase the level of service we provide.
Implementation of the L&D Strategy	4 th quarter	Improved staff engagement	Existing resources
2014 (Top 3 Objectives)			
Coordinate the Staff Engagement Survey	4 th quarter	Improved staff engagement	ARR for Funding
Reward – Produce a strategy to continue to ensure a quality work environment and a wide array of staff benefits	4 th quarter	Improved staff engagement	Existing resources
Implementation of Attendance Tracking for the entire organization (including VFRS)	4 th quarter	Improved staff engagement	1 FTE
2015 (Top 3 Objectives)			
Identify and Develop a Leadership Development Program (internal succession planning)	4 th quarter	Improved staff engagement	Existing resources
Enhance the City's Occupational Health and Safety Program (additional training / supporting departments / auditing)	3 rd quarter	Improved staff engagement	1 additional FTE
Devise a strategy to encourage and recognize staff that promotes Vaughan through their leadership in professional and other organizations outside the City.	2 nd quarter	Improved staff engagement	Existing Resources

2013-16 Business Plan

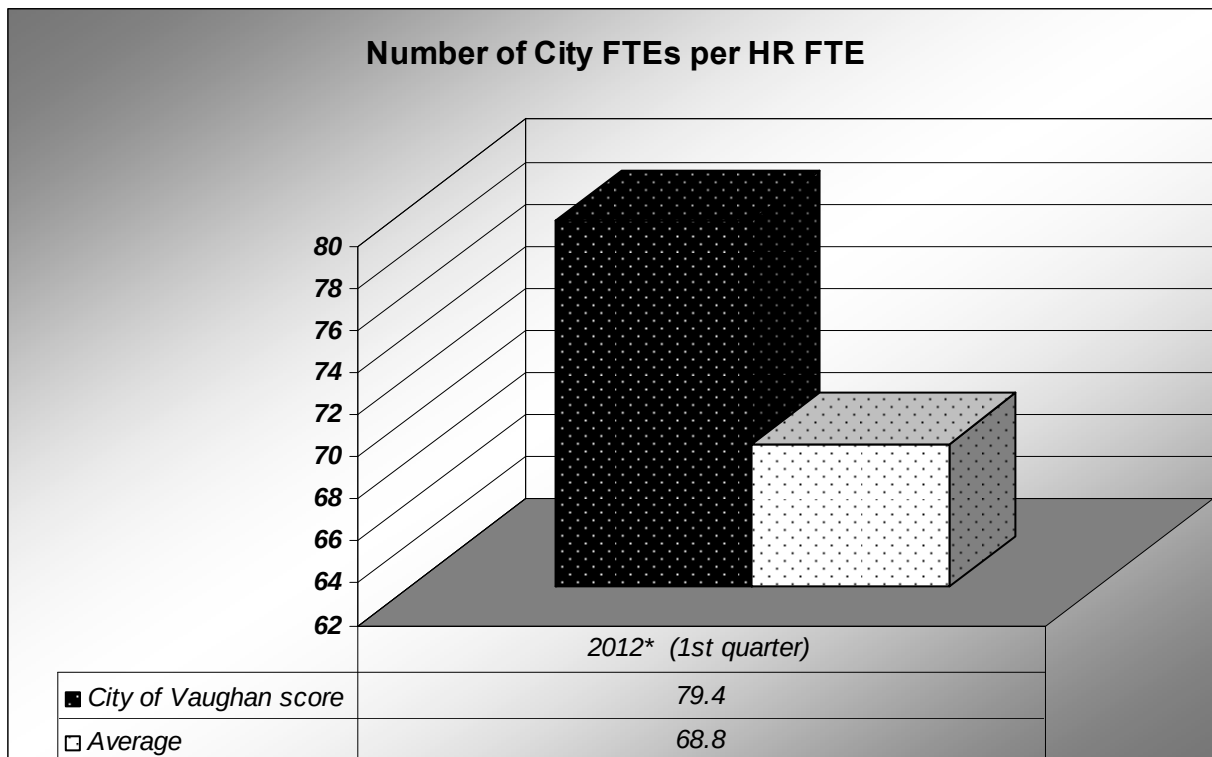
2016 (Top 3 Objectives)

Upgrade HRIS infrastructure to support e-recruit	4 th quarter	Improved efficiency in recruitment services	Existing resources
Develop programs that encourage and recognize staff who promotes Vaughan through their leadership in professional and other organizations outside the City.	4 th quarter	Improved staff engagement	Existing resources
Continue with implementation of L&D Strategy by increasing the program offerings	4 th quarter	Improved staff engagement	1 FTE

2013-16 Business Plan

Key Performance Indicators:

MEASURE#1 2012 HUMAN RESOURCES EFFICIENCY REPORT



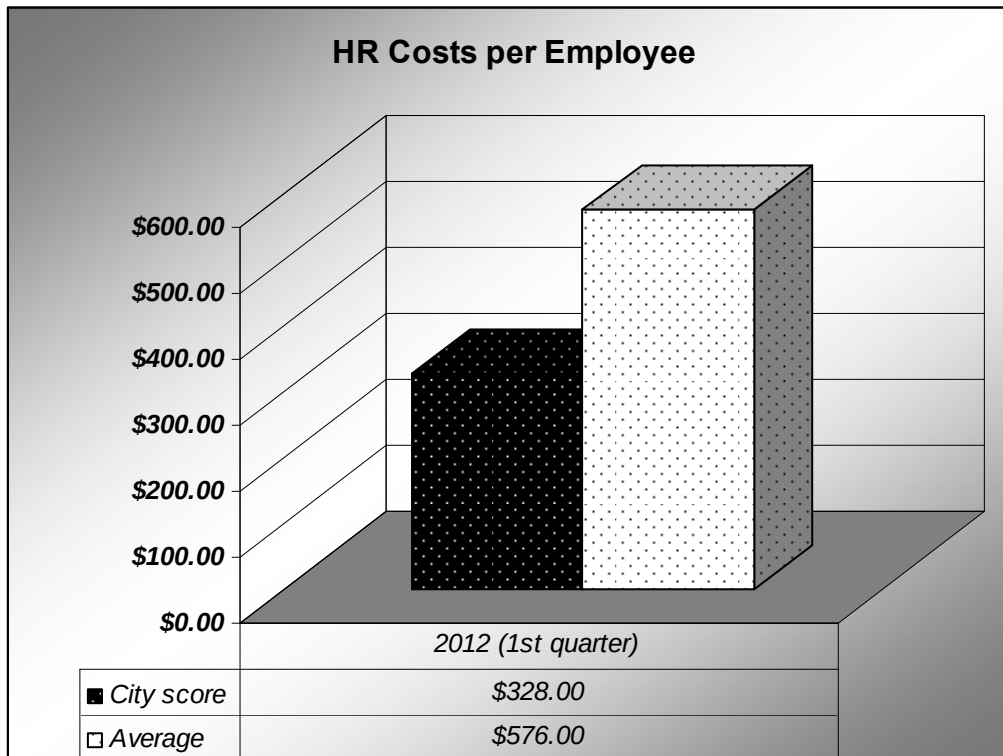
Key Conclusion: The City has subscribed to an HR metrics service that will help us compare our data against other public sector organizations. <http://www.hrmetricsservice.org> The report notes that the City's HR efficiency is better than the average of public sector organizations that participated in benchmarking initiative. For example the City's HR staff supports more employees as compared to the average of other public sector organizations. The challenge HR faces in supporting more staff per HR FTE is it is difficult to get to get to all the projects. (i.e. Program development)

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.

2013-16 Business Plan

MEASURE#2 2012 HUMAN RESOURCES EFFICIENCY REPORT



Key Conclusion: With respect to cost of HR programs per employee metric, **Vaughan is substantially lower than the average** as compared to other public sector employees..

Notes about the Measure:

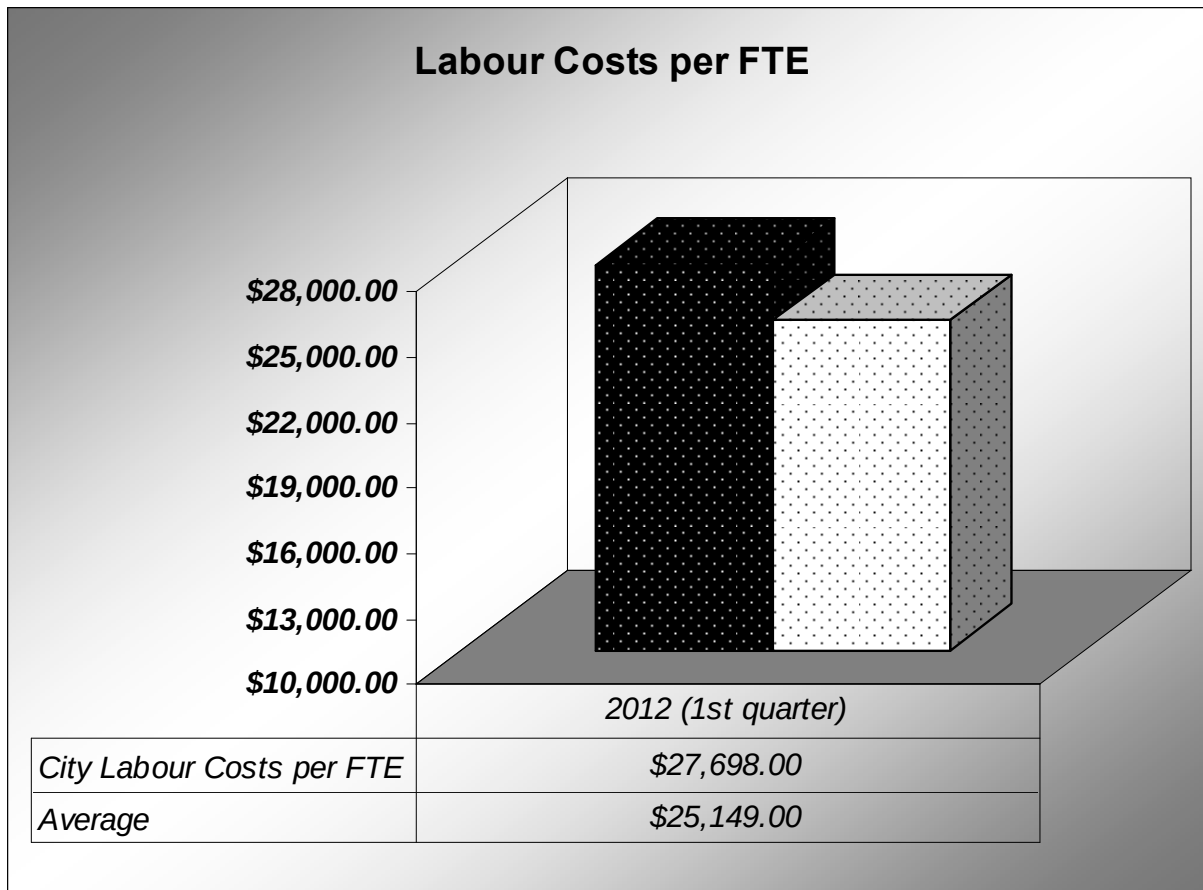
The ratio of HR Costs per Employee illustrates the cost of creating, implementing and administering HR programs for each employee including benefits, compensation, employee relations, HRIS, employee data and personnel records, organization development, recruitment and retention.

How much money the City spends for each employee during the various stages of the employment lifecycle (attract > hire > retain > terminate)

2013-16 Business Plan

BUSINESS OVERVIEW:

MEASURE #3 METRIC CATEGORY "COMPENSATION"



Key Conclusion: With respect to the City's labour costs per FTE, Vaughan is appropriately average and comparable to other public sector organizations. This can be attributed to the City's fair Total Compensation packages but also due to the fact that the organizations participating in the survey are from across Canada where the compensation practices may be slightly different.

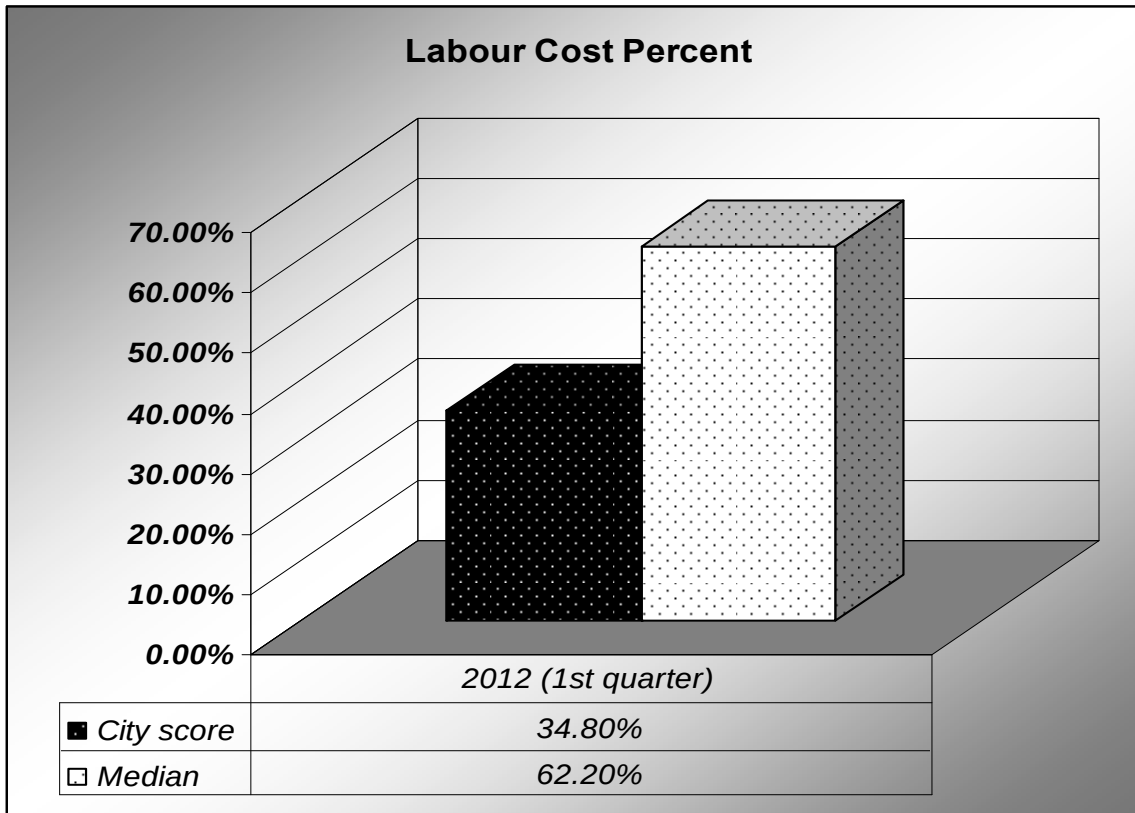
Notes about the Measure:

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.

2013-16 Business Plan

BUSINESS OVERVIEW:

MEASURE #4 METRIC CATEGORY "COMPENSATION"



Key Conclusion: The report clearly shows that the City's ratio of labour as a percentage of revenue is below the median of public sector organizations that participated in this survey.

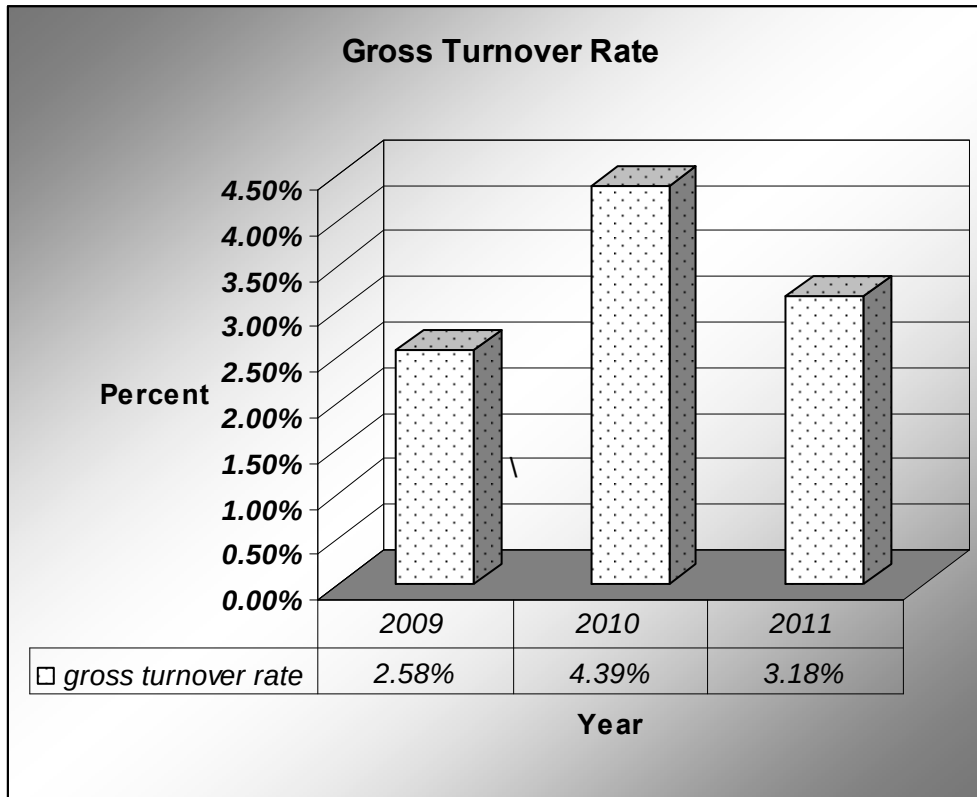
Notes about the Measure:

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.

2013-16 Business Plan

MEASURE#5 TURNOVER RATIOS



Key Conclusion:

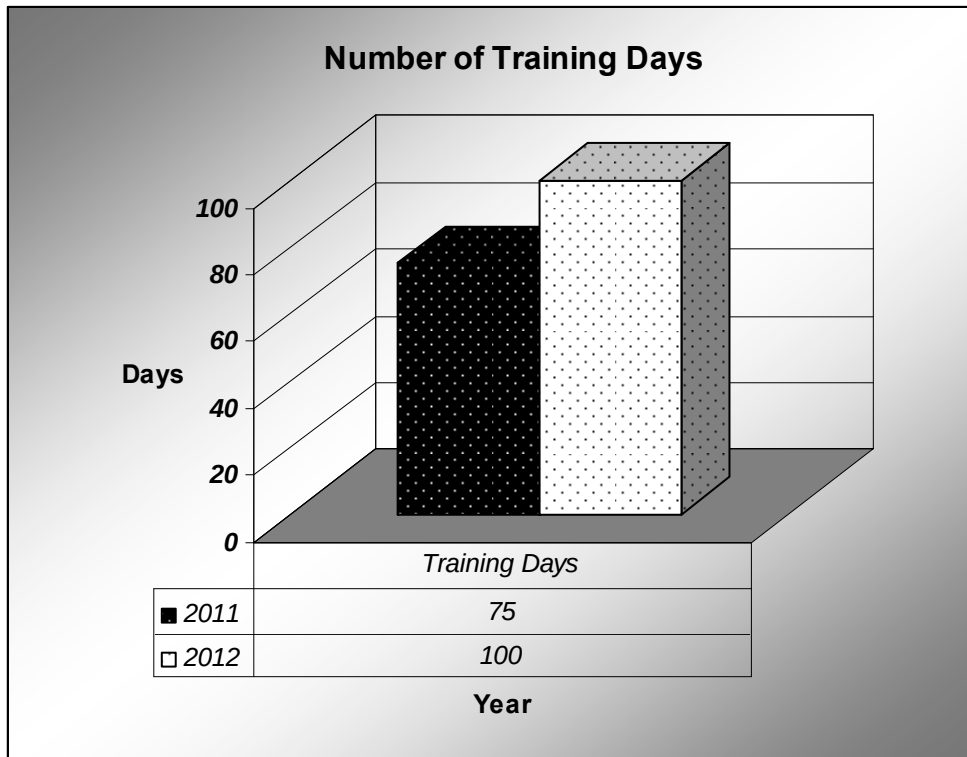
Our gross turnover ratio in 2010 has increased in comparison to the previous years in large part due to an increase in retirements and also in resignations. The municipal average is 4.1% as collected by OMBI survey and we were slightly higher than the average in 2010. In 2010 following the implementation of the Fire Arbitration award we experienced an increase in retirement request from VFRS staff. In 2011 the average turnover has decreased.

Notes about the Measure:

The Human Resources Department tracks all departing employees and compares it to the total employees for the particular year. This metric is key to understanding all aspects of the talent cycle within our organization. On its own, it may indicate that the retention processes of the business while adequate could be adjusted to become more effective. We review this metric to develop a clearer picture of our retention effectiveness.

2013-16 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 2011 we scheduled and completed a total of 75 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. In 2012 we hired a new L&D Specialist and we plan to hire an L&D Coordinator. A number of additional in house training programs will be delivered in late 2012 and throughout 2013. We project a total of 100 training days in 2012 and a total of 1000 staff trained. In the future we will measure our training programs against other public sector organizations.

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.

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

2013-16 Business Plan

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 and ultimately becoming an "Employer of Choice" in Ontario

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)

Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

Department	Exp Category	Account	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	2014 Forecast	Variance	2015 Forecast	Variance	2016 Forecast	Variance
Human Resources														
	Labour Costs													
		Staffing Costs (incl Benefits)	2,722,018	2,846,899	2,846,652	81.6%	(247)	(0.0)%	2,940,780	94,128	2,982,230	41,450	3,309,774	327,544
	Other Expenses													
		Professional Fees	371,116	412,990	412,990	11.8%	0	0.0%	362,990	(50,000)	362,990	0	362,990	0
		Staff Development & Training	89,081	83,294	83,294	2.4%	0	0.0%	86,294	3,000	86,294	0	90,794	4,500
		Community Advertising & Promotion	34,829	50,000	50,000	1.4%	0	0.0%	50,000	0	50,000	0	50,000	0
		Awards, Sponsorships & Grants	22,241	35,000	35,000	1.0%	0	0.0%	35,000	0	35,000	0	35,000	0
		Meals & Travel	20,142	29,950	30,750	0.9%	800	2.7%	31,150	400	31,150	0	32,250	1,100
		Office Supplies & Expenses	30,051	27,505	27,505	0.8%	0	0.0%	27,505	0	27,505	0	28,505	1,000
		Other	17,337	16,750	16,750	0.5%	0	0.0%	16,750	0	16,750	0	16,750	0
		Tools & Equipment	4,281	10,830	10,830	0.3%	0	0.0%	10,830	0	10,830	0	10,830	0
		Communications	4,937	6,820	6,820	0.2%	0	0.0%	7,420	600	7,420	0	8,620	1,200
		Office Equipment & Furniture	20,067	14,015	5,415	0.2%	(8,600)	(61.4)%	10,915	5,500	5,415	(5,500)	21,515	16,100
		General Mtce & Repairs	(14)	980	980	0.0%	0	0.0%	980	0	980	0	980	0
		Service Contracts and Materials	0	14,680	0	0.0%	(14,680)	(100.0)%	0	0	0	0	0	0
		Joint Services & Department Transfers	(39,972)	(40,000)	(40,000)	-1.1%	0	0.0%	(40,000)	0	(40,000)	0	(40,000)	0
		Total Other Expenses	574,097	662,814	640,334	18.4%	(22,480)	(3.4)%	599,834	(40,500)	594,334	(5,500)	618,234	23,900
	Total Expenses		3,296,115	3,509,713	3,486,986	100.0%	(22,727)	(0.6)%	3,540,614	53,628	3,576,564	35,950	3,928,008	351,444
Total Human Resources			3,296,115	3,509,713	3,486,986		(22,727)	(0.6)%	3,540,614	53,628	3,576,564	35,950	3,928,008	351,444

2013 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2013 Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Redevelopment of Staff Appraisal Forms			50,000		50,000			-	50,000		(50,000)				

Recognized 2014 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Learning & Development Specialist	FT	1.00	101,046		101,046			1.00	101,046		(848)		4,885

Revenue and Expenditure Summary

2013 Operating Budget & 2014-16 Plan

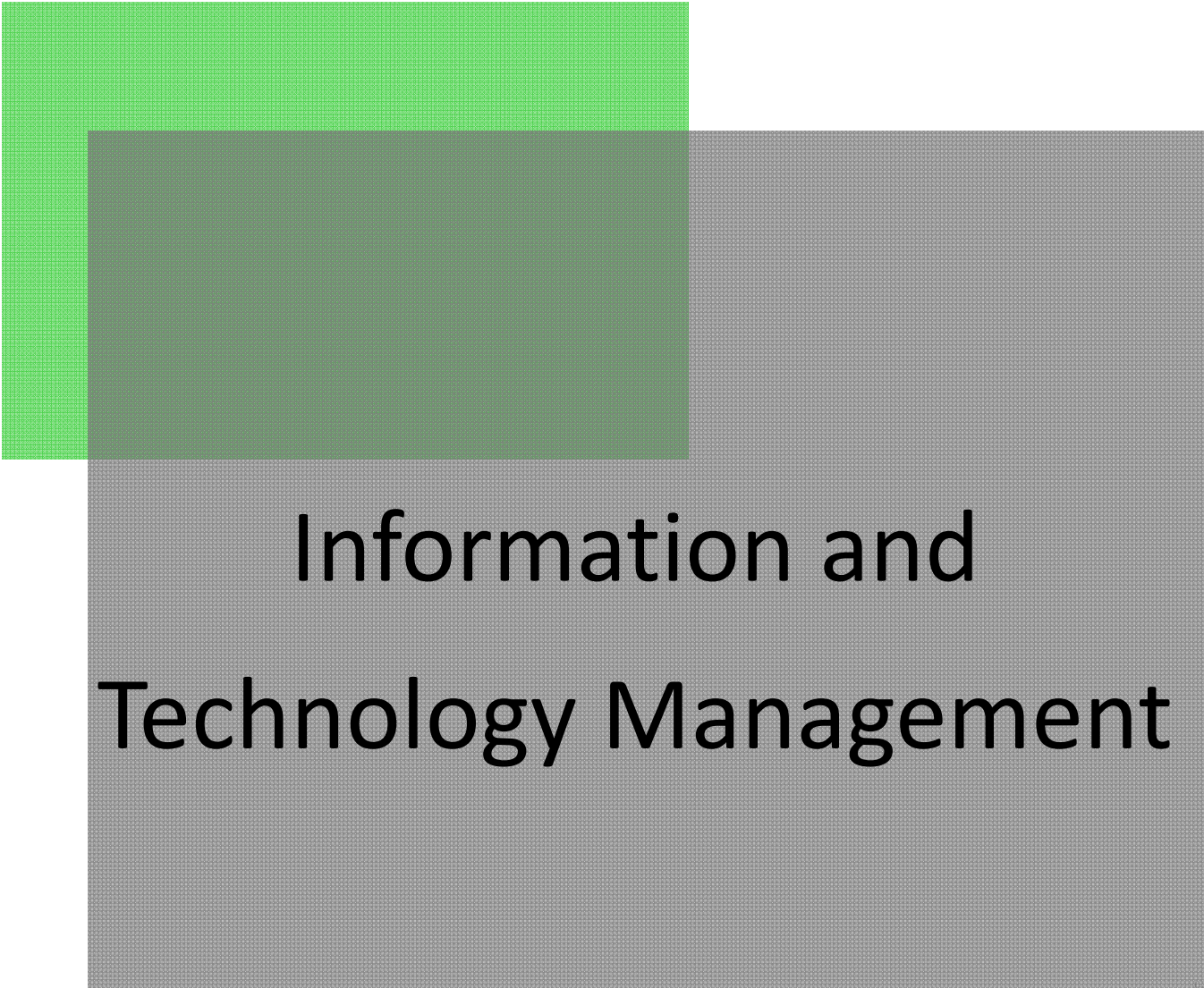
Recognized 2016 ARR's									
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2016 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$
HR Specialist, Workplace Health and Safety	FT	1.00	122,410		122,410			1.00	122,410
HR Specialist, Absence and Disability Management	FT	1.00	93,481		93,481			1.00	93,481
HR Partner	FT	1.00	111,050		111,050			1.00	111,050



2013 Capital Budget & 2014-2016 Capital Plan

Commission of Strategic & Corporate Services
Human Resources

Budget				Operating	
Year	Project #	Title	Project Type	Total Budget	Impact TCA
2014	HR-9533-14	Attendance Management Automation	New Infrastructure	61,800	0 N
2014 Forecast				61,800	
2016	HR-9533-14	Attendance Management Automation	New Infrastructure	103,000	0 N
2016 Forecast				103,000	



Information and Technology Management

2013-16 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).

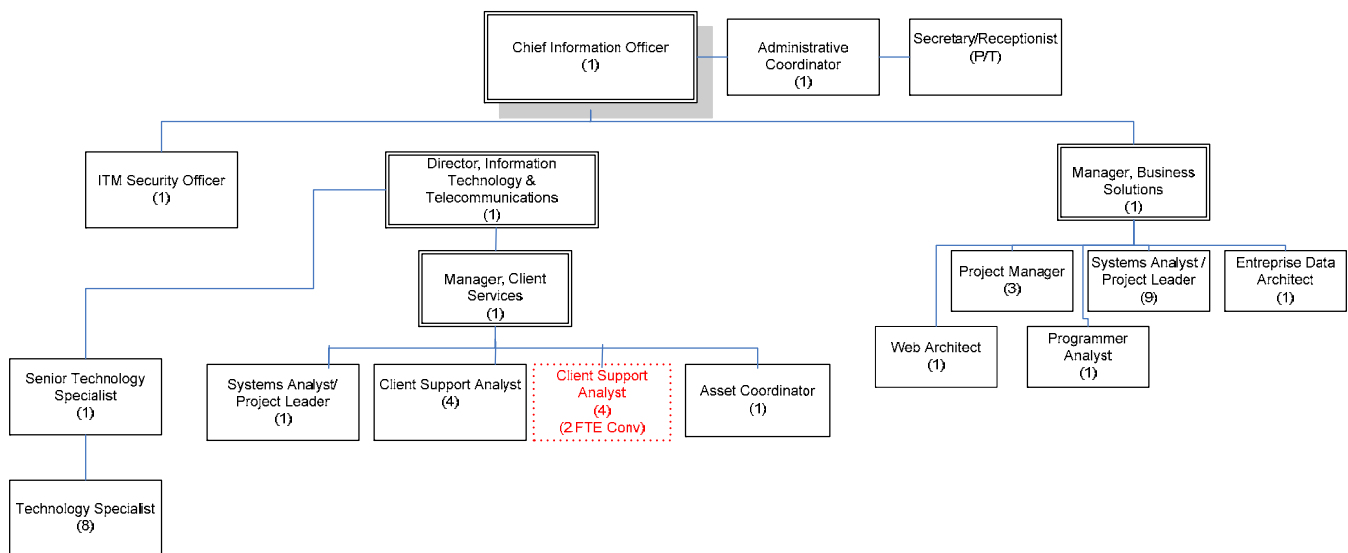
The ITM department is organized into three (3) business units, each with a particular focus and specific responsibilities:

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:



2013 Approved ARR

2013-16 Business Plan

Full Time, Part Time and Overtime – Budgeted Amounts

	2012	2013 Base	Additional Resource Requests			
			2013	2014	2015	2016
Full Time	37	37	4	4	2	
Part Time	2.69	2.69				
F/T Contract	2	2	-2			
Overtime						

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

- Internal departments within the City
- Staff
- Council
- Vaughan Public Library (VPL)
- Public

Work Plan:

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

Service Excellence

Demonstrate Excellence in Service Delivery – the ITM department manages the City's information technology & telecommunications infrastructure, which is a key enabler for delivery of service excellence by operating and citizen-facing departments. Some of the key information technology & telecommunications infrastructure that support the City's planning, engineering, operations, finance and administrative functions includes JD Edwards (ERP), AMANDA (Building Permits, Licensing, etc.), Development Tracking (DTA), Geographic Information System (GIS), Access Vaughan (Knowledge Tool), Case Tracking System (CTS), VTAX (Property Taxation) and Vaughan Online.

Organizational Excellence

Ensure a High Performing Organization – the ITM department partners with the City departments on various projects in order to enhance productivity & cost effectiveness through business process review, re-engineering and automation. The ITM department continuously researches, prototypes and introduces new and innovative technologies, methodologies and practices to enable internal City departments achieve their business objectives. Some examples include speech recognition (Synthia), business knowledge tool, integration and geographic enablement of systems, deployment of applications on the BlackBerry platform, GPS assets tracking, consolidation of voice and data networks (VoIP), systemic technology replacement program, and remote systems management.

Manage Corporate Assets – the ITM department is directly responsible for the maintenance and revitalization of City information technology & telecommunications infrastructure, valued at approximately \$5.5 million

Organizational Excellence

2013-16 Business Plan

Demonstrate Effective Leadership – the ITM department works with internal City departments, as well as York Region and neighbouring municipalities to develop collaborative solutions to operational and business needs. Such initiatives include development of common Geographic Information System (GIS) standards, group purchases of services and solutions, and sharing of knowledge and expertise.

2013-16 Business Plan

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

As demonstrated by various performance measurements, ITM department is under considerable staffing constraint caused by 2 factors. Firstly, as the City implements more computer-based business solutions, more of the ITM resources are allocated towards support functions for implemented business solutions. Secondly, as the City intensifies its efforts to achieve business improvements, more departments are initiating projects requiring ITM support. The result is that ITM department is under resourced and some business improvement projects are not able to proceed.

A number of business improvement opportunities exist in various departments. These opportunities are being identified through departmental business plans and continuous improvement initiatives. Leveraging the ITM expertise in business process mapping, project management, solutions implementation and support, will yield operational efficiencies in many City departments.

Business Plan Objectives (list the status of outstanding business plan objectives and the method of measuring successful implementation. As well, list 2013-16 business plan objectives in the appropriate section)

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Maintain critical technology assets (personal computers, infrastructure and telecommunications) in reliable operating order and in keeping with established assets lifecycle management standards	Q4/12	ON-TRACK	Mitigates risk of business interruption due to technology failure, ensures continuity of efficient delivery of services to citizens
Update and enhance functional capabilities on the City's website - complete all phases of Vaughan Online (VOL) website development <i>Note: VOL is a 4 year initiative which started in year 2009 and involves the development and launch of the City's internal intranet (completed in 2010) and the public internet (due in 2012)</i>	Q4/12	ON-TRACK	Enhance citizen service and improve efficiencies in delivery of services
Enable greater access to business applications and information resources through mobile devices	Q4/12	ON-TRACK	Improved efficiency for mobile workers and service delivery to citizens

2013-16 Business Plan

2013-16 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>
2013 (Top 3 Objectives)			
Upgrade JD Edward (ERP) System – system is used by City, VFRS and VPL departments in support of financial, procurement, human resources, asset maintenance, case tracking and other administrative functions	Q4/13	Effective management of City information systems assets; Improved efficiencies in user departments; Improved customer service levels in user departments	ITM; JD Edwards user departments
Upgrade Development Tracking Application (DTA) – system is used by Planning department for tracking the status of planning and development applications	Q4/13	Effective management of City information systems assets; Improved efficiencies in the Planning Department; Improved customer service levels in the Planning department	ITM; Planning department staff
Upgrade AMANDA System – system is used by Building Standards department for tracking the status of building inspections and by Clerks department (Licensing) for business license administration	Q4/13	Effective management of City information systems assets; Improved efficiencies in the Building Standards department; Improved customer service levels in the Building Standards department	ITM; Building Standards department staff; Clerks department (Licensing) staff
Upgrade CLASS system – system is used by Recreation & Culture department for programs registration, membership, facilities booking, financial and administrative functions	Q4/13	Effective management of City information systems assets; Improved efficiencies in the Recreation department; Improved customer service levels in the Recreation department	ITM; Recreation department staff
2014 (Top 3 Objectives)			

2013-16 Business Plan

Rollout Windows 8 / Microsoft Office X – personal computer environment and productivity tools	Q4/14	Effective management of City information systems assets; Improved efficiencies in City departments	ITM; PC users;
Upgrade Geographic Information Systems (GIS) environment – GIS is used by several City departments in support of various engineering, planning, development, maintenance, asset management and other administrative functions	Q4/14	Effective management of City information systems assets; Improved efficiencies in user departments; Improved customer service levels in user departments	ITM; GIS user departments
Upgrade VTAX – system is used by Finance department for property tax administration	Q4/14	Effective management of City information systems assets; Improved efficiencies in user departments; Improved customer service levels in user departments	ITM; Finance department staff
Other			

2015 (Top 3 Objectives)

Upgrade AMANDA System – system is used by Building Standards department for tracking the status of building inspections	Q4/15	Effective management of City information systems assets; Improved efficiencies in the Building Standards department; Improved customer service levels in the Building Standards department	ITM; Building Standards department staff
Upgrade Microsoft Exchange eMail system – corporate email system used by City, VFRS and VPL departments in support of communications and collaboration functions	Q4/15	Effective management of City information systems assets; Improved efficiencies in City departments	ITM

2013-16 Business Plan

Other			
2016 (Top 3 Objectives)			
Upgrade JD Edward (ERP) System – system is used by City, VFRS and VPL departments in support of financial, procurement, human resources, asset maintenance, case tracking and other administrative functions	Q4/16	Effective management of City information systems assets; Improved efficiencies in user departments; Improved customer service levels in user departments	ITM; JD Edwards user departments
Upgrade Geographic Information Systems (GIS) environment – GIS is used by several City departments in support of various engineering, planning, development, maintenance, asset management and other administrative functions	Q4/16	Effective management of City information systems assets; Improved efficiencies in user departments; Improved customer service levels in user departments	ITM; GIS user departments
Upgrade VTAX – system is used by Finance department for property tax administration	Q4/16	Effective management of City information systems assets; Improved efficiencies in user departments; Improved customer service levels in user departments	ITM; Finance department staff
Other			

2013-16 Business Plan

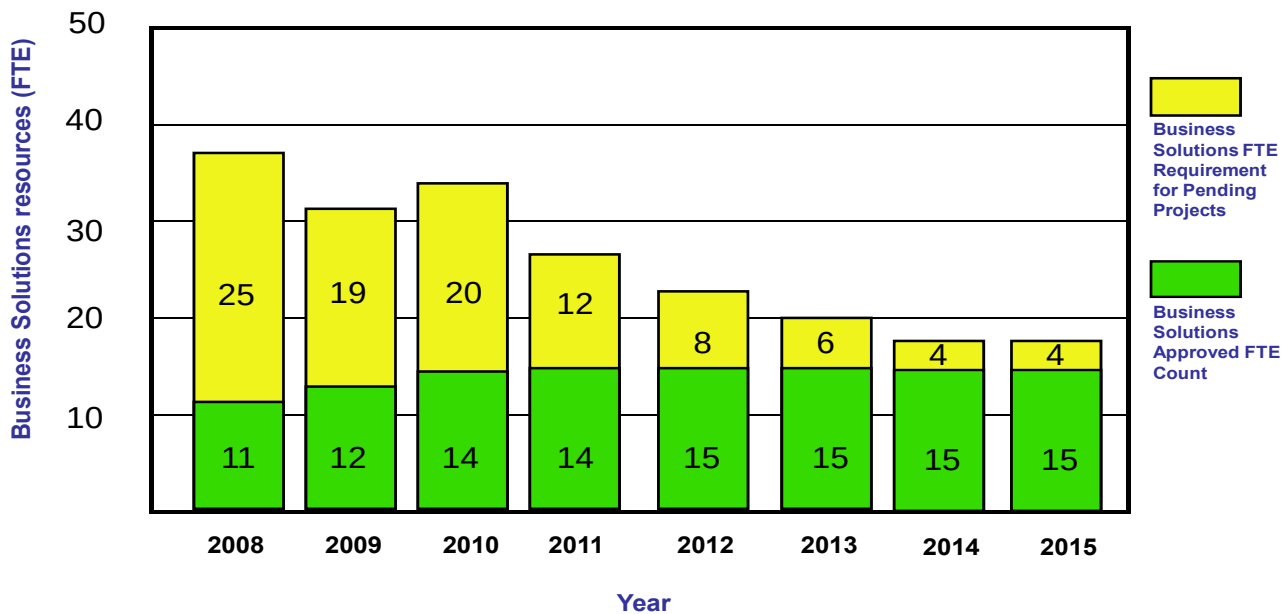
Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should range from 2010 to 2016, with a forecast for the rest of 2012 to 2016)

BUSINESS OVERVIEW:

Resource Capacity vs. Demand Comparison

Information & Technology Management

Business Solutions Resources and Capacity



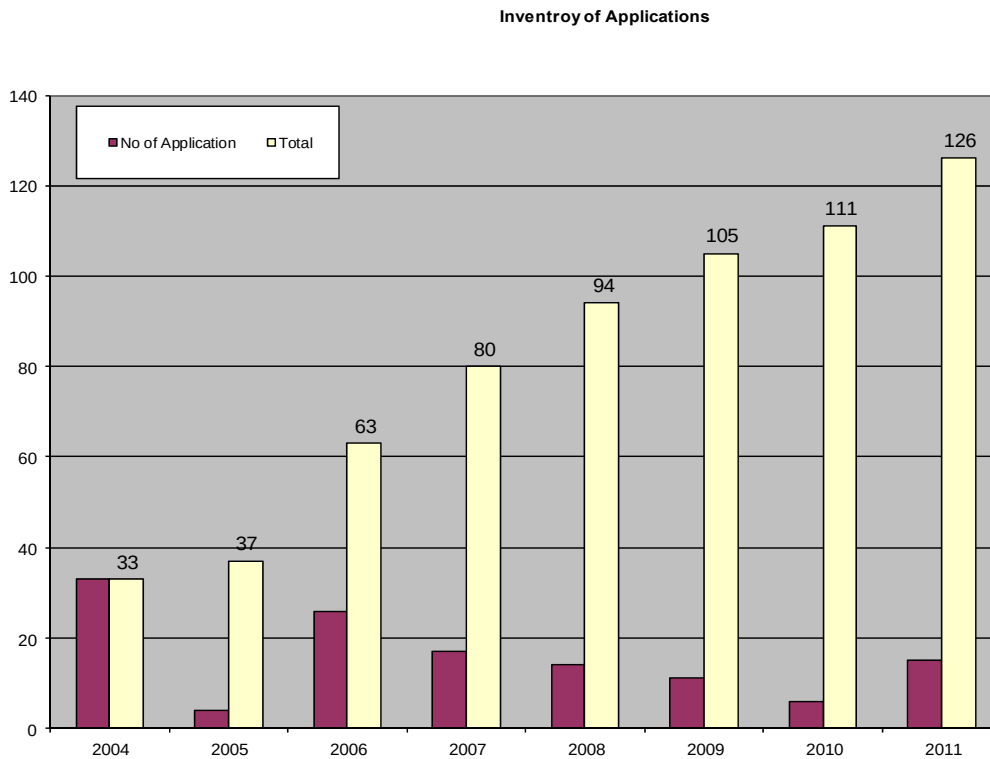
Notes about the Measure: (Provide assumptions/explanation of significant trend variance in the performance measure graph)

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)
- Although the resource gap has been improving over time, ITM Business Solutions group still does not have sufficient FTE capacity to meet clients' demand for projects/resources

2013-16 Business Plan

Inventory of Supported Applications



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

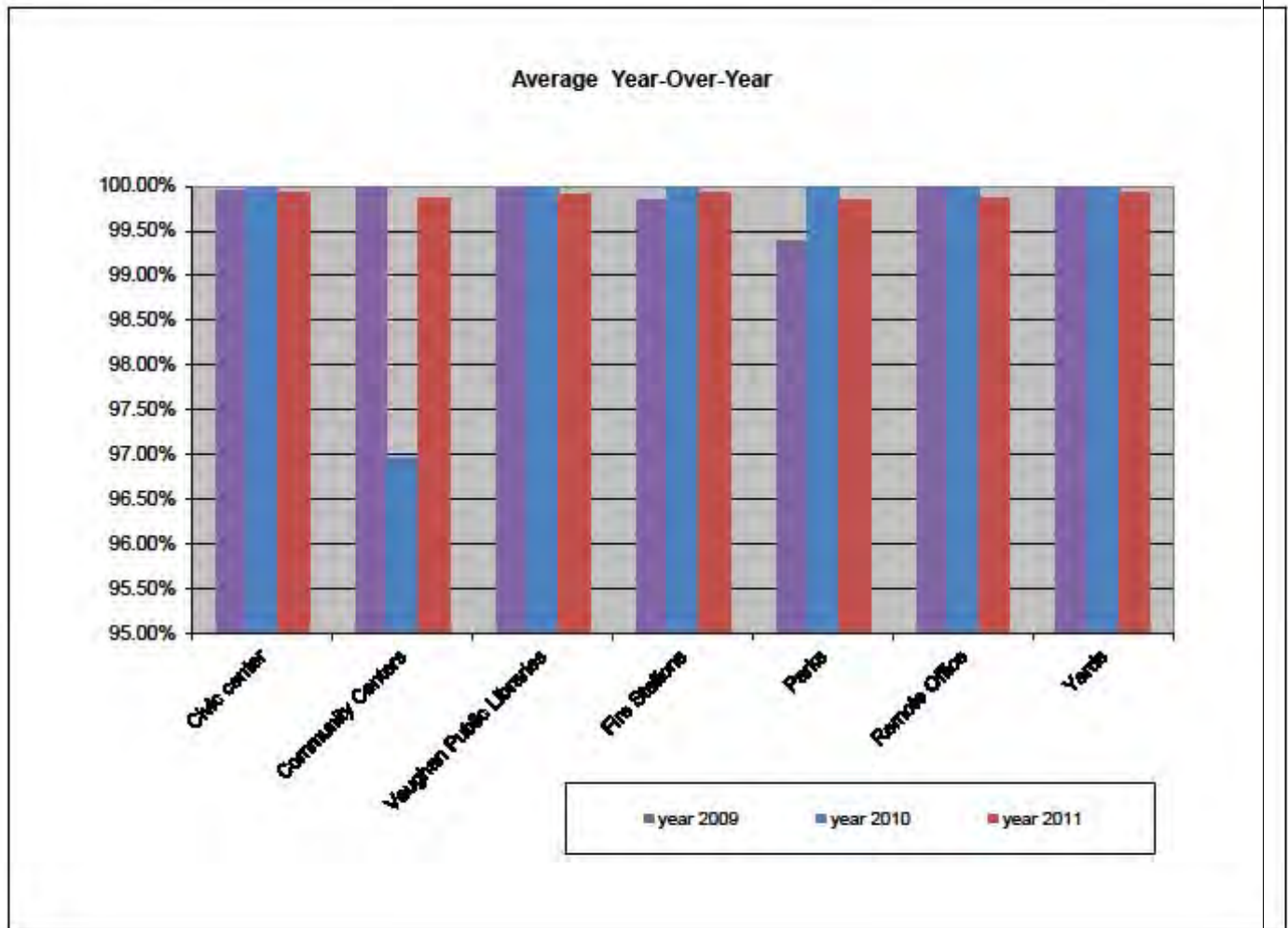
- ITM staff capacity has not kept pace with the volume of applications, systems, technologies and underlying infrastructure that need to be supported and maintained

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

- Successful implementation of business solutions results in a consistent increase in the number of applications, systems, technologies and underlying infrastructure that needs to be maintained by ITM staff

2013-16 Business Plan

Network Availability – Normal Business Hours



Notes about the Measure:

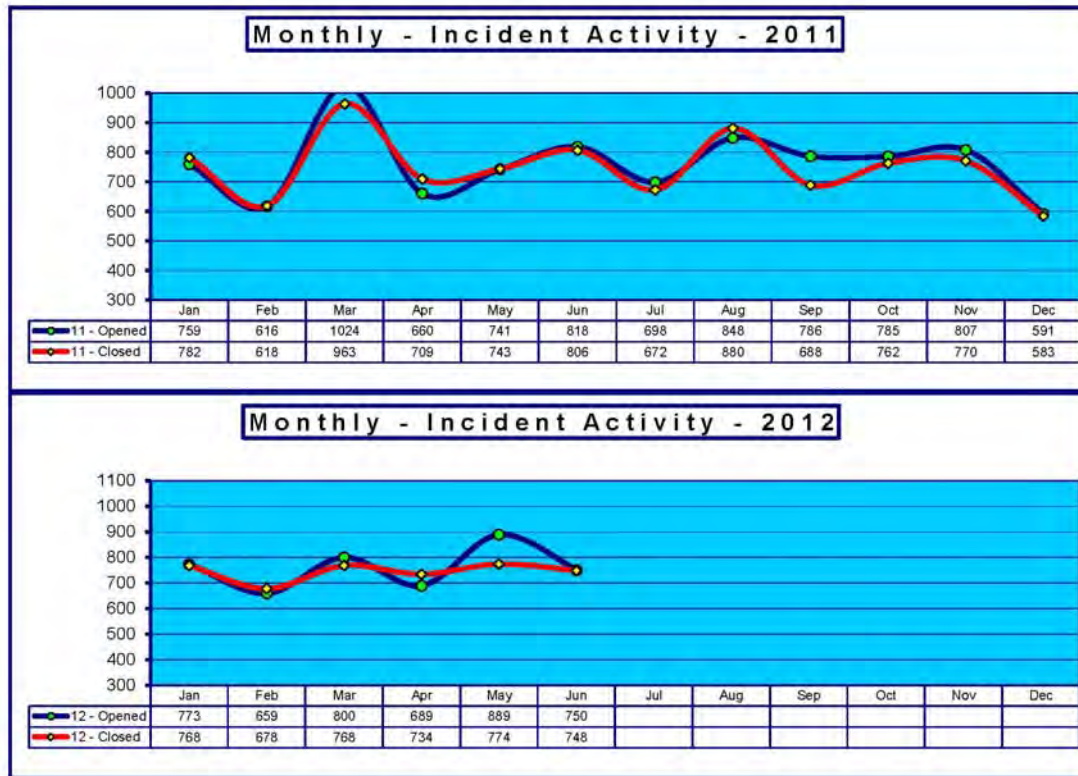
- IT industry standard is to have critical data communications infrastructure “up and running” 99.999% during normal business hours

Key Conclusion:

- The measure shows minor service interruptions in 2011. These interruptions are attributed to significant communications infrastructure replacement in 2011, which was carried out as part of the new City Hall initiative.

2013-16 Business Plan

ITM HelpDesk Activity



Notes about the Measure:

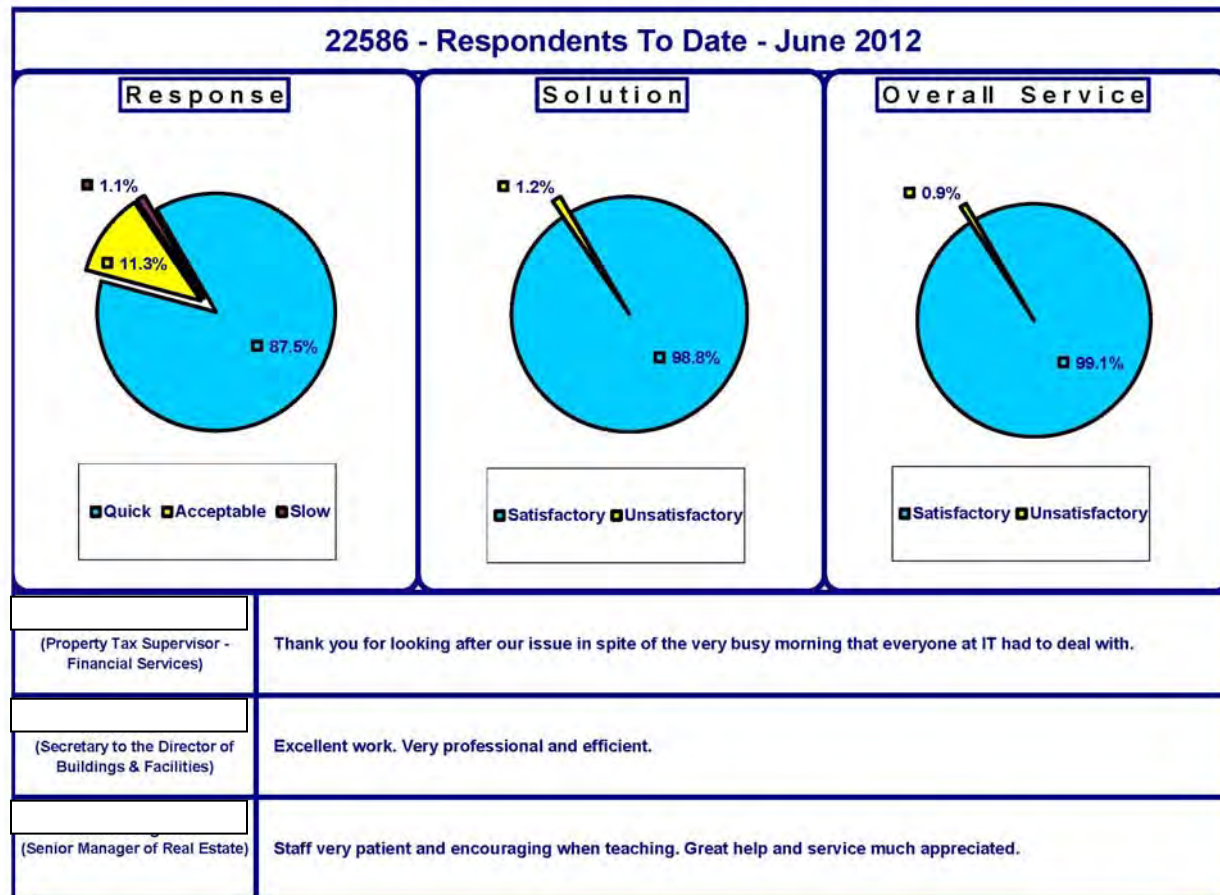
- IT industry “best practices” suggest that the staffing level for Client Services / HelpDesk functions in comparison to the user population should be at 1:75 ratio. Based on the City’s user population, the Client Services staffing level should be set at 10 FTE’s. The FTE in Client Services is currently 6.
- The Client Services group handles an average of 700 issues per month. At the IT industry’s average cost of \$150 per issue, the City’s cost of issues handling should be approximately \$1.2 million per year. The actual annual cost is approximately \$500K

Key Conclusion:

- ITM Client Services resources are effectively utilized to meet client demand

2013-16 Business Plan

ITM HelpDesk Service Effectiveness



Notes about the Measure:

- n/a

Key Conclusion:

- ITM Client Services group meets/exceeds previously established service level targets

2013-16 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 Vaughan Vision 2020 and other corporate initiatives with ITM dependencies.

Commissioner Sign-off

Date (mm/dd/yy)

Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

									2014		2015		2016	
Department	Exp Category	Account	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	2014 Forecast	Variance	2015 Forecast	Variance	2016 Forecast	Variance
Information & Technology Mgmt.														
	Revenue													
		Trsf. fm Res & Res Funds	0	0	0	0.0%	0	0.0%	16,994	16,994	31,787	14,793	31,787	0
	Total Revenue		0	0	0	0.0%	0	0.0%	16,994	16,994	31,787	14,793	31,787	0
	Joint Service Revenue													
		Joint Service Revenue	(40,839)	(40,839)	(42,065)	-0.5%	(1,226)	3.0%	(43,326)	(1,261)	(44,626)	(1,300)	(44,626)	0
	Labour Costs													
		Staffing Costs (incl Benefits)	4,532,691	4,723,826	5,012,877	61.7%	289,051	6.1%	5,522,530	509,653	5,882,846	360,316	5,957,024	74,178
	Other Expenses													
		Service Contracts and Materials	1,474,447	1,538,102	1,646,189	20.3%	108,087	7.0%	1,608,205	(37,984)	1,619,468	11,263	1,682,955	63,487
		Communications	605,782	751,433	850,637	10.5%	99,204	13.2%	853,637	3,000	855,037	1,400	855,037	0
		Professional Fees	520,972	476,653	390,157	4.8%	(86,496)	(18.1)%	390,157	0	390,157	0	390,157	0
		Office Equipment & Furniture	223,666	230,823	230,823	2.8%	0	0.0%	252,123	21,300	234,823	(17,300)	224,823	(10,000)
		Staff Development & Training	22,628	70,941	72,441	0.9%	1,500	2.1%	78,441	6,000	81,441	3,000	80,441	(1,000)
		Office Supplies& Expenses	17,804	24,356	24,456	0.3%	100	0.4%	24,756	300	25,156	400	25,156	0
		Meals & Travel	7,300	13,309	13,459	0.2%	150	1.1%	14,209	750	14,209	0	14,209	0
		Utilities & Fuel	230	1,118	1,230	0.0%	112	10.0%	1,292	62	1,318	26	1,344	26
		Corporate Accounts	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		General Mtce & Repairs	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Other	737	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Reserve Transfers	(35,663)	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Joint Services & Department Transfers	(78,746)	(78,864)	(78,864)	-1.0%	0	0.0%	(78,864)	0	(78,864)	0	(78,864)	0
	Total Other Expenses		2,759,156	3,027,871	3,150,528	38.8%	122,657	4.1%	3,143,956	(6,572)	3,142,745	(1,211)	3,195,258	52,513
	Total Expenses		7,251,009	7,710,858	8,121,340	100.0%	410,482	5.3%	8,623,160	501,820	8,980,965	357,805	9,107,656	126,691
Total Information & Technology Mgmt.			7,251,009	7,710,858	8,121,340		410,482	5.3%	8,606,166	484,826	8,949,178	343,012	9,075,869	126,691

2013 ARRs															
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2013 Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Client Support Analyst	FT	1.00	84,254	(84,254)	0			1.00	0		4,213		4,423		4,645
Client Support Analyst (FTE Conversion)*	FT	-	192,578	(192,578)	0			-	0		9,629		10,110		10,616
Systems Analyst/Proj. Leader (CLASS)	FT	1.00	115,551		115,551			1.00	115,551		(660)		5,607		5,887
* Net impact is nil as budget was offset by savings in FT-Contract															

Revenue and Expenditure Summary

2013 Operating Budget & 2014-16 Plan

Recognized 2014 ARRs													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Zoning By-law review Contract Staff	Contract	0.50	50,982	(16,994)	33,988			0.50	33,988	0.50	29,587	-	
Client Support Analyst	FT	1.00	97,365		97,365			1.00	97,365		(1,569)		4,652
Technology Specialists	FT	2.00	231,942		231,942			2.00	231,942		(1,278)		11,258
Client Support Analyst - Audio/Video	FT	1.00	92,386		92,386			1.00	92,386		(1,771)		4,441

Recognized 2015 ARRs											
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2015 Impact		Net 2016 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
EDMS Business Analyst	FT	1.00	120,373		120,373			1.00	120,373		149
EDMS Technical SME	FT	1.00	120,373		120,373			1.00	120,373		149



2013 Capital Budget & 2014-2016 Capital Plan

Commission of Strategic & Corporate Services
Information & Technology Management

Budget					
Year	Project #	Title	Project Type	Total Budget	Operating Impact TCA
2013	IT-3016-13	Personal Computer (PC) Assets Renewal	Technology	221,500	0 Y
2013	IT-3017-13	Enterprise Telephone System Assets Renewal	Technology	391,400	0 Y
2013	IT-3019-13	Central Computing Infrastructure Renewal	Technology	389,300	0 Y
2013	IT-3021-13	JDEdwards 9.1 Upgrade	Technology	92,700	0 N
2013 Budget				1,094,900	
2014	IT-3016-13	Personal Computer (PC) Assets Renewal	Technology	221,500	0 Y
2014	IT-3017-13	Enterprise Telephone System Assets Renewal	Technology	391,400	0 Y
2014	IT-3019-13	Central Computing Infrastructure Renewal	Technology	389,300	0 Y
2014	IT-3020-14	Continuous Improvement - City Website (Vaughan Online)	Technology	154,500	0 N
2014 Forecast				1,156,700	
2015	IT-2502-15	Electronic Document Management System	Technology	1,791,200	10,000 N
2015	IT-3016-13	Personal Computer (PC) Assets Renewal	Technology	221,500	0 Y
2015	IT-3017-13	Enterprise Telephone System Assets Renewal	Technology	391,400	0 Y
2015	IT-3019-13	Central Computing Infrastructure Renewal	Technology	389,300	0 Y
2015	IT-3020-14	Continuous Improvement - City Website (Vaughan Online)	Technology	154,500	0 N
2015 Forecast				2,947,900	
2016	IT-3016-13	Personal Computer (PC) Assets Renewal	Technology	221,500	0 Y
2016	IT-3017-13	Enterprise Telephone System Assets Renewal	Technology	391,400	0 Y
2016	IT-3019-13	Central Computing Infrastructure Renewal	Technology	389,300	0 Y
2016	IT-3020-14	Continuous Improvement - City Website (Vaughan Online)	Technology	154,500	0 N
2016 Forecast				1,156,700	

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.

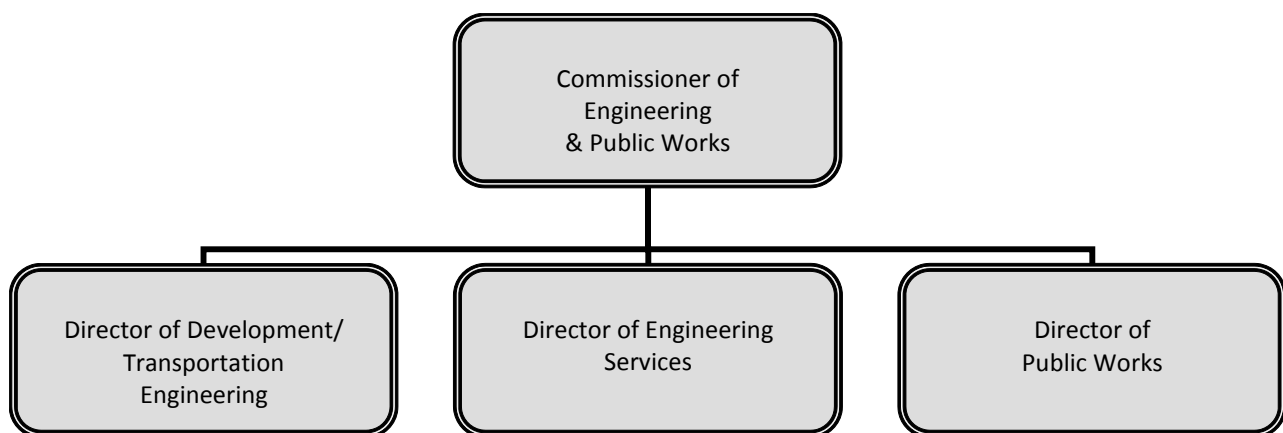
The Engineering Services Department ensures the long-term sustainability of the City's existing infrastructure. As infrastructure repair and replacement is largely funded from property taxes, sound asset management practices are used to optimize the City's financial plan and outlook. To achieve this, 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



Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

Department	Exp Category	Account	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	2014 Forecast	Variance	2015 Forecast	Variance	2016 Forecast	Variance
Comm. of Engineering & PWs														
	Labour Costs													
		Staffing Costs (incl Benefits)	337,990	469,642	463,200	94.7%	(6,442)	(1.4)%	482,188	18,988	491,909	9,721	497,947	6,038
	Other Expenses													
		Operating Leases	8,908	8,910	8,910	1.8%	0	0.0%	8,910	0	8,910	0	8,910	0
		Staff Development & Training	2,317	6,000	6,000	1.2%	0	0.0%	6,000	0	6,000	0	6,000	0
		Utilities & Fuel	2,786	3,186	3,505	0.7%	319	10.0%	3,680	175	3,755	75	3,830	75
		Communications	885	2,340	2,340	0.5%	0	0.0%	2,340	0	2,340	0	2,340	0
		Office Equipment & Furniture	4,770	5,700	1,700	0.3%	(4,000)	(70.2)%	1,700	0	1,700	0	1,700	0
		Meals & Travel	858	1,675	1,675	0.3%	0	0.0%	1,675	0	1,675	0	1,675	0
		Office Supplies & Expenses	1,034	1,640	1,520	0.3%	(120)	(7.3)%	1,520	0	1,520	0	1,520	0
		Other	103	0	120	0.0%	120	0.0%	120	0	120	0	120	0
		Corporate Accounts	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		General Mtce & Repairs	136	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Joint Services & Department Transfers	1,900	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Reserve Transfers	(1,221)	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Total Other Expenses	22,477	29,451	25,770	5.3%	(3,681)	(12.5)%	25,945	175	26,020	75	26,095	75
	Total Expenses		360,467	499,093	488,970	100.0%	(10,123)	(2.0)%	508,133	19,163	517,929	9,796	524,042	6,113
Total Comm. of Engineering & PWs			360,467	499,093	488,970		(10,123)	(2.0)%	508,133	19,163	517,929	9,796	524,042	6,113



Development Transportation and Engineering

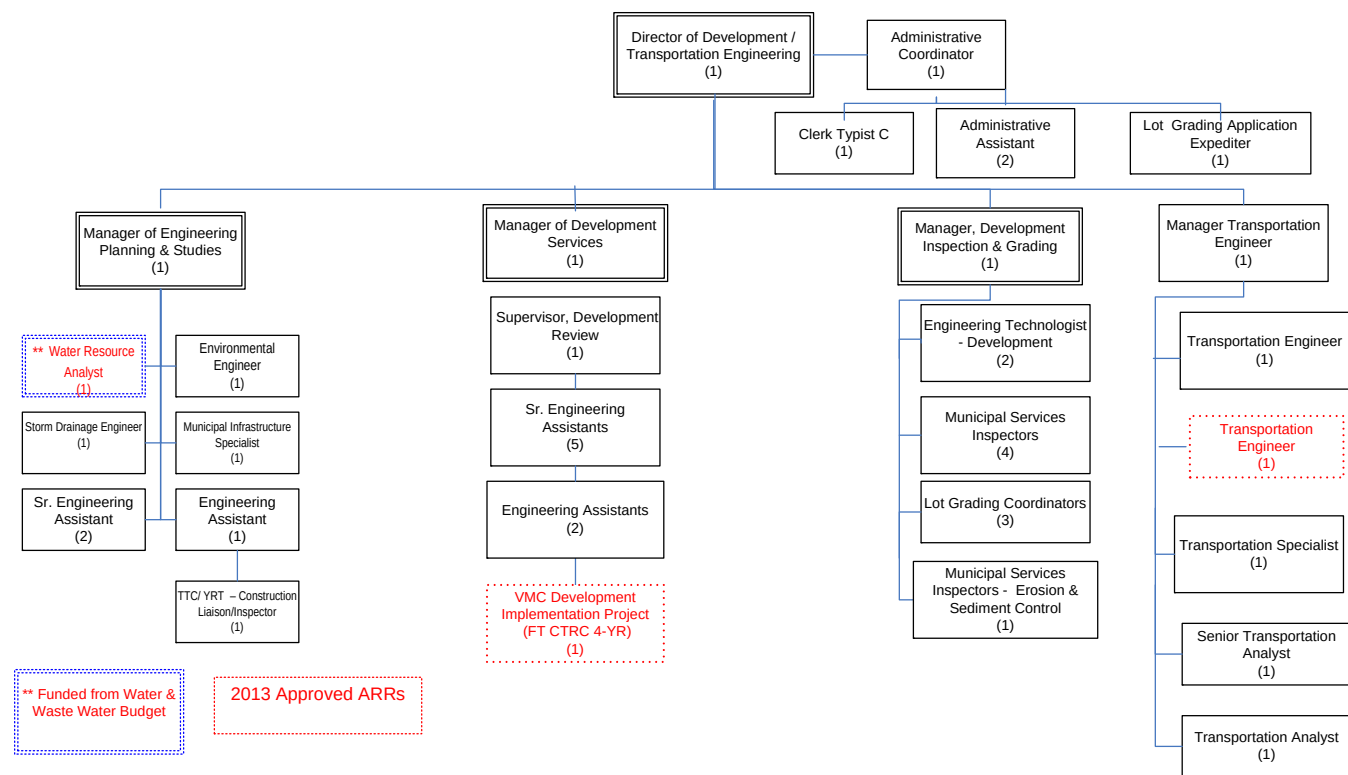
2013-16 Business Plan

BUSINESS OVERVIEW

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

The Development / Transportation Engineering Department is responsible for the planning, design and construction of the road, sewer and watermain infrastructure necessary to service the City's residential, industrial and commercial growth and participates in the Regional and Provincial initiatives associated with development and transportation services in the area.

Service Profile:



Full Time, Part Time and Overtime – Budgeted Amounts

			Additional Resource Requests			
	2012	2013 Base	2013	2014	2015	2016
Full Time	38	38	2	3		
Part Time	0.06	0.06				
Full-Time Contract	1	1				
Overtime	\$45,422.00	\$45,422				

2013-16 Business Plan

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

- Mayor and Councillors
- Businesses in Vaughan
- Citizens of Vaughan
- Developers / Builders / Consultants (development review)
- Region of York / External Authorities & Agencies (implementation of master plans and infrastructure improvements)
- TRCA (development approval and master plans)
- Development Planning Department (development review)
- Building Standards Department (lot grading and development)
- Clerks Department (development approval)
- Public Works Department (expansion of existing infrastructure and development review and approval)
- Reserves & Investment Department (development review, agreements and DC)

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

2013-16 Business Plan

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, carpooling and public transit.

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 the design and city approval of 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 work processes from traditional forms of residential development (low density) to a higher density / intensification built form (48% intensification). Develop internal staff competencies in the review of high density development forms.
- Implementation of the City-wide Transportation Master Plan in consultation with other levels of governments such as the Province, Region of York and Metrolinx.
- Implementation of the City-wide water, wastewater and stormwater Master Plans through development and annual capital plan.
- 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.
- Refine the City's allocation strategy to reflect the growth management plan in the New Official Plan.
- Facilitate development in intensification corridors, in particular the Vaughan Metropolitan Centre

2013-16 Business Plan

Business Plan Objectives (list the status of 2012 business plan objectives and the method of measuring successful implementation. As well, list 2013-16 business plan objectives in the appropriate section)

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
1. Implementation of the City Transportation Master Plan	2012-2031	Approved Master Plan	ARR request for FTE.
2. Continue to coordinate and facilitate the City's review of rapid transit projects and construction of the Toronto-York Spadina Subway Extension (TYSSE) and the Highway 7 BRT.	On-going	TYSSE project under construction	Consultant and/or contract staff. ARR submitted with funding externally from TTC.
3. Complete the comprehensive review of engineering design criteria and standards	Q3-2012	75% complete Draft new City Standards prepared	Existing complement & consultant
4. Complete the city-wide water, wastewater and storm water master plan	Q4-2012	Study underway – 75% complete	Existing complement & consultant
5. Undertake a comprehensive review of the Engineering component of the Development Charge Background Study	2012	Study Underway- 50% complete	Existing complement & consultant
6. Complete Black Creek Optimization Study and VMC Master Servicing Plan, and initiate Black Creek Channel Class EA	2012-2013	Studies complete or underway	Existing complement & consultant

2013-16 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
2013 (Top 3 Objectives)			
1 Coordinate and facilitate the City's review of rapid transit projects and construction of the Spadina Subway Extension and the Highway 7 BRT.	On-going	Rapid Transit service to Vaughan	Consultant and/or contract staff
2. Oversee the servicing and planning for the Vaughan Hospital lands	2013	Achieving City's Strategic Objective	Existing Complement

2013-16 Business Plan

3. Facilitate development in the Vaughan Metropolitan Centre	On-going	Meeting Official Plan Objectives	Existing Complement
4. Complete the city-wide water, wastewater, storm water master plans	2013	Plan and Manage Growth	ARR request for FTE.
5. Service Delivery Improvements and development of performance measures in the areas of development review and lot grading	2013	Improved service delivery to the development industry and residents	Existing Complement and harnessing technology

2014 (Top 3 Objectives)

1. Coordinate and facilitate the construction of the rapid transit projects and construction of the Spadina Subway Extension and the Highway 7 BRT.	On-going	Rapid Transit service to Vaughan	Existing staff plus consultant and/or contract staff
2. Implement the city-wide water, wastewater, storm water, and transportation master plans in consultation with other levels of governments such as the Region of York, Province and Metrolinx.	On-going	Timely implementation of municipal services and network improvements	ARR request for FTE.
3. Facilitate development in the intensification corridors (VMC) and urban expansion areas (residential & employment)	On-going	Transit orientated and employment development	Existing Complement

2015 (Top 3 Objectives)

1. Coordinate and facilitate the construction of the rapid transit projects and construction of the Spadina Subway Extension and the Highway 7 BRT.	On-going	Rapid Transit service to Vaughan	Existing staff plus consultant and/or contract staff
2. Facilitate development in the intensification corridors (VMC) and urban expansion areas (residential & employment)	On-going	Transit orientated and employment development	Existing Complement
3. Implement the city-wide water, wastewater, storm water, and transportation master plans in consultation with other levels of government such as the Region of York, Province and Metrolinx.	On-going	Timely implementation of municipal services and network improvements	Existing Complement

2013-16 Business Plan

2016 (Top 3 Objectives)

1. Initiate Update of the City-Wide Transportation Master Plan	2016-2017	Updated Master Plan	Existing Complement and consultant
2. Facilitate development approvals in the intensification corridors (VMC) and urban expansion areas (residential & employment)	On-going	Transit orientated development and employment growth	Existing Complement
3. Continued improvement in service delivery and the coordination of development related municipal infrastructure projects with other levels of government.	On-going	Coordinated and timely implementation of municipal infrastructure	Existing Complement and consultants
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 range from 2010 to 2016, with a forecast for the rest of 2012 to 2016)

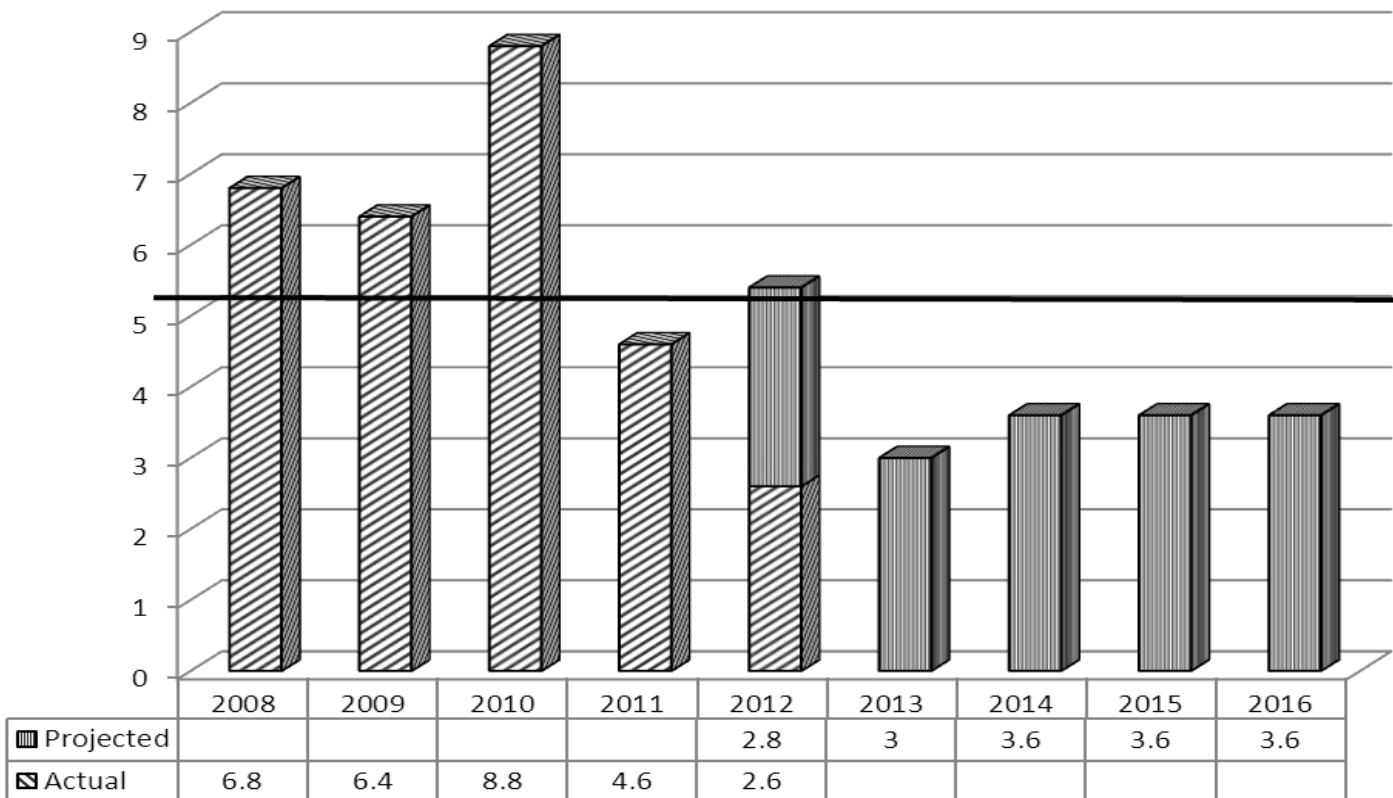
1. # of executed agreements / FTE
2. # of site plans and Committee of Adjustment applications
3. Construction costs for processed subdivision agreements / FTE
4. # of grading permits / FTE including new development, infill, and pool
5. # of studies / FTE
6. # of complaints resolved

2013-16 Business Plan

BUSINESS OVERVIEW:

Measurement: Number of Executed Agreements / Year per FTE

Optimal Performance = 5 Agreements / 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/development 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 27 subdivision / development agreements in 2012. It is anticipated that the diminishing supply of low density units will reduce the number of agreements over the next couple of years. The majority of new subdivisions that will proceed in 2013-2016 will be in Blocks 40 South, 40/47, Kleinburg/Nashville community, infills and some higher density buildings.

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

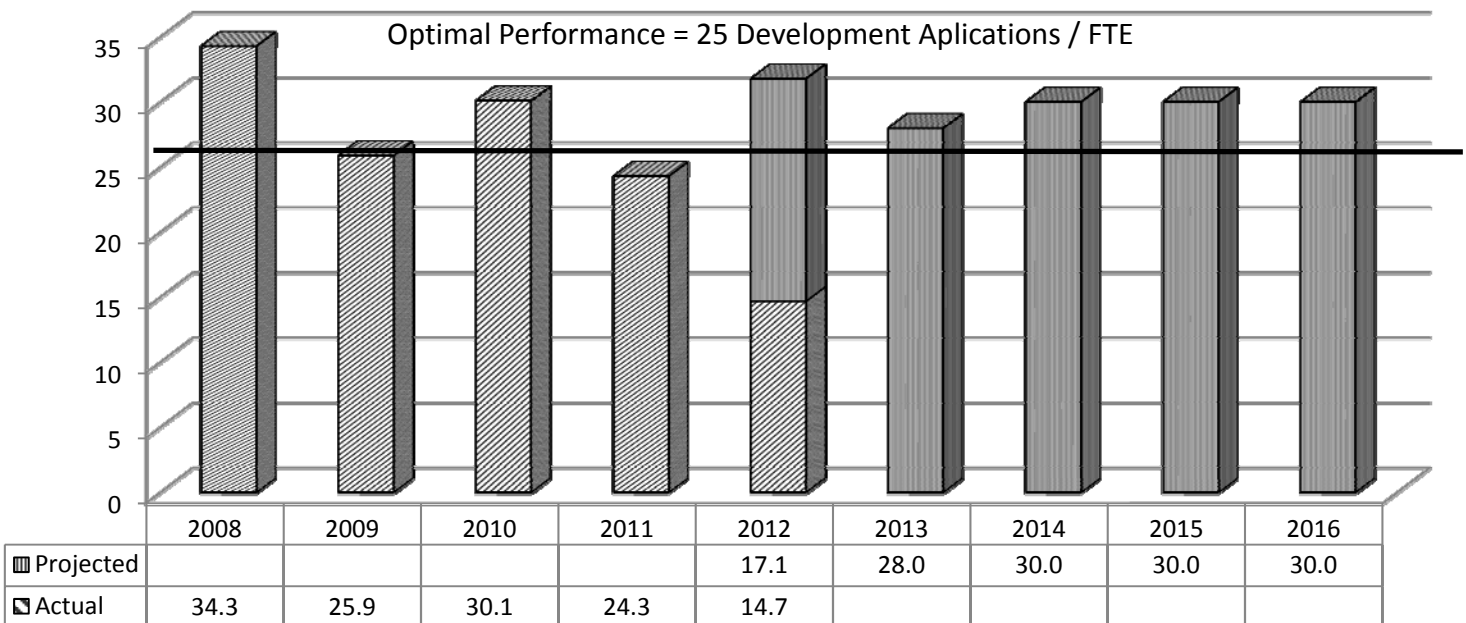
The Optimal Performance target of approximately 5 agreements per FTE is a reasonable balance between agreement preparation and engineering review. Since 2008, staff workload has exceeded this level, which has required more overtime. The number of agreements prepared each year is expected to level as the form of development transitions from traditional low density to high density.

2013-16 Business Plan

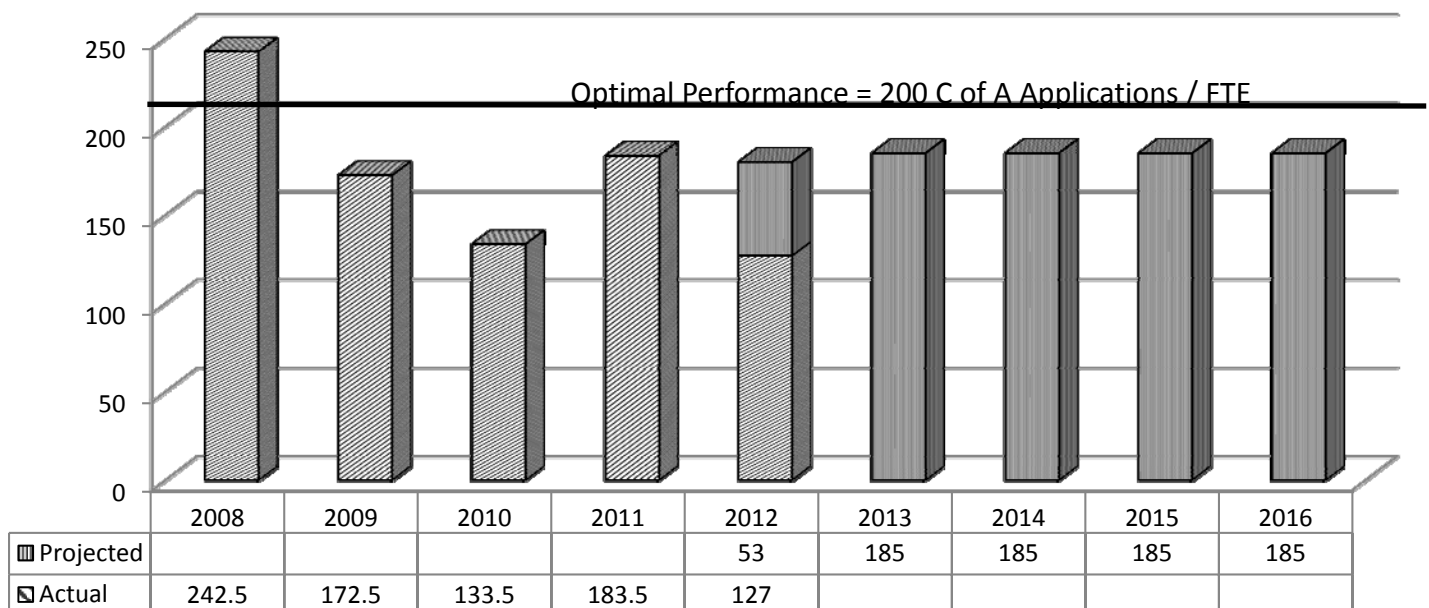
BUSINESS OVERVIEW:

Measurement: Number of Approved Site Plan and Committee of Adjustment Applications

Measure: Number of Development Applications / FTE



Measure: Committee of Adjustment Applications / FTE



2013-16 Business Plan

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

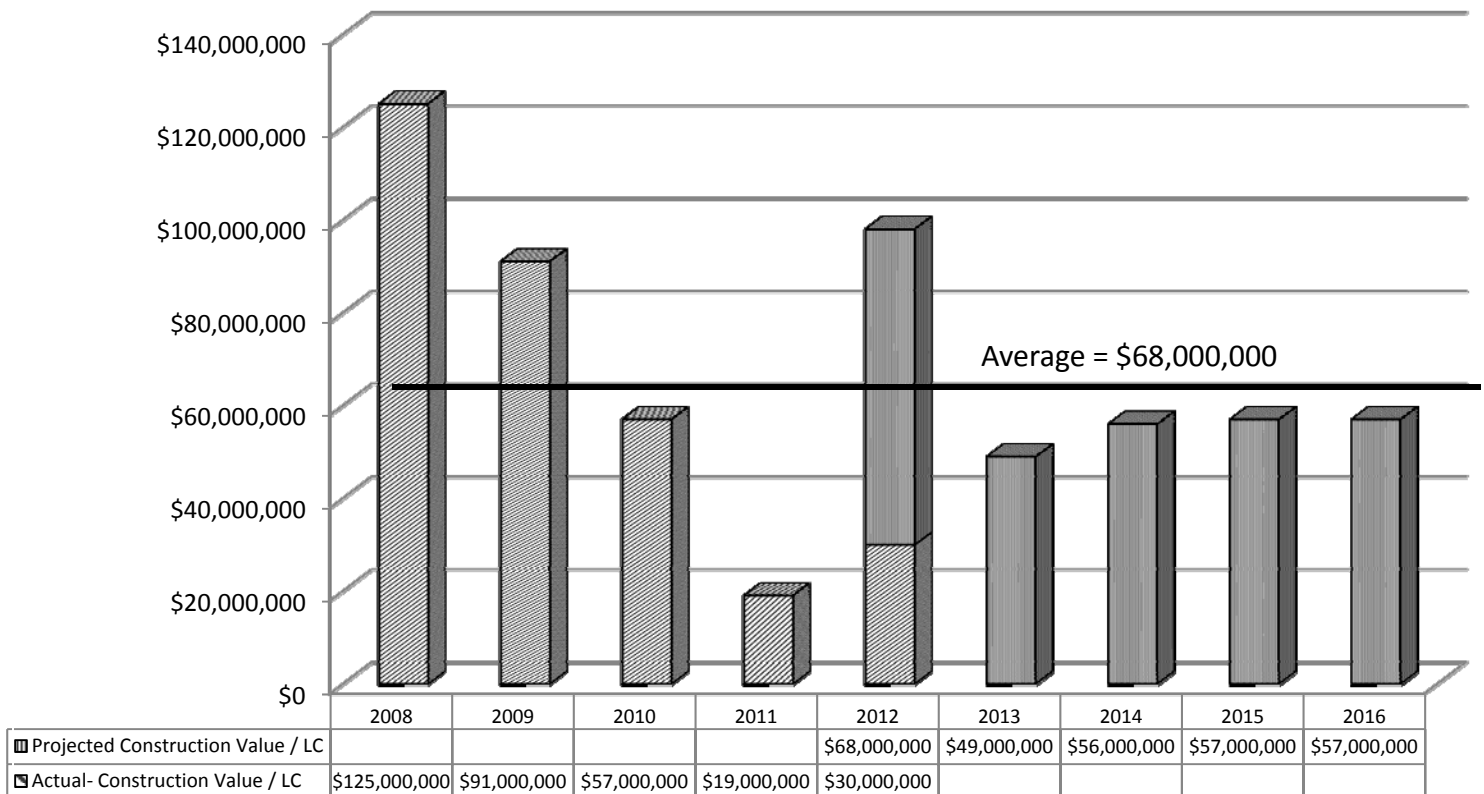
The volume of site plan submissions increased in 2012 due to the requirement for townhouse developments to obtain site plan approval and processing of site plan submissions related to amendments to previously approved site plans. It is anticipated that volume of site plan applications will remain constant 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 25 approved Site Plan applications and 200 Committee of Adjustment applications per year.

2013-16 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 2013 is based on the expectation that 15 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.

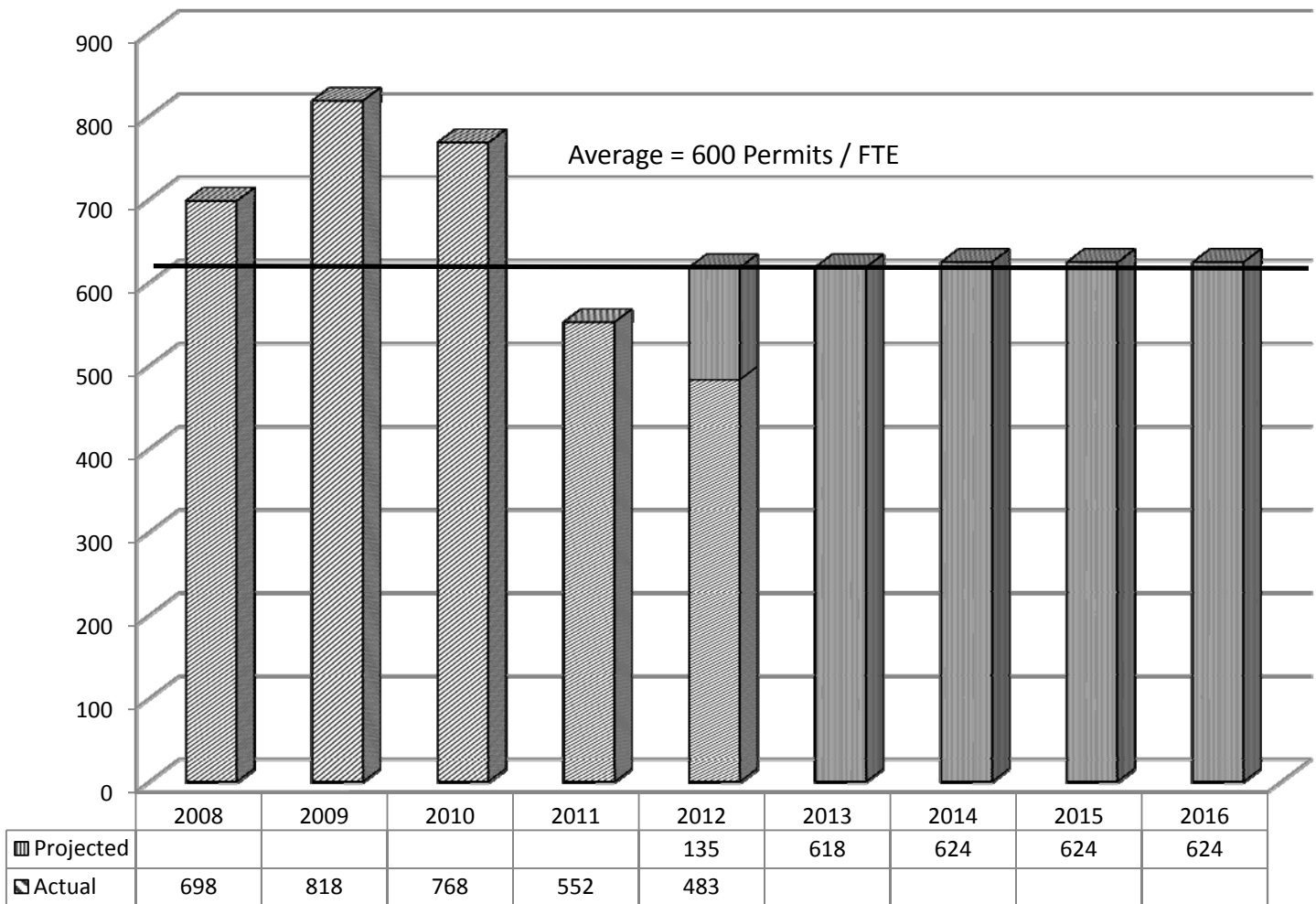
Notes about the Measure: (What are some assumptions about the performance measure which should be stated?)

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.

2013-16 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 reduced supply of lots. Taking this into consideration, it is also anticipated that this slowdown will result in an increase in infill, pool and addition construction. The projected volume of work translates into approximately 600 permits per FTE, which is still a heavy workload.

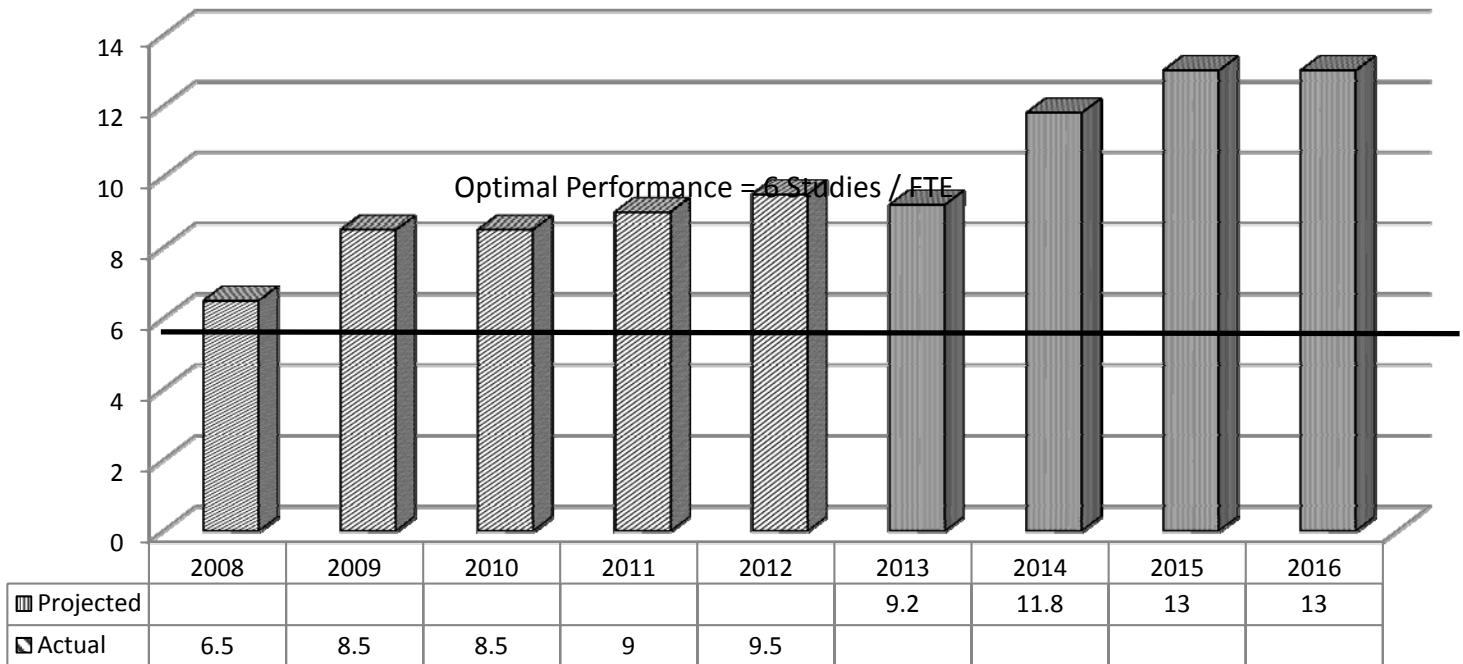
Notes about the Measure: (What are some assumptions about the performance measure which should be stated?)

Typically, there is about a four month gap between the execution of the subdivision agreement and the processing of building permits. The bulk of the work occurs between the months of March and November corresponding to the construction season.

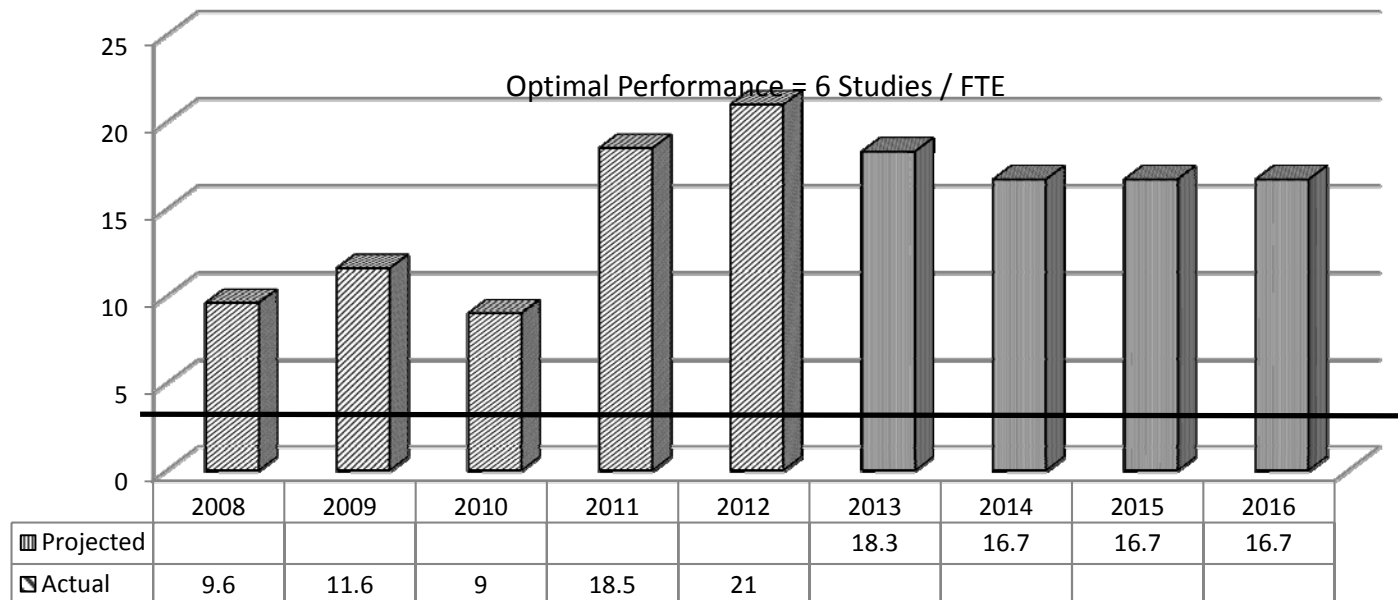
2013-16 Business Plan

BUSINESS OVERVIEW:

Measurement: Number of Engineering Planning Studies / FTE



Measurement: Number of Transportation Studies / FTE



2013-16 Business Plan

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.

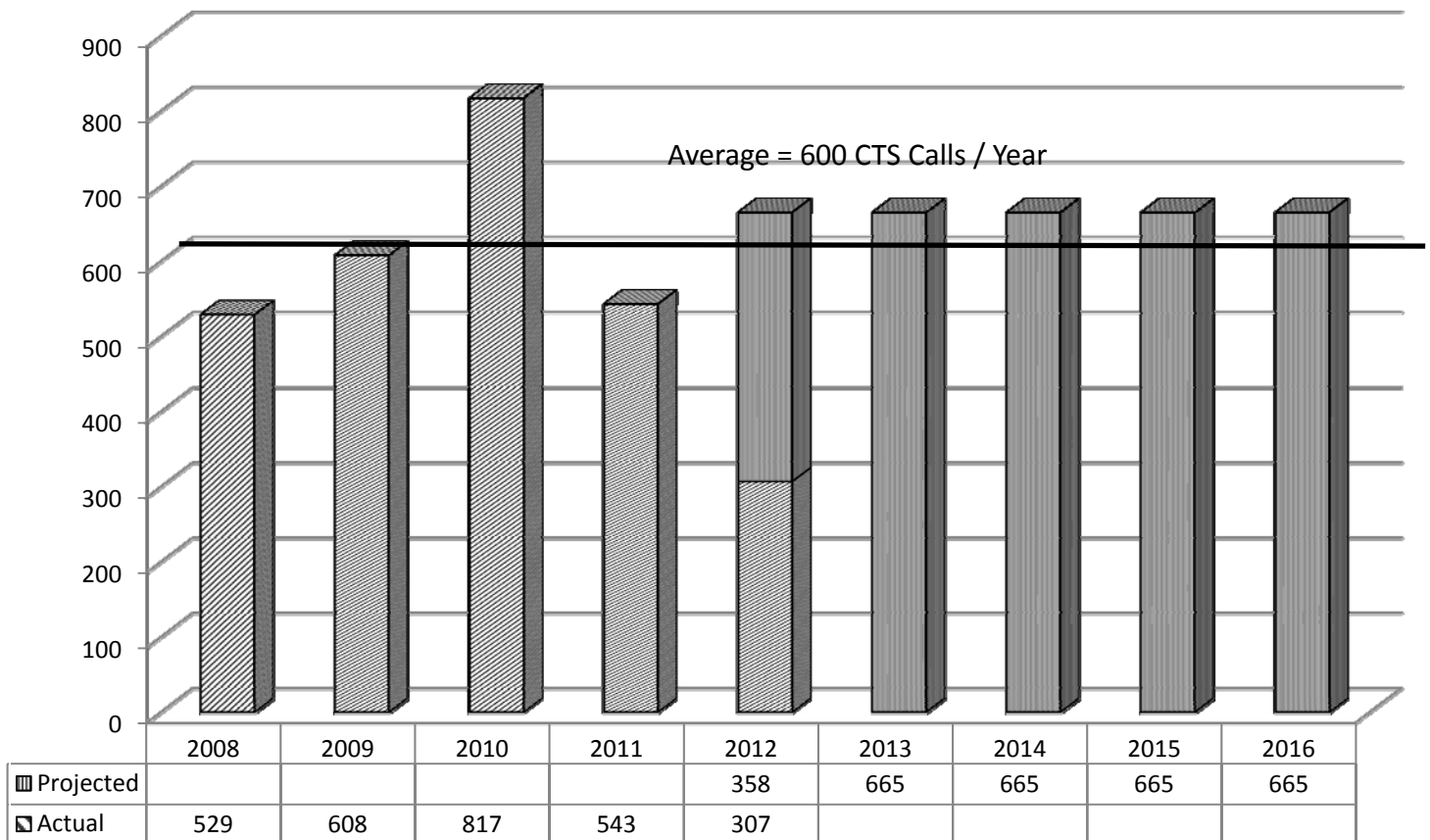
The Engineering Planning and Studies section is comprised of 5 F/T complements with an average of approximately 10 studies per FTE. The Transportation Engineering section is currently comprised of 3 F/T complements with an average of 15 studies per FTE. These two sections require additional resources to carry out their mandate and effectively manage the workload in a timely manner.

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

In addition to all studies noted, both the Engineering Planning and Studies and Transportation Sections review development applications. 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.

2013-16 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/ Transportation Engineering Department receive 600 complaints entered into the Complaint Tracking System per year with 88% of these calls occurring between March and November. The 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/ Transportation Engineering Department receives approximately 600 complaints per year. Departments service delivery standards require each complaint to be investigated and the appropriate action taken to resolve the issue within 3 business days of receiving the complaint. This level of service is being achieved with the current resources.

2013-16 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, reduced supply of lots 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.

Staffs in the Transportation and Engineering Planning & Studies sections, however, are actively involved in managing and implementing multiple complex engineering studies including the City's Transportation and Servicing Master Plans and associated Class EA studies necessary to manage growth. In addition, staff is participating as technical advisors on other Provincial and Regional projects/studies such as the Yonge Subway extensions, and Servicing Master Plans. Given the volume and complexity of the workload, these two sections require additional resources to be able to effectively implement the recommendations of the City's approved master plans and to manage the necessary network improvements in a timely manner to support continued growth, in particular in the VMC.

Staff continues to coordinate and facilitate the design and construction of the Toronto-York Spadina Subway Extension and the Highway 7 BRT.

Commissioner Sign-off

Date (mm/dd/yy)

Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

Department	Exp Category	Account	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	2014 Forecast	Variance	2015 Forecast	Variance	2016 Forecast	Variance
Develop&Transport Engineering														
	Revenue													
		Trsf. fm Res & Res Funds	3,942,726	4,346,266	4,860,133	92.3%	513,867	0.0%	5,058,819	198,686	5,018,819	(40,000)	5,023,819	5,000
		Infill Lot Grading	155,984	185,742	206,856	3.9%	21,114	11.4%	213,060	6,204	217,361	4,301	221,662	4,301
		Rev. fm Recov. Exp - Pd Duty	210,191	194,144	184,528	3.5%	(9,616)	(5.0)%	189,012	4,484	100,000	(89,012)	100,000	0
		Dept. Misc. Revenues	8,693	12,540	12,644	0.2%	104	0.8%	12,748	104	13,036	288	13,324	288
	Total Revenue		4,317,594	4,738,692	5,264,161	100.0%	525,469	11.1%	5,473,639	209,478	5,349,216	(124,423)	5,358,805	9,589
	Labour Costs													
		Staffing Costs (incl Benefits)	3,446,612	4,060,652	4,372,754	95.6%	312,102	7.7%	4,709,622	336,868	4,678,969	(30,653)	4,717,887	38,918
	Other Expenses													
		Staff Development & Training	34,850	51,388	55,100	1.2%	3,712	7.2%	58,850	3,750	58,600	(250)	58,600	0
		Service Contracts and Materials	142,152	50,000	50,000	1.1%	0	0.0%	50,000	0	50,000	0	50,000	0
		Office Supplies & Expenses	17,201	24,700	21,700	0.5%	(3,000)	(12.1)%	22,450	750	22,450	0	22,450	0
		Office Equipment & Furniture	6,726	15,960	16,800	0.4%	840	5.3%	36,000	19,200	8,000	(28,000)	8,000	0
		Professional Fees	11,723	13,250	15,760	0.3%	2,510	18.9%	15,760	0	15,760	0	15,760	0
		Utilities & Fuel	10,224	13,688	15,057	0.3%	1,369	10.0%	15,810	753	16,126	316	16,449	323
		Meals & Travel	8,316	13,500	12,200	0.3%	(1,300)	(9.6)%	13,450	1,250	10,950	(2,500)	10,950	0
		Communications	7,474	9,500	10,160	0.2%	660	6.9%	9,800	(360)	8,800	(1,000)	8,800	0
		Tools & Equipment	2,449	3,500	3,500	0.1%	0	0.0%	3,500	0	3,500	0	3,500	0
		Other	485	500	1,238	0.0%	738	147.6%	738	(500)	738	0	738	0
		General Mtce & Repairs	0	250	250	0.0%	0	0.0%	250	0	250	0	250	0
		Reserve Transfers	(829)	0	0	0.0%	0	0.0%	0	0	0	0	0	0
	Total Other Expenses		240,771	196,236	201,765	4.4%	5,529	2.8%	226,608	24,843	195,174	(31,434)	195,497	323
	Total Expenses		3,687,383	4,256,888	4,574,519	100.0%	317,631	7.5%	4,936,230	361,711	4,874,143	(62,087)	4,913,384	39,241
Total Develop&Transport Engineering			(630,211)	(481,804)	(689,642)		(207,838)	43.1%	(537,409)	152,233	(475,073)	62,336	(445,421)	29,652

2013 ARRs															
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2013 Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Senior Engineer (VMC Development Implementation Project) *	FT-Cont 4 Yr	1.00	122,739	(122,739)	0			1.00	0	-	-	-	-	-	-
Transportation Engineer **	FT	1.00	119,394	(119,394)	0			1.00	0	-	(4,000)	-	-	-	-
* Net impact is nil as budget was offset by various DCs & Capital from Taxation															
** Net impact is nil as budget was offset by Engineering Fees															

Revenue and Expenditure Summary

2013 Operating Budget & 2014-16 Plan

Recognized 2014 ARRs													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Development Coordinator*	FT	1.00	113,346	(104,346)	9,000			1.00	9,000		(3,883)		5,373
Transportation Engineer	FT	1.00	125,835		125,835			1.00	125,835		(4,371)		5,911
Clerical Assistant Clerk C*	FT	1.00	78,767	(49,000)	29,767			1.00	29,767		(5,537)		3,637
* Net impact is offset by Eng. Fees													



2013 Capital Budget & 2014-2016 Capital Plan

Commission of Engineering & PWs
Development & Transportation Engineering

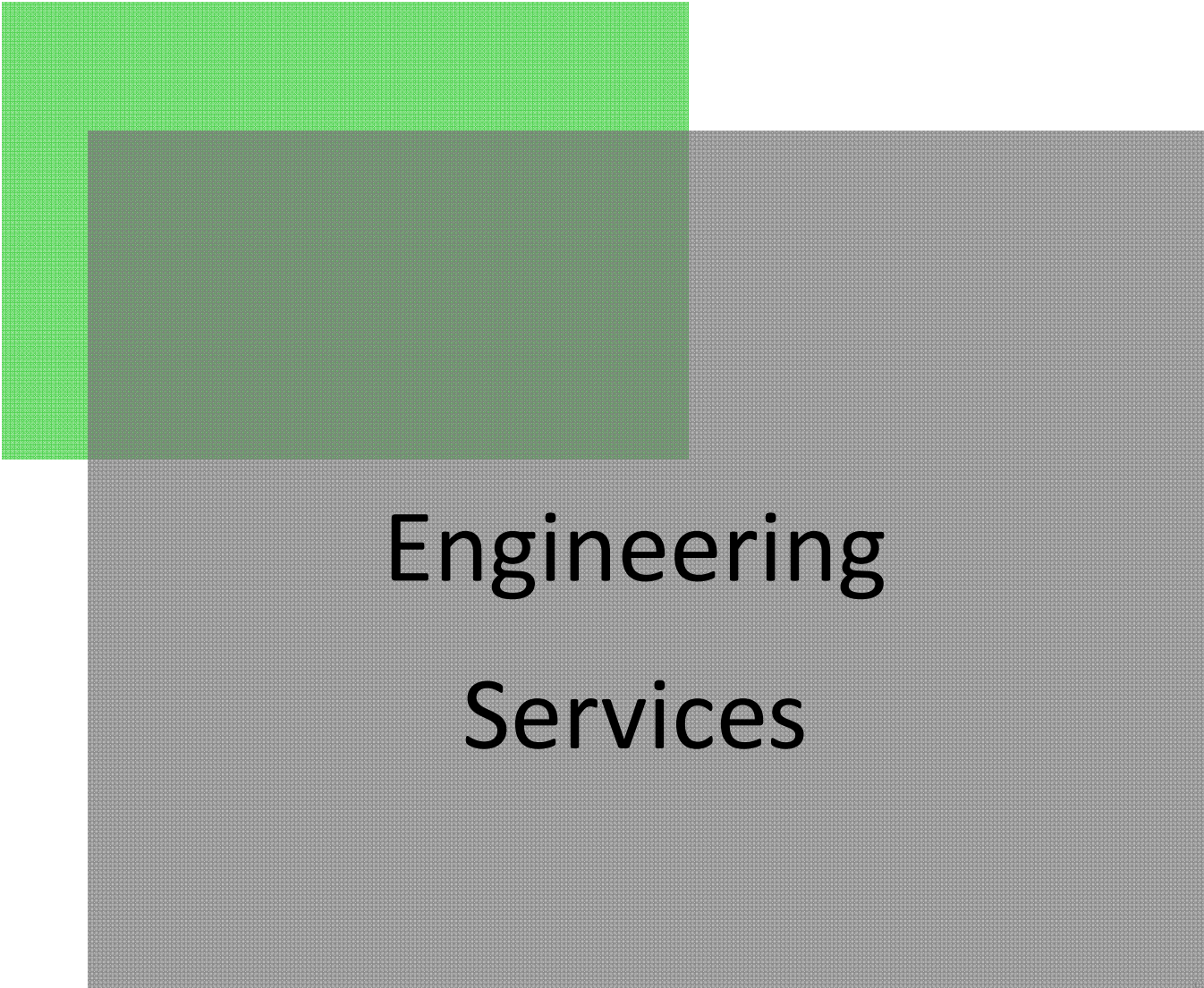
Budget		Project #	Title	Project Type	Total Budget	Operating	
Year						Impact	TCA
2013	1583-0-13		HWY 400 / America Avenue Overpass (1583-0-06)	Additional Funding	38,110	0	N
2013	1596-0-13		Vaughan Corporate Centre Servicing - VMC (1596-0-06)	Additional Funding	32,960	0	N
2013	DT-7032-13		Water & Wastewater Master Plan (DT-7032-09)	Additional Funding	32,960	0	N
2013	DT-7045-13		Block 11 Valley Road Crossings	Financial Commitment	4,523,760	0	Y
2013	DT-7072-13		Colossus Dr Hwy 400 Flyover - Interchange Connection EA	Growth/Studies	435,690	0	Y
2013	DT-7083-13		Pedestrian & Bicycle Network Implementation Program	Growth/Development	244,110	0	Y
2013	DT-7085-13		Parking Management Strategy Study	Growth/Studies	103,000	0	N
2013	DT-7089-13		Stevenson Avenue Construction	Growth/Development	412,000	0	Y
2013	DT-7090-13		Huntington Rd. - Langstaff to Rutherford / Detailed Design	Growth/Development	370,800	0	Y
2013	DT-7101-13		Vaughan TDM Policy	Growth/Studies	149,350	0	N
2013	DT-7102-13		TMP Communications	Growth/Studies	25,750	0	N
2013	DT-7104-13		TMP Education, Promotion, Outreach and Monitoring	Growth/Studies	51,500	0	N
2013	DT-7108-13		School Travel Planning Measures	Growth/Development	25,750	0	Y
2013	DT-7120-13		Black Creek Renewal	Growth/Development	1,891,080	0	Y
2013	DT-7121-13		Vaughan Metropolitan Centre NE Storm Water Management Pond	Growth/Development	630,360	0	N
2013	DT-7122-13		Engineering Fee Review Study	Growth/Studies	113,300	0	N
2013	DT-7126-13		Coldspring Road Construction	Financial Commitment	314,150	0	Y
2013 Budget					9,394,630		
2014	DT-7077-14		Block 64 Valley Crossing	Growth/Development	2,513,200	0	Y
2014	DT-7097-14		Pedestrian and Bicycle Master Plan Update	Growth/Studies	311,000	0	Y
2014	DT-7098-14		Pedestrian and Bicycle Network Implementation Program	New Infrastructure	245,140	0	Y
2014	DT-7104-13		TMP Education, Promotion, Outreach and Monitoring	Growth/Studies	77,250	0	N
2014	DT-7108-13		School Travel Planning Measures	Growth/Development	51,500	0	Y
2014	DT-7112-14		Kirby Road Municipal Class EA	Growth/Studies	891,980	0	Y
2014	DT-7113-14		Municipal Class EA OPA 637 - Highway 400 Interchange Connections	Growth/Studies	247,200	0	Y
2014	DT-7120-13		Black Creek Renewal	Growth/Development	2,626,500	0	Y
2014	DT-7121-13		Vaughan Metropolitan Centre NE Storm Water Management Pond	Growth/Development	4,215,532	0	N
2014	DT-7123-14		Kleinburg - Nashville PD6 Major Mackenzie Watermain	Growth/Development	1,887,797	0	Y
2014	DT-7129-14		Highway 7 / Highway 400 Interchange Class EA	Growth/Studies	355,350	0	Y
2014 Forecast					13,422,449		



2013 Capital Budget & 2014-2016 Capital Plan

Commission of Engineering & PWs
Development & Transportation Engineering

Budget						
Year	Project #	Title	Project Type	Total Budget	Operating Impact	TCA
2015	DT-7098-14	Pedestrian and Bicycle Network Implementation Program	New Infrastructure	305,910	0	Y
2015	DT-7104-13	TMP Education, Promotion, Outreach and Monitoring	Growth/Studies	77,250	0	N
2015	DT-7108-13	School Travel Planning Measures	Growth/Development	51,500	0	Y
2015	DT-7114-15	Portage Parkway - Applewood to Jane/ Detailed Design	Growth/Development	428,480	0	Y
2015	DT-7120-13	Black Creek Renewal	Growth/Development	12,646,598	0	Y
2015	DT-7121-13	Vaughan Metropolitan Centre NE Storm Water Management Pond	Growth/Development	4,215,532	0	N
2015	DT-7123-14	Kleinburg - Nashville PD6 Major Mackenzie Watermain	Growth/Development	1,887,797	0	Y
2015	DT-7124-15	Block 61 CP Railway Pedestrian Crossing	Growth/Development	1,233,853	0	Y
2015	DT-7125-15	OPA 620 (Steeles West) East - West Collector Road	Growth/Development	434,317	0	Y
2015 Forecast				21,281,237		
2016	DT-7098-14	Pedestrian and Bicycle Network Implementation Program	New Infrastructure	246,170	0	Y
2016	DT-7104-13	TMP Education, Promotion, Outreach and Monitoring	Growth/Studies	77,250	0	N
2016	DT-7108-13	School Travel Planning Measures	Growth/Development	51,500	0	Y
2016	DT-7120-13	Black Creek Renewal	Growth/Development	12,646,598	0	Y
2016	DT-7123-14	Kleinburg - Nashville PD6 Major Mackenzie Watermain	Growth/Development	1,887,797	0	Y
2016	DT-7124-15	Block 61 CP Railway Pedestrian Crossing	Growth/Development	1,233,853	0	Y
2016	DT-7125-15	OPA 620 (Steeles West) East - West Collector Road	Growth/Development	434,317	0	Y
2016 Forecast				16,577,485		



Engineering Services

2013-16 Business Plan

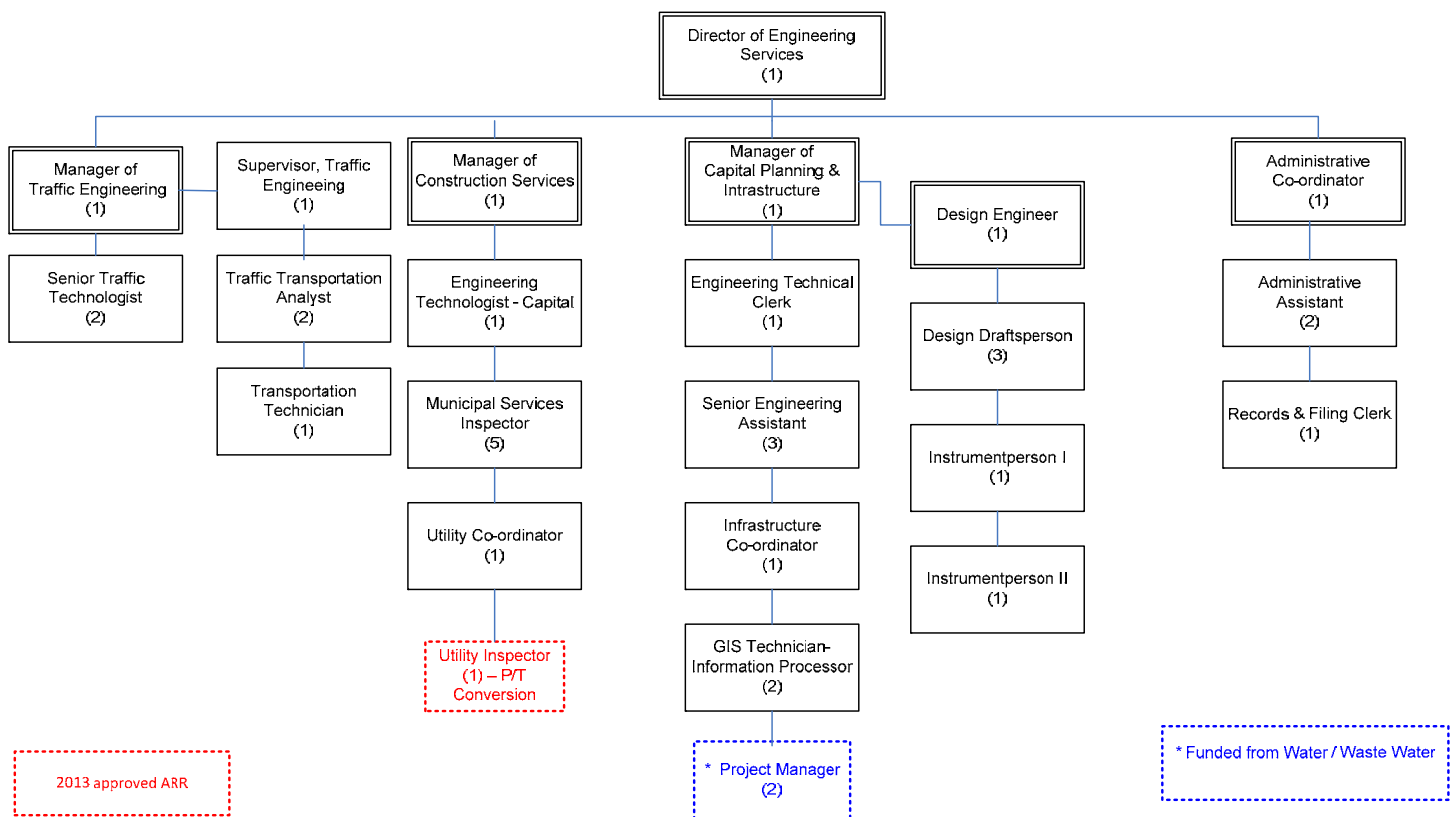
BUSINESS OVERVIEW

Service Statement:

The Engineering Services Department ensures the long-term sustainability of the City's existing linear 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 street lighting. The total value of assets managed exceeds \$2B. The Department also co-ordinates financial reporting obligations in accordance with PSAB 3150.

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.

Service Profile:



2013-16 Business Plan

Full Time, Part Time and Overtime – Budgeted Amounts

	2012	2013 Base	Additional Resource Requests			
			2013	2014	2015	2016
Full Time	34	34	1	-	-	-
Part Time		2.33	-0.33	-	-	-
Total FTE	34	36.33	37	-	-	-
Overtime	\$61,230	\$61,407	\$2,000	-	-	-

Key Stakeholders:

- Mayor and Councillors
- Citizens of Vaughan
- Businesses in Vaughan
- Public Works Department
- Development/Transportation Engineering Department
- Regional Municipality of York
- Toronto and Region Conservation Authority
- Ministry of Transportation
- Ministry of Natural Resources
- Utility Companies (Rogers, Bell, etc.)

Work Plan:

Link to Vaughan Vision 2020:

Service Excellence

- Demonstrate Excellence in Service Delivery
- Promote Community Safety, Health & Wellness
- Lead and Promote Environmental Sustainability

Organizational Excellence

- Manage Corporate Assets
- Ensure Financial Sustainability

Future Pressures and Opportunities:

As the linear infrastructure ages, effective planning and delivery of the capital program continue to be challenges for the Department as well as ensuring sufficient funding is available.

One of the City's strategic initiatives, for the development and implementation of a Corporate Wide Asset Management System, lead by the Engineering & Public Works Commission, was initiated in 2012. Extensive work will be required in the coming years, by a variety of internal stakeholders, in order to achieve this goal.

Future pressure is created as growth and development continues and the City transforms from a growing suburban municipality to a full urban space. Providing appropriate infrastructure to accommodate development and intensification for the Vaughan Metropolitan Centre and the future Mackenzie Vaughan Hospital will place new demands on the Department. Streetscaping initiatives will require collaboration across multiple departments as well as public input. The goal of ensuring the safety of all existing pedestrians, cyclists and vehicular traffic on the City owned roads, sidewalks and walkways becomes more complex as a result of expanded transit, such as the Region's Bus Rapid Transit and the TTC subway expansion into Vaughan, and the associated intensification that will occur 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.

2013-16 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	completed	Implemented Project Management Manual in 2012. Initiated continuous improvement plan.
2. Develop and Implement an Infrastructure Management System (IMS). Evaluate and assess the long term municipal rehabilitation and reconstruction strategy.	2007	completed	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)	2010	On-going	Implementation of a geodetic control survey monuments assignment to commence in 2013.
<u>Construction Services:</u>			
1. Manage Capital construction processes, ensuring that infrastructure renewal needs for the City, including citizens and businesses are met, while ensuring fiscal responsibility.	2007	Completed	Implemented Project Management Manual in 2012. Initiated continuous improvement plan.
2. Reduce the amount of money being spent on external consultants for contract administration services by hiring additional staff.	2010	Completed	An additional Municipal Services Inspector was hired in 2011. Outsourced contract administration fees were reduced from \$450 K in 2010, \$150 K in 2011 to nil in 2012.
<u>Traffic Engineering Services</u>			
1. Ensure networks for vehicular and pedestrian traffic areas, planned, designed and constructed safely, and to ensure the City meets Legislative requirements. - to ensure the minimum sight line of 65.0 metres is achieved viewing a stop sign) - 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. In 2012, the development of a program to ensure visibility of regulatory signage. This will be completed in conjunction with Public Works and Forestry.

2013-16 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
1. Asset Management			
a. The development of a plan to ensure that the linear asset inventory of the Commission is current and accurate.	2014	Updated drawing management system	External professional services (consultant) to complete data collection and update current inventory.
b. Ensure linear asset inventory is updated upon the completion of infrastructure renewal.	2013 and beyond	A detailed plan to ensure timely development and input of As-built drawings following the completion of all capital projects.	The continued use of external contracted services to complete as-built collection. The use of existing resources to update and upload revised information.
c. The development of a plan to integrate the city owned regulatory signs into the linear asset inventory.	2014 and beyond	As the City continues to inspect all regulatory signs for retro-reflectivity, the development of a plan to integrate these signs into the linear asset inventory.	The continued use of external contracted services to complete data collection and update current inventory.
2. Customer Service			
a. Identify opportunities to improve customer service by ensuring quality and timely responses to citizen inquiries.	2013 2013 and beyond	Implementation of case tracking system to track inquiries from citizens and Members of Council. Establish Departmental guidelines with respect to level of service for response of inquiries.	The use of existing resources to implement existing corporate software.

2013-16 Business Plan

	2013	Development of a mechanism to ensure that all citizen phone inquiries are managed immediately by office staff through the implementation of a revert line.	The use of existing administration support staff.
b. Improve the information provided to citizens accessing the corporate web site.	2013 and beyond	Develop a process to ensure updated capital program is posted on the corporate website with user friendly application Provide information to citizens regarding the services delivered (and applicable policies) by Engineering Services	The use of existing capital planning and infrastructure staff. The use of existing Engineering Services staff.
c. Develop performance metrics, focused on customer service.	2014	Develop a process to review the current services provided by the Department, and methods to solicit customer feedback.	An external consultant will be required to assist in this process.
3. Infrastructure Management			
a. The development and delivery of an annual, integrated capital budget and a rolling, multi-year (multi-asset) capital plan for the linear infrastructure of the Commission.	2014 2013 and beyond	Development of a Cross-Asset Optimized multi year capital plan. Manage capital projects in the construction phase to ensure their successful completion within budget and within the timelines specified.	New Project Manager positions The use of existing Construction Services Staff.

2013-16 Business Plan

	2013 and beyond	Development of a delivery and communications model to ensure efficient Capital delivery, meeting all stakeholder expectations	Development and implementation of the Engineering Service Project Management Manual.
b. The development of a program to manage traffic data	2014	Integrate historic traffic data (i.e. Turning movement counts, AADT, pedestrian studies, etc.) into the corporate GIS platform.	The use of existing Engineering Services staff.
c. Continue with the retro-reflectivity testing of regulatory signs and pavement markings.	ongoing	To ensure regulatory signs and pavement markings meet Legislative requirements and promote community safety.	The continued use of external contracted services to complete testing.

4. Community Safety

a. Develop and implement programs to improve pedestrian safety	2013 and beyond	Participate in initiatives to encourage walking to and from school	The use of existing Traffic Engineering staff.
	2013 and beyond	Improve the delivery of the school crossing guard program	The use of external professional service to complete traffic data collection
	2013 and beyond	Continue to build pedestrian facilities as per the City's Pedestrian and Cycling Master Plan (i.e. Sidewalks and Multi-use pathways)	The use of existing Engineering Services staff for planning of program. The use of external contracted services to aid in the design and construction of facilities.
	2013 and beyond	Development of a policy to address the recommendations for the City's Pedestrian Safety Task Force.	The use of existing Engineering Services staff for planning of program. The use of external contracted services to aid in the design and construction of facilities.

2013-16 Business Plan

b. Continue with the retro-reflectivity testing of regulatory signs and pavement markings.	ongoing	To ensure regulatory signs and pavement markings meet Legislative requirements and promote community safety.	The continued use of external contracted services to complete testing.
5. Vaughan Metropolitan Centre (VMC)			
a. Plan infrastructure improvements to facilitate the development of the VMC	2013 and beyond	Co-ordinate with Development/Transportation Engineering and Planning Departments to plan for infrastructure improvements in conjunction with the development of the VMC.	The use of existing Engineering Services staff for planning of program. The use of external contracted services to aid in the design and construction of infrastructure.
6. Corporate Asset Management System			
a. The development and implementation of a corporate asset management system	2012	Establish asset management framework	This corporate initiative will require external resources to assist in the execution and achieving this strategic goal. Existing staff within various departments throughout the organization will also participate, but future resources will also be identified through the process.
	2013	Develop Corporate asset management strategy(AMS)	
	2014	Procurement of Asset Management System	
	2015	Implementation of Asset Management System	
	2016	Develop sustainable financial plan based on AMS	

2013-16 Business Plan

Key Performance Indicators:

Capital Planning and Infrastructure:

- Percent of Budgeted Design Completed Within Current Budget Year
- Pavement Management Program – Level of Service
- Watermain Replacement Program – Metallic Pipe Remaining

Construction Services:

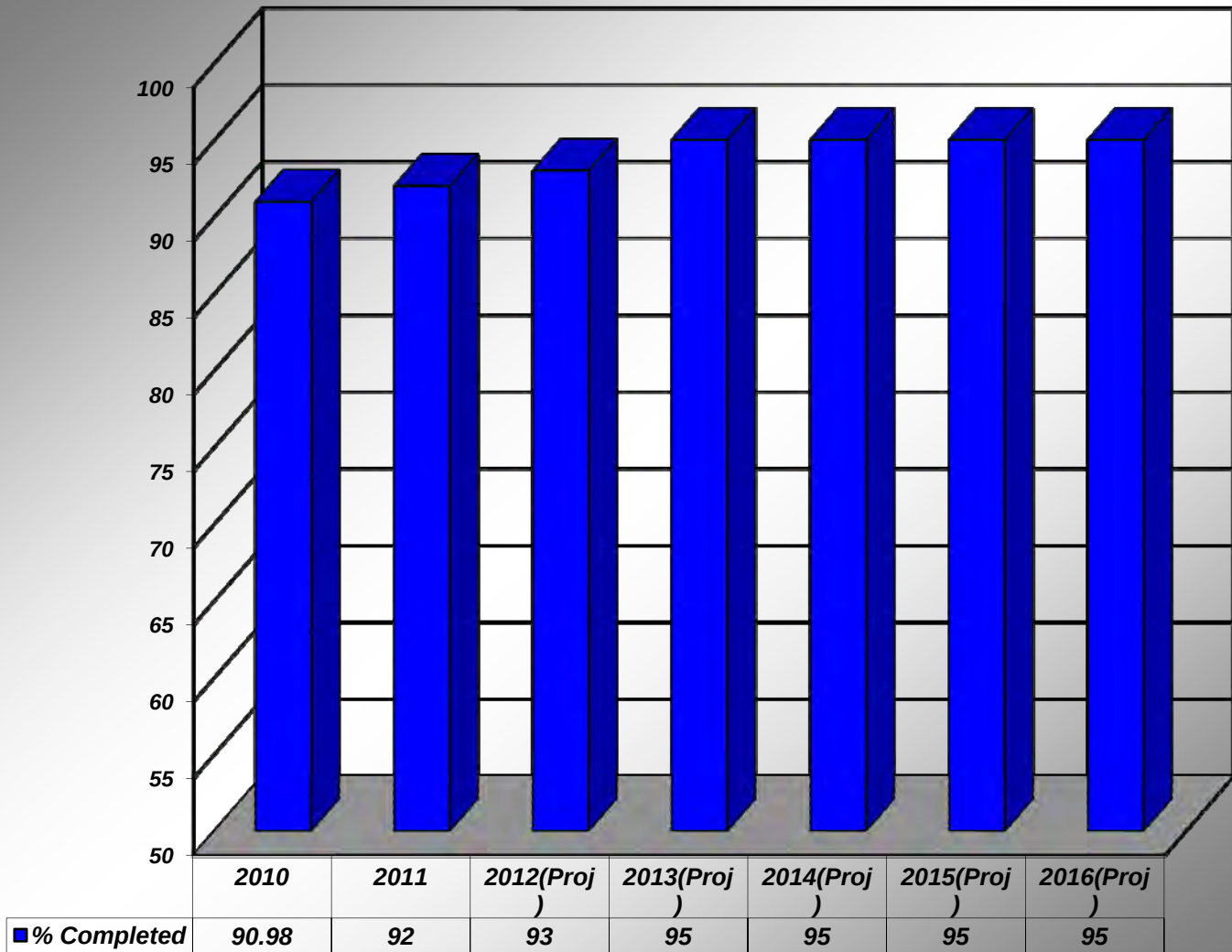
- Final Contract Price as a Percentage of Tendered Price and Number of Projects Exceeding the Purchase Order
- Total Capital Budget Expenditures
- Number of Road Occupancy Permits and Municipal Consents Issued

Traffic Services:

- Number of Traffic Studies Completed

2013-16 Business Plan

Percent of Budgeted Design Completed Within Current 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.

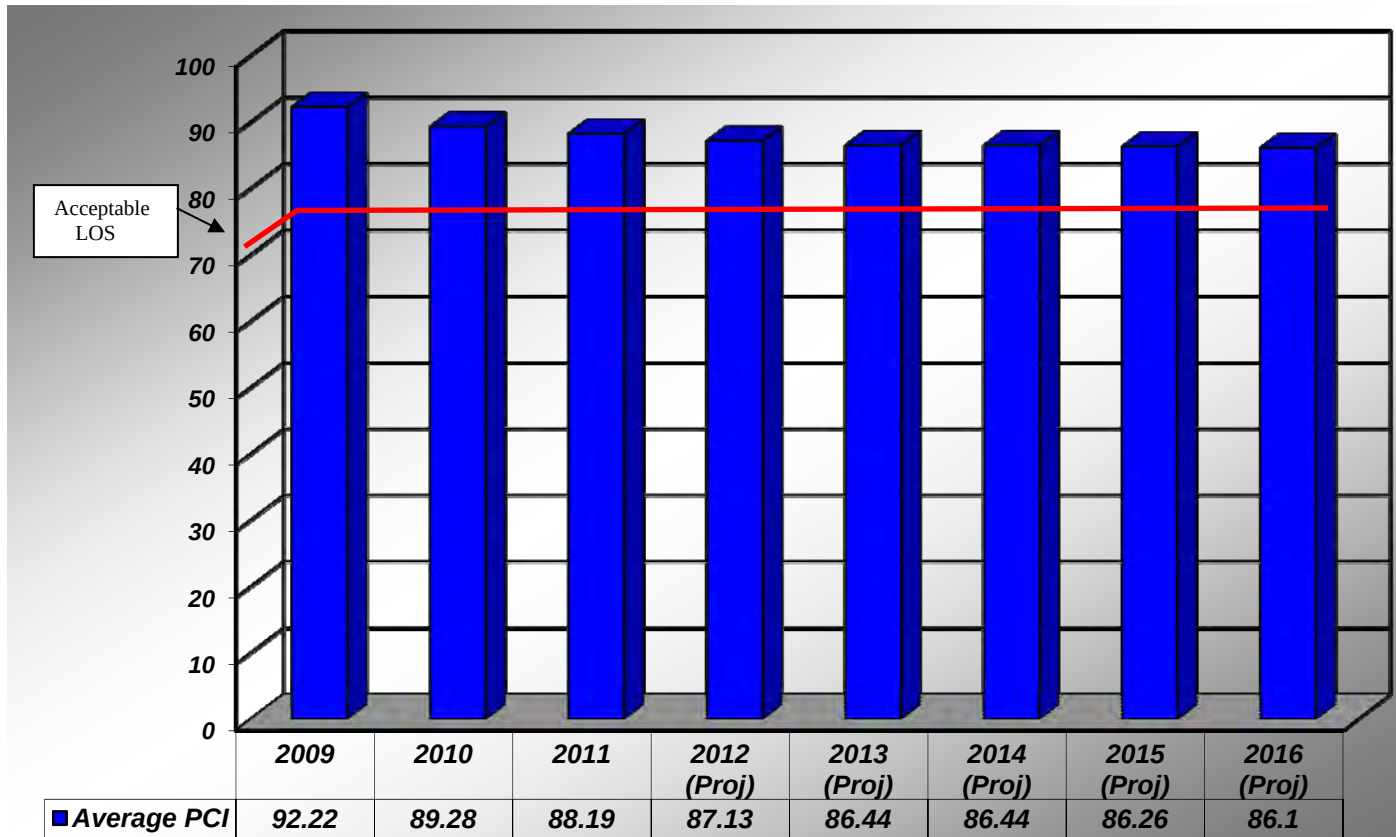
Notes about the Measure:

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.

2013-16 Business Plan

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.



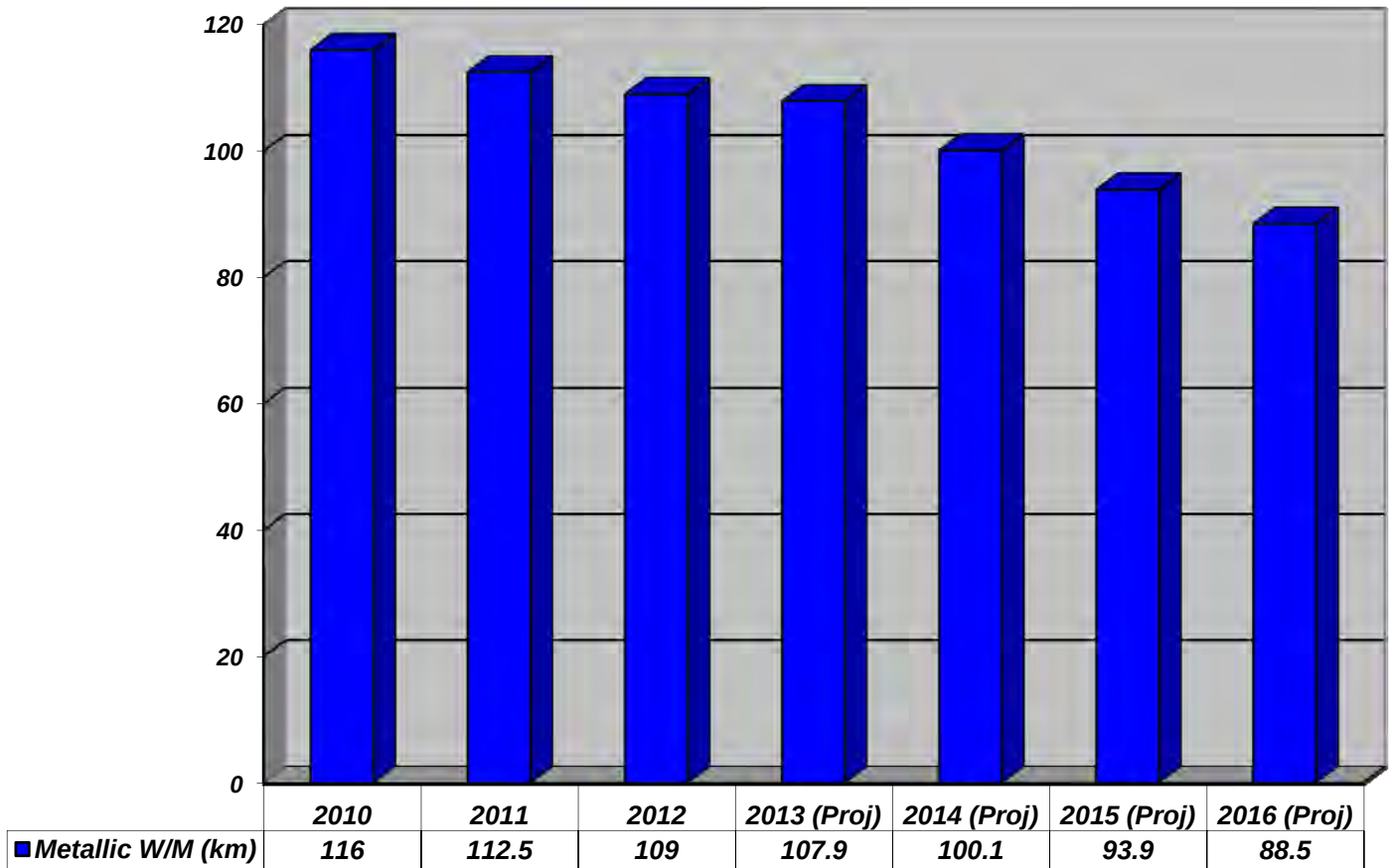
Key Conclusion:

The PCI indicates that the overall road network is currently in good condition. However, long term forecasts indicate that the level of service will no longer be achieved in 2030, based on 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.

Watermain Replacement Program – Metallic Pipe Remaining



Key Conclusion:

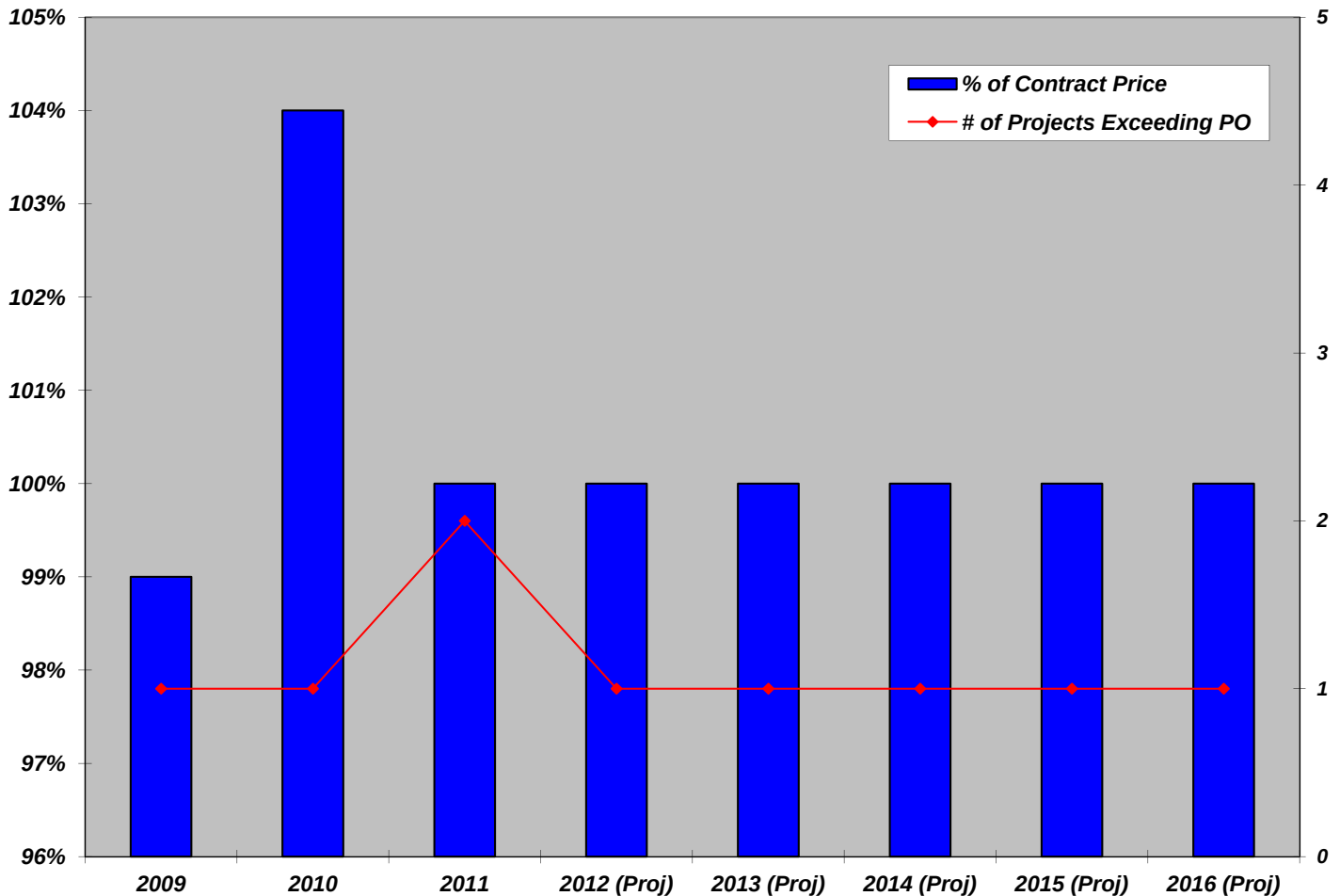
It is anticipated that the watermain replacement program will grow from 3km/year to 6km/year. This growth will be sustained over the next 20 years, significantly reducing the amount of metallic watermain left. The addition of 2 Project Managers (funded from the Water and Wastewater Budget) will aid in delivering this in the capital program. This timeline reflects the remaining service life of metallic watermain and will ensure its replacement within this period of time.

Notes about the Measure:

To date, the majority of watermain replacement program (design phase) has been delivered by external professional resources. It is anticipated that the increased program will be managed by the additional Project Manager staff and a larger percentage of the design will be delivered in-house.

2013-16 Business Plan

Final Contract Price as a Percentage of Tendered Price and Number of Projects Exceeding the Purchase Order



Key Conclusion:

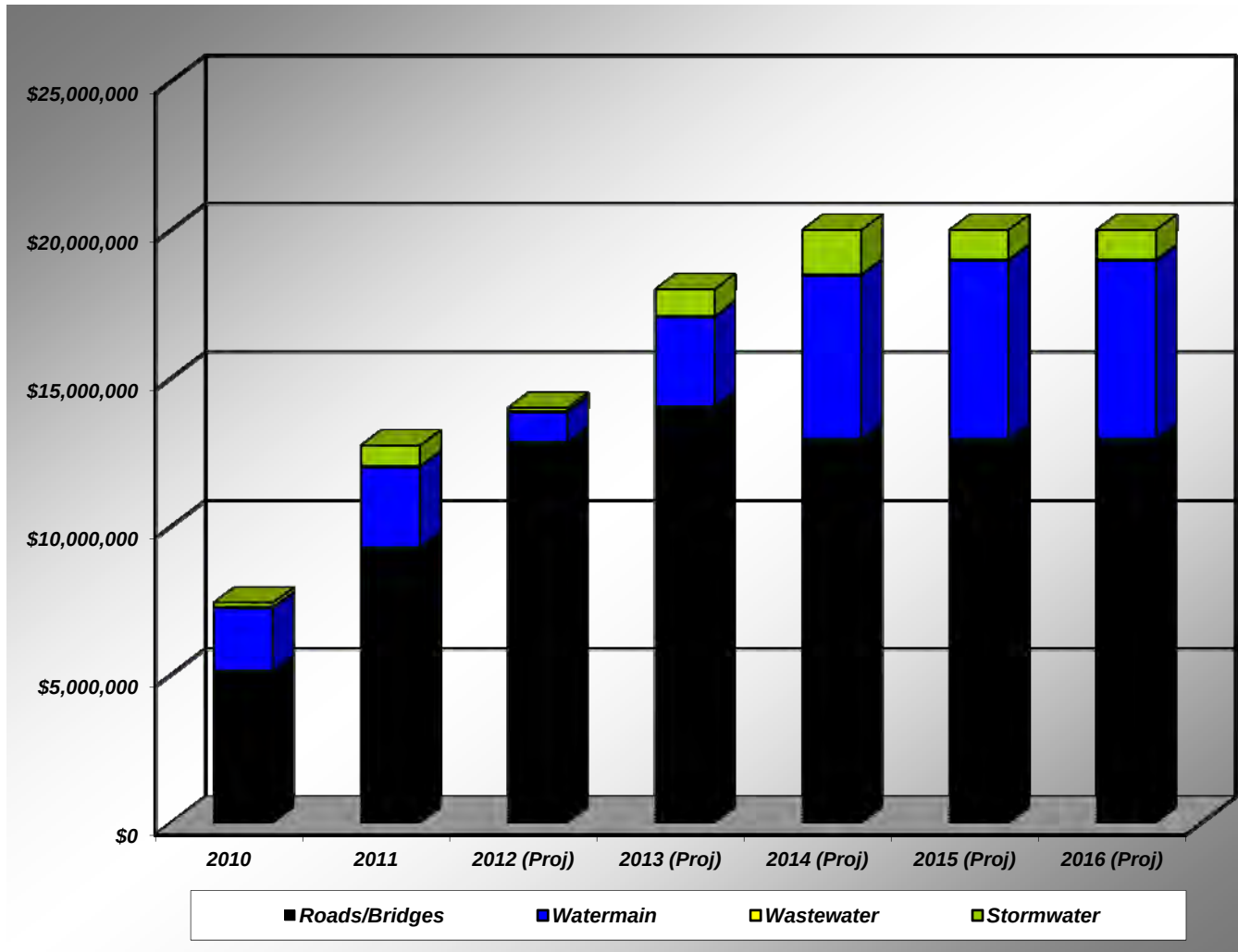
Staff continues to manage scope of approved capital projects within budget, not relying on available contingencies.

Notes about the Measure:

A contingency allowance of 10% is typically provided for construction projects and is included within the approved budget. 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. 2012 contracts are not included as the final construction costs are not yet available. The average number of projects administered per year is approximately 20.

2013-16 Business Plan

Total Capital Budget Expenditures



Key Conclusion:

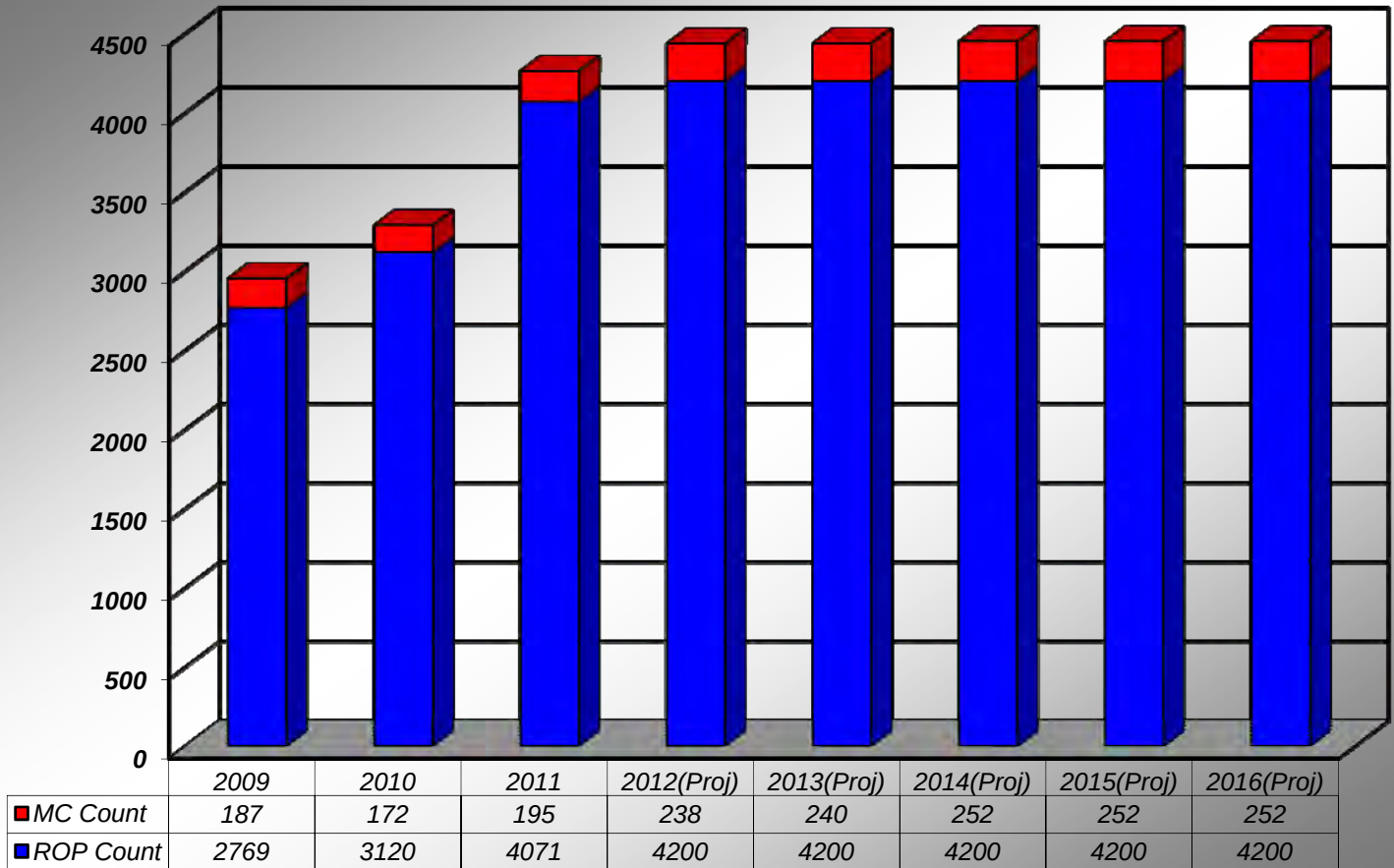
As the City continues to grow, so too does the infrastructure that services our residents. As part of the ongoing management of the City's assets, capital budgets will continue to increase to ensure an appropriate level of service. Large amounts of the Capital Budget have been directed toward Pavement Management. As the wastewater system is in good condition, minimal capital expenditures have been undertaken, however, increases in funding will be required in the medium to long term.

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.

2013-16 Business Plan

Number of Road Occupancy Permits & Municipal Consents Issued



Key Conclusion:

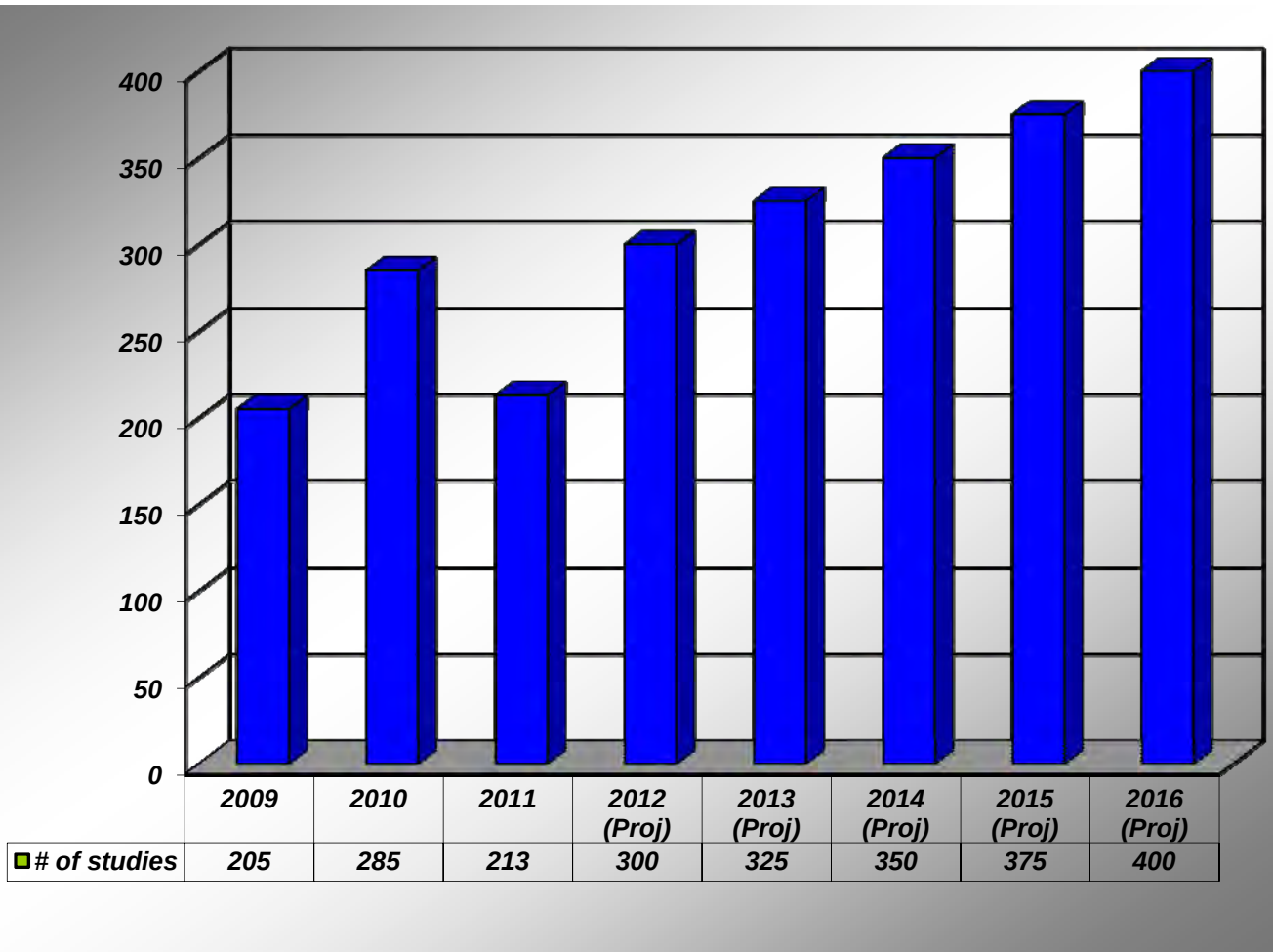
The 4,000+ Road Occupancy Permits and Municipal Consents help both residents and businesses get high quality services from the various utility companies. The Utility Coordination section is funded from full cost recovery through municipal access agreements, road occupancy permits and municipal consent fees. The number of municipal consents has increased since 2006, but is projected to plateau at a volume of approximately 4,400 per year.

Notes about the Measure:

In 2012, an additional staff resource was approved to assist in carrying out field investigations and inquiring into citizen concerns. This additional resource will ensure that application processing times do not increase, which will be reflected in future Key Performance Indicators.

2013-16 Business Plan

Number of Traffic Studies Completed



Key Conclusion:

There has been a significant increase in the number of studies undertaken by Traffic Services. The number of studies completed by Traffic Services has increased by over 50% from 2005 to 2010. With continued development, and population increase this trend will continue in the go forward. Moreover, as a result of intensification, traffic studies will become more complex and require greater analysis, such as infiltration studies. To manage the projected increase in demand for traffic studies, an additional resource request for outsourcing routine studies will create 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.

2013-16 Business Plan

Key Conclusions:

Capital Planning and Infrastructure:

As a result of the development of a long range multi asset capital program, there will be added pressure to the existing staff compliment to deliver the program in a cost effective and timely manner. Therefore, the addition of 2 project managers will aid the delivery of the anticipated increase in the water and wastewater program.

It is anticipated that a majority of the project delivery will be undertaken by existing staff compliment, including Project Managers, Senior Engineering Assistants, Design Draftspersons and Instrument Persons. In order to ensure that the required field data is collected to facilitate the required engineering designs, an additional resource request for increasing the survey capacity has been submitted.

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.

As a result of intensification, traffic studies will become more complex and require greater analysis, such as infiltration studies. Collaborative efforts between Traffic Engineering and Transportation Engineering are required to effectively manage the City's transportation network.

To manage the projected increase in demand for traffic studies, an additional resource request for outsourcing routine studies will create additional capacity.

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

Commissioner Sign-off

Date

Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

Department	Exp Category	Account	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	2014 Forecast	Variance	2015 Forecast	Variance	2016 Forecast	Variance
Engineering Services														
	Revenue													
		Rev. frm Recov. Exp - Pd Duty	150,376	175,933	165,843	66.1%	(10,090)	(5.7)%	173,967	8,124	172,724	(1,243)	179,388	6,664
		Dept. Misc. Revenues	0	0	85,050	33.9%	85,050	0.0%	85,300	250	85,620	320	85,940	320
		Trsf. fm Res & Res Funds	70,304	0	0	0.0%	0	0.0%	0	0	0	0	0	0
	Total Revenue		220,680	175,933	250,893	100.0%	74,960	42.6%	259,267	8,374	258,344	(923)	265,328	6,984
	Labour Costs													
		Staffing Costs (incl Benefits)	3,438,477	3,419,160	3,567,268	83.7%	148,108	4.3%	3,599,879	32,611	3,631,694	31,815	3,650,159	18,465
	Other Expenses													
		Service Contracts and Materials	180,554	455,098	461,629	10.8%	6,531	1.4%	632,797	171,168	667,723	34,926	674,796	7,073
		Staff Development & Training	41,881	61,095	62,345	1.5%	1,250	2.0%	62,345	0	62,345	0	62,345	0
		Office Equipment & Furniture	31,553	34,781	45,281	1.1%	10,500	30.2%	31,281	(14,000)	31,281	0	31,281	0
		Office Supplies & Expenses	25,378	38,391	38,956	0.9%	565	1.5%	38,956	0	38,956	0	38,956	0
		Utilities & Fuel	19,536	20,532	23,617	0.6%	3,085	15.0%	24,798	1,181	25,294	496	25,800	506
		Meals & Travel	16,852	22,172	22,672	0.5%	500	2.3%	22,672	0	22,672	0	22,672	0
		Professional Fees	8,568	15,305	15,305	0.4%	0	0.0%	15,305	0	15,305	0	15,305	0
		Communications	7,231	12,737	12,437	0.3%	(300)	(2.4)%	12,437	0	12,437	0	12,437	0
		Tools & Equipment	7,945	11,932	11,932	0.3%	0	0.0%	11,932	0	11,932	0	11,932	0
		Other	88	0	300	0.0%	300	0.0%	300	0	300	0	300	0
		Community Advertising & Promotion	0	565	0	0.0%	(565)	(100.0)%	0	0	0	0	0	0
		Corporate Accounts	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		General Mtce & Repairs	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Reserve Transfers	(1,628)	0	0	0.0%	0	0.0%	0	0	0	0	0	0
	Total Other Expenses		337,958	672,608	694,474	16.3%	21,866	3.3%	852,823	158,349	888,245	35,422	895,824	7,579
	Total Expenses		3,776,434	4,091,768	4,261,742	100.0%	169,974	4.2%	4,452,702	190,960	4,519,939	67,237	4,545,983	26,044
Total Engineering Services			3,555,754	3,915,835	4,010,849		95,014	2.4%	4,193,435	182,586	4,261,595	68,160	4,280,655	19,060

2013 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2013 Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Utility Inspector (PT Conversion) ***	FT	0.67	107,177	(101,841)	5,336			0.67	5,336		(9,479)		4,747		4,985
*** Net impact is offset by PT Conversion and Engineering Fees															

Recognized 2014 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Pavement Markings - Rural Roads			165,000		165,000				165,000				



2013 Capital Budget & 2014-2016 Capital Plan

Commission of Engineering & Public Works
Engineering Services

Budget Year	Project #	Title	Project Type	Total Budget	Operating Impact	TCA
2013	EN-1753-13	Kirby Road Project - Phase 2	New Infrastructure	51,500	0	Y
2013	EN-1843-13	Traffic Signal Improvements	Legal/Regulatory	206,000	0	Y
2013	EN-1854-13	Storm Water Management Facility - Pine Valley Drive at Club House	New Infrastructure	1,545,000	0	Y
2013	EN-1862-13	Municipal Structure Inspection and Reporting	Legal/Regulatory	123,600	0	N
2013	EN-1871-13	2013 Pavement Management Program - Phase 1	Infrastructure Replacement	4,781,521	0	Y
2013	EN-1872-13	2013 Pavement Management Program - Phase 2	Infrastructure Replacement	3,321,750	0	Y
2013	EN-1873-13	2013 Pavement Management Program - Phase 3	Infrastructure Replacement	3,321,750	0	Y
2013	EN-1880-13	Sidewalk on Major Mackenzie - McNaughton Rd to Bathurst St.	Growth/Development	1,030,000	0	Y
2013	EN-1887-13	Bridge Rehabilitation - Dick Bridge (Humber River)	Infrastructure Replacement	412,000	0	Y
2013	EN-1888-13	Bridge Rehabilitation - Glen Shields Avenue	Infrastructure Replacement	154,500	0	Y
2013	EN-1889-13	Bridge Replacement/Rehabilitation Environmental Assessment - King Vaughan Road Bridge	Infrastructure Replacement	154,500	0	Y
2013	EN-1909-13	PD8 Pump Station Decommissioning	Infrastructure Replacement	293,600	0	Y
2013	EN-1940-13	2014 Pavement Management Program - Phase 1	Infrastructure Replacement	25,750	0	Y
2013	EN-1941-13	2014 Pavement Management Program - Phase 2	Infrastructure Replacement	25,750	0	Y
2013	EN-1942-13	2014 Road Rehabilitation and Watermain Replacement - Phase 1	Infrastructure Replacement	217,330	0	Y
2013	EN-1943-13	2014 Road Rehabilitation and Watermain Replacement - Phase 2	Infrastructure Replacement	241,020	0	Y
2013	EN-1944-13	2014 Road Rehabilitation and Watermain Replacement - Phase 3	Infrastructure Replacement	103,000	0	Y
2013	EN-1945-13	Sidewalk and Street lighting on Regional Road Hwy # 50 - Phase 1	New Infrastructure	123,600	0	Y
2013	EN-1946-13	Sidewalk and Street lighting on Regional Road Hwy # 50 - Phase 2	New Infrastructure	432,600	0	Y
2013	EN-1948-13	Traffic Calming - Vellore Avenue, from Davos Road to St. Urbain Drive	New Infrastructure	25,750	0	N
2013	EN-1950-13	Clarence Street Slope Stabilization - Phase 2	Infrastructure Replacement	100,000	0	Y
2013	EN-1958-13	Corporate Asset Management	Priority Initiative	500,000	0	N
2013	EN-1960-13	Sidewalk on Weston Road - Steeles Avenue W. to Rutherford Road	Growth/Development	103,000	0	Y
2013	EN-1961-13	Sidewalk on Islington Avenue - Major Mackenzie Dr to Westridge Dr	New Infrastructure	180,250	0	Y
2013	EN-1963-13	North Maple Bridge - north of Major Mackenzie over Hwy 400	Growth/Development	1,339,000	0	Y
2013	EN-1969-13	Sidewalk on Steeles Avenue West Missing Link	New Infrastructure	61,800	0	Y
2013	EN-1970-13	Sidewalk and Street/ Walkway Lighting Infill Program in Older Areas	New Infrastructure	250,000	0	Y
2013	EN-1971-13	Sanitary Sewer Rehabilitation on Rivermede Road - Keele St to Bowes Road	Infrastructure Replacement	51,500	0	Y
2013	EN-1972-13	Multi-use Path and Streetlighting on Dufferin Street - Kirby Road to Teston Road	New Infrastructure	144,200	0	Y
2013 Budget				19,320,271		
2014	EN-1837-14	Walkway lighting - Mountbatten Road	New Infrastructure	30,900	0	Y



2013 Capital Budget & 2014-2016 Capital Plan

Commission of Engineering & Public Works
Engineering Services

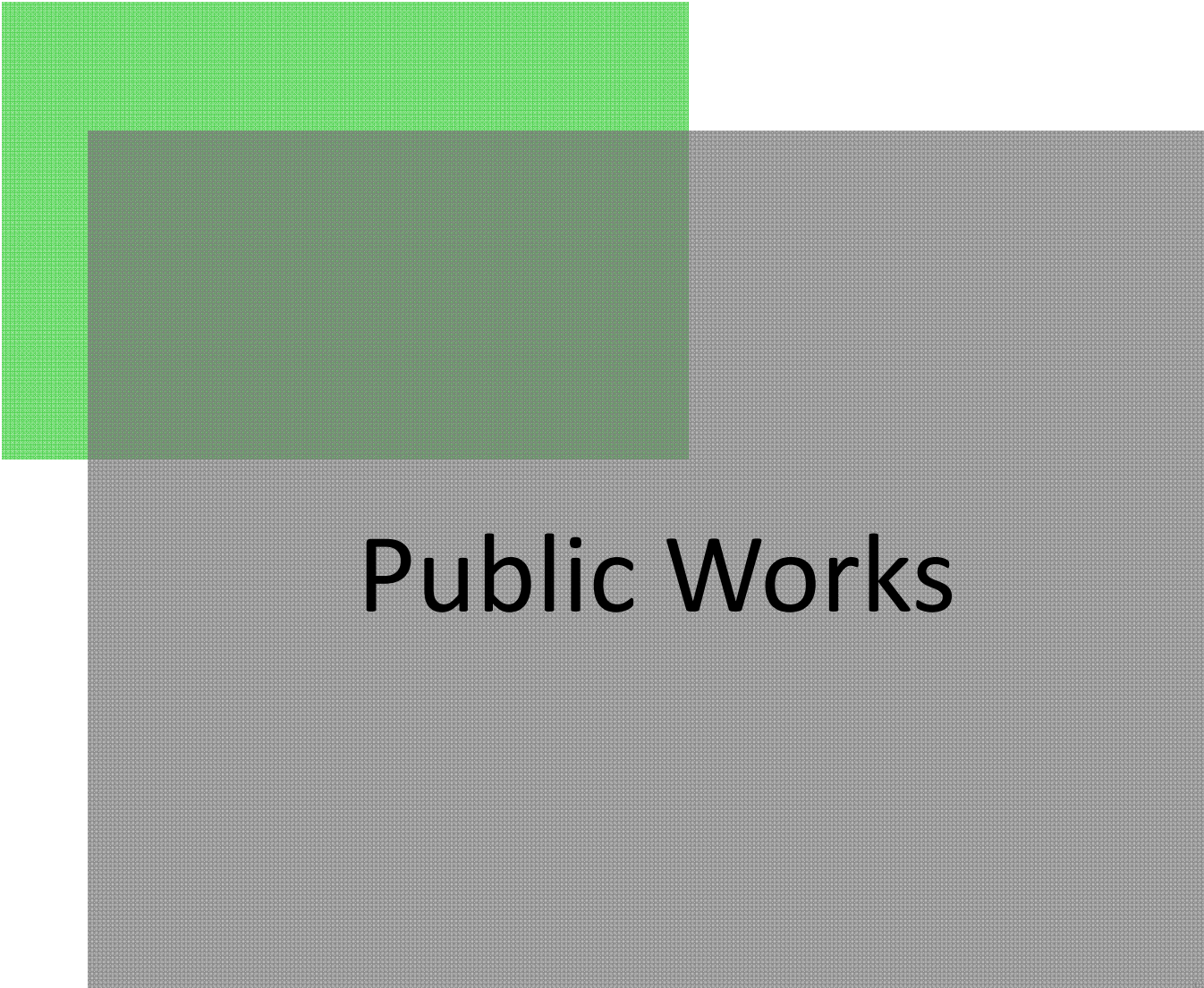
Budget Year	Project #	Title	Project Type	Total Budget	Operating Impact	TCA
2014	EN-1864-14	Walkway Lighting - Aberdeen Avenue and Andrea Lane	New Infrastructure	30,900	0	Y
2014	EN-1879-14	Storm Water Management Facility Gallanough Park	New Infrastructure	1,000,000	0	Y
2014	EN-1886-14	Bridge Rehabilitation - Humber Bridge Trail Bridge	Infrastructure Replacement	824,000	0	Y
2014	EN-1889-13	Bridge Replacement/Rehabilitation Environmental Assessment - King Vaughan Road Bridge	Infrastructure Replacement	154,500	0	Y
2014	EN-1892-14	Culvert Removal - Peelar Road	Infrastructure Replacement	309,000	0	Y
2014	EN-1904-14	Culvert Replacement - Merino Road	Infrastructure Replacement	463,500	0	Y
2014	EN-1912-14	2015 Pavement Management Program - Phase 1	Infrastructure Replacement	25,750	0	Y
2014	EN-1913-14	2015 Pavement Management Program - Phase 2	Infrastructure Replacement	25,750	0	Y
2014	EN-1914-14	2015 Road Rehabilitation and Watermain Replacement - Phase 1	Infrastructure Replacement	77,250	0	Y
2014	EN-1915-14	2015 Road Rehabilitation and Watermain Replacement - Phase 2	Infrastructure Replacement	206,000	0	Y
2014	EN-1916-14	2015 Road Rehabilitation and Watermain Replacement - Phase 3	Infrastructure Replacement	309,000	0	Y
2014	EN-1940-13	2014 Pavement Management Program - Phase 1	Infrastructure Replacement	3,768,193	0	Y
2014	EN-1941-13	2014 Pavement Management Program - Phase 2	Infrastructure Replacement	2,987,000	0	Y
2014	EN-1942-13	2014 Road Rehabilitation and Watermain Replacement - Phase 1	Infrastructure Replacement	5,566,120	0	Y
2014	EN-1943-13	2014 Road Rehabilitation and Watermain Replacement - Phase 2	Infrastructure Replacement	3,051,890	0	Y
2014	EN-1944-13	2014 Road Rehabilitation and Watermain Replacement - Phase 3	Infrastructure Replacement	824,000	0	Y
2014	EN-1947-14	Intensification – Traffic Management Pilot Project	New Infrastructure	117,420	0	N
2014	EN-1951-14	Sidewalk Upgrade on Jane Street - north of Teston Road	Infrastructure Replacement	100,000	0	Y
2014	EN-1952-14	Sidewalk Upgrade on Nashville Road - west of Klein's Circle	Infrastructure Replacement	135,000	0	Y
2014	EN-1957-14	Cycle Path Improvement on Islington Avenue - Rutherford Rd to Wycliffe Ave.	Growth/Development	123,600	0	Y
2014	EN-1958-13	Corporate Asset Management	Priority Initiative	780,000	0	N
2014	EN-1959-14	Traffic Signal Installation - Chrislea Road and Northview Boulevard	New Infrastructure	180,250	0	Y
2014	EN-1965-14	Sidewalk and Street lighting on Major Mackenzie Drive - Phase 1	New Infrastructure	927,000	0	Y
2014	EN-1966-14	Pedestrian Signal Installation-Pleasant Ridge Avenue	Growth/Development	87,550	0	Y
2014	EN-1973-14	Streetscape for Concord West - Highway 7 and Keele Street	Growth/Development	221,253	0	Y
2014 Forecast				22,325,826		
2015	EN-1851-15	GIS Infrastructure Inventory	New Infrastructure	329,600	0	N
2015	EN-1852-15	Drawing Index Enhancements	New Infrastructure	103,000	0	N
2015	EN-1853-15	Vellore Woods Blvd. Lay-by Parking	New Infrastructure	154,500	0	Y
2015	EN-1866-15	Traffic Calming Program	New Infrastructure	154,500	0	N
2015	EN-1883-15	Construction of Turning Lane at Willis Road and Pine Valley Drive	New Infrastructure	453,300	0	Y



2013 Capital Budget & 2014-2016 Capital Plan

Commission of Engineering & Public Works
Engineering Services

Budget Year	Project #	Title	Project Type	Total Budget	Operating Impact	TCA
2015	EN-1888-13	Bridge Rehabilitation - Glen Shields Avenue	Infrastructure Replacement	412,000	0	Y
2015	EN-1889-13	Bridge Replacement/Rehabilitation Environmental Assessment - King Vaughan Road Bridge	Infrastructure Replacement	515,000	0	Y
2015	EN-1907-15	Creation of CAD Standards	Studies	51,500	0	N
2015	EN-1912-14	2015 Pavement Management Program - Phase 1	Infrastructure Replacement	3,432,870	0	Y
2015	EN-1913-14	2015 Pavement Management Program - Phase 2	Infrastructure Replacement	3,476,250	0	Y
2015	EN-1914-14	2015 Road Rehabilitation and Watermain Replacement - Phase 1	Infrastructure Replacement	1,549,785	0	Y
2015	EN-1915-14	2015 Road Rehabilitation and Watermain Replacement - Phase 2	Infrastructure Replacement	2,684,654	0	Y
2015	EN-1916-14	2015 Road Rehabilitation and Watermain Replacement - Phase 3	Infrastructure Replacement	4,320,876	0	Y
2015	EN-1917-15	2016 Pavement Management Program - Phase 1	Infrastructure Replacement	25,750	0	Y
2015	EN-1918-15	2016 Pavement Management Program - Phase 2	Infrastructure Replacement	25,750	0	Y
2015	EN-1919-15	2016 Pavement Management Program - Phase 3	Infrastructure Replacement	25,750	0	Y
2015	EN-1920-15	2016 Road Rehabilitation and Watermain Replacement - Phase 1	Infrastructure Replacement	226,600	0	Y
2015	EN-1921-15	2016 Road Rehabilitation and Watermain Replacement - Phase 2	Infrastructure Replacement	278,100	0	Y
2015	EN-1923-15	Municipal Structure Inspection and Reporting	Legal/Regulatory	123,600	0	Y
2015	EN-1930-15	Sidewalk on Keele Street - McNaughton Road to Teston Road	New Infrastructure	37,080	0	Y
2015	EN-1931-15	Sidewalk on Keele Street - Kirby Road to Peak Point Blvd	New Infrastructure	20,600	0	Y
2015	EN-1950-13	Clarence Street Slope Stabilization - Phase 2	Infrastructure Replacement	500,000	0	Y
2015	EN-1958-13	Corporate Asset Management	Priority Initiative	750,000	0	N
2015	EN-1960-13	Sidewalk on Weston Road - Steeles Avenue W. to Rutherford Road	Growth/Development	515,000	0	Y
2015	EN-1972-13	Multi-use Path and Streetlighting on Dufferin Street - Kirby Road to Teston Road	New Infrastructure	576,800	0	Y
2015	EN-1973-14	Streetscape for Concord West - Highway 7 and Keele Street	Growth/Development	289,899	0	Y
2015 Forecast				21,032,764		
2016	EN-1917-15	2016 Pavement Management Program - Phase 1	Infrastructure Replacement	2,807,000	0	Y
2016	EN-1918-15	2016 Pavement Management Program - Phase 2	Infrastructure Replacement	2,852,070	0	Y
2016	EN-1919-15	2016 Pavement Management Program - Phase 3	Infrastructure Replacement	2,269,090	0	Y
2016	EN-1920-15	2016 Road Rehabilitation and Watermain Replacement - Phase 1	Infrastructure Replacement	3,424,278	0	Y
2016	EN-1921-15	2016 Road Rehabilitation and Watermain Replacement - Phase 2	Infrastructure Replacement	3,501,323	0	Y
2016	EN-1930-15	Sidewalk on Keele Street - McNaughton Road to Teston Road	New Infrastructure	148,320	0	Y
2016	EN-1931-15	Sidewalk on Keele Street - Kirby Road to Peak Point Blvd	New Infrastructure	82,400	0	Y
2016	EN-1973-14	Streetscape for Concord West - Highway 7 and Keele Street	Growth/Development	2,559,429	0	Y
2016 Forecast				17,643,910		

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Public Works

Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

Department	Exp Category	Account	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	2014 Forecast	Variance	2015 Forecast	Variance	2016 Forecast	Variance
Public Works - Operations														
	Revenue													
		Tourism/Rec'n Grant	1,025,124	950,000	1,025,120	78.2%	75,120	7.9%	1,048,700	23,580	1,072,820	24,120	1,097,490	24,670
		General Revenue	120,535	127,451	130,412	9.9%	2,961	2.3%	132,872	2,460	135,333	2,461	137,794	2,461
		Rev. frm Recov. Exp - Pd Duty	116,590	129,034	125,579	9.6%	(3,455)	(2.7)%	125,621	42	126,356	735	127,108	752
		Departmental Revenues	15,840	13,920	13,320	1.0%	(600)	(4.3)%	13,320	0	13,320	0	13,320	0
		Service Charges	9,382	14,580	10,665	0.8%	(3,915)	(26.9)%	10,665	0	10,665	0	10,665	0
		Dept. Misc. Revenues	5,814	1,050	5,912	0.5%	4,862	463.0%	5,912	0	6,045	133	6,179	134
		Rents and Concessions	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		W&S Administration Revenue	428,400	428,400	0	0.0%	(428,400)	(100.0)%	0	0	0	0	0	0
	Total Revenue		1,721,685	1,664,435	1,311,008	100.0%	(353,427)	(21.2)%	1,337,090	26,082	1,364,539	27,449	1,392,556	28,017
	Labour Costs													
		Staffing Costs (incl Benefits)	5,135,888	5,246,433	5,701,793	18.6%	455,360	8.7%	5,928,718	226,925	6,002,633	73,915	6,039,982	37,349
	Other Expenses													
		Service Contracts and Materials	18,560,952	21,596,723	22,215,133	72.6%	618,410	2.9%	22,978,829	763,696	23,972,126	993,297	25,016,974	1,044,848
		Utilities & Fuel	2,093,676	2,108,065	2,221,889	7.3%	113,824	5.4%	2,357,260	135,371	2,496,780	139,520	2,645,904	149,124
		Community Advertising & Promotion	149,216	193,890	174,030	0.6%	(19,860)	(10.2)%	174,030	0	174,030	0	174,030	0
		Operating Leases	51,534	116,089	116,089	0.4%	0	0.0%	116,089	0	116,089	0	116,089	0
		Staff Development & Training	63,819	56,817	75,017	0.2%	18,200	32.0%	77,017	2,000	77,017	0	77,017	0
		Office Supplies & Expenses	36,567	41,714	41,714	0.1%	0	0.0%	41,714	0	41,714	0	41,714	0
		Office Equipment & Furniture	14,741	39,026	37,526	0.1%	(1,500)	(3.8)%	37,526	0	37,526	0	37,526	0
		Tools & Equipment	37,588	35,419	35,719	0.1%	300	0.8%	36,719	1,000	36,719	0	36,719	0
		Communications	18,784	33,986	31,486	0.1%	(2,500)	(7.4)%	31,486	0	31,486	0	31,486	0
		Professional Fees	4,259	13,483	13,483	0.0%	0	0.0%	13,483	0	13,483	0	13,483	0
		Meals & Travel	6,606	10,883	11,883	0.0%	1,000	9.2%	11,883	0	11,883	0	11,883	0
		Corporate Accounts	11,268	6,838	9,338	0.0%	2,500	36.6%	9,338	0	9,338	0	9,338	0
		Other	406	1,060	1,060	0.0%	0	0.0%	1,060	0	1,060	0	1,060	0
		General Mtce & Repairs	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Reserve Transfers	3,050,502	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Joint Services & Department Transfers	(52,525)	(133,470)	(92,710)	-0.3%	40,760	(30.5)%	(92,710)	0	(92,710)	0	(92,710)	0
	Total Other Expenses		24,047,395	24,120,523	24,891,657	81.4%	771,134	3.2%	25,793,724	902,067	26,926,541	1,132,817	28,120,513	1,193,972
	Total Expenses		29,183,283	29,366,956	30,593,450	100.0%	1,226,494	4.2%	31,722,442	1,128,992	32,929,174	1,206,732	34,160,495	1,231,321
	Total Public Works - Operations		27,461,599	27,702,521	29,282,442		1,579,921	5.7%	30,385,352	1,102,910	31,564,635	1,179,283	32,767,939	1,203,304

2013 ARRs															
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2013 Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Roads Labourer	FT	1.00	53,305		53,305			1.00	53,305		2,590		2,720		2,856
Equipment Operator II - Heavy Equipment Operator	FT	2.00	138,133		138,133			2.00	138,133		6,757		7,094		7,449



Revenue and Expenditure Summary

2013 Operating Budget & 2014-16 Plan

Recognized 2014 ARRs													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Equipment Operator I	FT	2.00	136,230		136,230			2.00	136,230		6,662		6,995

2013-16 Business Plan

BUSINESS OVERVIEW

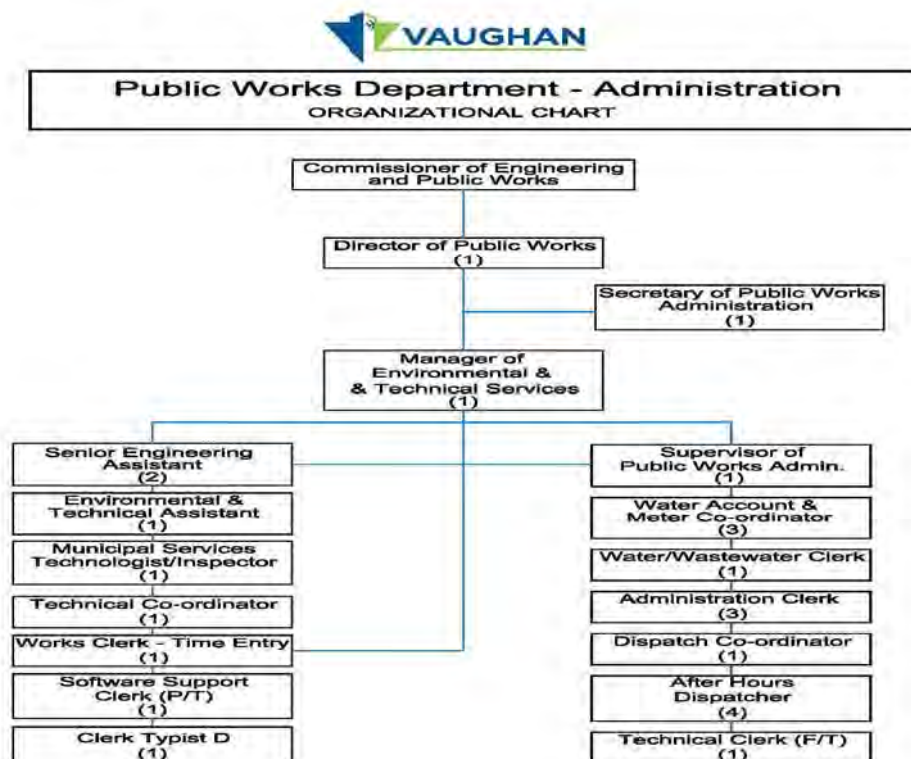
Service Statement: (Describe the core responsibilities for your department)

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. This level of service now covers the answering and dispatching of calls for Animal Control Services including municipalities outside of the Vaughan area (King Township and Bradford).

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



2013-16 Business Plan

Full Time, Part Time and Overtime – Budgeted Amounts

Administration:

	2012	2013 Base	Additional Resource Requests			
			2013	2014	2015	2016
Full Time	4*	4*	0	1*	0	0
Part Time	0	0	0	0	0	0
Overtime	\$1,065	\$1,097	\$1,097	\$1,130	\$1,164	\$1,199

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:

	2012	2013 Base	Additional Resource Requests			
			2013	2014	2015	2016
Full Time	2*	2*	0	0	0	0
Part Time	0	0	0	0	0	0
Overtime	\$1,913	\$1,970	\$2,029	\$2,090	\$2,152	\$2,216

* 1 Position is funded 69% from Admin & 31% from Water/Wastewater (as a result of Water/Wastewater Budget approval of conversion of P/T to F/T. As a result P/T compliment has been removed.

Water, Wastewater and Roads:

	2012	2013 Base	Additional Resource Requests			
			2013	2014	2015	2016
Full Time	5	5	0	0	0	0
Part Time	0	0	0	0	0	0
Overtime	\$3,902	\$4,019	\$4,139	\$4,263	\$4,390	\$4,521

**Water staff are requested for and funded from the Water Budget.

Dispatchers:

	2012	2013 Base	Additional Resource Requests			
			2013	2014	2015	2016
Full Time	1	1	0	0	0	0
Part Time	2.80	2.80	0	0	0	0
Overtime	\$4,809	\$4,953	\$5,102	\$5,255	\$5,412	\$5,574

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

Technical Group:

2013-16 Business Plan

	2012	2013 Base	Additional Resource Requests			
			2013	2014	2015	2016
Full Time	6*	7**	0	0	0	0
Part Time	1.38	.69	0	0	0	0
Overtime	\$7,128	\$7,341	\$7,561	\$7,788	\$8,021	\$8,261

* 1 FTE Environmental & Technical Assistant funded from Water/Wastewater Budget.

* 5 FTE's funded from Administration Budget

*** 1 Position is funded 69% from Admin & 31% from Water/Wastewater (as a result of Water/Wastewater Budget approval of conversion of P/T to F/T. As a result P/T compliment has been reduced and is reflected in 2013 Base 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.

2013-16 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 outstanding business plan objectives and the method of measuring successful implementation. As well, list 2013-16 business plan objectives in the appropriate section)

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Streamlining of processes	2012	Ongoing	Automation of customer service delivery to residents. Implementation of automated forms
Reduce number of abandoned calls - staff – Approval received in water budget for conversion of part time clerical position to full time. Recruitment Summer 2012	2011	Approval received in Water/WasteWater Budget Recruitment Summer 2012	Decrease in number abandoned calls

2013-16 Business Plan

2013-16 Business Plan Objectives: (You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.)

2013 (Top 3 Objectives)

1. Create Implement the automation of Public Works Service Application Forms	Winter 2012	Service Excellence	Access/Web Based Tools
2. Research and Selection of Point of Sale System and automation of front counter	2013/2014	Service Excellence	IT & Finance

2014 (Top 3 Objectives)

1. Map costs of various Public Works activities against funding source and tying into levels of services.	Quarter 1 – Quarter 4	Service Excellence	Approval of ARR-Operational Review Analyst – Deferred for approval for 2014 Budget Year
2. Implementation of Point of Sale System and automation of front counter	2014/2015	Service Excellence	IT & Finance
3.			

2015 (Top 3 Objectives)

1.			

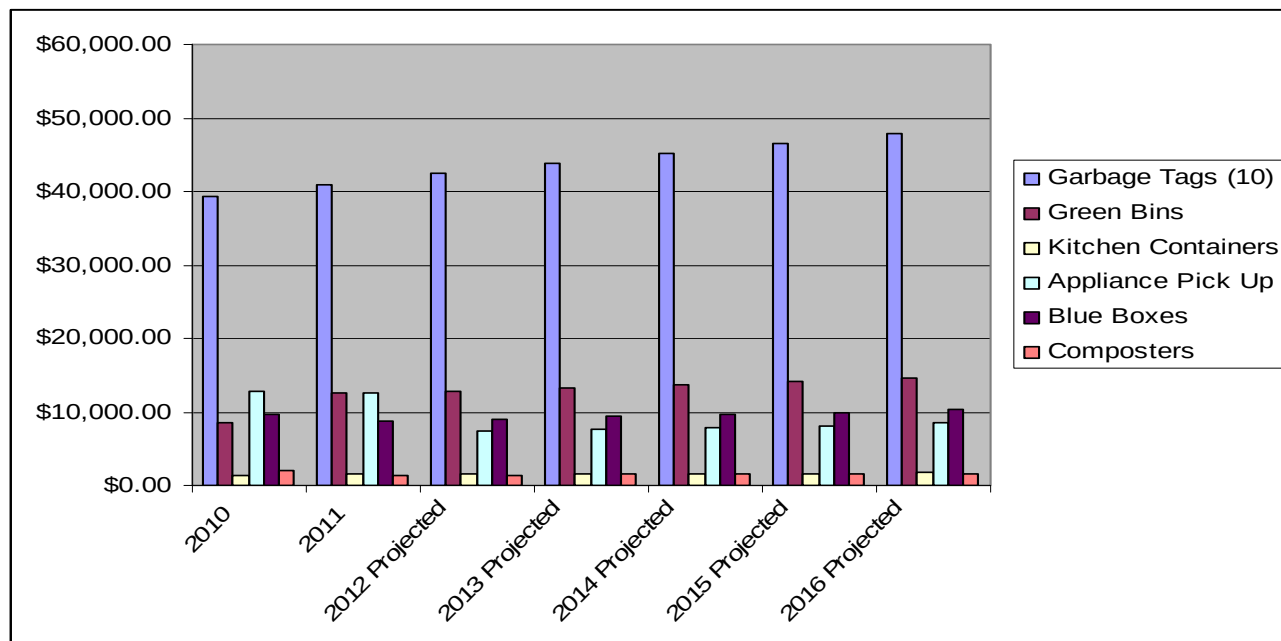
2016 (Top 3 Objectives)

1.			

2013-16 Business Plan

Key Performance Indicators:

Revenue Front Counter Sales & Services – Solid Waste Management



	2010	2011	2012 Projected	2013 Projected	2014 Projected	2015 Projected	2016 Projected
Garbage Tags (10)	\$39,273.00	\$40,843.00	\$42,477.00	\$43,751.00	\$45,063.00	\$46,415.00	\$47,808.00
Green Bins	\$8,482.00	\$12,544.00	\$12,920.00	\$13,308.00	\$13,708.00	\$14,120.00	\$14,542.00
Kitchen Containers	\$1,425.00	\$1,475.00	\$1,541.00	\$1,587.00	\$1,635.00	\$1,684.00	\$1,735.00
Appliance Pick Up	\$12,800.00	\$12,642.00	\$7,498.00	\$7,722.00	\$7,954.00	\$8,193.00	\$8,439.00
Blue Boxes	\$9,618.00	\$8,732.00	\$9,092.00	\$9,364.00	\$9,644.00	\$9,934.00	\$10,232.00
Composters	\$1,940.00	\$1,398.00	\$1,440.00	\$1,483.00	\$1,527.00	\$1,573.00	\$1,620.00

BUSINESS OVERVIEW:

Notes about the Measure:

The economy, program maturation (Greening Vaughan) and the opening of the CEC in 2010 have been accounted for. Increase in sales attributed to inflation, increased population and waste generated.

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

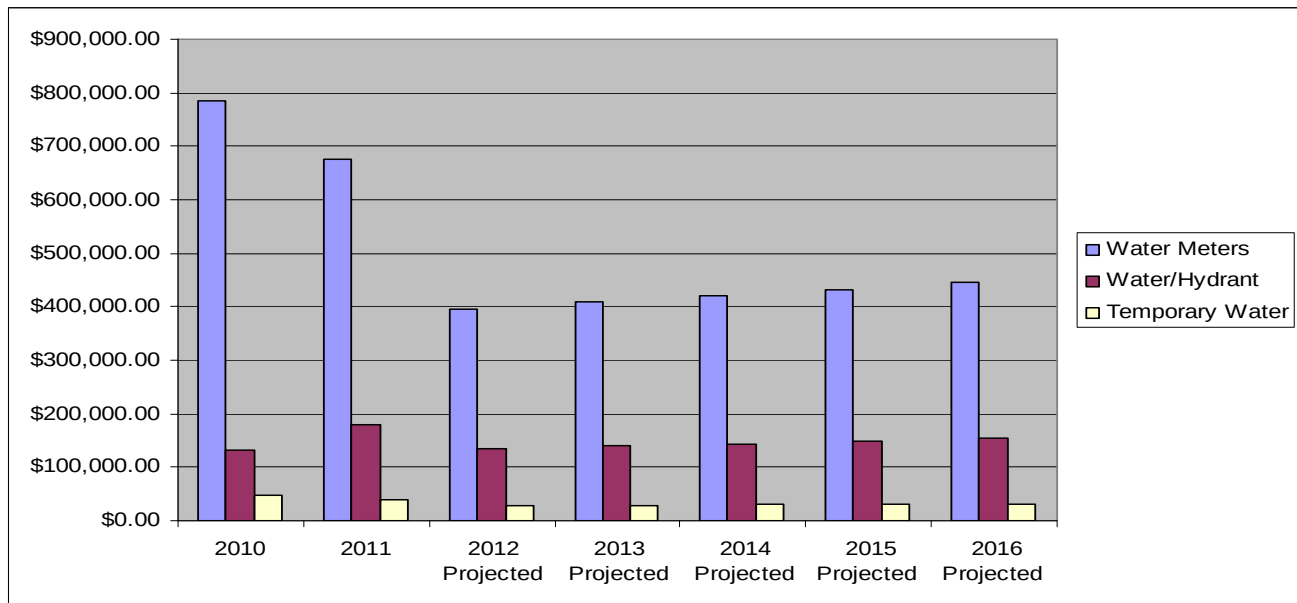
Green Bin and Blue Bin Containers sales at the JOC are down. As of July 2009 the sale of these items was introduced at local community centres, and figures in the graph are reflective of this.

Tag sales continue to increase and an automated P.O.S. System would increase efficiency of operations.

2013-16 Business Plan

Key Performance Indicators:

Revenue Front Counter Sales & Service - Water



	2010	2011	2012 Projected	2013 Projected	2014 Projected	2015 Projected	2016 Projected
Water Meters	\$786,154.00	\$674,583.00	\$396,334.00	\$408,224.00	\$420,470.00	\$433,084.00	\$446,077.00
Water/Hydrant	\$131,416.00	\$179,261.00	\$135,826.00	\$139,900.00	\$144,097.00	\$148,420.00	\$152,872.00
Temporary Water	\$48,084.00	\$38,406.00	\$27,852.00	\$28,687.00	\$29,548.00	\$30,434.00	\$31,347.00

BUSINESS OVERVIEW:

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

Assumptions are based on population growth and services provided,

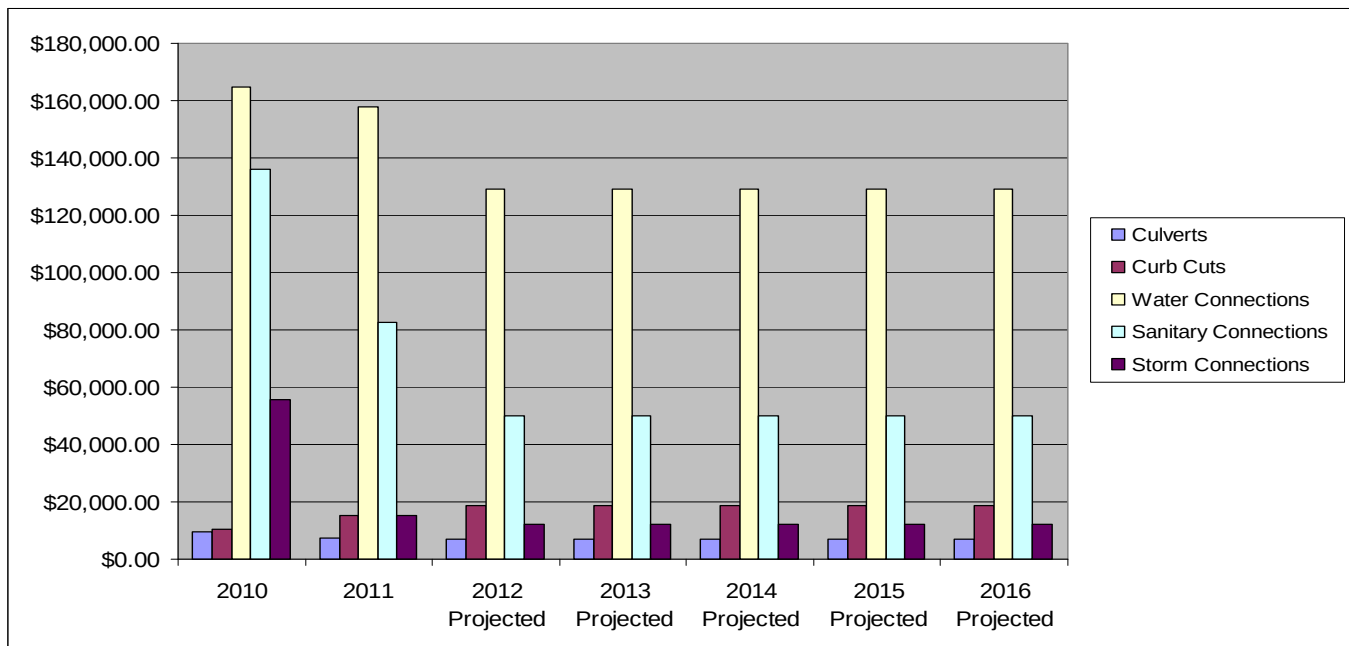
Key Conclusion: (Explanation of the trend on the performance measure graph)

Water meter sales are tied into population growth and new home sales. Meter installations are on the decline as a result of reduced sales. Meter installations are on the decline as a result of reduced sales of ground level housing. This is reflective of the decrease in low density housing supply and increase of higher density housing supply.

2013-16 Business Plan

Key Performance Indicators:

Revenue Front Counter Sales & Service – Service Connections Curb Cuts/Culverts/Water, Sewer & Storm Connections



	2010	2011	2012 Projected	2013 Projected	2014 Projected	2015 Projected	2016 Projected
Culverts	\$9,634.00	\$7,300.00	\$7,108.00	\$7,108.00	\$7,108.00	\$7,108.00	\$7,108.00
Curb Cuts	\$10,255.00	\$15,382.00	\$18,750.00	\$18,750.00	\$18,750.00	\$18,750.00	\$18,750.00
Water Connections	\$164,914.00	\$157,988.00	\$129,000.00	\$129,000.00	\$129,000.00	\$129,000.00	\$129,000.00
Sanitary Connections	\$136,162.00	\$82,769.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00
Storm Connections	\$55,845.00	\$15,384.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00

BUSINESS OVERVIEW:

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

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)

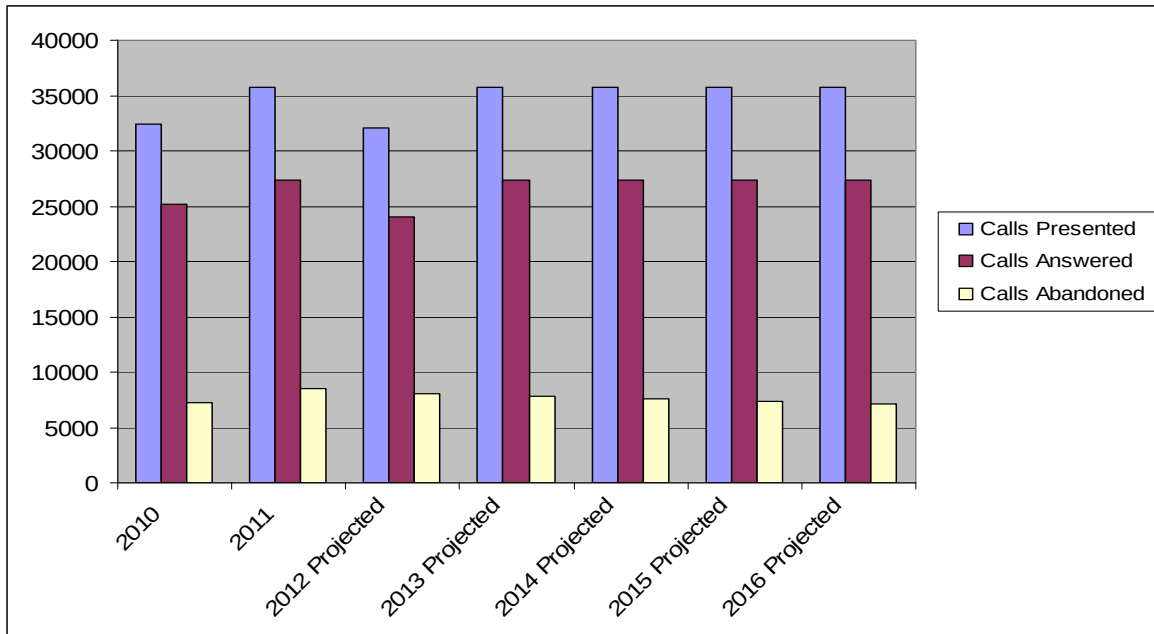
Assumptions are based on population growth and services provided, and are hard to predict.

Urbanization of City and demand for culverts may flatline or decrease. Infill housing is expected to remain consistent for service connections.

2013-16 Business Plan

Key Performance Indicators:

Phone Calls Received



	2010	2011	2012 Projected	2013 Projected	2014 Projected	2015 Projected	2016 Projected
Calls Presented	32423	35803	32114	35803	35803	35803	35803
Calls Answered	25153	27327	24040	27327	27327	27327	27327
Calls Abandoned	7270	8476	8074	7838	7609	7387	7171

BUSINESS OVERVIEW:

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

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.

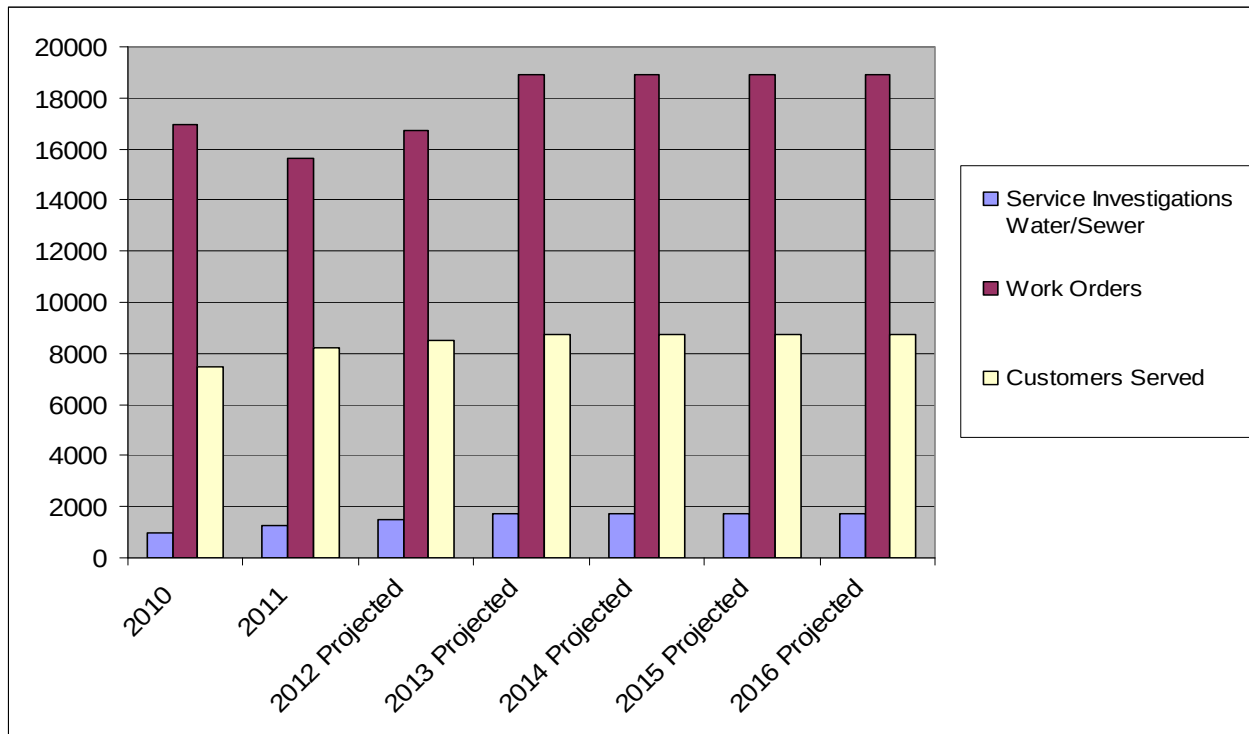
The call volumes have increased significantly since May 1, 2011 as a result of the number of calls being received After Hours for Animal Services related calls and include resident outside of the Vaughan boundary (Bradford and King). 2012 Projections show a slight decrease in call volumes as a result of an unusually mild winter.

An increase in call volumes will result in longer wait times for residents and calls being abandoned, however, 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. Weather, population growth and new services introduced will always dictate to volumes and delays that may be experienced at any given time.

2013-16 Business Plan

Key Performance Indicators:

Service Investigations/Works Orders & Customers Served At Counter



	2010	2011	2012 Projected	2013 Projected	2014 Projected	2015 Projected	2016 Projected
Service Investigations	1000	1250	1500	1750	1750	1750	1750
Work Orders	16962	15659	16734	18895	18895	18895	18895
Customers Served	7500	8200	8500	8755	8755	8755	8755
Total	16962	15659	16734	18895	18895	18895	18895

BUSINESS OVERVIEW:

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

Assumptions are based weather, population growth and services provided.

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 residents increases.

2013-16 Business Plan

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

Funding sources from Administration salaries have been realigned over the past several years to better reflect 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 Public Works Citizen Service Representative position is funded from the Solid Waste Management Budget.

The approval the the two permanent part time position to permanent full time will facilitate and ensure that our clerical staff will be able to keep up with the demands on customer service delivery at the counter, by email and phone, renewal/preparation of new contracts. There is no additional impact for salary, training, furniture, telephone or computer as this equipment is covered in our existing budget. The additional .31 burden will be covered under the Water/Wastewater 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)

Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

Department	Exp Category	Account	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	2014 Forecast	Variance	2015 Forecast	Variance	2016 Forecast	Variance
Public Works - Administration														
	Revenue													
		Dept. Misc. Revenues	3,089	1,050	2,600	100.0%	1,550	147.6%	2,600	0	2,660	60	2,720	60
		W&S Administration Revenue	428,400	428,400	0	0.0%	(428,400)	(100.0)%	0	0	0	0	0	0
	Total Revenue		431,489	429,450	2,600	100.0%	(426,850)	(99.4)%	2,600	0	2,660	60	2,720	60
	Labour Costs													
		Staffing Costs (incl Benefits)	1,353,211	1,556,353	1,433,335	94.2%	(123,018)	(7.9)%	1,450,450	17,115	1,463,501	13,051	1,468,367	4,866
	Other Expenses													
		Office Supplies & Expenses	30,147	39,024	39,024	2.6%	0	0.0%	39,024	0	39,024	0	39,024	0
		Staff Development & Training	25,385	17,310	17,310	1.1%	0	0.0%	17,310	0	17,310	0	17,310	0
		Office Equipment & Furniture	7,202	14,566	14,566	1.0%	0	0.0%	14,566	0	14,566	0	14,566	0
		Communications	7,643	16,628	14,128	0.9%	(2,500)	(15.0)%	14,128	0	14,128	0	14,128	0
		Corporate Accounts	9,509	5,861	8,361	0.5%	2,500	42.7%	8,361	0	8,361	0	8,361	0
		Community Advertising & Promotion	5,060	4,877	4,877	0.3%	0	0.0%	4,877	0	4,877	0	4,877	0
		Service Contracts and Materials	2,965	3,053	3,053	0.2%	0	0.0%	3,053	0	3,053	0	3,053	0
		Meals & Travel	939	2,528	2,528	0.2%	0	0.0%	2,528	0	2,528	0	2,528	0
		Tools & Equipment	316	1,131	1,131	0.1%	0	0.0%	1,131	0	1,131	0	1,131	0
		Other	14	400	400	0.0%	0	0.0%	400	0	400	0	400	0
		Operating Leases	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Professional Fees	2,761	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Joint Services & Department Transfers	(7,725)	(16,790)	(16,790)	-1.1%	0	0.0%	(16,790)	0	(16,790)	0	(16,790)	0
	Total Other Expenses		84,216	88,588	88,588	5.8%	(0)	0.0%	88,588	0	88,588	0	88,588	0
	Total Expenses		2,125,535	1,644,941	1,521,923	100.0%	(123,018)	(7.5)%	1,539,038	17,115	1,552,089	13,051	1,556,955	4,866
Total Public Works - Administration			1,005,938	1,215,491	1,519,323		303,832	25.0%	1,536,438	17,115	1,549,429	12,991	1,554,235	4,806



2013 Capital Budget & 2014-2016 Capital Plan

Commission of Engineering & PWs
Public Works - Operations

Budget						Operating	
Year	Project #	Title	Project Type	Total Budget	Impact	TCA	
2013	PW-2013-07	Street Light Pole Replacement Program	Infrastructure Replacement	216,300	0	Y	
2013	PW-2035-11	Curb and Sidewalk Repair & Replacement	Infrastructure Replacement	1,500,000	0	Y	
2013	PW-2055-13	Double Walled Brine Tanks and Barrier Walls	Legal/Regulatory	139,050	2,000	Y	
2013	PW-2058-13	LED Streetlight Conversion	Infrastructure Replacement	150,000	0	Y	
2013	PW-2059-13	RWIS Station	Growth/Equipment	103,000	0	Y	
2013	PW-2060-13	Tigi Pond. (Storm water management Pond #40. Rutherford Rd.& Creditstone Rd.)	Established Program	494,400	0	N	
2013	PW-2063-13	ICI Water Meter Replacement Program	Infrastructure Replacement	206,000	0	Y	
2013 Budget				2,808,750			
2014	PW-2013-07	Street Light Pole Replacement Program	Infrastructure Replacement	309,000	0	Y	
2014	PW-2035-11	Curb and Sidewalk Repair & Replacement	Infrastructure Replacement	1,600,000	0	Y	
2014	PW-2052-14	Road Patrol Hardware & Software	Technology	25,800	0	N	
2014	PW-2054-14	Environmental Assessment for a new works yard - west portion of the City	Growth/Development	180,250	0	Y	
2014	PW-2057-14	Dome Doors	Legal/Regulatory	38,625	500	Y	
2014	PW-2058-13	LED Streetlight Conversion	Infrastructure Replacement	1,500,000	0	Y	
2014	PW-2061-14	Woodbridge Yard Humber River Rehabilitation	Legal/Regulatory	195,700	0	N	
2014	PW-2062-14	Works Yard Improvements(JOC-Dufferin-Woodbridge Yards)	Infrastructure Replacement	25,750	0	Y	
2014	PW-2063-13	ICI Water Meter Replacement Program	Infrastructure Replacement	206,000	0	Y	
2014	PW-2066-14	Yard Weigh Scale	New Equipment	128,750	0	Y	
2014 Forecast				4,209,875			
2015	PW-2013-07	Street Light Pole Replacement Program	Infrastructure Replacement	309,000	0	Y	
2015	PW-2035-11	Curb and Sidewalk Repair & Replacement	Infrastructure Replacement	1,700,000	0	Y	
2015	PW-2057-14	Dome Doors	Legal/Regulatory	38,625	0	Y	
2015	PW-2058-13	LED Streetlight Conversion	Infrastructure Replacement	1,500,000	0	Y	
2015	PW-2063-13	ICI Water Meter Replacement Program	Infrastructure Replacement	206,000	0	Y	
2015 Forecast				3,753,625			
2016	PW-1972-16	Public Works and Parks Operations Yard Expansion and Upgrade Strategy	Growth/Development	4,169,250	0	Y	
2016	PW-2013-07	Street Light Pole Replacement Program	Infrastructure Replacement	309,000	0	Y	
2016	PW-2035-11	Curb and Sidewalk Repair & Replacement	Infrastructure Replacement	1,800,000	0	Y	
2016	PW-2058-13	LED Streetlight Conversion	Infrastructure Replacement	1,500,000	0	Y	
2016	PW-2063-13	ICI Water Meter Replacement Program	Infrastructure Replacement	206,000	0	Y	
2016 Forecast				7,984,250			

2013-16 Business Plan

BUSINESS OVERVIEW

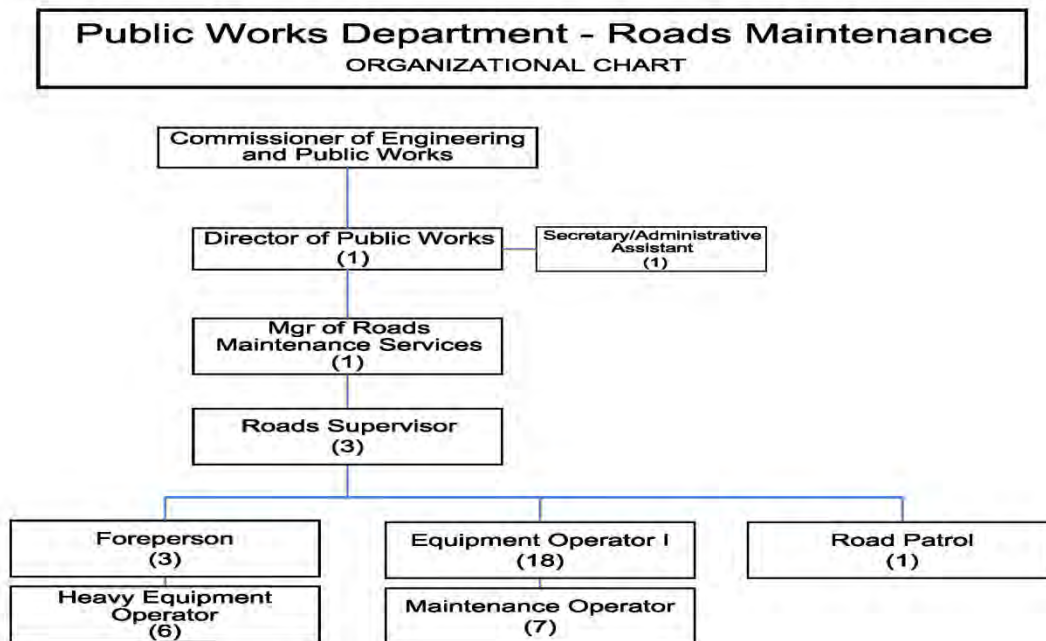
Service Statement: (Describe the core responsibilities for your department)

To provide for safe roads and sidewalks throughout the City of Vaughan, in accordance with minimum maintenance standards and Vaughan Council Policy.

The Public Works Department is committed to providing all residents with respectful, timely and reliable service. The 4 cornerstones to our success are:

- Quality Service and Integrity
- Professionalism and Positive Attitude
- Innovation and Continuous Improvement
- Effective Communication and Knowledgeable Staff

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



Full Time, Part Time and Overtime – Budgeted Amounts

	2012	2013 Base	Additional Resource Requests			
			2013	2014	2015	2016
Full Time	39	39	-	5		
Part Time	4.08	4.08	-	-		
Overtime	\$63,674	\$63,690	-	\$41,750		

* 32 FTEs in 2012 Base Full Time budget are distributed between Winter 8% and Roads 92% Operations

2013-16 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)

The key areas that impact resource requirements and present future pressures in the delivery of road maintenance services include steadily increasing kilometres of road network to maintain (large portion of network aging at the same rate), increasing contract and material costs and increasing demand for higher levels of service.

The assumed kilometres of road network has increased steadily from 1544km in 2010 to 1592km in 2012. A further increase of 65 assumed kilometres is expected by 2016. The number of streetlights and traffic/pedestrian signals also increased by 416 and 7 respectively from 2010 to 2012. The total number of streetlights is expected to climb to 25,914 and the number of traffic/pedestrian signals will rise to 89 by 2016. Contract costs for road platform maintenance activities continue to rise also. Much of the current and projected contract cost increases are related to the rising price of asphalt products and fuel.

These actual and projected increases in assumed road network, associated infrastructure and contract costs described above present significant challenges and directly impact the Division's ability to deliver road maintenance services at the same cost per kilometre, while still maintaining current and future service objectives.

Opportunities for reduced costs exist through ideas generated at ongoing Continuous Improvement meetings with staff, newer equipment that increases productivity, and a changeover to high efficiency street lighting.

2013-16 Business Plan

Business Plan Objectives (list the status of outstanding business plan objectives and the method of measuring successful implementation. As well, list 2013-16 business plan objectives in the appropriate section)

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
1. Review and expand in-house & contracted Mill & Pave program for localized repairs	2012	Q1 to Q4	In-house program expanding with experience. Contracted program fully implemented
2. Mandated replacement of all School Zone & Load Restriction signage (within 5 yr. period)	2010 to 2015	Q1 to Q4	Currently on target to complete sign replacement
3. Ensure compliance with Provincial Minimum Maintenance Standards (MMS) for sidewalks	2012	Q1 to Q4	Meeting MMS (inspect entire sidewalk network annually)
4. Implement computerized road patrol program	2012	Q1 to Q4	In planning stage. Need funding for hardware/software purchase

2013-16 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
2013 Objectives			
1. Review and develop Key Performance Indicators (KPI's) with a view to analyzing trends	Q1/13 to Q4/13	Performance measures determined and documented	In-house
2. Implement changeover to high efficiency streetlighting	Q1/13 to Q4/13	Strategy finalized and program implemented	Contracted services
2014 Objectives			
1. Monitor Key Performance Indicators (KPI's) with a view to analyzing trends	Q1/14 to Q4/14	Performance measures determined and documented	In-house
2. Implement maintenance program for bridges and guiderail.	Q1/14 to Q4/14	Deficiencies identified, documented & corrected	In-house and contracted services

2013-16 Business Plan

2015 Objectives

1. Monitor Key Performance Indicators (KPI's) with a view to analyzing trends Compare to external KPI's.	Q1/15 to Q4/15	Performance measures tracked and documented	In-house
2. Review maintenance and rehabilitation of surface treated roads.	Q2/15 & Q3/15	Review surface condition and develop program/strategy	In-house

2016 Objectives

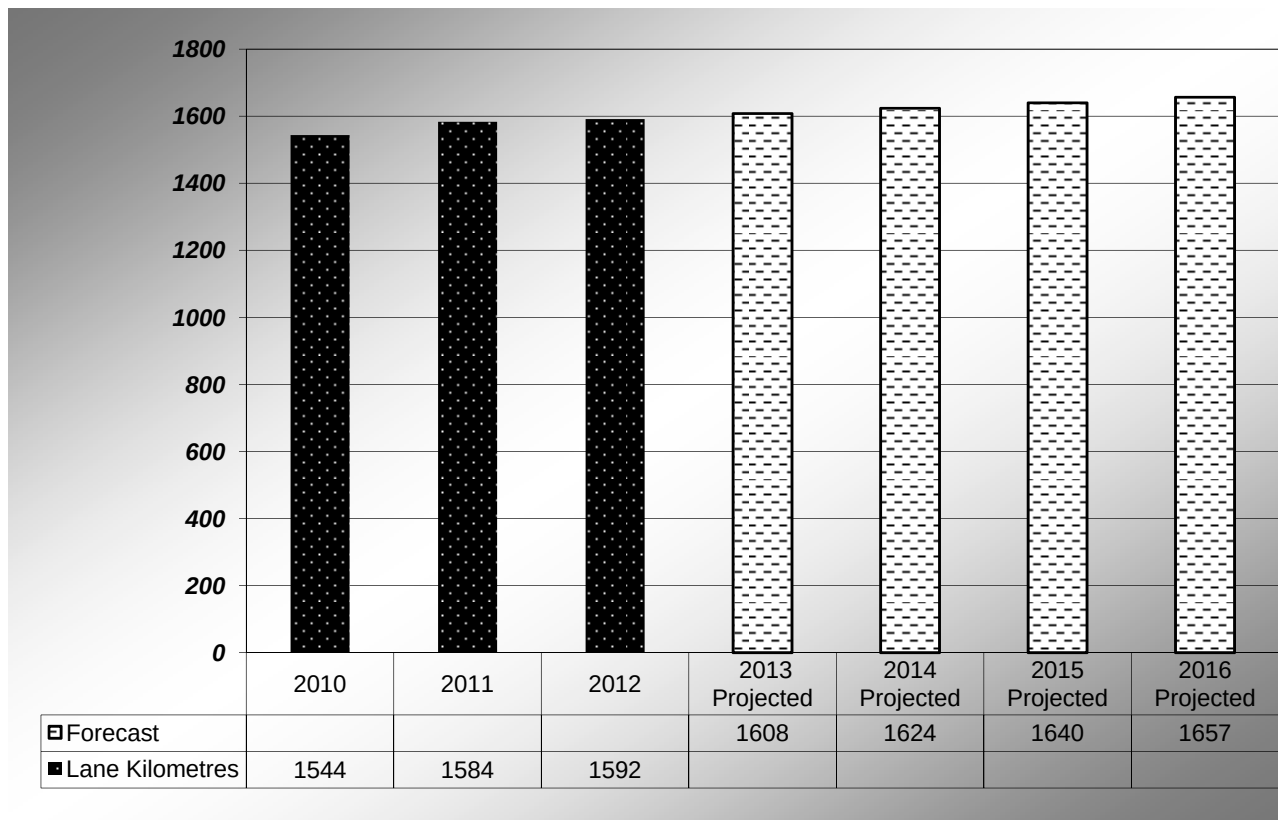
1. Monitor Key Performance Indicators (KPI's) with a view to analyzing trends Compare to external KPI's	Q1/16 to Q4/16	Performance measures tracked and documented	In-house
2. Implement maintenance and rehabilitation program for surface treated roads	Q2/16 & Q3/16	Commence rehabilitation of candidate roadways	Contracted services

2013-16 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 range from 2010 to 2016, with a forecast for the rest of 2012 to 2016)

Measure: Number of Lane Kilometres Maintained During Non-Winter Period

Definition: The number of assumed lane kilometres receiving non-winter maintenance services



BUSINESS OVERVIEW:

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

The number of lane kilometres based on assumption reports. Projected lane kilometres based on 1% growth in assumed road network, or approximately 15 to 20 lane km/yr over the next 4 years.

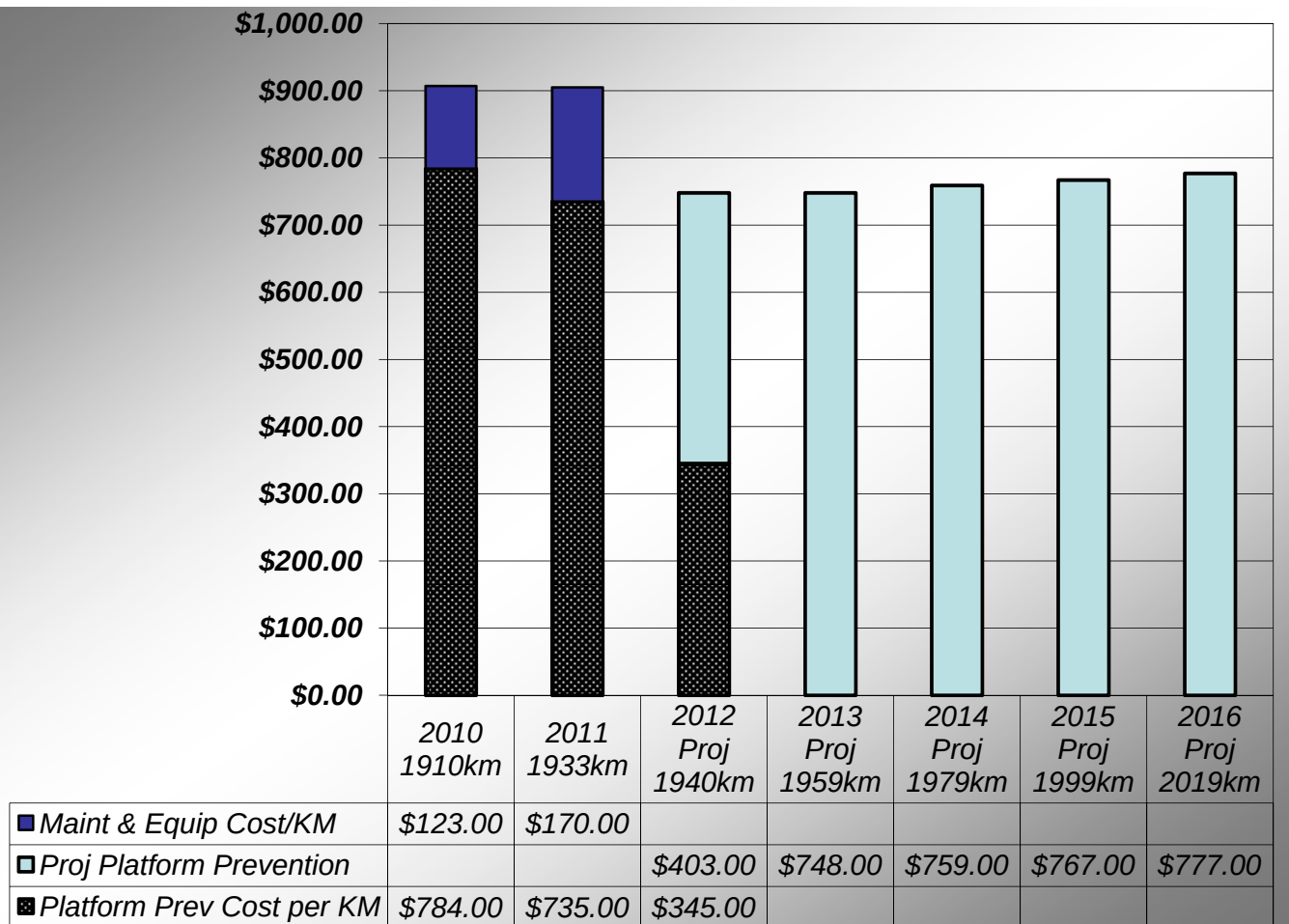
Key Conclusion: (Explanation of the trend on the performance measure graph)

The number of assumed road system lane kilometres maintained has steadily increased over the 2001-2012 period. This growth will result in a large number of road sections requiring extensive maintenance at the same time in the future.

2013-16 Business Plan

Measure: Cost per Kilometre of Preventative Maintenance

Definition: The total cost of performing preventative maintenance on all roadways in the City spread over the total lane kilometres.



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. The sharp decline in costs from 2011 to 2012 reflects the new allocation of vehicle maintenance and equipment cost to the Fleet section. Increased spending reflects the aging infrastructure as well as more pro-active maintenance programs intended to reduce costlier rehabilitation and reconstruction works.

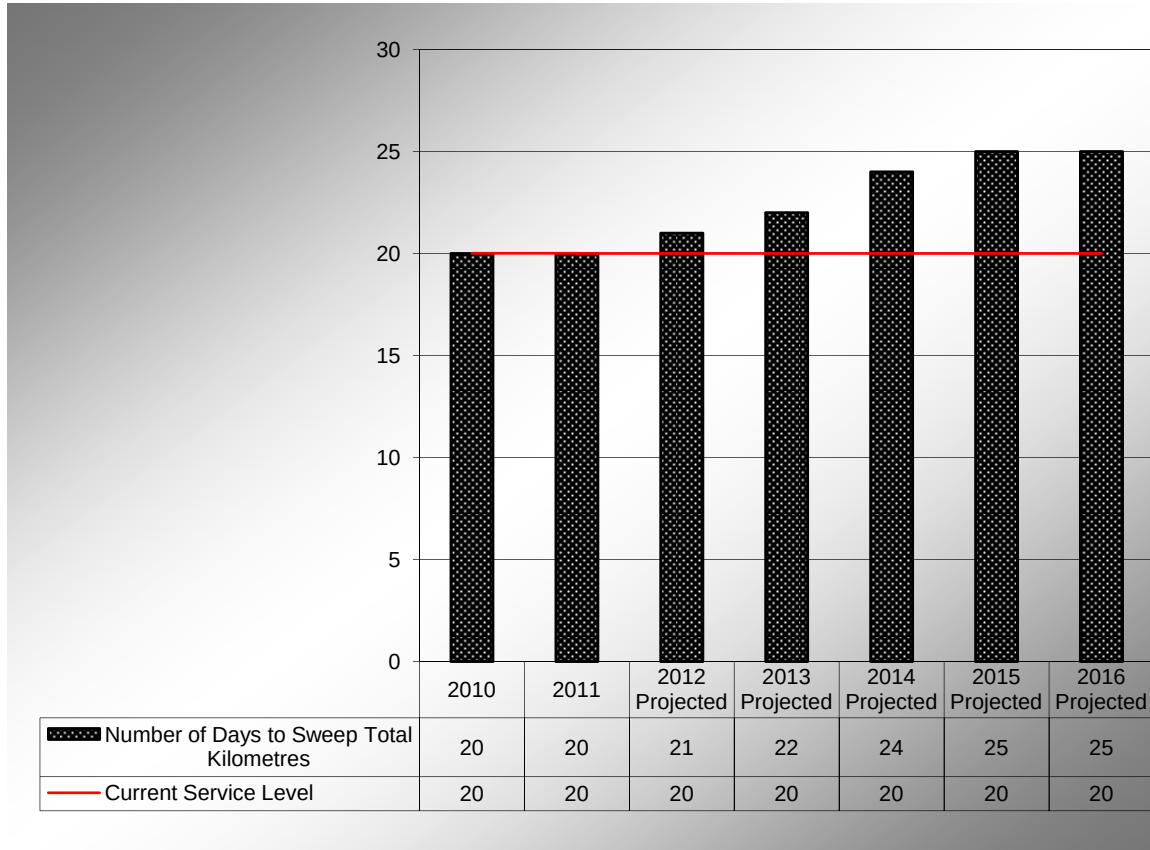
Key Conclusion: (Explanation of the trend on the performance measure graph)

Platform preventive activity is designed to avoid expensive capital rehabilitation projects. Budget guidelines must continue to allow for increased funding allotments for growth, aging infrastructure and contract price increases. An ARR requesting additional funds for road platform maintenance in the amount of \$250,000 has been submitted in 2013. Without increased and sustained funding for road platform maintenance, poorer road conditions, more costly and extensive capital repairs, and increased complaints from residents will occur.

2013-16 Business Plan

Measure: Number of Working Days to Sweep Total Lane Kilometres

Definition: The total number of working days to maintain the total lane kilometres 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.

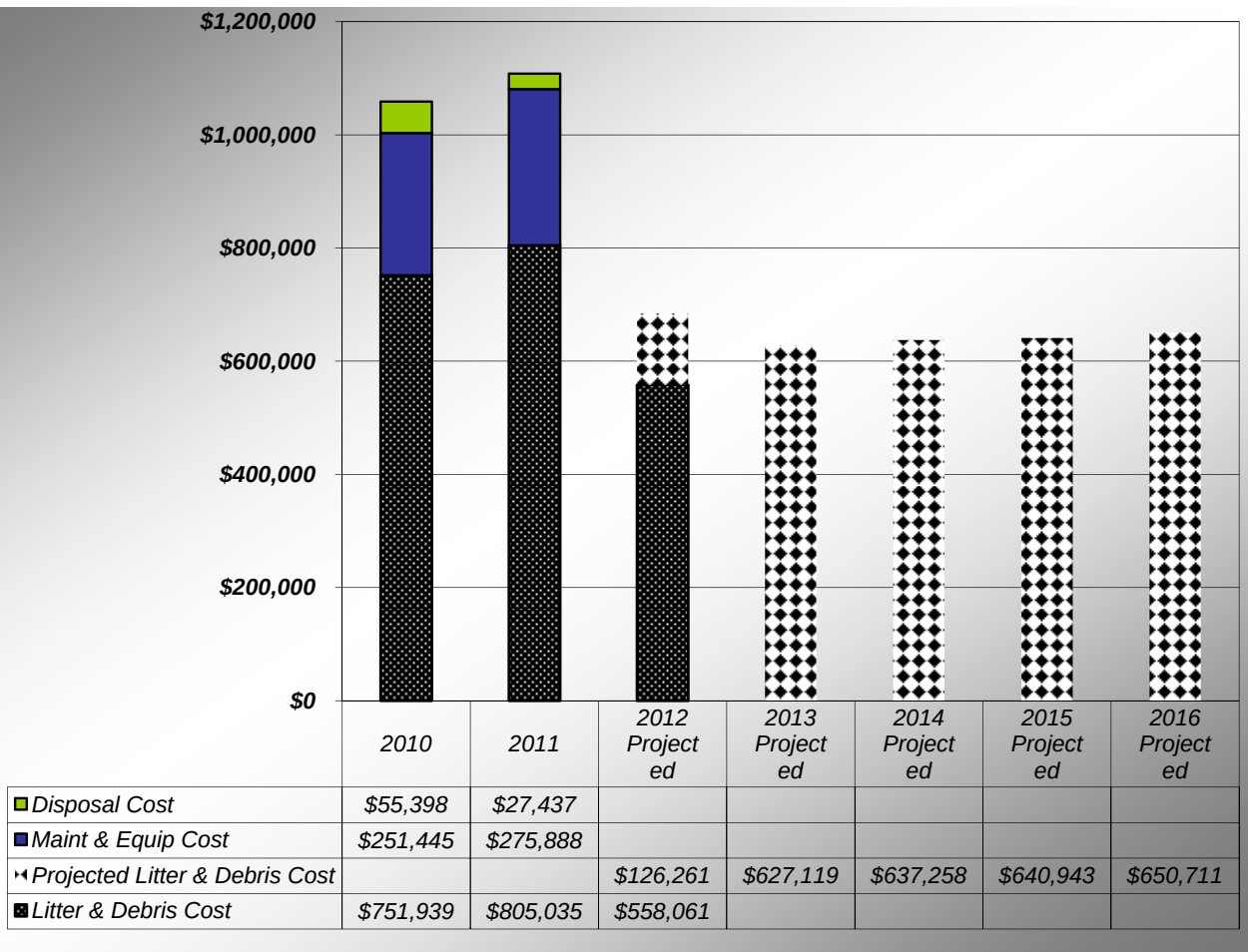
Key Conclusion: (Explanation of the trend on the performance measure graph)

To maintain the sweeping cycle of 20 to 25 working days by 2015 and beyond may require the implementation of shift work, or the addition of a fifth sweeper to the fleet (additional sweeper has been requested in the 2013 Fleet capital budget).

2013-16 Business Plan

Measure: Litter and Debris Maintenance Cost

Definition: The cost associated with litter and debris maintenance including in-house and contracted sweeping services in the Roads Division.



BUSINESS OVERVIEW:

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

Labour and contracted service costs associated with debris pickup and sweeping throughout the year. The sharp decline in costs from 2011 to 2012 reflects the new allocation of vehicle maintenance and equipment cost to the Fleet section and decreased contract costs for sweeping and waste disposal.

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

2013-16 Business Plan

contracted out or not getting completed on time. As indicated in the previous measure, the number of days to sweep all city roadways is increasing. This can be attributed to the addition of lane kilometres requiring sweeping and increasing amounts of litter and debris on roadways.

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

The Public Works Department's Road Maintenance Section has been able to keep up with the growing road network through the use of improved efficiencies and past staff complement increases. In order to maintain the current service objectives, 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)

Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

Department	Exp Category	Account	Forecast 2012	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	2014 Forecast	Variance	2015 Forecast	Variance	2016 Forecast	Variance
Public Works - Roads														
	Revenue													
		Dept. Misc. Revenues	2,725	0	3,312	4.5%	3,312	0.0%	3,312	0	3,385	73	3,459	74
		Rev. frm Recov. Exp - Pd Duty	63,106	70,734	70,799	95.5%	65	0.1%	70,841	42	71,576	735	72,328	752
	Total Revenue		65,831	70,734	74,111	100.0%	3,377	4.8%	74,153	42	74,961	808	75,787	826
	Labour Costs													
		Staffing Costs (incl Benefits)	3,265,104	2,832,485	3,387,225	36.4%	554,740	19.6%	3,591,694	204,469	3,646,120	54,426	3,675,647	29,527
	Other Expenses													
		Service Contracts and Materials	3,567,120	3,733,445	3,804,787	40.9%	71,342	1.9%	3,909,307	104,520	4,012,731	103,424	4,087,378	74,647
		Utilities & Fuel	2,005,004	1,963,020	2,064,108	22.2%	101,088	5.1%	2,198,842	134,734	2,338,095	139,253	2,486,946	148,851
		Staff Development & Training	33,645	29,969	47,969	0.5%	18,000	60.1%	49,969	2,000	49,969	0	49,969	0
		Tools & Equipment	30,491	24,073	24,573	0.3%	500	2.1%	25,573	1,000	25,573	0	25,573	0
		Office Equipment & Furniture	2,994	20,560	19,060	0.2%	(1,500)	(7.3)%	19,060	0	19,060	0	19,060	0
		Communications	9,415	12,611	12,611	0.1%	0	0.0%	12,611	0	12,611	0	12,611	0
		Meals & Travel	4,184	4,479	5,479	0.1%	1,000	22.3%	5,479	0	5,479	0	5,479	0
		Professional Fees	0	4,976	4,976	0.1%	0	0.0%	4,976	0	4,976	0	4,976	0
		Office Supplies & Expenses	6,109	2,502	2,502	0.0%	0	0.0%	2,502	0	2,502	0	2,502	0
		Community Advertising & Promotion	1,575	2,440	2,440	0.0%	0	0.0%	2,440	0	2,440	0	2,440	0
		Other	392	660	660	0.0%	0	0.0%	660	0	660	0	660	0
		General Mtce & Repairs	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Reserve Transfers	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Joint Services & Department Transfers	(45,800)	(120,700)	(79,940)	-0.9%	40,760	(33.8)%	(79,940)	0	(79,940)	0	(79,940)	0
		Total Other Expenses	5,615,130	5,678,035	5,909,225	63.6%	231,190	4.1%	6,151,479	242,254	6,394,156	242,677	6,617,654	223,498
	Total Expenses		8,880,234	8,510,520	9,296,450	100.0%	785,930	9.2%	9,743,173	446,723	10,040,276	297,103	10,293,301	253,025
Total Public Works - Roads			8,814,403	8,439,786	9,222,339		782,553	9.3%	9,669,020	446,681	9,965,315	296,295	10,217,514	252,199

2013 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2013 Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Roads Labourer	FT	1.00	53,305		53,305			1.00	53,305		2,590		2,720		2,856
Equipment Operator II - Heavy Equipment C	FT	2.00	138,133		138,133			2.00	138,133		6,757		7,094		7,449

Recognized 2014 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Equipment Operator I	FT	2.00	136,230		136,230			2.00	136,230		6,662		6,995

2013-16 Business Plan

BUSINESS OVERVIEW

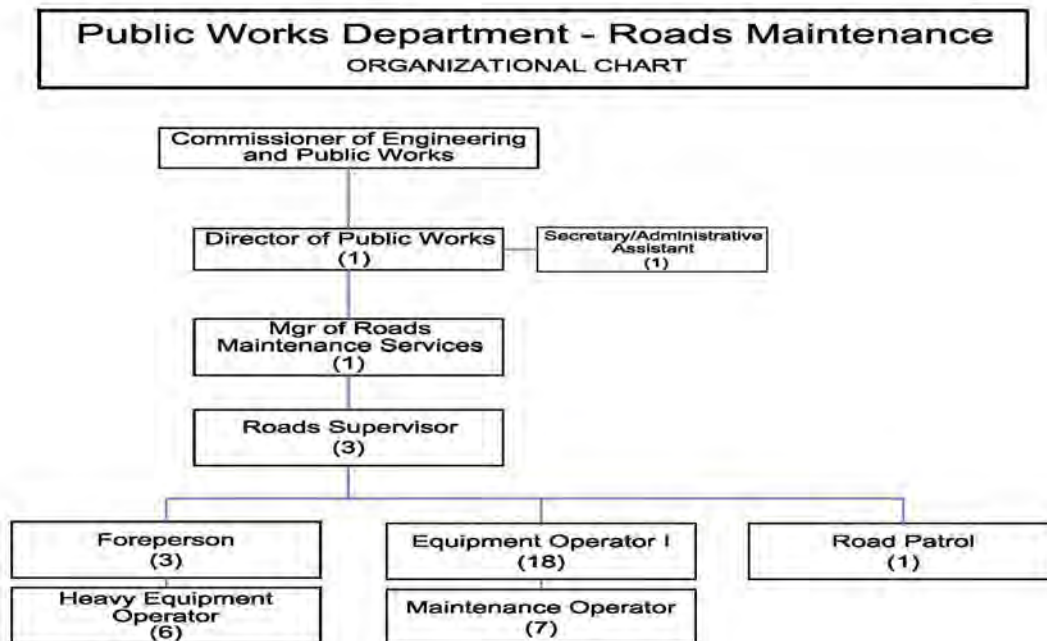
Service Statement: (Describe the core responsibilities for your department)

To provide for safe roads and sidewalks under winter conditions throughout the City of Vaughan, in accordance with Minimum Maintenance Standards (MMS) 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 a snowfall.

The Public Works Department is committed to providing all residents with respectful, timely and reliable service. The 4 cornerstones to our success are:

- Quality Service and Integrity
- Professionalism and Positive Attitude
- Innovation and Continuous Improvement
- Effective Communication and Knowledgeable Staff

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



Full Time, Part Time and Overtime – Budgeted Amounts

	2012	2013 Base	Additional Resource Requests			
			2013	2014	2015	2016
Full Time	39	39				
Part Time	2.8	2.8				
Overtime	\$54,370	\$54,370				

2013-16 Business Plan

* 32 FTEs in 2012 Base Full Time budget are 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)

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

Future pressures include increased contract and material costs, increased number of road kilometres to maintain (total lane kilometres expected to rise from 1940km in 2012 to 2019km in 2016), increased cost of fuel, increasing demand for higher level of service and lack of snow storage space.

The winter maintenance contract is going into its fifth winter season (first two year extension period), and as such, there are few opportunities to reduce costs.

2013-16 Business Plan

Business Plan Objectives (list the status of outstanding business plan objectives and the method of measuring successful implementation. As well, list 2013-16 business plan objectives in the appropriate section)

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
1. Review and possibly expand City maintained ploughing and salting routes	2012	Trial in Q1/12	Maintain current ploughing and salting routes
2. Investigate alternative deicing methods & materials on a City-wide basis considering their environmental impact	2012	Trial in Q1/12	Tested two alternative de-icers – Clearlane and Thawrox
3. Implement computerized road patrol program	2012	Q1/12 to Q4/12	Program not implemented – no funding available

2013-16 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
2013 Objectives			
1. Review and develop Key Performance Indicators (KPI's) with a view to analyzing trends	Q1/13 to Q4/13	Performance measures determined and documented	In-house
2. Continue to deliver winter maintenance services in accordance with MMS and Service Excellence	Q1/13 & Q4/13	Meet MMS and service objectives	In-house and contracted services
2014 Objectives			
1. Monitor Key Performance Indicators (KPI's) with a view to analyzing trends	Q1/14 to Q4/14	Performance measures determined and documented	In-house
2. Continue to deliver winter maintenance services in accordance with MMS and Service Excellence	Q1/14 & Q4/14	Meet MMS and service objectives	In-house and contracted services
2015 Objectives			
1. Monitor Key Performance Indicators (KPI's) with a view to analyzing trends Compare to external KPI's.	Q1/15 to Q4/15	Performance measures tracked and documented	In-house
2. Continue to deliver winter maintenance services in accordance with MMS and Service Excellence	Q1/15 & Q4/15	Meet MMS and service objectives	In-house and contracted services

2013-16 Business Plan

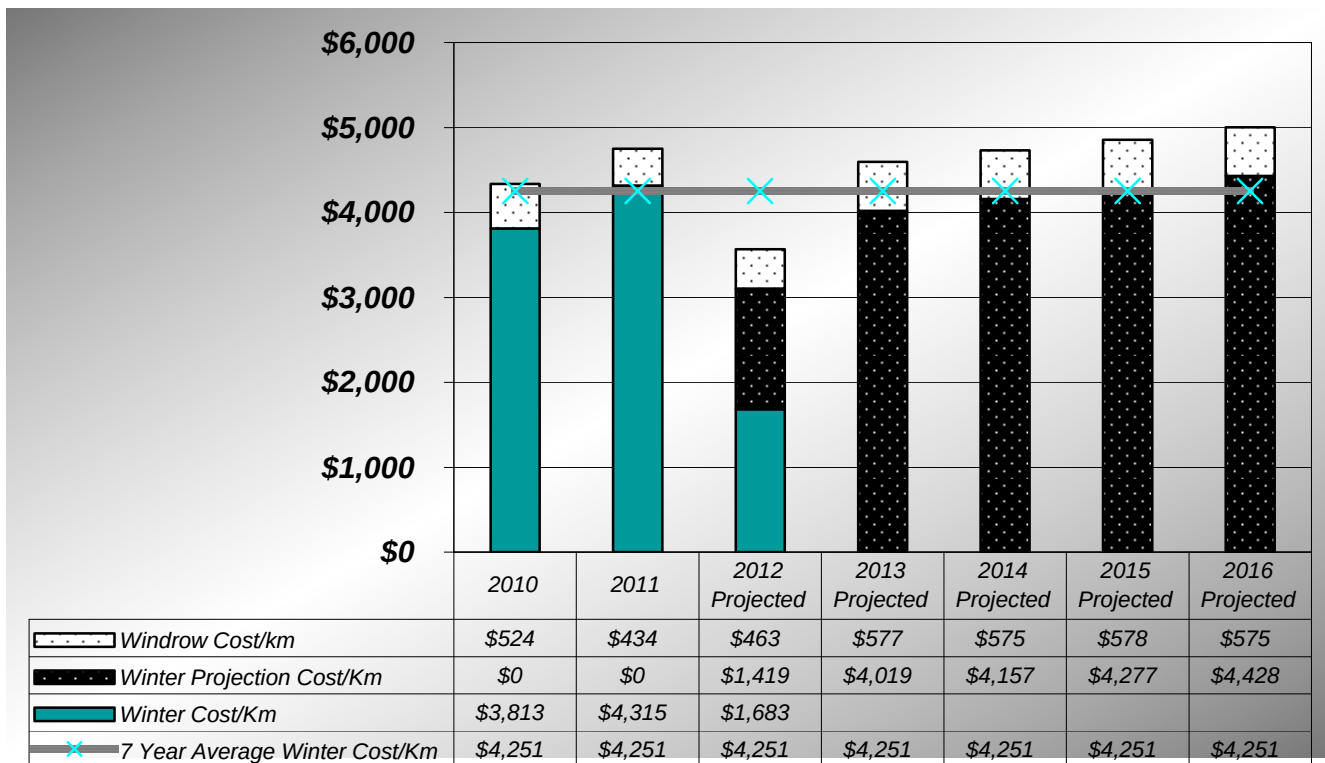
3. Prepare and implement new contract for winter maintenance services commencing November, 2015	Q1/15 to Q4/15	New contract in place November, 2015	In-house and contracted services
2016 Objectives			
1. Monitor Key Performance Indicators (KPI's) with a view to analyzing trends Compare to external KPI's	Q1/16 to Q4/16	Performance measures tracked and documented	In-house
2. Implement new contract for winter maintenance services.	Q1/16 & Q4/16	New contract in place	In-house and contracted services
3. Continue to deliver winter maintenance services in accordance with MMS and Service Excellence	Q1/16 & Q4/16	Meet MMS and service objectives	In-house and contracted services

2013-16 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 range from 2010 to 2016, with a forecast for the rest of 2012 to 2016)

Measure: Winter Control Cost per Kilometre

Definition: Winter control costs include road and windrow services delivered by Public Works but do not include sidewalk ploughing 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 7 years, and projected costs reflect growth and increasing winter costs.

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

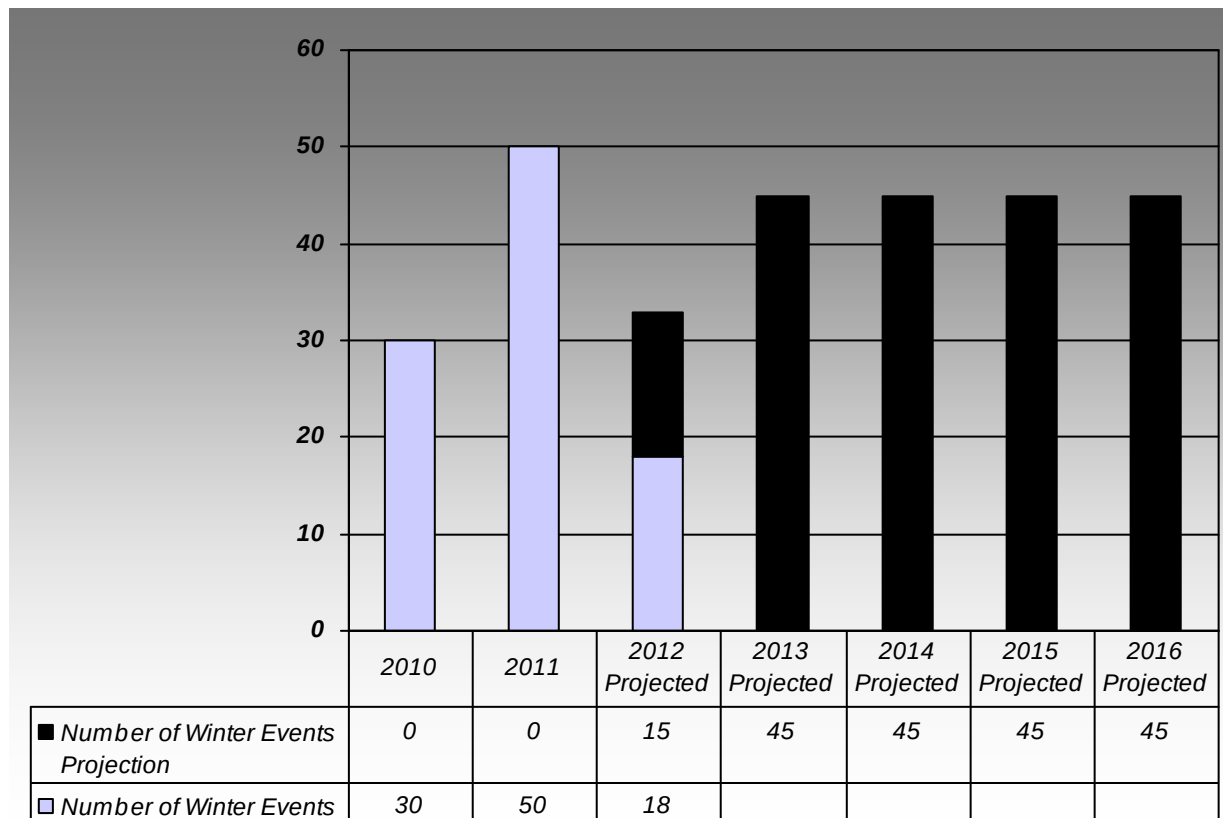
2013-16 Business Plan

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. The sharp decline in actual and projected costs for 2012 can be attributed to the mild winter experienced from January to March. During this period, less salting operations were required and no ploughing, windrow clearing or snow removal operations occurred. Any costs incurred for ploughing and windrow equipment relate to standby only. It should be noted that the costs detailed above, include the cost to supply the Parks Department with salt for maintaining sidewalks and salting City-owned facilities.

2013-16 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.

The noticeable decline in actual winter events for 2012 can be attributed to the mild winter experienced from January to March. The projected number of winter events for 2012 assumes we will experience normal winter conditions during November and December of this year.

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

2013-16 Business Plan

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)**

Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

Department	Exp Category	Account	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	2014 Forecast	Variance	2015 Forecast	Variance	2016 Forecast	Variance
Public Works - Winter														
	Revenue													
		Rev. frm Recov. Exp - Pd Duty	42,000	42,000	42,000	100.0%	0	0.0%	42,000	0	42,000	0	42,000	0
	Total Revenue		42,000	42,000	42,000	100.0%	0	0.0%	42,000	0	42,000	0	42,000	0
	Labour Costs													
		Staffing Costs (incl Benefits)	114,648	339,409	381,061	3.9%	41,652	12.3%	384,522	3,461	387,230	2,708	388,334	1,104
	Other Expenses													
		Service Contracts and Materials	6,220,686	8,921,584	9,136,489	93.2%	214,905	2.4%	9,466,800	330,311	9,827,792	360,992	10,215,104	387,312
		Utilities & Fuel	88,672	145,045	157,781	1.6%	12,736	8.8%	158,418	637	158,685	267	158,958	273
		Operating Leases	51,534	115,269	115,269	1.2%	0	0.0%	115,269	0	115,269	0	115,269	0
		Tools & Equipment	6,156	9,215	9,215	0.1%	0	0.0%	9,215	0	9,215	0	9,215	0
		Meals & Travel	1,143	2,820	2,820	0.0%	0	0.0%	2,820	0	2,820	0	2,820	0
		General Mtce & Repairs	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Reserve Transfers	3,050,502	0	0	0.0%	0	0.0%	0	0	0	0	0	0
	Total Other Expenses		9,418,694	9,193,933	9,421,574	96.1%	227,641	2.5%	9,752,522	330,948	10,113,781	361,259	10,501,366	387,585
	Total Expenses		9,533,342	9,533,342	9,802,635	100.0%	269,293	2.8%	10,137,044	334,409	10,501,011	363,967	10,889,700	388,689
Total Public Works - Winter			9,491,342	9,491,342	9,760,635		269,293	2.8%	10,095,044	334,409	10,459,011	363,967	10,847,700	388,689

2013 to 2016 Business Plan

Business Overview

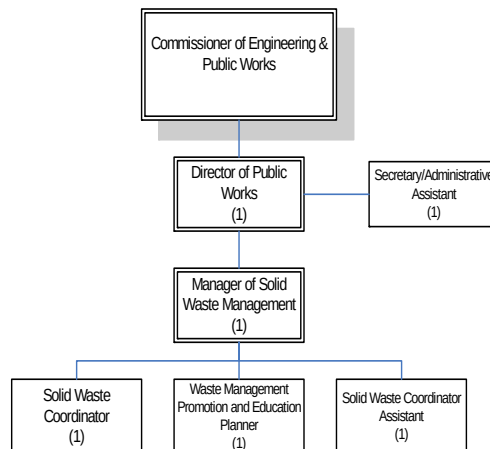
Service Statement: (Describe the core responsibilities for your department)

- 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 / reduction.
- To inform and involve the citizens (and staff) 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.
- To review site plans circulated from the City's Planning Dept. to the Public Works Dept. to ensure submission meets the requirements set forth in the City's Waste Collection Design Standards Policy.
- To listen/investigate/resolve/respond to escalated resident complaints on matters relating to residential waste collection.

Service Profile - Solid Waste Management Organizational Chart:



PUBLIC WORKS -SOLID WASTE MANAGEMENT ORGANIZATIONAL CHART



2013 to 2016 Business Plan

Full Time, Part Time and Overtime – Budgeted Amounts

	2012	2013 ARR	2014 ARR	2015 ARR	2016 ARR
Full Time	5	-	-	-	-
Part Time	1.03	-	-	-	-
Total FTE	6.03	-	-	-	-
Overtime	\$4,020	-	-	-	-

Notes:

1. FTE includes 4 waste staff plus one Public Works front office staff 'Public Works Customer Service Representative'
2. Assumes no significant program change
3. Additional ARR's may depend on the findings of both the City's Solid Waste Program Review and the Region's Interim Waste Management 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:

Program Review: On January 21, 2012, Council recommended (via Item 1, Report 1) a Program Review of Solid Waste Operations throughout the City. This study includes any departments that manages (the collection / disposal of) solid waste material. As such, the departments participating in this study are Public Works, Building and Facilities and Parks. The study is scheduled for completion Q4/13. This study may identify further areas of opportunity and/or efficiencies and will subsequently be identified in future Business Plans.

Region's Interim Waste Management Master Plan: Referred to as 'SM4RT LIVING', this Interim Waste Management Master Plan will guide York Region's waste management decisions over a 25 year time frame with recommended solutions to be implemented during the period from 2012 – 2017. The Project commenced in the Spring of 2011 and will continue until late 2012. This plan may identify further areas of opportunity and/or efficiencies and will subsequently be identified in future Business Plans.

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 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 have automated collection & collect more items in their recycling program)
- Adapting to the Region's operational changes at their various (contracted) processing / disposal facilities

2013 to 2016 Business Plan

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.
- Assessing the efficiencies of the annual Environmental Days

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.

Business Plan Objectives

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2012 (Top Objectives)			
1. To prepare new waste collection contract for release in the first half of 2012	Deferred until Solid Waste Program Review is complete.	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 – Complete but ongoing	Promo Campaign	Region; Bylaws
3. To re-evaluate distribution policy for blue boxes and green bins	Deferred until Solid Waste Program Review is complete.	Single distribution & full cost recovery program	None
4. Implement a program for specially designed recycling containers at problematic Canada Post (residential) super mail boxes locations.	Required ARRs submitted annually, but yet to be approved.	Less litter at problematic sites; cleaner community image.	Program dependent on whether ARR request approved (both capital and operating)
5. Seek direction from Council regarding future of waste collection program for multi unit residential dwellings	Q3 2012	To obtain direction from Council regarding multi unit residential dwellings	None

2013 to 2016 Business Plan

2013 (Top Objectives)

1. To implement / manage new multi-year collection contract	Deferred until completion of Solid Waste Program Review	Seamless transition between the two contracts	Other waste staff
2. To assist with the Solid Waste Program Review	2013	Report to Council Q4/2013	Parks and Building and Facilities and City Manager's office
3. To revise / update Waste Collection Design Standards Policy.	Q4/2013	To have policy less 'interpretative' To meet with other departments; and to explore other options other than front end collection	Building Standards; Planning
4. Prepare tender for blue boxes	Q1/2013	To secure supplier for standard curbside blue boxes	

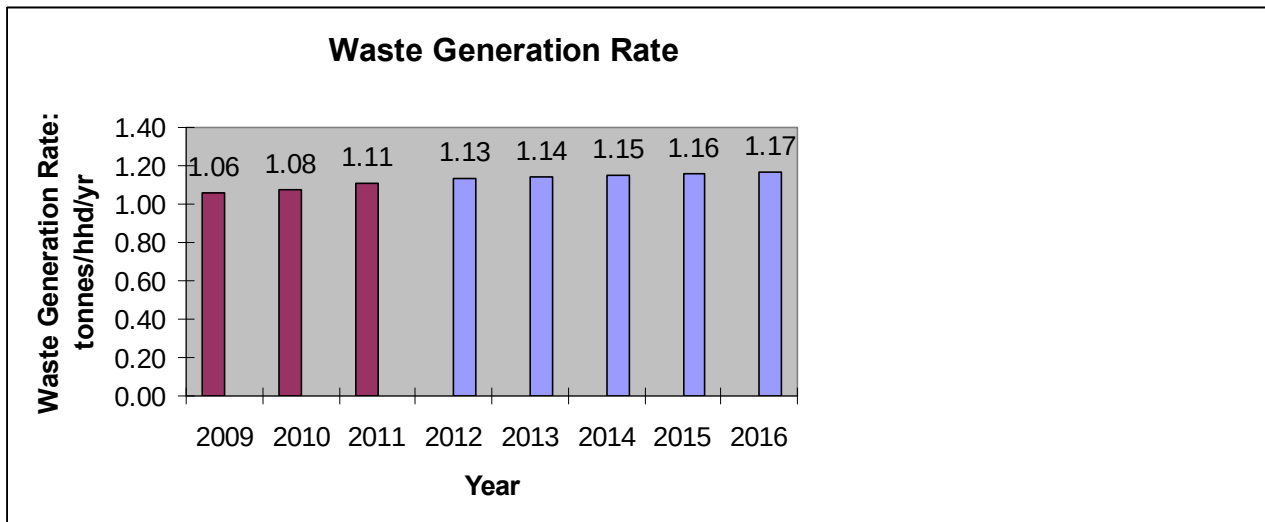
2014 - 2016 (Top Objectives)

* To be determined – Future objectives to be determined upon the conclusion and subsequent findings of the City's Solid Waste Program Review and the Region's Interim Waste Management Master Plan (IWMMP).

2013 to 2016 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 range from 2010 to 2016, with a forecast for the rest of 2012 to 2016)



Key Conclusion:

- Waste Generation Rate continues to increase (marginally).

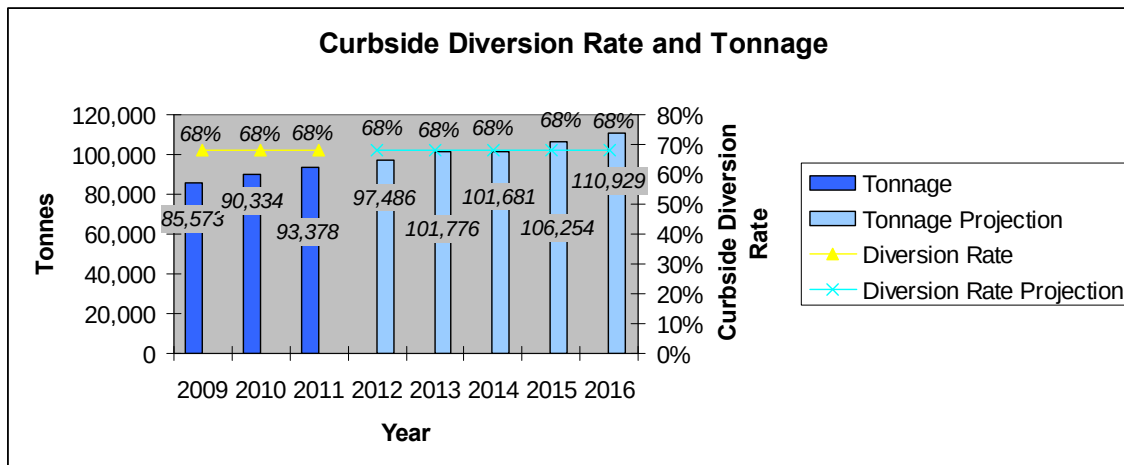
Overall Conclusion:

- Greater focus to be placed on waste reduction – which has been identified in the Region's (draft) Interim Waste Management Master Plan (IWMMP)

Notes:

- Unit (weight) measured in metric tonnes.
- Includes residential wastes collected from both curbside and multi unit dwellings (that we provide municipal collection services to).
- Projections assume continued and steady growth. Based on historical data, assumes 1% growth per year.
- Data Source: Data derived from York Region and contractor summaries.

2013 to 2016 Business Plan



Key Conclusions:

- Diversion Rates increased significantly with Greening Vaughan initiative
- Residents' ongoing participation in the City's diversion programs is demonstrated by the continued high level of diversion (i.e. 68%).
- Since the accepted practice to measure diversion is based on weight (tonnes as opposed to volume), adding additional light-weight material into the blue box program may not necessarily translate into a higher diversion rate.
- Processing challenges (which is under the jurisdiction of York Region) impact overall diversion from landfill.
- Projections assume status quo program and no significant processing issues.

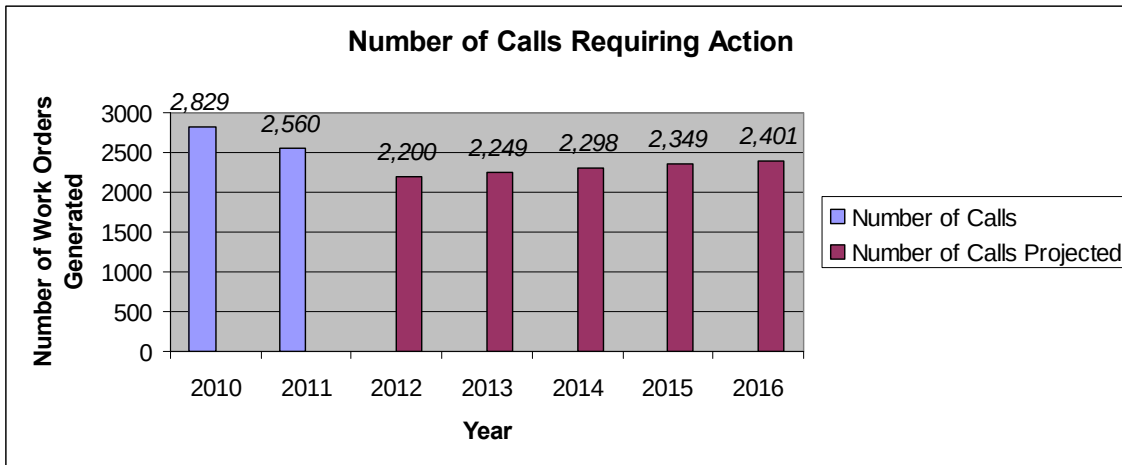
Overall Conclusion:

- Diversion Rates have stabilized.

Notes:

- Diversion figures includes both curbside and multi unit residential (that we provide municipal collection services to).
- Residual waste left after processing operations is distributed proportionately to area municipalities. If for example a municipality brings in (to York Region's MRF) 25% of overall recycling material, they are assigned 25% of the residual waste.
- Dongara opened fall of 2008. Numerous shutdowns in 2008, 2009 and 2010 due to processing challenges. Projected numbers assumes no significant operational issues at Dongara. Dongara processes residuals waste into energy pellets (under the umbrella of York Region).
- Data Source: Data derived from York Region and contractor summaries.

2013 to 2016 Business Plan



Key Conclusions:

The generation of work orders typically result from:

- Residents calling in concerning missed green bin, garbage, blue box and/or leaf and yard waste.
- Materials not being collected due to improper set out (i.e. oversized containers, overweight container, improper week, materials not accepted in specified waste stream)
- Changes in program (i.e. moving from weekly to biweekly leaf and yard collection) &/or severe weather.

Overall Conclusion:

- Estimate same quantity of calls with an annual increase of 2.2% due to growth.

Notes:

- Assumes a 2.2% increase (each year) due to growth.
- Assumes no significant changes to waste program
- Not all calls entered into the CMS system require action; Majority of calls appear to be due to improper set out (i.e. set out late; too many garbage items; overweight; wrong container etc.).
- Data Source: CMS reports

Commissioner Sign-off

Date (mm/dd/yy)

Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

Department	Exp Category	Account	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	2014 Forecast	Variance	2015 Forecast	Variance	2016 Forecast	Variance
Public Works - Waste														
	Revenue													
		Departmental Revenues	15,840	13,920	13,320	1.1%	(600)	(4.3)%	13,320	0	13,320	0	13,320	0
		General Revenue	120,535	127,451	130,412	10.9%	2,961	2.3%	132,872	2,460	135,333	2,461	137,794	2,461
		Rents and Concessions	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Rev. frm Recov. Exp - Pd Duty	11,484	16,300	12,780	1.1%	(3,520)	(21.6)%	12,780	0	12,780	0	12,780	0
		Service Charges	9,382	14,580	10,665	0.9%	(3,915)	(26.9)%	10,665	0	10,665	0	10,665	0
		Tourism/Rec'n Grant	1,025,124	950,000	1,025,120	86.0%	75,120	7.9%	1,048,700	23,580	1,072,820	24,120	1,097,490	24,670
	Total Revenue		1,182,365	1,122,251	1,192,297	100.0%	70,046	6.2%	1,218,337	26,040	1,244,918	26,581	1,272,049	27,131
	Labour Costs													
		Staffing Costs (incl Benefits)	402,926	518,186	500,172	5.0%	(18,014)	(3.5)%	502,052	1,880	505,782	3,730	507,634	1,852
	Other Expenses													
		Service Contracts and Materials	8,770,180	8,938,641	9,270,804	93.0%	332,163	3.7%	9,599,669	328,865	10,128,550	528,881	10,711,439	582,889
		Community Advertising & Promotion	142,581	186,573	166,713	1.7%	(19,860)	(10.6)%	166,713	0	166,713	0	166,713	0
		Staff Development & Training	4,788	9,538	9,738	0.1%	200	2.1%	9,738	0	9,738	0	9,738	0
		Professional Fees	1,499	8,507	8,507	0.1%	0	0.0%	8,507	0	8,507	0	8,507	0
		Communications	1,727	4,747	4,747	0.0%	0	0.0%	4,747	0	4,747	0	4,747	0
		Joint Services & Department Transfers	1,000	4,020	4,020	0.0%	0	0.0%	4,020	0	4,020	0	4,020	0
		Office Equipment & Furniture	4,546	3,900	3,900	0.0%	0	0.0%	3,900	0	3,900	0	3,900	0
		Meals & Travel	340	1,056	1,056	0.0%	0	0.0%	1,056	0	1,056	0	1,056	0
		Corporate Accounts	1,759	977	977	0.0%	0	0.0%	977	0	977	0	977	0
		Operating Leases	0	820	820	0.0%	0	0.0%	820	0	820	0	820	0
		Tools & Equipment	626	1,000	800	0.0%	(200)	(20.0)%	800	0	800	0	800	0
		Office Supplies & Expenses	310	188	188	0.0%	0	0.0%	188	0	188	0	188	0
		Other	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
	Total Other Expenses		8,929,355	9,159,967	9,472,270	95.0%	312,303	3.4%	9,801,135	328,865	10,330,016	528,881	10,912,905	582,889
	Total Expenses		9,332,280	9,678,153	9,972,442	100.0%	294,289	3.0%	10,303,187	330,745	10,835,798	532,611	11,420,539	584,741
Total Public Works - Waste			8,149,915	8,555,902	8,780,145		224,243	2.6%	9,084,850	304,705	9,590,880	506,030	10,148,490	557,610

Vaughan Public Libraries



Margie Singleton
Chief Executive Officer

Vaughan Public Libraries



Regional Councillor

Gino Rosati

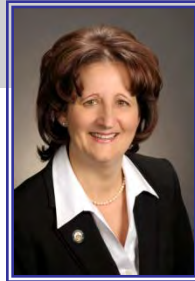
VPL Board Member



Regional Councillor

Michael Di Biase

VPL Board Member



Ward 1 Councillor

Marilyn Iafrate

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*

2013-16 Business Plan

BUSINESS OVERVIEW

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

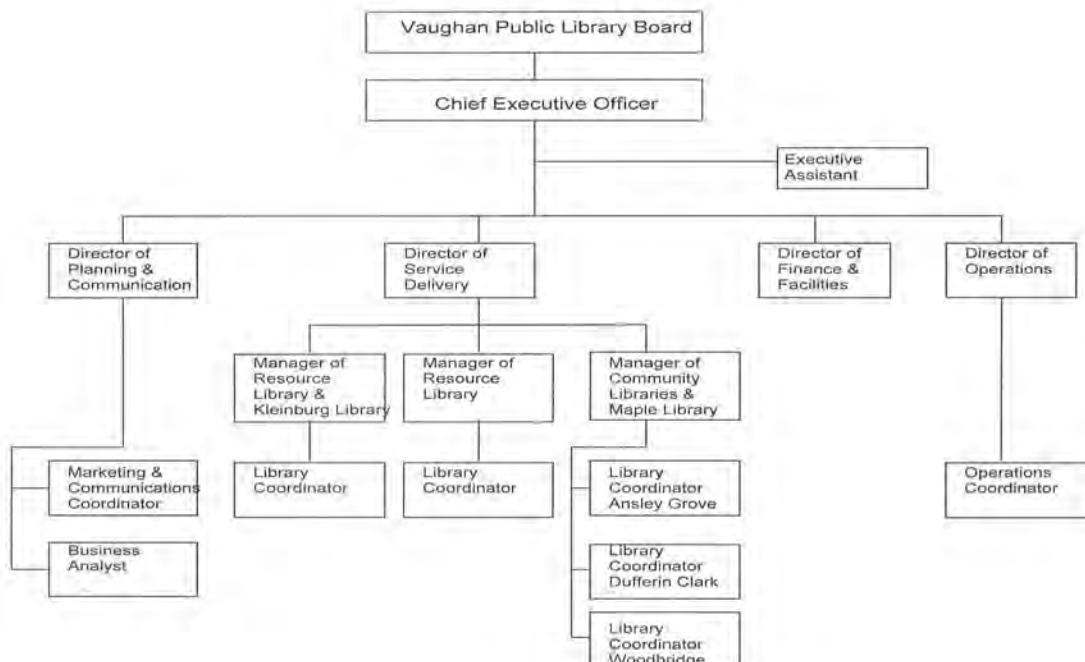
Vaughan Public Libraries Vision:

Enrich Inspire Transform

Vaughan Public Libraries Mission:

Vaughan Public Libraries offer welcoming destinations that educate, excite and empower our community.

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



Full Time, Part Time and Overtime – Budgeted Amounts

		Additional Resource Requests			
	2012	2013	2014	2015	2016
Full Time	83	83	83	103	105
Part Time	67.31	67.31	67.31	85.61	85.61
Overtime	\$2,008	\$2,048	\$2,048	\$2,048	\$2,048

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

2013-16 Business Plan

Work Plan:

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

Service Excellence

- Pursue excellence in service delivery
- Ensure and enhance community safety, health and wellness

Staff Excellence

- Support professional development of staff

Management Excellence

- Demonstrate leadership and promote effective governance
- Enhance productivity, cost effectiveness and innovation
- Plan and manage growth and economic vitality

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

- Demand for library services and materials is increasing – higher circulation of materials, increased visitors to libraries, increased traffic to website, increased membership, increased use of library facilities. More than 15,000 new members projected 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 branch library attached to the North Thornhill Community Centre undergoing design/build process
- Construction of Resource Library at City Hall pending
- Prevalence of social media and electronic communication results in demand for new and additional ways to communicate with customers
- Constant changes in technology, concerns about digital literacy, ebook publishing challenges have huge impacts on staff and customers

Business Plan Objectives (list the status of 2011 outstanding and 2012 business plan objectives and the method of measuring successful implementation. As well, list 2013-16 business plan objectives in the appropriate section)

<u>Prior Year Business Plan Objectives / Accomplishments:</u>	Year	Status	Outcome/Results
Use social media and internet to extend communication with customers.	2011	Q2'12	Pinterest (pin-board for themed images) and Building Blog added to suite of social media tools.
Collaborate with the community to ensure that library services meet the needs of Vaughan citizens.	2012	Q1'12 Q1'12 Q3'12	Citizen survey conducted in conjunction with C of V Ipsos-Reid telephone survey. Community engagement sessions conducted with area residents and local students re services for new Branch Library attached to North Thornhill Community Centre Community engagement sessions conducted with multilingual groups and seniors.
Incorporate new technologies to support	2012	Q1'12	ARR for e-media staff declined.

2013-16 Business Plan

and enhance library service and digital literacy.		Q1'12 Q2'12 Q3'12	VPL website mobile compatible. Kobo Vox eBook readers available for loan. Early Literacy Stations deployed to all branches. Introduction of Text communication under review.
Plan and construct new library facilities in accordance with growth and demand that achieve excellence in library architecture and interior design and improve accessibility	2012	Q3'12 Q3'12 Q3'12 Q4'12 – Q1'13 Q4'12	RFP for branch library attached to NTCC being re-released with changes in scope. RFP for Civic Centre resource library under review. Drawings rendered to refurbish and combine circ and info desks in branch libraries to comply with AODA and improve efficiencies. New service desks installed at 2 branch libraries. Additional merchandising furniture purchased for all branches.

2013-16 Business Plan Objectives: (You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.)

Business Plan Objectives:	Timeline	Outcome	Resources
2013 (Top 3 Objectives)			
1. Harness the power of new media and emerging technologies	Q1	New technologies identified and implemented. Promotion of digital literacy.	Existing Operating Funds
2. Create an environment for lifelong learning for all	Q3	Enhance services to seniors and mature adults through creation of unique areas 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 exiting facilities to enhance customer experience.	Q2	-Reconfigure public service desks at branch libraries	Existing Operating Funds
	Q4	-Opening of new Branch Library attached to Thornhill Woods Community Centre	Existing Operating Funds
	Q3	-Phase II of Bathurst Clark refurbishment project including carpet replacement and interior painting	Capital Funds requested
	Q2	-Creation of designated Teen Area at Pierre Berton Resource Library	Existing Operating Funds
	Q3	- Design of Third Resource Library completed	Existing Capital Funds
2014 (Top 3 Objectives)			

2013-16 Business Plan

1. Develop advocacy efforts with key stakeholders	Q2	Extensive Community Engagement with stakeholders.	Existing Operating Funds
2. Investigate new channels for delivering library collections and services	Q3	Floating collections implemented.	Existing Operating Funds
3. Establish Library as a vibrant community place central to community life	Q1	New branch library attached to North Thornhill Community Centre fully operational serves as a community hub.	Existing Operating Funds

2015 (Top 3 Objectives)

1. Collaborate with community to pursue strategic alliances and partnerships	Q2	Increased partnership opportunities with COV.	Existing Operating Funds
2. Recognize teens as unique library users and develop services for them.	Q3	Dedicated teen zones established in identified locations.	Existing Operating Funds
3. Plan and construct new facilities in accordance with growth and demand	Q1	New Civic Centre Resource Library open and fully operational.	Capital Funds requested

2016 (Top 3 Objectives)

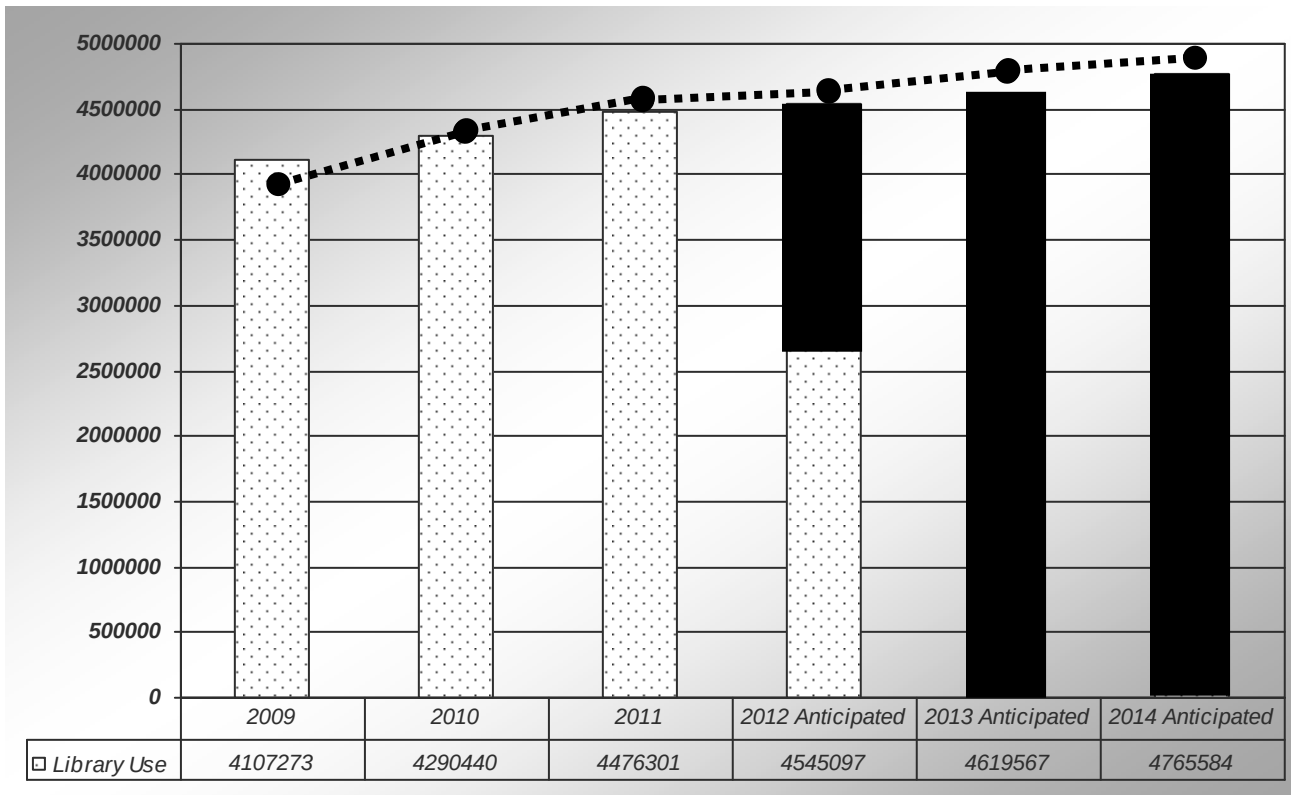
1. Promote VPL collections, services and resources to build awareness of library and attract new customers	Q3	Implementation of findings of citizens survey and research reports targeting identified non-user groups	Existing Operating Funds
2. Facilitate continued improvements in environmental stewardship	Q1	Environmental initiatives identified and implemented.	Existing Operating Funds
3. Enhance collections, services and programs relevant to changing community.	Q2	Collection, services and programs identified and implemented.	Existing Operating Funds

2013-16 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



Key Conclusion: (What are some assumptions about the performance measure which should be stated?)
Library use continues to increase each year. The increase in library use will be slightly higher in 2014 due to the planned opening of the branch library attached to the North Thornhill Community Centre (NTCC) in 2013.

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.

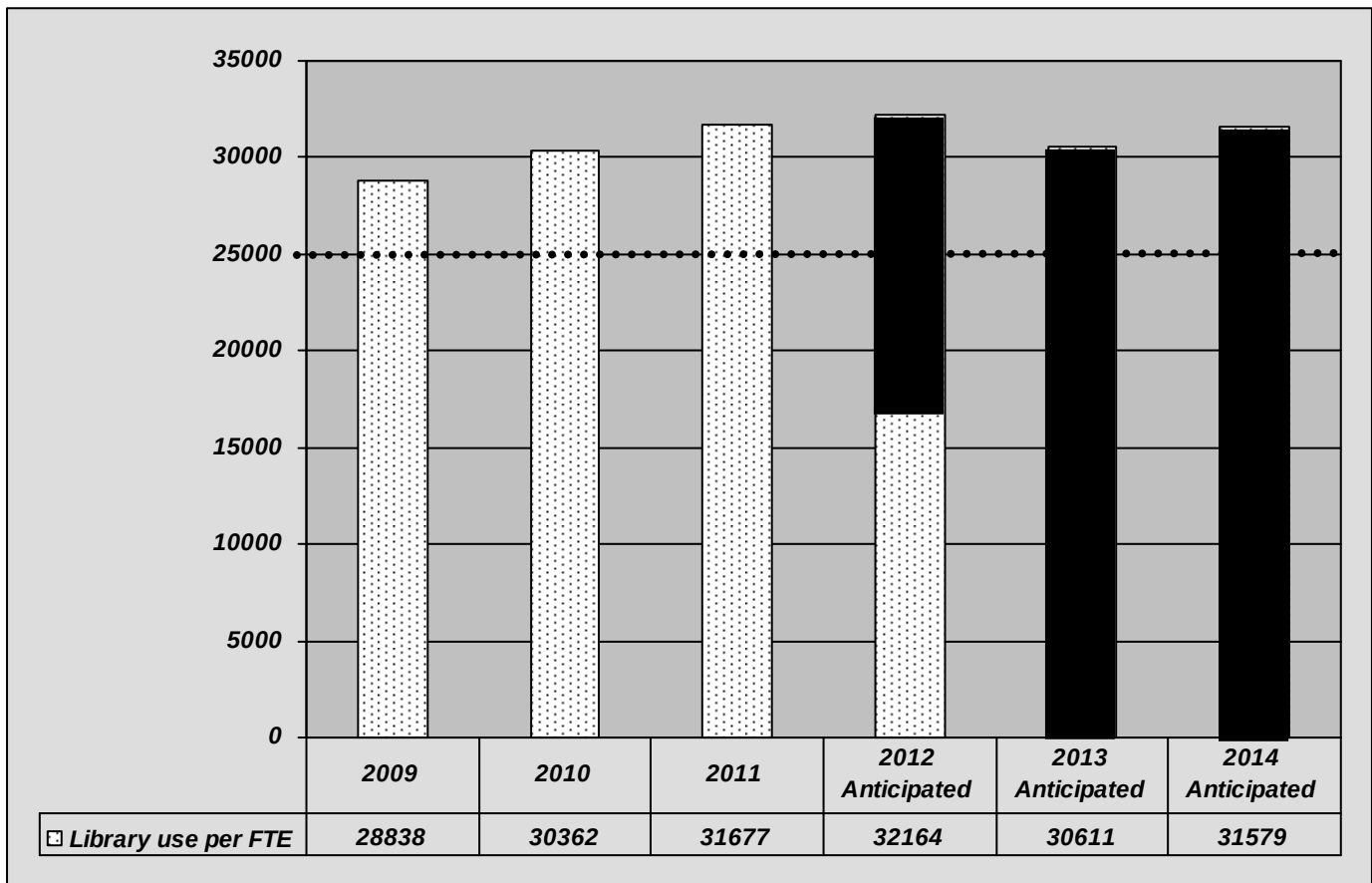
Goal: 4.5% increase annually. Note: Goal identified using performance of comparative library systems.

2013-16 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 2013 for the branch library at the NTCC. The anticipated increases to Library Use will occur in the first full year after the library opens thus stabilizing the measurement.

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.

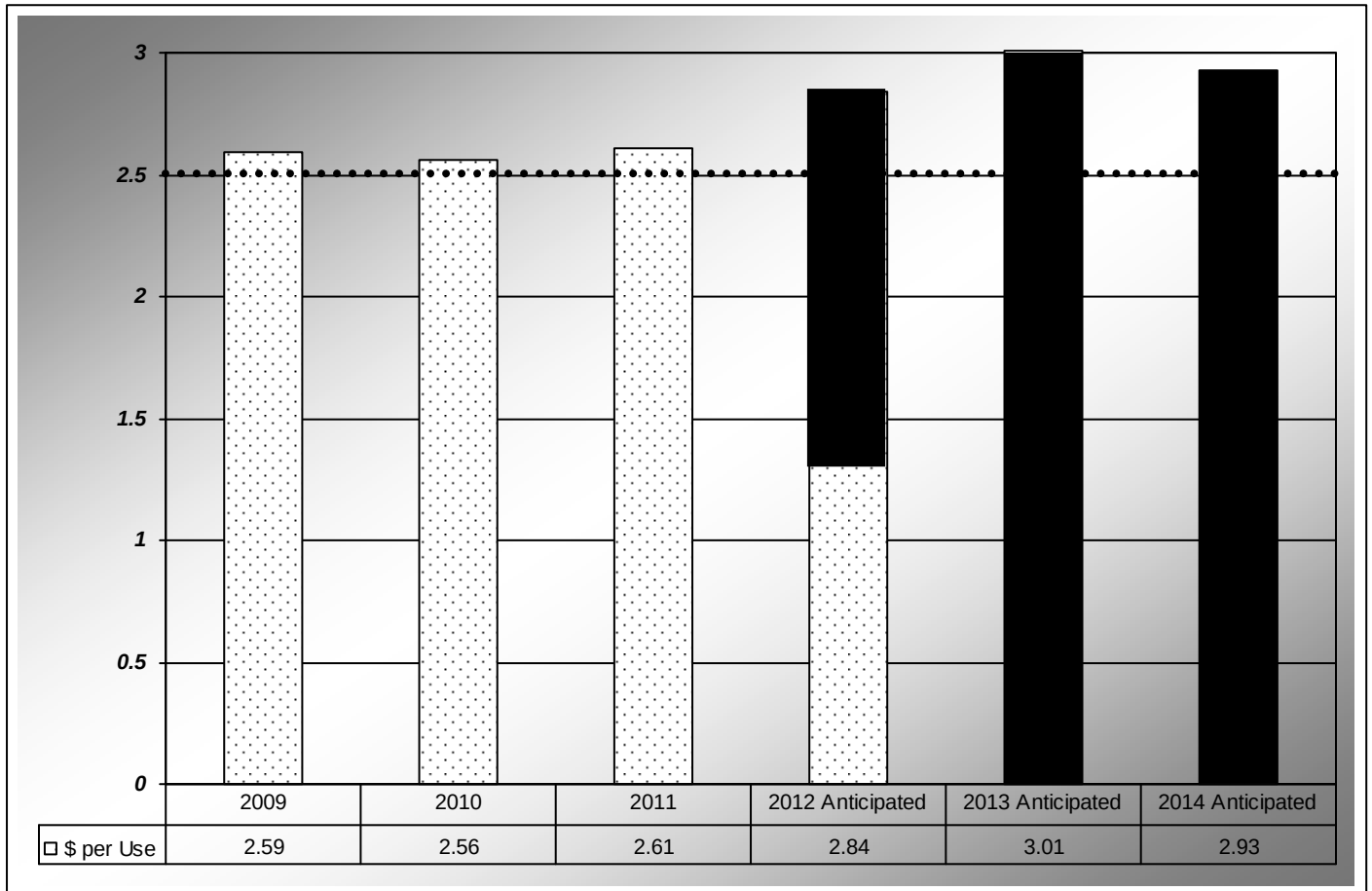
Goal: 25,000 Uses per FTE. Note: Goal identified using performance of comparative library systems.

2013-16 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?)
Increases in costs are associated with opening the branch library at the NTCC in 2013 while library use will not increase until the first full year of service to the public thus bringing the cost per library use back below \$3.00.

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.

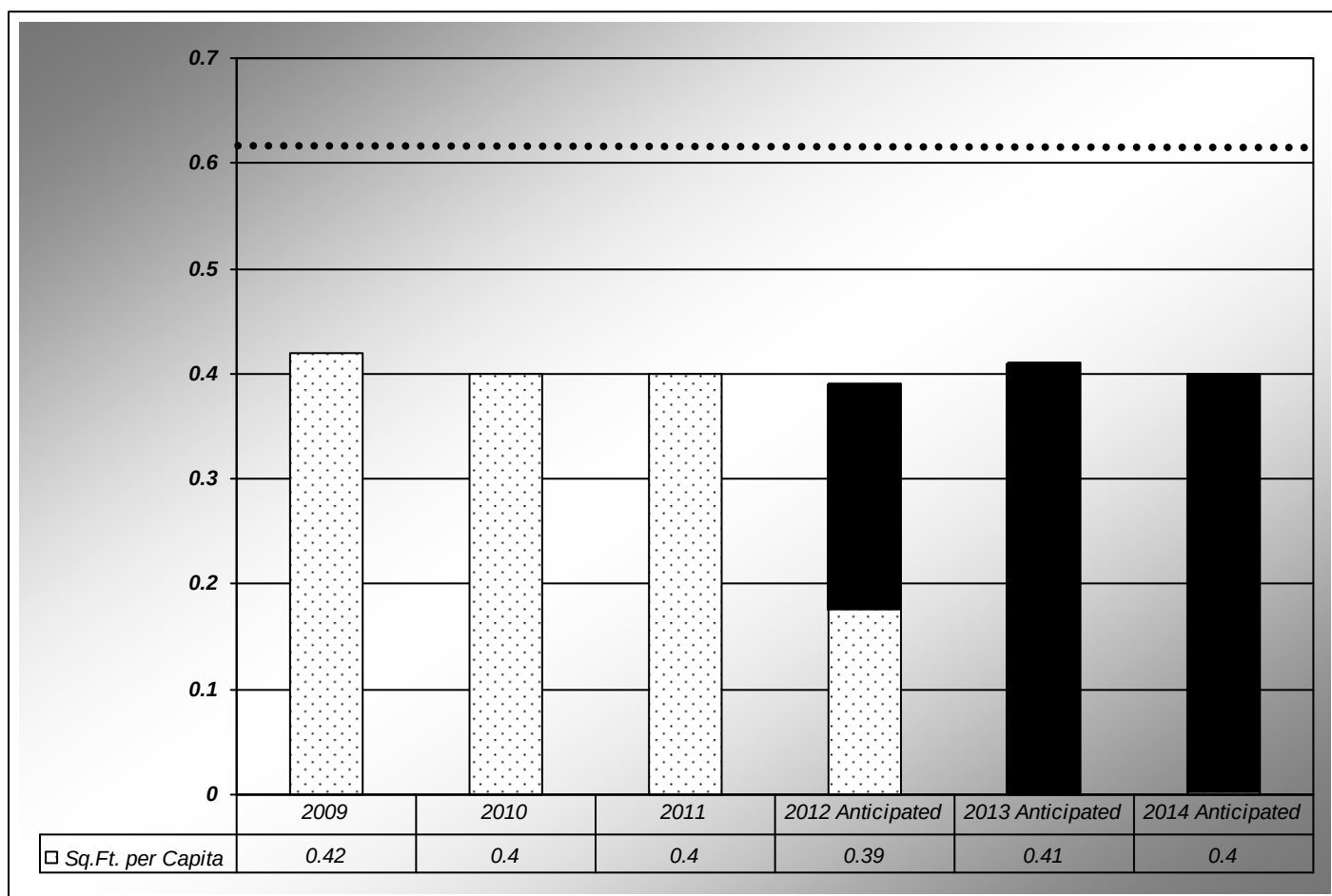
Goal: Less than \$2.50 per Use. Note: Goal identified using performance of comparative library systems.

2013-16 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?)

While the population of the City of Vaughan has continued to grow, there has been no increase to square footage. However, the anticipated 2013 opening of the branch library at the NTCC will change this measure, but unfortunately not for very long.

Notes about the Measure:

Thornhill Woods Neighbourhood Library assumed to be 7,500 sq.ft. added in 2012

Population projections: 2012 - 306,807; 2013 - 314,507; 2014 - 322,207

Goal: Industry Standard .61 Square Feet Per Capita

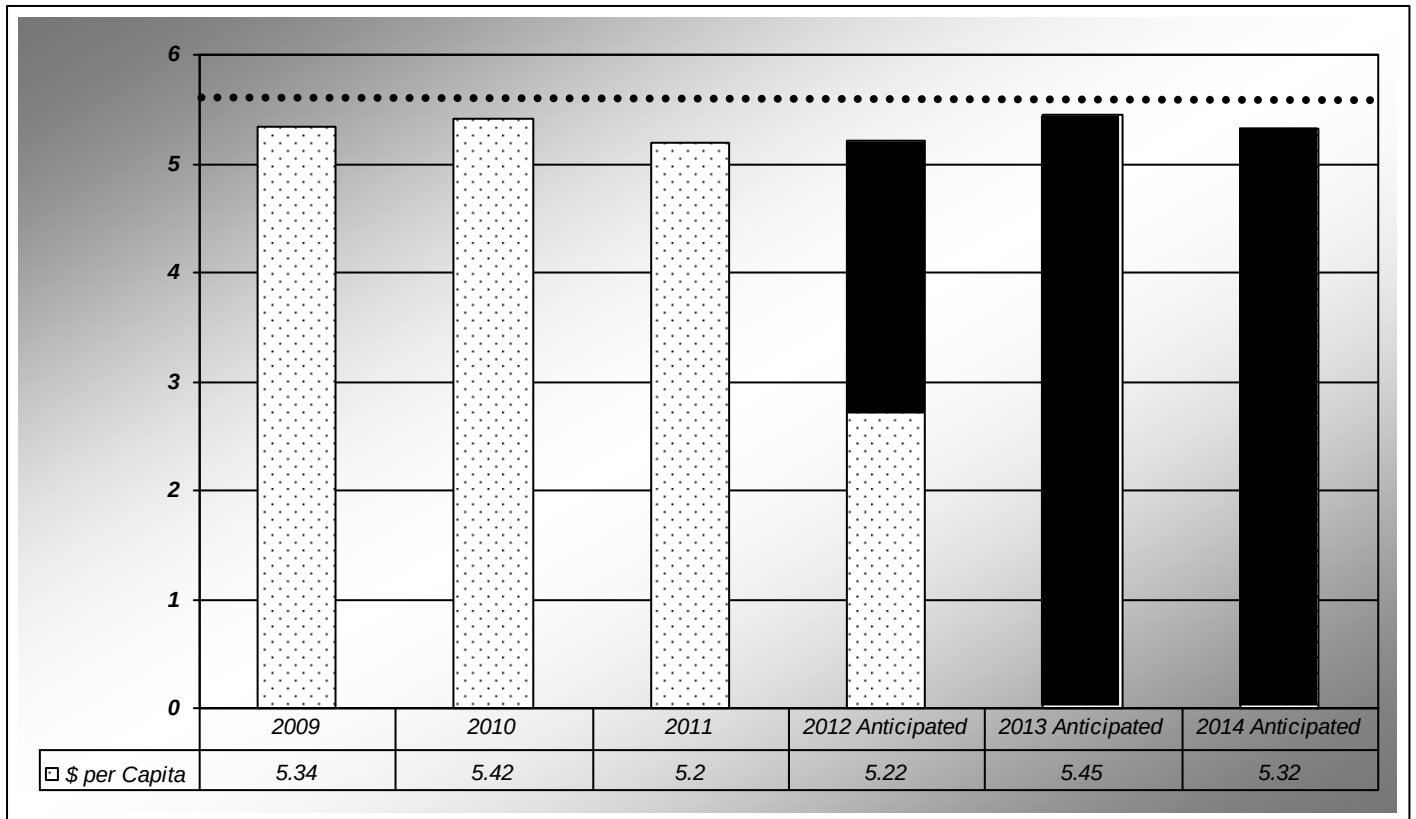
Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource

2013-16 Business Plan

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 new library collections. However, in 2013, Operating funds of \$109,000 per year are added for the branch library at the NTCC.

Population projections: 2012 - 306,807; 2013 – 314,507; 2014 – 322,207

Goal: \$5.60 for maintenance of library collections per capita. Note: Goal identified using performance of comparative library systems.

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

2013-16 Business Plan

Citizens of Vaughan continue to use their public library collections, facilities and services at an increasing rate, recognizing Vaughan Public Libraries as a vibrant community hub. The construction of additional locations is welcomed and much anticipated by the community. A new branch library attached to North Thornhill Community Centre will open in 2013 and a third resource library located adjacent to City Hall is scheduled to open in 2015. An additional branch library is planned for construction as an element of the Carville community centre in Block 11. Renovations and reconfiguration of existing branches continues to improve efficiencies and increase customer satisfaction.

As the population turns more and more to social media as a means of communication and information gathering, the need for additional staff with expertise to ensure the effective use of social media has become apparent, thus the requirement for approval to add an E-Media Specialist to the staff complement. To effectively harness the power of new media and emerging trends it is essential to build a team of staff with in-depth digital literacy skills. The E-media Specialist would be a key component of this team.

Vaughan Public Libraries embraces a community-led approach to planning and development. Community engagement and collaboration with citizens to identify the unique needs of all user groups in the multifaceted community, contribute to the continued success of VPL. Strategic alliances and partnerships are integral to continuing to meet the needs of Vaughan citizens.

VPL is committed to environmental stewardship and incorporates green technologies and practices as appropriate.

2013, 2014, 2015 and 2016 budget requests will enable VPL to accomplish our Annual 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)

Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

Department	Exp Category	Account	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	2014 Forecast	Variance	2015 Forecast	Variance	2016 Forecast	Variance
Vaughan Libraries														
	Revenue													
		Fines & Penalties-Library	191,104	228,100	232,600	51.4%	4,500	2.0%	237,100	4,500	325,200	88,100	329,700	4,500
		Tourism/Rec'n Grant	150,008	145,200	145,200	32.1%	0	0.0%	145,200	0	145,200	0	145,200	0
		Service Charges	52,547	41,600	42,800	9.5%	1,200	2.9%	44,000	1,200	45,200	1,200	46,400	1,200
		Rents and Concessions	20,495	13,800	14,000	3.1%	200	1.4%	14,500	500	15,000	500	15,500	500
		Rev. frm Recov. Exp - Pd Duty	21,334	10,800	11,000	2.4%	200	1.9%	11,200	200	11,400	200	11,600	200
		Outside Contributions	5,816	7,000	7,000	1.5%	0	0.0%	7,000	0	7,000	0	7,000	0
		Dept. Misc. Revenues	2,604	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Taxable Sales-Postage Fees	2,238	0	0	0.0%	0	0.0%	0	0	0	0	0	0
	Total Revenue		446,145	446,500	452,600	100.0%	6,100	1.4%	459,000	6,400	549,000	90,000	555,400	6,400
	Labour Costs													
		Staffing Costs (incl Benefits)	9,534,604	10,089,818	10,310,668	74.3%	220,850	2.2%	10,373,061	62,393	12,873,671	2,500,610	13,101,527	227,856
	Other Expenses													
		Reserve Transfers	750,000	0	1,467,700	10.6%	1,467,700	0.0%	1,495,900	28,200	1,991,300	495,400	2,119,800	128,500
		Joint Services & Department Transfers	514,461	524,850	549,750	4.0%	24,900	4.7%	549,750	0	549,750	0	549,750	0
		Utilities & Fuel	244,671	310,400	317,000	2.3%	6,600	2.1%	333,000	16,000	467,100	134,100	485,300	18,200
		Library Books & Periodicals	1,614,675	1,715,400	275,300	2.0%	(1,440,100)	(84.0)%	275,300	0	275,300	0	275,300	0
		Service Contracts and Materials	204,229	252,000	252,500	1.8%	500	0.2%	252,500	0	252,500	0	252,500	0
		Office Supplies & Expenses	188,982	188,900	184,400	1.3%	(4,500)	(2.4)%	184,400	0	226,700	42,300	226,700	0
		General Mtce & Repairs	163,012	175,100	155,600	1.1%	(19,500)	(11.1)%	155,600	0	260,500	104,900	260,500	0
		Office Equipment & Furniture	145,923	150,100	152,100	1.1%	2,000	1.3%	152,100	0	152,100	0	152,100	0
		Community Advertising & Promotion	43,354	50,900	51,700	0.4%	800	1.6%	51,700	0	51,700	0	51,700	0
		Communications	33,743	44,000	51,000	0.4%	7,000	15.9%	51,000	0	51,000	0	51,000	0
		Staff Development & Training	35,938	37,000	43,000	0.3%	6,000	16.2%	43,000	0	43,000	0	43,000	0
		Meals & Travel	24,401	30,200	27,800	0.2%	(2,400)	(7.9)%	27,800	0	27,800	0	27,800	0
		Professional Fees	9,591	32,000	22,000	0.2%	(10,000)	(31.3)%	22,000	0	22,000	0	22,000	0
		Corporate Accounts	5,399	6,100	6,100	0.0%	0	0.0%	6,100	0	6,100	0	6,100	0
		Other	3,391	2,000	2,100	0.0%	100	5.0%	2,100	0	2,100	0	2,100	0
		Capital Funding	15,000	0	0	0.0%	0	0.0%	0	0	0	0	0	0
	Total Other Expenses		3,996,770	3,518,950	3,558,050	25.7%	39,100	1.1%	3,602,250	44,200	4,378,950	776,700	4,525,650	146,700
	Total Expenses		13,531,374	13,608,768	13,868,718	100.0%	259,950	1.9%	13,975,311	106,593	17,252,621	3,277,310	17,627,177	374,556
Total Vaughan Libraries			13,085,229	13,162,268	13,416,118		253,850	1.9%	13,516,311	100,193	16,703,621	3,187,310	17,071,777	368,156

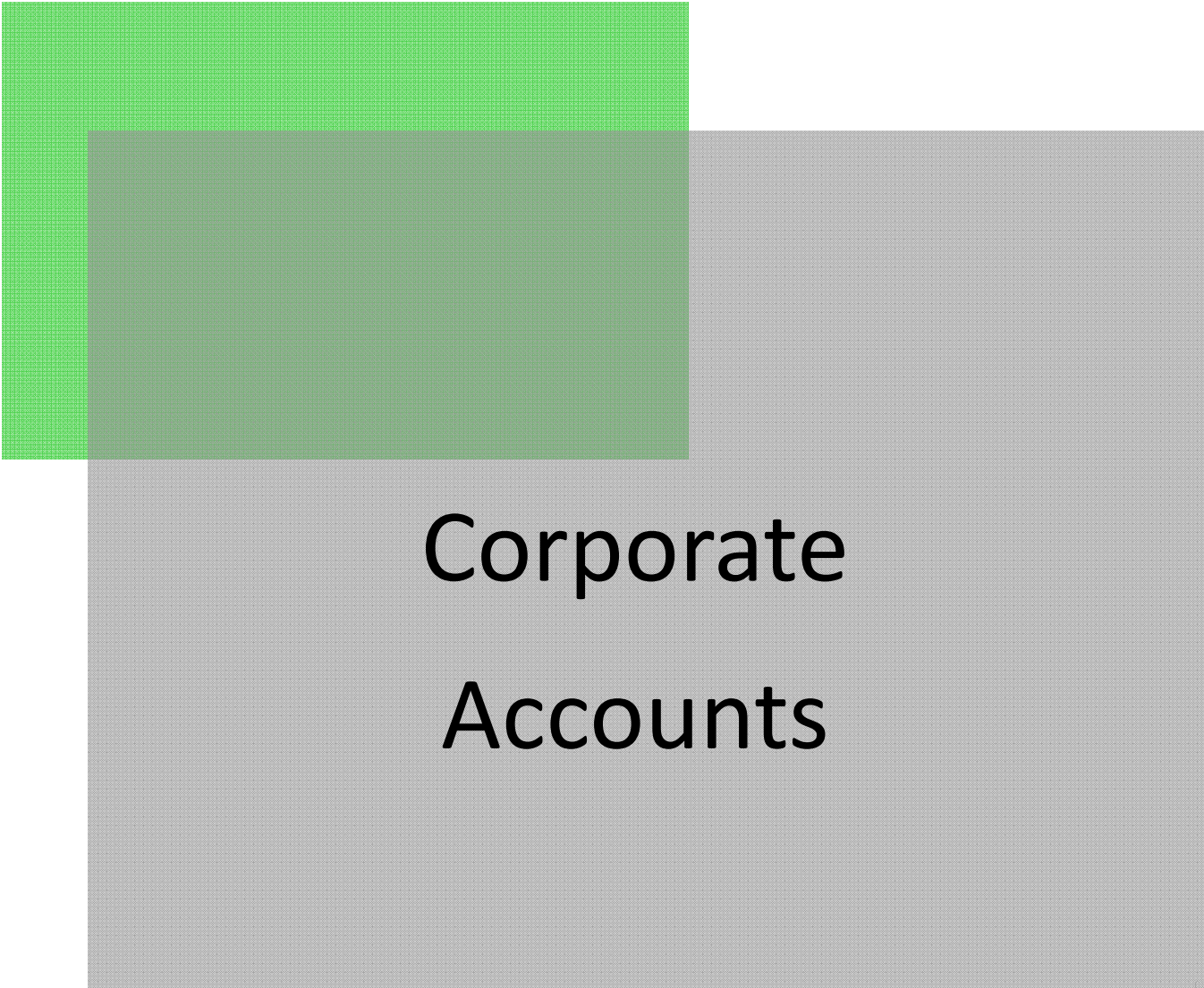
Recognized 2015 ARR's											
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2015 Impact		Net 2016 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
City Hall Resource Library - Staffing & Operations	FT/PT	38.29	2,690,245	(83,600)	2,606,645			38.29	2,606,645		121,302



2013 Capital Budget & 2014-2016 Capital Plan

Library Board
Vaughan Libraries

Budget						
Year	Project #	Title	Project Type	Total Budget	Operating Impact	TCA
2013	LI-4504-13	Library Technology Upgrade	Technology	140,000	0	Y
2013	LI-4508-13	Civic Centre Resource Library-Resource Material	Growth/Development	870,000	0	Y
2013	LI-4533-13	AODA Compliant & Combined Info/Circulation Desk Ansley Grove	Legal/Regulatory	100,000	0	Y
2013	LI-4537-13	Capital Resource Purchases	Infrastructure Replacement	1,467,700	0	Y
2013	LI-4538-13	Kleinburg Library Building Repairs and Improvements	Infrastructure Replacement	750,000	0	Y
2013 Budget				3,327,700		
2014	LI-4503-14	Bathurst Clark Resource Library Renovations-Phase 2	Infrastructure Replacement	250,000	0	Y
2014	LI-4504-13	Library Technology Upgrade	Technology	140,000	0	Y
2014	LI-4508-13	Civic Centre Resource Library-Resource Material	Growth/Development	870,000	0	Y
2014	LI-4511-14	Civic Centre Library-Communications & Hardware	Growth/Development	690,000	0	Y
2014	LI-4530-14	Civic Centre Resource Library	Growth/Equipment	1,250,000	0	Y
2014	LI-4537-13	Capital Resource Purchases	Infrastructure Replacement	1,495,900	0	Y
2014 Forecast				4,695,900		
2015	LI-4504-13	Library Technology Upgrade	Technology	140,000	0	Y
2015	LI-4508-13	Civic Centre Resource Library-Resource Material	Growth/Development	870,000	0	Y
2015	LI-4516-15	Carrville Block 11- Resource Material	Growth/Development	435,000	0	Y
2015	LI-4521-15	Carrville BL 11 Land	Growth/Development	576,800	0	Y
2015	LI-4522-15	Carrville BL11 - Consulting Design/Construction	Growth/Development	187,400	0	Y
2015	LI-4524-15	Carrville Community Library - Communications and Hardware	Growth/Development	150,000	0	Y
2015	LI-4537-13	Capital Resource Purchases	Infrastructure Replacement	1,991,300	0	Y
2015 Forecast				4,350,500		
2016	LI-4504-13	Library Technology Upgrade	Technology	140,000	0	Y
2016	LI-4512-16	Maple Library Renovations	Infrastructure Replacement	770,000	0	Y
2016	LI-4516-15	Carrville Block 11- Resource Material	Growth/Development	435,000	0	Y
2016	LI-4518-16	Carrville BL11 - Furniture and Equipment	Growth/Equipment	268,200	0	Y
2016	LI-4522-15	Carrville BL11 - Consulting Design/Construction	Growth/Development	3,195,200	695,501	Y
2016	LI-4535-16	AODA Compliant & Combined Info/Circulation Desk Maple	Legal/Regulatory	100,000	0	Y
2016	LI-4537-13	Capital Resource Purchases	Infrastructure Replacement	2,119,800	0	Y
2016 Forecast				7,028,200		



Corporate Accounts

Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	2014 Forecast	Variance	2015 Forecast	Variance	2016 Forecast	Variance
CORPORATE EXPENSES												
Capital Funding												
Long Term Debt	9,776,076	12,378,938	14,150,587	46.8%	1,771,649	14.3%	16,156,886	2,006,299	16,483,707	326,821	16,103,959	(379,748)
Capital from Taxation	6,902,002	6,902,002	6,389,274	21.1%	(512,728)	(7.4)%	6,389,274	0	6,389,274	0	6,389,274	0
Corporate and Elections												
- Building & Facilities Infrastructure	2,139,296	2,139,296	2,297,082	7.6%	157,786	7.4%	2,373,024	75,942	2,495,484	122,460	3,295,394	799,910
- Roads Infrastructure Res.	484,500	403,988	412,068	1.4%	8,080	2.0%	420,309	8,241	428,715	8,406	437,290	8,575
- Parks Infrastructure Res.	356,685	356,685	601,819	2.0%	245,134	68.7%	948,855	347,036	1,302,832	353,977	1,663,889	361,057
- Election Reserve Contribution	350,000	350,000	400,000	1.3%	50,000	14.3%	400,000	0	400,000	0	400,000	0
- Additional Vehicle Contribution	65,964	65,964	182,283	0.6%	116,319	176.3%	245,929	63,646	325,848	79,919	407,364	81,516
- Fire & Rescue Contribution	1,174,726	1,174,726	1,323,221	4.4%	148,495	12.6%	1,394,685	71,464	1,535,579	140,894	1,566,290	30,711
- Heritage Contribution	204,000	204,000	208,080	0.7%	4,080	2.0%	212,242	4,162	216,486	4,244	220,816	4,330
- Streetscapes Contribution	323,328	323,328	329,795	1.1%	6,467	2.0%	336,390	6,595	343,118	6,728	349,981	6,863
- City Playhouse Contribution	15,000	15,000	15,000	0.0%	0	0.0%	15,000	0	15,000	0	15,000	0
- ITM Reserve Contribution	0	0	1,002,200	3.3%	1,002,200	100.0%	1,022,244	20,044	1,042,689	20,445	1,063,543	20,854
- Artificial Turf Contribution	100,935	140,000	140,000	0.5%	0	0.0%	140,000	0	140,000	0	140,000	0
	21,892,512	24,453,927	27,451,409	90.7%	2,997,482	12.3%	30,054,838	2,603,429	31,118,732	1,063,894	32,052,800	934,068
Corporate Accounts												
Contingency	657,746	1,504,028	3,470,408	11.5%	1,966,380	130.7%	6,772,765	3,302,357	10,217,276	3,444,511	13,781,842	3,564,566
Tax Adjustments	1,946,967	1,600,000	2,025,000	6.7%	425,000	26.6%	2,550,000	525,000	2,275,000	(275,000)	2,100,000	(175,000)
Corporate and Elections												
- Bank Charges	83,241	90,000	95,000	0.3%	5,000	5.6%	100,000	5,000	105,000	5,000	110,000	5,000
- Professional Fees	242,971	244,224	184,000	0.6%	(60,224)	(24.7)%	184,000	0	184,000	0	184,000	0
- OMB Hearings	111,365	407,000	407,000	1.3%	0	0.0%	460,000	53,000	400,000	(60,000)	375,000	(25,000)
- Joint Services	520,100	595,153	450,326	1.5%	(144,827)	(24.3)%	460,986	10,660	471,966	10,980	483,275	11,309
- Other	39,373	63,766	44,600	0.1%	(19,166)	(30.1)%	45,400	800	46,300	900	47,200	900
- Election	224,648	0	269,634	0.9%	269,634	100.0%	1,024,794	755,160	271,067	(753,727)	271,545	478
- Trf of Dept Surplus	(1,250,502)	0	0	0.0%	0	0.0%	0	0	0	0	0	0
- Year End Expenditure Reserve	95,476	0	0	0.0%	0	0.0%	0	0	0	0	0	0
- Salaries Savings from Turnover	0	(4,000,000)	(4,130,000)	-13.6%	(130,000)	3.3%	(4,332,000)	(202,000)	(4,571,000)	(239,000)	(4,766,000)	(195,000)
	2,671,385	504,171	2,815,968	9.3%	2,311,797	458.5%	7,265,945	4,449,977	9,399,609	2,133,664	12,586,862	3,187,253
TOTAL CORPORATE EXPENSES	24,563,897	24,958,098	30,267,377	100.0%	5,309,279	21.3%	37,320,783	7,053,406	40,518,341	3,197,558	44,639,662	4,121,321
NET CORPORATE REVENUES AND EXPENSES	(2,420,841)	(6,728,834)	(2,790,483)		3,938,351	(58.5)%	2,271,923	5,062,406	6,602,481	4,330,558	13,290,908	6,688,427

Revenue and Expenditure Summary

2013 Operating Budget & 2014-2016 Operating Plan

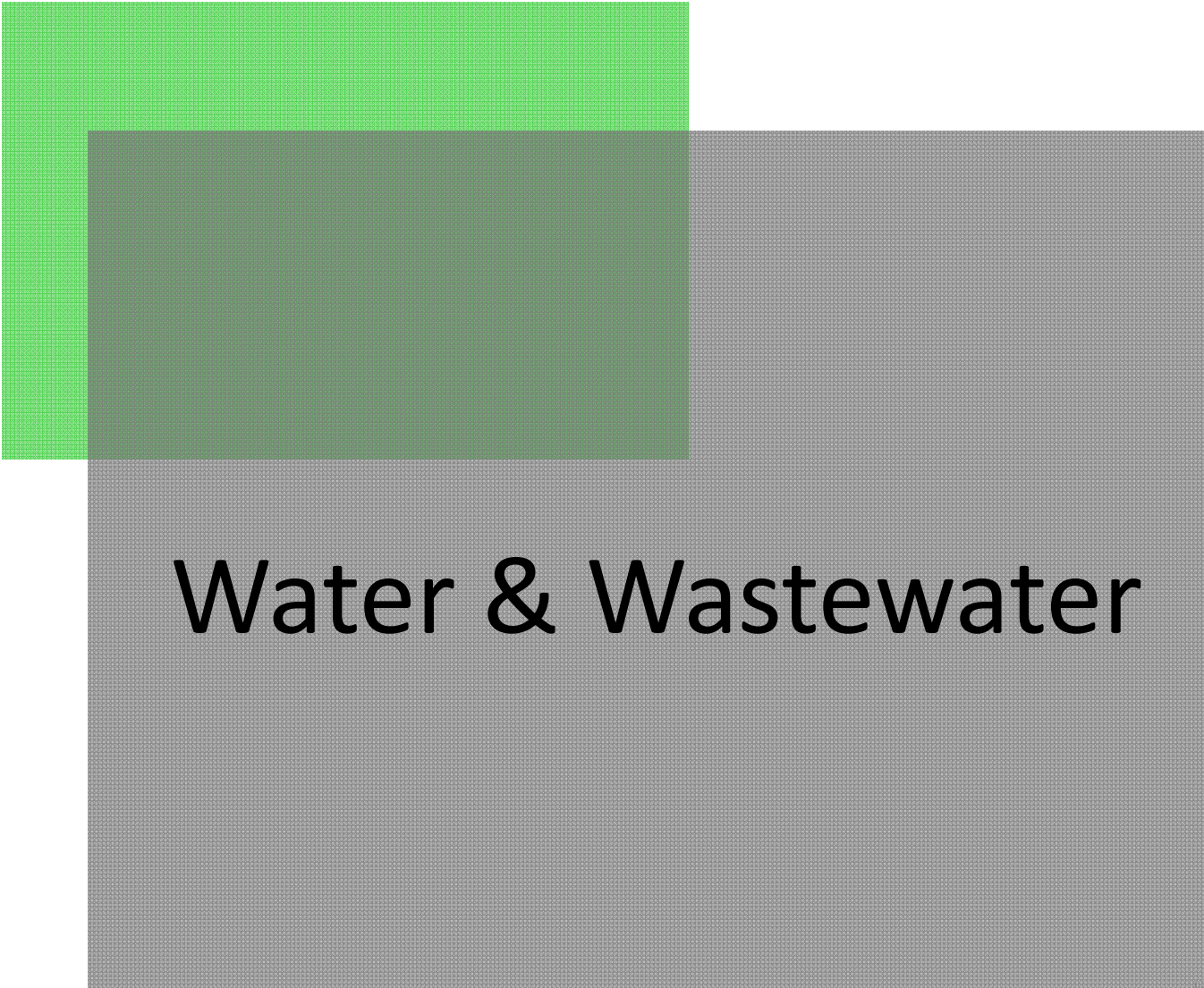
	2012 Actuals	2012 Budget	2013 Budget	% of Total Budget	\$ Variance	% Variance	2014 Forecast	Variance	2015 Forecast	Variance	2016 Forecast	Variance
Corporate Revenues ⁽¹⁾												
Hydro Investment Income	(4,866,749)	(4,853,450)	(4,853,450)	14.7%	0	0.0%	(4,853,450)	0	(4,853,450)	0	(4,853,450)	0
Fines And Penalties	(5,060,432)	(4,800,000)	(4,900,000)	14.8%	(100,000)	2.1%	(5,000,000)	(100,000)	(5,000,000)	0	(5,000,000)	0
Investment Income	(3,583,080)	(3,000,000)	(2,750,000)	8.3%	250,000	(8.3)%	(2,500,000)	250,000	(2,250,000)	250,000	(2,000,000)	250,000
Hydro Dividends	(5,467,473)	(4,425,000)	(4,425,000)	13.4%	0	0.0%	(5,575,000)	(1,150,000)	(5,950,000)	(375,000)	(5,575,000)	375,000
Other	(240,359)	(70,000)	(70,000)	0.2%	0	0.0%	(70,000)	0	(70,000)	0	(70,000)	0
	(19,218,093)	(17,148,450)	(16,998,450)	51.4%	150,000	(0.9)%	(17,998,450)	(1,000,000)	(18,123,450)	(125,000)	(17,498,450)	625,000
Reserve Funding ⁽²⁾												
Tax Rate Stabilization Reserve & Working	0	(2,757,410)	(2,957,410)	8.9%	(200,000)	7.3%	(3,107,410)	(150,000)	(2,707,410)	400,000	(2,307,410)	400,000
Water & Wastewater Recovery	(2,680,210)	(2,678,210)	(3,402,000)	10.3%	(723,790)	27.0%	(3,443,000)	(41,000)	(3,485,000)	(42,000)	(3,542,894)	(57,894)
Finance From Capital	0	(1,500,000)	(1,500,000)	4.5%	0	0.0%	(1,500,000)	0	(1,500,000)	0	(1,500,000)	0
Debenture Reserve	0	(2,602,862)	(3,200,000)	9.7%	(597,138)	22.9%	(4,000,000)	(800,000)	(3,100,000)	900,000	(1,500,000)	1,600,000
	(2,680,210)	(9,538,482)	(11,059,410)	33.5%	(1,520,928)	15.9%	(12,050,410)	(991,000)	(10,792,410)	1,258,000	(8,850,304)	1,942,106
Other ⁽³⁾												
Payment In Lieu of Taxes	(2,586,435)	(2,500,000)	(2,500,000)	7.6%	0	0.0%	(2,500,000)	0	(2,500,000)	0	(2,500,000)	0
Prior Year Surplus	(2,500,000)	(2,500,000)	(2,500,000)	7.6%	0	0.0%	(2,500,000)	0	(2,500,000)	0	(2,500,000)	0
	(5,086,435)	(5,000,000)	(5,000,000)	15.1%	0	0.0%	(5,000,000)	0	(5,000,000)	0	(5,000,000)	0
TOTAL CORPORATE REVENUES	(26,984,738)	(31,686,932)	(33,057,860)	100.0%	(1,370,928)	4.3%	(35,048,860)	(1,991,000)	(33,915,860)	1,133,000	(31,348,754)	2,567,106

(1) Excludes corporate revenues which are presented in department reports and will differ from the Revenue by Major Source figures

Tax Certificates And Documents	(621,911)	(467,428)	(501,228)		(33,800)	7.2%	(506,263)	(5,035)	(531,104)	(24,841)	(532,360)	(1,256)
Purchasing Bids and Sale of Assets	(82,610)	(60,700)	(60,700)		0	0.0%	(60,700)	0	(60,700)	0	(60,700)	0
Capital Administration Fees	(11,286)	(50,000)	(50,000)		0	0.0%	(50,000)	0	(50,000)	0	(50,000)	0
Recoverables and Other Revenues	0	0	(50,000)		(50,000)	100.0%	(51,500)	(1,500)	(53,045)	(1,545)	(54,635)	(1,590)
	(715,807)	(578,128)	(661,928)		(83,800)	14.5%	(668,463)	(6,535)	(694,849)	(26,386)	(697,695)	(2,846)
	(19,218,093)	(17,148,450)	(16,998,450)		150,000	(0.9)%	(17,998,450)	(1,000,000)	(18,123,450)	(125,000)	(17,498,450)	625,000
Revenue by Major Source - Corporate Revenues	(19,933,900)	(17,726,578)	(17,660,378)		66,200	(0.4)%	(18,666,913)	(1,006,535)	(18,818,299)	(151,386)	(18,196,145)	622,154

(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.



Water & Wastewater

2012-13 Business Plan

BUSINESS OVERVIEW

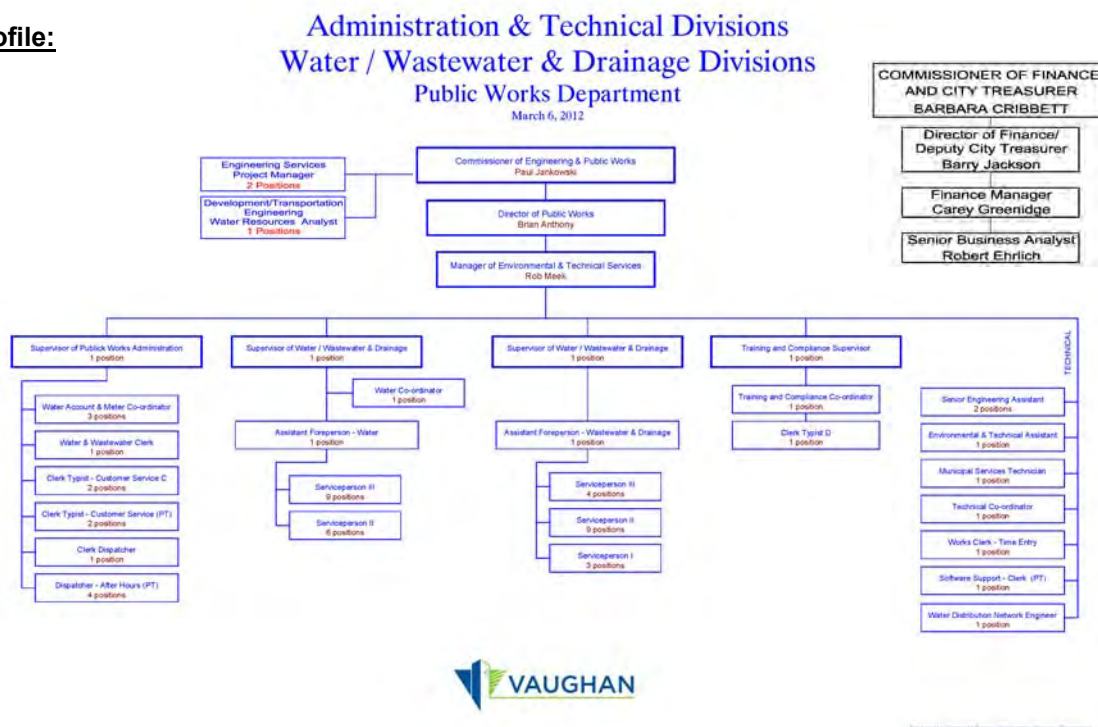
Service Statement:

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

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

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

Service Profile:



Full Time, Part Time and Overtime – Budgeted Amounts

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

Key Stakeholders:

- Citizens and Businesses of Vaughan
- York Region
- Conservation Authority

- Mayor and Council
- Ministry of the Environment
- Power stream

* Includes 3.0 Engineering Positions

** One-time seasonal staff

2012-13 Business Plan

Work Plan:

Link to Vaughan Vision 2020:

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

Future Pressures and Opportunities:

Pressures:

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

Opportunities:

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

Business Plan Objectives

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

2012-13 Business Plan

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

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

Key Performance Indicators:

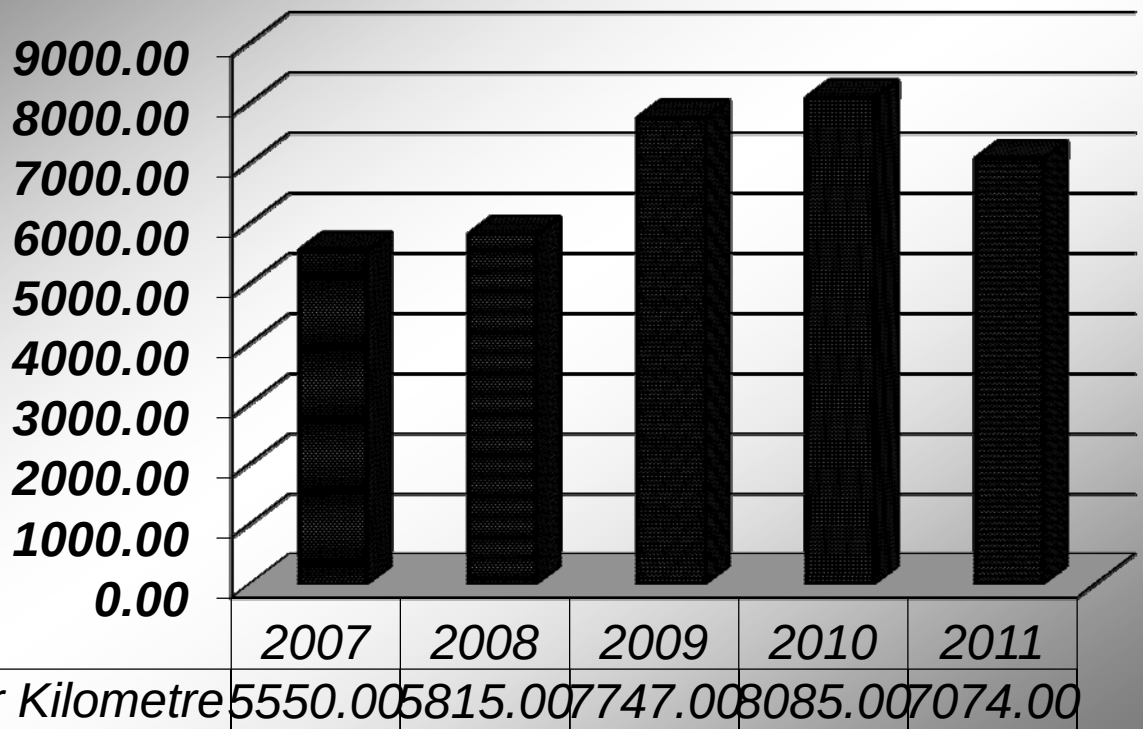
1. Operating cost per kilometre of water distribution system
2. Operating cost per kilometre of wastewater collection system
3. Operating cost per kilometre of storm collection system
4. Number of watermain breaks per 100 kilometres of distribution pipe
5. Number of adverse samples vs. total number of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

BUSINESS OVERVIEW:

2012-13 Business Plan

Measure: Operating Cost per Kilometre of Water Distribution System

Definition:



Key Conclusion:

The cost per kilometer of the water distribution system decreased from the past two years due primarily to fewer watermain breaks and repairs. This reduction can partially be attributed to the ongoing corrosion protection program and milder winter conditions.

2008 to 2009 increase primarily due to operating fund transfer representing \$1,088 per km.

Notes about the Measure:

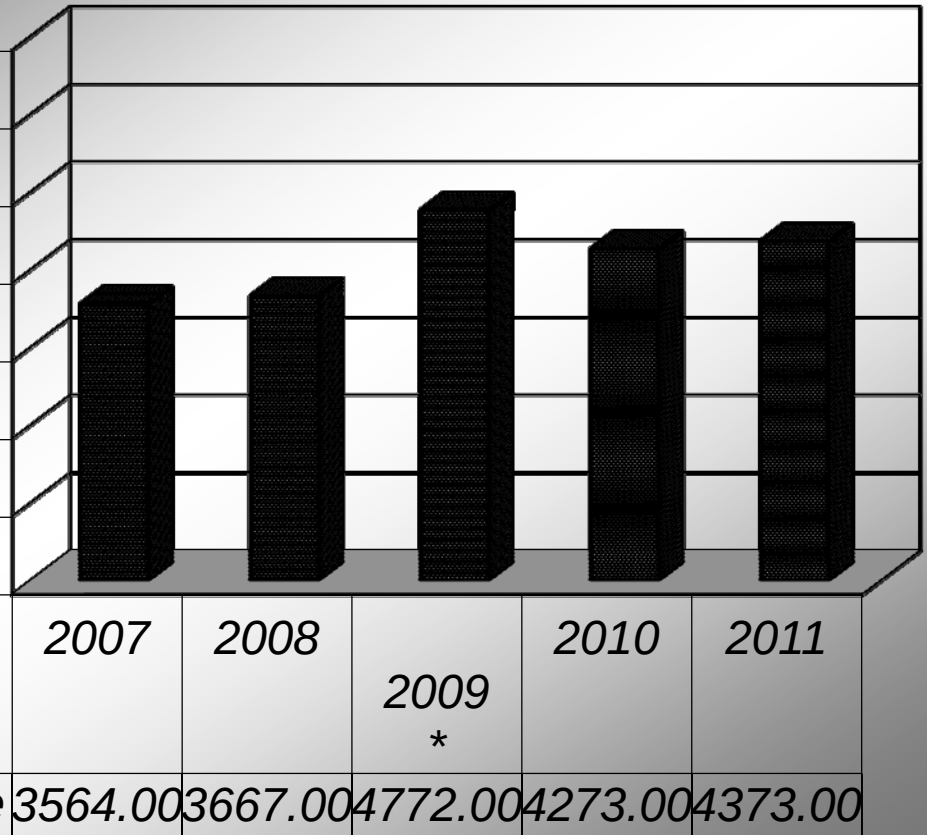
The Province changed the costing methodology in 2006 and thus the year to year comparison is impacted.

Measure: Operating Cost per Kilometre of Wastewater Collection System

2012-13 Business Plan

Definition:

7000.00
6000.00
5000.00
4000.00
3000.00
2000.00
1000.00
0.00



■ Cost per Kilometre 3564.00 3667.00 4772.00 4273.00 4373.00

Key Conclusion:

The cost per kilometer for maintenance of the wastewater collection system remained fairly consistent with 2010 expenditures.

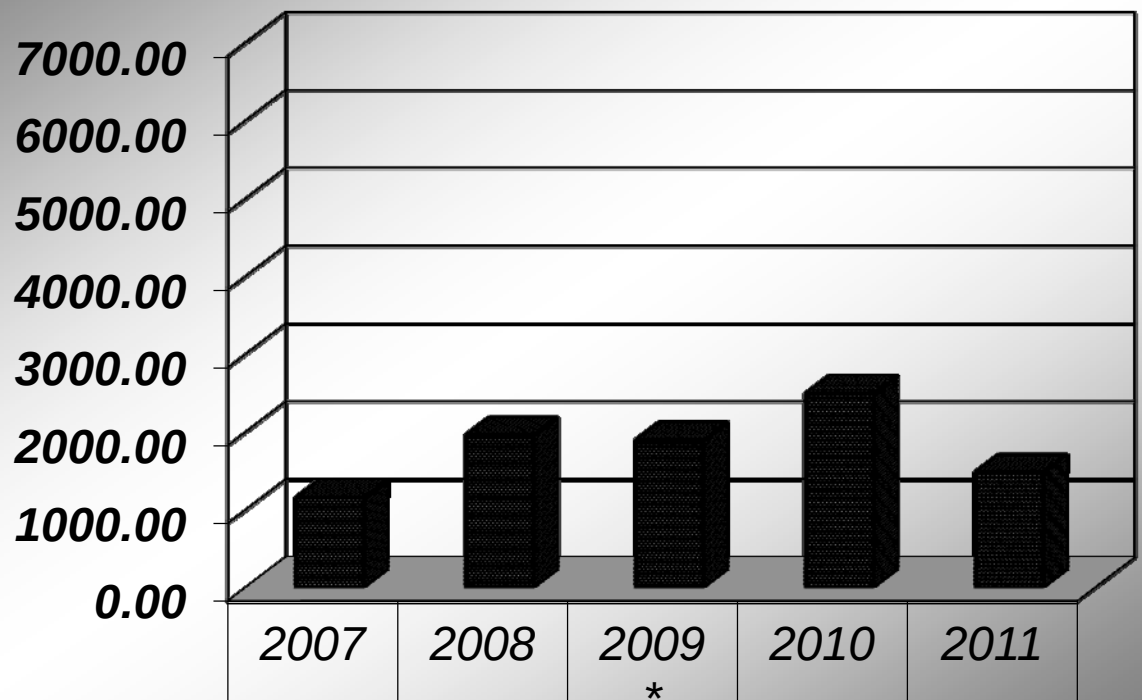
2008 to 2009 increase primarily due to operating fund transfer representing \$600 per km.

Notes about the Measure:

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

2012-13 Business Plan

Measure: Operating Cost per Kilometre of Storm Collection System



■ Cost per Kilometre	1160.00	1961.00	1897.00	2493.00	1483.00

Key Conclusion:

The cost per kilometer of the storm collection system decreased from the past three years due primarily to fewer hazardous spill responses and fewer emergency repairs.

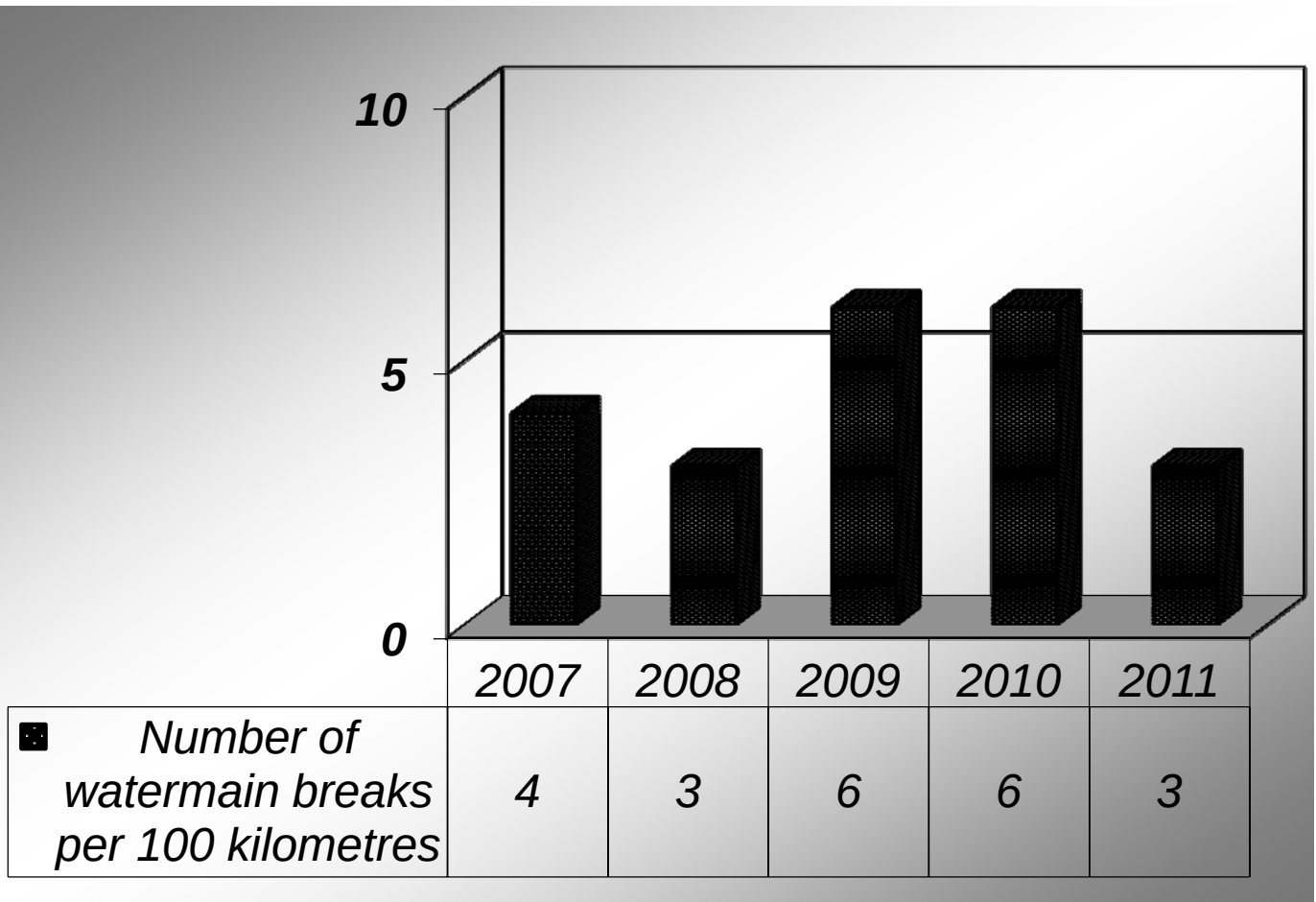
Notes about the Measure:

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

2012-13 Business Plan

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

Definition:



Key Conclusion:

The ongoing corrosion protection program and milder winter conditions have resulted in a decrease in watermain breaks from those recorded in 2009 and 2010. In addition, the replacement of older iron watermains as part of Engineering Services' capital program has aided in reducing watermain breaks.

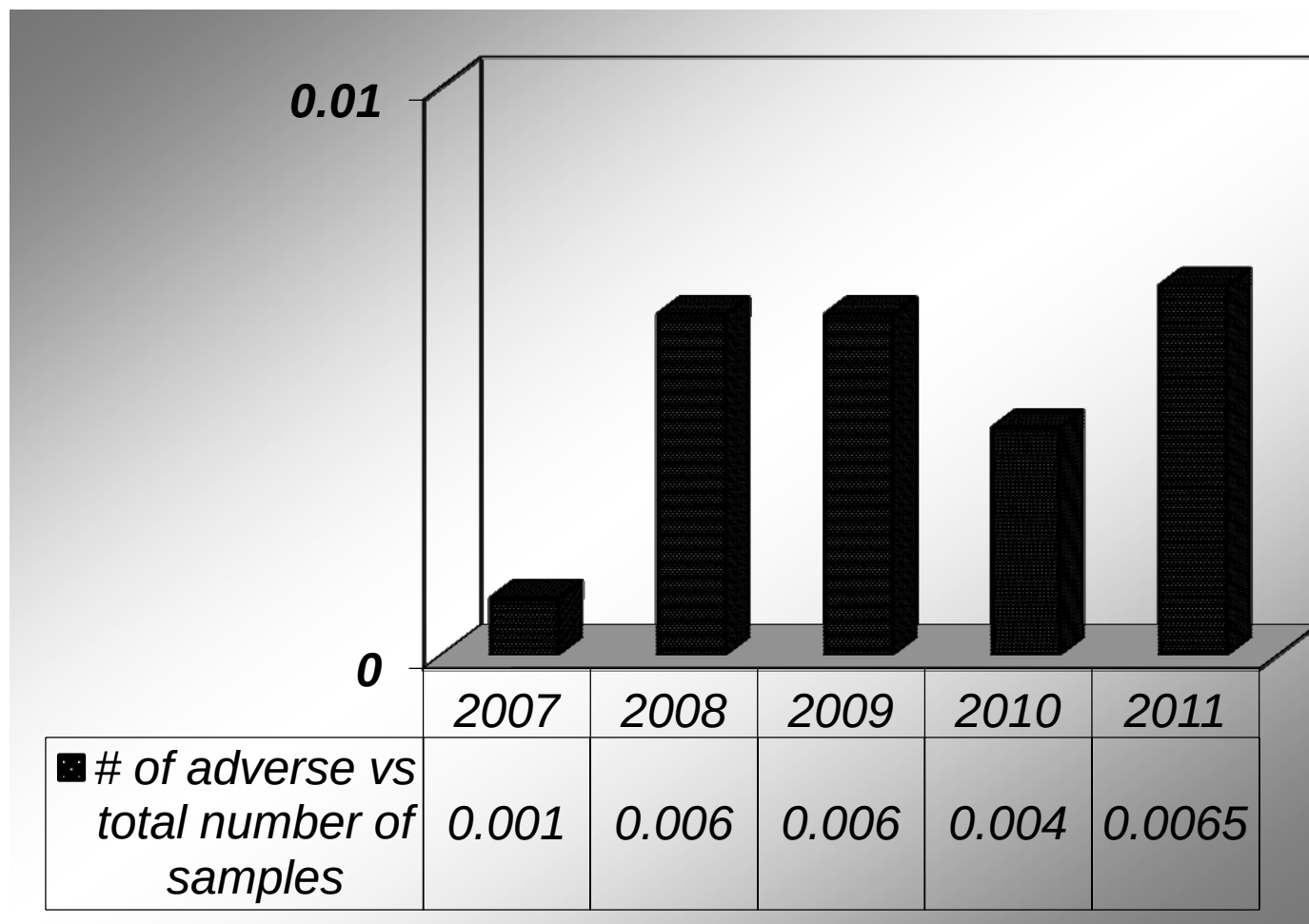
Notes about the Measure:

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

2012-13 Business Plan

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

Definition:



Key Conclusion:

The number of adverse vs. total water samples in 2011 is similar to that experienced in 2008 and 2009. These occurrences are less than the Provincial average for municipalities of equivalent size. The standard response to an adverse water quality sample is to flush the watermain and resample to confirm that the water quality meets the regulatory requirements.

Notes about the Measure

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

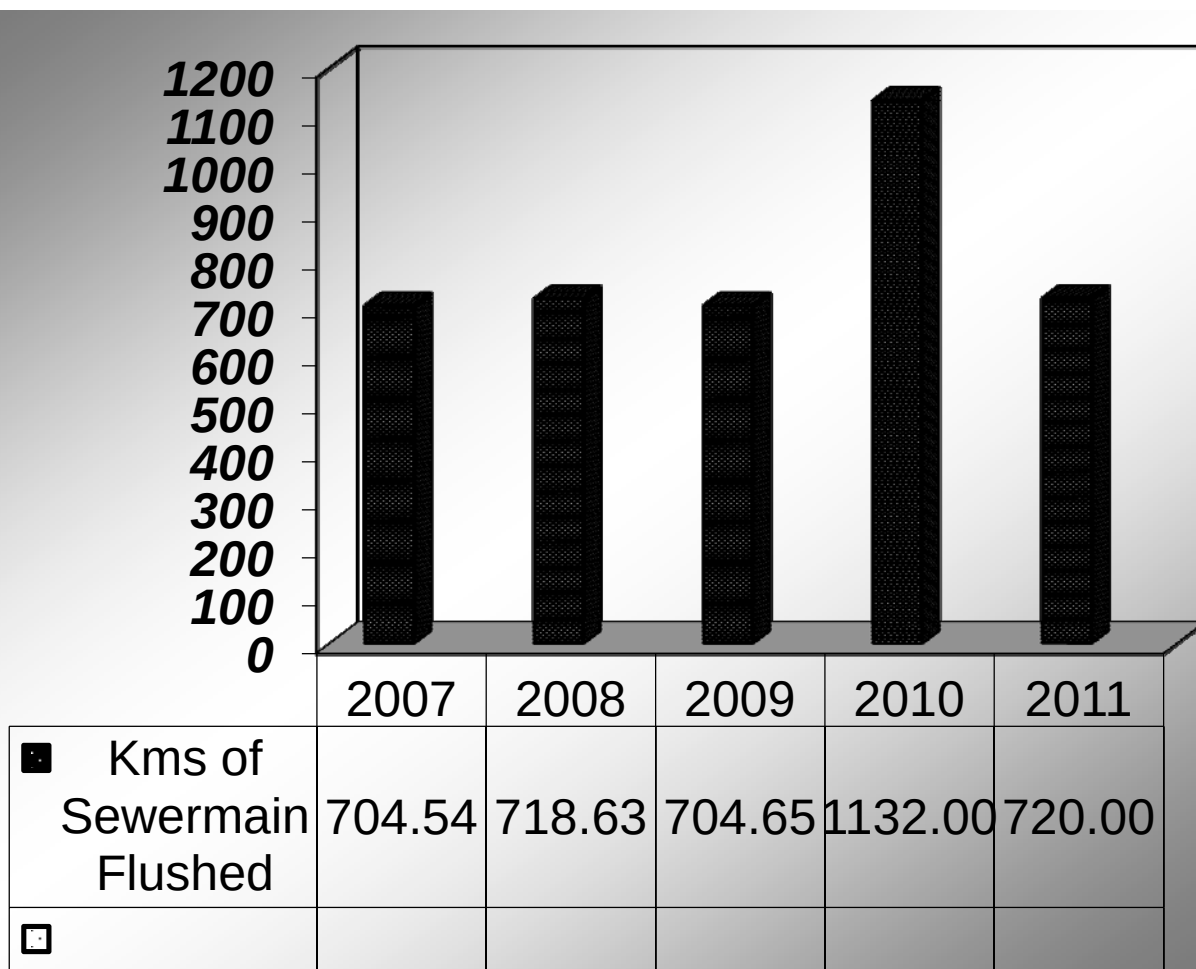
2012-13 Business Plan

2010 Business Plan

Attachment 4

Measure: Number of Kilometres of Sewer Main Flushed per Year

Definition:



Key Conclusion:

The number of kilometers of sewers flushed in 2011 is consistent with previous years with exception of 2010. The flushing in 2010 was greater than average as additional lengths of storm sewer were completed as part of the 2010 program. Sanitary sewers are flushed annually while storm sewers are flushed on an "as needed" and less frequent basis.

Notes about the Measure:

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

2012-13 Business Plan

Overall Conclusion:

The growth of the water distribution and wastewater collection systems will continue as future development occurs. This growth, combined with additional regulatory requirements, adds additional workload on the existing staff. In order to maintain these systems, additional funding and staff resources will be required to meet these demands.

Commissioner Sign-off

Date (mm/dd/yy)

The Corporation of the City of Vaughan
2013 Draft Operating Budget and
2012 Statement of Operations - December 31, 2012
Water Reserve Fund

Description	2013 Draft Budget	% of Sales	2012 Annual Budget	% of Sales	2012 Annual Actual	% of Sales
Water Revenues						
Residential Billings	29,658,660		27,057,540		27,654,972	
Commercial Billings	18,753,720		17,679,720		17,199,806	
Other	293,430		250,000		307,660	
	\$48,705,810		\$44,987,260		\$45,162,438	
Water Purchases						
Metered Water Purchases	29,871,880		27,497,440		27,339,415	
Non-Revenue Water	4,450,000	13.0%	4,100,470	13.0%	3,823,355	12.3%
	\$34,321,880		\$31,597,910		\$31,162,770	
GROSS MARGIN	\$14,383,930	29.5%	\$13,389,350	29.8%	\$13,999,668	31.0%
Other Revenues						
Installation and Service Fees	726,000		976,000		694,488	
Intererst	380,000		345,000		373,481	
	\$1,106,000	2.3%	\$1,321,000	2.9%	\$1,067,969	2.4%
Expenses						
Maintenance and Installation Cost	5,530,365		5,503,020		4,376,381	
General Administration	1,745,155		1,615,015		1,300,807	
Joint Service Costs	776,490		753,880		753,878	
Debenture Payments	202,790		202,790		204,350	
Administration Overhead	1,756,860		1,608,925		1,608,925	
Insurance Allocation	227,410		199,270		199,270	
	\$10,239,070	21.0%	\$9,882,900	22.0%	\$8,443,611	18.7%
LIFECYCLE CONTRIBUTION - RESERVE	\$5,250,860	10.8%	\$4,827,450	10.7%	\$6,624,026	14.7%

Statement of Continuity - Water Reserve

Description	2013 Annual Budget	2012 Annual Budget	2012 Year End Actual
Reserve Balance - Beginning - Actual	\$27,066,334	\$23,674,884	\$30,596,504
Reserve contribution from Water Operations	5,250,860	4,827,450	6,624,026
Capital Fund Transfer - Year End Actual			(3,694,719)
- Yearly Budget	(877,816)	(3,846,000)	
- Committed			(6,459,477)
Revenue Fund Transfer - Yearly Budget			
Reserve Balance - Ending - Committed / Actual	\$31,439,378	\$24,656,334	\$27,066,334

The Corporation of the City of Vaughan
2013 Draft Operating Budget and
2012 Statement of Operations - December 31, 2012
Wastewater Reserve Fund

Description	2013 Draft Budget	% of Sales	2012 Annual Budget	% of Sales	2012 Annual Actual	% of Sales
Wastewater Revenues						
Residential Billings	32,743,180		29,179,250		29,650,203	
Commercial Billings	21,746,480		19,694,070		19,548,220	
	\$54,489,660		\$48,873,320		\$49,198,423	
Wastewater Expenses						
Regional Treatment Charges	\$41,344,290		\$36,437,860		\$35,860,077	
GROSS MARGIN	\$13,145,370	24.1%	\$12,435,460	25.4%	\$13,338,346	27.1%
Other Revenues						
Local Improvements	213,200		213,200		213,852	
Installation and Service Fees	180,000		100,000		203,419	
Interest	345,000		340,000		331,998	
	\$738,200	1.4%	\$653,200	1.3%	\$749,269	1.5%
Expenses						
Maintenance and Installation Cost	3,611,240		3,491,115		3,419,748	
General Administration	473,120		415,120		460,996	
Storm Sewer Maintenance	1,697,825		2,059,505		1,563,626	
Joint Service Costs	517,665		502,580		502,585	
Debt Service Payments	213,200		213,200		213,852	
Administration Overhead	1,171,240		1,071,285		1,071,285	
Insurance Allocation	246,365		210,060		210,060	
	\$7,930,655	14.6%	\$7,962,865	16.3%	\$7,442,152	15.1%
LIFECYCLE CONTRIBUTION - RESERVE	\$5,952,915	10.9%	\$5,125,795	10.5%	\$6,645,463	13.5%

Statement of Continuity - Wastewater Reserve

Description	2013 Annual Budget	2012 Annual Budget	2012 Year End Actual
Reserve Balance - Beginning - Actual	\$31,552,860	\$24,568,122	\$25,775,679
Reserve contribution from Wastewater Operations	5,952,915	5,125,795	6,645,463
Capital Fund Transfer - Year End Actual			(186,085)
- Yearly Budget	(2,090,900)	(22,000)	
- Committed			(682,197)
Revenue Fund Transfer - Yearly Budget			
Reserve Balance - Ending - Committed / Actual	\$35,414,875	\$29,671,917	\$31,552,860

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.
Amortization	Expensing the cost of an asset over a period of time
Appropriation	Assigning of funds by government for a specific project/program
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.

Glossary

Capital Budget	A financial plan for capital expenditures.
Capital Expenditure	A component of a capital project which includes all costs incurred to get the asset ready for use.
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.

Glossary

Full Time Equivalent (FTE)	The percentage of time an employee is funded in comparison to the maximum number of regular compensable hours in a work year.
Fund	Accounts that are interrelated and are used to record revenues and expenditures with a specific purpose.
GAAP	Generally Accepted Accounting Principles are comprised of uniform minimum requirements intended to define adequate accounting principles.
Gapping	The difference between the annual impact and a partial year impact.
Grants	A monetary contribution from the government or agency, serving as a means to support a particular program, service or function.
GTA Pooling	The reallocation of funds to the City of Toronto from the Greater Toronto Area (GTA).
Inflation	A rise in price levels caused by economic activity.
Infrastructure	Facilities and installations necessary for the development of the City (i.e. schools, roads, transportation)
Infrastructure Gap	The difference between 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.

Glossary

One-Time Only	An item approved for the current budget year only.
Ontario Municipal Board (OMB)	An independent provincial board that hears applications and appeals on municipal and planning disputes under the <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.

Glossary

Taxation	The process of which governments collect from businesses and residents to finance public services and activities .
Vaughan Business Enterprise Centre (VBEC)	VBEC encourages entrepreneurship by creating alliances between the public and private sectors to support entrepreneurial programs and services from local, provincial and federal governments, numerous private sector individuals and companies, community groups and academic organizations.
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
DTA	Development Tracking Application
EA	Economic Adjustment
EAB	Emerald Ash Borer
EDMS	Electronic Document Management System
EI	Employment Insurance
FTE	Full-Time Equivalent
GAAP	Generally Accepted Accounting Principles
GFOA	Government Financial Officers Association
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

Acronyms

MPI	Municipal Price Index
MTO	The Ontario Ministry of Transport
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

"In our future I see a community that will be praised for its character and integrity, respected for its spirit of innovation in the areas of health care, education and transportation, acclaimed for its responsible planning and economic leadership, admired for its environmental stewardship, renowned for its first class administration and transformed by the will of people to be agents of change, placing Vaughan at the forefront of the 21st century cities capable of capturing the imagination of the world."

Honourable Maurizio Bevilacqua
Mayor, City of Vaughan



Vaughan City Hall
LEED Gold, 280,000 SF
Year Opened: 2011



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