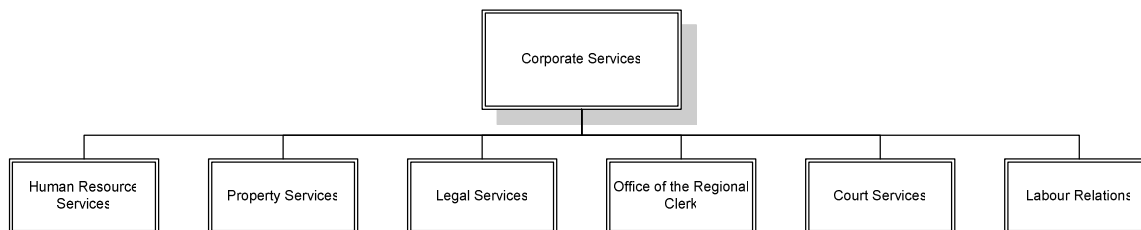


Corporate Services

Services That We Provide

The Corporate Services Department consists of 176.4 FTE's (including Court Services) who provide operational and advisory support to all Regional Departments and the Police, totalling more than 3,000 staff, as well as to Council, Committees, members of the Public and external partners at the Federal, Provincial and Municipal levels. The Court Services Branch serves the residents of York Region, the nine area municipalities, the Province of Ontario, the Judiciary and over thirty law enforcement and regulatory agencies operating within the Region of York.



2005 Objectives and Key Work Initiatives

Provide effective fiscal management of Corporate Service's financial resources through the following initiatives:

- Expansion of the energy management program which will result in significant savings in utility costs. Specific initiatives include the energy-efficient "smart" design of new facilities, energy retrofit of existing facilities, and an energy procurement strategy
- Develop and implement region-wide space standards to significantly reduce the Region's accommodation costs
- Finalize a furniture acquisition and move management strategy to reduce accommodation costs
- Dispose of surplus regional property worth \$200,000
- Decrease costs by increasing the number of investigations for Poison Work environments, harassment and/or discrimination complaints that are conducted in-house
- Decrease use of "fraudulent sick leave" through internal investigations and innovative strategies

Corporate Services

- Implement an on-line self-registration system for corporate learning, health and safety, I.T. & Records Management training. This will allow for a more streamlined registration process for staff, more efficient use of resources for the Corporate Learning Unit and enable tracking of learning histories
- Reduce the Council and Committee printing budget by 23% in a two year period through continued focus on electronic agendas and materials

Proactively meet the needs of our customers through the following initiatives:

- Actively participate in the service partnership process to foster strong relationships with client departments
- Manage (develop, construct and/or renovate) over 125 capital projects to provide accommodation for regional staff
- Increase emphasis on averting grievances through preliminary discussions with union representatives and/or managers
- Enhance training in the areas of: performance management, job description writing, resume writing and interview training, best practices in the use of telephones, new manager orientation, manager-in-training courses, character awareness education, meeting skills, communication training and enhanced records and information management training with emphasis on electronic records
- Develop an information package as an attraction technique for external job candidates
- Enhance and promote the Human Resource Services presence on mYnetWORK, including development of a management intranet site that contains tools to assist management staff to manage their human resources
- Prepare and implement fire safety and building evacuation plans at key Regional facilities with support from the Property Services Branch and the Joint Health and Safety Committees
- Formalize the services of the Employee Health Unit which provides pre-placement health assessments for identified positions to ensure the candidates' ability to perform the essential tasks of the position
- Assist Departments in using the Common Measurement Tool (CMT) as a means of standardizing and benchmarking user surveys
- Review and communicate the results of the most recent *Citizens First* survey as a means to improving customer service

Corporate Services

- Develop and implement action plans in response to 2004 Legal customer service survey

Maintain a superior public image by maintaining high standards of accountability through the following initiatives:

- Expansion of existing space dedicated to Court Services
- Enhance the support for special events provided by the Region through consolidation of the Special Events function (including audio/visual and room bookings) within the Property Services Branch
- Provide Legal support for the implementation of a new Purchasing By-Law for Regional Departments
- Monitor and advise on compliance with evolving statutory framework, including revised *Municipal Act*; *Ontarians With Disabilities Act*; *Strong Communities (Planning Amendment) Act 2004*; *Safe Drinking Water Act*; proposed *Drinking Water Source Protection Act*

Lead in the development of strategies, policies and programs to support a vibrant organizational climate through the following initiatives:

- Manage implementation phase of the Employee Survey (Phase one and two)
- Lead in the development and implementation of programs and services as recommended by the employee survey. This includes:
 - Develop a Corporate Policy, procedures and training on Performance Management (Initiative from "Dealing With Poor Performers" Committee)
 - Lead in the planning of a formal wellness program for the Region
 - Modify the performance review process to incorporate employee survey recommendations. This includes investigating multi-rater feedback options and incorporating leadership values into the review process
 - Promote and encourage management participation in the union performance review process
 - Modify the Region's Recognition & Reward program based on recommendations from the Employee Survey
 - Implement changes to the Region's base pay program which have been identified as necessary through the Mercer Market Survey, in order to maintain the Region's competitive compensation position

Corporate Services

- Develop and deliver a strategic communication program with respect to the Region's compensation program, with a goal to enhance staff understanding of the Total Reward aspect of their compensation, and to foster understanding of the job evaluation process and compensation equity both internal and external
- Conduct a career counselling needs assessment to begin to develop internal centralized career counselling
- Implement recommendations of employee satisfaction survey within the Corporate Services Department
- Commence implementation of the Region's Strategic Accommodation Plan through consolidation and enhancement of existing space within the Newmarket area
- Implement Rehabilitation Phase I of the recommendations from the Building Condition Audit program and establish a reserve funding and multi-year capital planning strategy for all Regional facilities
- Implement & evaluate 3 forms of mentoring programs (informal, formal & group) to enhance our leadership capacity across the corporation
- Facilitate our second phase & evaluate our first phase of our Executive Leadership Development Program and make recommendations for future Succession Planning process

Work in partnership with Council, client departments and external stakeholders to support the strategic directions of the Region through the following initiatives:

- Provide support for York Region Rapid Transit and for the transfer of Fire Dispatch from the municipalities to the Region
- Assist in the acquisition of key sites for implementation of Quickstart and YRT
- Provide inclusiveness training to staff for whom this is deemed a requirement (pilot & evaluation was done in 2004) to meet the ODA legislative requirements
- Improve accessibility to the Region's facilities for Ontarians with Disabilities. Implement initiatives in the Regional Administrative Centre as well as review all other Regionally owned and leased facilities
- Develop Asset Management Plans via a web-based application that will provide data on occupancy costs, space utilization and capital investment on a facility basis. This will enable building performance to be measured
- Provide legal advice and support to the corporate strategic infrastructure, Regional planning and emergency communications centre initiatives

Corporate Services

- Provide legal advice and support to development of other corporate initiatives, including a centralized emergency communications centre

2006 Objectives

Provide effective fiscal management of Corporate Service's financial resources through the following initiatives:

- Review and monitor effective use of external Legal counsel

Proactively meet the needs of our customers through the following initiatives:

- Enhance the services provided by the Employee Health Unit to include assisting employees to identify health issues/risks at an early stage and provide consultation/intervention with EH professionals
- Assist in potential feasibility study of a Regional Call Centre
- Remain current with the trend towards 211/311 service delivery in Canada

Maintain a superior public image by maintaining high standards of accountability through the following initiatives:

- Assist Accessibility Advisory Committee and staff with implementation of new and amended legislation, including the amended Ontarians with Disabilities Act and Municipal Act
- Advise the Region and Housing York Inc. on implementation of new Purchasing Procedures
- Continue improving accessibility to the Region's facilities for Ontarians with Disabilities

Lead in the development of strategies, policies and programs to support a vibrant organizational climate through the following initiatives:

- Manage implementation of the Employee Survey (Phase 3)
- Institute a strategic analysis of the corporate records and information management infrastructure and program
- Implement Rehabilitation Phase II of the recommendations from the Building Condition Audit program

Corporate Services

Work in partnership with Council, client departments and external stakeholders to support the strategic directions of the Region through the following initiatives:

- Implement the Region's Strategic Accommodation Plan through consolidation and enhancement of existing space within the Newmarket area
- To continue to assist in the acquisition of key sites for Quickstart and YRTP development
- Negotiate new ONA collective agreement within the mandate of Council
- Provide advice to Community Services and Housing Department to support affordable housing development

2007 Objectives

Provide effective fiscal management of Corporate Service's financial resources through the following initiatives:

- Conduct efficiency review of legal services

Proactively meet the needs of our customers through the following initiatives:

- Continue to enhance wellness initiatives to maintain and/or improve the health and wellness of each employee by facilitating appropriate preventive and treatment programs to minimize lost time and the earliest and safe return to work

Lead in the development of strategies, policies and programs to support a vibrant organizational climate through the following initiatives:

- Conduct employee satisfaction survey (Spring 2007). Communicate the Employee Survey Results and begin the process of taking action on results
- Negotiate two CUPE collective agreements within the mandate of Council
- Develop and administer follow up to the "Employee Customer Service Survey" (2001) to measure progress and update the Customer Service Strategy to enhance service delivery

Corporate Services

Work in partnership with Council, client departments and external stakeholders to support the strategic directions of the Region through the following initiatives:

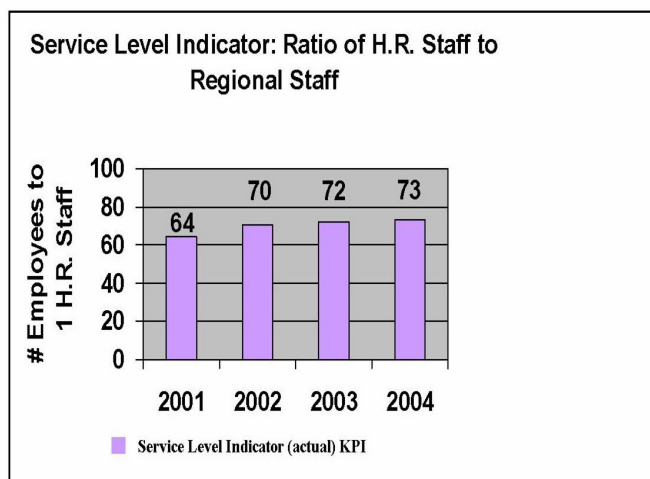
- Provide legal advice and support to assist with implementation of joint municipal and provincial Smart Card Transportation System
- Assist in a feasibility study of a Regional Archives
- Complete a records and information management risk management impact assessment to estimate the Region's true level of vulnerability should a disaster occur

Performance Measures and Benchmarks

Human Resource Services

The ratio of HR staff to Regional Employees is the average number of Regional employees serviced by one corporate Human Resource Services employee.

The Region's population is increasing at a higher rate than that of H.R. The H.R. Services Branch is managing its growth while continuing to deliver on existing programs.



The Conference Board of Canada benchmark for similar sized unionized organizations shows a benchmark of one H.R. employee to 67 employees. Our municipal comparator organizations average is one H.R. employee to 80 employees. Many factors account for this variance including the number of H.R. programs delivered by the Branch (e.g. Employee Health Unit), the number of activities outsourced (eg., Training), the degree of decentralization of various H.R. activities to line departments (e.g.

Health & Safety) and support to York Regional Police. This YRP support is often overlooked and not included in our KPI calculations. When considering a 10% service level to YRP employees, the KPI improves to 1:80, which is exactly in line with other municipal comparators.

Growth in HRS in 2005 is expected to remain at a level consistent with increases to Regional staffing levels (approximately 80:1 = 1 additional H.R. resources for staff growth of 80).

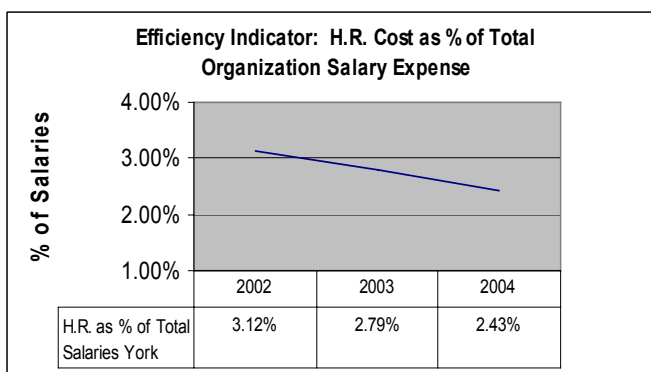
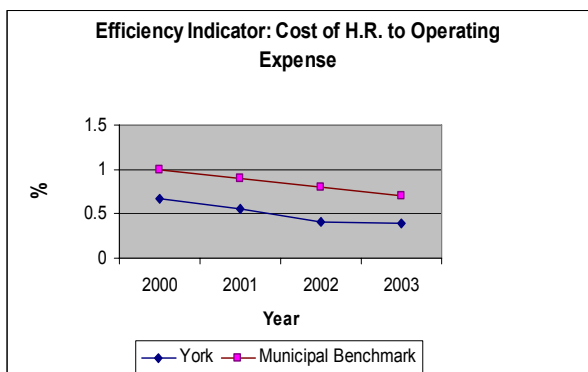
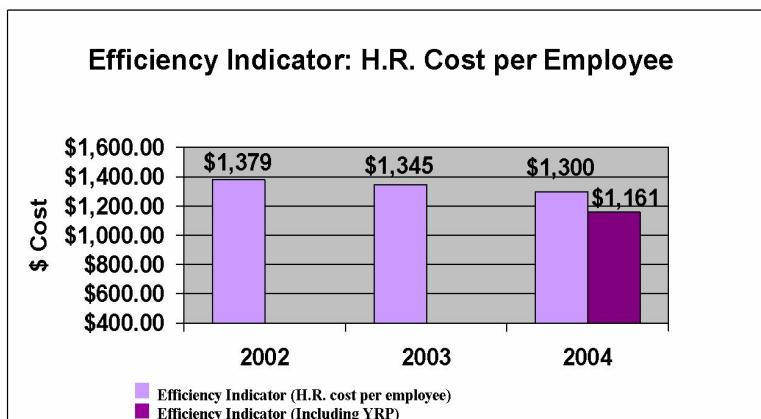
Corporate Services

Additional staff resources required to meet the needs of the Employee Satisfaction Survey initiatives will have a negative impact on this KPI and decrease the number of employees served per H.R. staff.

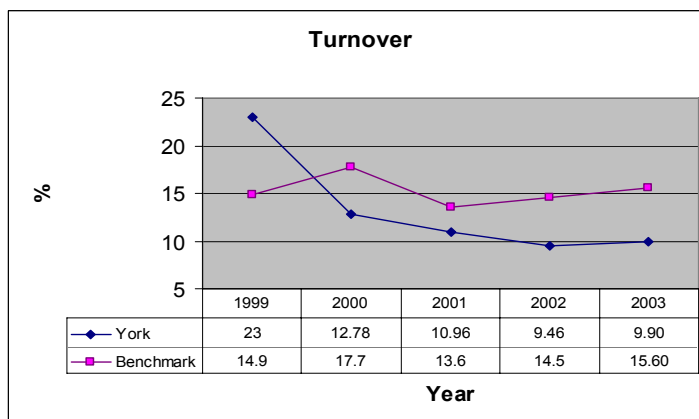
The H.R. cost per Regional Employee measure details the cost per Regional employee to provide H.R. support.

As a general rule, the more H.R. activities that are outsourced, the higher the cost of delivering H.R. services. So while the H.R. to headcount ratio may be equal to our municipal comparators,

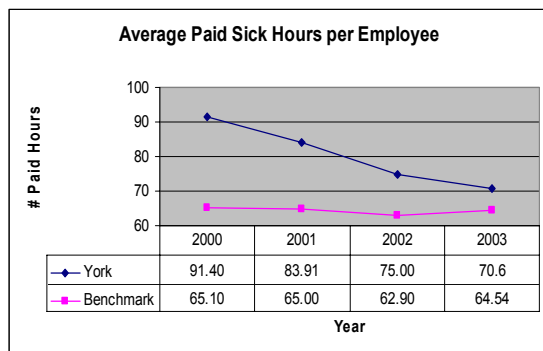
the H.R. Services Branch operates much more efficiently when examining it relative to dollar cost. The graphs below illustrate the continuing improvements in cost effectiveness of H.R. Services and the cost effectiveness relative to municipal comparators.



The Region continues to enjoy very low turnover compared to other Regions and municipalities.

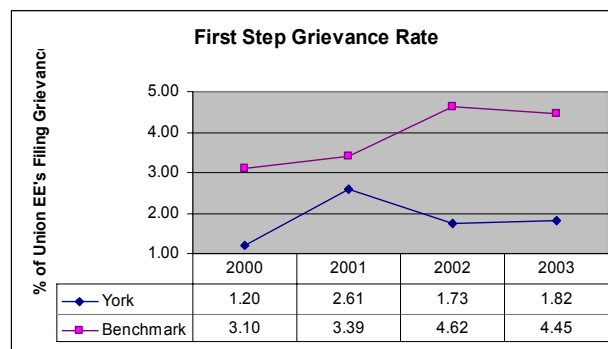


Corporate Services

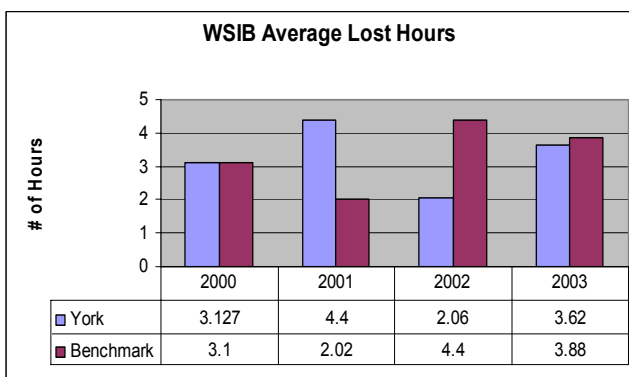
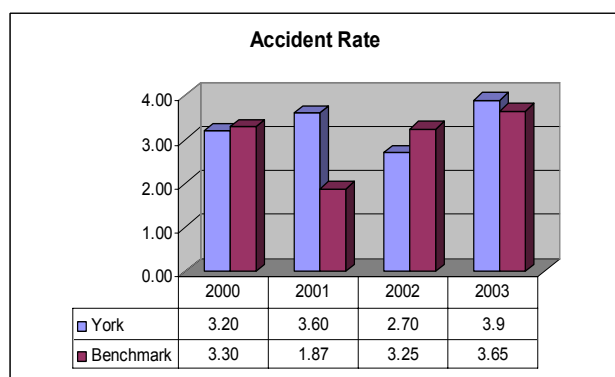


The Region's Attendance Management Program continues to show improvements in sick day usage with a 23 % reduction over 3 years (20.8 hours; roughly equivalent to 3 days per person). The Regional rate is slightly higher than other municipal jurisdictions. We expect our rate to continue to decrease through emphasis on fraudulent use of sick time.

The Region enjoys positive employee relations relative to our comparator municipalities. Union/Management relations are strong resulting from the Labour Relations strategy of acting on potential employee relations issues before they become grievances.



2003 saw a spike in accidents and WSIB claims, mostly attributed to SARS (all GTA Regions reported higher than usual incident rate (4.7%)) as well as higher than normal icy conditions in January, February & March resulted in an increase in trips and falls. Intensive efforts to bring back workers early (the Region's modified work accommodation rate is twice that of other jurisdictions), kept average lost hour rates from being higher than they might have.



Corporate Services

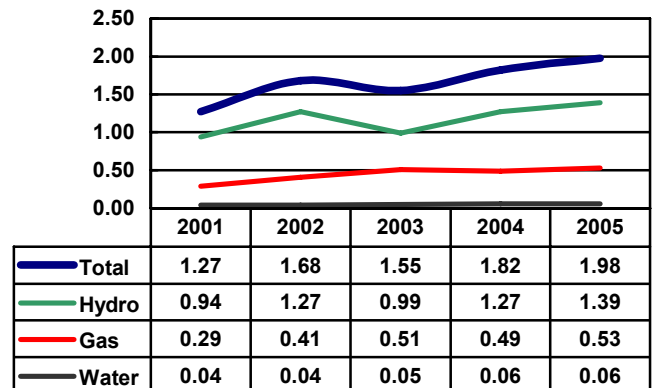
Property Services

Utility Costs

Utility cost increases of 9% continue to cause pressures on York Region's budget.

It is estimated that PSB's electricity budget will increase in 2005 by 9% over prorated 2004 actuals; much of this is ascribed to rising commodity prices.

Utility Costs (Actual \$ per Square Foot)*



Energy Management completed energy audits on Regional buildings in 2004 and will begin implementing energy performance improvements starting in 2005 with the largest building in the Region's portfolio, the Administrative Centre. Once fully implemented the Administrative Centre utility costs are expected to decrease by 20%.

It is estimated that natural gas prices will increase from 2004 to 2005 by 8%. This is mainly due to increasing natural gas market prices reflected in delivered commodity prices of \$0.2329/m³ and \$0.25/m³ for 2004 and 2005 respectively. As a result of participating in GASAMO, the Region's natural gas expenditures are reduced by approximately 10% based on the current Enbridge standard supply rate of \$0.2857/m³.

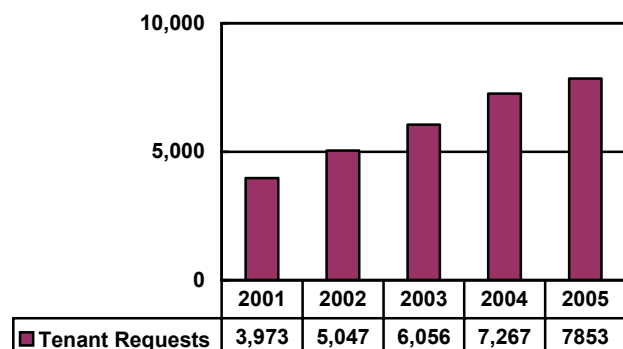
Facilities Maintenance Activities

In 2004, maintenance activities at Regionally owned and leased facilities have increased for both scheduled maintenance and tenant requests. Calls to the Property Services Help Desk have increased by over 8%.

During 2004, the Property Services Branch acquired an additional 20 facilities resulting in direct responsibility for 71 facilities. In 2005 Property Services will bring an additional 7 facilities within the portfolio for a total of 78 facilities including the new joint T&W and Police Bales Drive facility.

Overall, the estimated year over year maintenance activities are expected to increase by 20%.

Facilities Maintenance Activities

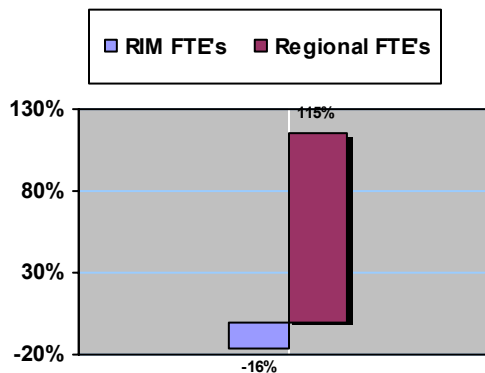


Corporate Services

Office of the Regional Clerk

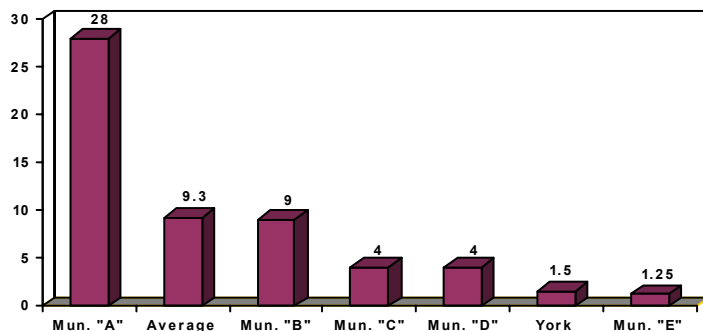
The number of records and information management staff (5 FTE) has *decreased* by 16% between 1990 and 2004 (6 FTE in 1990). During this time the number of Regional employees served by records and information management staff has grown by 115%, from 930 FTE's to 2,043 FTE's. The volume of electronic records has expanded significantly and the program is having great difficulty meeting its legislative responsibility due to lack of staffing.

Comparison of Regional FTE's to RIM FTE's - 1990 to 2004



The Region completed an environmental scan of 19 other Canadian regions and large municipalities in 2003 and found the average number of records and information management FTE's per capita to be 9.3 per 250,000. The Region of York's records and information management FTE's is well below the average at 1.5 per 250,000.

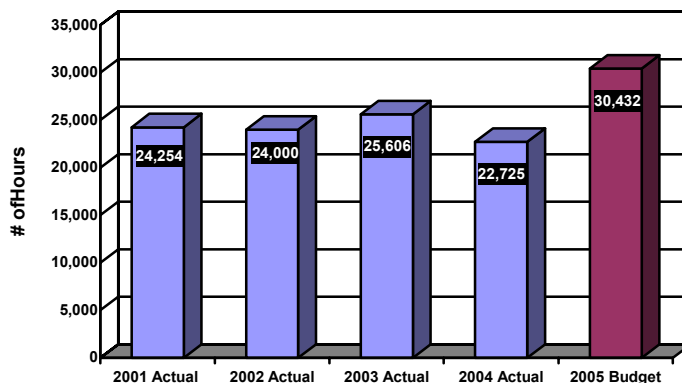
Records and Information FTE's



Legal Services

The Hours of Legal Service graph shows the total number of service hours provided by all Legal staff. Actual service hours are consistent through 2001 and 2002. The 2003 actual increase resulted from a more comprehensive process where emphasis was placed on the importance of docketing accurately; 2003 actual includes additional service hours resulting from a contracted

Hours of Legal Services Provided

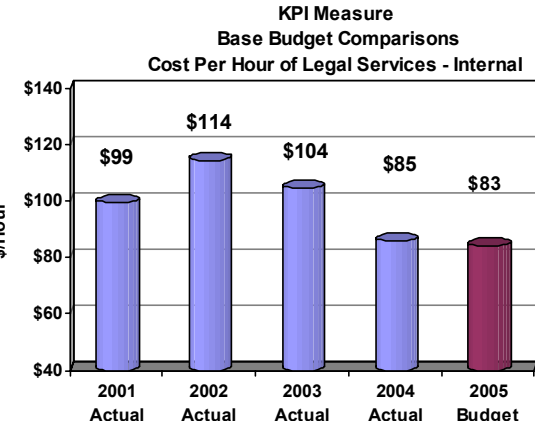


Corporate Services

solicitor position that did not exist in prior years.

The decrease in service hours for 2004 is a result of a reorganization where 1 FTE has been eliminated from the calculation of hours.

The projected increase in service hours for 2005 is premised upon 18.5 FTE providing legal service.



Legal Costs: Total gross costs of all legal services before corporate allocations.

Service Hours: Total service hours provided by Regional solicitors and Law Clerks. Administrative support staff hours are not included, allowing comparison to external rates.

	2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Budget
Costs	\$1,283,082	\$1,417,272	\$1,446,918	\$1,379,987	\$1,516,867
Servhrs	12,919	12,398	13,857	16,145	18,095
Cost/hr	\$99.32	\$114.31	\$104.42	\$85.48	\$83.83

Through reduction of program costs in 2004, an increase in the docketed hours due to a greater number of staff docketing and more accurate docketing practices, the cost per Legal hour of service has declined steadily from 2002.

Given the cost effective hourly rate of providing legal services internally, the total cost of the Legal Service budget may increase as we hire internal Legal staff to replace the significantly higher priced external services, however corporately the total cost paid for legal services should decrease substantially. For example in 2005 we are proposing to hire an internal Environmental Lawyer at \$84.00 / hour versus external environmental legal services charged out at approximately \$500/hr.

Operating Impact of Capital

In 2004, the Property Services Branch began the process of re-focusing its Capital Program from an ad hoc provision of client accommodation needs to a strategic approach focusing on long-term asset management and reduction of life-cycle costs of the Region’s property portfolio.

Corporate Services

Four major initiatives form the basis of the new Capital Strategy:

- i. Development of the Region's first Strategic Accommodation Plan (SAP) that identifies which assets will be retained over the longer term and impacts on the amount of capital allocated to those assets. The SAP also identifies key corporate initiatives which are reflected in the Capital Strategy.
- ii. Initiation of the Building Condition Audit program (BCA's) which establishes the condition of the Region's physical assets and forms the basis of the ten-year Capital Plan.
- iii. Implementation of Preventative Maintenance Programs (PMP's) throughout the portfolio which results in an extended life cycle for building structures and systems, and reduces long-term capital expenditures.
- iv. Development of an Energy Management Program which identifies measures that will reduce the utility costs throughout the portfolio while contributing to a cleaner environment.

Key Initiatives

Projects focus on four distinct areas: rehabilitation and repair, provision of space to accommodate growth, major new corporate initiatives, and energy conservation.

1. Rehabilitation and Repair

Building Condition Audits (BCA's) have been completed on thirty percent of the buildings within the portfolio. The remainder will be completed in 2005.

The BCA's detail the necessary repairs required to maintain the portfolio in good condition, a safe state of repair, and also form the basis of the ten-year Capital Plan.

Major rehabilitation and repair initiatives are:

- Replacement of Flooring in the Administrative Centre
- Replace/upgrade Building Automation System at the Administrative Centre
- Re-grading and paving of parking lot at 22 Prospect Street

2. Accommodation Projects

Continued staff growth requires innovative design and construction strategies to meet client demand. Renovation projects will implement new corporate space and furniture standards that will reduce both the allocation of space per employee and the respective construction/operating costs related to the provision of this space.

Corporate Services

Major accommodation projects are:

- Continued expansion of EMS facilities
- Re-location of Health Services/CS&H staff from Tannery
- Renovation of existing CS&H space at Hwy. #7 – Vaughan office
- Potential expansion of Court Administration Operations at South Services Centre, Richmond Hill

3. Major Corporate Initiatives

Property Services will continue to take the lead role in the planning, design and construction of a number of corporate initiatives:

- Bales Drive – including the completion of the T&W Fleet Maintenance and Operations Facility
- Planning and design of a Central Service Centre in the Town of Newmarket
- Implementation of projects to address the requirement of the Ontarians with Disabilities Act
- Project management of the joint Vaughan/Region of York, Senior Housing – Active Living Centre project

4. Energy Conservation

A Building Energy Feasibility Study (BEFS) has been completed for the Regional Administrative Centre. Implementation of this BEFS in 2005 will result in significant savings in utility costs. The BEFS program will be expanded to the remainder of the portfolio in 2005.

Energy efficient designs will be incorporated into all new Regional buildings resulting in significant utility savings over the buildings' lifecycle, and also improving the work environment for employees. "Green" technologies will be used where feasible.

The Region will access both Federal and Provincial funding to offset these energy projects.

Energy projects include:

- BEFS implementation for Administrative Centre
- Wind Energy Pre-Feasibility Studies
- Water and Wastewater Energy Feasibility Studies

Corporate Services

GROSS CAPITAL EXPENDITURES BY CATEGORY

\$000's	2003 Actual	2004 Budget	2005 Budget	2006 Outlook	2007 Outlook	2008-14 Outlook
Gross Expenditures:						
Replacement/Rehabilitation						
Property Services Branch - BCA's	160	425	2,296	1,424	1,762	12,931
Sub Total Replacement/Rehabilita	160	425	2,296	1,424	1,762	12,931
Growth						
Corporate Initiatives	1,308	23,548	7,127	14,725	7,190	16,486
Sub Total Growth	1,308	23,548	7,127	14,725	7,190	16,486
Enhancement						
Corporate Initiatives	195	1,236	0	230	30	0
Property Services Branch	247	350	2,618	50	50	0
Sub-Total Enhancement	442	1,586	2,618	280	80	0
Total Expenditures	1,910	25,559	12,041	16,429	9,032	29,417
Revenue						
Facilities Mgmt. Reserve	1,403	2,321	4,304	1,474	1,812	12,931
Development Charges	0	0	0	0	0	0
General Reserves	0	500	620	0	0	0
Debenture Proceeds	11	22,372	6,343	14,725	7,190	16,486
Sub-Total Regional Sources	1,414	25,193	11,267	16,199	9,002	29,417
External Sources						
Fed. Energy Initiatives new facility	0	47	0	0	0	0
Prov. Energy Initiatives new facility	0	0	0	0	0	0
Private Energy Initiatives new faci	0	0	0	0	0	0
Fed. Energy Initiatives existing fac	0	0	382	200	0	0
Prov. Energy Initiatives existing fa	0	0	0	0	0	0
Private Energy Initiatives existing	0	0	148	20	20	0
Sub-Total External Sources	0	47	530	220	20	0
Total Financing	1,414	25,240	11,797	16,419	9,022	29,417
Tax Levy	496	319	244	10	10	0
Total	1,910	25,559	12,041	16,429	9,032	29,417

Staffing Resources

	2003 Budget	2004 Budget	2005 Budget	2006 Outlook	2007 Outlook
Permanent FTE's	147.7	163.4	176.4	205.4	219.4
Net Change	6.5	15.7	13	29	14

Corporate Services

2005 Permanent Staff Justifications

Senior Records & Information Analyst – 1.0 FTE

The Senior Records and Information Analyst will be responsible for coordinating Records analyst activities in the Region's Departments, training, development of policies and business rules, vital records identification and retention, classification systems, management of electronic records and databases, electronic document management system applications, the retention by-law, archival records and disaster recovery programs. The Region's number of FTE's dedicated to records and information management has decreased by 16% since 1990 while the Regional staff they serve has increased by 115% with a significant increase in the Region's total records holdings, now estimated at 45 million paper records and six million electronic records.

Conversion of Temporary Legal Assistant to Permanent – 1.0 FTE

There is currently a temporary legal assistant on contract who provides administrative support to two solicitors, who would otherwise have no dedicated support. Providing support through a Legal Assistant, rather than solicitors performing administrative tasks (word processing, faxing, photocopying, etc.) maximizes efficiency, improves KPIs and is the most cost effective method. A key factor in attracting and retaining qualified staff is being able to offer a permanent opportunity rather than a temporary contract.

Associate Counsel - Environmental Law – 1.0 FTE

To provide legal advice and legal representation concerning environmental law issues and matters arising in the Transportation and Works Department particularly in the Solid Waste and Wastewater Division. The position will be fully funded by the Transportation and Works Department as a specific negotiated charge, resulting in a zero impact on Legal Services budget.

Legal Assistant – Environmental Law - 0.5 FTE

To provide administrative support to the Associate Counsel, Environmental Law. If the dedicated Environmental Counsel is approved, dedicated administrative support will be required. The position will be fully funded by the Transportation and Works Department as a specific negotiated charge, resulting in a zero impact on Legal Services budget.

Business Administrator - 0.5 FTE

This position has been filled on a temporary full time basis, by reallocating .5 of an existing Corporate Services FTE. The purpose of this position is to provide budget and financial support to the Property Services Branch. The need for this position exists as a result of the centralization of financial processes when the Corporate Services Department was established and restructuring within the Property Services Branch.

Corporate Services

Recruiter – 1.0 FTE

The recruiter position was introduced in 2001 to address service demands from our client departments to decrease the number of days to fill a position. The benefits include faster turn around in recruitment related paperwork, HRS involvement in interviews, on site HRS staff at offsite Regional locations and more fluid customer service for both customer departments and job candidates. Due to expanding recruitment demands across all departments (612 in 2003 to 729 in 2004), an additional recruiter is required to provide full service recruitment to the Health Services Department. This position is considered a growth position for the HRS Branch.

HRMS Data Entry Operator – 1.0 FTE

A full-time HRMS Data Entry Operator is required for the Compensation and Benefits Branch of Human Resource Services. This position would assume responsibility for the establishment and maintenance of employee records in the PeopleSoft HRMS system, along with all other data entry functions associated with pension, benefits and compensation. The Benefits Officer has been providing this service, however, due to the growth in the employee population (1,930 staff in 2001 and 2,047 PeopleSoft entries to 2,445 staff in 2004 and 4,088 PeopleSoft entries) this function now requires a full time dedicated resource. This position is considered a growth position for the HRS Branch.

Conversion of Health Unit from Temporary to Permanent - 2.0 FTE

The Employee Health Unit was established as a pilot program in 2003. The primary objective of this project was to ensure pre-placement health assessments meet legislative and occupational health standards and to develop a process to provide early intervention in employee absences due to illness. The business case demonstrates that the amount of money saved through implementation of the Health Unit function is well in excess of the costs.

Project Co-ordinator – 1.0 FTE Capital

A Project Co-ordinator is required to support the 125 capital projects scheduled for 2005, specifically 62 Rehabilitation projects that have been identified by the 23 Building Condition Audits completed to date. This position will help to ensure that the Branch manages in a cost-effective and efficient manner the 125 planned projects and additional in-year projects that require our project management services in 2005. A detailed gapping analysis indicates a shortfall of 9,957 service hours (5 FTE's) in 2004 to maintain service levels at their current level. The number of planned projects represents a 120 percent increase from 2004.

Sr. Building Operator 1.0 FTE

In 2005, the Bales Drive Operations Center, a facility of 94,200 square feet will be completed. This site will require a Sr. Building Operator to maintain the building structure and building systems, as well as implement a preventative maintenance program for this new site, along with other Transportation and Works sites within the Property Services portfolio.

Corporate Services

Energy Analyst - conversion of 1.0 TFT to 1.0 FTE

The Energy Analyst will provide key support in managing the corporate energy portfolio, comprising over 700 electricity and gas accounts. Responsibilities include the delivery of cost-effective energy programs and services, implementing the corporate energy strategy including procurement, risk management, demand management, purchasing agreements and provision of expert advice. Additional responsibilities include energy billing/consolidation/invoicing and bill verification, benchmark and KPI reporting, making recommendations on services, policies and programs while continuously striving to improve processes and identify opportunities for cost-reduction. Further responsibilities will include implementing a green energy/renewable energy program and monitoring emission credits for future trading and assisting in maintaining, upgrading and marketing of the EEMS software. A Federal Grant of \$12,000 subsidizing the first year of employment has been obtained.

Sustainable Engineer – 1.0 FTE

The Sustainable Building Engineer will be responsible for project management of building energy performance improvements to reduce external consulting fees. Specific responsibilities include the design of Regional buildings with the purpose of exceeding energy performance standards in order to attract financial incentives and reduce energy and maintenance costs at minimal to no construction premium.

Events Supervisor - 1 FTE

This position will be responsible for supervising and co-ordinating all events, room bookings and Corporate audio visual services at all Regional facilities. This position will provide support to the Office of the Regional Chair, Councillors, the Chief Administrative Officer, Regional Departments and Staff, external organizations and the general public in the organization of Corporate and Political Events. The position will also act as the Corporate Liaison for Filming and Television productions within Regional facilities. They will be responsible for the development of corporate policies, procedures and operational standards and would also administer applications, permits and insurance certificates, ensuring all activities related to events and filming are carried out within the acceptable use of the facility guidelines.

Corporate Services

Operating Financial Summary

\$000's	2003 Actual	2004 Budget	2005 Budget	2006 Outlook	2007 Outlook
Gross Expenditures:					
Staff Related Costs	8,630.8	10,169.6	11,027.0	12,487.4	13,042.7
Program Costs	2,813.8	2,993.8	3,960.5	4,016.7	4,002.8
Occupancy/R & M Costs	5,657.5	6,553.2	7,158.5	7,409.1	7,575.9
Minor Capital	150.8	159.3	164.1	168.1	171.5
Contributions to Reserves	6,837.7	9,027.5	8,852.4	9,114.7	9,319.8
Financial Items	974.7	(5,207.4)	(4,937.4)	(2,743.9)	(646.1)
Inter Charges/Recoveries	(838.9)	(1,370.7)	(2,110.2)	(2,292.5)	(2,324.6)
Total Expenditures	24,226.4	22,325.3	24,114.9	28,159.6	31,142.0
Revenues:					
Municipal Revenues	0.0	0.0	0.0	0.0	0.0
Provincial Funding	0.0	0.0	0.0	0.0	0.0
Federal Grants	(3.0)	(24.0)	(30.0)	(30.7)	(31.4)
Fees and Charges	(3,015.1)	(750.1)	(376.0)	(381.5)	(387.0)
Development Charges	0.0	0.0	0.0	0.0	0.0
Contribution from Reserves	(345.0)	(375.6)	(339.3)	(342.2)	(345.3)
Other	(46.0)	(135.5)	(135.6)	(138.5)	(141.6)
Total Revenues	(3,409.1)	(1,285.2)	(880.9)	(892.9)	(905.3)
Tax Levy Impact	20,817.3	21,040.1	23,234.0	27,266.7	30,236.7
Interdepartmental Allocations	(17,359.8)	(18,184.5)	(20,020.4)	(24,053.1)	(27,023.1)
Business Plan Total	3,457.5	2,855.6	3,213.6	3,213.6	3,213.6

Corporate Services

Financial Explanations - Corporate Services Department

(000's)	Gross		Net	
	\$	%	\$	%
2004 Operating Budget	22,403.4		21,117.9	
2004 Contribution to Capital Reserve (Tax Levy)	319.0		319.0	
Base				
Salary & Benefits	288.8	1.1%	288.8	1.2%
Salary Recoveries from Capital	(507.0)	-2.3%	(507.0)	-2.4%
Program Related Costs	260.0	1.2%	260.0	1.2%
Incr. WSIB Costs / Decr. contribution to Reserve	(32.7)	-0.1%	(32.7)	-0.2%
Incr. Recovery - LTD / Decr. contribution to Reserve	(103.4)	-0.5%	(103.4)	-0.5%
Repair & Maintenance - Existing Buildings	101.1	0.5%	101.1	0.5%
Security - Existing Buildings	11.8	0.1%	11.8	0.1%
Utilities - Increase in Rates	130.1	0.6%	130.1	0.6%
Property Rent - Existing Facilities	185.0	0.8%	185.0	0.9%
Decrease in Internal Recoveries	30.0	0.1%	30.0	0.1%
Legal Assistant - Conversion of TFT to FTE	13.0	0.1%	13.0	0.1%
Insurance	29.6	0.1%	29.6	0.1%
Increase in Negotiated Specific Recoveries	(60.1)	-0.3%	(60.1)	-0.3%
Reduction in revenue from Sale of Lands	(370.0)	-1.7%	-	0.0%
Decreased Fees & Charges Revenue	-	0.0%	4.0	0.0%
	(23.8)	-0.1%	350.2	1.7%
Efficiencies/Program Reductions				
Salaries and benefits	(72.0)	-0.3%	(72.0)	-0.3%
Decreased Minor Capital	(96.8)	-0.4%	(60.2)	-0.3%
Reduction in Negotiated Costs from Health	(17.4)	-0.1%	(17.4)	-0.1%
Fleet Vehicles	(24.6)	-0.1%	(24.6)	-0.1%
Other Program Reductions	(29.2)	-0.1%	(29.2)	-0.1%
	(240.0)	-1.1%	(203.4)	-1.0%
Sub-Total Base	(263.8)	-1.2%	146.8	0.7%
Annualization				
Operation of Bales Drive Facility	354.1	1.6%	354.1	1.7%
Debt Charges on 2004 Issued Debentures	455.7	2.0%	455.7	2.2%
	809.8	3.6%	809.8	3.8%
Total Base	546.0	2.4%	956.6	4.5%
Growth				
Coordination of Business Planning/Budget/Financial Activities(.5 FTE)	47.2	0.2%	47.2	0.2%
HRS: Maintain Service level based on 1:80 staff:employee ratio (2 FTE)	137.8	0.6%	137.8	0.7%
Capital Project Management (1 FTE, 1 Co-op Student)	110.2	0.5%	110.2	0.5%
Consolidated Events Management Program (1 FTE)	119.4	0.5%	119.4	0.6%
Increased Control of Corporate Records (1 FTE)	103.1	0.5%	103.1	0.5%
Security Services	50.0	0.2%	50.0	0.2%
Enable HRS to respond to peaks in demand for service	33.0	0.1%	33.0	0.2%
Property Rent - Additional Facilities	25.9	0.1%	25.9	0.1%
Utilities - Additional Facilities	13.0	0.1%	13.0	0.1%
Repair & Maintenance - Additional Facilities	41.6	0.2%	41.6	0.2%
Total Growth	681.2	3.0%	681.2	3.2%

Corporate Services

Financial Explanations Corporate Services continued...

Enhancements	Gross	%	Net	%
Enhancing Organizational Culture	200.0	0.9%	200.0	0.9%
Energy Savings Program (2 FTE, 1 TFT)	202.5	0.9%	196.5	0.9%
Salary Recovery from Capital for Energy Program	(97.0)	-0.4%	(97.0)	-0.5%
Negotiated Specific (T&W)	(93.7)	-0.4%	(93.7)	-0.4%
Conducting Pre-placement Health Assessments (2 FTE - Conversion)	-	0.0%	-	0.0%
Manage External Legal Costs (1.5 FTE)	163.0	0.7%	163.0	0.8%
Negotiated Specific (T&W)	(163.0)	-0.7%	(163.0)	-0.8%
Support for Optimize Works (3 TFT)	278.0	1.2%	278.0	1.3%
Negotiated Specific (T&W)	(278.0)	-1.2%	(278.0)	-1.3%
ODA Training Initiative (Phase 1)	46.0	0.2%	46.0	0.2%
Total Enhancements	257.8	1.2%	251.8	1.2%
2005 Change in Contribution to Capital	(75.0)	0.0%	(75.0)	
Total 2005 Operating Budget Pressures	1,410.0	6.3%	1,814.6	8.6%
Total Corporate Services Budget including Contribution to Capital Reserve (Tax Levy)	24,132.4		23,251.5	

Corporate Services

Financial Explanations – Human Resource Services

(000's)	Gross		Net	
	\$	%	\$	%
2004 Operating Budget	4,162.0		3,944.6	
Base				
Salaries and benefits	81.3	2.1%	81.3	2.1%
WSIB - Increase in Schedule 2 costs	300.0	7.2%	300.0	7.6%
WSIB - Increased Recovery	-112.9	-2.7%	-112.9	-2.9%
WSIB - Reduction of Contribution to Reserve	-219.9	-5.3%	-219.9	-5.6%
LTD - Increased Contributions	-274.3	-6.6%	-274.3	-7.0%
LTD - Reduction of Contribution to Reserve	170.8	4.1%	170.8	4.3%
Program Related Costs & Minor Capital	172.6	4.1%	172.6	4.4%
	117.6	2.8%	117.6	3.0%
Efficiencies/Program Reductions				
Office Equipment Lease	-2.5	-0.1%	-2.5	-0.1%
Courier	-1.0	0.0%	-1.0	0.0%
Computer Software	-52.2	-1.3%	-12.2	-0.3%
	-55.7	-1.3%	-15.7	-0.4%
Total Base	61.9	1.5%	101.9	2.6%
Growth				
Maintenance of Employee Records (1 FTE)	62.9	1.5%	62.9	1.6%
Maintain efficient recruitment process (1FTE)	74.9		74.9	
Co-ordination of Business Planning, Budget & Financial Activities (.5 FTE)	47.2	1.1%	47.2	1.2%
Enable HRS to respond to peaks in demand for service	33.0	0.8%	33.0	0.8%
Total Growth	218.0	5.2%	218.0	5.5%
Enhancements				
To conduct pre-placement health assessments to meet legislative and occupational health standards - 2 FTE	0.0	0.0%	0.0	0.0%
HRS support to implement Transportation & Works Optimized Works project - 3 TFT	278.0	6.7%	278.0	7.0%
Costs Recovered from Transportation & Works	-278.0	-6.7%	-278.0	-7.0%
ODA Training Provided to Staff (Phase 1)	46.0	1.1%	46.0	1.2%
Enhancing organizational culture	200.0	4.8%	200.0	5.1%
Total Enhancements	246.0	5.9%	246.0	6.2%
Total 2005 Budget Pressures	525.9	12.6%	565.9	14.3%
Total 2005 Budget	4,687.9		4,510.5	

Corporate Services

Financial Explanations – Legal Services

(000's)	Gross		Net	
	\$	%	\$	%
2004 Operating Budget	1,475.7		1371.3	
Base				
Salaries and benefits	21.7	1%	21.7	3.1
Program costs	9.6	1%	9.6	1%
Decrease of Recovery - Police	12.5	1%	12.5	1%
Legal Assistant - Conversion of TFT to FTE	13.0	1%	13.0	1%
	56.8	4%	56.8	4%
Efficiencies/Program Reductions				
Office Lease Equipment	-2.0	0%	-2	0%
Minor capital	-13.6	-1%	-13.6	-1%
	-15.6	-1%	-15.6	-1%
Total Base	41.2	3%	41.2	3%
Growth				
Total Growth	0.0	0%	0.0	0%
Enhancements				
Manage corporate external legal costs (1.5 FTE)	163.0	11%	163.0	12%
Costs Recovered- Specific Negotiated Agreements	-163.0	-11%	-163.0	-12%
Total Enhancements	0	0%	0	0%
Total 2005 Budget Pressures	41.2	3%	41.2	3%
Total 2005 Budget	1,516.9		1,412.5	

Corporate Services

Financial Explanations – Office of the Regional Clerk

(000's)	Gross		Net	
	\$	%	\$	%
2004 Operating Budget	1,674.5		1609.9	
Base				
Salaries and benefits	26.3	1.6%	26.3	1.6%
Program Costs	8.7	0.5%	8.7	0.5%
Decreased Fees & Charges revenue			4.0	0.2%
	35.0	2.1%	39.0	2.4%
Efficiencies/Program Reductions				
Program Reductions	-22.3	-1%	-22.3	-1%
	-22.3	-1%	-22.3	-1%
Total Base	12.7	1%	16.7	1%
Growth				
Increased control of corporate records (1FTE)	103.1	6%	103.1	6%
Total Growth	103.1	6.2%	103.1	6.4%
Enhancements				
Total Enhancements	0	0%	0	0%
Total 2005 Budget Pressures	115.8	7%	119.8	7.4%
Total 2005 Budget	1,790.3		1,729.7	

Corporate Services

Financial Explanations - Property Services

	Gross		Net	
	\$	%	\$	%
<u>2004 Operating Budget</u>	\$ 15,091.1		\$ 14,192.0	
<u>2004 Contribution to Capital Reserve</u>	\$ 319.0		\$ 319.0	
Base				
Salary & Benefits	159.5	1.1%	159.5	1.1%
Increase in Salary Recoveries from Capital Projects	(507.0)	-3.4%	(507.0)	-3.6%
Utilities - Increase in Rates	130.1	0.9%	130.1	0.9%
Consultants	5.0	0.0%	5.0	0.0%
Insurance	29.6	0.2%	29.6	0.2%
Program Related Costs - Existing Facilities	59.5	0.4%	59.5	0.4%
R&M - Existing Facilities	101.1	0.7%	101.1	0.7%
Property Rent - Existing Facilities	185.0	1.2%	185.0	1.3%
Security Services	11.8	0.1%	11.8	0.1%
Reduction in Disposition of Land	(370.0)	-2.5%	0.0	0.0%
Reduction in Recovery from Police	17.5	0.1%	17.5	0.1%
Increase in Specific Negotiated Recoveries	(60.1)	-0.4%	(60.1)	-0.4%
	(238.0)	(2.6%)	132.0	0.9%
Efficiencies/Program Reductions				
Salaries & Benefits	(72.0)	-0.5%	(72.0)	-0.5%
Reduced Negotiated Costs from Health	(17.4)	-0.1%	(17.4)	-0.1%
Fleet Vehicles	(24.6)	-0.2%	(24.6)	-0.2%
Minor Capital - Furniture, IT	(31.0)	-0.2%	(31.0)	-0.2%
	(145.0)	(1.0%)	(145.0)	(1.0%)
Subtotal Base	(383.0)	(2.5%)	(13.0)	(0.1%)
Annualization				
Operation of new Bales Dr Facility - (1 FTE)	354.1	2.3%	354.1	2.5%
Debt Charges on 2004 issued debentures	455.7	3.0%	455.7	3.2%
	809.8	5.4%	809.8	5.7%
Total Base	426.8	2.8%	796.8	5.6%

Corporate Services

Property Services continued...

	Gross	%	Net	%
Growth				
Capital Project Management (1 FTE & Co-op Student)	110.2	0.7%	110.2	0.8%
Consolidated Events Management Program - (1 FTEs)	85.1	0.6%	85.1	0.6%
AV Program Support - Casual/Co-op Students	34.3	0.2%	34.3	0.2%
Utilities - Additional Facilities	13.0	0.1%	13.0	0.1%
Property Rent - Additional Facilities	25.9	0.2%	25.9	0.2%
R&M - Additional Facilities	41.6	0.3%	41.6	0.3%
Security Services	50.0	0.3%	50.0	0.4%
Total Growth	360.1	2.4%	360.1	2.5%
Enhancements				
Innovative Energy Savings Program - (1 FTE, FTE conversion and 1 TFT Neg. Spec.)	202.5	1.3%	196.5	1.4%
Less Negotiated Specific & Salary Recoveries (Energy Program)	(190.7)	-1.3%	(190.7)	-1.3%
Total Enhancements	11.8	0.1%	5.8	0.0%
Total 2005 Budget Pressures	798.7	5.3%	1,162.7	8.2%
2005 Operating Budget	16,208.8	7.4%	15,673.7	10.4%
2005 Change in Contribution to Capital Reserve	(75.0)	(0.5%)	(75.0)	(0.5%)
2005 Operating Budget including Contribution to Capital Reserve	16,133.8		15,598.7	
Less Allocations/Recoveries from Departments	14,052.3		14,052.3	
Tax Levy Impact	2,081.5		1,546.4	