

**CITY OF VAUGHAN**

**EXTRACT FROM COUNCIL MEETING MINUTES OF DECEMBER 11, 2012**

Item 5, Report No. 14, of the Finance and Administration Committee, which was adopted without amendment by the Council of the City of Vaughan on December 11, 2012.

**5**

**DRAFT OPERATING BUDGET & PLAN UPDATE**

Referred to the December 10, 2012 Finance and Administration Committee meeting *for consideration of any further updates.* ~~Finance and Administration Committee recommendation of December 10, 2012 will be considered at the Special Council meeting of December 10, 2012.~~

*Councillor Iafrate declared an interest with respect to the foregoing matter insofar as it relates to the corporate contingency account, being the potential funding source for changes in wages and benefits, on the basis that her spouse is an employee of the City of Vaughan, and did not take part in the discussion or vote on that particular matter.*

**DRAFT OPERATING BUDGET & PLAN UPDATE****Recommendation**

The Commissioner of Finance & City Treasurer and the Director of Budgeting and Financial Planning recommends:

1. That the following report illustrating updates and adjustments to the Draft 2013 Budget and 2014-2016 Operating Plan be received for information purposes; and
2. That direction be provided regarding the Senior Management Team's schedule of recommended Additional Resource Requests (ARR).

**Contribution to Sustainability**

Sustainability by definition focuses on the ability to maintain an activity over an extended time horizon. Budgeting is the process of allocating limited resources to achieve the City's objectives and established priorities. Responsible budgeting allocates resources in a way that balances needs and aspirations of the present without compromising the ability to meet those of the future.

**Economic Impact**

The net economic impact associated with this report is favourable and illustrated below:

<b>Budget Highlights</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
Initial Tax Rate	4.60%	4.70%	4.91%	5.33%
Initial Funding Requirement	\$ 6,827,134	\$ 7,448,327	\$ 8,175,359	\$ 9,306,090
Operating Budget Adjustments - <i>Increase/(Reductions)</i>	\$(1,366,110)	\$ (614,399)	\$ 126,003	\$ 13,966
Revised Operating Budget Requirement (BASE+ARRs)	\$ 5,461,025	\$ 6,840,069	\$ 8,307,810	\$ 9,326,827
Revised Tax Rate Increase (excl. Hospital Levy)	3.66%	4.30%	4.98%	5.35%
Increase on Avg. Tax Bill	\$44	\$53	\$64	\$70

The above results are substantially lower than original figures reported in the Nov. 12<sup>th</sup>, 2012 Draft Operating Budget and Plan.

**Communication Plan**

Not applicable

**Purpose**

The purpose of this report is to provide Committee/Council with an update on recent operating budget adjustments and reflect them in the Draft 2013 Budget and 2014-2016 Operating Plan, initially presented on November 12<sup>th</sup>, 2012.

**Background – Analysis and Options**

Preparation of the Budget begins early in the year. As a result of this early timeline, budget estimates and assumptions are required. It should be noted, the 2013 Draft Operating Budget and Plan was presented much earlier than past years. However, as more current information becomes available, adjustments are necessary to update the Draft Budget and reflect evolving events. Detailed below are budget adjustments that have occurred subsequent to the Draft Operating Budget and Plan presented to Committee/Council on November 12<sup>th</sup>, 2012.

**Assessment Growth**

Assessment growth represents the year over year increase as a result of new residential and business construction activity in the City. The Municipal Property Assessment Corporation (MPAC) is responsible for all property assessment related valuation in the Province of Ontario and is mandated to provide the City with a final assessment report in December. As a result, base

on interim reports, staff estimated the assessment growth figure based on the best information at hand. The estimated growth figure included in the Draft 2013 Operating Budget was 1.5% or \$2,193,640. Subsequently, City staff received an updated assessment growth figure from MPAC reflecting assessment growth at 1.96% or \$2,866,356 as a result of a larger assessment base. This change translates into a \$672,716 revenue increase, above staff's initial 2013 estimate. It should be noted, this figure is substantially lower than historical averages due to MPAC's focus on re-assessment activities.

### **Long Term Debt**

At the time the Draft Operating Budget and Plan was presented the Draft Capital Budget and Plan was still under development. As a result, estimates regarding long-term debt were included based on preliminary forecasts. Now that the City's Draft Capital Plan has been finalized and presented an update is required to align the Draft Operating and Capital Budgets. As a result, the net long term debt incremental adjustments are as follows \$287,413 in 2013, \$343,701 in 2014, \$273,179 in 2015 and \$279,748 in 2016.

### **Great West Life**

Recently employee benefit providers were invited to compete for the City's contract. The result of this process generated a savings of \$187K, as reported at the November 27, 2012 Committee of the Whole item titled "Award of RFP-12-300 Request for Proposal for Group Benefits Program Providers". This adjustment will impact the City's budgeted benefit rate and will apply to all City business units. Due to the effort involved to layer the adjustment into all departments, the savings will be temporarily budgeted within the contingency account. Department budget adjustments will be reflected in a future update, prior to Council budget approval.

### **Anticipated Labour Savings**

Current practice is to budget for anticipated employee turnover or "churn". This figure is planned for corporately and is used to offset department gapping and vacancy savings that occur throughout the year. A 3.2% rate based on historical trends is applied. As a result, the City's anticipated labour savings is being adjusted in the outer 2014 to 2016 budget years, amounting to budget savings of \$197k, \$174k, and \$145k, respectively. It should be noted there are various unpredictable factors driving anticipated labour savings and estimates are conservatively planned.

### **Tax Rate Stabilization**

Transfers from the Tax Rate Stabilization Reserve were adjusted to reflect the combined impact of the following two events:

- MPAC's property re-assessment activity will likely generate processing issues and drive subsequent increases in planned tax adjustments. This occurrence is anticipated and accommodated within the Draft Budget. However, the event is not permanent and can be minimized through one-time funding from the Tax Rate Stabilization Reserve. Therefore, a temporary transfer has been applied to maintain a net historical level of tax adjustments, approximately \$2m. Balancing transfers will occur in 2013, 2014 and end in 2015.
- 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 by \$150,000 per year.

As a result of the above, the Draft Operating Budget net revenues will increase in 2013 and 2014 by \$200k and \$150k, respectively. The outer 2015 and 2016 budget years will each experience a revenue reduction of \$400k, which will be partially offset by the normalizing of tax adjustments.

### **Minor Budget Adjustments**

As a result of the early budget timeline, minor adjustments and administrative corrections are anticipated. Listed below are the areas requiring minor adjustments.

- Cost allocations adjustments, related to budget changes, supporting the Building Standards Continuity Reserve allocation

- Removal of a duplicate engineering revenue item, which was accounted for in a related 2013 ARR
- Minor administrative budget adjustments and corrections

The budget adjustments associated with the areas above are as follows;

	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
Net Budget Adjustment	\$18k	(\$76k)	(\$173k)	(\$39k)

#### **Report Changes** *(Zero Budget Impact)*

##### Reserve Contribution Policy

On November 20<sup>th</sup>, 2012, Council adopted the Consolidated Reserve Policy and Recommendations. As a result, there are minor reporting changes which are now incorporated within the Draft Operating Budget Revenue and Expenditure Summary provided as Attachment #1. These are as follows;

- Merge the Building and Facilities Infrastructure reserves and associated contributions
- The creation of an Information Technology Asset Replacement Reserve funded by its proportionate share of Capital from Taxation.

As a result of the above, the Operating Budget and Plan has been adjusted accordingly. It should be noted; these adjustments only impact budget presentation and do not impact the overall budget or associated taxes.

##### Additional Resource Requests

On November 12, 2012 the Finance and Administration Committee requested that a revised schedule for Additional Resource Requests (ARRs) be provided, indicating the following:

- The year when the requests first came to an annual operating budget
- Identify requests for contract staffing positions

As a result, the Additional Resource Request Summaries were revised and are provided as Attachment #2 for Finance and Administration Committee consideration.

##### New Request

Included in the above, is a new fully offset additional resource request for a Purchasing Card Program Administrator position. This position is fully offset through the conversion of an existing financial services vacant role. Details regarding the program and new position are discussed within the Draft Purchasing Card Policy Report placed on the December 3<sup>rd</sup>, 2012 Finance and Administration Agenda. The Additional Resource Request for this position is provided as Attachment #3.

#### **Relationship to Vaughan Vision 2020 / Strategic Plan**

The Budget Process allocates and approves the resources necessary to continue the City's activities and implement Council's approved plans.

#### **Regional Implications**

None

#### **Conclusion**

As a result of the early budget timeline, estimates and assumptions are required. As more current information becomes available and additional review is undertaken, adjustments are needed. Listed below are adjustments, based on current information, applied to the Draft 2013 Budget and 2014-2016 Operating Plan.

<b>Summary of Budget Adjustments</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
Favourable/(Unfavourable)				
Assessment Growth	672,716	-	-	-
Long Term Debt	287,413	343,701	273,179	279,748
Great West Life	187,500	-	-	-
Anticipated Labour Savings	-	197,000	174,000	145,000
Tax Rate Stabilization	200,000	150,000	(400,000)	(400,000)
Minor Budget Adjustments	18,481	(76,302)	(173,182)	(38,714)
<b>Total</b>	<b>\$ 1,366,110</b>	<b>\$ 614,399</b>	<b>\$ (126,003)</b>	<b>\$ (13,966)</b>

In addition to the above, there is a need for budget report changes due to the following:

- Council approved Consolidated Reserve Policy recommendations
- Committee request to revise the Additional Resource Requests schedule
- Inclusion of a new fully offset Additional Resource Request

The above three items have a net neutral impact on the Budget. To illustrate the above in more detail updated summaries are provided as Attachment 1 and 2 for Finance and Administration Committee consideration. Provided below is a high level budget overview of the City's revised Draft Operating Budget and Plan.

<b>Components</b>	<b>2013</b>			<b>2014</b>			<b>2015</b>			<b>2016</b>		
	Rate Incr.	\$ (m)	Bill Incr.	Rate Incr.	\$ (m)	Bill Incr.	Rate Incr.	\$ (m)	Bill Incr.	Rate Incr.	\$ (m)	Bill Incr.
Base Budget	1.75%	2.61	\$20.95	2.08%	3.31	\$25.76	1.66%	2.77	\$21.44	3.27%	5.70	\$42.02
ARR	1.91%	2.85	\$22.96	2.22%	3.53	\$27.45	3.32%	5.54	\$42.92	2.08%	3.62	\$28.23
<b>Subtotal</b>	<b>3.66%</b>	<b>5.46</b>	<b>\$43.91</b>	<b>4.30%</b>	<b>6.84</b>	<b>\$53.21</b>	<b>4.98%</b>	<b>8.31</b>	<b>\$64.36</b>	<b>5.35%</b>	<b>9.32</b>	<b>\$70.25</b>
Hospital Levy	0.91%	1.29	\$10.72									
<b>Grand Total</b>	<b>4.57%</b>	<b>6.75</b>	<b>\$54.63</b>	<b>4.30%</b>	<b>6.84</b>	<b>\$53.21</b>	<b>4.98%</b>	<b>8.31</b>	<b>\$64.36</b>	<b>5.35%</b>	<b>9.32</b>	<b>\$70.25</b>

## **Attachments**

Attachment 1: Draft Operating Budget Revenue and Expenditure Summary

Attachment 2: 2013-2016 Additional Resource Request Summary

Attachment 3: Purchasing Card Program Administrator ARR

Report prepared by:

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Respectfully submitted,

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Barbara Cribbett, CMA

Commissioner of Finance & City Treasurer

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John Henry, CMA

Director of Budgeting & Financial Planning



# CITY OF VAUGHAN

## 2013-16

### OPERATING BUDGET

*Revenue & Expenditure Summary*

Draft

**Monday, December 03, 2012**

# CITY OF VAUGHAN

## 2013-16 OPERATING BUDGET

### TAX LEVY SUMMARY

	2012 BUDGET	Proposed 2013 BUDGET	INC. / (DEC.) \$ %		2014 FORECAST	INC. / (DEC.) \$ %		2015 FORECAST	INC. / (DEC.) \$ %		2016 FORECAST	INC. / (DEC.) \$ %	
REVENUES	77,030,576	82,087,540	5,056,964	6.6%	84,251,390	2,163,850	2.6%	82,972,901	-1,278,489	-1.5%	81,144,090	-1,828,811	-2.2%
EXPENDITURES	225,773,210	236,309,233	10,536,024	4.7%	246,333,229	10,023,996	4.2%	252,292,362	5,959,133	2.4%	260,838,422	8,546,060	3.4%
NET EXPENDITURES	148,742,634	154,221,693	5,479,060	3.7%	162,081,839	7,860,146	5.1%	169,319,461	7,237,622	4.5%	179,694,332	10,374,871	6.1%
PRIOR YEAR SURPLUS CARRY FORWARD TO REDUCE TAX LEVY	2,500,000	2,500,000	0	0.0%	2,500,000	0	0.0%	2,500,000	0	0.0%	2,500,000	0	0.0%
LEVY	146,242,634	151,721,693	5,479,060	3.7%	159,581,839	7,860,146	5.2%	166,819,461	7,237,622	4.5%	177,194,332	10,374,871	6.2%
Avg Tax Rate increase before Assessment Growth			3.67%			5.03%			4.41%			6.05%	
Increase before Assessment Growth			\$43.94			\$61.20			\$54.81			\$76.43	
LESS: ASSESSMENT GROWTH (2013 @ 1.96% , 2014 @ 3.0%, 2015 @ 2.8% and 2016 @ 2.8%)	1.96%	2,866,356	2,866,356		7,418,006	4,551,651		11,886,298	4,468,291		16,557,243	4,670,945	
		<u>2,866,356</u>	<u>2,866,356</u>		<u>7,418,006</u>	<u>4,551,651</u>		<u>11,886,298</u>	<u>4,468,291</u>		<u>16,557,243</u>	<u>4,670,945</u>	
2013-16 OPERATING BUDGET TAXATION INCREASE FUNDING REQUIRED			2,612,704			3,308,495			2,769,331			5,703,926	
AVERAGE TAX RATE INCREASE IN PERCENTAGE TERMS (rounded to 2 decimal places)			1.75%			2.08%			1.66%			3.27%	
INCREASE FOR AN AVERAGE HOUSEHOLD ASSESSED AT <i>2013 @ \$517,000, 2014 @ \$551,000, 2015 @ \$587,000 and 2016 @ \$626,000</i>			\$20.95			\$25.76			\$21.43			\$42.02	

# CITY OF VAUGHAN 2013-16 OPERATING BUDGET REVENUE AND EXPENDITURE SUMMARY

	2012 BUDGET	Proposed 2013 BUDGET	INC. / (DEC.) \$ %	2014 Forecast	INC. / (DEC.) \$ %	2015 Forecast	INC. / (DEC.) \$ %	2016 Forecast	INC. / (DEC.) \$ %
<b>REVENUES:</b>									
2012 TAXATION	146,242,634	146,242,634		146,242,634	-	146,242,634	-	146,242,634	-
ASSESSMENT GROWTH		2,866,356	2,866,356 1.96%	7,418,006	4,551,651 3.0%	11,886,298	4,468,291 2.8%	16,557,243	4,670,945 2.8%
<b>BASE TAXATION</b>	<b>146,242,634</b>	<b>149,108,990</b>	<b>2,866,356 2.0%</b>	<b>153,660,640</b>	<b>4,551,651 3.1%</b>	<b>158,128,932</b>	<b>4,468,291 2.9%</b>	<b>162,799,877</b>	<b>4,670,945 3.0%</b>
SUPPLEMENTAL TAXATION	4,000,000	5,500,000	1,500,000 37.5%	4,000,000	(1,500,000) -27.3%	4,000,000	0 0.0%	4,000,000	0 0.0%
GRANT / PAYMENT IN LIEU / OTHER	2,645,200	2,645,200	0 0.0%	2,645,200	0 0.0%	2,645,200	0 0.0%	2,645,200	0 0.0%
RESERVES	16,452,690	18,543,619	2,090,929 12.7%	19,971,185	1,427,566 7.7%	17,831,477	(2,139,708) -10.7%	15,741,849	(2,089,628) -11.7%
CORPORATE	17,726,578	17,660,378	(66,200) -0.4%	18,666,913	1,006,535 5.7%	18,818,299	151,386 0.8%	18,196,145	(622,154) -3.3%
FEES AND SERVICE CHARGES	36,206,108	37,738,343	1,532,235 4.2%	38,968,092	1,229,749 3.3%	39,677,925	709,833 1.8%	40,560,896	882,971 2.2%
PRIOR YEAR'S SURPLUS CARRYFORWARD	2,500,000	2,500,000	0 0.0%	2,500,000	0 0.0%	2,500,000	0 0.0%	2,500,000	0 0.0%
<b>TOTAL REVENUES</b>	<b>225,773,210</b>	<b>233,696,530</b>	<b>7,923,320 3.4%</b>	<b>240,412,030</b>	<b>6,715,501 2.8%</b>	<b>243,601,833</b>	<b>3,189,802 1.3%</b>	<b>246,443,967</b>	<b>2,842,134 1.2%</b>
<b>EXPENDITURES:</b>									
DEPARTMENTAL	200,744,202	205,562,878	4,818,676 2.4%	208,507,026	2,944,148 1.4%	211,269,722	2,762,696 1.3%	215,710,788	4,441,066 2.1%
RESERVE CONTRIBUTION & CORPORATE EXP.	4,173,130	6,299,808	2,126,678 51.0%	8,024,514	1,724,706 27.4%	7,430,295	(594,219) -7.4%	8,345,944	915,649 12.3%
LONG TERM DEBT	12,378,938	14,150,587	1,771,649 14.3%	16,156,886	2,006,299 14.2%	16,483,707	326,821 2.0%	16,103,959	(379,748) -2.3%
CONTINGENCY	1,574,938	3,999,386	2,424,449 153.9%	7,348,229	3,348,843 83.7%	10,812,064	3,463,835 47.1%	14,381,157	3,569,093 33.0%
CAPITAL FROM TAXATION	6,902,002	6,296,574	(605,428) -8.8%	6,296,574	0 0.0%	6,296,574	0 0.0%	6,296,574	0 0.0%
<b>TOTAL EXPENDITURES</b>	<b>225,773,210</b>	<b>236,309,233</b>	<b>10,536,024 4.7%</b>	<b>246,333,229</b>	<b>10,023,996 4.2%</b>	<b>252,292,362</b>	<b>5,959,133 2.4%</b>	<b>260,838,422</b>	<b>8,546,060 3.4%</b>
<b>FUNDING REQUIREMENT</b>									
2013 TAXATION INCREASE	0	2,612,704	2,612,704	2,612,704		2,612,704		2,612,704	
2014 TAXATION INCREASE				3,308,495	3,308,495	3,308,495		3,308,495	
2015 TAXATION INCREASE						2,769,331	2,769,331	2,769,331	
2016 TAXATION INCREASE								5,703,926	5,703,926
AVERAGE TAX RATE INCREASE IN PERCENTAGE TERMS			1.75%		2.08%		1.66%		3.27%
INCREASE FOR AN AVERAGE HOUSEHOLD ASSESSED AT 2013 @ \$517,000, 2014 @ \$551,000, 2015 @ \$587,000 and 2016 @ \$626,000			\$20.95		\$25.76		\$21.43		\$42.02



**CITY OF VAUGHAN**  
**2013-16 OPERATING BUDGET**  
**REVENUE BY MAJOR SOURCE**

	2012 BUDGET	Proposed 2013 BUDGET	Dept Adj \$ %	2014 FORECAST	TOTAL INC. / (DEC.) \$ %	2015 FORECAST	INC. / (DEC.) \$ %	2016 FORECAST	INC. / (DEC.) \$ %
<b>TAXATION</b>									
Supplementals	4,000,000	5,500,000	1,500,000 37.5%	4,000,000	(1,500,000) -27.3%	4,000,000	0 0.0%	4,000,000	0 0.0%
<b>GRANT</b>									
Library Grant	145,200	145,200	0 0.0%	145,200	0 0.0%	145,200	0 0.0%	145,200	0 0.0%
<b>PAYMENT IN LIEU / OTHER</b>									
Payment In Lieu / Other	2,500,000	2,500,000	0 0.0%	2,500,000	0 0.0%	2,500,000	0 0.0%	2,500,000	0 0.0%
<b>RESERVES</b>									
Engineering Reserve	4,346,266	4,618,000	271,734 6.3%	4,669,000	51,000 1.1%	4,629,000	(40,000) -0.9%	4,634,000	5,000 0.1%
Election	0	269,634	269,634	1,024,794	755,160 280.1%	271,067	(753,727) -73.5%	271,545	478 0.2%
CIL Recreation Land Reserve	665,000	665,000	0 0.0%	665,000	0 0.0%	665,000	0 0.0%	665,000	0 0.0%
DC Mgmt Studies Reserve (Legal OP)	112,220	112,220	0 0.0%	0	(112,220) -100.0%	0	0 0.0%	0	0 0.0%
Finance - From Capital	1,500,000	1,500,000	0 0.0%	1,500,000	0 0.0%	1,500,000	0 0.0%	1,500,000	0 0.0%
Fleet Management Reserve	242,747	121,374	(121,373) -50.0%	0	(121,374) -100.0%	0	0 0.0%	0	0 0.0%
Building Standards Service Continuity Reserve	1,047,975	1,697,981	650,006 62.0%	1,561,981	(136,000) -8.0%	1,474,000	(87,981) -5.6%	1,321,000	(153,000) -10.4%
Insurance Reserve	500,000	0	(500,000) -100.0%	0	0 0.0%	0	0 0.0%	0	0 0.0%
Tax Rate Stabilization Reserve	2,757,410	2,957,410	200,000 7.3%	3,107,410	150,000 5.1%	2,707,410	(400,000) -12.9%	2,307,410	(400,000) -14.8%
Debenture Payment Reserve	2,602,862	3,200,000	597,138 22.9%	4,000,000	800,000 25.0%	3,100,000	(900,000) -22.5%	1,500,000	(1,600,000) -51.6%
Water & Wastewater Recovery	2,678,210	3,402,000	723,790 27.0%	3,443,000	41,000 1.2%	3,485,000	42,000 1.2%	3,542,894	57,894 1.7%
<b>TOTAL RESERVES</b>	<b>16,452,690</b>	<b>18,543,619</b>	<b>2,090,929 12.7%</b>	<b>19,971,185</b>	<b>1,427,566 7.7%</b>	<b>17,831,477</b>	<b>(2,139,708) -149.9%</b>	<b>15,741,849</b>	<b>(2,089,628) -11.7%</b>
<b>FEES/SERVICE CHARGES/RECOVERIES</b>									
<b>CITY MANAGER</b>									
Economic And Business Development	4,000	0	(4,000) -100.0%	0	0 0.0%	0	0 0.0%	0	0 0.0%
Fire And Rescue Services	569,324	580,628	11,304 2.0%	591,787	11,159 1.9%	603,207	11,420 1.9%	614,627	11,420 1.9%
<b>COMMISSIONER OF LEGAL &amp; ADMIN. SERV.</b>									
Clerks	33,576	37,261	3,685 11.0%	39,185	1,924 5.2%	41,652	2,467 6.3%	45,111	3,459 8.3%
Clerks - Licensing	1,077,078	1,121,360	44,282 4.1%	1,220,365	99,005 8.8%	1,283,770	63,405 5.2%	1,361,805	78,035 6.1%
Committee Of Adjustment	410,624	474,007	63,383 15.4%	507,336	33,329 7.0%	542,750	35,414 7.0%	578,732	35,982 6.6%
Legal Services	85,346	60,000	(25,346) -29.7%	63,599	3,599 6.0%	66,937	3,338 5.2%	70,879	3,942 5.9%
Enforcement Services	2,227,085	2,318,478	91,393 4.1%	2,359,059	40,581 1.8%	2,375,609	16,550 0.7%	2,377,054	1,445 0.1%
<b>COMMISSIONER OF COMMUNITY SERVICES</b>									
Communities In Bloom Sponsorship	10,000	10,000	0 0.0%	10,000	0 0.0%	10,000	0 0.0%	10,000	0 0.0%
Recreation	17,727,675	18,631,710	904,035 5.1%	18,970,813	339,103 1.8%	19,319,871	349,058 1.8%	19,679,219	359,348 1.9%
Culture Services	517,950	552,980	35,030 6.8%	552,980	0 0.0%	552,980	0 0.0%	552,980	0 0.0%
Buildings And Facilities	187,340	192,840	5,500 2.9%	184,840	(8,000) -4.1%	184,840	0 0.0%	184,840	0 0.0%
Parks & Forestry Operations	46,390	111,211	64,821 139.7%	112,792	1,581 1.4%	114,422	1,630 1.4%	116,276	1,854 1.6%
Cemeteries	115,603	101,780	(13,823) -12.0%	103,905	2,125 2.1%	106,030	2,125 2.0%	108,238	2,208 2.1%
<b>COMMISSIONER OF PLANNING</b>									
Development Planning	3,199,276	3,413,026	213,750 6.7%	3,896,569	483,543 14.2%	4,007,138	110,569 2.8%	4,166,836	159,698 4.0%
Building Standards - Licenses/Permits	6,878,872	6,878,872	0 0.0%	7,016,449	137,577 2.0%	7,156,778	140,329 2.0%	7,299,914	143,136 2.0%
- Plumbing Permits	500,000	500,000	0 0.0%	510,000	10,000 2.0%	520,200	10,200 2.0%	530,604	10,404 2.0%
- Service Charges	510,275	552,861	42,586 8.3%	575,436	22,575 4.1%	590,261	14,825 2.6%	616,311	26,050 4.4%
<b>COMMISSIONER OF ENGINEERING &amp; PUBLIC WORKS</b>									
Development And Transport. Engineering	392,426	404,028	11,602 3.0%	414,820	10,792 2.7%	330,397	(84,423) -20.4%	334,986	4,589 1.4%
Engineering Services	175,933	178,893	2,960 1.7%	187,267	8,374 4.7%	186,344	(923) -0.5%	193,328	6,984 3.7%
Public Works - Operations	1,236,035	1,311,008	74,973 6.1%	1,337,090	26,082 2.0%	1,364,539	27,449 2.1%	1,392,556	28,017 2.1%
<b>VAUGHAN PUBLIC LIBRARIES</b>	<b>301,300</b>	<b>307,400</b>	<b>6,100 2.0%</b>	<b>313,800</b>	<b>6,400 2.1%</b>	<b>320,200</b>	<b>6,400 2.0%</b>	<b>326,600</b>	<b>6,400 2.0%</b>
<b>TOTAL FEES / SERVICE CHARGES</b>	<b>36,206,108</b>	<b>37,738,343</b>	<b>1,532,235</b>	<b>38,968,092</b>	<b>1,229,749 3.3%</b>	<b>39,677,925</b>	<b>709,833 1.8%</b>	<b>40,560,896</b>	<b>882,971 2.2%</b>
<b>TOTAL CORPORATE REVENUES</b>	<b>17,726,578</b>	<b>17,660,378</b>	<b>(66,200)</b>	<b>18,666,913</b>	<b>1,006,535 5.7%</b>	<b>18,818,299</b>	<b>151,386 0.8%</b>	<b>18,196,145</b>	<b>(622,154) -3.3%</b>
<b>TOTAL REVENUE</b>	<b>77,030,576</b>	<b>82,087,540</b>	<b>5,056,964 6.6%</b>	<b>84,251,390</b>	<b>2,163,850 2.6%</b>	<b>82,972,901</b>	<b>-1,278,489 -1.5%</b>	<b>81,144,090</b>	<b>-1,828,811 -2.2%</b>

**CITY OF VAUGHAN  
2013-16 OPERATING BUDGET  
REVENUE BY MAJOR SOURCE**

***CORPORATE REVENUE DETAIL :***

	2012 BUDGET	Proposed 2013 BUDGET	Dept Adj \$	%	2014 FORECAST	TOTAL INC. / (DEC.) \$	%	2015 FORECAST	INC. / (DEC.) \$	%	2016 FORECAST	INC. / (DEC.) \$	%
Fines And Penalties	4,800,000	4,900,000	100,000	2.1%	5,000,000	100,000	2.0%	5,000,000	0	0.0%	5,000,000	0	0.0%
Tax Certificates And Documents	467,428	501,228	33,800	7.2%	506,263	5,035	1.0%	531,104	24,841	4.9%	532,360	1,256	0.2%
Investment Income	3,000,000	2,750,000	(250,000)	-8.3%	2,500,000	(250,000)	-9.1%	2,250,000	(250,000)	-10.0%	2,000,000	(250,000)	-11.1%
Hydro Investment Income	4,853,450	4,853,450	0	0.0%	4,853,450	0	0.0%	4,853,450	0	0.0%	4,853,450	0	0.0%
Hydro Dividends	4,425,000	4,425,000	0	0.0%	5,575,000	1,150,000	26.0%	5,950,000	375,000	6.7%	5,575,000	(375,000)	-6.3%
Miscellaneous Revenue	70,000	70,000	0	0.0%	70,000	0	0.0%	70,000	0	0.0%	70,000	0	0.0%
Purchasing	60,700	60,700	0	0.0%	60,700	0	0.0%	60,700	0	0.0%	60,700	0	0.0%
Cashiering Services	0	50,000	50,000		51,500	1,500	3.0%	53,045	1,545	3.0%	54,635	1,590	3.0%
Capital Admin. Revenue	50,000	50,000	0	0.0%	50,000	0	0.0%	50,000	0	0.0%	50,000	0	0.0%
<b>TOTAL CORPORATE REVENUE</b>	<b>17,726,578</b>	<b>17,660,378</b>	<b>(66,200)</b>	<b>-0.4%</b>	<b>18,666,913</b>	<b>1,006,535</b>	<b>5.7%</b>	<b>18,818,299</b>	<b>151,386</b>	<b>0.8%</b>	<b>18,196,145</b>	<b>(622,154)</b>	<b>-3.3%</b>

**CITY OF VAUGHAN  
2013-16 OPERATING BUDGET**

**Expenditure By Major Category (1)**

	2012 BUDGET	Proposed 2013 BUDGET	Dept Adj \$ %	2014 FORECAST	INC. / (DEC.) \$ %	2015 FORECAST	INC. / (DEC.) \$ %	2016 FORECAST	INC. / (DEC.) \$ %
<b>COUNCIL</b>	<b>1,431,582</b>	<b>1,451,834</b>	<b>20,252 1.4%</b>	<b>1,472,479</b>	<b>20,645 1.4%</b>	<b>1,493,728</b>	<b>21,249 1.4%</b>	<b>1,515,605</b>	<b>21,877 1.5%</b>
<b>OFFICE OF THE INTEGRITY COMMISSIONER</b>	<b>199,940</b>	<b>199,940</b>	<b>0 0.0%</b>	<b>200,073</b>	<b>133 0.1%</b>	<b>200,206</b>	<b>133 0.1%</b>	<b>200,206</b>	<b>0 0.0%</b>
Internal Audit	194,945	194,968	23 0.0%	200,885	5,917 3.0%	242,136	41,251 20.5%	282,001	39,865 16.5%
City Manager	672,440	698,437	25,997 3.9%	704,336	5,899 0.8%	709,237	4,901 0.7%	711,742	2,505 0.4%
Executive Director	123,446	205,533	82,087 66.5%	214,434	8,901 4.3%	233,070	18,636 8.7%	247,265	14,195 6.1%
Economic and Business Development	1,354,162	1,316,549	(37,613) -2.8%	1,337,277	20,728 1.6%	1,360,672	23,395 1.7%	1,364,505	3,833 0.3%
Corporate Communications	1,165,725	1,072,533	(93,192) -8.0%	1,097,228	24,695 2.3%	1,112,240	15,012 1.4%	1,115,801	3,561 0.3%
Fire and Rescue Services	35,615,657	36,403,341	787,684 2.2%	37,097,170	693,829 1.9%	37,607,997	510,827 1.4%	37,861,060	253,063 0.7%
Emergency Planning	178,454	179,414	960 0.5%	179,892	478 0.3%	180,847	955 0.5%	181,325	478 0.3%
<b>TOTAL CITY MANAGER</b>	<b>39,109,884</b>	<b>39,875,807</b>	<b>765,923 2.0%</b>	<b>40,630,337</b>	<b>754,530 1.9%</b>	<b>41,204,063</b>	<b>573,726 1.4%</b>	<b>41,481,698</b>	<b>277,635 0.7%</b>
Commissioner of Finance and City Treasurer	402,973	405,703	2,730 0.7%	407,079	1,376 0.3%	409,812	2,733 0.7%	411,167	1,355 0.3%
City Financial Services	2,977,161	3,153,779	176,618 5.9%	3,166,630	12,851 0.4%	3,197,369	30,739 1.0%	3,208,374	11,005 0.3%
Budgeting and Financial Planning	2,239,803	2,286,134	46,331 2.1%	2,318,271	32,137 1.4%	2,345,401	27,130 1.2%	2,358,923	13,522 0.6%
Development Finance & Investments	564,712	577,674	12,962 2.3%	591,606	13,932 2.4%	605,297	13,691 2.3%	607,573	2,276 0.4%
Purchasing Services	1,357,997	1,363,116	5,119 0.4%	1,375,514	12,398 0.9%	1,392,981	17,467 1.3%	1,398,047	5,066 0.4%
<b>TOTAL COMM. OF FINANCE AND CITY TREASURER</b>	<b>7,542,646</b>	<b>7,786,406</b>	<b>243,760 3.2%</b>	<b>7,859,100</b>	<b>72,694 0.9%</b>	<b>7,950,860</b>	<b>91,760 1.2%</b>	<b>7,984,084</b>	<b>33,224 0.4%</b>
Commissioner of Legal and Administrative Services	394,051	374,933	(19,118) -4.9%	386,762	11,829 3.2%	399,705	12,943 3.3%	401,137	1,432 0.4%
City Clerk	4,257,414	4,426,315	168,901 4.0%	4,500,795	74,480 1.7%	4,560,194	59,399 1.3%	4,605,482	45,288 1.0%
Clerks - Licensing	628,968	638,092	9,124 1.5%	640,530	2,438 0.4%	645,233	4,703 0.7%	647,598	2,365 0.4%
Committee of Adjustment	566,145	576,801	10,656 1.9%	579,877	3,076 0.5%	584,183	4,306 0.7%	586,362	2,179 0.4%
City Clerk - Insurance	4,727,000	4,727,000	0 0.0%	4,727,000	0 0.0%	4,727,000	0 0.0%	5,137,263	410,263 8.7%
Legal Services	2,043,276	2,048,749	5,473 0.3%	1,940,819	(107,930) -5.3%	1,959,612	18,793 1.0%	1,966,534	6,922 0.4%
Enforcement Services	5,108,815	5,245,238	136,423 2.7%	5,317,637	72,399 1.4%	5,368,875	51,238 1.0%	5,387,517	18,642 0.3%
<b>TOTAL COMM. OF LEGAL AND ADMINISTRATIVE SERVICES</b>	<b>17,725,669</b>	<b>18,037,128</b>	<b>311,459 1.8%</b>	<b>18,093,420</b>	<b>56,292 0.3%</b>	<b>18,244,802</b>	<b>151,382 0.8%</b>	<b>18,731,893</b>	<b>487,091 2.7%</b>
Commissioner of Community Services	453,056	458,097	5,041 1.1%	459,556	1,459 0.3%	462,446	2,890 0.6%	463,876	1,430 0.3%
Communities In Bloom	80,140	80,140	0 0.0%	80,140	0 0.0%	80,140	0 0.0%	80,140	0 0.0%
Community Grants and Advisory Committees	97,695	99,017	1,322 1.4%	99,732	715 0.7%	100,461	729 0.7%	101,204	743 0.7%
Recreation	19,106,300	19,638,041	531,741 2.8%	19,767,326	129,285 0.7%	19,917,002	149,676 0.8%	20,021,633	104,631 0.5%
Cultural Services	1,988,837	2,114,938	126,101 6.3%	2,132,875	17,937 0.8%	2,148,103	15,228 0.7%	2,152,307	4,204 0.2%
Buildings and Facilities	20,423,125	20,827,188	404,063 2.0%	21,145,685	318,497 1.5%	21,473,851	328,166 1.6%	23,216,818	1,742,967 8.1%
Fleet Management	2,570,844	2,564,535	(6,309) -0.2%	2,570,081	5,546 0.2%	2,576,481	6,400 0.2%	2,579,611	3,130 0.1%
Parks & Forestry Operations	12,223,343	12,678,865	455,522 3.7%	12,873,531	194,666 1.5%	13,034,303	160,772 1.2%	13,148,337	114,034 0.9%
Parks Development	1,115,805	1,144,819	29,014 2.6%	1,163,182	18,363 1.6%	1,178,354	15,172 1.3%	1,182,553	4,199 0.4%
<b>TOTAL COMMISSIONER OF COMMUNITY SERVICES</b>	<b>58,059,145</b>	<b>59,605,640</b>	<b>1,546,495 2.7%</b>	<b>60,292,108</b>	<b>686,468 1.2%</b>	<b>60,971,141</b>	<b>679,033 1.1%</b>	<b>62,946,479</b>	<b>1,975,338 3.2%</b>
Commissioner of Planning	344,312	357,949	13,637 4.0%	367,207	9,258 2.6%	373,564	6,357 1.7%	376,765	3,201 0.9%
Development Planning	2,968,249	3,028,965	60,716 2.0%	3,057,234	28,269 0.9%	3,081,352	24,118 0.8%	3,092,842	11,490 0.4%
Policy Planning	1,386,606	1,413,528	26,922 1.9%	1,312,299	(101,229) -7.2%	1,223,449	(88,850) -6.8%	1,227,828	4,379 0.4%
Building Standards	6,756,246	6,814,754	58,508 0.9%	6,875,337	60,583 0.9%	6,586,706	(288,631) -4.2%	6,610,785	24,079 0.4%
<b>TOTAL COMMISSIONER OF PLANNING</b>	<b>11,455,413</b>	<b>11,615,196</b>	<b>159,783 1.4%</b>	<b>11,612,077</b>	<b>(3,119) 0.0%</b>	<b>11,265,071</b>	<b>(347,006) -3.0%</b>	<b>11,308,220</b>	<b>43,149 0.4%</b>
Commissioner of Strategic & Corporate Services	333,430	347,282	13,852 4.2%	362,914	15,632 4.5%	375,124	12,210 3.4%	379,035	3,911 1.0%
Strategic Planning	351,120	412,395	61,275 17.5%	413,031	636 0.2%	414,303	1,272 0.3%	414,939	636 0.2%
Environment Sustainability	268,205	281,279	13,074 4.9%	288,438	7,159 2.5%	290,384	1,946 0.7%	291,357	973 0.3%
Innovation & Continuous Improvement	119,616	119,614	(2) 0.0%	256,368	136,754 114.3%	387,970	131,602 51.3%	526,115	138,145 35.6%
Access Vaughan	910,243	920,908	10,665 1.2%	928,456	7,548 0.8%	933,525	5,069 0.5%	935,938	2,413 0.3%
Information and Technology Management	7,710,858	8,013,277	302,419 3.9%	8,028,935	15,658 0.2%	8,086,091	57,156 0.7%	8,170,991	84,900 1.0%
Human Resources	3,509,713	3,440,122	(69,591) -2.0%	3,442,598	2,476 0.1%	3,479,409	36,811 1.1%	3,499,030	19,621 0.6%
<b>TOTAL COMMISSIONER OF STRATEGIC &amp; CORPORATE SERVICES</b>	<b>13,203,185</b>	<b>13,534,877</b>	<b>331,692 2.5%</b>	<b>13,720,740</b>	<b>185,863 1.4%</b>	<b>13,966,806</b>	<b>246,066 1.8%</b>	<b>14,217,405</b>	<b>250,599 1.8%</b>

**CITY OF VAUGHAN  
2013-16 OPERATING BUDGET**

**Expenditure By Major Category (1)**

	2012 BUDGET	Proposed 2013 BUDGET	Dept Adj \$ %	2014 FORECAST	INC. / (DEC.) \$ %	2015 FORECAST	INC. / (DEC.) \$ %	2016 FORECAST	INC. / (DEC.) \$ %
<i>Commissioner of Engineering and Public Works</i>	499,093	489,923	(9,170) -1.8%	508,890	18,967 3.9%	518,695	9,805 1.9%	524,814	6,119 1.2%
Development and Transport. Engineering	4,256,888	4,326,912	70,024 1.6%	4,379,806	52,894 1.2%	4,331,540	(48,266) -1.1%	4,355,868	24,328 0.6%
Engineering Services	4,091,768	4,188,638	96,870 2.4%	4,223,577	34,939 0.8%	4,286,064	62,487 1.5%	4,307,126	21,062 0.5%
Public Works	29,365,276	30,403,117	1,037,841 3.5%	31,382,638	979,521 3.2%	32,572,005	1,189,367 3.8%	33,786,024	1,214,019 3.7%
<b>TOTAL COMMISSIONER OF ENGINEERING SERVICES AND PUBLIC WORKS</b>	<b>38,213,025</b>	<b>39,408,590</b>	<b>1,195,565 3.1%</b>	<b>40,494,911</b>	<b>1,086,321 2.8%</b>	<b>41,708,304</b>	<b>1,213,393 3.0%</b>	<b>42,973,832</b>	<b>1,265,528 3.0%</b>
<b>VAUGHAN PUBLIC LIBRARIES</b>	<b>13,608,768</b>	<b>13,852,492</b>	<b>243,724 1.8%</b>	<b>13,930,896</b>	<b>78,404 0.6%</b>	<b>14,022,605</b>	<b>91,709 0.7%</b>	<b>14,069,365</b>	<b>46,760 0.3%</b>
<b>TOTAL DEPARTMENTAL EXPENDITURES</b>	<b>200,744,202</b>	<b>205,562,878</b>	<b>4,818,676 2.4%</b>	<b>208,507,026</b>	<b>2,944,148 1.4%</b>	<b>211,269,722</b>	<b>2,762,696 1.3%</b>	<b>215,710,788</b>	<b>4,441,066 2.1%</b>
<b>RESERVE CONTRIBUTION &amp; CORP. EXPENDITURES</b>	<b>4,173,130</b>	<b>6,299,808</b>	<b>2,126,678 51.0%</b>	<b>8,024,514</b>	<b>1,724,706 27.4%</b>	<b>7,430,295</b>	<b>(594,219) -7.4%</b>	<b>8,345,944</b>	<b>915,649 12.3%</b>
<b>LONG TERM DEBT</b>	<b>12,378,938</b>	<b>14,150,587</b>	<b>1,771,649 14.3%</b>	<b>16,156,886</b>	<b>2,006,299 14.2%</b>	<b>16,483,707</b>	<b>326,821 2.0%</b>	<b>16,103,959</b>	<b>(379,748) -2.3%</b>
<b>CONTINGENCY</b>	<b>1,574,938</b>	<b>3,999,386</b>	<b>2,424,449 153.9%</b>	<b>7,348,229</b>	<b>3,348,843 83.7%</b>	<b>10,812,064</b>	<b>3,463,835 47.1%</b>	<b>14,381,157</b>	<b>3,569,093 33.0%</b>
<b>CAPITAL FROM TAXATION</b>	<b>6,902,002</b>	<b>6,296,574</b>	<b>(605,428) -8.8%</b>	<b>6,296,574</b>	<b>0 0.0%</b>	<b>6,296,574</b>	<b>0 0.0%</b>	<b>6,296,574</b>	<b>0 0.0%</b>
<b>TOTAL EXPENDITURES</b>	<b>225,773,210</b>	<b>236,309,233</b>	<b>10,536,024 4.7%</b>	<b>246,333,229</b>	<b>10,023,996 4.2%</b>	<b>252,292,362</b>	<b>5,959,133 2.4%</b>	<b>260,838,422</b>	<b>8,546,060 3.4%</b>

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

**RESERVE CONTRIBUTION & CORP. EXP. DETAIL:**

**RESERVE CONTRIBUTIONS:**

Bldg & Facil. Infrast. Res.	2,139,296	2,297,082	157,786 7.4%	2,373,024	75,942 3.3%	2,495,484	122,460 5.2%	3,295,394	799,910 32.1%
Roads Infrastructure Res.	403,988	412,068	8,080 2.0%	420,309	8,241 2.0%	428,715	8,406 2.0%	437,290	8,575 2.0%
Parks Infrastructure Res.	356,685	601,819	245,134 68.7%	948,855	347,036 57.7%	1,302,832	353,977 37.3%	1,663,889	361,057 27.7%
Election Reserve Contribution	350,000	350,000	0 0.0%	350,000	0 0.0%	350,000	0 0.0%	350,000	0 0.0%
Additional Vehicle Contribution	65,964	182,283	116,319 176.3%	245,929	63,646 34.9%	325,848	79,919 32.5%	407,364	81,516 25.0%
Fire & Rescue Contribuiton	1,174,726	1,323,221	148,495 12.6%	1,394,685	71,464 5.4%	1,535,579	140,894 10.1%	1,566,290	30,711 2.0%
Heritage Contribution	204,000	208,080	4,080 2.0%	212,242	4,162 2.0%	216,486	4,244 2.0%	220,816	4,330 2.0%
Streetscapes Contribution	323,328	329,795	6,467 2.0%	336,390	6,595 2.0%	343,118	6,728 2.0%	349,981	6,863 2.0%
City Playhouse Contribution	15,000	15,000	0 0.0%	15,000	0 0.0%	15,000	0 0.0%	15,000	0 0.0%
ITM Reserve Contribution	0	1,094,900	1,094,900 0.0%	1,094,900	0 0.0%	1,094,900	0 0.0%	1,094,900	0 0.0%
Artificial Turf Contribution	140,000	140,000	0 0.0%	140,000	0 0.0%	140,000	0 0.0%	140,000	0 0.0%
<b>TOTAL RESERVE CONTRIBUTIONS</b>	<b>5,172,987</b>	<b>6,954,248</b>	<b>1,781,261 34.4%</b>	<b>7,531,334</b>	<b>577,086 7.7%</b>	<b>8,247,962</b>	<b>716,628 9.5%</b>	<b>9,540,924</b>	<b>1,292,962 15.7%</b>

**CORPORATE EXPENDITURES:**

Bank Charges	90,000	95,000	5,000 5.6%	100,000	5,000 5.3%	105,000	5,000 5.0%	110,000	5,000 4.8%
Professional Fees	244,224	184,000	(60,224) -24.7%	184,000	0 0.0%	184,000	0 0.0%	184,000	0 0.0%
Major Omb Hearings - Professional Fees	407,000	407,000	0 0.0%	460,000	53,000 13.0%	400,000	(60,000) -13.0%	375,000	(25,000) -6.3%
Joint Services ( Payroll/Cashiering)	595,153	450,326	(144,827) -24.3%	460,986	10,660 2.4%	471,966	10,980 2.4%	483,275	11,309 2.4%
Sundry	20,000	0	(20,000) -100.0%	0	0 0.0%	0	0 0.0%	0	0 0.0%
Tax Adjustments	1,600,000	2,025,000	425,000 26.6%	2,550,000	525,000 25.9%	2,275,000	(275,000) -10.8%	2,100,000	(175,000) -7.7%
Amo Membership	15,500	16,300	800 5.2%	17,100	800 4.9%	18,000	900 5.3%	18,900	900 5.0%
Conferences	28,266	28,300	34 0.1%	28,300	0 0.0%	28,300	0 0.0%	28,300	0 0.0%
Election	0	269,634	269,634 0.0%	1,024,794	755,160 280.1%	271,067	(753,727) -73.5%	271,545	478 0.2%
Anticipated Labour Savings	(4,000,000)	(4,130,000)	(130,000) 3.3%	(4,332,000)	(202,000) 4.9%	(4,571,000)	(239,000) 5.5%	(4,766,000)	(195,000) 4.3%
<b>TOTAL CORPORATE EXPENDITURES</b>	<b>(999,857)</b>	<b>(654,440)</b>	<b>345,417 -34.55%</b>	<b>493,180</b>	<b>1,147,620 -175.4%</b>	<b>(817,667)</b>	<b>(1,310,847) -265.8%</b>	<b>(1,194,980)</b>	<b>(377,313) 46.1%</b>

**TOTAL RESERVE CONTRIBUTIONS & CORP. EXP.**

	<b>4,173,130</b>	<b>6,299,808</b>	<b>2,126,678 50.96%</b>	<b>8,024,514</b>	<b>1,724,706 27.4%</b>	<b>7,430,295</b>	<b>(594,219) -7.4%</b>	<b>8,345,944</b>	<b>915,649 12.3%</b>
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# 2013-2016 Additional Resource Request Summary

## 2013 Additional Resource Requests

#	Ref Page	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.
<b>2013 Base Budget Increase</b>														1.75%	1.75%
<b>Zero Budget Impact ARRs</b>															
A1	H71	2012	2013	Building Standards	Zoning By-law Review	FT-Cont 4 Yr	4	4.00	573,659	(573,929)	D/C, Bldg Std Reserve	(270)	(270)	0.00%	1.75%
A2	J22	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%	1.75%
A3	J26	2012	2013	Dev/Trans. Eng	Transportation Engineer	FT	1	1.00	119,394	(119,394)	Engineering Fee	-	(270)	0.00%	1.75%
A4	H75	2013	2013	Building Standards	Mechanical Building Inspectors	FT	2	2.00	188,045	(188,045)	Bldg Stds Reserve	-	(270)	0.00%	1.75%
A5	H79	2013	2013	Building Standards	Plans Examiner/Inspector (Mechanical/Plumbing/Fire Code)	FT	1	1.00	92,887	(92,887)	Bldg Stds Reserve	-	(270)	0.00%	1.75%
A6	I82	2013	2013	ITM	Client Support Analyst	FT	1	1.00	84,254	(84,254)	Professional Fees	-	(270)	0.00%	1.75%
A7	I86	2013	2013	ITM	Client Support Analyst (FTE Conversion)	FT	2	-	192,578	(192,578)	Contract FTEs/Prof Fees/Service Contracts	-	(270)	0.00%	1.75%
A8		2013	2013	Purchasing Services	Purchasing Card Program Administrator (FT Conversion)	FT	1	-	122,823	(122,823)	FTE Conversion	-	(270)	0.00%	1.75%
<b>Budget Impact ARRs</b>															
1	G116	2013	2013	Parks & Forestry Operations	Sidewalk: Thomas Cook Ave/Thornhill Woods Drive		-	-	40,000	-		40,000	39,730	0.03%	1.78%
2	I14	2013	2013	Strategic Planning	Strategic Planning Business Analysts	FT	1	1.00	97,181	-		97,181	136,911	0.07%	1.84%
3	H49	2013	2013	Policy Planning	Planner 1	FT	1	1.00	91,697	-		91,697	228,608	0.06%	1.91%
4	I18	2012	2012	Strategic Planning	PM Software Maintenance Costs		-	-	10,000	-		10,000	238,608	0.01%	1.91%
5	I90	2012	2012	ITM	Systems Analyst/Proj. Leader (CLASS)	FT	1	1.00	115,551	-		115,551	354,159	0.08%	1.99%
6	G120	2013	2013	Parks & Forestry Operations	Soccer Field Maintenance		-	-	26,000	(20,435)	Field Leases	5,565	359,724	0.00%	1.99%
7	J98	2012	2012	PW - Roads	Roads Labourer	FT	1	1.00	53,305	-		53,305	413,029	0.04%	2.03%
8	J102	2012	2013	PW - Roads	Equipment Operator II - Heavy Equipment Operator	FT	2	2.00	138,133	-		138,133	551,162	0.09%	2.12%
9	G53	2012	2012	B&F	Facility Operator I - Vellore Vill. CC Expansion	FT	1	1.00	56,715	-		56,715	607,877	0.04%	2.16%
10	H27	2012	2012	Development Planning	DTA Co-ordinator	FT	1	1.00	79,561	-		79,561	687,438	0.05%	2.21%
11	G124	2012	2012	Parks & Forestry Operations	Tree Pruning (routine street pruning)		-	-	146,250	-		146,250	833,688	0.10%	2.31%
12	J61	2013	2013	Eng. Services	Utility Inspector (PT Conversion)	FT	1	0.67	107,177	(101,841)	PT Conversion	5,336	839,024	0.00%	2.31%
13	D16	2012	2013	Economic & Business Devel	Employment Zone, VMC Marketing		-	-	50,000	-		50,000	889,024	0.03%	2.35%
14	G128	2012	2013	Parks & Forestry Operations	Forestry Arborist	FT	1	1.00	69,672	-		69,672	958,696	0.05%	2.39%
15	I39	2012	2013	Environmental Sustainability	Local action plan for reducing GHG emissions		-	-	45,000	(22,500)	FCM Green Municipal Fund Grant	22,500	981,196	0.02%	2.41%
16	I131	2013	2013	HR	Redevelopment of Staff Appraisal Forms		-	-	50,000	-		50,000	1,031,196	0.03%	2.44%
17	G6	2013	2013	Commissioner of Community	Administrative Assistant (PT Conversion)	FT	1	0.31	76,595	(32,506)	PT Conversion	44,089	1,075,285	0.03%	2.47%
18	D107	2012	2012	Fire & Rescue Operations	STN 75 - 16 Firefighters & 4 Captains	FT	20	20.00	1,773,036	-		1,773,036	2,848,321	1.19%	3.66%
<b>Total of ARRs Recommended by Senior Management Team</b>							<b>46</b>	<b>41.98</b>	<b>4,766,080</b>	<b>(1,917,759)</b>		<b>\$ 2,848,321</b>		<b>1.91%</b>	

Total Tax Increase (1%=\$1,491,090)

2013 Base Budget Increase

Tax Increase due to ARRs Recommended by Senior Management Team and F&A Committee

3.66%
1.75%
1.91%

# 2013-2016 Additional Resource Request Summary

## 2014 Additional Resource Requests

#	Ref Page	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.
<b>2014 Base Budget Increase</b>														2.08%	2.08%
<b>Impact of 2013 ARRs 2014</b>													100,660	0.06%	2.14%
<b>Budget Impact</b>															
1	H71	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	240,137	0.09%	2.23%
2	I14	2013	2013	Strategic Planning	Strategic Planning Business Analysts	FT	1	1.00	97,546	-		97,546	337,683	0.06%	2.29%
3	H53	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	452,805	0.07%	2.36%
4	J30	2013	2014	Dev/Trans. Eng	Development Coordinator	FT	1	1.00	113,346	(104,346)	Engineering Fee	9,000	461,805	0.01%	2.37%
5	J34	2013	2014	Dev/Trans. Eng	Transportation Engineer	FT	1	1.00	125,835	-		125,835	587,640	0.08%	2.45%
6	J106	2012	2014	PW - Roads	Equipment Operator I	FT	2	2.00	136,230	-		136,230	723,870	0.09%	2.53%
7	G57	2012	2013	B&F	Facility Operator I - Fr. Ermanno CC Expansion	FT	1	1.00	56,938	-		56,938	780,808	0.04%	2.57%
8	I135	2012	2014	HR	Learning & Development Specialist	FT	1	1.00	101,046	-		101,046	881,854	0.06%	2.63%
9	G61	2013	2013	B&F	Preventative Maintenance Mechanic (PT Conversion)	FT	1	0.57	75,604	(28,500)	PT Conversion	47,104	928,958	0.03%	2.66%
10	G132	2013	2013	Parks & Forestry Operations	Forestry Arborist II	FT	1	1.00	70,143	-		70,143	999,101	0.04%	2.71%
11	G136	2012	2013	Parks & Forestry Operations	Temporary Seasonal Employees	PT	2	1.38	63,579	-		63,579	1,062,680	0.04%	2.75%
12	G65	2012	2014	B&F	Assistant Foreperson	FT	1	1.00	62,736	-		62,736	1,125,416	0.04%	2.79%
13	E58	2012	2012	Purchasing Services	Senior Technical Clerk (PT Conversion)	FT	1	1.00	74,342	(39,092)	PT Conversion + Copier Lease	35,250	1,160,666	0.02%	2.81%
14	G69	2013	2013	B&F	Building and Facilities City-wide Maintenance and Repairs		-	-	250,000	-		250,000	1,410,666	0.16%	2.97%
15	I94	2012	2013	ITM	Client Support Analyst	FT	1	1.00	97,365	-		97,365	1,508,031	0.06%	3.03%
16	I98	2012	2013	ITM	Technology Specialists	FT	2	2.00	231,942	-		231,942	1,739,973	0.15%	3.17%
17	G140	2012	2012	Parks & Forestry Operations	Hard Surface Repairs		-	-	80,000	-		80,000	1,819,973	0.05%	3.22%
18	G144	2012	2012	Parks & Forestry Operations	Courts-Tennis and Basketball		-	-	15,000	-		15,000	1,834,973	0.01%	3.23%
19	D130	2012	2012	Fire Training	Training Officer	FT	1	1.00	142,584	-		142,584	1,977,557	0.09%	3.32%
20	I43	2013	2014	Environmental Sustainability	Climate change adaptation research		-	-	25,000	(10,876)	Year End Reserve	14,124	1,991,681	0.01%	3.33%
21	G148	2013	2013	Parks & Forestry Operations	Playground Safety Surface Testing		-	-	40,000	-		40,000	2,031,681	0.03%	3.36%
22	H83	2013	2013	Building Standards	Plans Examiner (Zoning)	FT	1	1.00	86,927	(42,594)	Bldg Stds Reserve	44,333	2,076,014	0.03%	3.38%
23	I102	2013	2013	ITM	Client Support Analyst - Audio/Video	FT	1	1.00	92,386	-		92,386	2,168,400	0.06%	3.44%
24	G72	2013	2013	B&F	Clerk Typist A (PT Conversion)	FT	1	0.31	45,895	(30,666)	PT Conversion	15,229	2,183,629	0.01%	3.45%
25	G152	2012	2012	Parks & Forestry Operations	Sod and Seed for Sports Fields		-	-	25,000	-		25,000	2,208,629	0.02%	3.47%
26	F66	2012	2013	Enforcement Services	Property Standards Officer	FT	2	2.00	178,404	(30,000)	Fine Revenue	148,404	2,357,033	0.09%	3.56%
27	G156	2012	2012	Parks & Forestry Operations	Community Services Asset Management Coordinator	FT	1	1.00	106,446	-		106,446	2,463,479	0.07%	3.63%
28	D111	2012	2012	Fire & Rescue Operations	4 District Chiefs	FT	4	4.00	560,122	-		560,122	3,023,601	0.35%	3.98%
29	G160	2012	2012	Parks & Forestry Operations	Irrigation System Maintenance		-	-	21,000	-		21,000	3,044,601	0.01%	3.99%
30	J65	2013	2013	Eng. Services	Pavement Markings - Rural Roads		-	-	165,000	-		165,000	3,209,601	0.10%	4.10%
31	J38	2012	2014	Dev/Trans. Eng	Clerical Assistant Clerk C	FT	1	1.00	78,767	(49,000)	Engineering Fee	29,767	3,239,368	0.02%	4.11%
32	D150	2012	2012	Emergency Planning	Emergency Planner (Partial FTE Conversion)	FT	1	0.69	86,586	(6,928)	Summer Students	79,658	3,319,026	0.05%	4.16%
33	D20	2012	2012	Economic & Business Development	Business Development Officer - Advanced Goods Production and Movement	FT	1	1.00	90,115	-		90,115	3,409,141	0.06%	4.22%
34	G164	2012	2012	Parks & Forestry Operations	Fertilizing Parks		-	-	20,000	-		20,000	3,429,141	0.01%	4.23%
35	G168	2012	2012	Parks & Forestry Operations	Aerating Parks		-	-	20,000	-		20,000	3,449,141	0.01%	4.25%
36	I63	2013	2013	Access Vaughan	Citizen Service Representative	PT	2	1.38	82,433	-		82,433	3,531,574	0.05%	4.30%
<b>Total of ARRs Recognized by Senior Management Team</b>							<b>36</b>	<b>32.13</b>	<b>3,584,918</b>	<b>(446,210)</b>		<b>3,430,914</b>		<b>2.16%</b>	

Total Tax Increase (1%=\$1,592,071)

2014 Base Budget Increase

Tax Increase due to ARRs Recommended by Senior Management Team and F&A Committee

4.30%

2.08%

2.22%

### 2013-2016 Additional Resource Request Summary

#### 2015 Additional Resource Requests

#	Ref Page	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.
<b>2015 Base Budget Increase</b>														1.66%	1.66%
<b>Impact of 2013-14 ARRs on 2015</b>													301,552	0.18%	1.84%
<b>Budget Impact</b>															
1	H71	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	404,100	0.06%	1.90%
2	I22	2012	2015	Strategic Planning	On-Line Citizen Public Engagement Survey		-	-	75,000	-		75,000	479,100	0.04%	1.95%
3	G97	2013	2015	Fleet	Electric Vehicle Municipal Feasibility Program Pilot		-	-	15,000	(9,750)	Fuel Savings	5,250	484,350	0.00%	1.95%
4	D115	2012	2014	Fire & Rescue Operations	STN 78 - 16 Firefighters & 4 Captains	FT	20	20.00	1,793,138	-		1,793,138	2,277,488	1.07%	3.02%
5	K15/19	2012	2014	Library	Civic Centre Resource Library - Operations & Staffing	FT+PT	20 FT 30 PT	38.29	2,983,845	(83,600)	Fine/Penalties Revenue	2,900,245	5,177,733	1.74%	4.76%
6	I26	2013	2015	Strategic Planning	New Vaughan Vision Strategic Plan		-	-	120,000	-		120,000	5,297,733	0.07%	4.83%
7	I106	2012	2012	ITM	EDMS Business Analyst	FT	1	1.00	120,373	-		120,373	5,418,106	0.07%	4.90%
8	I110	2012	2012	ITM	EDMS Technical SME	FT	1	1.00	120,373	-		120,373	5,538,479	0.07%	4.98%
<b>Total of ARRs Recognized by Senior Management Team</b>							23	61.29	5,365,034	(128,107)		5,236,927		3.13%	

Total Tax Increase (1%=\$1,670,660)

2015 Base Budget Increase  
Tax Increase due to ARRs Recommended by Senior Management Team and F&A Committee

<b>4.98%</b>
1.66%
3.32%

## 2013-2016 Additional Resource Request Summary

### 2016 Additional Resource Requests

#	Ref Page	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.
<b>2016 Base Budget Increase</b>														3.27%	3.27%
<b>Impact of 2013-15 ARRs on 2016</b>													262,566	0.15%	3.42%
<b>Budget Impact</b>															
1	E31	2013	2016	Budgeting & Financial Planning	Senior Capital and Reserve Analyst	FT	1	1.00	109,475	-		109,475	372,041	0.06%	3.48%
2	G76	2012	2014	B&F	Facility Operator I - Block 11	FT	9	9.00	518,472	-		518,472	890,513	0.30%	3.78%
3	D119	2012	2012	Fire & Rescue Operations	4 District Chiefs	FT	4	4.00	566,460	-		566,460	1,456,973	0.32%	4.10%
4	G172	2013	2013	Parks & Forestry Operations	Boulevard Shrub Bed Summer Student Positions	PT	3	0.69	51,667	-		51,667	1,508,640	0.03%	4.13%
5	D154	2013	2013	Emergency Planning	Primary and Alternate EOC Telephone Systems		-	-	63,390	-		63,390	1,572,030	0.04%	4.17%
6	G176	2012	2012	Parks & Forestry Operations	10 Month Horticulture Temp (Shrub Maintenance Crew)	PT	1	0.69	25,956	-		25,956	1,597,986	0.01%	4.19%
7	D41	2012	2012	Corporate Comm.	Communications Specialist, Website Content Management	FT	1	1.00	90,381	-		90,381	1,688,367	0.05%	4.24%
8	G180	2013	2013	Parks & Forestry Operations	Oakbank Pond Maintenance Program		-	-	75,000	-		75,000	1,763,367	0.04%	4.28%
9	K23	2012	2012	Library	eMarketing & Communications Specialist - Pilot Pro	FT-Cont 18 Mo	1	1.00	77,993	-		77,993	1,841,360	0.04%	4.32%
10	I139	2012	2014	HR	HR Specialist, Workplace Health and Safety	FT	1	1.00	122,410	-		122,410	1,963,770	0.07%	4.39%
11	F70	2013	2013	Enforcement Services	Animal Services - Shelter Attendant	FT	1	1.00	58,513	(13,829)	Revenue from Other Municipalities	44,684	2,008,454	0.03%	4.42%
12	D158	2013	2013	Emergency Planning	Hazard/Risk Assessment and Review Consulting Fees		-	-	15,000	-		15,000	2,023,454	0.01%	4.43%
13	G184	2012	2012	Parks & Forestry Operations	Contract Services Temp	PT	1	0.69	25,956	-		25,956	2,049,410	0.01%	4.44%
14	G188	2013	2013	Parks & Forestry Operations	Non-selective Weed Spraying Program		-	-	25,000	-		25,000	2,074,410	0.01%	4.46%
15	D94	2012	2014	Fire Prevention	Fire Prevention Inspector	FT	1	1.00	88,502	-		88,502	2,162,912	0.05%	4.51%
16	G32	2012	2012	Cultural Services	Arts & Culture Marketing Material		-	-	60,000	-		60,000	2,222,912	0.03%	4.54%
17	K27	2012	2012	Library	Library Resources Purchasing Power Protection		-	-	48,700	-		48,700	2,271,612	0.03%	4.57%
18	G192	2012	2012	Parks & Forestry Operations	Additional GPS Units		-	-	30,000	-		30,000	2,301,612	0.02%	4.59%
19	G196	2013	2013	Parks & Forestry Operations	Avondale Park (North Maple) - Development		-	-	10,000	-		10,000	2,311,612	0.01%	4.59%
20	G196	2013	2014	Parks & Forestry Operations	Avondale Park (North Maple) - Park Attendants	FT	4	4.00	303,309	-		303,309	2,614,921	0.17%	4.77%
21	G196	2013	2016	Parks & Forestry Operations	Avondale Park (North Maple) - Park Attendants	FT	4	4.00	297,309	-		297,309	2,912,230	0.17%	4.94%
22	I143	2012	2013	HR	HR Specialist, Absence and Disability Management	FT	1	1.00	93,481	-		93,481	3,005,711	0.05%	4.99%
23	F45	2012	2012	Legal Services	Real Estate Consultant - Acquisitions	PT-Cont 1 Yr	1	0.50	52,282	-		52,282	3,057,993	0.03%	5.02%
24	I147	2012	2012	HR	Human Resources Partner	FT	1	1.00	111,050	-		111,050	3,169,043	0.06%	5.09%
25	F74	2013	2013	Enforcement Services	Animal Services - Shelter Clerk, p/t	PT	1	0.69	31,200	(7,475)	Revenue from Other Municipalities	23,725	3,192,768	0.01%	5.10%
26	D82	2012	2012	Fire Mechanical	Stores Clerk		1	1.00	66,473	-		66,473	3,259,241	0.04%	5.14%
27	D45	2012	2013	Corporate Comm.	Communications Specialist, Client Services	FT	1	1.00	90,381	-		90,381	3,349,622	0.05%	5.19%
28	E35	2012	2016	Budgeting & Financial Planning	Senior Budget Analyst	FT	1	1.00	108,950	-		108,950	3,458,572	0.06%	5.25%
29	G80	2012	2014	B&F	PT Facility Operator - Carrville	PT	2	1.80	71,548	-		71,548	3,530,120	0.04%	5.29%
30	G36	2013	2013	Cultural Services	Events Coordinator	FT	1	1.00	92,781	-		92,781	3,622,901	0.05%	5.35%
<b>Total of ARRs Recognized by Senior Management Team</b>								<b>42</b>	<b>38.06</b>	<b>3,381,639</b>	<b>(21,304)</b>		<b>3,360,335</b>	<b>1.92%</b>	

**Total Tax Increase (1%=\$1,745,908)**

**2016 Base Budget Increase**

**Tax Increase due to ARRs Recommended by Senior Management Team and F&A Committee**



<b>5.35%</b>
<b>3.27%</b>
<b>2.08%</b>



CITY OF VAUGHAN  
2013-2016 OPERATING BUDGET

ADDITIONAL RESOURCE REQUEST							
Request Title	Purchasing Card Program Administrator						
Business Unit #	070110	Purchasing Services					
		070 - Finance					
Related Program	Procurement Contract Services						
Program Classification	Standard Traditional Support						
Annual Budget Change Summary							
Financial Components	2013	2014	2015	2016	2013-2016 Sub-total	2017 (One Time. Adj.)	2013-2017 Sub-total
Staffing							
Complements	1.00	-	-	-	1.00	-	1.00
Net FTE's	1.00	-	-	-	1.00	-	1.00
Operating Revenue	-	-	-	-	-	-	-
Operating Costs							
Staffing & Benefits	122,823	-	-	-	122,823	-	122,823
Other continuous costs	-	-	-	-	-	-	-
One-time expenses	-	-	-	-	-	-	-
Offsets/reductions	(122,823)	-	-	-	(122,823)	-	(122,823)
Net Operating Budget	\$ (0)	\$ -	\$ -	\$ -	\$ (0)	\$ -	\$ (0)
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1A) Request Description: Please provide a <u>brief</u> description of the request.							
Please check one: <input checked="" type="checkbox"/> Departmental <input type="checkbox"/> Corporate							
Low value procurement (up to \$3,000) through field purchase orders has been identified as an inefficient process and a recommendation was made to Council to develop a Purchasing Card Policy, to put in place a more efficient and controlled process to manage the low value procurements. As a result of identifying a priority need in the Purchasing Services Department to administer the Purchasing Card Program, a vacant position in the Financial Services Department is proposed to be redeployed to Purchasing Services. The bulk of the vacant Finance Business/Project Manager responsibilities have been redistributed to existing Financial Services staff, which frees up the position and associated funding to be transferred to the Purchasing Department to fulfil the P-Card Program Administrator position, which will also be responsible for developing and maintaining procedures related to the Purchasing and P-Card policies, monitoring of low value purchasing trends, the development of an annual purchasing work plan and reporting requirement for tender awards between \$100,000 and \$350,000.							
1B) If this request is part of a project with multiple milestones then please fill in the following table:							
Milestones or Deliverables		Timelines		Comments			
Approval of P-Card Policy		1st quarter 2013					
P-Card Pilot Project		Dec. 2013					
P-Card Roll Out to Entire Corporation		By June 2014					
1C) Impact on other departments (cost/time/benefit):							
Department Impacted	Describe Impact (Cost/time/benefit)					Were they Consulted?	
All Departments	More efficient process and improved controls					<input type="checkbox"/> Yes <input type="checkbox"/> No	
						<input type="checkbox"/> Yes <input type="checkbox"/> No	
						<input type="checkbox"/> Yes <input type="checkbox"/> No	
Other comments:							
COMMISSIONER APPROVAL: _____ Date: _____							

Budget Staff Use Only	<input type="checkbox"/> 1st Submission	Submitted for year:
	<input type="checkbox"/> Previously Recognized	Recognized for year:

Request Title		Purchasing Card Program Administrator				
<b>2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives</b>						
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose an Initiative from the drop down list and then choose the relationship with the initiative in the Green cell using the drop down provided.						
Theme	Goal	 Initiative (Use drop down list) 	Ref #	Date	Priority	Request/Initiative Relationship (choose 1)
<b>B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:</b>						
Organizational Excellence - High performing organization achieved through enhanced control and analysis, with a more efficient process with P-Cards.						
<b>3) Related Performance Indicators &amp; Business Plan Link</b>						
Please provide information on top 3 performance measures:						
	Name/description of service level target:		Target Level	Current Level	Level with ARR	
1)	Percentage of low value purchases on P-Cards		TBD			
2)	Reduction in low value cheques issued		TBD			
3)						
<b>Describe how this request relates to Departmental Business Plan:</b>						
2013 - Review, develop and implement City wide P-Card Program - Priority 1 for 2013. Performance measures targets will be determined once the P-Card program is running under the pilot project (test department for 6 months)						
<b>4) Value Proposition</b>						
Please detail both qualitative and quantitative benefits of the request						
Qualitative: Please select up to 2 actions which best describe this request						
Primary <input type="text" value="Realize Future Benefits"/> Secondary <input type="text" value="Improve User Satisfaction"/>						
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?						
The P-Card Program Administrator will, through the P-Card Program, enhance controls over small value purchases and expedite the process for low value purchases for both internal and external customers.						
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.						
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings		Incl. in offsets (Section #9)?
<b>5) Alternatives</b>						
Are there alternatives or options? Please explain what they are and why they are not the primary approach.						
The control of low value purchases, either through the P-card program or with the existing field purchase order system, will not be improved without additional resources to monitor, analyze and control the processes. The alternative of not ascribing this resource to the low value purchase program will result in challenges in monitoring compliance with the parameters around low value purchases, and not achieving the most efficient procurement processes.						

Request Title	Purchasing Card Program Administrator	
6) Implications/Consequences (if request not approved)		
A) Please check off how the request relates to the following:		
<div><div><div>Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)</div><div><div><div><input checked="" type="radio"/> None</div><div><input type="radio"/> Little consequence of non compliance</div><div><input type="radio"/> Significant external repercussion/penalty</div></div><div><div>Please specify: Specific Legislation (i.e.... Act/Regulation/etc.)</div><div></div></div><div><div>What are the compliance requirements?</div><div></div></div><div><div>What are the consequences of non-compliance?</div><div></div></div><div><div>Current status of compliance:</div><div></div></div></div></div></div>		
<div><div><div><div><div><div><b>Risk Management</b></div><div>(To move within the range, click on indicator and slide it with your mouse or click on arrows at the end of the scale)</div></div></div><div><div>Probability of Litigation</div><div><div></div><div>NoneLowMediumHigh</div></div><div>Financial Impact</div><div><div></div><div>\$0\$10,000\$100,000\$1,000,000&gt; \$10,000,000</div></div><div><div>Health and Safety Risk</div><div>(click on the word)</div><div><div><input checked="" type="radio"/> None</div><div><input type="radio"/> Internal</div><div><input type="radio"/> External</div><div><input type="radio"/> Both</div></div><div>Probability of Health &amp; Safety Issue</div><div><div></div><div>NoneLowMediumHigh</div></div><div>Health and Safety Magnitude</div><div><div></div><div>NoneMinorMajorSevere</div></div></div></div><div><div>Comments</div><div>Please describe the type and nature of risk</div><div>It is difficult to determine what the financial impact of not providing this resource to the low value purchase program would be, as the determination of the potential savings that could be achieved through analysis of purchasing volumes and the identification for large volume contracts cannot be determined without the analysis done by this position.</div></div></div></div></div>		
<div><div><div><b>Internal Operational Requirements</b></div><div><div><input type="radio"/> None</div><div><input type="radio"/> Service provided with minor internal issues -slight inconvenience</div><div><input checked="" type="radio"/> Inability to support the department's directive</div><div><input type="radio"/> Direct affect on multiple departments</div><div><input type="radio"/> Citywide implications</div></div><div><div>Comments</div><div>Issues regarding low value purchases will likely continue until resources can be applied to improving the process.</div></div></div></div>		
B) Briefly illustrate any other impacts/consequences not detailed above and those who will be affected if the request is not approved. (e.g. staff, residents, community, etc.)		

Request Title		Purchasing Card Program Administrator			
7) Complement Details - Skip to Section 8 if no Staff is requested					
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.					
Complement Information		Position #1	Position #2	Position #3	Sub-total
Budget Year		2013			
Position title		Purchasing Card Program Administrator			
Estimated start date		January 1, 2013			
# of positions requested		1.00			1.00
Full-time equivalents (FTEs)		1.00			1.00
Position type		Full-time			
Position agreement classification		Mgmt/Non-union			
If contract, specify length (months or yrs)					
If Casual/Seasonal PT enter Hourly wage					
Business unit # (override if different than # shown)		070110			
Grade level		8			
Est. starting step		3			
Desktop (HR) Review Performed?		No			
B&F Accommodations Available?		N/A			
ITM Hardware required?		Yes			
Capital Equipment Required?		No			
Complement Annual Cost Detail					
Annual full-time \$		96,711			96,711
Annual part-time \$		-	-	-	-
Annual shift premiums, etc		-			-
Annual overtime \$		-			-
* PT vacation pay (calculated field)		-	-	-	-
* Annual benefits (calculated field)		26,112	-	-	26,112
* FT contract benefits in lieu (calculated field)		-	-	-	-
Subtotal (Per Employee)		\$ 122,823	\$ -	\$ -	\$ 122,823
Subtotal (Per Position)		\$ 122,823	\$ -	\$ -	\$ 122,823
Continuous costs		(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1)	Office Supplies	070110.7200	-		-
2)	Training & Developme	070110.7115	-		-
3)	Memberships/Dues/Fe	070110.7105	-		-
4)	Mileage	070110.7100	-		-
Subtotal (Per Employee)		\$ -	\$ -	\$ -	\$ -
Subtotal (Per Position)		\$ -	\$ -	\$ -	\$ 122,823
One-time costs		(BU & Acct #.)	Please fill in per Complement. The total will account for multiple positions if indicated above.		
1)	Computer Hardware	070110.7211.01	-		-
2)		#N/A	-		-
3)		#N/A	-		-
4)		#N/A	-		-
Subtotal (Per Employee)		-	-	-	-
Subtotal (Per Position)		\$ -	\$ -	\$ -	\$ 122,823
2013 Total Annual Costs		\$ 122,823	\$ -	\$ -	\$ 122,823
2014 Total Annual Costs		\$ -	\$ -	\$ -	\$ -
2015 Total Annual Costs		\$ -	\$ -	\$ -	\$ -
2016 Total Annual Costs		\$ -	\$ -	\$ -	\$ -
Additional Comments:					

Request Title		Purchasing Card Program Administrator							
8) Capital Funding									
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)									
ASSOCIATED CAPITAL FUNDING		Status	Year asset Available for use	Proj. #	2013	2014	2015	2016	Total
1									\$ -
2									\$ -
3									\$ -
TOTAL ASSOCIATED CAPITAL FUNDING					\$ -	\$ -	\$ -	\$ -	\$ -
9) Financial/Resource Detail									
Component			BU Acct. #		2013	2014	2015	2016	2017
					Budget				Full-Yr. Adj.
REVENUE - continuous operating detail									
1									
2									
3									
4									
Subtotal					-	-	-	-	
REVENUE - one-time operating detail									
1									-
2									-
Subtotal					-	-	-	-	-
EXPENSES - continuous operating detail (For staffing costs please fill out section 7)									
1	* Staffing costs (calculated field)		(From sect. 7)		96,711	-	-	-	
2	* Benefits		(From sect. 7)		26,112	-	-	-	
3	* Complement sch. Expenses (calculated field)		(From sect. 7)		-	-	-	-	
4									
5									
6									
7									
Subtotal					122,823	-	-	-	
EXPENSES - one-time operating detail (For staffing costs please fill out section 7)									
1	* Complement sch. Expenses (calculated field)		(From sect. 7)		-	-	-	-	-
2									-
3									-
Subtotal					-	-	-	-	-
OFFSETS - cost savings, reductions, etc									
1	Finance Business/Project Manager		70111		-122823				
2									
3									
Subtotal					(122,823)	-	-	-	
TOTAL OPERATING BUDGET CHANGE					(0)	-	-	-	-
COMPLEMENTS & FTE's					2013	2014	2015	2016	Total
# of positions requested			(From sect. 7)		1.00	-	-	-	1.00
FTE's			(From sect. 7)		1.00	-	-	-	1.00
FTE reductions/offsets			(Manual Field)						-
Net FTE's					1.00	-	-	-	1.00