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INTERNAL SUPPORT SERVICES SUMMARY

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Sections A to E (inclusive) of the standard Service Strategy Business Plan are not applicable to this summary.

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F. 2004 Financial Requirements Presentation

F.1 Current Budget Introductory Comments/Analysis

In accordance with the Region's overall support of the provincially mandated Ontario Municipal CAO's Benchmarking Initiative (OMBI) protocols and its commitment to an enhanced performance management accountability framework, all Internal Support providers are required to allocate costs to the core programs for the services they provide. The internal charge process also forces a level of discipline on services providers, whereby they must develop efficiency and effectiveness measures as well as identify appropriate benchmarks to all service users in order to justify both costs and service levels. While the internal charge process continues to be refined, it has proven effective in monitoring and controlling support costs.

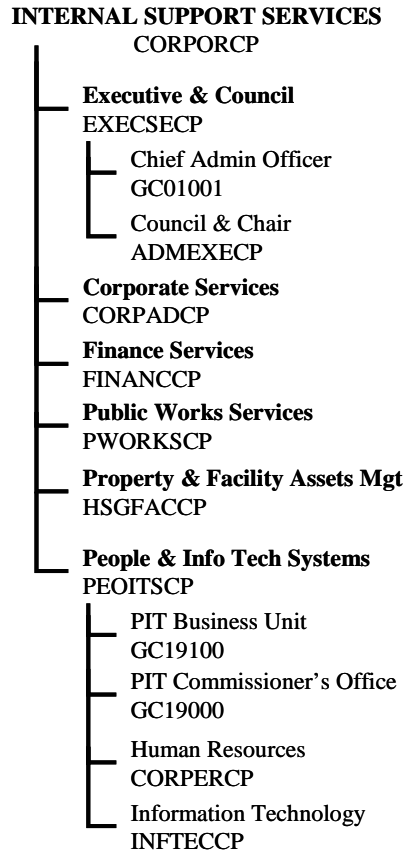
For 2004, through Fees & Services Charges and the Internal Charge Process, Internal Support Services has effectively allocated \$78.2 million or 79.28 per cent of all costs to core program areas. The remaining \$20.4 million or 20.72 per cent represents "Corporate" overhead costs which have not been apportioned out to specific program managers given these costs are not "controllable" by program managers. The "Corporate" overhead primarily represents governance (i.e. Council, Chair and CAO) and fiscal controllership (i.e. internal audit) costs. These costs are then attributed to both the property tax and utility rate supported non program areas at 60% and 40% respectively. The 2004 Current Budget does not net to zero due to the budget reduction incorporated into the 2004 Current Budget – Proposed Approval Council Report.

During 2004, Finance will continue to review the options available to the Corporation in improving this important facet of the business planning process by refining and enhancing our Activity Based Costing (ABC), Corporate Performance Measurement (CPM) and Benchmarking Initiatives. Staff will also continue to be involved in a number of joint initiatives with the province, including the Regional CAO's group, the OMBI and the Canadian Institute of Chartered Accountants (CICA). Feedback from all initiatives will be incorporated into the Corporation's business plan.

This year the Finance Department has amalgamated all divisions into one Service Strategy Business Plan (SSBP). The People, Information and Technology (PIT) department produces a separate SSBP for each division (Information Technology (IT) and Human Resources (HR)). The Office of the Commissioner and the PIT Business Unit report with HR.

Property and Facilities Asset Management and Public Works Services report with the core programs Housing and Property and Public Works Services respectively due to their close relationships. This allows these services to directly connect with the appropriate SSBP.

F.2 Financial Structure Chart – Current Budget



F.3 2004 Current Budget

1. Activity Analysis

	Budgeted Net Cost	
	2004	Change from 2003
Executive & Council	3,493,355	328,697
Human Resources	1,024,399	(19,309)
Information Technology	3,399,332	(351,987)
Corporate Services	2,517,688	259,840
Finance	10,004,694	118,235
Public Works Services	-	110,000
Property & Facilities Asset Mgmt	-	(38,026)
Net Program Cost	20,439,468	407,450
Overhead Allocations to:		
Tax Non Program	12,368,688	826,777
Rate Non Program	8,245,790	551,184
	<u>\$ (175,010)</u>	<u>\$ (970,511)</u>

3.

Budgeted Net Cost/Unit	
2004	Change from 2003
10.27	0.71
3.01	(0.14)
10.00	(1.34)
7.40	0.58
29.43	(0.44)
-	0.33
-	(0.11)
<u>\$ 60.12</u>	<u>\$ (0.40)</u>

2. Account Analysis

	Budgeted Gross & Net Cost	
	2004	Change from 2003
Goods & Services	34,366,703	5,453,280
Salaries & Wages	51,143,557	9,263,531
Capital Financing	13,113,024	(345,641)
Gross Program Cost	98,623,284	14,371,170
Fees, Charges & Other	78,183,816	13,963,720
Net Program Cost	20,439,468	407,450
Overhead Allocations to:		
Tax Non Program	12,368,688	826,777
Rate Non Program	8,245,790	551,184
	<u>\$ (175,010)</u>	<u>\$ (970,511)</u>

	Budgeted Units of Service	
	2004	*Change from 2003
Brampton	115,000	6,000
Caledon	17,000	-
Mississauga	208,000	3,000
Total Households	<u>340,000</u>	<u>9,000</u>

* Due to a policy change, household forecasts previously forecast to the nearest hundred are now forecast to the nearest thousand

**EXECUTIVE
AND
COUNCIL**

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For F.4 Capital Budget & Forecast Introductory Comments/Analysis and F.5 2004 Capital Budget & Forecast to 2013 Reports please refer to the Internal Support – Executive and Council section of the 2004 Capital Budget and 2005-2013 Capital Forecast document.

A. Background

A.1 Preparing the Service Strategy Business Plan (SSBP)

Regional Council does not require a Service Strategy therefore sections A.1 to E.3 will only talk about the Executive Office.

All members of the Executive Office team participated in the development of the SSBP. Team members included:

Regional Chair
Chief Administrative Officer (CAO)
Director, Strategic Initiatives
Executive Assistant to Regional Chair
CAO's Policy/Program Support Analyst
Executive Administrative Assistant to the Chair
Executive Administrative Assistant to the CAO
Executive Clerk

A.2 Key Contacts

Emil Kolb, Regional Chair
905-791-7800, ext. 4310

Roger Maloney, Chief Administrative Officer (CAO)
905-791-7800, ext. 4312
maloneyr@region.peel.on.ca

Janine Elias Joukema, Director, Strategic Initiatives
905-791-7800, ext. 4961
eliasj@region.peel.on.ca

A.3 Additional Information

This is the second SSBP for the Executive Office.

B. Description of Current Services

B.1 Program Location Map

The Region of Peel's Executive Office, which consists of the Office of the Chair and the Office of the CAO, is located at 10 Peel Centre Drive in Brampton.

B.2 Profile of Current Services

Council Relations

Various activities are required in order to ensure successful Council relations, including: agendas, reports and pending items management, Councillor inquiries and administrative support, issues management, citizen inquiries and co-ordination of departmental information.

Employee Relations

This service involves proactively managing, working with and supporting Regional employees through such activities as the CAO Advisory Committee, Together We're Better Awards Program, United Way Employee Campaign and other employee-oriented events including "Ask Roger" and measuring employee satisfaction.

Corporate Policy/Projects/Initiatives

The Executive Office works with, manages or supports various groups. Externally this includes: Peel Regional Police, United Way of Peel Region, and Ontario Municipal Benchmarking Initiative (OMBI), Members of Parliament (MP) and Members of Provincial Parliament (MPP) and other Regions. Internally, the Executive Office's involvement is evident in key initiatives including: the Strategic Plan, Excellence and Continuous Improvement, inter-departmental projects and corporate administrative policies

Administrative Management

Regular Executive Management Team (EMT) meetings, performance management, departmental reorganizations, Executive Office Team functions, information management and general administration are examples of what is included in this service area.

B.3 Description of Clients/Customers

Taxpayers

The citizens who live and work in Peel are ultimately the clients served by the various supports and services provided by the Executive Office.

Regional Council

The 22 member Regional Council includes the Regional Chair and Regional Councillors from the City of Mississauga, City of Brampton and the Town of Caledon.

Regional Departments

Excluding the Executive Office, there are eight Regional departments: Corporate Services, Finance, Health, Housing and Property, People Information and Technology, Planning, Public Works and Social Services.

Regional Employees

Region of Peel's diverse workforce has approximately 3,000 employees who deliver programs and services to more than one million Peel citizens.

B.4 Description of Suppliers, Partners and Stakeholders

Suppliers

Where appropriate, the Executive Office will contract out services to support implementation of strategic, political and administrative initiatives.

Partners

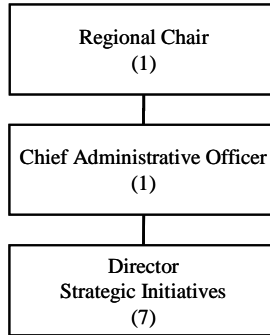
Area Municipalities, Province, Regional CAOs and Chairs, Peel Regional Police, Boards of Trade and Chamber of Commerce, United Way of Peel Region, Greater Toronto Airports Authority (GTAA), Ontario Municipal Benchmarking Initiative (OMBI).

Stakeholders

Council, Taxpayers, Employees, Provincial and Federal Government

B.5 Overall Organization Structure and Staffing

Executive Office



Total Full-time Equivalent (FTE) = 9.0
(reflects Council approved positions only)

Note:

All positions listed have supervisory responsibilities.

() Denotes all FTE in the group including the boxed position.

B.6 Significant Recent Activities/Initiatives

- Maintained 0 per cent tax rate for Regionally controlled programs for the 13th year
- Partnered with the province to host Annual Central Ontario Municipal Conference
- Implemented first annual employee driven satisfaction survey Building Employee Satisfaction Together (BEST) which yielded a 72 per cent response rate
- Contributed significantly to the United Way of Peel Region Board
- Reviewed Executive Office organizational structure and implemented recommendations
- Established external Policy Advisor's network
- Participated in the organization of the tribute dinner for Chair Kolb in support of Community Living Mississauga Foundation raising \$85,000
- Chair Kolb received Queen's Jubilee Award
- Met implementation objectives for excellence and continuous improvement activities
- Staff presented at major national and international conferences
- Executive Office held first annual Open House
- Demonstrated the philosophy of two-way communication through CAO Advisory Committee, "anonymous electronic mail box directly to the CAO" and "Ask Roger"

C. Trends and Issues

C.1 Emerging Trends

- The percentage of Peel's population speaking a language other than English at home has increased, and immigration is becoming more important to Peel
- Municipalities are raising property tax rates after years of tax freezes to pay for infrastructure upgrades and to meet the growing demand for human services
- Municipalities explore alternative funding mechanisms and revenue sources (i.e. business sponsorships, share of the gas tax or sales tax)
- Citizens are more and more concerned with public security and public health matters
- Some municipalities in the Greater Toronto Area (GTA) are focusing on governance changes as a way of resolving major challenges such as gridlock, waste and urban sprawl
- Increasing pressure from citizens to be transparent and accountable
- Citizens demanding services be delivered in a way that meets their needs and citizens want ongoing, two-way communication to better engage in the governance process
- Increase in public/private sector partnerships as a way of doing business
- Technology continues to change the way we manage work and deliver services
- Signs of a looming labour shortage of skilled workers means well qualified and experienced staff will be increasingly hard to attract and retain

C.2 Key Strategic Issues

- Inadequate provincial recognition of the Region's key political and service delivery issues
- Inadequate provincial and federal funding to support growing service needs
- Increasing the awareness and profile of the Region of Peel and its services
- Supporting Regional Councillors and encouraging reciprocal and visible support of the Region
- Need to build a sense of Peel citizenry
- Proactively managing workload of the Executive Office, including alignment of resources to priorities
- Increasing employee knowledge of the roles and responsibilities of the Executive Office and Regional Council

D. Mandate, Objectives and Actions

D.1 Mandate and Objectives

Mandate:

The Executive Office will provide strategic, political and administrative direction and advice to support the interest of Peel citizens and the employees of the Regional Municipality of Peel.

Objectives:

1. To operate an open, accessible office
2. To champion corporate thinking and initiatives throughout the organization
3. To lead in the management of the factors that affect our programs and services
4. To enhance the efficiency and effectiveness of Executive Office work activities
5. To demonstrate the effectiveness of the Region's programs and services

D.2 Objectives and Actions

1. **To operate an open, accessible office.**
 - 1.1 Communicate the roles within and responsibilities of the Executive Office and Regional Council
 - 1.2 Ensure effective management of departmental events listing for use by Chair and CAO
 - 1.3 Review and refine customer service standards
 - 1.4 Create an annual opportunity to invite Regional employees to the Executive Office
 - 1.5 Lead in the demonstration of Regional Values
2. **To champion corporate thinking and initiatives throughout the organization.**
 - 2.1 Implement the Excellence Framework including key corporate improvements and the Healthy Workplace recommendations
 - 2.2 Advance the strength and effectiveness of the EMT and Corporate Management Resource Team (CMRT)
 - 2.3 Develop a process for project management and accountability
 - 2.4 Promote an early warning and "no surprises" concept across all departments with regard to all programs

- 3. To lead in the management of the factors that affect our programs and services.**
 - 3.1 Develop timely strategies that work towards eliminating GTA Pooling
 - 3.2 Support a competitive environment for business
 - 3.3 Engage Regional Councillors in proactively supporting the Regional Municipality of Peel
 - 3.4 Establish and facilitate effective relationships with stakeholders and partners
 - 3.5 Identify opportunities to involve Peel Regional Police in Regional events and activities

- 4. To enhance the efficiency and effectiveness of Executive Office work activities.**
 - 4.1 Streamline current work processes to determine ongoing needs and reduce duplication
 - 4.2 Proactive management of workload
 - 4.3 Develop a strategy to ensure team skills can fully support Executive Office functions

- 5. To demonstrate the effectiveness of the Region's programs and services.**
 - 5.1 Showcase Region of Peel initiatives
 - 5.2 Support participation in external performance measurement initiatives
 - 5.3 Actively seek external recognition and formal accreditation of Region of Peel programs and services

D.3 Strategic Plan Connection

The objectives and actions in the SSBP are consistent with, and support, the following Goals in the Region of Peel's strategic plan, *Directions for Success: Investing in Peel's Future*.

Goal 4: Contribute to a vibrant and diverse regional economy

Goal 5: Be a leader in the provision and co-ordination of Regional services

D.4 Service Principles (Optional)

The Regional Values function as the Executive Office service principles.

E. *Monitoring and Measuring the Service Strategy Business Plan*

E.1 Objectives and Outcomes

- 1. To operate an open, accessible office.**
 - Increased awareness of the role of Executive Office and Regional Council
 - Recognized as a leader in “walking the talk”
 - Recognize Chair and CAO as interested in and active with departments
- 2. To champion corporate thinking and initiatives throughout the organization.**
 - Clear understanding of organizational priorities, and related initiatives
 - Alignment of human, financial and technical resources to support priorities
- 3. To lead in the management of the factors that affect our programs and services.**
 - Recognized as proactive and productive in addressing Regional issues
 - Recognized as taking a partnership approach with key partners and stakeholders
- 4. To enhance the efficiency and effectiveness of Executive Office work activities.**
 - Effective, value-added work processes
 - Integration and recognition of internal improvement initiatives as a priority
 - Handle tasks, technical or otherwise, with confidence
 - Increased comfort to learn/train at desk
- 5. To demonstrate the effectiveness of the Region’s programs and services.**
 - External recognition for Region of Peel as a leader in service delivery, performance measurement and administrative excellence

E.2 Performance Targets

a) 2003

Support the operation of the United Way of Peel Region

- Four Regional staff members actively participate on the United Way Board of Directors
- 2002 United Way employee campaign raised over \$167,000, and was one of the top 10 fundraisers in the Region
- Funded a Resource Lead Position for the 2002 and 2003 campaign
- Completed Stewardship Agreement with the United Way of Peel.

Strategy for Peel's Fair Share

- Social Services partnered with the United Way to work with the Fair Share Task Force and has brought the issue to the attention of the Minister of Community and Social Services with the full support of the business community

Excellence Framework, including corporate key improvements

- Completed second iteration of SSBP process
- Created and implement an action plan to act on the results of the BEST survey
- Developed framework for citizen/client/customer satisfaction and created a glossary of terms and symbols for process mapping efforts
- Prepared for second corporate-wide Progressive Excellence Program (PEP) application to the National Quality Institute (NQI)

b) 2004

Region's Corporate Planning Process

- Renew the Region of Peel's strategic plan
- Strengthen management and measurement tools to monitor the strategic plan and service strategy business plans
- Align policy and budget discussions to enhance Council decision-making

Excellence Journey

- Become the first municipality in Canada to receive Progressive Excellence Program (PEP) Level III Award
- Develop a process management framework and establish training for staff
- Implement citizen/client/customer focus framework and measurement tools

Increase opportunities to involve Peel Regional Police in Regional activities

- Request joint participation in 2003 United Way Campaign
- Invite to EMT meetings and corporate training events

E.3 Corporate Performance Measurement and Benchmarking (not applicable)

F. 2004 Financial Requirements Presentation

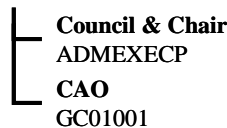
F.1 Current Budget Introductory Comments/Analysis

The Region continues to move toward a corporate-wide approach on strategic, political and administrative matters. The budget supports this direction, and provides for strategic initiatives, political issues management, including funds for Councillor newsletters and employee recognition.

The Executive Office, which includes the budgets for Council Administration, the Chair's Office and the CAO's Office, has increased primarily for annual salary/fringe increase, OMERS and Councillors' communication, e.g. newsletters. Councillor communication in the first year of a new term is a priority, and a budget has been established to support that priority.

F.2 Financial Structure Chart – Current Budget

EXECUTIVE & COUNCIL
EXECSECP



F.3 2004 Current Budget

1. Activity Analysis

Budgeted Net Cost	
2004	Change from 2003
Council and Chair	225,615
CAO	103,082
Net Program Cost	\$ 328,697

3.

Budgeted Net Cost/Unit	
2004	Change from 2003
5.53	0.53
4.74	0.18
\$ 10.27	\$ 0.71

2. Account Analysis

Budgeted Gross & Net Cost	
2004	Change from 2003
Goods & Services	64,025
Salaries & Wages	214,672
Capital Financing	-
Gross Program Cost	278,697
Fees, Charges & Other	(50,000)
Subsidies	-
Net Program Cost	\$ 328,697

Budgeted Units of Service	
2004	*Change from 2003
Brampton	6,000
Caledon	-
Mississauga	3,000
Total Households	9,000

* Due to a policy change, household forecasts previously forecast to the nearest hundred are now forecast to the nearest thousand.

4. Budget Variance Explanation

	Net Program Costs
	Change from 2003
<u>Council and Chair</u>	
Increase primarily due to expenses relating to the publication and distribution of councillor newsletters allowed by Regional policy and the full reinstatement of the OMERS pension contributions	225,615
<u>CAO</u>	
Increase primarily in salary costs due to annual salary and fringe increases	103,082
Net Program Cost Variance	\$ 328,697

HUMAN RESOURCES

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F.4 Capital Budget & Forecast Introductory Comments/Analysis and F.5 2004 Capital Budget & Forecast to 2013 Reports are not applicable.

A. Background

A.1 Preparing the Service Strategy Business Plan (SSBP)

The SSBP was created by a Facilitated Project Team. The members of the team included:

Commissioner of People, Information and Technology (PIT)
Human Resources (HR) Managers
Four HR staff members

A.2 Key Contacts

Laura Nashman, Commissioner, PIT
905-791-7800, ext. 4201
nashmanl@region.peel.on.ca

Brenda Pelletier, Manager, Business and Administration
905-791-7800, ext. 4737
pelletierb@region.peel.on.ca

A.3 Additional Information

This is the second SSBP for HR developed under the direction of the PIT Commissioner.

B. Description of Current Services

B.1 Program Location Map

HR is located primarily on the 1st floor of 10 Peel Centre Drive in Brampton. However, some staff are located with client departments or divisions and the Learning and Development Centre and staff are located at 150 Central Park Drive in Brampton.

B.2 Profile of Current Services

Employment Program Development & Maintenance

A core business of HR is the development and maintenance of corporate employment programs which include, but are not limited to recruitment, selection, compensation, corporate orientation, performance management, corporate learning and staff development, leadership development, health & safety, wellness and succession management.

Advice, Guidance and Consultation

The division provides advice and guidance, coaching and consulting on all aspects of the employment relationship and on all workplace and employment policies and programs to managers and staff.

Workplace and Employment Related Policies and Processes

HR supports the development of various workplace and employment related policies and accompanying processes. These workplace and employment policies and procedures establish the parameters of the employer-employee relationship throughout the organization.

Learning and Development

To ensure a highly qualified, talented and committed workforce, HR provides corporate learning and development programs and opportunities, to support the needs of the corporation, its management and its employees.

Labour Relations

HR provides leadership, advice and guidance for collective bargaining, contract interpretation and administration, and the complaint and grievance process. One half of our workforce is organized among nine different bargaining units represented by four unions. Eighty-seven per cent of Peel's unionized workforce is represented by the Canadian Union of Public Employees (CUPE).

Employee Information Management

HR develops and administers the HR Management System (HRMS) and the corporate employee files. The information in HRMS and in the employee files provides for accurate and timely reporting on employee data which is used for decision making at all levels of the organization.

B.3 Description of Clients/Customers

Regional Departments

In addition to PIT, there are eight Regional departments: Corporate Services, Executive Office, Finance, Health, Housing and Property, Planning, Public Works and Social Services.

Regional Employees

The Region of Peel’s diverse workforce has approximately 2,895 employees who deliver programs and services to over one million Peel citizens.

Retirees

HR provides benefit administration for former employees eligible for early retirement/post retirement benefits.

Peel Regional Police, Town of Caledon, Credit Valley Conservation Authority

HR provides services as requested to these organizations.

B.4 Description of Suppliers, Partners and Stakeholders

Suppliers

- Professional services ranging from; insurance and benefits providers, HR consulting, physiotherapy providers, legal and arbitration, employee development
- Training providers
- Products including HRMS software

Partners

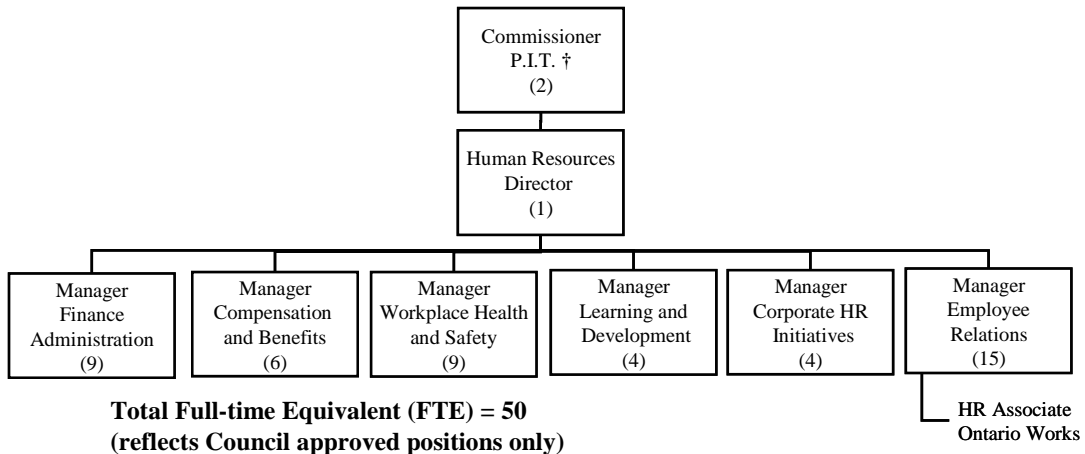
- Health department, to promote a healthy workplace and lifestyle
- Peel Regional Police, to leverage our investment in HRMS
- Finance department, for HRMS data entry, HRMS initiatives, benefit administration, administer funding for Workplace Safety and Insurance Board (WSIB), employee benefits, tuition reimbursement administration, and risk management
- Information Technology (IT) Services, as part of the department in “making the workplace better”, and IT/HRMS initiatives

Stakeholders

- Regional Council approves collective agreements and compensation changes
- Ministry of Labour, if a workplace accident occurs or a health and safety complaint is reported
- WSIB, liaise with the board, file all applicable documentation, manage modified work programs and provide claims management

B.5 Overall Organization Structure and Staffing

Human Resources Division



Note:

All positions listed have supervisory responsibilities.

() Denotes all FTE in the group including the boxed position.

† Also serves Information Technology Services.

B.6 Significant Recent Activities/Initiatives

- Designed new job evaluation system and compensation system for non-bargaining positions, as well as the Ontario Works and Public Works bargaining positions
- Designed, developed and implemented corporate employee orientation package
- Produced the inaugural HR Annual Report “*Managing Wellness*”
- Enhanced profile of “*Wellness at Peel*” with new programming aimed at cardiovascular health and mental illness as top wellness priorities for staff. Programs and activities heightened awareness.
- Played a significant role in Region achieving the award “Work and Well Being” for the promotion of mental health in the workplace from the Canadian Mental Health Association
- Established an e-recruitment solution for Peel by contracting to provide online recruitment and selection
- The “*I Can Manage*” e-newsletter enhanced communications with managers and among the management group and won the “Dalton Pen Award”, given by a major American publishing company
- Completed first phase of Electronic Information Management (EIM) Project/HR Digitization which included Livelink configuration, inventory of HR forms and their properties for scanning, reviewed and revised the retention schedules
- Developed the talent management framework, an innovative and creative approach to the redevelopment of all major HR programs

C. Trends and Issues

C.1 Emerging Trends

-
- HR issues prominent among business leaders
- Decreasing labour market growth
- Technology replacing manual labour
- New skills required to meet technical advances and workplace innovations
- Employee satisfaction becoming increasingly important
- Employee wellness becoming increasingly important
- Employees expect more than one employer/career
- Trend to 24/7 service
- Trend for telecommuting
- Trend for purchase of service arrangements
- Governments are recognizing the need to be an employer of choice
- Human rights code restrictions regarding age are changing
- Increased emphasis on importance of the role of the manager

C.2 Key Strategic Issues

-
- Supporting the Region's desire to be an employer of choice, empowering staff/accountability
- Ensuring a clear and consistent understanding of role of HR at the Region
- Becoming strategic partners with clients
- Understanding and meeting the needs of clients
- Demonstrating the value of HR programs and services
- Building the skills capacity within the division
- Developing a collective corporate understanding of the importance of the role of the manager to build skills capacity of managers
- Developing a process to manage workload
- Securing organization wide commitment and support for HRMS

D. Mandate, Objectives and Actions

D.1 Mandate and Objectives

Mandate:

HR will create a people-focused work environment through strategic partnerships, expert advice and client-focused human-resource solutions.

Objectives:

1. To strengthen the skills and abilities of HR staff and support their needs
2. To demonstrate the value of HR programs and services
3. To enhance HR programs and services with a focus on client needs
4. To support development and career advancement for all staff
5. To support the Region's commitment to a healthy workplace
6. To ensure effective use of HRMS as the primary system for employee information

D.2 Objectives and Actions

- 1. To strengthen the skills and abilities of HR staff and support their needs**
 - 1.1 Create a continuous learning environment for HR staff
 - 1.2 Build capacity of the HR team
 - 1.3 Develop workload management strategy
 - 1.4 Recognize and reward staff performance
 - 1.5 Enhance communications within the division
- 2. To demonstrate the value of HR programs and services**
 - 2.1 Create communication plans for all HR programs
 - 2.2 Communicate the roles and functions of key client driven HR positions
 - 2.3 Seek partnership opportunities internally and externally
 - 2.4 Initiate regular communication with clients
 - 2.5 Define our service offerings

- 3. To enhance HR programs and services with a focus on client needs**
 - 3.1 Establish a solid understanding of client needs
 - 3.2 Revise the current performance management plan
 - 3.3 Revise and create job evaluation and pay systems
 - 3.4 Further develop and implement the HR planning model/process
 - 3.5 Enhance HR programs incorporating the Employee Satisfaction Improvement Team (ESIT) recommendations
 - 3.6 Review and revise benefit programs
 - 3.7 Digitization of employee files housed in HR EIM

- 4. To support development and career advancement for all staff**
 - 4.1 Further develop the talent management framework
 - 4.2 Rebuild the corporate learning and development program
 - 4.3 Create and implement non-traditional learning and development programs
 - 4.4 Develop and implement the succession management model/process

- 5. To support the Region's commitment to a healthy workplace**
 - 5.1 Enhance the healthy workplace program including *Wellness at Peel*
 - 5.2 Develop a framework to assist with workload management
 - 5.3 Improve the Region's Employee Assistance Program (EAP)
 - 5.4 Enhance the Region's occupational health and safety programs
 - 5.5 Develop a comprehensive corporate disability management program

- 6. To ensure effective use of HRMS as the primary system for employee information**
 - 6.1 Re-engineer people management administrative processes
 - 6.2 Build the HRMS system to support all core HR programs
 - 6.3 Enhance the accessibility of HRMS for all managers and staff
 - 6.4 Develop a communication strategy to enhance awareness and encourage use of HRMS

D.3 Strategic Plan Connection

The objectives and actions in the HR SSBP are consistent with, and support, the following Goals in the Region of Peel's strategic plan, *Directions for Success: Investing in Peel's Future*.

Goal 1: Improve the community's health, social well being and safety

Goal 4: Contribute to a vibrant and diverse regional economy

Goal 5: Be a leader in the provision and co-ordination of Regional services

D.4 Service Principles (optional)

- Treat all Regional employees consistently and equitably
- Keep employee information confidential
- Understand our clients' business, contribute to and care about their success
- Give people-focused, impartial and expert information, advice and guidance
- Enhance the capacity of management and staff to make informed workplace decisions
- Recognize the broader corporate impacts on the organization when providing our services
- Be committed to having a healthy workplace with motivated and healthy Regional employees

E. *Monitoring and Measuring the Service Strategy Business Plan*

E.1 Objectives and Outcomes

- 1. To strengthen the skills and abilities of HR staff and support their needs**
 - Highly skilled, innovative and adaptable HR staff
 - Meeting current and future HR needs of the organization
 - Highly engaged and committed HR staff
 - Knowledge transfer and information sharing among HR staff
 - HR staff feel valued

- 2. To demonstrate the value of HR programs and services**
 - Strategic partners with our clients
 - Involved in business planning
 - Increased recognition of HR abilities
 - Clear and common understanding of HR role in the organization
 - Recognized as a high performing HR organization
 - Recognized for HR best practices

- 3. To enhance HR programs and services with a focus on client needs**
 - Satisfied clients, positive reports and feedback
 - Committed, engaged and satisfied employees
 - Strategically connected with our clients
 - Involved in business planning of our clients
 - A leader in HR best practices
 - Efficient user friendly HR programs
 - Attract, retain, and reward top quality employees/employer of choice

- 4. To support Regional staff development and career advancement**
 - Attract, retain, develop and reward top quality employees/employer of choice
 - Internal promotion and movement
 - Broader talent pool, capable to meet current/future staffing needs
 - Committed, engaged and satisfied employees
 - Highly skilled, adaptable and flexible workforce
 - Supportive environment enabling employees to reach potential

5. To support the Region's commitment to a healthy workplace

- Physically safe environment
- Mentally and socially supportive environment
- Wellness culture
- Recognized as an employee focused organization
- Increased employee productivity
- Physically, emotionally and socially healthy employees
- Well balanced (work/life) employees
- Business decisions include impact on the wellness of staff

6. To ensure effective use of HRMS as the primary system for employee information

- Managers directly manage employee data
- Information based decision-making processes
- Readily accessible, accurate workforce data
- Data and process management efficiencies
- Demonstrated return on investment in HRMS
- Support from managers as the system of choice for employee information
- Increased use and functionality of HRMS

E.2 Performance Targets (not applicable)

E.3 Corporate Performance Measurement and Benchmarking

1. **Program Efficiency** (not applicable)
2. **Community Impact** (not applicable)
3. **Date** (not applicable)
4. **Customer Service** (not applicable)
5. **External Benchmarking**

HR participates in an annual benchmarking survey to help to ensure efficiencies. The results for the most recent survey representing 2002 results are shown below.

Benchmark Description	2003 Region of Peel Benchmark Indicator Value	2003 External Benchmark Indicator Value Average (Municipal Sector =14)	2002 Region of Peel Benchmark Indicator Value	2002 External Benchmark Indicator Value Average (Municipal Sector =11)
Turnover Rate	18.5%	17.6%	16.8%	13.6%
# First Step Grievances received divided by average # Union Employee	7.28%	4.67%	6.62%	3.39%
# Final Step Grievances received divided by average # Union Employees	2.26%	2.03%	4.54%	1.98%
Workers Compensation Lost Time Incidents divided by the average employee count	3.26%	4.30%	3.70%	4.32%
Modified Work Accommodation divided by average employee count	3.4%	2.8%	7.5%	3.4%
Workers Compensation Lost Work Hours per eligible employee	6.91	8.25	6.99	7.80
Training Expenditures for courses offered by HR divided by employee count	\$567	\$617	\$604	\$414

HR FTE Indicator (# of employees to full-time HR person)	72.3	99.2	88.1	111.8
HR Expense Indicator (HR Administration exp. as a % of operating expense)	0.5%	0.8%	0.5%	0.7%

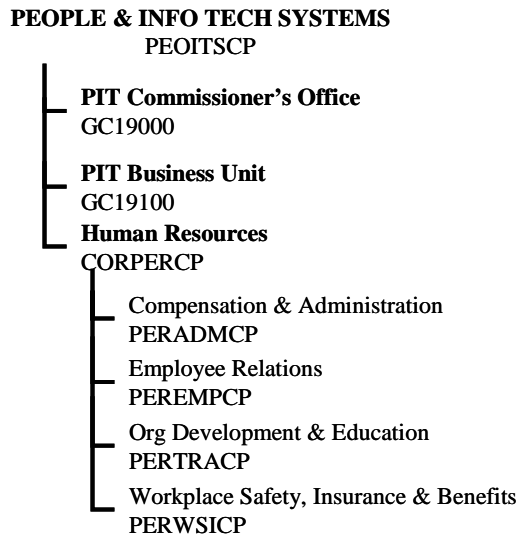
F. 2004 Financial Requirements Presentation

F.1 Current Budget Introductory Comments/Analysis

People Information and Technology (PIT) was formed in 2003. This new department brings together HR and Information and Technology (IT). For the purpose of the 2004 budget HR includes HR and the Office of the PIT Commissioner. A separate budget was prepared for the IT 2004 budget.

In HR the gross expenditure for 2004 is anticipated to be \$6,496,700. This is an increase of 24.4 per cent over last year's HR budget of \$5,221,676, and is mostly due to increases in salaries, Ontario Municipal Employees Retirement System (OMERS) and the addition of the Office of the PIT Commissioner. This increase however is offset by an increase in recoveries resulting in an overall decrease in the net expenditures of \$19,309.

F.2 Financial Structure Chart – Current Budget



F.3 2004 Current Budget

1. Activity Analysis

	Budgeted Net Cost	
	2004	Change from 2003
Human Resources	1,024,399	(19,309)
Net Program Cost	<u>\$ 1,024,399</u>	<u>\$ (19,309)</u>

3.

	Budgeted Net Cost/Unit	
	2004	Change from 2003
	3.01	(0.14)
	<u>\$ 3.01</u>	<u>\$ (0.14)</u>

2. Account Analysis

	Budgeted Gross & Net Cost	
	2004	Change from 2003
Goods & Services	2,837,780	704,826
Salaries & Wages	3,658,920	570,198
Capital Financing	-	-
Gross Program Cost	6,496,700	1,275,024
Fees, Charges & Other	5,472,301	1,294,333
Net Program Cost	<u>\$ 1,024,399</u>	<u>\$ (19,309)</u>

	Budgeted Units of Service	
	2004	*Change from 2003
Brampton	115,000	6,000
Caledon	17,000	-
Mississauga	208,000	3,000
Total Households	<u>340,000</u>	<u>9,000</u>

* Due to a policy change, household forecasts previously forecast to the nearest hundred are now forecast to the nearest thousand.

4. Budget Variance Explanation

	Net Program Costs Change from 2003
Increase in recoveries for HR services due primarily to staffing increases for new Long Term Care facilities, and departmental administrative support	(708,825)
Net increase in salary costs for increased staffing, merit and benefit costs due to OMERS	570,198
Increase in Goods and Services due to e-recruitment solution, software maintenance fees, Communications support and departmental administrative costs	119,318
Net Program Cost Variance	<u>\$ (19,309)</u>

INFORMATION TECHNOLOGY

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A. Background

A.1 Preparing the Service Strategy Business Plan (SSBP)

The work on the SSBP was undertaken under the direction of the Information Technology (IT) Management Team including:

Director of IT
Manager Technology Infrastructure
Manager Technology Service Centre
Manager Business Solutions - Direct Service Programs
Manager Business Solutions - Internal Service Programs

The work began in April and involved six workshops of managers and supervisors, one all staff meeting in June, a one-day excellence assessment and three managers' meetings. All supervisory and management staff were involved in the development of the SSBP.

A.2 Key Contacts

Roy Wiseman, Director of IT
905-791-7800, ext. 4512
wisemanr@region.peel.on.ca

A.3 Additional Information

This SSBP is built on earlier business plans developed by the division in 2002 and 1998.

B. Description of Current Services

B.1 Program Location Map

Programs are located at 10 Peel Center Drive in Brampton.

B.2 Profile of Current Services

Information and technology planning

Preparing and maintaining corporate and departmental technology plans, Technology Infrastructure Plan and Corporate and Application Architecture.

Information and technology solutions delivery

Researching, evaluating, recommending, implementing and supporting technology solutions to address corporate or client business needs.

Information and technology support

“One call” service for receiving and resolving technology support requests, providing advice and “how to” support or on-site training, ordering and installing new technology, and developing technology usage policies, procedures and standards.

B.3 Description of Clients/Customers

Corporate IT

IT provides the Corporation with services related to the provision of technology services including information and application architecture, capacity, security and disaster recovery planning.

Regional Employees IT

IT integrates all technology (i.e. computers, telephones, copiers, fax, cellular, hand-helds) used by employees and provides services related to ordering, using and supporting these technologies.

Regional Departments IT

IT works with all Regional departments and assists in developing annual work plans and service level agreements for the technology services provided.

Public IT

IT will become involved in partnership with other Regional programs in the implementation and support of E-Government services.

B.4 Description of Suppliers, Partners and Stakeholders

Suppliers

- Software manufacturers and vendors
- Server hardware manufacturers
- Other data centre equipment manufacturers
- Desktop/notebook computer and peripherals manufacturers
- Telecommunications equipment manufacturers
- Telephone equipment and service
- Cellular and wireless equipment and service
- Computer and communications equipment resellers
- Public Sector Network (PSN) construction and maintenance
- Geographic Information Systems (GIS) data and services
- Photocopy equipment suppliers
- Computer consultants and contractors

Partners

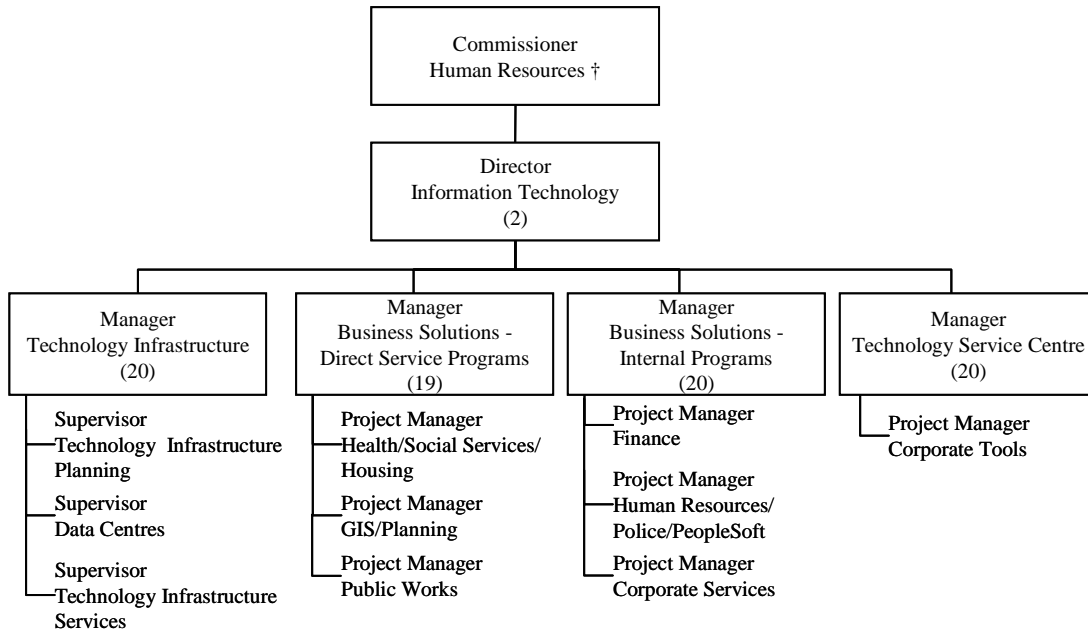
- Peel area municipalities
- Other regions and municipalities
- Province of Ontario, various ministries
- Hydro utilities
- Telecommunications carriers
- Railways
- Peel Regional Police
- Region departments/divisions including Property and Facilities Asset Management, Human Resources (HR) and Purchasing

Stakeholders

- PSN partners and subscribers

B.5 Overall Organization Structure and Staffing

Information Technology



Total Full-time Equivalent (FTE) = 81.0
(reflects Council approved positions only)

Note:

All positions listed have supervisory responsibilities.

() Denotes all FTE in the group including the boxed position.

† Also serves Human Resources. FTE for this section is reflected in Human Resources.

B.6 Significant Recent Activities/Initiatives

- Integrated IT into new People, Information and Technology (PIT)
- Strengthened Technology Service Centre organization and service delivery
- Obtained IT Service Management certification for all IT managers and supervisors
- Received Executive Management Team (EMT) approval for Chief Information Officer (CIO) role
- Significantly enhanced corporate technology capacity, performance, security, continuity and recovery
- Implemented enhanced work from home technology
- Implemented Regional Emergency Operations Centre and Peel Inquiry Centre to address Severe Acute Respiratory Syndrome (SARS)
- Provided technology for new Cawthra Homeless Shelter in record time (recognized in Together We're Better Awards Program)
- Upgraded to current technology (PeopleSoft, Oracle, Powerbuilder, Windows 2000 server, Windows XP desktop)
- Developed technology strategy for Health
- Re-integrated Peel Living into Regional standard technology
- Implemented E-Government capability for credit card payment and e-registration
- Received Showcase Ontario and Open Text LiveLinkUp Awards for Electronic Information Management (EIM)
- Expanded PSN to include 166 connected sites for 10 public sector organizations, including Town of Caledon as new PSN Partner - meaning all Peel area municipalities are now partners

C. Trends and Issues

C.1 Emerging Trends

- Renewed trend towards outsourcing technology services
- Greater scrutiny for information and technology procurement and supplier relationships
- Professional standards IT Infrastructure Library (ITIL) adoption by leading organizations for IT Service Management
- Need to capture process and knowledge as large portion of the workforce approaches retirement
- Sharing more information or applications with other municipalities, agencies or levels of government
- Increased involvement with community partners
- Increased dependence on technology in work environment, including expectation for expanded hours (up to 24/7) for technology availability and support
- Need for very high technology availability and rapid recovery from major failures
- Cultural diversity (many languages)
- Possibility of changes to retirement age policies/practices
- Increasing interest in employees being able to work from home
- Move toward virtual employees/offices
- Need for more and better technology training
- Increasing importance and value of GIS
- Increased emphasis on corporate information, applications, and governance of IT initiatives
- Increased emphasis on sound business cases for IT initiatives
- Technology projects increasingly interdisciplinary and led by client project managers
- Shorter technology life cycles
- Technology solutions are increasingly interdependent and complex
- Increasing importance of wireless technology to support a mobile workforce
- Growing client base, with potential to double as technology provided to non-office staff
- Access to and use of regional information and technology directly by the public
- Public interest in “one window” service access within and across jurisdictions (i.e. call centre integration, Seniors Portal)
- Increased importance of security and privacy

C.2 Key Strategic Issues

- Successfully integrating IT into PIT
- Implementing the CIO mandate and role
- Adopting IT Service Management into working environment
- Attracting and retaining top quality staff
- Understanding and addressing client expectations and business needs
- Managing and addressing client expectations for high service availability
- Becoming more proactive and strategic
- Developing new approaches for recommending and approving IT plans and priorities
- Improving processes for IT Project Management, including business case development and review
- Implementing talent management and succession planning for IT management and staff
- Improving access to regional technology for all Regional staff and from all Regional locations
- Implementing knowledge management

D. Mandate, Objectives and Actions

D.1 Mandate and Objectives

Mandate:

The IT will plan, deliver and support innovative, integrated, customer focused information and technology services.

Objectives:

1. To provide Regional direction for corporate information and technology.
2. To partner with clients to address their business technology needs.
3. To maintain a leadership position in technology.
4. To practice Service Excellence.
5. To strengthen the IT Team.

D.2 Objectives and Actions

1. **To provide Regional direction for corporate information and technology.**
 - 1.1 Define and establish corporate CIO role
 - 1.2 Develop and communicate a corporate information and technology vision and plan
 - 1.3 Develop ongoing information and technology planning capabilities
 - 1.4 Establish role of IT in data and information management
 - 1.5 Provide leadership to ensure success of corporate technology initiatives
 - 1.6 Update, expand and communicate corporate information and technology user standards and policies
2. **To partner with clients to address their business technology needs.**
 - 2.1 Develop a customer service strategy
 - 2.2 Improve understanding of Regional businesses and potential technologies
 - 2.3 Identify opportunities for cost effective application of existing or new technologies in client businesses
 - 2.4 Coach departments in the implementation of their technology
 - 2.5 Provide opportunities for expanding technology awareness

- 3. To maintain a leadership position in technology.**
 - 3.1 Invest in technology infrastructure to support future needs
 - 3.2 Research and adopt new technologies
 - 3.3 Research and implement best practices for application development and information management
 - 3.4 Strengthen relationships with other municipalities, government agencies and the private sector
 - 3.5 Recognize and promote technology excellence

- 4. To practice service excellence.**
 - 4.1 Adopt proven methodologies for information and technology service management
 - 4.2 Enhance technology security, continuity and recovery
 - 4.3 Implement performance measurement and reporting for all services
 - 4.4 Prepare service strategies/business plans for units in IT
 - 4.5 Implement a consistent project management methodology within IT
 - 4.6 Enhance information and technology asset management
 - 4.7 Identify and implement cost savings opportunities

- 5. To strengthen the IT Team.**
 - 5.1 Identify and document key IT business processes
 - 5.2 Broaden participation in the management of the division
 - 5.3 Improve IT internal communications and information sharing
 - 5.4 Review the division's planning and delivery of services
 - 5.5 Attract, develop and retain top IT professionals

D.3 Strategic Plan Connection

The objectives and actions in the IT SSBP are consistent with, and support, the following Goals in the Region of Peel's strategic plan, *Directions for Success: Investing in Peel's Future*.

- Goal 1:** Improve the community's health, social well-being and safety
- Goal 2:** Assess and manage all aspects of growth that affect Peel
- Goal 4:** Contribute to a vibrant and diverse regional economy
- Goal 5:** Be a leader in the provision and co-ordination of Regional services

D.4 Service Principles (Optional)

In support of the Regional Values, IT has the following service principles:

- Value our ability to use technology to help clients deliver enhanced cost effective business services
- Committed to making IT services universally available
- Are responsible custodians of the technology infrastructure
- Recognize data as a key corporate resource which should be available to and shared by all Regional programs
- Committed to innovation and searching out new technology to meet future needs
- Committed to sound technology investments

E. *Monitoring and Measuring the Service Strategy Business Plan*

E.1 Objectives and Outcomes

- 1. To provide Regional direction for corporate information and technology**
 - The organization understands how technology will be used to advance corporate priorities
 - Agreement on corporate information and technology priorities
 - Corporate applications leveraged effectively across all departments
 - Recognized and respected set of consistent standards and policies
 - Data is treated as a corporate asset

- 2. To partner with clients to address their business technology needs**
 - Clients are using technology strategically
 - Clients are recognized for effective use of technology in their business
 - Clients respect and seek our advice on technology solutions
 - Clients see the value of the technology we provide

- 3. To maintain a leadership position in technology**
 - Sought out by other municipalities and organizations for advice
 - Winning awards, speaking at conferences, publishing articles
 - Attracting and retaining top quality candidates
 - Suppliers seeking to partner with us
 - Seen as making effective use of leading-edge technology

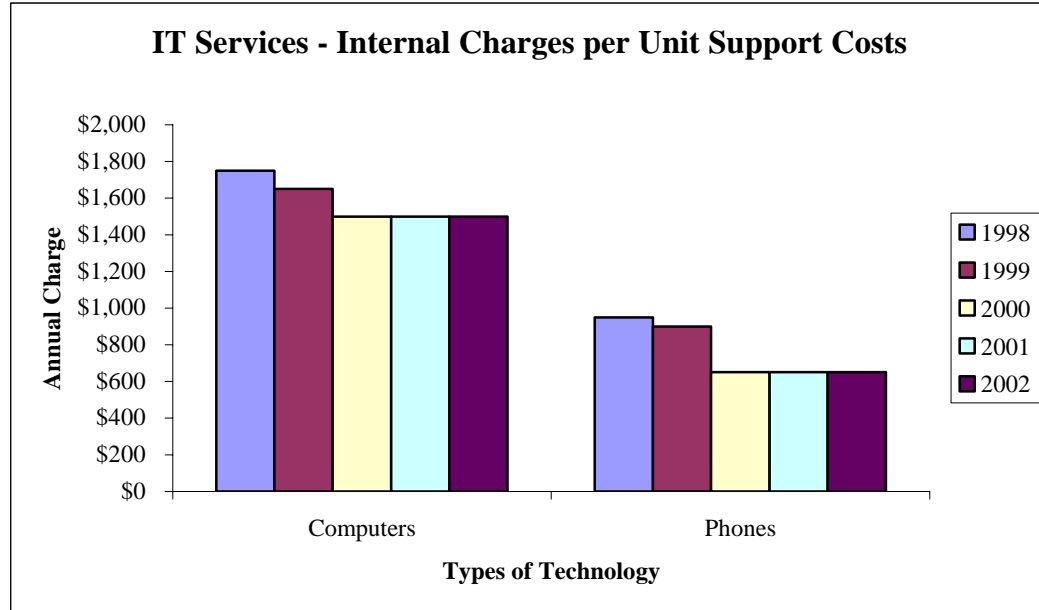
- 4. To practice service excellence**
 - Best practices in place and being followed (i.e. ITIL, Project Management Body of Knowledge (PMBOK))
 - Service level agreements in place and clearly understood by staff and clients
 - Demonstrated improvement of services
 - Confidence in the reliability and resilience of our technology and services

- 5. To strengthen the IT Team**
 - Appreciation and respect for each others' work
 - Common understanding and commitment to division and corporate priorities
 - Staff sought out for and participate in corporate initiatives
 - Qualified candidates ready to accept more responsible positions
 - Staff engaged in activities of the division and the Corporation

E.2 Performance Targets (not applicable)

E.3 Corporate Performance Measurement and Benchmarking

1. Program Efficiency



The region of Peel allocates support costs based on the type of technology used. IT has reduced its support costs by \$250 per computer and by \$300 per telephone since 1998. This has been reflected in lower recharges to technology users in all Regional departments.

Unit support costs for 2004 for both computers and phones have not changed from the 2001 level.

2. Community Impact (not applicable)

3. Date (not applicable)

4. Customer Service

Customer Service continues to be a major focus of IT. The division has adopted the following Customer Service Statement to guide its provisions of service to its (primarily) internal clients.

As a Team, IT is committed to providing total customer satisfaction, by helping our customers meet or exceed their business needs.”

Following an organizational review of Information Customer Service in 2000, IT has implemented a centralized Help Desk and Technology Support Team which provides IT clients with a single point of contact for all technology requests and the resolution of client issues.

5. External Benchmarking

The Region of Peel’s ratio of one IT Staff position for every 24.7 computer users places the Region in the middle of the selected regional and area municipalities (2001 date). A higher number implies more users per IT staff member and a correspondingly lower ability to provide quality information technology support.

F. 2004 Financial Requirements Presentation

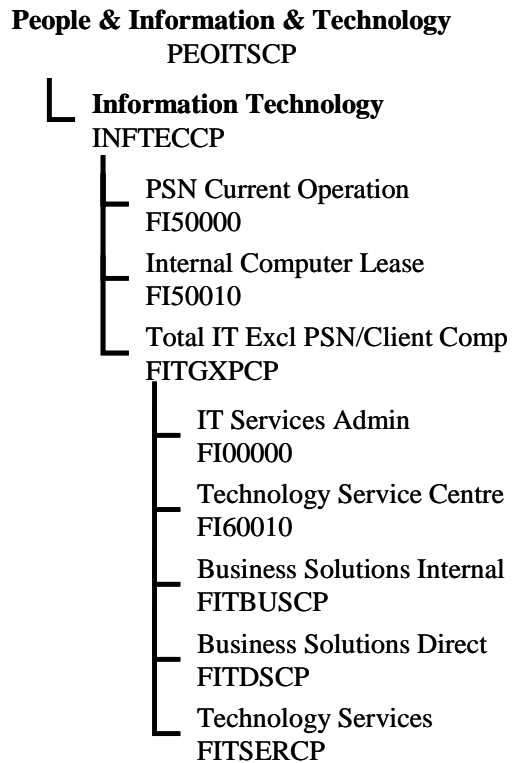
F.1 Current Budget Introductory Comments/Analysis

Gross expenditures for 2004 for IT are anticipated at \$15,986,908 compared to \$15,137,055 in 2003, an increase of \$849,853 or 5.6 per cent. After deducting for recoveries and chargebacks for application development and support, and for support of the desktop, network and telephone environment, net expenditures for 2004 are anticipated to come in at \$3,399,332 compared to \$3,751,319 in 2003, a decrease of \$351,987 or 9.4 per cent.

The Peel Living integration into the Regional network in July 2003 has resulted in the transfer of two Peel Living technology staff to IT. The combined effect of annual merit increases including an accelerated provision for Ontario Municipal Employee Retirement System (OMERS) contributions and the cost of additional resources have resulted in an overall increase in salaries of \$553,933 or 9.5 per cent. This increase has been offset to a large extent by additional recoveries being generated through IT support to a larger client community.

It should be noted that the net budget of \$3,399,332 is comprised mainly of contributions to the IT New Capital reserve (\$3,250,000) and the cost of providing corporate GIS support (\$446,000) partially offset by a one time savings of \$332,000 resulting from the extension of the PC replacement cycle from three years to four years. The IT New Capital Reserve funds various corporate IT initiatives such as Electronic Information Management, Network Enhancements and Deployment of Corporate Technology and Desktop Tools.

F.2 Financial Structure Chart – Current Budget



F.3 2004 Current Budget

1. Activity Analysis

	Budgeted Net Cost	
	2004	Change from 2003
Information Technology	3,399,332	(351,987)
Net Program Cost	<u>\$ 3,399,332</u>	<u>\$ (351,987)</u>

3.

	Budgeted Net Cost/Unit	
	2004	Change from 2003
	10.00	(1.33)
	<u>\$ 10.00</u>	<u>\$ (1.33)</u>

2. Account Analysis

	Budgeted Gross & Net Cost	
	2004	Change from 2003
Goods & Services	4,166,021	393,756
Salaries & Wages	6,375,577	553,933
Capital Financing	5,445,310	(97,836)
Gross Program Cost	15,986,908	849,853
Fees, Charges & Other	12,587,576	1,201,840
Net Program Cost	<u>\$ 3,399,332</u>	<u>\$ (351,987)</u>

	Budgeted Units of Service	
	2004	*Change from 2003
Brampton	115,000	6,000
Caledon	17,000	-
Mississauga	208,000	3,000
Total Households	<u>340,000</u>	<u>9,000</u>

* Due to a policy change, household forecasts previously forecast to the nearest hundred are now forecast to the nearest thousand.

4. Budget Variance Explanation

Net Program Costs

Change from
2003

Net increase in recoveries primarily for Computer and Network Infrastructure support and PC Internal lease due to an increase in the number of Regional computers and expansion of the telephony network environment (some \$300,000 is related to the Peel Living Integration)	(977,000)
Net increase in salary costs resulting from annual merit increases, including a catch-up for Ontario Municipal Employee Retirement System (OMERS) contribution and the transfer of two staff from Peel Living (the additional cost of \$124,000 for the Peel Living transfer is offset by the additional recoveries being generated from the Peel Living Integration)	553,933
Net decrease in contribution to Reserve for Regional PC purchases due to extension of the PC replacement cycle to four years	(97,836)
Increase in internal allocation for departmental administrative support, Human Resources support and dedicated purchasing support	190,000
Other operating costs	(21,084)
Net Program Cost Variance	<u>\$ (351,987)</u>

CORPORATE SERVICES

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For F.4 Capital Budget & Forecast Introductory Comments/Analysis and F.5 2004 Capital Budget & Forecast to 2013 Reports please refer to the Internal Support – Corporate Services section of the 2004 Capital Budget and 2005-2013 Capital Forecast document.

A. Background

A.1 Preparing the Service Strategy Business Plan (SSBP)

A cross-divisional Project Team (excluding Ambulance and Emergency Programs which developed a separate SSBP) was selected to develop the department's SSBP. The team included:

Commissioner of Corporate Services and Regional Solicitor
Director, Communication Services
Director, Legal Services
Deputy Clerk
Senior Financial Analyst, Commissioner's Office
Project and Financial Support Co-ordinator
Administrative Assistant to Commissioner of Corporate Services and Regional Solicitor

A.2 Key Contacts

R. Kent Gillespie, Commissioner of Corporate Services and Regional Solicitor
905-791-7800, ext. 4315
gillespie@Region.Peel.on.ca

A.3 Additional Information

This SSBP is the second departmental plan developed for Corporate Services.

B. *Description of Current Services*

B.1 Program Location Map

Programs are located at 10 Peel Centre Drive in Brampton.

B.2 Profile of Current Services

Governance

Corporate Services contributes to excellence in the governance of the Region by Regional Council through the provision of a Council and Committee Secretariat and by fulfilling the statutory duties of the Regional Clerk. Corporate Services provides professional advice regarding by-law and policy development and Council's relationships with related boards and agencies. Corporate Services advocates for Council positions both in legal proceedings and with the public at large through effective communications.

Administration

The administration of the Regional Corporation by its executive officers is enhanced by the provision of professional advice and services in connection with policy development, issues management and conflict resolution. Corporate Services also provides leadership and management of selected corporate change initiatives. Corporate Services provides and manages key internal and external corporate communications and represents corporate interests in legal proceedings.

Program Delivery

Corporate Services is a partner with all Regional programs in the delivery of programs and services. Corporate Services contributes a broad range of advice and services including legal, public relations, records management, print and copy, mail, courier and call centre, graphic design, internet and intranet development, media relations and event management.

B.3 Description of Clients/Customers

Regional Council and Committees

Regional Council is comprised of the Regional Chair and 21 Regional Councillors from the City of Mississauga, City of Brampton and the Town of Caledon. Committees are comprised of selected Regional Councillors and others approved by Council.

Regional Programs

Corporate Services provides support services to all of the programs offered through Regional departments and Peel Living.

The Regional Municipality of Peel Police Services Board

Corporate Services provides professional advice and support services to the Police Services Board and Peel Regional Police (PRP).

External Agencies

Corporate Services provides limited advice and support services to external public and non profit agencies.

General Public

Corporate Services acts as an official point of access for information and access to Regional Council and Corporate administration.

B.4 Description of Suppliers, Partners and Stakeholders

Suppliers

- Products, ranging from promotional items, print production, office equipment and supplies, and reference materials
- Support services, ranging from equipment maintenance, confidential shredding, communications and legal advice
- Direct services to clients such as communications and legal advice

Partners

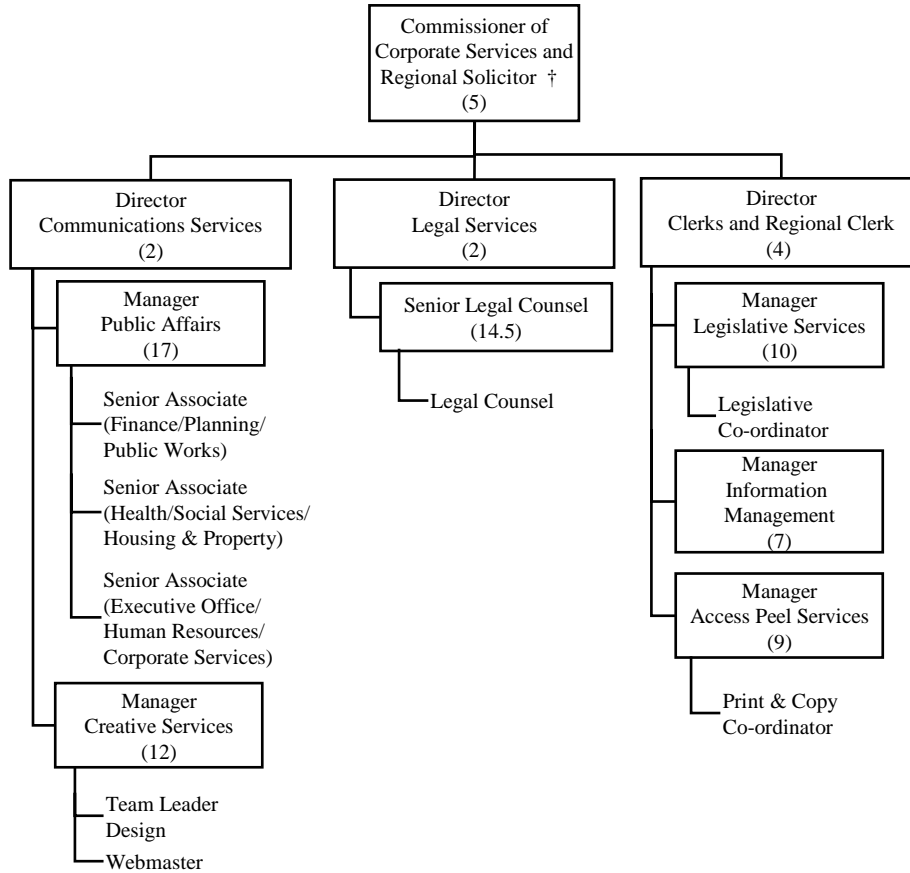
- Livelink Users Group
- Various levels of government
- Other Regional departments involved in collaborative service delivery endeavours

Stakeholders

- Regional Council
- Various levels of government
- Law Society of Upper Canada

B.5 Overall Organization Structure and Staffing

Corporate Services



Total Full-time Equivalent (FTE) = 82.5
(reflects Council approved positions only)

Note:

All positions listed have supervisory responsibilities

() Denotes all FTE in the group including the boxed position.

† Also serves Ambulance and Emergency Services

B.6 Significant Recent Activities/Initiatives

- Leading *Ontarians with Disabilities Act* implementation for the Region; establishment of Accessibility Advisory Committee (AAC) & Accessibility Plan Working Group (APWG) for production of Regional Accessibility Plan
- Provided support services during the Severe Acute Respiratory Syndrome (SARS) outbreak such as Legal Orders, Regional Emergency Operations Centre (REOC) and Public Inquiry Service (Call Centre)
- Received 2003 Canadian Public Relations Society “ACE” Awards for West Nile Virus Communication Strategy, Peel Water Festival, 1-2-3 That’s the Key, Clear Scents, School Health Profiler
- Received 2003 Gold Quill Award from International Association of Business Communicators (IABC) for “Well Worth It – a Public Health Campaign to Peel Businesses”
- Received 2003 IABC Ovation Award for Peel Children’s Water Festival
- Electronic Information Management (EIM) solutions have been initiated in six program areas throughout the corporation bringing greater efficiency and productivity as part of an ongoing project to implement EIM
- Developed and negotiated standard terms and conditions for the purpose of contract tendering which enjoy the support of the Ontario General Contractors Association (OGCA)
- Developed the legal documentation to govern South Peel water and wastewater treatment plant expansion projects having a value of approximately \$400 million

C. Trends and Issues

C.1 Emerging Trends

- Increase in and rapid development of technology tools to enhance service and maximize resources
- Complexity and demand for increasing quantity, quality and speed of services
- Increased demand for services to be delivered electronically
- Aging workforce/population
- Growing cultural diversity of population
- Growing public interest and involvement in the roles and responsibilities of government at all levels
- Less funding from government for services
- Quality of life issues in maturing communities
- Movement toward non-traditional employment relationships
- Fewer skilled/qualified workers
- Economic boom/economic upswing
- Increase in highly infectious diseases

C.2 Key Strategic Issues

- Position ourselves strategically within the Corporation focusing on corporate priorities
- Adequate planning for use of available outsourcing resources
- Obtaining adequate resources to meet the demands for services
- Understanding and managing client expectations and needs
- Cost sensitivity and the increasing need to prioritize among competing demands
- Culture shift in the way the organization is communicating
- Working within a political environment where governance and the role of the Region is an ongoing issue

D. Mandate, Objectives and Actions

D.1 Mandate and Objectives

Mandate:

Corporate Services will be dedicated to high quality, innovative, customer focused partnerships essential to the achievement of excellence in the Region's governance, administration and program delivery.

Objectives:

1. To position Corporate Services as integral to the success of client goals
2. To continue developing a highly skilled, inspired and well supported Corporate Services team
3. To partner with clients to achieve highest level of customer expectations
4. To be a leader in the creative and innovative delivery of services and contribution to corporate initiatives

D.2 Objectives and Actions

1. **To position Corporate Services as integral to the success of client goals**
 - 1.1 Review processes and services to properly align with client goals
 - 1.2 Develop a Corporate Services Strategic Communications and Outreach Plan that will include proactive communication/education/influence
 - 1.3 Develop a Business Continuity Plan for Corporate Services programs
2. **To continue developing a highly skilled, inspired and well supported Corporate Services team**
 - 2.1 Ensure that leadership attributes conform with Corporate Services culture and these attributes are applied consistently
 - 2.2 Utilize the results of the Building Employee Satisfaction Together (BEST) survey to develop an action plan for improvement
 - 2.3 Maintain a range of experience and skills throughout Corporate Services through continuing education
 - 2.4 Develop a strategically focused program for workload management to support our staff

- 3. To partner with clients to achieve highest level of customer expectations**
 - 3.1 Develop a customer relationship management strategy for Corporate Services
 - 3.2 Develop a common measurement tool that demonstrates the effectiveness of our services
 - 3.3 Develop with internal clients their annual internal communication strategies
 - 3.4 Anticipate and track emerging issues to ensure that proactive steps are taken in the client's interest
 - 3.5 Provide reputation/image management support to ensure that issues are tracked and proactive steps are taken where appropriate

- 4. To be a leader in the creative and innovative delivery of services and contribution to corporate initiatives**
 - 4.1 Sponsor the development of the corporate-wide framework to ensure a consistent and comprehensive approach to Citizen/Client/Customer service
 - 4.2 Encourage the implementation of effective technological solutions
 - 4.3 Develop a strategy for electronic access and delivery of Regional services
 - 4.4 Develop a strategy for involving citizens in issues affecting Peel Region

D.3 Strategic Plan Connection

The objectives and actions in the Corporate Services SSBP are consistent with, and support, the following Goals in the Region of Peel's strategic plan, *Directions for Success: Investing in Peel's Future*.

Goal 1: Improve the community's health, social well-being and safety

Goal 5: Be a leader in the provision and co-ordination of Regional services

D.4 Service Principles (Optional)

The Regional Values function as Corporate Services service principles.

E. *Monitoring and Measuring the Service Strategy Business Plan*

E.1 Objectives and Outcomes

- 1. To position Corporate Services as integral to the success of client goals**
 - Clients proactively seek staff input and/or involvement
 - Client resource planning (budgeting) completed in partnership with Corporate Services
 - Opportunities for recognition of programs and employees by Council, senior management and external organizations
 - Greater strategic influence in client program decision-making
 - Council awareness of the roles of Corporate Services

- 2. To continue developing a highly skilled, inspired and well supported Corporate Services team**
 - Confident, entrepreneurial and empowered staff, willing to take calculated risks and accept challenges
 - Staff participation in department and corporate activities
 - Staff ready and willing to accept growth opportunities
 - Staff are aware of how their work relates to corporate and departmental priorities
 - Staff articulate the benefits of strong leadership

- 3. To partner with clients to achieve highest level of customer expectations**
 - To be recognized as delivering excellent services
 - Positive working relationships with all clients
 - Perceived as partners in planning and execution of program objectives, and sharing of risks

- 4. To be a leader in the creative and innovative delivery of services and contribution to corporate initiatives**
 - EIM embraced by the corporation
 - Regularly sought out to develop the vision for, and lead corporate initiatives
 - Recognized and sought out by other organizations for best practices
 - Receiving awards
 - All staff recognize their role as leaders, catalysts and problem solvers
 - Regularly challenge status quo
 - Confident, entrepreneurial and empowered staff, willing to take calculated risks and accept challenges

E.2 Performance Targets

a) 2003

Communication Services

This service is provided to Regional programs on a cost recovery basis. Client program directors and managers determine a budget for the year based on hours of service needed to assist with all program communications needs. In 2003, 36,159 hours of service were estimated for the budget. Projections indicate that 37,073 hours will actually be used. Service hours represent the time during which Communication Services' staff are actively engaged in work for client departments.

Clerk's Division

The three programs in Clerk's keep statistics on the volume of their services used. In 2003 Access Peel Services responded to approximately 13,000 general inquiries and processed 7,500 water bill payments. The corporate call centre answered approximately 150,000 telephone calls. The mailroom processed approximately 400,000 pieces of Canada Post mail, while the Copy Centre produced almost 6,000,000 black & white copies. Information Management Services stored approximately 11,500 boxes and processed over 6,000 service requests (i.e. box/file retrieval and re-filing, box accessioning and box disposal). Approximately 55 *Municipal Freedom of Information and Protection of Privacy Act* requests were processed. Approximately 390 Corporate forms were analysed, designed, revised and enhanced to Portable Document Format (PDF). Approximately 56 Corporate policies were reviewed, created/revised and updated to the Corporate repository. There were about 48 Council and Committee meetings requiring 7,111 agendas, which produced 1,261 resolutions and 228 documents for execution.

Legal Services

Similar to Communication Services, billable hours are projected by Legal Services based on discussions with client departments. The service demands are not as predictable as for Communications but are notably increasing as programs undertake projects and services required to meet growing demands generally. In 2003, about 11,500 billable hours of service were projected. The average cost of services provided internally by Legal Services compares very favourably (at \$114 per hour including all overhead and support personnel who do not bill for service) with average hourly rates for externally provided services, which were \$200 per hour in 2003.

b) 2004

Communication Services

This service is provided to Regional programs on a cost recovery basis. Client program Directors and Managers determine a budget for the year based on hours of service needed to assist with all program communications needs. In 2004, 41,421 hours of service are estimated for the budget. Service hours represent the time during which Communication Services' staff are actively engaged in work for client departments.

Clerk's Division

In 2004, Access Peel Services will respond to approximately 13,000 general inquiries and process 8,000 water bill payments. The corporate call centre will answer approximately 155,000 telephone calls. The mailroom will process approximately 400,000 pieces of Canada Post mail, while the Copy Centre will produce almost 7,000,000 black & white copies. Information Management Services anticipates a box storage count of 12,000 and will process 6,000 service requests. Approximately 80 *Municipal Freedom of Information and Protection of Privacy Act* requests will be processed. Approximately 400 Corporate forms will be analysed, designed, revised and enhanced to PDF. Approximately 50 Corporate policies will be reviewed, created/revised and updated to the Corporate repository. There will be approximately 36 Council and Committee meetings requiring around 13,166 agendas, which should produce about 1,325 resolutions and 257 documents for execution.

Legal Services

Legal Services Performance Targets for billable hours in 2004 have been established based on a standard of 1,300 billable hours per lawyer with a resultant cumulative target for the division of 10,530 hours. An additional 4,000 non-billable hours of administrative and other non-billable services are projected based on 2002 performance levels.

E.3 Corporate Performance Measurement and Benchmarking

1. Program Efficiency

These measures will vary by program. In some cases the measure is cost per service hour. In others, the efficiency is measured by productivity gains and cost avoidance. As a roll up measure these costs might be compared to various business costs and overhead. A cost as a percentage of all program budgets, both current and capital, may be determined.

Customer surveys are conducted on all Corporate Services' programs. The responses show a high degree of client and customer satisfaction.

Communication Services

A total of 59 surveys were returned to Communication Services via our on-line survey.

The following are the results.

	Excellent to Very Good	Good	Fair to Poor
Level of Service	88%	8%	4%
Quality of Service	76%	21%	3%
Product Quality	67%	29%	4%
Product Satisfaction	76%	22%	2%

Clerk's

In Clerk's, surveys for each of the services provided have been undertaken. The following is a sampling of the latest statistics and comments:

Access Peel Services

In 2002, survey results indicated that 91 per cent of respondents rated their overall satisfaction with the Mailroom service as good to very good.

In 2002, survey results indicated that 96 per cent of respondents were very satisfied with the Print and Copy Centre. Services utilized by survey clients included black and white copying (96 per cent) and colour copying (60 per cent).

Legislative Services

Legislative Services surveys subscribers of the *Decisions* newsletter once each year. In 2001, 74 per cent of respondents thought the overall design and layout was good, and 84 per cent found the document easy to read. The transition of this newsletter to

digital format and distribution has also been very well received, resulting in a 41 per cent increase in electronic circulation and a 22 per cent reduction in hardcopy distribution.

Information Management Services

Semi-annually (April and November), Information Management Services conducts a training session on MFIPPA; course evaluations are submitted by the participants. Overall comments include 100 per cent rating of Good – Excellent. An additional survey was completed in 2002 for the Business Forms program.

Legal Services

Client surveys in the Legal Services area show the highest level of satisfaction with the quality and timeliness of service and are virtually 100 per cent positive.

2. Community Impact

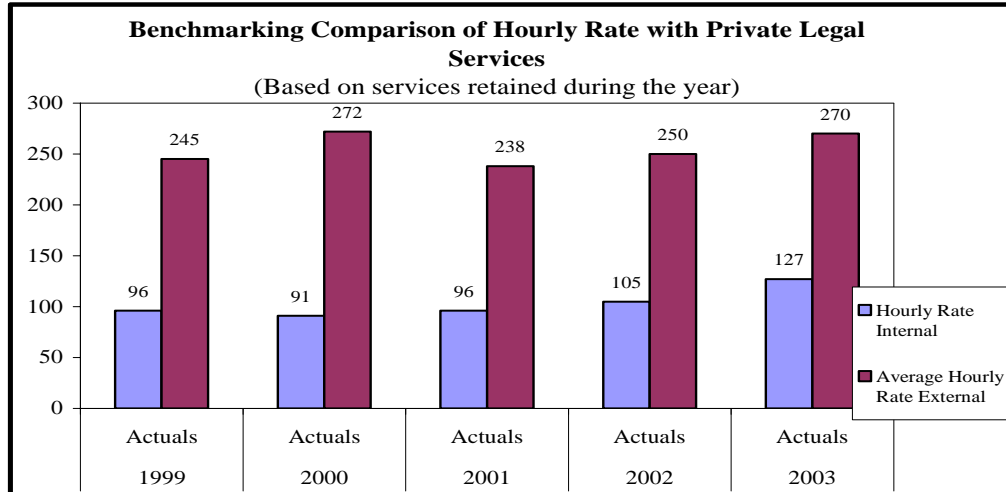
As a support service, the level of service is determined by the operational needs of other programs and by Regional Council. There is no external community impact indicator.

3. Data (not applicable)

4. Customer Service

In this regard the effectiveness measures largely indicate a high degree of customer satisfaction.

5. External Benchmarking



F. 2004 Financial Requirements Presentation

F.1 Current Budget Introductory Comments/Analysis

The 2004 net budget for Corporate Services reflects little change from 2003. Land Division responsibilities were transferred to Caledon in June 2003. Due to new legislation – *Ontarians with Disabilities Act 2001*, a new regional program - Accessibility Planning was established in 2003. Corporate Services staff is continuing to manage limited resources to deal with support service demands and these demands continue to grow as client programs face increasing support needs. Additional funds are being requested for external resources to meet the excess service demand over available resources this year.

F.2 Financial Structure Chart – Current Budget

**CORPORATE SERVICES
CORPADCP**

		Corporate Services Administration GC00000
		Legal Services GC02001
		Accessibility Planning GC11103
		Regional Clerk and Legislative Services GC11101
		Access Peel Services CORMISCP
		Communication Services COMSERCP
		Information Management Services GC11102
		Council Facilities GE00002

F.3 2004 Current Budget

1. Activity Analysis	Budgeted Net Cost		3.	Budgeted Net Cost/Unit	
	2004	Change from 2003		2004	Change from 2003
Corp. Serv. Admin.	295,191	10,815		0.87	0.01
Communication Services	114,049	(5,951)		0.34	(0.02)
Access Peel Services	434,020	45,533		1.28	0.11
Region Clerk/Legislative Serv.	1,000,423	85,833		2.94	0.18
Accessibility Planning	109,879	109,879		0.32	0.32
Council Facilities	214,524	8,396		0.63	0.01
Legal Services	102,383	(20,384)		0.30	(0.07)
Corporate Records	247,219	25,719		0.73	0.06
Net Program Cost	<u>\$ 2,517,688</u>	<u>\$ 259,840</u>		<u>\$ 7.41</u>	<u>\$ 0.60</u>

2. Account Analysis	Budgeted Gross & Net Cost		Budgeted Units of Service		
	2004	Change from 2003	2004	*Change from 2003	
Goods & Services	3,062,693	860,693	Brampton	115,000	6,000
Salaries & Wages	5,489,158	633,273	Caledon	17,000	-
Capital Financing	13,375	(37,500)	Mississauga	208,000	3,000
Gross Program Cost	8,565,226	1,456,466	Total Households	<u>340,000</u>	<u>9,000</u>
Fees, Charges & Other	6,047,538	1,196,626			
Net Program Cost	<u>\$ 2,517,688</u>	<u>\$ 259,840</u>			

* Due to a policy change, household forecasts previously forecast to the nearest hundred are now forecast to the nearest thousand.

4. Budget Variance Explanation

	<u>Net Program Costs</u> <u>Change from</u> <u>2003</u>
<u>Corporate Services Admin</u> The variance primarily reflects an increase in internal charges	\$ 10,815
<u>Communication Services</u> The variance is due to increased revenue from programs	(5,951)
<u>Access Peel Services</u> This variance is due primarily to the increase in fringe benefits	45,533
<u>Regional Clerk/Legislative Services</u> This variance is due primarily to the increase in fringe benefits and loss of revenue from transfer of Land Division to Caledon June 2, 2003	85,833
<u>Accessibility Planning</u> Variance primarily due to the cost of the new Accessibility Planning Program in order to comply with the <i>Ontarians with Disabilities Act, 2001</i> and fringe benefit increases. (OMERS)	109,879
<u>Council Facilities</u> Additional audio visual support for the Council Chambers	8,396
<u>Legal Services</u> Variance is due to anticipated increase in revenue from programs and capital projects	(20,384)
<u>Information Mgmt. Services</u> This variance is due primarily to the increase in fringe benefits	25,719
Net Program Cost Variance	\$ 259,840

FINANCE

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A. Background

A.1 Preparing the Service Strategy Business Plan (SSBP)

The work on the SSBP was prepared by a project team comprised of the Treasurer and Commissioner of Finance, Director Financial Services, Director Internal Audit, Director Corporate Finance, Manager Business Planning, Manager Financial Systems Co-ordination, Manager Accounts Receivable, Manager Internal Audit and the Supervisor of Business Planning Projects.

A facilitated working group comprised of the SSBP Project Team, and all Finance supervisory staff met at key stages to provide input.

A.2 Key Contacts

Dan Labrecque, Treasurer and Commissioner of Finance
905-791-7800, ext. 4258
labrecqued@region.peel.on.ca

A.3 Additional Information

This was the first departmental SSBP for Finance and throughout the process, staff was conscious of the value of understanding the work in all four divisions – Corporate Finance, Financial Services, Corporate Energy Management and Internal Audit.

B. Description of Current Services

B.1 Program Location Map

Finance staff are located primarily in 10 Peel Centre Drive in Brampton. Meter Operations staff work from the Copper Road Yard and some staff are located at other Regional facilities.

B.2 Profile of Current Services

Financial Management

Day to day and long-term financial management of the assets, liabilities, revenues and expenditures of the Region of Peel (including reserves and reserve funds, cash in the bank and investments, legal claims, risk management, debt management, procurement of supplies and services, and the payment of vendors and staff)

Policies and By-laws

Research and development of financial policies and by-laws for approval and adoption by Regional Council

Financial Reports

Preparation of the annual business plan, annual report and tri-annual financial reports

Analysis and Advice

Preparation of financial analysis and advice on an ongoing basis

Assurance Services

Performing objective and independent reviews of management systems, processes and controls and specific examinations related to allegations of impropriety with regular reporting to Regional Council

Risk Evaluation

Identification of risks that threaten the achievement of corporate objectives

Billing Services

Issuing and collecting of water and wastewater bills and special assessment bills, and handling of related inquiries

Water Meter Services

Installation, reading and repair of water meters

Claims Resolution

Investigate claims to determine liability, negotiate resolutions and make claims payments or issue denials

B.3 Description of Clients/Customers

Regional Council

Regional Council is made up of twenty-two members which includes the Regional Chair and Regional Councillors from the City of Mississauga, City of Brampton, and Town of Caledon. This also includes all of the Agencies, Boards, and Commissions (ABC's) Regional Councillors sit on as representatives of the Region of Peel.

Audit Subcommittee

The Regional Chair and a Regional Councillor from each area municipality participate on the Audit Subcommittee.

Tax and Utility Ratepayers in the Region of Peel

The citizens and businesses who live and or work in Peel are ultimately the clients served by the various supports and services supplied by Finance.

CAO, Chair and Chief

The CAO, Regional Chair and the Chief of Police all receive support and service from Finance, particularly from Internal Audit.

Claimants

Any third party person or company who files a legal claim against the Region of Peel for damages related to personal injury, bodily injury, property damages or errors and omissions.

B.4 Description of Suppliers, Partners and Stakeholders

Suppliers

- Consulting and Professional services
- Software sales and service
- Banking services
- Insurance services
- Water Meters suppliers
- Hardware and Software installation and support
- Office Facilities and Equipment
- Billing services

- Investment services

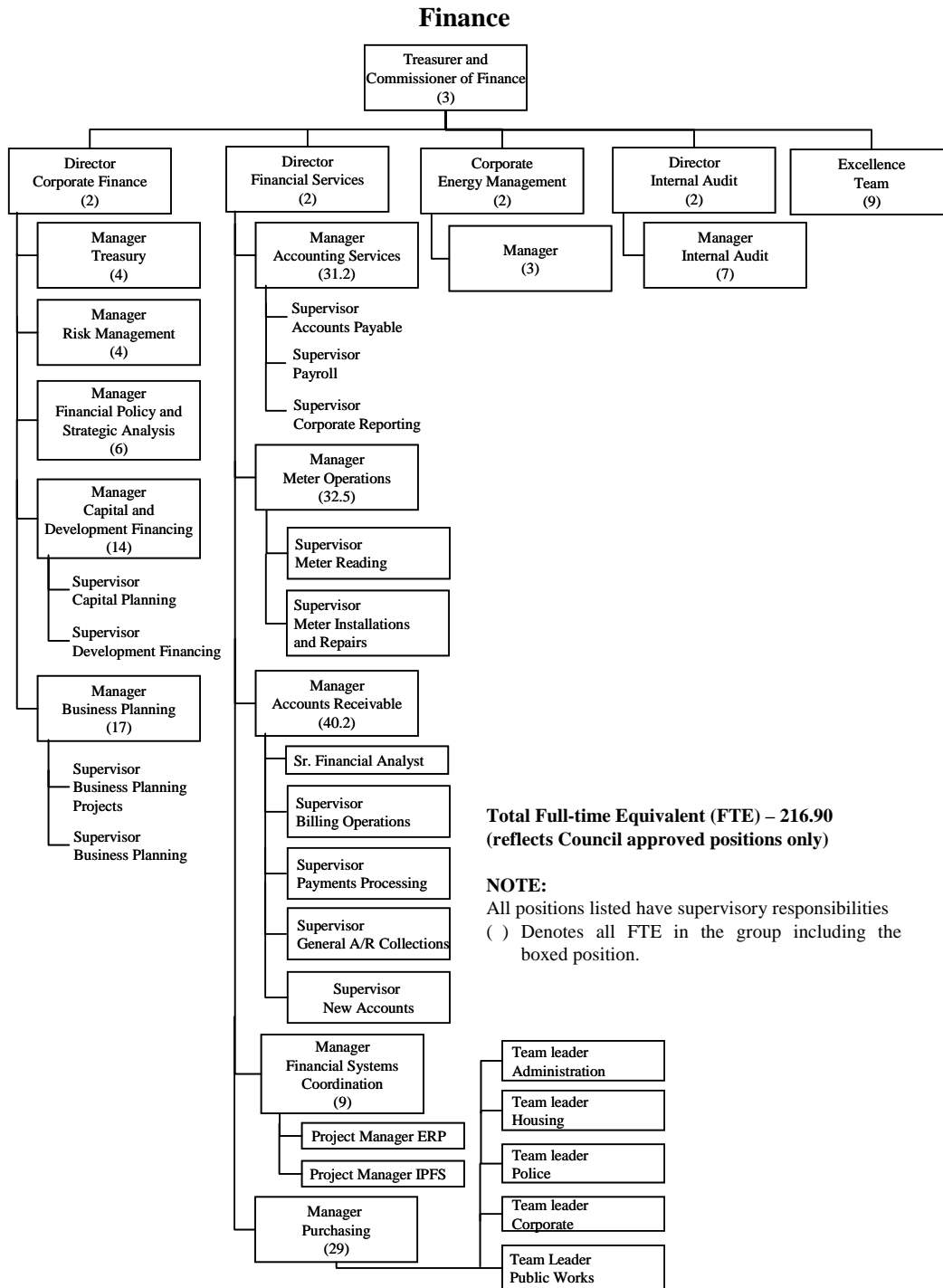
Partners

- Cost Centre Managers
- Regional departments
- Development Community
- Area Municipalities
- Public Works
- People Information and Technology (PIT)
- Professional associations
- Other municipalities (outside the Region of Peel)

Stakeholders

- Regional Council (including the Peel Housing Corporation (PHC) and Police Services Board)
- Provincial government ministries and agencies
- Federal government departments and agencies

B.5 Overall Organization Structure and Staffing



B.6 Significant Recent Activities/Initiatives

- Received Government Finance Officers Association (GFOA) Awards for the Annual Budget and Annual Report
- Achieved a Triple-A Credit Rating
- Process-related improvements and initiatives including benchmarking in Financial Services, upgraded PeopleSoft to Version 8, developing an activity based service pricing model, developing an Internal Audit Policy and Procedure Manual, reorganizing the risk management function and providing leadership in the Ontario Municipal Benchmarking Initiative (OMBI) process
- Innovation and efficiency related improvements and initiatives including budget approval by Council in November, outsourcing of printing, installing a record number of meters and accounts, introducing radio frequency meters, and exceeding investment market return rates
- Accountability related improvements and initiatives including the Peel Living financial services integration, expanding the customer base to include a Peel Regional Police (PRP) risk based audit work plan, implementing formal action plans and follow-ups in the Status of Management Action Plans annual report, and issuing purchasing reports
- Corporate leadership related improvements and initiatives including starting the Business Unit Managers Forum, holding *Development Charge By-law* workshops, and standardizing purchasing terms and conditions for design build facilities
- Organized Corporate Energy Management, in co-operation with the Public Works and Housing and Property to research, develop and implement a proactive plan to protect the Region's interest from potential impacts of deregulation of the energy industry

C. Trends and Issues

C.1 Emerging Trends

- Increasing the variety of service models (outsourcing, privatization, in-sourcing) for all or parts of the services
- Increasing pressure on municipal tax and water rates varies by upper and lower tier municipalities
- Prospect of increasing senior government grants
- Changes in provincial and or federal fiscal policies
- Economic issues such as lower interest and tax rates, and increased inflation rates squeeze resources
- Municipalities are seeking “New Deals” with senior governments that recognize the pressures placed upon municipal finances and the importance of infrastructure investment for the economy and quality of life
- Increasing demands for process automation and self service
- Increased demands and expectations around government accountability and standards
- Government and citizen push for fiscal responsibility, accountability and disclosure
- Increasing urbanization of the Greater Toronto Area (GTA)
- Higher growth demands lead to emergency situations with widespread impacts
- Customers and clients expect more diversity from the programs and services offered (multiple languages, extended hours of operation)
- Both health and physical environments will become more of a priority for elected officials and the public
- Workforce and population are aging overall (results in shrinking workforce and increased competitions for staff resources)
- Workforce is better educated and expects more (work at home flexibility, work/life balance, people are changing jobs faster)

C.2 Key Strategic Issues

- Improving financial and non financial reporting and management capabilities
- Providing corporate and provincial leadership by developing protocols, processes, and policies to improve and add value
- Maintaining sustainable tax and water rates
- Establishing strategies for accessing the limited grant money that is available
- Continuously demonstrating value and accountability for the public good
- Continuously demonstrating honesty, integrity and transparency through open and easy communication and access to information
- Developing partnerships in the organization around financial management excellence and accountability through a commitment to measurement
- Understanding how growth cost drivers impact the services
- Maintaining sustainable rates for development charges to pay for growth
- Continuously meeting new and changing demands from the customers (multiple language, and twenty-four hour, seven day a week service expectations)
- Managing expectations around what the public good is
- Balancing work and life demands and workload issues
- Anticipating skills and needs

D. Mandate, Objectives and Actions

D.1 Mandate and Objectives

Mandate:

Finance will ensure the financial integrity, accountability and sustainability of the Region of Peel for the public good of its taxpayers and residents.

Objectives:

1. To develop a strong Finance team
2. To provide appropriate corporate financial leadership to ensure fiscal sustainability
3. To ensure financial processes are efficient, effective and accountable
4. To identify and respond to the changing expectations of the citizens and clients

D.2 Objectives and Actions

1. To develop a strong Finance team

- 1.1 Develop an appropriate succession and knowledge transfer plan for Finance
- 1.2 Implement a staff recognition program
- 1.3 Develop a comprehensive communications strategy
- 1.4 Prepare training and development plans for all staff that focus on areas required to deliver the mandate
- 1.5 Create capacity through filling of vacancies and reinvestment of efficiencies to support career development opportunities

2. To provide appropriate corporate financial leadership to ensure fiscal sustainability

- 2.1 Initiate a corporate-wide risk management annual assessment program
- 2.2 Lead the investigation of asset management needs and make specific recommendations
- 2.3 Develop a reserve management strategy
- 2.4 Develop an integrated corporate approach through partnering and leveraging to assess and manage the impact of new development
- 2.5 Develop and maintain a comprehensive financial business planning process for the Region

2.6 Ensure that financial management systems, tools and procedures are in place to support effective decision-making

3. To ensure financial processes are efficient, effective and accountable

3.1 Promote and ensure the financial management roles and responsibilities between Finance, departmental business units and departmental programs are clearly understood and fulfilled

3.2 Establish, communicate and report on appropriate performance measures

4. To identify and respond to the changing expectations of the citizens and clients

4.1 Communicate the Region of Peel's performance results to taxpayers

4.2 Create and implement an appropriate Customer Service Plan

4.3 Identify and implement reporting metrics

D.3 Strategic Plan Connection

The objectives and actions in the Finance SSBP are consistent with, and support, the following Goals in the Region of Peel's strategic plan, *Directions for Success: Investing in Peel's Future*.

Goal 2: Assess and manage all aspects of growth that affect Peel

Goal 4: Contribute to a vibrant and diverse regional economy

Goal 5: Be a leader in the provision and co-ordination of Regional services

D.4 Service Principles

The Regional Values function as the Finance's service principles.

E. *Monitoring and Measuring the Service Strategy Business Plan*

E.1 Objectives and Outcomes

- 1. To develop a strong Finance team**
 - Highly skilled, trained and well informed staff
 - Improved service to customers
 - Improved staff morale, motivation and job satisfaction

- 2. To provide appropriate corporate financial leadership to ensure fiscal sustainability**
 - Effective allocation of resources
 - Impact of development managed
 - Appropriate investment in infrastructure
 - An understanding of corporate risks

- 3. To ensure financial processes are efficient, effective and accountable**
 - Continuous improvement mindset
 - Optimal utilization of Finance resources
 - Improved staff morale, motivation and job satisfaction

- 4. To identify and respond to the changing expectations of the citizens and clients**
 - Improved service to the customers
 - Continuous improvement mindset
 - Improved staff morale, motivation and job satisfaction
 - Increased accountability to customers

E.2 Corporate Finance Performance Targets (not applicable)

Internal Audit Performance Targets (not applicable)

Corporate Energy Management Performance Targets

a) 2003 (not applicable)

b) 2004

- Establish energy baselines for the corporation
- Verify historical energy bills
- Perform roll out of energy management software systems with priority buildings connected for real time monitoring

Financial Services Performance Targets

Payroll, Purchasing, Accounting and Systems Performance Targets

a) 2003

- In the second half of the year, Property & Housing to start using Corporate Account Services to increase productivity and support levels
- Before the start of the 2004 business planning process, establish unbundled services and pricing using continuous improvement tools like Activity Based Costing (ABC) and Benchmarking
- Use unbundled services and pricing for the 2004 business planning process
- Compare the 2003 Budgeted internal charges against the unbundled service pricing using actual volume data and communicate the results to clients
- Average service units percentage increases compare to 2002 as follows:
 - Payroll payments by 6 per cent
 - Accounts Payable transactions by 20 per cent
 - Corporate Reporting transactions by 22 per cent
 - Purchasing purchase orders by 26 per cent

b) 2004

- Average service units percentage increases compare to 2003 as follows:
 - Payroll payments by 9 per cent
 - Accounts Payable transactions by 20 per cent
 - Corporate Reporting transactions by 6 per cent
 - Purchasing purchase orders by 2 per cent

At each Triannual adjust the 2004 Budgeted internal charges for each client based on their actual 2004 usage of services.

Meter and Revenue Performance Targets

a) 2003

- Prior to the 2004 Business Plan process to have completed the ABC cost models for Meter and Revenue Services and from those to develop unbundled costs for the services provided to Business Units as well as external clients/customers
- To establish comparators for the services provided by reviewing benchmarks in the private and public sector organizations

b) 2004

- Implement at least one best practice identified during the 2003 benchmarking process
- Carry out an intensive review of the functionality of AquaPeel for the purpose of enhancing customer service capabilities
- To identify best practices of other organizations providing similar services

Improve efficiency in payroll services by implementing at least one best practice identified in the payroll benchmarking survey.

E.3 Corporate Performance Measurement and Benchmarking

Internal Audit

1. **Program Efficiency** (not applicable)
2. **Community Impact** (not applicable)
3. **Date** (not applicable)
4. **Customer Service**

Internal Audit has developed eight service quality standards that will be reviewed within the division and with Regional business units.

5. **External Benchmarking**

The table below shows a comparison of the total staff and budgets of comparable municipalities in 2003.

Municipality	No. of Prof. Audit Staff	Total No. of 2003 Staff	Total 2003 Current and Capital Budget (millions)	Auditors per 1000 Staff	Budget per Auditor (millions)
Halton Region	2	1,414	\$565	1.4	\$328
York Region	2	3,200	\$1,424	0.6	\$712
City of Toronto	23	34,400	\$6,408	0.7	\$278
City of Ottawa	10	12,355	\$2,195	0.8	\$220
City of Hamilton	4	6,200	\$843	0.6	\$211
Region of Peel	7	5,079	\$1,645	1.4	\$235
City of Mississauga	4	3,400	\$502	1.2	\$125
City of Brampton	6	1,600	\$438	3.8	\$62

Corporate Finance

1. Program Efficiency

By its very nature, the majority of the Corporate Finance’s areas of responsibility are not readily measurable in an objective manner, with the exception of Risk Management and Treasury. Treasury services are readily benchmarked, however, given the timing of changes to the scope of the Risk Management function the only trend lines that currently exist are related to the claims administration component of the risk management function.

CORPORATE FINANCE							
	Service Unit Costs			Unit Cost Growth '04 vs '03	2003 Actual Service Units	Unit Growth 03 vs 02	
	Actual 2002	Budget 2003	Budget 2004				
Process							
Insurance: A	\$ 482.54	\$ 594.18	\$ 636.71	7.2%	482 claims		1.5%
Treasury*	3 b.p.	3 b.p.	3 b.p.	0.0%	1.5 billion	average portfolio	7.1%

Treasury costs expressed as a % of total holdings. "b.p." = basis point or 1/100th of a % point

2. Community Impact (not applicable)

3. Data (not applicable)

4. Customer Service

One of the key components to the division’s long-term business plan is the development of objective customer service indicators for all clients groups, both internal and external.

5. External Benchmarking

As part of the Finance department’s commitment to service excellence, its service units have undertaken to identify opportunities to improve efficiency and effectiveness. Given the complexity of some aspects of the department’s service profile, not all areas have found benchmarks to be a clear “apples to apples”

comparison and the following review represents a sample of recent benchmarking initiatives.

The Region's Treasury unit manages an investment portfolio in excess of one billion dollars. Management assesses our total return against comparable market benchmarks and we compare our operating costs against those being quoted by other market providers.

Over the past five years, Treasury's management fees have fluctuated between three and four basis points (basis point = 1/100th of a percentage point) on total investment assets. In comparison, the management fees for the Association of Municipalities of Ontario (AMO)'s One Fund are 19 basis points for the money market fund and 40 basis points for the bond fund. This has resulted in savings of millions of dollars in the portfolio management fees.

The Region's total return is benchmarked against a composite of the Scotia Capital Bond indexes. As shown in the chart below, the Region continues to out-perform the market benchmark. Peel's total return has been, on average, one per cent higher than the benchmark over the past five years, which equates to \$13 million per year.

TOTAL RETURN			
Peel vs Scotia Capital Bond Indexes			
as at July 31, 2003			
	5 Yr. Avg.	3 Yr. Avg.	1 Yr. Avg.
Region of Peel	7.0%	7.1%	4.8%
Scotia Capital Bond	5.9%	6.4%	3.6%

Financial Services

Payroll, Purchasing, Accounting and Systems

1. Program Efficiency

We have refined our 2004 unit costs in line with detailed Activity Based Costing (ABC). We will be charging our clients based on their actual 2004 usage of our services. Aside from these refinements, changes in unit cost are generally the result of annual fluctuations in volume due primarily to growth and increases in total costs as a result of inflation and performance

Process	Service Unit Costs			Unit Cost Growth 04 vs. '03	2004 Service Units	Unit Growth '04 vs '03
	2002	2003	2004			
Payroll Average Rate	\$ 6.82	\$ 7.00	\$ 7.35	5.0%	142,620	No. of pays 9.2%
Payroll Unbundled Rates:						
Pay Deposits			\$ 6.85	*	142,115	No. of pays *
Pay Cheques			\$ 37.00	*	505	No. of pays *
New Hires			\$ 33.00	*	1,130	No. of hires *
Terminations			\$ 21.00	*	890	No. of terminations *
Purchasing Services	\$ 1,268	\$ 1,253	\$ 1,443	15.2%	1,800	No. of P.O.s 2.3%
Accounts Payable Average Rate **	\$ 7.48	\$ 7.49	\$ 8.14	8.7%	143,770	No. of lines 20.0%
Accounts Payable Unbundled Rates:						
Regular Invoices			\$ 6.65	*	130,515	Invoice lines *
Express Cheques			\$ 14.30	*	3,390	Invoice lines *
Progress Payment Certificates			\$ 9.70	*	3,260	No. of lines *
Recurring Payments			\$ 16.60	*	845	No. of lines *
Purchase Cards **			\$ 38.70	*	5,760	No. of statements *
Corporate Reporting Average Rate	\$ 1.29	\$ 1.50	\$ 1.50	0.0%	497,570	No. of lines 5.9%
Corporate Reporting Unbundled Rates:						
Current Fund Cost Centres			\$ 295.00	*	1,225	Cost centres *
Journals Entries			\$ 0.25	*	451,505	No. of lines *
Capital Fund Journal Entries			\$ 2.10	*	46,065	No. of lines *
General Ledger Training			\$ 100.00	*	70	Days *
Customized Reports			\$ 75.00	*	115	Labour hours *
Bank Reconciliation			\$ 55.00	*	975	Labour hours *
Cash Payments (Petty Cash)			\$ 75.00	*	90	Per fund *
Distribution Services:						
Payroll Notifications			\$ 0.20	*	142,115	No. of notifications *
Accounts Payable Cheques			\$ 1.35	*	42,400	No. of cheques *
Manual Cheques			\$ 6.40	*	930	No. of cheques *

* In 2004, unbundled service costs have been calculated for the first time.

** Accounts Payable Average Unit Costs re-stated for 2002 & 2003 - In 2004, Purchase Card Units changed from number of lines to statements

2. Community Impact (not applicable)

3. Data (not applicable)

4. Customer Service

The SSBP for Payroll, Purchasing, Accounting and Systems included an annual surveying of both internal and external clients in regards to service satisfaction. We have embarked on the benchmarking of our services to increase efficiency and effectiveness. This work will include the continued development of objective customer service indicators for all client groups

5. External Benchmarking

As noted above, the SSBP for Payroll, Purchasing, Accounting and Systems includes actions to refine costs using ABC and external benchmarking.

Meter and Revenue Corporate Performance Measurement and Benchmarking

1. Program Efficiency

Process	Service Unit Costs			Unit Cost Growth '04 vs. '03	2004 Service Units		Unit Growth '04 vs '03
	2002	2003	2004				
Meter Installation/Repair	\$ 26.18	\$ 29.50	\$ 33.48	13.5%	21,150	works orders	4.1%
Meter Reading:							
Residential	\$ 0.78	\$ 0.77	\$ 0.79	2.6%	934,000	reads	5.0%
Commercial	\$ 2.22	\$ 2.30	\$ 2.48	7.8%	82,650	reads	1.0%
Accounts Receivable	\$ 3.91	\$ 4.00					
General Invoices			\$ 34.91	*	3,746	invoice lines	*
Receipt/Deposit			\$ 1.64	*	36,251	Receipt/Deposit Lines	*
Weight Ticket Report			\$ 23.69	*	1,212	No. of Reports	*
Trust Cheque			\$ 7.60	*	480	No. of Cheques	*
Letter of Credit			\$ 23.12	*	178	No. of L/Cs	*
Water/Wastewater Bill			\$ 2.94	*	1,057,404	No. of Bills	*
Special Assesment Billing			\$ 79.00	*	1,274	No. of Accounts	*
Meter Replacement:							
Residential	\$ 28.72	\$ 30.40	\$ 34.93	14.9%	1,600	meters	0.0%

* In 2004, unbundled service costs have been calculated for the first time.

Further refinements have been made to the calculation of unit costs and volumes for 2004 as a result of more detailed ABC rates and volumes. Also, changes in unit cost are generally the result of annual fluctuations in volume due primarily to growth and increases in total costs as a result of inflation and performance. The exception is Meter Installation/Repair

where unit cost growth has increased significantly due to a provincial requirement to now use licensed plumbers for commercial meter installation and repairs.

2. **Community Impact** (not applicable)

3. **Data** (not applicable)

4. **Customer Service**

The SSBP for Meter and Revenue Services includes the continued surveying of clients in regards to service satisfaction as well as actions to refine costs using ABC and benchmark processes. This work will include the continued development of objective customer service indicators for all clients groups.

5. **External Benchmarking**

As noted previously, the SSBP for Meter and Revenue Services includes actions to refine costs using ABC and external benchmark processes.

F. 2004 Financial Requirements Presentation

F.1 Current Budget Introductory Comments/Analysis

Internal Audit

The Region has expanded and become more complex. The Housing and Property Department has established the Housing Division. This new division will deal with social housing administration responsibilities downloaded by the Ministry of Public Infrastructure and Housing. Long Term Care will increase in size by adding 320 new beds in two new long-term care facilities. The Region has assumed responsibility for delivering the Ambulance Program. Children's Services is delivering several new subsidy and funding programs.

Internal Audit has expanded its client base to include Peel Regional Police and has approval within their Risk Based Audit Plan to conduct several audits. The first audit will be a review of the Information Technology (IT) area. Specialized technical expertise will be required to efficiently and effectively carry out this audit.

Internal Audit aims to follow the International Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors. The standards require all professional internal audit groups to develop and maintain a quality assurance and improvement program. A requirement of the quality assurance and improvement program is an external assessment to be conducted at least every five years by a qualified, independent reviewer or team from outside the organization.

Our 2003 to 2005 Business Plan includes a request for additional budget funds in 2004 so Internal Audit can continue to provide satisfactory assurance to management and the Audit Subcommittee that new or enhanced functions are operating effectively, and that long established programs are meeting the challenge of change. Specifically, additional funds are being requested for consulting skills to assist with the audit of IT at Peel Regional Police, to pursue accreditation as a Professional Internal Audit organization from the Institute of Internal Auditors.

Corporate Finance

Corporate Finance's 2004 Budget reflects an overall increase in gross spending of \$937,317 on its 2003 budget base of \$5.85 million, for a increase of 16.0%. After internal allocations and other recoveries the net budget indicates an increase of \$242,182 or 7.7% over the 2003 net budget of \$3.16 million.

Most of the impact on the division's budget is related to increases in the cost of staff due to salary and benefit rate increases plus the impact of annualization.

Financial Services

Payroll, Purchasing, Accounting and Systems

For 2004, the Payroll, Purchasing, Accounting and Systems services program of Financial Services has an increase in gross expenditures of 4.4 per cent.

After internal recoveries and other revenues, the net budget decrease is 8.0 per cent.

Salaries and benefits accounted for the majority of the impact in gross expenditures with an increase of 15.3 per cent mainly due to increase in the Ontario Municipal Employee Retirement System (OMERS) pension contribution.

Relatively minor increases are anticipated in the maintenance costs for the Financial Management Information Systems (FMIS).

Meter and Revenue

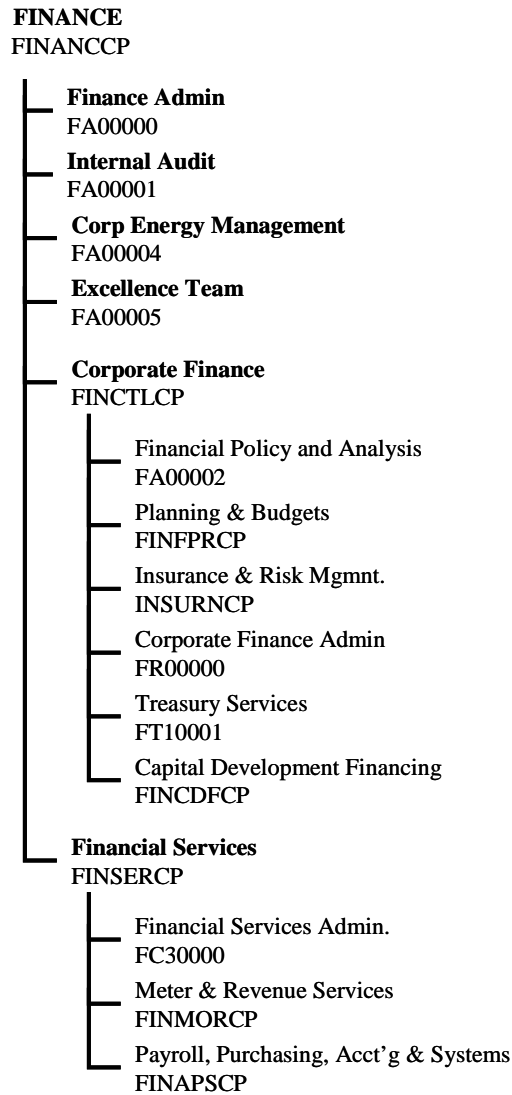
For 2004, the Meter and Revenue Services program of Financial Services has an increase in gross spending by 4.2 per cent over the 2003 gross budget of \$9,281,251. The net budget, after internal allocations and other revenues, has increased by \$1,722.

It is anticipated that billing volumes will increase by 3.5 per cent. This increase in new accounts is driving the increase in the printing and insertion contract for water bills as well as the bank payment processing service costs.

An increase in the new equipment costs is largely offset by substantial reductions in internal charges from Public Works and IT as well as the increase in service fees and charges based on actual costs of providing the services.

The balance of the increases is largely the result of salary progressions and fringe benefits with the final phase out of the OMERS pension holiday. We have also added one full time complement position to handle the increased volume of accounts.

F.2 Financial Structure Chart – Current Budget



F.3 2004 Current Budget

1. Activity Analysis

	Budgeted Net Cost	
	2004	Change from 2003
Office of the Commissioner	1,463,444	134,420
Internal Audit	830,074	135,353
Corporate Finance	3,400,737	242,182
Financial Services	4,310,439	(393,720)
Net Program Cost	<u>\$ 10,004,694</u>	<u>\$ 118,235</u>

3.

Budgeted Net Cost/Unit	
2004	Change from 2003
4.30	0.29
2.44	0.34
10.00	0.46
3.82	0.58
<u>\$ 20.72</u>	<u>\$ 1.82</u>

2. Account Analysis

	Budgeted Gross & Net Cost	
	2004	Change from 2003
Goods & Services	10,457,657	723,250
Salaries & Wages	14,068,994	2,219,796
Capital Financing	4,352,418	(612,500)
Gross Program Cost	28,879,069	2,330,546
Fees, Charges & Other	18,874,375	2,212,311
Net Program Cost	<u>\$ 10,004,694</u>	<u>\$ 118,235</u>

	Budgeted Units of Service	
	2004	*Change from 2003
Brampton	115,000	6,000
Caledon	17,000	-
Mississauga	208,000	3,000
Total Households	<u>340,000</u>	<u>9,000</u>

* Due to a policy change, household forecasts previously forecast to the nearest hundred are now forecast to the nearest thousand.

4. Budget Variance Explanation	<u>Net Program Costs</u> Change from 2003
Increase of 3.6 Full Time Equivalent (FTE) Purchasing (1), Corporate Energy (1) and Accounts Receivable (1.6) to reduce services pressures	158,100
Increase in Salary and Wages for the maintenance of existing staff including merit, progressions and benefits including the cost of the OMERS	2,061,696
Contingency for specialist support in Internal Audit	40,000
Increase in insurance premiums due to market increases	304,232
Legal fees for Insurance program	445,000
Increase in volume based internal charge recoveries	(1,368,970)
Increase in external fees and charges primarily related to new accounts and meter installations	(514,426)
Contribution from the Insurance reserve to phase in the cost increases	(350,000)
Reduction in reserve contribution based on lower forecasted system investments in the capital plan	(612,500)
Net reduction in other expenses	(44,897)
Net Program Cost Variance	<u>\$ 118,235</u>