

Internal Services – 2010 Budget Document

2010 INTERNAL SERVICES

Budget Overview

Budget Summary \$'000s	2009 Budget	2009 Projection	2010 Proposed	09 vs 10 Variance	2011 Forecast	2012 Forecast
Current Budget – Total Expenditures	\$59,240	\$58,040	\$59,626	\$386	\$61,028	\$62,728
Current Budget – Total Revenue	\$18,652	\$19,152	\$17,903	(\$749)	\$17,702	\$17,702
Current Budget – Net Cost	\$40,588	\$38,888	\$41,723	\$1,135	\$43,326	\$45,026
FTE	627.6	627.6	641.6	14.0	651.6	661.6
New Capital			\$9,976		\$22,068	\$12,358

2010 BUDGET HIGHLIGHTS:

Current Budget

The proposed 2010 Total Budget is \$59.6 million and 2010 Net Budget is \$41.7 million, which is a \$1.1 million increase over the 2009 Budget. The main drivers to the budget changes include:

- Net impact of inflation on staffing , goods and services and adjusted recoveries (\$0.3 million)
- Annualization of 2009 budget additions (\$0.3 million)
- Additional staffing requested for 2010 (\$0.4 million)
- Accessibility legislation preliminary cost estimates (\$0.1 million)

Staffing

The 2010 Budget includes a request for 14 additional full time equivalent (FTEs) positions:

- Two building condition assessment analysts, to meet service level requirements for facilities
- Four Development and Construction staff to meet ongoing housing and facilities construction project requirements (costs recovered from capital)
- One legal clerk to meet requirements of capital program (costs recovered from capital)
- One Official Plan monitoring specialist
- Four Human Resources staff to meet needs of organizational growth (includes three existing contract positions)
- One administrative assistant to improve productivity of purchasing staff by relieving supervisors of administrative duties
- One project leader for the Office of Strategic Innovation and Policy to deliver Executive Management Team (EMT) approved priorities (existing contract position)

Capital

The 2010 Capital Budget program is \$10.0 million, of which \$9.2 million is funded from Internal Reserves and \$0.8 million is funded from Development Charge Reserves.

- Major capital projects for 2010 include state of good repair and enhancement work for regional facilities and technology infrastructure

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Section I. Existing Services and Service Levels:

Internal Services Departments operate in partnership with all Regional programs, Council and Committee to enable program operations and achieve program goals and objectives as well as supplying financial and administrative leadership for the Region. These functions all serve to enable the effective and efficient delivery of Regional services to Peel citizens.

Internal services are distributed among three departments and include the core service areas listed below.

Employee & Business Services

Employee & Business Services (EBS) includes the Office of the Commissioner, the Project Management Office, Communication Services and Customer Contact Centre, Heritage Complex and Program, Human Resources, Information and Technology, Real Property Asset Management and Purchasing Services. The main focus of EBS is to provide support to the staff and programs delivering direct service to the citizens of Peel. The Customer Contact Centre and the Heritage Program provide services directly to the public.

Corporate Services

The Corporate Services Department consists of the Office of the Chief Financial Officer (CFO) and Commissioner, Business Planning and Financial Support Services, Clerks, Corporate Finance, Legal and Risk Management, Internal Audit and Planning Policy and Research. Corporate Services delivers a mix of service to staff and Council, corporate stewardship, and in some cases direct service to the citizens of Peel.

Executive Office, Council and Offices of Chief Information Officer (CIO) & Strategic Innovation and Policy (SIP)

This area incorporates the Executive Office, Council, the Office of the CIO and the Office of SIP. This group supports the EMT in establishing and refining effective approaches to setting priorities and managing Regional resources and supports Council and departments by addressing key public policy issues affecting Peel residents.

Key Initiatives in 2009:

Staff in the Internal Service departments delivered on many key initiatives both in support of clients inside the organization and directly to the citizens of the Region. The following are some examples of key initiatives undertaken and supported by Internal Services staff in 2009.

10 Peel Expansion Project

Construction and occupancy of the new facility at 10 Peel Centre Drive was completed as of June 2009 and on budget. 10 Peel Centre Drive Suite B and C is a state-of-the-art facility bringing together programs and services from various Brampton locations. 10 Peel now provides a single point of access

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and integrated community resource centre serving as a gateway to Human Services programs including financial assistance, child care spaces and subsidies, social housing and rent supplements as well as employment resources.

Construction Project Management

In 2009 internal service staff provided support related to many real property and facility projects including:

- John Street Apartments - Chapelview
- Peel Manor apartments
- Sheridan Villa
- Walker Road Seniors apartments
- Credit Valley Conservation administration building
- Copper Road works yard redevelopment
- New paramedic station construction

H1N1 Support

Services are being supplied in support of the planning for the Region's response to the H1N1 virus. This support ranges from facility acquisition, providing human resource assistance, communications planning and implementation and the initial phase of the Business Continuity Planning (BCP) process.

Accessibility for Ontarians with Disabilities Act (AODA) Standards

Implementing the standards that have been put in place by the Province of Ontario required the following initiatives in 2009:

- Development and approval of universal design standards for social housing
- Development of an accessible customer service policy and training of staff
- Preliminary work on the Employment, Information and Communication, and Transportation standards

Harmonized Sales Tax (HST) Implementation

Work is underway to ensure that the Region is able to fully comply with the requirements of the new single value added sales tax by July 1st, 2010. Financial processes and software will need to be updated. Initial financial analysis has indicated that the new HST could have an unfavourable impact on the Region.

Integrated Planning

The Integrated Planning Framework involves improving the corporate planning process to ensure community needs and Council priorities are well understood and all components of the process (Strategic Plan, Master Plans, Budget, measurement, etc.) are effectively connected to each other. Research has been completed and work is underway to enhance and strengthen the Region's capacity to make strategic decisions regarding resource allocations and service levels.

Quality Assessment of Internal Audit

To support continuous improvement, the Internal Audit Division will be quality assessed in November 2009. A self-assessment approach will be used coupled with an independent external validation. Overall, the assessment will:

- Evaluate the division's staff professional proficiency
- Assess the division's production and value added accomplishments
- Provide an opinion as to the function's compliance with the Global Internal Audit Standards

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- Recommend additional opportunities for improvement in compliance

The results of the review will be known in January 2010.

Transparency Initiatives

Starting in 2009 all Council reports are published on the Region of Peel website, and all Regional Council meetings are televised on Rogers Community Cable 10.

Infrastructure Stimulus Funding Support

Staff from several internal service divisions coordinated the initial applications for Infrastructure Stimulus Funding, are involved in the planning stages of the approved projects and will work to directly support the programs as the projects are completed. The grants acquired through this process will contribute \$99 million to the Regions capital plan. One project will be managed directly by Internal Services. The \$10 million project , of which \$6.7 millions is Infrastructure Stimulus Fund grants, is to renovate and upgrade the existing Heritage Complex .

Ontario Clean Water Agency (OCWA) South Peel Water and Wastewater Management Agreement Renewal Support

Corporate Services and EBS were key contributors in the negotiations of a 10 year agreement valued at \$450 million for the continued management by OCWA of Peel’s South Peel Water and Wastewater system.

311 Service

The public launch of the 311 Service offered by the Region’s Customer Contact Centre working together with the City of Brampton and City of Mississauga occurred in October of 2009. The easy to remember telephone number provides a single point of contact for citizens who have questions about local municipal government information, programs and services provided by the cities and the Region.

These initiatives by no means describe all of the works and services provided in 2009. The daily contribution of all internal services staff is essential for the success and continuous operation of all Regional programs.

Section II. Resources to Deliver 2009 Services:

Current \$'000	2008 Actual	2009 Budget Revised	2009 Projections	2009 Variance* Under / (Over)
Total Expenditures	\$44,840	\$59,240	\$58,040	\$1,200
Total Revenue	\$7,014	\$18,652	\$19,152	(\$ 500)
Net Cost	\$37,826	\$40,588	\$38,888	\$1,700
FTE	584.0	627.6	627.6	

Note 2008 actual amounts have not been restated to reflect 2009 staffing transfers

2009 Budget:

Through the 2009 budget process, and subsequent 2009 in-year re-organizations, Internal Services operated with a net current budget of \$40.6 million and 627.6 FTEs to deliver the services listed in Section I.

2009 Projection:

Staff forecast to complete the year with a net expenditure of \$38.9 million representing a surplus of \$1.7 million. This forecasted surplus is being driven primarily by retroactive rebates related to past purchases of energy by the Region, reduced spending due to fiscal restraint initiatives, the delayed opening of the 10 Peel expansion, and gapping in some internal services divisions, partially offset by increased estimates for outstanding liability claims against the Region.

Presented in Appendix V are the Output/Outcome measures that the Internal Services tracked in 2009 and will track in 2010. The measures will continue to be monitored and refined to ensure that sufficient relevant data is available to allow for informed decision making.

Section III. Performance Measurement/Benchmarking:

The detailed benchmarks and performance measures for the Ontario Municipal Benchmarking Initiative (OMBI) can be viewed by visiting the Region's Internet site. <http://www.peelregion.ca/finance/ombi/>

OMBI measures in the area of internal services are continuing to evolve as expert panels in each of the functional areas review and refine measurement techniques. Due to the nature and relatively small dollar values of some internal services many are not included in the OMBI process. Those that are included tend to be highly sensitive to the impact of varying internal cost allocation techniques across member municipalities.

Measures in EBS focus on facility operations, human resources, purchasing, payroll services, and information and technology services. In most measures the results indicate that the services are performing near or better than the median for the group. There are some areas where further investigation of the performance or perhaps review of the performance measure itself is warranted. These would include facilities costs and to a lesser degree human resource costs. These measures could be subject to further refinement and the impact of the internal cost allocation more fully explored.

Corporate Services measures are available for accounts payable, investment management, and general revenue collection. Accounts payable operations are an area that staff is in the process of implementing a number of improvements which should result in improved OMBI results in 2010. The intent is to improve the timeliness and efficiency of payments. The Region's investment management operations have performed at a high level relative to the OMBI group again in 2008. Measurements are also available for Clerks and Legal services. Clerks costs analyzed against population served appear very favorable, however they appear less efficient when compared to the number of hours Council is in session. This is primarily due to the fact that unlike the comparators, the Region does not utilize a standing committee structure which substantially increases meeting times. The effectiveness measure for *Municipal Freedom and Information and Protection of Privacy Act (MFIPPA)* operations showed a decline in performance in 2007. Remedial actions were undertaken leading to substantial improvement in 2008.

Section IV. 2010 Base Pressures:

In 2010, Internal Services will experience base pressure increases related to annualization of operating costs for the various positions approved in 2009 Budget. Inflation on materials, supplies, salaries and wages will also affect the base pressure increase. Changes in base pressures are detailed in Appendix I.

Annualization:

Through the 2009 budget an increase of 14.5 FTEs was approved to the complement of the internal service departments. The 2009 budget estimates assumed that these positions would be filled at various points during the year in 2009, and therefore the estimates were not for a full 12 months. The annualization impact of budgeting for a full year for these positions in 2010 is \$0.3 million.

Cost of Living Increase/Inflation:

An increase of \$0.2 million dollars in the base budget is due to approved regular salary increases, and inflationary pressures from costs for purchased goods and services. This is the net amount attributable to the internal service departments after allocating appropriate amounts out to the citizen facing departments that utilize internal services.

Section V. Cost Mitigation Through Efficiencies and Recoveries:

Efficiencies:

Several efficiencies generated by the internal services departments represent cost avoidances that benefit the entire corporation by minimizing the inflationary increases that would otherwise impact the front line service departments. Examples of these include savings accrued from ongoing energy conservation and technology related initiatives, such as the reduction of costs for cellular phones through the consolidation of plan minutes.

Recoveries:

The net decrease in all recoveries for Internal Services is \$0.1 million. The key drivers of this decrease are as follows:

- \$0.2 million decrease in retroactive energy rebates expected as majority of energy billing errors are now caught and corrected before payments are made
- \$0.1 million increase in recoveries from staff for parking at 10 Peel

Section VI. Challenges and Emerging Trends:

Internal Services responds to the increased demand for services on all Regional Programs due to growth as well as increased regulatory compliance obligations. The impact of growth will be discussed more fully in the next section. Some recent examples of increased regulatory requirements that continue to impact the Region's resources would include:

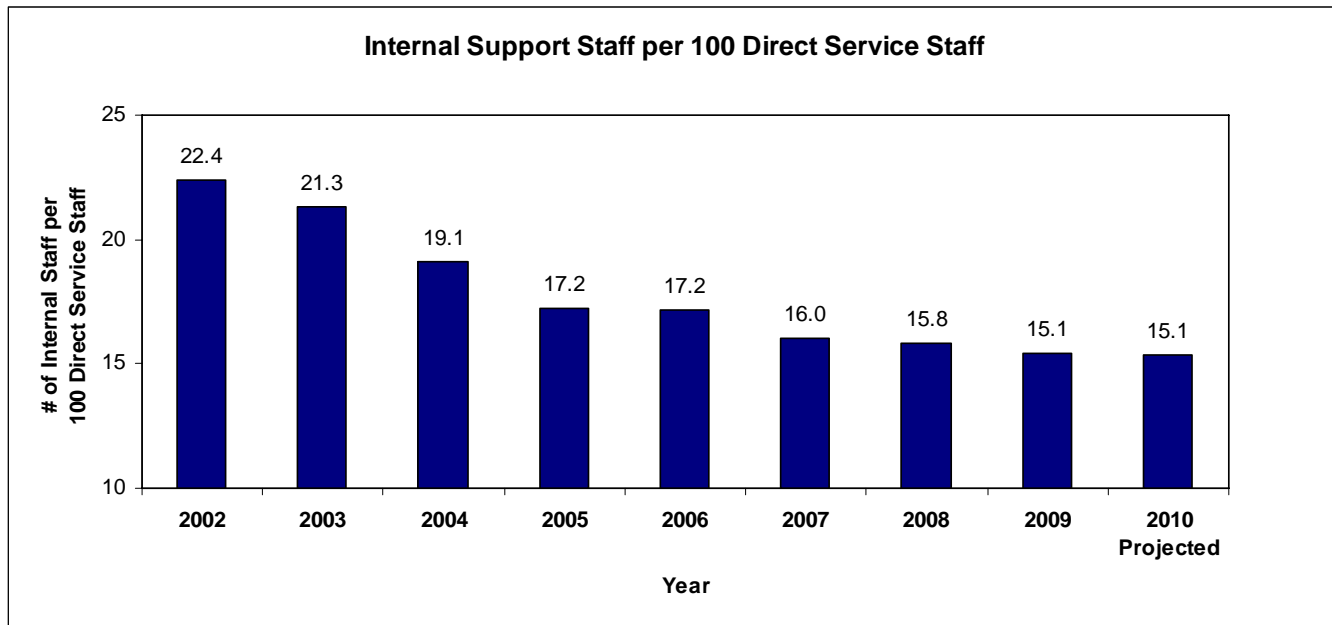
- HST implementation
- *Accessibility for Ontarians with Disabilities Act* compliance
- Tangible Capital Asset Accounting (TCAA) reporting

Section VII. 2010 Program Pressures - Current:

The proposed 2010 Total and Net Budgets, including a variance over the 2009 Approved Budget, are presented in [Appendix I](#).

The proposed 2010 Total Budget is \$59.6 million, which represents an increase of \$0.4 million or 0.7 per cent over the 2009 Total Budget. The proposed 2010 Net Budget is \$41.7 million, which is an increase of \$1.1 million or 2.8 per cent over the 2009 Net Budget.

Growth:



For several years the Region has responded to increased demand for services resulting from growth in population and changing demographics. The Region has also taken on new services and responded to increased regulatory requirements. As a result the total staff complement has increased to address these pressures.

The preceding chart illustrates that the staff resources available to internal service departments has not kept pace with the increase in staff resources to deliver service directly to the citizens of Peel. Internal Service areas have been attempting to manage this situation by maximizing the efficiency of their operations through:

- Streamlined processes
- Automated services leveraging technology
- Realignments of departments and divisions
- Elimination of non-value added work

Despite these ongoing efficiency initiatives additional staff are necessary in certain internal services to maintain adequate service levels. The 2010 budget for internal services contains requests intended to meet actual program needs where existing internal resources are not adequate. These additions will only maintain the existing ratio of internal services staff to staff in direct service departments.

Additional Resources to Support Corporation

- \$0.4 million is requested for 14 additional complement positions as follows:
 - Two building condition assessment analysts, to meet service level requirements for facilities
 - Four Development and Construction staff to meet ongoing housing and facilities construction project requirements (costs recovered from capital)
 - One legal clerk to meet requirements of capital program (costs recovered from capital)
 - One Official Plan monitoring specialist
 - Four Human Resources staff to meet needs of organizational growth (includes three existing contract positions)
 - One administrative assistant to improve productivity of purchasing staff by relieving supervisors of administrative duties
 - One project leader for the Office of Strategic Innovation and Policy to deliver EMT approved priorities (existing contract position)
- \$0.1 million is requested for resources to facilitate and coordinate the implementation of the *Accessibility for Ontarians with Disabilities Act* standards. This estimate does not include the costs to actually comply with all aspects of the act and its standards.

Other Changes: One Time Resource Requirements

Approximately \$0.6 million in one-time and non-recurring resource requests from 2009 and earlier have been removed from the budget estimates in 2010 as they are no longer required. These reductions include items that were associated with TCAA implementation, office reconfigurations for restructurings, and one-time software purchases. These requirements were not funded from the tax base so they have no net impact on the budget when they are removed.

Subsidies and User Fees:

Subsidies from senior levels of government and direct user fees to citizens make up a very small component of the internal services budget and no significant changes are anticipated in these areas in 2010.

Section VIII. 2009 New Initiatives - Current:

n/a

Section IX. 2010 Program Pressures – Capital:

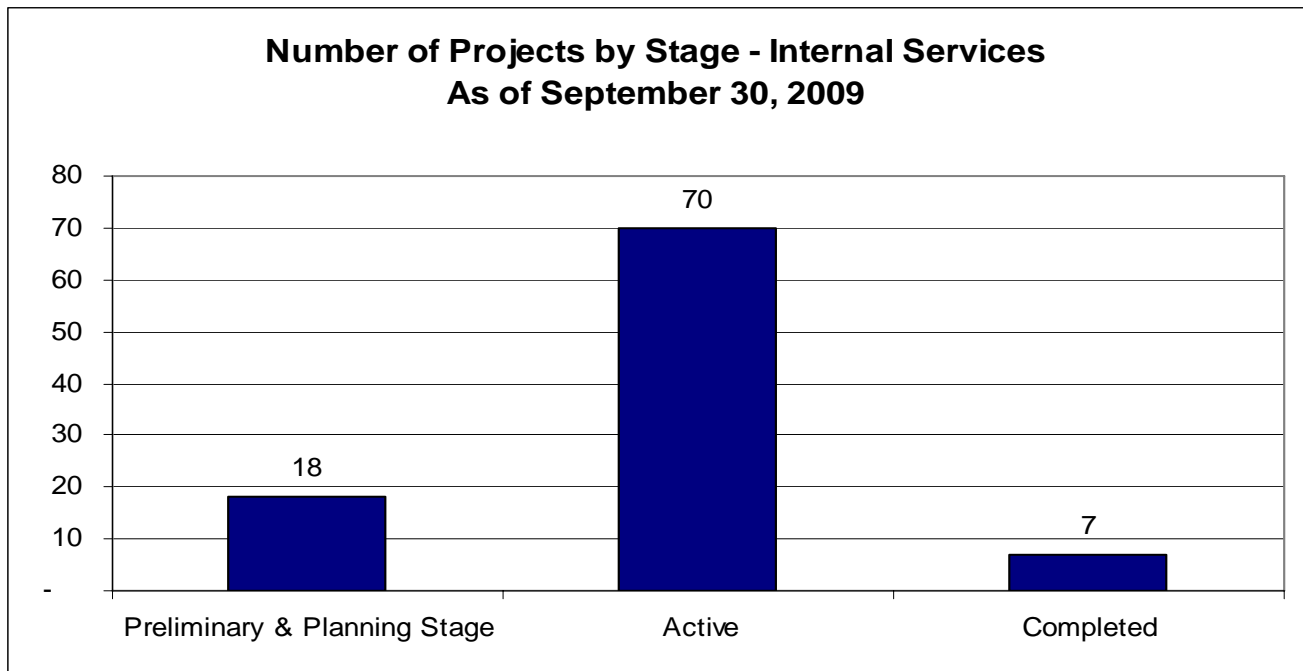
Ongoing Capital Projects:

In 2009, it is anticipated that \$28.8 million will be spent from the Internal Services capital budgets. Appendix II shows that as of September 30, 2009, \$12.6 million had been spent.

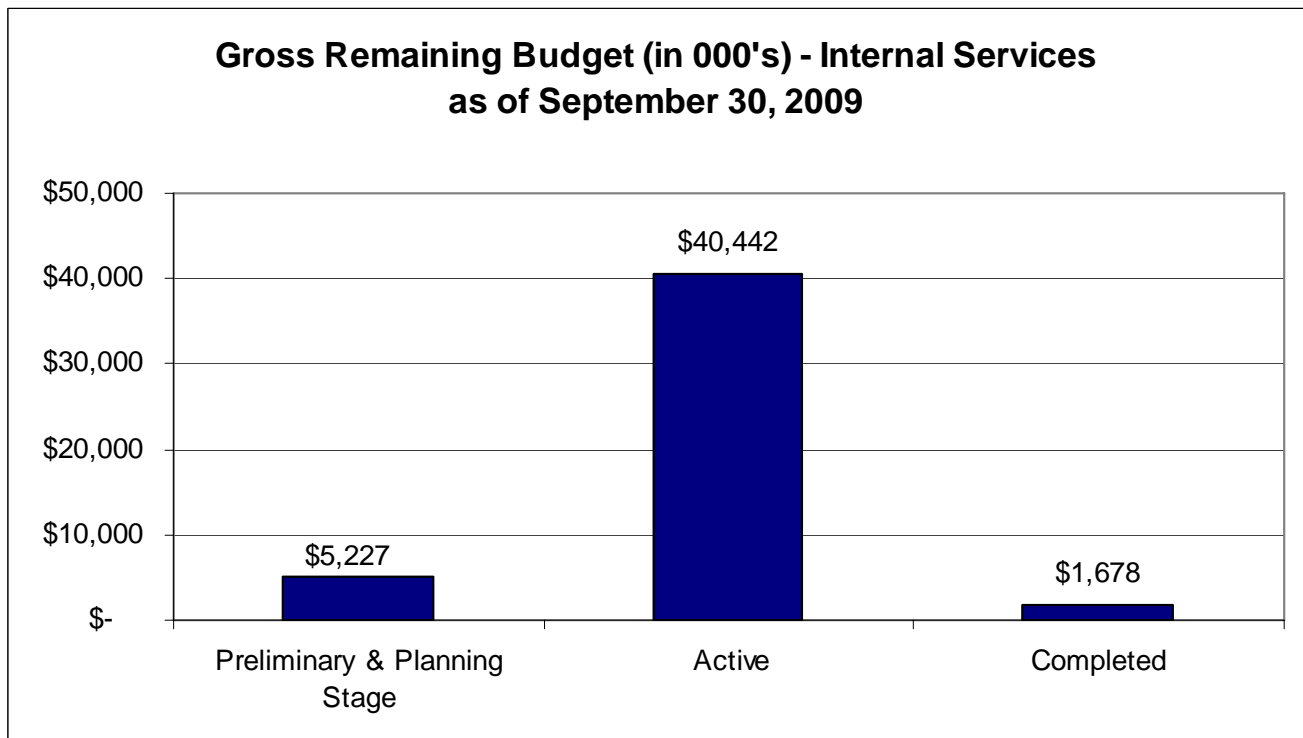
As of September 30, 2009, there are 95 open and approved Internal Services projects with a total value of \$134.7 million. Of that amount, \$87.3 million or 65 per cent has been spent, leaving approximately \$47.3 million worth of work yet to be completed.

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The following graph shows the distribution of the 95 open and approved Internal Services projects as of September 30, 2009 by stage of completion. Major projects under way include updating of the Regions telephone infrastructure and the renovation of the Heritage Complex.



The distribution of the gross remaining budget of \$47.3 million by project stage is illustrated in the graph below.



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Internal Services Capital Program Drivers:

The Internal Service capital program is primarily driven by the following needs:

- Adequate maintenance and preservation of the Regions investment in its facilities
- Renewal of technologies so work can be undertaken in an efficient manner
- Investing in energy efficiency to minimize future energy costs

2010 Capital Programs:

The following table lists the new capital plan for 2010, as well as the carry forward capital balance from 2009 that when combined constitute the total capital budget available to Internal Services in 2010. Cash flow for capital project expenditures is presented in [Appendix II](#).

Carry - Forward from 2009 \$'000	2010 New Capital \$'000	2010 # of Planned and New Projects	Total Capital Available \$'000	2011 – 2019 Forecast \$'000	2011-2019 # of New Projects
\$34,403	\$9,976	13	\$44,379	\$126,533	110

The 2010 Capital Budget program for Internal Services is \$10.0 million, an \$11.0 million decrease over the 2010 Capital Budget projection provided in the 2009 Budget. Funding details for the 2010 Capital Budget are presented in [Appendix III](#).

Major changes to the 2010 Capital Budget Program:

- An additional \$1.0 million was added for Information Management and Project Portfolio Management projects in 2010
- These additions were offset by reviewing existing 2010 capital budget requests and deferring projects that were beyond the capacity of existing internal service resources to implement in 2010

Capital Budget Outlook – Ten Year Plan Comparison (2010-2019):

Over the next 10 years the Regions investments in facilities and technology will continue to be protected through regular capital maintenance and renewal, and future energy needs will be minimized through investments in energy efficiency.

Through the 2010 Capital Budget, the Internal Services ten year plan was adjusted to \$136.5 million from \$141.8 million in 2009, for a decrease of \$5.3 million. This slight decrease is the result of project timing. Details of the Ten Year Internal Services Capital Plan are included in [Appendix IV](#).

Section X. Future Outlook:

2011 and 2012 Current Budget:

The forecast for the Internal Service departments in 2011 and 2012 is based on the assumption that existing services will be maintained and allocated in a manner similar to the present system. Further to this base assumption it is anticipated that additional resource requests will come forward in future years to ensure internal service areas can continue to provide services at the levels required to fully support a growing corporation.

2010 \$41.7 million

2011 \$43.3 million

2012 \$45.0 million

2011 – 2019 Capital Plan:

- The capital plan for 2011-2019 is brought forward for approval in principle by Council in addition to the 2010 capital budget estimates. The 2011-2019 capital plan as presented has a total estimated cost of \$126.5 million. This funding will primarily be used for the acquisition, capital maintenance and replacement of facilities and technology owned by the Region.

Section XI. Pressures not included in 2010 Budget:

The 2010 Budget estimates do not include provisions for the following: additional costs which would be incurred if energy prices returned to pre-recession levels, and costs to completely comply with the requirements of the *Accessibility for Ontarians with Disabilities Act* standards. These costs could include building retro-fits and software redesigns and impact of the new HST on the purchase of goods and services.

Appendices:

Appendix I	2010 Current Pressures
Appendix II	2010 Capital Overview
Appendix III	2010 New Capital Detail
Appendix IV	Ten Year Capital Plan
Appendix V	Output/Outcome Measures

APPENDIX I
INTERNAL SERVICES
2010 CURRENT PRESSURES (\$'000)

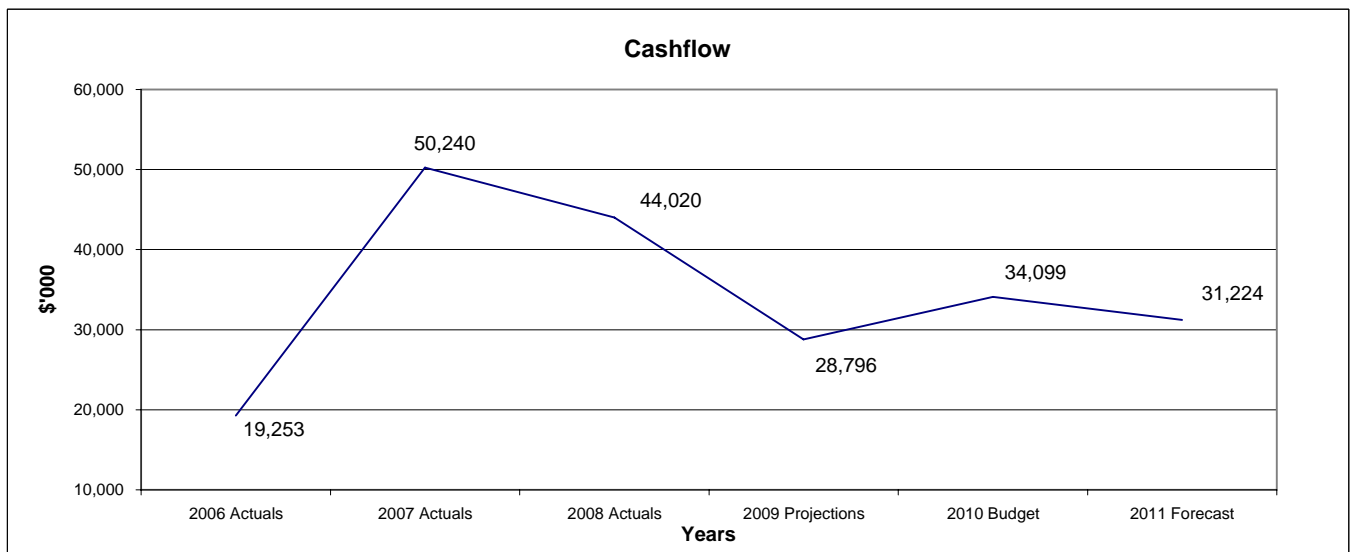
	Internal Services		
	Total Expenditures	Total Revenue	Net Cost
2009 Revised Cost of Service	\$ 59,240	\$ 18,652	\$ 40,588
Annualizations/Other - Section IV			
Annualization FTEs added in 2009 budget	254	-	254
<i>Subtotal</i>	254	-	254
Cost of Living Increase/Inflation - Section IV			
Goods & Services, Salary & Wages and Internal Charges	216	-	216
<i>Subtotal</i>	216	-	216
Efficiencies - Section V			
No impact in 2010	-	-	-
<i>Subtotal</i>	-	-	-
Recoveries - Section V			
EBS - Reduction in retroactive energy rebate estimates	-	(250)	250
EBS - Increase in Revenue for underground parking	-	86	(86)
<i>Subtotal</i>	-	(164)	164
2010 Base Changes	\$ 470	\$ (164)	\$ 634
Growth - Section VII			
No impact in 2010	-	-	-
<i>Subtotal</i>	-	-	-
Service Demand - Section VII			
2010 Request for new permanent staff (14) including conversions	401	-	401
Corp Serv - On-going New Initiatives - Funding for Accessibility for Ontarians with Disabilities Project	100	-	100
<i>Subtotal</i>	501	-	501
Subsidy and Fee Changes - Section VII			
No impact in 2010	-	-	-
<i>Subtotal</i>	-	-	-
Other - Section VII			
Elimination of one-time & non-recurring expenses from 2009	(585)	(585)	-
<i>Subtotal</i>	(585)	(585)	-
2010 New Pressures	\$ (84)	\$ (585)	\$ 501
Total 2010 Pressures	\$ 386	\$ (749)	\$ 1,135
2010 Recommended Cost of Service	\$ 59,626	\$ 17,903	\$ 41,723

**APPENDIX II
INTERNAL SERVICES
2010 CAPITAL OVERVIEW (\$'000)**

	Capital Budget	
	Number of Projects	Total Budget
Carry Forward: January 1, 2009	103	32,526
Additions:		
2009 Capital Plan		
New 2009 Projects	23	19,813
New funding to Existing Projects	0	860
In year Approvals(i.e. Council Approval, Redeployments)	13	10,000
Subtractions:		
Budget Reductions	0	(1,272)
Closed Projects	(44)	(1,970)
Expenditures to September 30, 2009	0	(12,610)
Subtractions: Projections from October 1 - December 31, 2009		
Closed Projects	(41)	(569)
Expenditures		(12,375)
Balance: December 31, 2009	54	34,403
Additions:		
New Proposed 2010 Capital Plan		
New 2010 Projects	13	9,976
New funding to Existing projects		-
Balance: January 1, 2010 with approval	67	44,379
Subtractions:		
Projected 2010 Cashflow		(34,099)
Projected Balance: December 31, 2010		10,280

Comments on Changes in Funding:

The cashflow estimates for 2010 & 2011 include Planning capital projects transferred from ETPS in 2009, and the \$10 million Infrastructure Stimulus project for renovations of the Heritage Complex also added in 2009. 2007 & 2008 cash flows are higher relative to other years due to the construction of 10 Peel Suite B & C.



**APPENDIX III
INTERNAL SERVICES
2010 NEW CAPITAL DETAIL**

2010 Financing Sources & Funding Status(\$'000)

<u>Project #</u>	<u>Project Name</u>	<u>Ward</u>	<u>Total Expense</u>	<u>External Funding</u>	<u>Internal Funding</u>	<u>DCA</u>
EMPLOYEE & BUSINESS SERVICES						
<u>Employee & Business Services General</u>						
A 10-7110	CUSTOMER SERVICES INTEGRATION	PEEL	2,000	0	2,000	0
<u>Communication Services</u>						
A 10-7111	WEB ADVANCEMENT PROJECTS	PEEL	500	0	500	0
<u>Heritage</u>						
A 10-5170	HERITAGE COMPLEX - MAJOR MAINTENANCE	PEEL	100	0	100	0
<u>Information and Technology Services</u>						
A 10-7509	GIS IMPLEMENTATION	PEEL	230	0	230	0
A 10-7514	NETWORK INFRASTRUCTURE REPLACEMENT	PEEL	2,115	0	2,115	0
A 10-7533	TECHNOLOGY DISASTER RECOVERY	PEEL	220	0	220	0
A 10-7545	DESKTOP/NOTEBOOK REPLACEMENT	PEEL	400	0	400	0
A 10-7591	NETWORK & TELEPHONE INFRASTRUCTURE ENHANCEMENTS	PEEL	550	0	550	0
<u>Real Property Asset Management</u>						
A 10-5215	CORPORATE FURNITURE	B8	100	0	100	0
A 10-5220	HEADQUARTERS MAJOR MAINTENANCE	PEEL	1,283	0	1,283	0
A 10-5238	MASTER ACCOMMODATION PLAN (MAP)	B8	625	0	625	0
E&BS Totals For Budget Year 2009			\$ 8,123	\$ -	\$ 8,123	\$ -
CORPORATE SERVICES						
<u>Planning Policy & Research</u>						
A 10-7709	LONG RANGE STUDIES	PEEL	158	0	79	79
CORPORATE SERVICES Totals For Budget Year 2010			\$ 158	\$ -	\$ 79	\$ 79
EXECUTIVE, COUNCIL AND OFFICES OF CIO & SIP						
<u>Office of CIO</u>						
A 10-7525	CORPORATE INFORMATION TECHNOLOGY	PEEL	1,695	0	1,695	0
EXECUTIVE, COUNCIL & OFFICES OF CIO & SIP Totals For Budget Year 2010			\$ 1,695	\$ -	\$ 1,695	\$ -
INTERNAL SERVICES Totals For Budget Year 2010			\$ 9,976	\$ -	\$ 9,897	\$ 79

**APPENDIX IV
INTERNAL SERVICES
TEN YEAR CAPITAL PLAN**

Ten Year Combined Capital Program (\$'000)

<u>Description</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>Yrs 6-10</u>	<u>Gross</u>
EMPLOYEE & BUSINESS SERVICES							
10-5170 HERITAGE COMPLEX - MAJOR MAINTENANCE THIS ALLOCATION IS FOR MAJOR MAINTENANCE OF EXISTING FACILITIES AND IT REPLACEMENTS. CAPITAL PROGRAM TO BE REVIEWED IN LIGHT OF INFRASTRUCTURE STIMULUS PROJECT.	100	2,358	368	84	611	1,291	4,812
10-5215 CORPORATE FURNITURE PURCHASE OF CORPORATE FURNITURE TO ACCOMMODATE GROWTH.	100	100	100	100	100	500	1,000
10-5220 HEADQUARTERS MAJOR MAINTENANCE THIS ALLOCATION PROVIDES FUNDING FOR IDENTIFIED MAJOR MAINTENANCE REQUIREMENTS AT THE 10 PEEL COMPLEX.	1,283	617	709	243	39	1,327	4,218
10-5238 MASTER ACCOMMODATION PLAN (MAP) THE MAP FOCUS WILL BE CONTINUED OFFICE CHURN, COLLECTING DEPARTMENTAL GROWTH DATA, ACCOMMODATIONS STRATEGY PLANNING AND RECOVERING VACANT OFFICE SPACE.	625	475	250	250	250	500	2,350
10-7110 CUSTOMER SERVICES INTEGRATION REGION-WIDE CUSTOMER SERVICE SUPPORT SYSTEM	2,000	3,500	600	0	0	0	6,100
10-7111 WEB ADVANCEMENT PROJECTS REFURBISHMENT OF OUR INTRA/INTERNET SITES TO INCREASE FUNCTIONALITY & IMPLEMENT MORE EFFICIENT CONTACT MANAGEMENT SYSTEMS.	500	0	0	0	0	0	500
10-7509 GIS IMPLEMENTATION AN INTEGRATED CORPORATE GEOGRAPHIC INFORMATION APPLICATION TO INTEGRATE EXISTING REGIONAL GIS DATA INTO A COMMON SHARED REPOSITORY	230	300	0	0	0	0	530
10-7514 NETWORK INFRASTRUCTURE REPLACEMENT THIS ALLOCATION IS PROVIDED FOR REPLACEMENT OF EXISTING NETWORK SERVERS, NETWORK INFRASTRUCTURE AND TELEPHONE SYSTEM REPLACEMENT.	2,115	1,102	1,082	1,310	1,752	10,720	18,081
10-7533 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.	220	242	266	293	322	2,145	3,488
10-7545 DESKTOP/NOTEBOOK REPLACEMENT TO REPLACE ALL REGIONAL COMPUTERS ON A STANDARD CORPORATE CYCLE. THIS INCLUDES COSTS FOR HARDWARE, INSTALLATION AND OPERATING AND OFFICE SOFTWARE.	400	8,177	3,706	0	11,196	20,915	44,394
10-7591 NETWORK & TELEPHONE INFRASTRUCTURE ENHANCEMENTS THIS ALLOCATION IS FOR THE GROWTH RELATED NETWORK COSTS.	550	605	666	732	805	5,311	8,669

**APPENDIX IV
INTERNAL SERVICES
TEN YEAR CAPITAL PLAN**

Ten Year Combined Capital Program (\$'000)

<u>Description</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>Yrs 6-10</u>	<u>Gross</u>
11-7201 ENERGY CONSERVATION INITIATIVES ENERGY INITIATIVES TO IMPROVE ENERGY EFFICIENCY	0	2,000	2,000	2,000	2,000	10,000	18,000
11-7527 OPERATIONAL & FUNCTIONAL SYSTEM ENHANCEMENT OPERATIONAL AND FUNCTIONAL SYSTEM ENHANCEMENT OF HRMS SYSTEM	0	839	800	0	300	1,200	3,139
12-7526 HRMS-PEOPLESFT APPS SOFTWARE MAINTENANCE / UPGRADE INSTALLATION OF SOFTWARE VERSION UPGRADES TO THE CURRENT RELEASE OF PEOPLESFT SOFTWARE.	0	0	750	0	0	750	1,500
10 Year Total Capital Plan For E&BS	8,123	20,315	11,297	5,012	17,375	54,659	116,781
CORPORATE SERVICES							
10-7709 LONG RANGE STUDIES STUDIES TO ADDRESS ISSUES RELATED TO INFRASTRUCTURE, POPULATION, HOUSING AND EMPLOYMENT, DENSITY AND REGIONAL STRUCTURE.	158	158	158	158	158	790	1,580
11-7116 ALTERNATE REOC SITE ALTERNATE REGIONAL EMERGENCY OPERATIONS CENTER - ESTIMATED CONSTRUCTION COSTS	0	500	0	0	0	0	500
11-7327 FMIS-PEOPLESFT APPS SOFTWARE MAINTENANCE/UPGRADE INSTALLATION OF SOFTWARE MAINTENANCE UPGRADES TO CURRENT VERSION OF SOFTWARE.	0	400	0	0	400	400	1,200
12-7707 OFFICIAL PLAN REVIEW TO CONDUCT A REVIEW OF THE OFFICIAL PLAN AS REQUIRED BY THE PLANNING ACT	0	0	208	208	208	624	1,248
13-7120 FINANCIAL PLANNING TOOLS PURCHASE OF FINANCIAL PLANNING TOOLS	0	0	0	7,000	0	0	7,000
14-7115 TECH REFURBISHMENT OF THE COUNCIL CHAMBERS ANTICIPATED REPLACEMENT OF VARIOUS PIECES OF EQUIPMENT(E.G. AUDIO SYSTEM, VIDEO CAMERAS WIRING).	0	0	0	0	250	0	250
10 Year Total Capital Plan For CORPORATE SERVICES	158	1,058	366	7,366	1,016	1,814	11,778
EXECUTIVE, COUNCIL AND OFFICES OF CIO & SIP							
10-7525 CORPORATE INFORMATION TECHNOLOGY THIS ALLOCATION PROVIDES FUNDING FOR DEPLOYMENT OF INFORMATION TECHNOLOGY THROUGHOUT THE REGION. PRIORITIES FOR 2010 INCLUDE CORPORATE ROLL-OUT OF THE INFORMATION MANAGEMENT STRATEGY, ACQUISITION AND DEPLOYMENT OF PROJECT PORTFOLIO MANAGEMENT SOFTWARE	1,695	695	695	695	695	3,475	7,950
10 Year Total Capital Plan For EXECUTIVE, COUNCIL & OFFICES OF CIO & SIP	1,695	695	695	695	695	3,475	7,950
10 Year Total Capital Plan For INTERNAL SERVICES	9,976	22,068	12,358	13,073	19,086	59,948	136,509

**APPENDIX V
INTERNAL SERVICES
OUTPUT AND OUTCOME MEASURES**

Outputs/Outcomes

Output/Outcome Measures	2009 Target	2009 Projection	2010 Target	Commentary
Employee & Business Services				
Real Property Asset Management				
Number of capital land transactions completed	300	260	170	2009 - The 2009 projection will be slightly lower than target partly due to staffing issues. 2010 - the Real Estate outcome reporting will be split into 2 measures to reflect the change in organizational structure
Number of real property and facility acquisition transactions completed	-	-	90	2010 - New indicator
Per cent of Regional facilities that have had an energy audit	60 per cent	42 per cent	71 per cent	2009 - Update target to 42 per cent 2010 - A projected output of 71 per cent
Number of Building Condition Assessments	-	-	59	2010 - New indicator
Number of Capital Risk Assessments for 2010 capital planning	-	-	285	2010 - New indicator
Capital Renewal - Residential - planned	-	-	14,000,000	2010 - New indicator
Capital Renewal - Non Residential - Planned	-	-	4,000,000	2010 - New indicator
Major Construction - Paramedic	-	-	16,500,000	2010 - New indicator
Major Construction - LTC	-	-	1,500,000	2010 - New indicator
Major Construction - Heritage	-	-	5,000,000	2010 - New indicator
Major Construction - ETPS	-	-	1,650,000	2010 - New indicator
MAP Construction	-	-	500,000	2010 - New indicator
Client feasibilities studies	-	-	10	2010 - New indicator
Affordable Housing construction completion	-	-	230 Units	2010 - New indicator
Land Development Evaluations	-	-	69 properties	2010 - New indicator
New Construction Contracts	-	-	15,000,000	2010 - New indicator
Printing services - impressions	-	-	8,200,000	2010 - New indicator
Envelope Insertion Services	-	-	500,000	2010 - New indicator
Canada Post Mailings	-	-	700,000	2010 - New indicator
Work Orders for Facility Services	-	-	13,000	2010 - New indicator
Design Services Work Orders	-	-	2,000	2010 - New indicator
Customer Service Centre 3600 Requests	-	-	20,000	2010 - New indicator
Plotting Services Requests	-	-	500	2010 - New indicator
Meeting Room & A/V Requests	-	-	2,000	2010 - New indicator
Access Control & Security Requests	-	-	1,000	2010 - New indicator
Customer Service Excellence (formal compliments regarding service delivery)	-	-	150	2010 - New indicator
Information Technology				
Service desk call abandonment rate	12 per cent	7 per cent	12 per cent	2009 - As of June 09 the abandonment rate was 6.3 per cent due to process improvements and increased staff. It is anticipated that following the InTransit initiative new performance measures will be developed for IT. 2010 - Due to the restructure in IT planned for late 2009 and into 2010 the target rate will remain the same for 2010 as was in 2009
Purchasing				
Procurement Activity dollar value centrally purchased	-	-	\$900 Million	2010 - New indicator
Communication Services				
Hours of Service – Communications	61,008	48,074	51,300	2009 - Target was incorrectly set it should have been 54,200 2010 - Increase in Communication hours anticipated for 2010
Page views of peelregion.ca	9,500,000	11,858,254	10,200,000	2009 - Page views have increased 25 per cent from 2008 2010 - A further increase in page views anticipated for 2010
Connect to Peel subscribers	20,000	7,600	5,000	2009 - 2009 projections less than target due to less subscribers 2010 - A campaign is in place for 2010 to raise the number of subscribers

**APPENDIX V
INTERNAL SERVICES
OUTPUT AND OUTCOME MEASURES**

Outputs/Outcomes

Output/Outcome Measures	2009 Target	2009 Projection	2010 Target	Commentary
Customer Contact Centre				
Telephone & Email contacts in the Customer Contact Centre	775,500	886,000	825,000	2009 - There is a continuing trend of increased call volume due to higher incidence of TransHelp and Health Immunization calls 2010 - It is anticipated that with telephone & email contacts will increase in 2010
Counter service contacts – Access Peel	125,000	49,000	80,000	2009 - Levels will be below target due to the delay in the opening of 10 Peel Suite B. Levels expected to increase for the later part of 2009 and going forward. 2010 - With the opening of Suite B it is anticipated that the counter service activity will increase
Heritage				
Number of visitors	21,000	16,000	7,500	2009 - This figure includes admissions and participants at special events such as Complex Verdict 2010 - Anticipate a decline in visitors due to the construction planned for 2010 at the Heritage Complex
Seniors Outreach (total individuals)	7,000	5,500	8,000	2009 & 2010 - Delivery of service is demand driven
School Audience (total individuals)	10,000	8,000	6,000	2009 & 2010 - Delivery of service is demand driven
Research enquiries (in person, phone, email, letter)	1,700	2,000	2,000	2009 - has seen an increase in email inquiries 2010 - Should trend similar to 2009
Corporate Services				
Emergency Management Presentation & Training Sessions	60	36	60	2009 - non-essential presentations cancelled due to redirecting resources to H1N1
Emergency Exercises *Maintain 24/7 On-Call Response Capability	6	-	6	2009 - non-essential presentations cancelled due to redirecting resources to H1N1
Number of Council/Committee (based upon 15 committees) meetings supported	130	112	130	2009 - Subcommittee/budget meeting cancellations
Number of Council/Committee/Subcommittee Support Hours	8,967	8,774	8,967	2009 - Trending to be on target 2010 - No change in 2010 target
Total number of Agendas Packaged	9,000	8,774	9,000	2009 - Subcommittee/budget meeting cancellations
Number of <i>Municipal Freedom of Information and Protection of Privacy Act</i> requests	120	88	120	2009 & 2010 - Delivery of service is demand driven
Hours of legal service – Internal and External	23,741	23,736	23,741	2009 - Trending to be on target 2010 - No change in 2010 target
New legal matters to be dealt with	1,033	998	1,033	2009 - Trending to be on target 2010 - No change in 2010 target
New potential claims under Management	615	586	615	2009 - Trending to be on target 2010 - No change in 2010 target
Audit Reports to Audit Sub-committee and Council	12	8	N/A	2009 - 2 PRP reports delayed until formal reporting process established 2010 - This measure will be replaced with new measure TBD
Audit Program Reports to Audit Sub-committee	4	4	N/A	2010 - This measure will be replaced with new measure TBD
ROP Activities 3	2,000	1,410	N/A	2009 - Lower than expected website visits may be due to lack of new information. This target covers only the monitoring pages of the Official Plan website. 2010 - This measure will be eliminated and replaced with a new measure
Liveable Peel Activities 4	2,500	1,818	N/A	2009 - Lower than expected website visits may be due to lack of new information. The steering committee was terminated late in 2008 while the projects will continue. 2010 - This measure will be eliminated and replaced with a new measure
Number of page views for all Peel Region Official Plan web pages	N/A	N/A	28,000	2010 - New indicator
Number of page views for all Peel Data Centre web pages	N/A	N/A	75,000	2010 - New indicator
Number of data/information requests fulfilled	N/A	N/A	430	2010 - New indicator
Amount of Greenlands secured in hectares	N/A	N/A	20 hectares	2010 - New indicator
Accounts Receivable – per cent of the total dollar value that exceeds 90 days	8 per cent	8 per cent	8 per cent	2009 - Trending to be on target 2010 - No change in 2010 target
Accounts Payable - per cent paid within 30 days	70 per cent	70 per cent	70 per cent	2009 - Trending to be on target 2010 - No change in 2010 target
Treasury – rate of return on investment	3.5 per cent	3.5 per cent	3.5 per cent	2009 - Trending to be on target 2010 - No change in 2010 target

**APPENDIX V
INTERNAL SERVICES
OUTPUT AND OUTCOME MEASURES**

Outputs/Outcomes

Output/Outcome Measures	2009 Target	2009 Projection	2010 Target	Commentary
Executive Office, Council and Offices of CIO & SIP				
EMT's Satisfaction with execution and implementation of their priorities (annual metric)	80 per cent	n/a	80 per cent	2009 - to be reviewed at end of year 2010 - Satisfaction rating
Per cent of managed versus unmanaged electronic information across the organization	3 per cent	3.16 per cent	5 per cent	2009 - On target 2010 - Anticipate higher usage in 2010
IRAC's satisfaction with services provided (annual metric)			80 per cent	2010 - New indicator Satisfaction rating
Project management maturity level	Level 2	Level 1.89	-	2009 - Q2 is benchmark maturity level
Per cent of projects on time/on budget	100 per cent	90 per cent	-	2009 - Some projects are on hold/have been deferred due to shifting priorities and lack of resources
Per cent of Progress status on the 10 Peel Expansion Project	100 per cent	90 per cent	-	2009 - slightly behind on target due to construction delays
Uses of Corporate Systems per business day	2,000	2,756	-	2009 - Usage is up 63 per cent compared to January - June 2008, EIM is up 58 per cent but HRMS usage has more than doubled