

Internal Support 2008 Budget Document

Internal support departments provide direct support to the various Regional programs to enable the efficient delivery of Regional services to Peel citizens. Internal services also provide Council and Committee support and financial and administrative leadership for the Regional Corporation.

Section I. Existing Services and Service Levels:

Internal support services are distributed among four departments and include the core service areas that are described below. The main change from the 2007 budget is the addition of Heritage program to the Corporate Service Department and the removal of Public Works Internal Service.

Employee & Business Services Department

Human Resources

The Human Resource Division provides advice, guidance and direct service on all aspects of the employment relationship, and on all workplace and employment policies and programs. They include Employee Relations and Labour Relations, Compensation and Benefits and Payroll, Learning and Development and Workplace Health and Safety. This ensures that the Region has the talent needed to meet current and future challenges while ensuring the Region complies with all employment and labour legislation.

Information & Technology (I&T)

The I&T Services Division provides innovative and cost effective information and technology solutions and services that assist Regional programs in achieving strategic objectives. The service areas include information and technology planning, management, support and delivery, business solutions, technology service centre, technology infrastructure, information management and print and distribution.

Facilities, Construction & Real Estate

Facilities, Construction & Real Estate provides internal support services to the Region, Peel Living, Credit Valley Conservation Authority, and the Police. Services are provided to existing facilities assets, development and construction, and real estate.

Facilities Management

Facilities Management administers the physical work environment for staff in most Regional facilities and works to ensure that work spaces are staff-friendly and welcoming to visitors. They provide services for Commercial Property Management, Leasing and space planning, and facilities knowledge and technical services.

Corporate Energy Management

The Corporate Energy Management division manages the Region's energy portfolio in a financially and environmentally responsible and sustainable manner, while promoting the wise use of energy and supporting improvements to the environment. Corporate Energy's service areas include Energy metering and monitoring, energy cost analysis and reporting, energy procurement, education and awareness, demand response and renewable energy and energy efficient technologies.

Purchasing

Purchasing supports the organization by facilitating the acquisition of goods/services as required by departments in a cooperative and timely manner within the *Purchasing By-law 37-2007* and procedures set out by the Regional Municipality of Peel.

Corporate Services Department

Clerk's Division

The Clerk's Division provides Council and Committee support, regulatory compliance with privacy and accessibility legislation and *Municipal Act* and manages Emergency Management Program.

Communication Services

Communication Services provides strategic and tactical communications support for program promotion, corporate communications and internal communication. Communication Services also provides graphic design and production and internet and intranet development support to all programs.

Customer Contact Centre

The Customer Contact Centre is a multi channel of point of access to Regional programs and services. A broad range of requests for information from the centralized telephone, email, and counter service, 24 hour emergency call and information centre, 911 emergency telephone number administration, 211 information and referral service are handled.

Legal and Risk Management

Legal and Risk Management provides legal advice and representation for Regional Council, the Regional Corporation and Regional programs in all areas of law. Also, Legal and Risk Management is responsible for Liability, Property, Automobile and Professional Risk insurance policy procurement, management and administration, claims adjustment and administration.

Internal Audit Division

Internal Audit provide independent, objective assurance and advisory services for Management and Council, assess risk and evaluate effectiveness of risk mitigation, control and governance process.

Heritage

Heritage program provides Art Gallery of Peel, Region of Peel archives, Region of Peel Museum and architectural preservation.

Finance

Finance encompasses Accounting Services, Corporate Finance and Finance Support Units. The services of Finance are necessary to ensure the financial integrity, accountability and sustainability of the Region of Peel for the good of taxpayers and residents.

Executive & Council

Executive & Council provides strategic, political and administrative leadership to support the interests of Peel citizens and the employees of the Region and includes external and employee relations, strategic policy and initiatives, and administrative management.

As part of the 2007 organizational change, the Chief Information Officer (CIO) was incorporated in the Executive & Council and is responsible for the long term strategic view of information and technology for the Region, with a focus on supporting the Region's mission and, specifically, the programs and services provided by Regional departments. The CIO provides leadership to ensure information and technology investments provide value to the Region of Peel through alignment with the Region's strategic planning processes.

Key internal support initiatives in 2007 included:

Finance

Service Realignment

The department is undergoing a comprehensive review of roles and responsibilities with respect to how the Corporate Finance Division and the Financial Support Units interact in order to provide the most efficient and effective services to the other six departments and to accomplish the Chief Financial Officer (CFO) initiatives with existing staffing resources.

Tangible Capital Asset Accounting (TCAA) Initiative

A dedicated project manager has been retained and a detailed project plan developed and underway to ensure that the Region is able to fully comply with the new generally accepted accounting principles effective for external financial reporting in 2009 related to the identification, valuation and amortization of the Region's capital assets.

Corporate Asset Management Strategy

One of the largest challenges facing municipalities is the orderly replacement of service infrastructure in a timely and sustainable manner. The Finance department has established an initiative that will engage the organization in establishing a framework that will enable the organization to report on the state of physical assets and the funding plan required to maintain those assets.

Employee & Business Services

Energy Conservation Retrofits

A cooperative pilot project was undertaken in 2007 between the Facilities, Construction & Real Estate Division and Corporate Energy. This involved the retrofit of ten Peel Living and seven Regional buildings. The initial investment of \$4.5 million will be recouped through future savings on the utility costs of the 17 facilities.

New Purchasing By-Law 37-2007

Development and rollout of the new *Purchasing By-law 37-2007* and revisions to Purchasing Procedures.

Multi-Functional Devices (MFDs: printers/copiers) Implementation

In 2007 approximately 400 printers and 115 stand-alone copiers were replaced with 140 MFDs. The MFDs provide enhanced functionality and are projected to result in \$1.2 million in cost savings over the next four years.

Corporate Geographic Information Systems (GIS) Strategy

Developed corporate strategy for GIS data, applications and technology, including strategy for increased availability of GIS data and applications both internally and on the Region's Website.

Workforce Report

A comprehensive report on the workforce at the Region provided to management staff as a source of valuable information about human resource management trends.

Easement Protocol

Developed an agreement with the City of Mississauga to streamline and enhance easement processes. The protocol agreement was developed cooperatively with City staff and regulates and standardizes the methodology for granting easements between the City and the Region.

John Street Affordable Housing Project

A cost share agreement was entered into with the City of Brampton and a construction contract was amended to permit the start of construction for the John Street Apartments project. When completed, this project will provide housing for 200 seniors and singles and 228 new municipal parking spaces in Brampton's downtown core.

Asbestos Management Program

The asbestos management program ensured the Region of Peel is in compliance with the amended requirements of the *Occupational Health & Safety Act*.

Executive & Council

Continuous Improvement

A transition program has been developed to ready the organization for a common purpose. The program is based on the existing foundation of continuous improvement and is focused on enhancing employee engagement, improving client satisfaction and building greater trust and confidence in the Region of Peel. The program also integrates a detailed assessment based change management plan. The transition program includes several projects as listed below:

Common Purpose Strategies – The development of three distinct strategies to enhance employee engagement, improve client satisfaction and build greater trust and confidence in the Region of Peel. The strategies will be implemented over 2008 to 2010.

Corporate Planning – Initiated the Corporate Planning Process Improvement Project to review and initiate improvements to the corporate planning process to ensure all components of the process (Strategic Plan, Service Strategy Business Plan, Budget, measurement, etc.) are effectively connected to each other and aligned to the Common Purpose.

Organizational Re-alignment – Initiated and executed an organizational re-alignment to set the foundation for the organization to shift focus to enhanced employee engagement, improved customer service, and building greater trust and confidence in Peel.

Measurement Strategy – Initiated the development of a measurement strategy to empirically test the relationship between employee engagement, client satisfaction and trust and confidence in the organization as part of the Common Purpose Program. The measurement strategy will also determine how to collect related data and to collect baseline data for the Common Purpose. As part of the measurement strategy, a Framework for the Common Purpose and an assessment tool has been developed to assess alignment with the Common Purpose.

Project Management – Completed Phase 3c of the Corporate Project Management Initiative (CPMI) Strategy which entailed working with four Departments to implement and integrate Corporate Project Management Methodology (CPMM) within the department. This included the completion of a project management maturity assessment to provide a benchmark for improved project management capacity within the departments. Additionally, the CPMI has been revised to reflect new requirements to enable the organization in executing the Common Purpose. Phase 4 of the CPMI is underway and will include research and recommendations related to the establishment of a Project Management Office and an enhanced corporate approach to project management.

Other Executive Office Projects

Process Management – The first phase of the Service Review Framework Development project was completed. The service review framework includes various approaches and methodologies used for service reviews to contribute to a consistent understanding of review drivers, the corresponding methodologies/approaches and application. By creating a service review framework and confirming methodologies, the Region is in a better position to provide meaningful insight and high quality results. The Region will also work toward ensuring that the reviews are conducted in a consistent manner while addressing the needs of Council and the organization at large.

Strategic Plan – Developed and implemented the Region's fifth Strategic Plan to chart the business strategy for the Region of Peel over the next four years and to bring closure to *Fast Forward Peel, Building a Strong Community Together*. The Plan was developed with stakeholder input obtained by extensive internal and external consultation to ensure the Region's strategy is aligned to community needs and the building of trust and confidence in Peel.

Peel Expansion Project – Construction commenced on the 10 Peel Centre Drive expansion which is a new office and services facility that will link to the existing Regional building at 10 Peel Centre Drive. The various uses of the new building will enable the Region to increase public access to important services by providing them at one site adjacent to a central Brampton transit hub. With the new facility, the Region will be able to address long-term staff accommodation needs and control costs through owning rather than leasing office space indefinitely. Full occupancy of the building is expected in late fall 2008.

Corporate Services

Grants and Foundations – In 2007 the Peel Heritage Complex received a second matching grant from the Museum Assistance Program. This grant will allow for the digitization of a portion of the collection of the Region of Peel Archives (approximately 10,000 images will be created). Three separate grants were received from the Young Canada Works program; two in support of the employment of summer students for the Heritage Complex and one to fund an internship position to describe and review municipal records for the Region of Peel Archives. In addition, assistance was received from the Brampton and Area Community Foundation and the Kiwanis Club of Brampton in support of a project to bring art to developmentally challenged children and adults. The Benjamin Moore Foundation contributed funds to repaint the historic Council Chambers in the Peel County Courthouse. All of these initiatives combined with the annual grants from the Ontario Arts Council and the Ontario Ministry of Culture allowed the Heritage Complex to deliver programs to a broader audience in Peel.

Ontario History Plaque commemorating William Perkins Bull – In September of 2007 a provincial heritage plaque honouring Peel’s first historian, William Perkins Bull, was unveiled in a ceremony organized by the Ontario Heritage Trust.

Seniors’ Outreach – The Seniors’ Outreach program is designed to bring the Museum, Archives and Art Gallery to the segment of the Peel population unable to visit the facility as a result of a lack of mobility. The senior population in Peel continues to increase, both in size and by median age, and this developing demographic has meant for considerable growth in this program.

Peel Heritage Complex Endowment Fund – 2007 saw the establishment of the Peel Heritage Complex Endowment which was made possible by the generosity of donors, supporters and volunteers. Created with the cooperation of the Brampton and Area Community Foundation, the Endowment is designed to provide ongoing financial support for Heritage Complex programs, exhibitions and acquisitions.

Refurbished Galleries – The Heritage Complex concentrated on refurbishing several exhibition areas including the original Jail gallery, new flooring for the Museum galleries and new lighting for the Art Gallery and Museum.

The above initiatives contribute toward continuous improvement of the efficiency and effectiveness of internal support programs for both external and internal customers.

Section II. Resources to Deliver 2007 Services:

It should be noted that the net budget presented in this section does not include the direct program support costs which are allocated to the programs through the internal charge process and therefore form part of the front-line program budgets. This approach to internal support costs is beneficial since programs make the business case for support needs and continuously challenge support functions related to the efficiencies and effectiveness. Central oversight of service standards exist through services agreements. This enables internal support areas to be highly responsive to program requirements while still attracting provincial cost sharing.

Current \$'000	2006 Actual	2007 Budget	2007 Projection	2007 Variance Under/(Over)
Total Expenditures	\$28,766	\$32,374	\$31,745	\$629
Total Revenue	\$3,180	\$5,396	\$5,175	\$221
Net Cost	\$25,586	\$26,978	\$26,570	\$408
FTE	N/A	565	565	

2007 Budget:

Through the 2007 budget process, Internal Support operated with a net current budget of 27.0 million and 565 full-time equivalents (FTEs) to deliver the services listed in Section I, to the residents of the Region of Peel and all Departments within the corporation.

2007 Projection:

Staff forecast to complete the year with a net expenditure of \$26.6 million representing surplus of \$0.4 million which is mainly due to staff vacancy.

Section III. Performance Measurement/Benchmarking:

The benchmarks and performance measures for Internal Support including Ontario Municipal CAO's Benchmarking Initiative (OMBI) measures can be seen in Appendix VI.

The OMBI results continue to indicate opportunities for improvement in the areas of Accounts Payable efficiency. Finance has completed an evaluation of the Procure to Payment Process and is in the process of implementing a number of recommendations designed to improve the efficiency in this area. Two initiatives in the 2008 Capital Budget are focused on further improving efficiency and include automation of the business expense claim process as well as an initiative to explore the benefits of invoice scanning to facilitate work-flow and data entry.

In 2006, OMBI reported measures in the General Revenues area for the first time. The Region of Peel was the top performer in the area of General Revenue efficiency. Peel is also an average to good performer in the area of invoicing in terms of volume and speed of invoices getting paid. However, bad debt write-offs appear higher as a percentage of billed revenue.

In relation to the Treasury section, benchmarking data clearly shows that Peel stands as a good performer. Treasury has an eight year track record of exceeding the market return benchmark by one per cent or \$14.0 million per year.

2006 data available in 2007 is the first OMBI data available for Clerk's services. There is still a great deal of variability of the data among municipalities depending on whether the standing committee model or the general committee model is adopted. In Peel the general committee model is adopted which reduces the number of meetings but tends to reflect higher cost per meeting. These are probably not the best measures of performance as they do not reflect costs in terms of outcomes such as numbers of matters dealt with.

Legal Services has more consistent measures across comparators. Peel is in the mid range of comparators in terms of output and cost.

Currently OMBI measures cover many but not all of the services provided by Employee and Business Services (E&BS). There are measures for Information & Technology services (I&T); Human Resources including Payroll Services, Facilities Management and Purchasing Services, however currently there are no measures for Energy Management and Real Estate and Construction. While the measures are useful they continue to be refined by "expert panels" in I&T, Human Resources and Purchasing. One issue that remains a challenge within the OMBI framework and is a source of potential discrepancy of data between organizations is the inconsistent accounting for internal support costs. Some participating municipalities do not have internal charge systems that provide as accurate an accounting for internal costs as that which exists at the Region of Peel.

For Human Resources additional measures are provided through participation in the Human Resources Benchmarking Network (HRBN). These measures also appear in Appendix VI.

There are no external benchmarks and performance measures for Heritage based on the OMBI. However, management monitors program performance internally. The internal measures show Heritage to be a good and steady performer in the area of attendance, the acquisition of works of art, artefacts and documentary heritage and volunteer recruitment and participation. These measures compare favourably with similar institutions in the province.

Section IV. 2008 Base Pressures:

Adjustment to Presentation for Corporate Reorganization:

As a result of the reorganization in 2007 several costs have shifted among the various departments delivering internal support services. These shifts are captured in Appendix 1. Generally they offset one another with the major exception being the charging out of Financial Support Units.

The Finance Department has not charged out the costs related to the Financial Support Units in the 2008 Budget. This reflects the principle that the Finance Department provides services at a corporate level and that the review of service integration opportunities, between the various Finance sections will likely result in a number of transitional shifts in resources. This will support the research and development of new value added initiatives. There are no losses in senior level government funding resulting from this action. As a result of this action, the effective increase of the Finance Department is overstated by \$3.7 million representing the portion of Finance's 2008 Budget previously recovered from the various Regional programs for Financial Support Unit costs. Operating department budgets have received this budget "savings" which equates to \$3.7 million reduction in the base 2007 budgets for operating departments.

To continue supporting the Regional programs at the 2007 approved service level, there are increases to the base cost for these services in the following sections, as identified in Appendix I:

Annualization:

Total annualization for Internal Support amounts to a reduction of \$0.9 million primarily due to the elimination of a one time reserve contribution to Energy program of \$1.0 million.

Cost of Living Increase/Inflation:

Cost of Living and other inflationary pressures represent an increase of \$4.8 million, of which \$2.7 million is for pay increase, and \$2.1 million represents inflationary cost for various goods and services required by internal support programs to meet clients' needs.

Section V. Cost Mitigation Through Efficiencies and Recoveries:

Efficiencies:

In 2008, a significant amount of savings will be realized by reallocating three positions within Corporate Finance to assist the initiatives of the CFO, such as Corporate Asset Management, TCAA Capital Asset and increased service level to support program operation. These initiatives are being undertaken to respond to the growth in services and the change in Generally Accepted Accounting Principles (GAAP) whereby municipalities are required to capitalize and appropriately depreciate all fixed assets over the useful lives. This requirement is effective for financial reporting starting January 2009. About \$347.0 thousand will be saved through this reallocation.

Efficiencies implemented by E&BS have provided savings to clients budgets through reductions in two internal charges: network server environment and 10 Peel rental rates. As well saving will be realized from lower overall costs associated with the new multi-functional devices (printers/copiers) and reduced utility costs managed by Corporate Energy.

An efficiency of \$17.0 thousand arose in Heritage properties through the installation of new and more efficient Heating, Ventilation and Air Conditioning (HVAC) systems in 9 Wellington.

Corporate Services costs are primarily professional and administrative support services. Opportunities for process efficiencies are small and often not measurable but lead to cost containment in the future. The value is often risk mitigation and cost avoidance for client programs.

Recoveries:

Internal Support recoveries are up \$1.5 million which represents an increase in direct program support provided to front line programs and capital projects of \$3.0 million partially offset by a reduction in external recoveries of \$1.5 million due to anticipated decreases in actual cash recoveries from energy bill validation work and a reduction in recoveries from Peel living.

The key drivers behind the increase in direct program support are as follows:

- Growth in service demand by department.
- General inflation in base support.
- Recoveries from Capital projects are up due to recoverable activity projected in Realty Services in 2008 associated with recently added staff.
- Small decreases in the recoveries for rent at 10 Peel and network server charges.
- Some decrease due to a reduction in staff as a result of internal process improvement in Treasury services.

Direct program support costs are consistently less than the cost of externally provided service and provide continuity of program knowledge.

Section VI. Challenges and Emerging Trends:

Internal Support responds to the increased demand for services on all Regional Programs through growth as well as increased regulatory compliance obligations on all programs. Some of the significant factors driving the need for resources are:

- The significant increase in procurement, land acquisitions and commercial contract advice required to support the Region's capital programs for water, wastewater, roads and solid waste as well as ongoing programs and services.
- The demand for increased program communication for all Regional Programs as more residents and new programs are developed.
- The need for the Emergency Management Program to provide more comprehensive planning for specific risks such as pandemic influenza and other hazards.
- The increase in the number and length of customer contacts by telephone and other channels requiring response from the Customer Contact Centre and the requirement to maintain the Region's emergency communications capacity.
- Changing labour market with increase in diversity, labour shortage, staff retention and other talent management challenges.
- Continued growth in the number of technology devices in use by the organization, with associated pressures on technology support structures.
- Increased importance of information security and privacy.
- Increasing utility costs in future despite capital expenditures on energy conservation retrofits.
- Demand for increased accessibility in existing and new facilities.
- Growing interest in "green building" approaches to construction and renovations.
- Continued media focus on contract and purchasing irregularities and improprieties in other municipalities.
- Integration of new Finance sections into service model which optimizes broader policy objectives of engaging staff, improving customer satisfaction and enhancing the department's credibility and value added.
- Delivering on customers' expectations to provide more service and achieve more initiatives under the direction of the CFO with the same or less resources.
- Peel's diverse population and increased immigration is changing service delivery and driving growth in Peel.
- Increasing service delivery demands by citizens that address privacy, public safety and security, education and public health matters.
- Erosion in trust and confidence in government, not-for-profit and private sector leading to increased pressure for transparency and accountability.
- Lack of adequate space to safely store and care for the growing collections of the Archives, Art Gallery and Museum.
- The extensive growth of the multicultural community and the challenges of providing access to Heritage for those with English as a second language.
- Lack of Peel citizenry interest as a result of low profile of the Region of Peel
- Limited capacity, including change management expertise, throughout the organization to manage and deliver on strategic policy issues and continuous improvement priorities
- Change in political and administrative leadership
- Balance between political realities, corporate expectations and employee needs

To respond to these challenges, management has taken on a number of initiatives to recruit, develop and retain staff, and to enhance workplace flexibility for staff. Staff is engaged in reviewing and, where appropriate, altering processes, to ensure efficiency and cost effectiveness. Heritage is working with other cultural and heritage institutions and groups in Peel in order to determine the overall needs of the heritage and arts community regarding the storage of Peel collections in a centralized facility.

Section VII. 2008 Program Pressures – Current:

Growth:

The increased growth in Peel's population has primarily an indirect impact on Internal Support Departments. As the Region grows in population the demand for direct services often results in increased internal support service requirements from those departments. Growth drives service demand for Internal Support. In 2008 the Internal Support program pressures that are growth related arise out of a mix of Regional capital programs and operating department needs. These program pressures are described under "Service Demand" below.

Service Demand:

The 2008 Service Demand pressures Internal Support include:

Corporate Services

- Service Demand pressures related to increased demands from operating and capital programs for Legal and Communication Services. These services are necessary for the operating programs to achieve objectives. In 2008 client programs will require approximately \$951.0 thousand in increased services which will be funded through internal recoveries. These services will be provided by a mix of regular full time, part time and contract staff. It is important to note that the alternatives would be to purchase these services externally at greater cost to the organization. Legal Services staff has been supplying a significant amount of overtime work to meet demand which is not sustainable.
- As reported to and endorsed by the Emergency and Protective Services Committee (EPSC), the Emergency Management Program will need to move towards compliance with higher regulatory standards. To meet the requirements of the Comprehensive Level program, including implementing an incident management system, maintaining the business continuity plan and developing risk specific response plans, such as the influenza pandemic plan, as well as all related training and testing for the entire Regional organization, increased resources of approximately \$185.0 thousand will be required.

- In the area of customer service, the Customer Contact Centre (CCC) is gradually becoming a key central service delivery agent for all Regional Programs. It will provide single point of access to service by telephone, email and other media. 2008 will be the first full year that the CCC provides 24 hour service 7 days a week through consolidating the old Public Works after hours service in the call centre. It will also provide 211 information and referral services for all social service and health service agencies in Peel. These services include about \$465.0 thousand in one time costs that are being funded through reserves and do not represent an ongoing cost increase. Future ongoing operating costs attributable to this service are in the range of about \$182.0 thousand.

Employee And Business Services

Salary & benefit costs related to increased service provided by E&BS directly to programs and for the implementation of corporate initiatives amount to \$492.0 thousand. The proposed service enhancements are as follows:

- Add a resource to ETPS to build capacity for energy management within the department of Environment, Transportation & Planning Services.
- Enhance capabilities for Building Condition Analysis and contribute more significantly to the Corporate Asset Management program.
- Develop capacity within the department for project management and responding to corporate needs.
- Improve Health and Safety program in Health Services.
- Increase program delivery capacity in the Learning and Development Centre.

Executive Office

- As a result of an increase in demands related to the services provided by the Executive Office, additional resources are needed to address the workload. The additional resource requirement results in an increase of \$0.2 million.

Heritage

- Seniors' Outreach continues to be in great demand throughout the Region of Peel. In order to meet this need the Heritage Complex has increased the expenditure for these programs in 2008.
- The decrease in the revenue and costs of public events reflects a reduction in the number of events undertaken by the Heritage program. Events which were non-revenue generating have also been removed. The slight shortfall in revenues is compensated by fundraising through grants and subsidies.

The net 2008 new pressures for Internal Support due to service demand therefore are approximately \$0.9 million.

Subsidy Changes:

Heritage

Heritage includes a decrease in MAP funding and other grants of \$7.0 thousand.

Other Pressures:

Internal support Other Pressures of \$161.0 thousand include:

Contributions to reserves in E&BS have increased by a net amount of \$202.0 thousand. This is comprised of increases to the amounts required to achieve sustainable network and personal computer hardware replacements offset by the recognition of the portion of the contributions to the New IT Reserve that were historically used to fund the capital plan for network expansion and disaster recovery. The net increase is consistent with past plans to reinstate contributions to reserves in the former People and Information Technology department to 2005 levels.

Contributions to reserves, reduced fees and increased Corporate Service charges of \$157K.

These pressures are partially offset by a contingency of \$250.0 thousand that has been established in the Finance budget in anticipation of the need for backfilling. As the Finance department moves through the early stages of the overall corporate re-alignment, a policy objective of managing all early phases of transition within the context of existing level of resources has been established. The contingency is funded from working fund reserves generated by prior year surpluses.

Section VIII. 2008 Program Pressures – Capital:

The following table lists the new capital plan for 2008 as well as the carry forward capital balance from 2007 that concludes the total capital budget available for Internal Support departments to spend in 2008. The details organized by each department reside in Appendix III.

Carry –Forward from 2007 \$'000	2008 New Capital \$'000	2008 # of New Projects	Total Capital Available \$'000	2009 – 2017 Forecast \$'000	2009 - 2017 # of New Projects
\$41,717	\$22,611	31	\$64,328	\$104,880	120

In addition to the carry forward of the approved projects from 2007 in the amount of \$41.7 million, new capital of \$22.6 million is being requested in 2008 as follows:

- Council Chamber Technology replacement and upgrade – This is the replacement of the audio visual system in the Council Chamber which is at the end of its useful life and is not functioning properly - \$1.0 million.
- Emergency Management Program projects required to move toward the Comprehensive Level standard, including the Incident Management System, Evacuation Plan, Pandemic Support Plans and the Volunteer Management Plan - \$375.0 thousand.

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- Customer Service Integration Technology Project – This is the first year of a multi year project to develop the detailed requirements for an integrated solution to customer service request tracking and resolution for all Regional programs. This project will inform program decisions on the planned replacement of several existing systems that may be duplicated across the Corporation so as to rationalize system costs and establish common standards and processes - \$700.0 thousand.
- Internet and Intranet Redesign and Renewal – The existing Internet and Intranet sites have not been renewed to reflect changes in programs and information for several years. This project will bring these sites up to date and improve usability - \$175.0 thousand.
- Corporate Services Technology – There are several departmental systems currently in use which will either be no longer supported or require replacements and upgrades to meet current standards. These include timekeeping systems, Council reports and agenda management systems, emergency operations systems and Customer Contact Centre support systems, among others - \$650.0 thousand.
- Major maintenance for Heritage Complex - \$640.0 thousand.
- Implementation of GIS Strategy at \$750.0 thousand, enhancement of disaster recovery technology for \$200.0 thousand and enhancement and expansion of network infrastructure for \$500.0 thousand.
- Replacement of PBX Phone technology with Voice Over Internet Protocol (VOIP) Technology at a cost of \$4.0 million and replacement of existing network infrastructure for \$455.0 thousand.
- Replacement of off-cycle personal computers for \$3.1 million and enhancement & optimization of PeopleSoft Human Resource Management System (HRMS) for \$200.0 thousand.
- Implementation of energy conservation initiatives for \$2.0 million. Fit-out, furniture and maintenance plan for 10PEP at \$941.0 thousand.
- Major and preventative maintenance for administrative headquarters at \$752.0 thousand and change out of security system and signage for administrative headquarters for \$500.0 thousand.
- Inventory, inspection and master accommodation plan (MAP) of existing facilities for \$1.2 million and purchase furniture for growth at \$100.0 thousand.
- Second phase of implementing Tangible Capital Assets for \$1.0 million, A/P Scanning Initiative to scan all the A/P invoices to improve efficiency at \$350.0 thousand and A/P business claim automation to improve process for \$100.0 thousand.

Section IX. 2008 Summary:

Budget Summary \$'000s	2007 Budget	2007 Projection	2008 Proposed	2009 Forecast	2010 Forecast
Current Budget – Total Expenditures	\$32,374	\$31,745	\$39,690	\$39,321	\$40,566
Current Budget – Total Revenue	\$5,396	\$5,175	\$5,946	\$4,097	\$4,231
Current Budget – Net Cost	\$26,978	\$26,570	\$33,744	\$35,224	\$36,335
FTE	565	565	578.5	587.5	605
Capital Carry Forward from prior year			\$41,716	\$15,453	\$10,323
New Capital			\$22,611	\$12,394	\$19,151
Total Capital Available			\$64,327	\$27,847	\$29,474
Forecasted Capital Spending			\$48,874	\$17,524	\$21,052

Future Outlook:2009 and 2010 Current Budget:

The objective of the Internal Support departments in 2009 and 2010 is to maintain the growth in net expenses to the rate of inflation. This includes maintaining the growth in internal charges rates to the rate of inflation plus volume growth. With the one time cost being eliminated from the Corporate Service budget and funding reduced accordingly, the outlook of the net budget for Internal Support will be as follows:

2008 \$33.7 million
 2009 \$35.2 million
 2010 \$36.3 million

2009-2017 Capital Plan:

The capital plan for 2009-2017 is a preliminary plan based on information available at this time. The capital plan may be amended in future years as new information is presented and more sophisticated planning is put in place. The balance of this ten year capital plan excluding 2008 totals \$104.9 million and includes the following:

- Network and telephony infrastructure enhancement & replacement - \$15.0 million.
- Technology disaster recovery – \$1.8 million.
- Desktop and notebook replacement program - \$28.6 million.
- PeopleSoft HRMS enhancement and optimization - \$1.8 million.
- Energy conservation initiatives - \$18.0 million.
- Corporate Information Technology - \$13.5 million.
- Clean-up of 21 Division site - \$550.0 thousand.
- Maintenance of administrative headquarters - \$5.6 million.
- Support for future space requirements - \$2.6 million.

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- Customer Service Integration Technology - \$9.3 million.
- Departmental Technology Plan - \$0.3 million.
- Business Process Improvement Capital Projects - \$75.0 thousand.
- Heritage Complex Major Maintenance - \$3.4 million.
- Tangible Capital Assets - an additional \$0.5 million to implement this mandatory change in financial accounting and reporting.
- PeopleSoft Financial System Upgrade - \$0.8 million to upgrade the current version of PeopleSoft Financials.

Service Level Contract for 2008:

Resources:

The 2008 Current Budget for Internal Support has a total value of \$39.7 million and a net value of \$33.7 million at a 10 per cent increase over 2007 of which 5.6 per cent is inflationary cost and 4.4 per cent is service demand increase.

Total of 13.5 FTE are added for a total of 578.5 complement positions for approval.

The 2008 Capital Budget totals \$22.6 million in new capital projects, funded from available reserve.

Outputs/Outcomes:

Output/Outcome Measure	2007 Projection	2008 Target	Variance Commentary
<i>Corporate Services</i>			
Number of Council and Committee Meetings supported	92	94	All increases reflect service demand as described above
Total number of Agendas Packaged	8,485	8,710	All increases reflect service demand as described above
Number of <i>Municipal Freedom of Information and Protection of Privacy Act</i> requests	248	150	Not predictable
Hours of Service - Legal Services	14,485	17,041	All increases reflect service demand as described above
Hours of Service - Communications	48,540	55,010	All increases reflect service demand as described above
Telephone Calls for Service Handled	650,485	756,000	All increases reflect service demand as described above
<i>Finance</i>			
Accounts Receivable–number of miscellaneous invoices issued		3,300	New indicator introduced after the reorganization
Number of Accounts Payable Vouchers Processed		160,000	New indicator introduced after the reorganization
Treasury –rate of return on investment	4.8%	4.5%	
<i>Employee & Business Services</i>			
Service desk call abandonment rate	20.0%	20.0%	

Internal Support – 2008 Budget Document

Output/Outcome Measure	2007 Projection	2008 Target	Variance Commentary
Percentage of time with full network operations	99.9%	99.9%	
% of grievances resolved prior to referral to arbitration	85%	85%	
Number of Purchase Orders processed	1,662	1,700	
Corporate Energy - % of energy load actively managed	85%	100%	The objective is to manage the energy load as much as possible
Number of building condition assessments	70	70	
Number of land transactions completed	200	250	
<u>Executive & Council</u>			
Number of negative e-mails to the Regional Chair	8	12	
Average variance to Executive Office Budget	100%	100%	
Number of external visitors to Regional Website per month	650,000	675,000	
% of progress status on the 10 Peel Expansion Project	45%	95%	Expect that the project will be almost completed in 2008
% of progress status on the Common Purpose Program	75%	100%	Anticipate the Common Purpose program to complete in 2008
<u>Heritage</u>			
Number of visitors	39,330	40,000	The Arctic Zoo exhibit will be heavily promoted to schools
Number of volunteers	131	140	Reflects additional demand from teens for opportunities to complete mandatory community service hours
Total volunteer hours	3,960	4,000	Reflects increased interest in volunteering due to higher profile of the Complex in the community
Acquisitions – Collection Growth	\$10,000,000	\$10,000,000	
Seniors Outreach (total individuals)	3,038	3,200	Reflects increased demand for delivery of these programs due to growth of senior-aged population in long term care facilities
Number of exhibitions	15	15	

Section X. Pressures not included in 2008 Budget:

Not included in the 2008 budget are costs related to the Accessibility Standards Regulations under the *Accessibility for Ontarians with Disabilities Act*. Projects are being planned to determine the impact of these regulations but that information is not available at this time.

The organization will continue to undergo changes over the course of 2008 which will result in the re-alignment of resources to support the Common Purpose, one which builds employee engagement, client satisfaction, and trust and confidence in Peel. It is expected that there will continue to be impacts to both the services provided by the Executive Office and the resources required to provide those services into 2008. The full impact of these changes remains unknown at this time. Should service requirements increase there could be an associated resource requirement increase. These impacts will become known once recommendations for the integration of the Common Purpose strategies are completed.

As noted during the 2007 budget process, an increase will be required to the annual reserve contribution in order to maintain the historic integrity of the Heritage buildings. This was not included in the 2008 current budget as the issue will be treated as part of the total Region's Reserve Management Strategy.

Appendices:

Appendix I	2008 Current Pressures
Appendix II	2008 Capital Overview
Appendix III	Existing Capital Project List
Appendix IV	2008 New Capital Detail
Appendix V	Ten Year Capital Plan
Appendix VI	Performance Measures/Benchmarks
Appendix VII	Staffing Information
Appendix VIII	User Fees

	Corporate Services			Heritage			Employee & Business Services		
	Total Expenditures	Total Revenue	Net Cost	Total Expenditu	Total Revenue	Net Cost	Total Expenditures	Total Revenue	Net Cost
2007 Revised Cost of Service	6,582	429	6,153	1,607	259	1,348	11,556	3,384	8,172
Adjustment to reflect change in presentations required after corporate reorganization	(92)	-	(92)	-	-	-	(1,948)	-	(1,948)
2007 Budget Restated	6,490	429	6,061	1,607	259	1,348	9,608	3,384	6,224
Annualizations - Section IV									
Salaries & Benefits to maintain service levels	49	-	49	55	-	55	-	-	-
Decrease of one time reserve contributions-Energy Conservation	-	-	-	-	-	-	(1,000)	-	(1,000)
One time double occupancy costs offset by reserve draw	-	-	-	-	-	-	1,500	1,532	(32)
<i>Subtotal</i>	49	-	49	55	-	-	500	1,532	(1,032)
Cost of Living Increase/Inflation - Section IV									
Salary & Wages	707	-	707	10	-	10	1,148	-	1,148
Internal Charge Increases	405	-	405	53	-	53	1,116	-	1,116
Goods & Services	-	-	-	13	-	13	323	-	323
<i>Subtotal</i>	1,112	-	1,112	76	-	76	2,587	-	2,587
Efficiencies - Section V									
Miscellaneous efficiencies	-	-	-	(17)	-	(17)	-	-	-
<i>Subtotal</i>	-	-	-	(17)	-	(17)	-	-	-
Recoveries - Section V									
Decrease in external & payroll recoveries (Energy & Peel recoveries)	-	-	-	-	-	-	-	(1,462)	1,462
Increased Recoveries from Internal Clients	(622)	-	(622)	(7)	-	(7)	(2,244)	-	(2,244)
Portfolio Admin Recovery	-	-	-	-	-	-	-	-	-
<i>Subtotal</i>	(622)	-	(622)	(7)	-	(7)	(2,244)	(1,462)	(782)
2008 Base Changes	539	-	539	107	-	107	843	70	773
Growth - Section VII									
Additional parking space acquired at St. Mary's	-	-	-	5	-	5	-	-	-
<i>Subtotal</i>	-	-	-	5	-	5	-	-	-
Service Demand - Section VII									
Additional resources to meet service demand	1,602	-	1,602	-	-	-	492	-	492
Increase Internal Recoveries to offset increased resource cost	(951)	-	(951)	-	-	-	-	-	-
Increase Contribution from Reserve to offset one time cost increase	-	465	(465)	-	-	-	-	-	-
Internal Audit - Consulting - request from ASC members to conduct more IT reviews	25	-	25	-	-	-	-	-	-
Senior Outreach & Misc Heritage	-	-	-	12	(2)	14	-	-	-
<i>Subtotal</i>	676	465	211	12	(2)	14	492	-	492
Subsidy and Fee Changes - Section VII									
Decrease in MAP funding and other grants	-	-	-	(19)	(12)	(7)	-	-	-
<i>Subtotal</i>	-	-	-	(19)	(12)	(7)	-	-	-
Other - Section VII									
Misc Corporate Services changes - increased reserve contributions, reduced fees, increased data storage cost	125	(32)	157	-	-	-	-	-	-
Decrease due to one time gift and duplication in 07 budget - Heritage	-	-	-	-	(30)	30	-	-	-
Increase in EBS reserve contributions to 2005 levels	-	-	-	-	-	-	202	-	202
Withdrawal from Finance reserve - contingency	-	-	-	-	-	-	-	-	-
<i>Subtotal</i>	125	(32)	157	-	(30)	30	202	-	202
2008 New Pressures	801	433	368	(2)	(44)	42	694	-	694
Total 2008 Pressures	1,340	433	907	105	(44)	149	1,537	70	1,467
2008 Recommended Cost of Service	7,830	862	6,968	1,712	215	1,497	11,145	3,454	7,691

	Finance			Executive & Council		
	Total Expenditures	Total Revenue	Net Cost	Total Expenditures	Total Revenue	Net Cost
2007 Revised Cost of Service	7,114	1,324	5,790	5,515	-	5,515
Adjustment to reflect change in presentations required after corporate reorganization	3,954	-	3,954	1,785	-	1,785
2007 Budget Restated	11,068	1,324	9,744	7,300	-	7,300
Annualizations - Section IV						
Salaries & Benefits to maintain service levels	25		25			
Decrease of one time reserve contributions-Energy Conservation			-			-
One time double occupancy costs offset by reserve draw			-			-
<i>Subtotal</i>	25	-	25	-	-	-
Cost of Living Increase/Inflation - Section IV						
Salary & Wages	633	-	633	176	-	176
Internal Charge Increases		-	-	110	-	110
Goods & Services				139		139
<i>Subtotal</i>	633	-	633	425	-	425
Efficiencies - Section V						
Miscellaneous efficiencies	(347)		(347)			-
<i>Subtotal</i>	(347)	-	(347)	-	-	-
Recoveries - Section V						
Decrease in external & payroll recoveries (Energy & Peel recoveries)						
Increased Recoveries from Internal Clients	(260)	-	(260)		-	-
Portfolio Admin Recovery		(139)	139			
<i>Subtotal</i>	(260)	(139)	(121)	-	-	-
2008 Base Changes	51	(139)	190	425	-	425
Growth - Section VII						
Additional parking space acquired at St. Mary's			-			-
<i>Subtotal</i>	-	-	-	-	-	-
Service Demand - Section VII						
Additional resources to meet service demand		-	-	157	-	157
Increase Internal Recoveries to offset increased resource cost			-			-
Increase Contribution from Reserve to offset one time cost increase			-			-
Internal Audit - Consulting - request from ASC members to conduct more IT reviews			-			-
Senior Outreach & Misc Heritage			-			-
<i>Subtotal</i>	-	-	-	157	-	157
Subsidy and Fee Changes - Section VII						
Decrease in MAP funding and other grants						
<i>Subtotal</i>	-	-	-	-	-	-
Other - Section VII						
Misc Corporate Services changes - increased reserve contributions, reduced fees, increased data storage cost			-			-
Decrease due to one time gift and duplication in 07 budget - Heritage						
Increase in EBS reserve contributions to 2005 levels						
Withdrawal from Finance reserve - contingency		228	(228)			
<i>Subtotal</i>	-	228	(228)	-	-	-
2008 New Pressures	-	228	(228)	157	-	157
Total 2008 Pressures	51	89	(38)	582	-	582
2008 Recommended Cost of Service	11,119	1,413	9,706	7,882	-	7,882

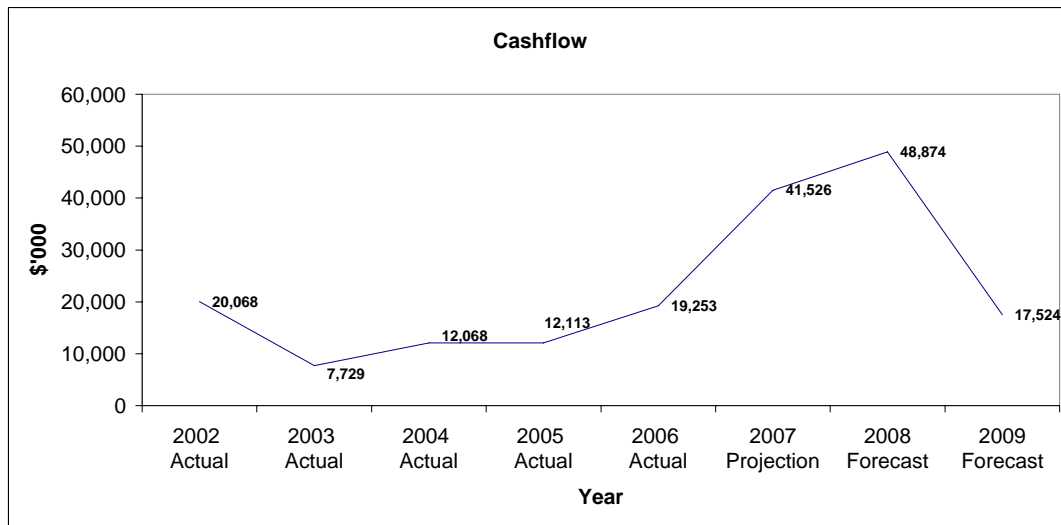
APPENDIX I
INTERNAL SUPPORT
2008 CURRENT PRESSURES (\$'000)

	Total Internal Support		
	Total Expenditures	Total Revenue	Net Cost
2007 Revised Cost of Service	32,374	5,396	26,978
Adjustment to reflect change in presentations required after corporate reorganization	3,699	-	3,699
2007 Budget Restated	36,073	5,396	30,677
Annualizations - Section IV			
Salaries & Benefits to maintain service levels	129	-	129
Decrease of one time reserve contributions-Energy Conservation	(1,000)	-	(1,000)
One time double occupancy costs offset by reserve draw	1,500	1,532	(32)
<i>Subtotal</i>	629	1,532	(903)
Cost of Living Increase/Inflation - Section IV			
Salary & Wages	2,674	-	2,674
Internal Charge Increases	1,684	-	1,684
Goods & Services	475	-	475
<i>Subtotal</i>	4,833	-	4,833
Efficiencies - Section V			
Miscellaneous efficiencies	(364)	-	(364)
<i>Subtotal</i>	(364)	-	(364)
Recoveries - Section V			
Decrease in external & payroll recoveries (Energy & Peel recoveries)	-	(1,462)	1,462
Increased Recoveries from Internal Clients	(3,133)	-	(3,133)
Portfolio Admin Recovery	-	(139)	139
<i>Subtotal</i>	(3,133)	(1,601)	(1,532)
2008 Base Changes	1,965	(69)	2,034
Growth - Section VII			
Additional parking space acquired at St. Mary's	5	-	5
<i>Subtotal</i>	5	-	5
Service Demand - Section VII			
Additional resources to meet service demand	2,251	-	2,251
Increase Internal Recoveries to offset increased resource cost	(951)	-	(951)
Increase Contribution from Reserve to offset one time cost increase	-	465	(465)
Internal Audit - Consulting - request from ASC members to conduct more IT reviews	25	-	25
Senior Outreach & Misc Heritage	12	(2)	14
<i>Subtotal</i>	1,337	463	874
Subsidy and Fee Changes - Section VII			
Decrease in MAP funding and other grants	(19)	(12)	(7)
<i>Subtotal</i>	(19)	(12)	(7)
Other - Section VII			
Misc Corporate Services changes - increased reserve contributions, reduced fees, increased data storage cost	125	(32)	157
Decrease due to one time gift and duplication in 07 budget - Heritage	-	(30)	30
Increase in EBS reserve contributions to 2005 levels	202	-	202
Withdrawal from Finance reserve - contingency	-	228	(228)
<i>Subtotal</i>	327	166	161
2008 New Pressures	1,650	617	1,033
Total 2008 Pressures	3,615	548	3,067
2008 Recommended Cost of Service	39,688	5,944	33,744

**APPENDIX II
INTERNAL SUPPORT
2008 CAPITAL OVERVIEW**

Existing Capital Internal Support (\$'000)								
Year of Projects	Carry-forward from 2006	2007 Budget	Total Approved Capital	In-Year Adjustments as at July 31, 2007	2007 Projected Spending (Includes Closed Projects)	2007 Carry-forward to 2008	# of Projects Carry-forward to 2008	
1999	44	0	44	1	43	-	0	
2000	19	0	19	19	0	0	0	
2001	3,710	0	3,710	0	226	3,484	1	
2002	189	0	189	0	24	165	1	
2003	45	0	45	0	3	42	2	
2004	3,069	4,810	7,879	5	827	7,047	7	
2005	4,282	0	4,282	86	2,800	1,396	21	
2006	59,287	100	59,387	2043	31,824	25,520	29	
2007		10,585	10,585	1097	5,425	4,063	28	
2007+				-		0		
Total	70,645	15,495	86,140	3,251	41,172	41,717	89	

2008 - 2017 Capital Plan (\$'000)						
Carry-forward from 2007	2008 Budget	2008 # of New Projects	Total Capital Available	2008 Total # of Projects	2009 - 2017 Forecast	
41,717	22,611	31	64,328	120	104,880	



Commentary on Cash Flow Variance:

The main reason for cashflow fluctuation from 2008 to 2009 is mainly due to the PC replacement project happens once every four years

**APPENDIX III
INTERNAL SUPPORT
EXISTING CAPITAL PROJECT LIST**

As of July 31, 2007

Project	Description	Gross Revised Budget	Gross Project Actuals	Gross Carry-Forward	Net Revised Budget	Net Project Actuals	Net Carry-Forward	Net % Spent
037922	Emg Prog Plan Ph I&II 02-1190	195,929	153,579	42,350	195,929	142,592	53,337	72.78
047804	Emer.Prog.Plan 04-68	195,000	500	194,500	195,000	500	194,500	0.26
057101	Contingent Liab Legal 04-1280	75,000	122,672	(47,672)	75,000	122,672	(47,672)	163.56
057120	Customer Contact Centre-CIO	796,000	607,541	188,459	796,000	607,541	188,459	76.32
067101	Contingent Liability 05-1496	75,000	25,112	49,888	75,000	25,112	49,888	33.48
067102	Legal Serv.Technology Plan-CIO	85,759	16,886	68,873	85,759	16,886	68,873	19.69
067103	Web Content Mgmt - Ph 2 c -CIO	793,264	121,123	672,141	793,264	121,123	672,141	15.27
067104	Regist/Book/Sche Sys-CIO	500,286	13,979	486,307	500,286	13,979	486,307	2.79
077105	CCC Phase 2 Further Consolidat	350,000	89,431	260,569	350,000	89,431	260,569	25.55
077106	CCC Phase 2 Strategic Investig	215,775	30,456	185,319	215,775	30,456	185,319	14.11
077107	Council Chamber Technology Upg	121,464	20,600	100,864	121,464	20,600	100,864	16.96
077108	E-Agenda - CIO	107,500	-	107,500	107,500	-	107,500	-
055170	Heritage Com Maj Mntc 04-1280	446,939	357,546	89,393	421,939	351,546	70,393	83.32
055171	Heritage Com Prevent 04-1280	99,000	89,646	9,354	99,000	89,646	9,354	90.55
065170	Heritage Com Maj Mtce 05-1496	331,800	215,320	116,480	331,800	215,320	116,480	64.89
075170	Heritage Complex - Major Maint	488,781	6,027	482,754	488,781	6,027	482,754	1.23
Total	Corporate Services Active	4,877,497	1,870,418	3,007,079	4,852,497	1,853,430	2,999,067	38.20
017035	10 Peel Expans -Part Close Out	8,895,075	5,712,391	3,182,684	8,895,075	5,712,391	5,712,391	64.22
017050	New Visual Corp Signge 02-1190	587,586	236,449	351,137	587,586	236,449	236,449	40.24
045201	Gen-phase 2	2,243,087	836,431	1,406,656	2,243,087	836,431	836,431	37.29
045204	HVAC Engineering	93,612	43,273	50,339	93,612	43,273	43,273	46.23
045235	Furn. Rep. Program 04-68	6,028,750	700,081	5,328,669	6,028,750	700,081	700,081	11.61
045246	Painting and Sealing CLOSEOUT	80,750	80,104	646	80,750	80,104	80,104	99.20
045299	Energy Building Pilot Project	900,000	435,537	464,463	650,000	310,537	310,537	47.77
055228	Termo Scan/Elect Comp 04-1280	44,625	15,073	29,552	44,625	15,073	15,073	33.78
055229	L& B Wire R/Bldg Auto 04-1280	283,688	96,242	187,446	283,688	96,242	96,242	33.93
055233	Plumbing & Drainage CLOSEOUT	168,938	90,901	78,037	168,938	90,901	90,901	53.81
055237	Misc Env Repair/Barrier04-1280	691,332	667,924	23,408	691,332	667,924	667,924	96.61
055280	Facility Inventory 04-1280	60,000	18,895	41,105	60,000	15,895	15,895	26.49
065205	Suspended Slab Repairs	385,920	25,478	360,442	385,920	25,478	25,478	6.60
065206	Parking Lots Repairs	414,120	-	414,120	414,120	-	-	-
065207	Washroom Retrofits_Phase2	180,480	110,665	69,815	180,480	110,665	110,665	61.32
065210	HQ Gen Prevent Mntc 05-1496	50,000	46,811	3,189	50,000	46,811	46,811	93.62
065212	HVAC ControlSystem	120,000	1,009	118,991	120,000	1,009	1,009	0.84
065213	Lighting & BW	90,000	23,288	66,712	90,000	23,288	23,288	25.88
065217	Domestic Water Distribution	120,000	33,715	86,285	120,000	33,715	33,715	28.10
065228	Low Tension Services & Distrib	168,000	21,541	146,459	168,000	21,541	21,541	12.82
065230	Exhaust & Ventilating Control	30,000	2,727	27,273	30,000	2,727	2,727	9.09
065232	Waste Piping and Gas Distribut	98,400	15,569	82,831	98,400	15,569	15,569	15.82
065235	10 Peel Expansion 06-638	56,500,000	13,489,233	43,010,767	56,500,000	13,489,233	13,489,233	23.87
065238	Master Accom Plan 05-1496	312,004	311,752	252	312,004	311,752	311,752	99.92
065270	Security Access Sys 05-1496	550,000	82,264	467,736	550,000	82,264	82,264	14.96
065297	Design Contingencies CLOSEOUT	300,000	82,243	217,757	300,000	82,243	82,243	27.41
075210	Headquarters General Preventat	25,000	4,012	20,988	25,000	4,012	4,012	16.05
075215	Corporate Furniture	100,000	32,017	67,983	100,000	32,017	32,017	32.02
075220	Headquarters Major Maintenance	1,522,060	29,703	1,492,357	1,522,060	29,703	29,703	1.95
075230	Reserve Fund Study for JUF Fac	60,000	294	59,706	60,000	294	294	0.49
075238	Master Accomodation Plan (MAP)	355,170	126,854	228,316	355,170	126,854	126,854	35.72
075248	Carpeting	292,995	-	292,995	292,995	-	-	-
075261	Audit Current Documentation	302,400	-	302,400	302,400	-	-	-
075280	Facility Inventory	100,000	-	100,000	100,000	-	-	-
	Sub Total FCRE & FM	82,153,992	23,372,476	58,781,516	81,903,992	23,244,476	23,244,476	28.38
050110	Corporate Call Back Mod. CIO	99,000	-	99,000	99,000	-	-	-
057569	OW Central Booking - CIO	204,000	1,175	202,825	204,000	1,175	1,175	0.58
057574	OW Datamart Ph.1 CIO	220,000	210,563	9,437	220,000	210,563	210,563	95.71
047509	GIS Implementation 04-68	153,000	-	153,000	153,000	-	-	-
057509	GIS Implementation 04-1280	200,000	22,925	177,075	200,000	22,925	22,925	11.46

**APPENDIX III
INTERNAL SUPPORT
EXISTING CAPITAL PROJECT LIST**

As of July 31, 2007

Project	Description	Gross Revised Budget	Gross Project Actuals	Gross Carry-Forward	Net Revised Budget	Net Project Actuals	Net Carry-Forward	Net % Spent
067509	GIS Implementation 05-1496	200,000	-	200,000	200,000	-	-	-
077509	GIS Implementation	200,000	-	200,000	200,000	-	-	-
057559	Print/copy investg-CIO	100,000	88,030	11,970	100,000	88,030	88,030	88.03
057567	Powerbuilder & Jaguar Upg, CIO	91,380	87,049	4,331	91,380	87,049	87,049	95.26
057568	Corpoarte GIS Review - CIO	108,000	98,558	9,443	108,000	98,558	98,558	91.26
057572	Livelihood (EIM) 9.5 Upgrd- CIO	204,500	198,570	5,930	204,500	198,570	198,570	97.10
057590	Public Sector Network 04-1280	200,000	176,420	23,580	200,000	115,694	115,694	57.85
067514	Nwork Infrastr Replwk 05-1496	1,400,000	500,451	899,549	1,400,000	500,451	500,451	35.75
067533	Tech Disaster Recov 05-1496	200,000	182,384	17,616	200,000	182,384	182,384	91.19
067553	Software Development Plat-CIO	99,501	66,622	32,879	99,501	66,622	66,622	66.96
067555	HP UX Replacement CIO	294,247	47,309	246,938	294,247	47,309	47,309	16.08
067585	Transhelp AVL - CIO	359,829	4,992	354,838	359,829	4,992	4,992	1.39
077501	Livelihood Funtionality Enh-CIO	63,000	45,957	17,043	63,000	45,957	45,957	72.95
077502	MFD Implementation - CIO	128,000	45,454	82,546	128,000	45,454	45,454	35.51
077503	HRMS Upgrade	418,776	53,706	365,070	418,776	53,706	53,706	12.82
077504	Managed File transf. Syst.-CIO	53,959	9,315	44,644	53,959	9,315	9,315	17.26
077533	Technology Disaster Recovery	200,000	-	200,000	200,000	-	-	-
047551	EIM Prog Oper.-CIO	72,200	72,115	85	72,200	72,115	72,115	99.88
077109	Electronic Forms - CIO	107,500	-	107,500	107,500	-	-	-
Sub Total I&T		5,376,892	1,911,595	3,465,297	5,376,892	1,850,869	1,850,869	34.42
067527	HRMS Op Func Sys Enh 05-1496	200,000	188,599	11,401	200,000	188,599	188,599	94.30
067580	Sick Leave Plan - CIO	71,000	65,779	5,221	71,000	65,779	65,779	92.65
067582	Psoft Posit. Mgmt & EJob -CIO	247,000	15,166	231,835	247,000	15,166	15,166	6.14
077527	Operational & Functional Syste	472,082	31,328	440,755	472,082	31,328	31,328	6.64
077528	Police-Erecruit Upgrade-CIO	309,142	980	308,162	309,142	980	980	0.32
Sub Total HR		1,299,224	301,851	997,373	1,299,224	301,851	301,851	23.23
057201	Energy Conserv Init 04-1280	2,030,000	577,132	1,452,868	2,030,000	577,132	577,132	28.43
077201	Energy Conservation Initiative	2,000,000	17,227	1,982,773	2,000,000	17,227	17,227	0.86
077330	Purchasing Automation	100,000	3,283	96,717	100,000	3,283	3,283	3.28
Sub Total Other		4,130,000	597,642	3,532,358	4,130,000	597,642	597,642	14.47
Total	E&BS	92,960,108	26,183,564	66,776,544	92,710,108	25,994,838	25,994,838	28.04
027602	Dev Charge Update 2002-7	240,000	65,242	174,758	240,000	65,242	174,758	0.27
057327	FMIS Psoft Aps Mtc/Upg 04-1280	600,000	34,328	565,672	600,000	34,328	565,672	0.06
067330	FMIS Ad-hoc Enhancement	73,467	27,693	45,775	73,467	27,693	45,775	0.38
077200	Tangible Capital Assets	500,000	3,212	496,788	500,000	3,212	496,788	0.01
Total	Finance	1,413,467	130,475	1,282,992	1,413,467	130,475	1,282,992	9.23
037617	Process Management 02-1190	121,895	116,616	5,279	121,895	116,616	5,279	95.67
047011	HR Consultant - Improv 04-68	61,100	13,470	47,630	61,100	13,470	47,630	22.05
057617	Process Management	75,000	17,953	57,047	75,000	17,953	57,047	23.94
057620	Citizens Focus	350,000	247,303	102,697	350,000	247,303	102,697	70.66
057912	Corp Workplan Contin 04-1280	125,000	62,002	62,998	125,000	62,002	62,998	49.60
057913	Corporate Planning	151,198	148,858	2,340	151,198	148,858	2,340	98.45
057921	Excellence Contingency	150,000	63,731	86,269	150,000	63,731	86,269	42.49
067012	Corp Workplan Cont 05-1496	100,000	-	100,000	100,000	-	100,000	-
067017	Corp Continue Imprv 05-1496	200,000	-	200,000	200,000	-	200,000	-
067020	CPMI Ph 3C CIO	116,715	116,714	1	116,715	116,714	1	100.00
077001	Critical Issues Mgmt. -CIO	73,805	11,641	62,165	73,805	11,641	62,165	15.77
077002	CPM1 Phase 4-CIO	272,218	-	272,218	272,218	-	272,218	-
077090	Common Purp. Chg. Mgmt 07-845	214,400	157,309	57,092	214,400	157,309	57,092	73.37
077525	Corporate Information Technolo	458,462	-	458,462	458,462	-	458,462	-
Total	Executive & Council	2,469,793	955,596	1,514,197	2,469,793	955,596	1,514,197	38.69

2008 Financing Sources and Funding Status (\$'000)

**2008 Funding Status:
Approved or Pending**

2008

<u>Project #</u>	<u>Project Name</u>	<u>Ward</u>	<u>Total Funding</u>			<u>DCA</u>
			<u>Expense</u>	<u>External</u>	<u>Internal</u>	
Corporate Services						
A 08-7110	CUSTOMER SERVICES INTEGRATED TECHNOLOGY	PEEL	700	0	700	0
A 08-7111	BUSINESS PROCESS CAPITAL PROJECTS	PEEL	175	0	175	0
A 08-7112	COUNCIL CHAMBER TECHNOLOGY IMPLEMENTATION	PEEL	1,000	0	1,000	0
A 08-7113	CORPORATE SERVICES DEPARTMENT TECH PLAN	PEEL	650	0	650	0
A 08-7114	EMERGENCY MANAGEMENT PLAN	PEEL	375	0	375	0
A 08-5170	HERITAGE COMPLEX - MAJOR MAINTENANCE	B1	640	0	640	0
Corporate Services Totals for Budget Year: 2008			3,540		3,540	
Corporate IT - New Capital						
A 08-7533	TECHNOLOGY DISASTER RECOVERY	PEEL	200	0	200	0
A 08-7591	NETWORK & TELEPHONY INFRASTRUCTURE ENHANCEMENT	PEEL	500	0	500	0
A 08-7592	TELEPHONE SYSTEM REPLACEMENT & UPGRADE	PEEL	4,000	0	4,000	0
Corporate IT - Replacement Reserve						
A 08-7514	NETWORK INFRASTRUCTURE REPLACEMENT	PEEL	455	0	455	0
A 08-7545	DESKTOP/NOTEBOOK REPLACEMENT	PEEL	3,113	0	3,113	0
HRMS Systems						
A 08-7527	OPERATIONAL & FUNCTIONAL SYSTEM ENHANCEMENT	PEEL	200	0	200	0
Corporate GIS						
A 08-7509	GIS IMPLEMENTATION	PEEL	750	0	750	0
Corporate Energy						
A 08-7201	ENERGY CONSERVATION INITIATIVES	PEEL	2,000	0	2,000	0
Corporate Facilities Preventative Maintenance						
A 07-5230	RESERVE FUND STUDY FOR JUF FACILITY	B8	60	0	60	0
A 08-5210	HEADQUARTERS GENERAL PREVENTATIVE (OPERATIONAL ON-DEMAND) MAINT	PEEL	100	0	100	0
A 08-5220	HEADQUARTERS MAJOR MAINTENANCE	PEEL	552	0	552	0
A 08-5225	INTEGRATED OPERATION MANAGEMENT PLAN	PEEL	100	0	100	0
A 08-5270	SECURITY/ACCESS SYSTEMS PHASE II	PEEL	450	0	450	0

2008 Financing Sources and Funding Status (\$'000)

**2008 Funding Status:
Approved or Pending**

2008

<u>Project #</u>	<u>Project Name</u>	<u>Ward</u>	<u>Total Expense</u>	<u>Funding External</u>	<u>Internal</u>	<u>DCA</u>
Land Transaction Costs						
A 08-5280	FACILITY INVENTORY	PEEL	100	0	100	0
Corporate Asset Related Improvements						
A 08-5231	COMPREHENSIVE BLDG CONDITION INSPECTIONS	PEEL	140	0	140	0
A 08-5238	MASTER ACCOMMODATION PLAN (MAP)	B8	2,300	0	2,300	0
A 08-5250	SIGNAGE	PEEL	50	0	50	0
Corporate Furniture						
A 04-5235	FURNITURE REPLACEMENT PROGRAM	B8	581	0	581	0
A 08-5215	CORPORATE FURNITURE	B8	100	0	100	0
Construction of New Corporate Facilities						
A 08-5236	ADDITIONAL COSTS RELATED TO THE CONSTRUCTION OF THE JUF BUILDING LINK	PEEL	300	0	300	0
EB&S Totals for Budget Year: 2008			16,051	0	16,051	0
Finance Services						
A 07-7200	TANGIBLE CAPITAL ASSETS	PEEL	1,000	0	1,000	0
A 08-7501	A/P SCANNING INITIATIVE	PEEL	350	0	350	0
A 08-7502	A/P BUSINESS EXPENSE CLAIM AUTOMATION	PEEL	100	0	100	0
A 06-7330	FMIS AD-HOC ENHANCEMENT	PEEL	70	0	70	0
EB&S Totals for Budget Year: 2008			1,520	0	1,520	0
A 08-7525	Corporate Information Technology	PEEL	1,500	0	1,500	0
Executive & Council Totals for Budget Year: 2008			1,500	0	1,500	0
Totals for Budget Year: 2008			22,611	0	22,611	0

Ten Year Combined Capital Program (\$'000)

<u>Sub Tvr Description</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>Yrs 6-10</u>	<u>Gross</u>
08-07110 CUSTOMER SERVICES INTEGRATED TECHNOLOGY	700	3,200	2,000	3,500	600	0	10,000
08-07111 BUSINESS PROCESS CAPTIAL PROJECTS	175	75	0	0	0	0	250
08-07112 COUNCIL CHAMBER TECHNOLOGY IMPLEMENTATION	1,000	0	0	0	0	0	1,000
08-07113 CORPORATE SERVICES DEPARTMENT TECH PLAN	650	225	0	0	0	0	875
08-07114 EMERGENCY MANAGEMETN PLAN	375	0	0	0	0	0	375
08-5170 HERITAGE COMPLEX - MAJOR MAINTENANCE THIS ALLOCATION PROVIDES FUNDING FOR MAJOR SYSTEMS, BUILDING AND PROPERTY COMPONENTS OF THE COMPLEX AS IDENTIFIED THROUGH THE PROPERTY CONDITION ASSESSMENT STUDY.	640	1,113	171	472	155	1,472	4,023
CORPORATE SERVICES	3,540	4,613	2,171	3,972	755	1,472	16,523
08-7509 GIS IMPLEMENTATION AN INTEGRATED CORPORATE GEOGRAPHIC INFORMATION APPLICATION TO INTEGRATE EXISTING REGIONAL GIS DATA INTO A COMMON SHARED REPOSITORY	750	200	200	0	0	0	1150
CORPORATE IT - NEW CAPITAL							
THESE PROJECTS ARE REQUIRED TO ENSURE THAT THE REGION OF PEEL REMAINS AT THE FOREFRONT OF TECHNOLOGY. THESE ALLOCATIONS ARE FOR THE DEPLOYMENT OF TECHNOLOGY, BOTH HARDWARE AND SOFTWARE, AND THE ENHANCEMENTS TO BOTH THE COMPUTER DESKTOP ENVIRONMENT, THE NETWORK INFRASTRUCTURE, AND THE TELEPHONY INFRASTRUCTURE.							
08-7533 TECHNOLOGY DISASTER RECOVERY THIS ALLOCATION IS FOR THE ENHANCEMENTS REQUIRED FOR DISASTER RECOVERY AND HOT-SITE BACKUP FACILITIES. THIS ALLOCATION APPLIES TO BOTH VOICE AND DATA NETWORKS.	200	200	200	200	200	1000	2000
08-7591 NETWORK & TELEPHONY INFRASTRUCTURE ENHANCEMENTS THIS ALLOCATION IS FOR THE IMPLEMENTATION OF NETWORK INFRASTRUCTURE MANAGEMENT SOFTWARE.	500	500	500	500	500	2500	5000
08-7592 TELEPHONE SYSTEM REPLACEMENT & UPGRADE THIS PROJECT WILL ALLOW FOR THE REPLACEMENT OF ALL EXISTING PBX PHONE SETS & SYSTEMS WITH NEW VOIP BASED TECHNOLOGY. THIS PROJECT WAS OUTLINED IN A REPORT TO COUNCIL IN 2007.	4000	0	0	0	0	0	4000

Ten Year Combined Capital Program (\$'000)

<u>Sub Tvr</u>	<u>Description</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>Yrs 6-10</u>	<u>Gross</u>
08-7514	NETWORK INFRASTRUCTURE REPLACEMENT THIS ALLOCATION IS PROVIDED FOR REPLACEMENT OF EXISTING NETWORK SERVERS, NETWORK INFRASTRUCTURE AND TELEPHONE SYSTEM REPLACEMENT. THE PROJECT IS FUNDED FROM THE NETWORK INFRASTRUCTURE REPLACEMENT RESERVE.	455	350	2045	955	850	6345	11000
08-7545	DESKTOP/NOTEBOOK REPLACEMENT TO REPLACE ALL REGIONAL COMPUTERS ON A STANDARD CORPORATE CYCLE. THIS INCLUDES COSTS FOR HARDWARE, INSTALLATION AND OPERATING AND OFFICE SOFTWARE.	3113	0	8177	0	3706	16684	31680
08-7527	OPERATIONAL & FUNCTIONAL SYSTEM ENHANCEMENT OPERATIONAL AND FUNCTIONAL SYSTEM ENHANCEMENT	200	200	200	200	200	1000	2000
11-7526	HRMS - PEOPLESFT APPS SOFTWARE MAINTENANCE / UPGRADE INSTALLATION OF SOFTWARE MAINTENANCE UPGRADES TO THE CURRENT RELEASE OF PEOPLESFT SOFTWARE.	0	0	0	500	0	500	1000
08-5236	ADDITIONAL COSTS RELATED TO THE CONSTRUCTION OF ? FIT OUT OF A GROUND FLOOR CONFERENCE AND RECEPTION AREA.	300	0	0	0	0	0	300
09-5240	DEMOLITION OF 21 DIVISION BUILDING THE DEMOLITION OF THE EXISTING BUILDING AND CLEAN UP AND DISPOSAL OF HAZARDOUS MATERIALS WILL ALSO BE A CONDITION FOR THE FUTURE REDEVELOPMENT OF THE PROPERTY. CONSIDERING THE LOCATION OF THE PROPERTY AND REDEVELOPMENT POSSIBILITIES, THIS WILL DEFINITELY INCREASE THE VALUE OF THE VACANT LAND.	0	300	0	0	0	0	300
09-5241	REMOVAL OF FUEL DISTRIBUTION SYSTEM REMOVAL OF FUEL DISTRIBUTION SYSTEM AND ENVIRONMENTAL CLEAN UP OF THE SITE AT ORIGINAL 21 DIVISION.	0	250	0	0	0	0	250

Ten Year Combined Capital Program (\$'000)

<u>Sub Yr</u>	<u>Description</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>Yrs 6-10</u>	<u>Gross</u>
07-5230	RESERVE FUND STUDY FOR JUF FACILITY THE INVESTIGATION, CAPTURE AND SUMMARIZATION OF THE ARCHITECTURAL, STRUCTURAL, MECHANICAL, ELECTRICAL AND SITE COMPONENTS FOR THE NEW 10 PEEL EXPANSION BUILDING FOR THE PURPOSE OF BUILDING THE BUILDING CONDITION ASSESSMENT AND RESERVE FUND STUDY MODELS FOR THE 30 YEAR ASSET PRESERVATION PLAN AND THE PROPERTY MANAGEMENT OPERATING PLAN FOR THE FACILITY MANAGEMENT OF THE BUILDING.	60	0	0	0	0	0	60
08-5210	HEADQUARTERS GENERAL PREVENTATIVE (OPERATIONAL THIS FUNDING IS REQUIRED ON AN EMERGENCY/UNPLANNED BASIS TO REPAIR/REPLACE CRITICAL BUILDING SYSTEMS/EQUIPMENT. FUNDING WOULD BE ACCESSED IN CASES WHERE BUILDING COMPONENT FAILURE OCCURRED WITHOUT ADVANCE NOTICE/WARNING.	100	50	50	50	50	250	550
08-5220	HEADQUARTERS MAJOR MAINTENANCE THIS ALLOCATION PROVIDES FUNDING FOR IDENTIFIED MAJOR MAINTENANCE REQUIREMENTS INCLUDING MAJOR PAINTING, ROOF AUDIT, ARCHITECTURAL REVIEW OF INTERIOR DOOR OPERATION AND MECHANICAL REVIEW OF BUILDING LEVETTE SYSTEM.	552	806	1283	617	709	1595	5562
08-5225	INTEGRATED OPERATION MANAGEMENT PLAN CONSULTING SERVICES TO SUPPORT THE IMPLEMENTATION OF AN INTEGRATED OPERATIONAL MANAGEMENT PLAN FOR 10 PEEL CENTRE AND THE EXPANDED 10 PEEL CENTRE. THIS PLAN WILL SUPPORT BUILDING OPERATIONS AND MAINTENANCE REQUIREMENTS OF THE TWO BUILDINGS INCLUDING THE SHARED FUNCTIONS (IE: FIRE SYSTEMS, RECEIVING, ETC.)	100	0	0	0	0	0	100
08-5270	SECURITY/ACCESS SYSTEMS PHASE II CHANGE OUT ACCESS CONTROL SYSTEM CURRENTLY IN PLACE AT 10 PCD TO MATCH NEW SYSTEM AND UPDATED TECHNOLOGY BEING INSTALLED AT THE 10 PEEL EXPANSION SITE.	450	100	0	0	0	0	550

Ten Year Combined Capital Program (\$'000)

<u>Sub Tvr</u>	<u>Description</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>Yrs 6-10</u>	<u>Gross</u>
08-5280	FACILITY INVENTORY 1) UPDATE CURRENT REGIONAL ASSET INVENTORY LIST (APPROXIMATELY 180 PROPERTIES) TO INCLUDE ALL PROPERTIES TRANSFERRED FROM ONTARIO CLEAN WATER AGENCY. 2) COMPLETE A SURVEY OF EACH PROPERTY TO INVENTORY ALL EXISTING USES, IMPROVEMENTS AND PLANNING DESIGNATIONS. 3) COMPLETE A HIGHEST AND BEST USE STUDY ON EACH OF THE PROPERTIES AND THE DEVELOPMENT POTENTIAL OF SURPLUS LAND.	100	100	100	100	100	500	1000
08-5231	COMPREHENSIVE BLDG CONDITION INSPECTIONS INTRUSIVE BUILDING CONDITION INSPECTIONS FOR MECHANICAL AND ELECTRICAL BUILDING EQUIPMENT FOR NINE CHILDCARE CENTRES AND ONE HOMELESS SHELTER AS PART OF THE ANNUAL CONDITION ASSESSMENT PROGRAM. AND ANNUAL SUPPORT TO MEGAMATION DATABASE ENHANCEMENTS TO SUPPORT THE BCA PROGRAM.	140	0	0	0	0	0	140
08-5238	MASTER ACCOMMODATION PLAN (MAP) THE MAP FOCUS WILL BE CONTINUED OFFICE CHURN, COLLECTING DEPARTMENTAL GROWTH DATA, ACCOMMODATIONS STRATEGY PLANNING AND RECOVERING VACANT OFFICE SPACE	2300	225	625	475	250	1000	4875
08-5250	SIGNAGE RETROFIT OF INTERIOR SIGNAGE FOR 10 PEEL TO REFLECT CHANGES REQUIRED DUE TO REALIGNMENT, INCORPORATED ACCESSIBILITY AND IMPLEMENT SIGNAGE STANDARD TO BE DEVELOPED FOR 10 PEP	50	0	0	0	0	0	50
04-5235	FURNITURE REPLACEMENT PROGRAM FUTURE COSTS FOR FURNITURE.	581	0	0	0	0	0	581
08-5215	CORPORATE FURNITURE PURCHASE OF CORPORATE FURNITURE TO ACCOMMODATE GROWTH.	100	100	100	100	100	500	1000
CORPORATE ENERGY								
08-7201	ENERGY CONSERVATION INITIATIVES ENERGY INITIATIVES IN THE AREAS OF METERING AND MONITORING, BUILDING AUTOMATION, RENEWABLE ENERGY, AUDITS AND RETROFITS, EDUCATION AND AWARENESS, DEMAND RESPONSE AND DEMAND MANAGEMENT.	2000	2000	2000	2000	2000	10000	20000
EB&S		16,051	5,381	15,480	5,697	8,665	41,874	93,148

Ten Year Combined Capital Program (\$'000)

<u>Sub Tvr</u>	<u>Description</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>Yrs 6-10</u>	<u>Gross</u>
05-7327	FMIS - PEOPLESFT APPS SOFTWARE MAINTENANCE / UPGRADE INSTALLATION OF SOFTWARE MAINTENANCE UPGRADES TO CURRENT VERSION OF SOFTWARE.	0	400	0	0	0	400	800
07-7200	TANGIBLE CAPITAL ASSETS THIS PROJECT IS TO RESPOND TO THE CHANGES IN GENERALLY ACCEPTED ACCOUNTING PRINCIPLES WHICH REQUIRES MUNICIPALITIES TO CAPITALIZE AND APPROPRIATELY DEPRECIATE ALL THE FIXED ASSETS OVER THEIR USEFUL LIVES. THIS MANDATORY REQUIREMENT WILL BE EFFECTIVE JANUARY 2009 REPORTING.	1,000	500	0	0	0	0	1,500
08-7501	A/P SCANNING INITIATIVE ACCOUNTS PAYABLE SCANNING AND WORKFLOW SYSTEM	350	0	0	0	0	0	350
08-7502	A/P BUSINESS EXPENSE CLAIM AUTOMATION AUTOMATION OF EMPLOYEE BUSINESS EXPENSE CLAIMS	100	0	0	0	0	0	100
06-7330	FMIS AD-HOC ENHANCEMENT INSTALLATION AND MAINTENANCE OF THE PEOPLESFT FINANCIALS FIXES AND UPDATES AND REQUIRED CUSTOMIZATIONS AS REQUESTED BY CLIENTS.	70	0	0	0	0	0	70
FINANCE		1,520	900	0	0	0	400	2,820
08-7525	CORPORATE INFORMATION TECHNOLOGY THIS ALLOCATION PROVIDES FUNDING FOR DEPLOYMENT OF INFORMATION TECHNOLOGY THROUGHOUT THE CORPORATION.	1,500	1,500	1,500	1,500	1,500	7,500	15,000
EXECUTIVE AND COUNCIL		1,500	1,500	1,500	1,500	1,500	7,500	15,000
TOTAL		22,611	12,394	19,151	11,169	10,920	51,246	127,491

**APPENDIX VI
INTERNAL SUPPORT
PERFORMANCE MEASURES/BENCHMARKS**

OMBI Benchmarks

Source of Measure	Measure	Service Level				Efficiency	Customer Satisfaction	Community Impact	Comments	Quartile		Action Plan
		2006	2005	2006	2005							
Clerks												
<i>New for 2006 * Note: Comparisons with all member Municipalities that reported data to OMBI</i>										2006	2005	
Council and Committee - Number of Meetings per Clerks FTE	Peel Value	7.90						Upper tier results only	1st	n/a		
	OMBI Median	26.90										
	Rank	1/8										
Council and Committee- Total Hours in Session per Clerks FTE	Peel Value	9.80						Upper tier results only	1st'	n/a		
	OMBI Median	38.20										
	Rank	1/8										
Council and Committee Program Cost per Meeting	Peel Value	8256						Upper tier results only	4th	n/a		
	OMBI Median	2915										
	Rank	7/8										
MFIPPA - Number of Formal Requests per 100,000 Population	Peel Value	9.20						Upper tier results only	2nd	n/a		
	OMBI Median	8.90										
	Rank	4/8										
MFIPPA Program Cost per Formal Request	Peel Value	679.00						Upper tier results only	2nd	n/a		
	OMBI Median	829.87										
	Rank	4/8										
Percentage of Formal MFIPPA Requests handled within 30 Days	Peel Value	89%						Upper tier results only	2nd	n/a		
	OMBI Median	92%										
	Rank	5/8										
Legal												
Number of Lawyer Hours	Peel Value	21,030							n/a	n/a		
	OMBI Median	12,597										
	Rank	5/14										
Legal Cost per Lawyer Hour	Peel Value	179							3rd	3rd		
	OMBI Median	161										
	Rank	9/14										
IT												
Number of Visits to Municipal Website per Capita	Peel Value	1.4						Upper tier municipalities tend to have less visits to websites	4th	3rd	Communicate with high performing municipalities through MISA to learn more about their policies & procedures that might impact these statistics	
	OMBI Median	4.9										
	Rank	14/14										
Number of Information Technology Devices per Total Municipal Staff	Peel Value	0.98							1st	1st		
	OMBI Median	0.8										
	Rank	12/14										
Investment in IT Services per Staff supported with active I&T account	Peel Value	4,922						Higher investment leads to greater use of technology which improves overall efficiency	4th	3rd	Communicate with high performing municipalities through MISA to learn more about their policies & procedures that might impact these statistics	
	OMBI Median	4,156										
	Rank	11/13										
Payroll												
Staff Mix (Percentage of Staff that are Unionized)	Peel Value	67.70%							n/a	n/a		
	OMBI Median	79.00%										
	Rank	4/15										
Percentage of Payments that are Direct Deposit	Peel Value	99.70%							2nd	2nd		
	OMBI Median	99.70%										
	Rank	6/15										
Payroll Cost per Payroll Direct Deposit /Manual Cheque	Peel Value	4.12							2nd	2nd		
	OMBI Median	5.11										
	Rank	6/15										
Number of Payroll Direct Deposits and Manual Cheques per Finance Payroll FTE	Peel Value	34.20							1st	1st		
	OMBI Median	18.37										
	Rank	1/15										

**APPENDIX VI
INTERNAL SUPPORT
PERFORMANCE MEASURES/BENCHMARKS**

OMBI Benchmarks

Source of Measure	Measure	Service Level				Comments	Quartile	Quartile	Action Plan
		Efficiency	Customer Satisfaction	Community Impact					
Human Resources									
Number of T4's per Human Resources Staff	Peel Value	125.7					2nd	3rd	Communicate with high performing municipalities through HRBN to learn more about their policies & procedures that might impact these statistics
	OMBI Median	110.30							
	Rank	7/15							
HR Administration Expense per T4 Supported	Peel Value	1010.2				HRBN measure that leaves out internal charges shows Peel as being slightly more efficient than average	4th	2nd	Communicate with high performing municipalities through HRBN to learn more about their policies & procedures that might impact these statistics
	OMBI Median	801.56							
	Rank	13/15							
Facilities									
Rentable Sq Footage of Office Buildings Managed by F&RE	Peel Value	197500				Unclear what this measure is intended to indicate except perhaps size of municipality	3rd	3rd	Communicate with high performing municipalities to learn more about their policies & procedures that might impact these statistics
	OMBI Median	403,508							
	Rank	9/12							
Facility Cost per Rentable Square Foot of Office Buildings Managed by F&RE	Peel Value	15.75				Cost experience is highly subject to market rates within municipality and accounting practices	4th	4th	Communicate with high performing municipalities to learn more about their policies & procedures that might impact these statistics
	OMBI Median	8.82							
	Rank	11/11							
Purchasing									
Percentage of Goods and Services Purchased (Operating and Capital through a competitive process	Peel Value	109.00%				Award of large dollar value capital contracts in 2006 push indicator over 100%	1st	1st	
	OMBI Median	41.40%							
	Rank	1/13							
Centralized Purchasing Division operating cost per competitive bid document	Peel Value	3868.00					4th	4th	Communicate with high performing municipalities to learn more about their policies & procedures that might impact these statistics
	OMBI Median	2626.90							
	Rank	11/13							
Centralized Purchasing Division Operating Cost per 1,000 Municipal Purchases (Operating and Capital) for Goods and Services	Peel Value	4.67					4th	4th	Communicate with high performing municipalities to learn more about their policies & procedures that might impact these statistics
	OMBI Median	2.44							
	Rank	12/13							
Accounts Payable									
Number of Invoices paid per Million Dollars of Municipal Purchases (Operating and Capital) for Goods and	Peel Value	188.60					1st	1st	
	OMBI Median	298.80							
	Rank	2/15							
Accounts Payable Cost per Invoice paid	Peel Value	11.93				Initiatives are underway to improve efficiency in this area	4th	4th	
	OMBI Median	4.49							
	Rank	15/15							
Number of Invoices Paid per AP FTE(000's)	Peel Value	8.54				Initiatives are underway to improve efficiency in this area	4th	4th	
	OMBI Median	14.96							
	Rank	14/15							
Percentage of Invoices Paid within 30 days	Peel Value	71.80%					2nd	2nd	
	OMBI Median	70.50%							
	Rank	7/15							
Percentage of Invoices Paid between 31 and 60 days	Peel Value	19.50%					2nd	3rd	
	OMBI Median	19.90%							
	Rank	7/15							
Percentage of Invoices Paid 60 days or greater	Peel Value	8.70%					3rd	3rd	
	OMBI Median	7.50%							
	Rank	10/15							

**APPENDIX VI
INTERNAL SUPPORT
PERFORMANCE MEASURES/BENCHMARKS**

OMBI Benchmarks

Source of Measure	Measure	Service Level Efficiency Customer Satisfaction Community Impact					Comments	Quartile	Quartile	Action Plan
Finance - General Revenues <i>New for 2006 * Note: Comparisons with all member Municipalities that reported data to OMBI</i>							2006	2005		
Total Percentage of General Revenues Billed	Peel Value	30.00%				Not assigned a quartile rating	n/a	n/a		
	OMBI Median	21.40%								
	Rank	3/15								
Cost of Accounts Receivable Function / 1,000 Dollar of Billings	Peel Value		1.33				1st	n/a		
	OMBI Median		4.71							
	Rank		1/15							
Bad Debt Write-Off as a Percentage of Billed Revenue	Peel Value		0.22%			More data required to properly evaluate	4th	n/a		
	OMBI Median		0.12%							
	Rank		12/15							
Average Collection Period	Peel Value		111.30				4th	n/a		
	OMBI Median		64.50							
	Rank		13/15							
Finance - Investment Management <i>New for 2006 * Note: Comparisons with all member Municipalities that reported data to OMBI</i>							2006	2005		
Portfolio as a Percentage of Municipal Operating and Capital Expenditures	Peel Value	105.00%					1st	n/a		
	OMBI Median	44.40%								
	Rank	2/14								
Gross Investment Yield	Peel Value		5.10%				1st	n/a		
	OMBI Median		4.20%							
	Rank		2/14							

**APPENDIX VII
INTERNAL SUPPORT
STAFFING INFORMATION**

Program	2007 Complement	Change Request for 2008	2008 Council Approved
Corporate Services	138.7	10.5	149.2
Heritage	9.5	0.0	9.5
Employee & Business Services	281.5	3.0	284.5
Finance	113.3	0.0	113.3
Executive & Council	22.0	0.0	22.0
TOTAL Internal Support	565.0	13.5	578.5

Change Request for 2008 Commentary

E&BS Commissioner's Office

1 FTE requested for Strategic Support

Corporate Energy

1 FTE requested for Energy Associate -requested by ETPS & referenced in Council Report ETP-C2-1 in June 2007

Facilities Management

1 FTE requested for Building Condition Analyst for Asset Management Project

Clerks

1 FTE requested to support Emergency program and Regulatory Compliance

Legal Services

2 FTE requested - one for Real Estate Law lawyer and one for Legal Assistant

Customer Contact Center

6.5 FTE requested to support further service call consolidation and 211

Corporate Services Admin

1 FTE requested - project manager for Emergency Management requirements - Pandemic Response

**APPENDIX VIII
INTERNAL SUPPORT
USER FEES**

Description of service or activity for which the fee or charge is being imposed	Service Unit	2007 Current Fee	2008 Proposed Fee	GST +	PST +	Variance 2007 vs. 2008
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PART 1 : FINANCE

Corporate Finance

Development Financing

Compliance Letters (inquiries on compliance with Regional conditions for sale/purchase of property)	letter	\$70.00	\$70.00	n/a	n/a	\$0.00
Front-end Financing Agreements (FEFA) - developer to compensate the Region for staff time*	per agreement	Actual Costs	Actual Costs	n/a	n/a	\$0.00

Fees charged by Finance for a Front-end Financing Agreement ("FEFA") may be adjusted such that "All staff time required for the processing, review and execution of a FEFA are to be recovered from the proponent – billing rates will be set at the specific staff rate established for internal charge purposes";

Accounting Services

Landfill Ticket Copies	copy	\$10.00	\$0.00	n/a	n/a	-\$10.00
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PART 2: CORPORATE SERVICES

General Corporate

Information Request Fees (applies to requests handled outside MFIPPA)

Photocopies ***	page	\$0.20	\$0.20	+	*** + if over 1 copy	\$0.00
Other Costs (from outside providers)	request	Actual Costs	Actual Costs	n/a	n/a	\$0.00
Personal Health Information Protection Act (PHIPA) * Public Health * Long Term Care Excludes Paramedic and Emergency Services - ref: Part 2 Corporate Services Division 2	request	Actual Costs	Actual Costs	n/a	n/a	\$0.00

Any Health Information Custodian ("HIC") or their agent is authorized to exempt, in whole or in part, any person from the PHIPA fees, where he or she is of the opinion that the payment of such fees may cause undue financial hardship to the person requiring the service in question.

PART 2: CORPORATE SERVICES

Emergency Services

Emergency Plans	document	\$5.00	\$5.00	n/a	n/a	\$0.00
9-1-1 Call Tapes	tape	\$75.00	\$75.00	n/a	+	\$0.00

Any supervisor, manager or director of Paramedic and Emergency Services is authorized to exempt, in whole or in part, any person from the Ambulance, Emergency or 911 fees, where he or she is of the opinion that the payment of such fees may cause undue economic hardship to the person requiring the service in question.

PART 2: CORPORATE SERVICES

Legislative Services

Council Agenda	year	\$221.48	\$220.00	+	+	-\$1.48
Council Minutes	year	\$115.74	\$130.00	+	+	\$14.26
Agenda - Housing	year	\$140.00	\$0.00	+	+	-\$140.00
Agenda - Human Services	year	\$140.00	\$120.00	+	+	-\$20.00
Agenda - Management	year	\$140.00	\$130.00	+	+	-\$10.00
Agenda - Planning	year	\$210.00	\$0.00	+	+	-\$210.00
Agenda - Public Works	year	\$210.00	\$0.00	+	+	-\$210.00
Environment, Transportation and Planning General Committee Agenda	year	\$0.00	\$130.00	+	+	\$130.00
Health General Committee Agenda	year	\$0.00	\$100.00	+	+	\$100.00
Greenlands Subcommittee Agenda	year	\$0.00	\$30.00	+	+	\$30.00
Grants Ad Hoc Committee Agenda	year	\$0.00	\$10.00	+	+	\$10.00
Audit Subcommittee Agenda	year	\$0.00	\$40.00	+	+	\$40.00
Emergency and Protective Services Committee Agenda	year	\$0.00	\$20.00	+	+	\$20.00
Greater Toronto Airports Authority Liaison Committee Agenda	year	\$0.00	\$20.00	+	+	\$20.00
Inter-Municipal Planning Subcommittee Agenda	year	\$0.00	\$30.00	+	+	\$30.00
Waste Management Subcommittee	year	\$0.00	\$60.00	+	+	\$60.00
Agenda - Peel Living	year	\$140.00	\$120.00	+	+	-\$20.00
Committee Minutes	year	\$90.00	\$0.00	+	+	-\$90.00
Certification of Documents	document	\$30.00	\$35.00	n/a	n/a	\$5.00
Commissioning of Affidavits (non-Regional business)	document	\$30.00	\$35.00	n/a	n/a	\$5.00
Council/Committee Audio Reproduction	hour	\$55.00	\$60.00	+	+	\$5.00
Transcriptions	hour	\$55.00	\$50.00	+	+	-\$5.00

**APPENDIX VIII
INTERNAL SUPPORT
USER FEES**

Description of service or activity for which the fee or charge is being imposed	Service Unit	2007 Current Fee	2008 Proposed Fee	GST +	PST +	Variance 2007 vs. 2008
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PART 2: CORPORATE SERVICES

Heritage

*Archives Fees**

Photocopies	copy	\$0.50	\$0.50	n/a	n/a	0.00
Prints Produced In-House - 3" x 5"	print	\$8.00	\$0.00	n/a	n/a	(8.00)
Prints Produced In-House - 5" x 7"	print	\$12.00	\$0.00	n/a	n/a	(12.00)
Prints Produced In-House - 8" x 10"	print	\$15.00	\$0.00	n/a	n/a	(15.00)
SCANS to Disc	item	\$20.00	\$10.00	n/a	n/a	(10.00)
Non-Research Uses	item	\$25.00	\$25.00	+	n/a	0.00
Non-Research Uses - Deposit	item	\$25.00	\$25.00	+	n/a	0.00
Genealogical Inquiries	hour	\$25.00	\$25.00	+	n/a	0.00
Digital Print	item	\$0.00	\$10.00	+	n/a	10.00
Shipping and handling	item	\$0.00	\$10.00	+	n/a	10.00
Rush Order Surcharge	item	\$0.00	\$25.00	+	n/a	25.00
Genealogy Course	person	\$50.00	\$50.00	n/a	n/a	0.00

* Friends of the Peel Heritage Complex receive a 10% discount on all Archive Fees.

Education Program Fees

Education and O.A.S. Kits (rental)	2 weeks	\$30.00	\$30.00	+	n/a	0.00
Art Gallery Exhibition Fees	exhibit	\$2,000.00	\$2,000.00	+	n/a	0.00
Art for Grown-ups (6 week of 1 evening per week)	adult	\$120.00	\$120.00 to \$155.00	+	n/a	up to \$35
Art Camps (March/Summer) week of 1/2 days & Inmates for the Afternoon	person	\$150.00 (full day) / \$85.00 (1/2 day)	\$0.00	+	n/a	0.00
Art for Teens (Drama and Dance)	person	\$0.00	\$60.00	+	n/a	60.00
Art for Teens (8 weeks of 1 evening per week)	child	\$150.00	\$150.00	+	n/a	0.00
Art in the Afternoon	child	\$5.00-\$8.00	\$5.00-\$8.00	+	n/a	0.00
School Visit Tours of Art Gallery & Museum	student	\$3.00 - \$8.00	\$4.00 - \$8.00	+	n/a	0.00
Guide/Scout Tours**	group	\$60.00	\$70.00	+	n/a	10.00

** for 20 children, \$2 for each additional child

Facility Rental per hour during business hours	hour	\$50.00	\$50.00	+	n/a	0.00
Facility Rental per hour during non-business hours	hour	\$75.00	\$75.00	+	n/a	0.00
Facility Rental per day during business hours	day	\$250.00	\$250.00	+	n/a	0.00
Courtroom Use Fees - Weekdays (occupancy 150 people)*						
8:30 am to 12:00 pm/1:00 pm to 4:30 pm	time period	\$400.00	\$400.00	+	n/a	0.00
6:00 pm to 10:00 pm	time period	\$500.00	\$500.00	+	n/a	0.00
8:30 am to 4:30 pm	time period	\$600.00	\$600.00	+	n/a	0.00

*Courtroom Use Fees - Weekends (occupancy 150 people)**

8:00 am to 12:00 pm/1:00 pm to 4:00 pm	time period	\$400.00	\$400.00	+	n/a	0.00
6:00 pm to 10:00 pm	time period	\$500.00	\$500.00	+	n/a	0.00
8:00 am to 4:00 pm	time period	\$600.00	\$600.00	+	n/a	0.00

*Balcony not available due to safety issue liability

Council Chambers Use Fees - Week days (occupancy 60 people)

6:00 pm to 10:00 pm	time period	\$750.00	\$750.00	+	n/a	0.00
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Council Chambers Use Fees - Weekends (occupancy 60 people)

8:00 am to 12:00 pm/1:00 pm to 4:00 pm	time period	\$400.00	\$400.00	+	n/a	0.00
6:00 pm to 10:00 pm	time period	\$500.00	\$500.00	+	n/a	0.00
8:00 am to 10:00 pm	time period	\$1,000.00	\$1,000.00	+	n/a	0.00
Wedding Rehearsals (est. 1 hr. use)	rehearsal	\$100.00	\$100.00	+	n/a	0.00
Wedding Package (rehearsal, reception, wedding)	package	\$1,000.00	\$1,000.00	+	n/a	0.00

Film Productions:

set up/film shoot days/dismantle plus additional expenses (i.e. security, janitorial)	per 12 hrs day from 7:30 a.m. to 7:30 p.m.	Up to \$2,500 + expenses	Up to \$2,500 + expenses	+	n/a	0.00
Filming in hallways and corridor	per day	\$500.00	\$500.00	+	n/a	0.00
Access, security and maintenance	per hour after 4:30 pm	\$35.00	\$35.00	+	n/a	0.00
Additional parking spots for vehicles and equipment	per parking spot	\$25.00	\$35.00	+	n/a	10.00

**APPENDIX VIII
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USER FEES**

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PART 3: EMPLOYEE & BUSINESS SERVICES

Human Resources

Payroll – Employee Personal Service Deductions offered through Payroll (annual charge)

Insurance Deductions (car, home)	employee	\$7.00	\$7.00	n/a	n/a	0.00
Recreational Centre Memberships	employee	\$7.00	\$7.00	n/a	n/a	0.00
Other Employee Optional Services	employee	\$7.00	\$7.00	n/a	n/a	0.00
Payroll Service for other Organizations & service unit to direct deposit.	deposit/cheque	\$7.00	\$0.00	n/a	n/a	(7.00)

Services to External Agencies

Payroll services to external agencies	per agreement	\$0.00	per negotiated agreement	n/a	n/a	negotiated agreement
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PART 3: EMPLOYEE & BUSINESS SERVICES

Information & Technology Services

Public Sector Network

Public Sector Network Access Fee (public sector agencies only)	per agreement	per negotiated agreement	per negotiated agreement	n/a	+	0.00
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Business Solution - Direct service programs

Distribution Media (disc, CD, DVD and FTP)	unit	Actual Costs	Actual Costs	n/a	+	0.00
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Computer/telephone maintenance and business solutions services	per agreement	per negotiated agreement	per negotiated agreement	n/a	+	0.00
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PART 3: EMPLOYEE & BUSINESS SERVICES

Construction and Real Estate Services

Realty Services

Easement Release Fees (application for deletion/release of easement, right-of-way)	application	\$300.00	\$300.00	+	n/a	0.00
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Encroachments

Regional Roads	application	\$500.00	\$500.00	+	n/a	0.00
Regional Easements	application	\$350.00	\$350.00	+	n/a	0.00
Regional Property	application	\$500.00	\$500.00	+	n/a	0.00

Annual Fee for Encroachment

Residential/Farm Land*	year	\$100.00	\$100.00	+	n/a	0.00
Non-Residential/Non-Farm Land*	year	\$300.00	\$300.00	+	n/a	0.00
Miscellaneous Request*	per request	\$50.00	\$130.00	+	n/a	80.00

* Minimum Fee (Each application to be considered individually)