

Operating Budget Details

Proposed 2005 Current Budget
Council Review Material

Mayor & Council

City Manager

Corporate Services Division

Division Administration

Finance

Human Resources

Legal

ITS

City Clerks

Communications

DEPARTMENT OVERVIEW

DEPARTMENT: Office of the Mayor & Council

DEPT HEAD: Mayor Rob Maclsaac

Mayor's Office

As Chief Executive Officer of the Corporation of the City of Burlington, the Mayor's responsibilities encompass a wide array of duties. The Mayor ensures effective leadership and guidance are provided in policy and governance matters and major initiatives for the Corporation and the community.

This coming year is expected to be another busy year in the Mayor's office. Major initiatives known at this time include supporting completion of Central Library Fundraising, significant support to the McMaster initiative, ongoing work as Chair of the Waterfront Advisory Committee, conclusion of the Apeldoorn Twinning, support Mayor's Youth Advisory committee, Clean-up Day, and the Mayor's Gala, and possible work on Provincial initiatives such as the Greenbelt.

Councillors' Office

The Councillors Office, including councillors and staff, provides information to constituents and assists with questions and concerns related to City and Regional services. Six Councillors represent their ward constituents and are active in regular Council and Standing Committee meetings, as well as a variety of local and regional boards, committees and projects.

DEPARTMENTAL GOALS AND STRATEGIES

DEPT: Office of the Mayor & Council

DEPT HEAD: Mayor Robert Maclsaac

GOALS	STRATEGIES	TARGET DATES/RESPONSIBILITY
<p>1. To provide effective leadership and guidance in policy and governance matters for the Corporation.</p>	<ul style="list-style-type: none"> • Implement strategies outlined in Future Focus VI. • Regular attendance at Council and standing committee meetings. • Provide information to constituents and assistance with any concerns in the delivery of City and Regional services • Represent the Corporation both locally and outside our own boundaries in various capacities. 	<ul style="list-style-type: none"> • Ongoing throughout 2005. • Ongoing throughout 2005. • Ongoing throughout 2005. • Ongoing throughout 2005.

2005 CURRENT BUDGET

DEPARTMENT SUMMARY

OFFICE OF MAYOR & COUNCIL

2003	2004		FINANCIAL RESOURCE CATEGORIES	2005 (PROPOSED)				
ACTUAL	BUDGET	YEAR-END ACTUAL		BASE BUDGET	% CHANGE vs 2004 BUDGET	PROGRAM CHANGES	TOTAL BUDGET	% CHANGE vs 2004 BUDGET
687,570	1,097,530	1,093,947	Human Resources	1,228,352	11.9	0	1,228,352	11.9
46,890	32,575	50,268	Operating/Minor Capital Equip.	27,900	-14.3	3,375	31,275	-4.0
54,693	56,595	77,530	Purchased Services	56,423	-0.3	0	56,423	-0.3
4,045	29,000	5,428	Corp. Expenditures/Provisions	4,000	-86.2	0	4,000	-86.2
1,550	0	388	Internal Charges & Settlements	0	0.0	0	0	0.0
794,748	1,215,700	1,227,562	TOTAL EXPENDITURES	1,316,675	8.3	3,375	1,320,050	8.6
-4,939	-262,483	-313,355	Controllable Revenues	-299,426	14.1	0	-299,426	14.1
-19,228	-15,000	-18,500	General Revenues & Recoveries	0	-100.0	-3,375	-3,375	-77.5
-24,167	-277,483	-331,855	TOTAL REVENUES	-299,426	7.9	-3,375	-302,801	9.1
770,581	938,217	895,707	NET OPERATING BUDGET	1,017,249	8.4	0	1,017,249	8.4

HUMAN RESOURCES REQUIREMENTS (shown in Full Time Equivalents - FTE's)

5.0	7.0	7.0	APPROVED FULL TIME COMPLEMENT	7.0	0.0	0.0	7.0	0.0
5.0	6.0	6.0	BUDGETED - REGULAR FULL TIME	7.0	16.7	0.0	7.0	16.7
0.0	0.0	0.0	- OVERTIME	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	- CONTRACT	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	- PART TIME/TEMP	0.0	0.0	0.0	0.0	0.0

2005 PROGRAM RESOURCE SUMMARY

COST CENTER GROUP: BB-MAYOR

DEPT: OFFICE OF MAYOR & COUNCIL

COST CENTER GROUP NAME: Office of the Mayor

2003 <i>ACTUAL</i>	2004		<i>FINANCIAL RESOURCE CATEGORIES</i>	2005 (PROPOSED)				
	<i>BUDGET</i>	<i>YEAR-END ACTUAL</i>		<i>BASE BUDGET</i>	<i>% CHANGE vs 2004 BUDGET</i>	<i>PROGRAM CHANGES</i>	<i>TOTAL BUDGET</i>	<i>% CHANGE vs 2004 BUDGET</i>
230,435	311,513	310,637	<i>Human Resources</i>	356,745	14.5	0	356,745	14.5
36,285	18,175	27,387	<i>Operating/Minor Capital Equip.</i>	18,175	0.0	0	18,175	0.0
34,885	25,835	36,966	<i>Purchased Services</i>	25,913	0.3	0	25,913	0.3
4,045	4,000	5,428	<i>Corp. Expenditures/Provisions</i>	4,000	0.0	0	4,000	0.0
1,166	0	357	<i>Internal Charges & Settlements</i>	0	0.0	0	0	0.0
306,815	359,523	380,774	TOTAL EXPENDITURES	404,833	12.6	0	404,833	12.6
-4,939	-33,933	-69,625	<i>Controllable Revenues</i>	-42,056	23.9	0	-42,056	23.9
-19,228	0	-3,500	<i>General Revenues & Recoveries</i>	0	0.0	0	0	0.0
-24,167	-33,933	-73,125	TOTAL REVENUES	-42,056	23.9	0	-42,056	23.9
282,647	325,590	307,649	NET OPERATING BUDGET	362,777	11.4	0	362,777	11.4

HUMAN RESOURCES REQUIREMENTS (shown as Full Time Equivalents - FTE's)

2.0	3.0	3.0	APPROVED FULL TIME COMPLEMENT	3.0	0.0	0.0	3.0	0.0
2.0	2.5	2.5	<i>BUDGETED - REGULAR FULL TIME</i>	3.0	20.0	0.0	3.0	20.0
0.0	0.0	0.0	<i>- OVERTIME</i>	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	<i>- CONTRACT</i>	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	<i>- PART TIME/TEMP</i>	0.0	0.0	0.0	0.0	0.0

BASE BUDGET COMMENTARY:

The 14.5% increase in human resource costs is comprised of provisions for the annual market adjustment, range movement, training, overtime, payroll taxes (EI, CPP, EHT), WSIB, OMERS and insurance benefits and the annualization of a new position approved in the 2004 Budget and the compensation increase for the Mayor as recommended in 2004 by the Citizen Committee on Council Remuneration.

RESOURCE JUSTIFICATION - PROGRAM CHANGES:

STRATEGIC PERFORMANCE MEASURES COVERED BY THIS PROGRAM:

2004 APRV'D MEASURE	2005 TARGET MEASURE	\$ REQ'D TO MEET TARGET
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- 2.
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2005 PROGRAM RESOURCE SUMMARY

COST CENTER GROUP: BB-COUNCIL

DEPT: OFFICE OF MAYOR & COUNCIL

COST CENTER GROUP NAME: Office of Councillors

2003 <i>ACTUAL</i>	2004		<i>FINANCIAL RESOURCE CATEGORIES</i>	2005 (PROPOSED)				
	<i>BUDGET</i>	<i>YEAR-END ACTUAL</i>		<i>BASE BUDGET</i>	<i>% CHANGE vs 2004 BUDGET</i>	<i>PROGRAM CHANGES</i>	<i>TOTAL BUDGET</i>	<i>% CHANGE vs 2004 BUDGET</i>
457,135	786,017	783,311	<i>Human Resources</i>	871,607	10.9	0	871,607	10.9
10,605	14,400	22,881	<i>Operating/Minor Capital Equip.</i>	9,725	-32.5	3,375	13,100	-9.0
19,809	30,760	40,565	<i>Purchased Services</i>	30,510	-0.8	0	30,510	-0.8
0	25,000	0	<i>Corp. Expenditures/Provisions</i>	0	-100.0	0	0	-100.0
384	0	32	<i>Internal Charges & Settlements</i>	0	0.0	0	0	0.0
487,933	856,177	846,789	TOTAL EXPENDITURES	911,842	6.5	3,375	915,217	6.9
0	-228,550	-243,730	<i>Controllable Revenues</i>	-257,370	12.6	0	-257,370	12.6
0	-15,000	-15,000	<i>General Revenues & Recoveries</i>	0	-100.0	-3,375	-3,375	-77.5
0	-243,550	-258,730	TOTAL REVENUES	-257,370	5.7	-3,375	-260,745	7.1
487,933	612,627	588,059	NET OPERATING BUDGET	654,472	6.8	0	654,472	6.8

HUMAN RESOURCES REQUIREMENTS (shown as Full Time Equivalents - FTE's)

3.0	4.0	4.0	APPROVED FULL TIME COMPLEMENT	4.0	0.0	0.0	4.0	0.0
3.0	3.5	3.5	<i>BUDGETED - REGULAR FULL TIME</i>	4.0	14.3	0.0	4.0	14.3
0.0	0.0	0.0	<i>- OVERTIME</i>	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	<i>- CONTRACT</i>	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	<i>- PART TIME/TEMP</i>	0.0	0.0	0.0	0.0	0.0

BASE BUDGET COMMENTARY:

The 10.9% increase in human resource costs is comprised of provisions for the annual market adjustment, range movement, training, overtime, payroll taxes (EI, CPP, EHT), WSIB, OMERS and insurance benefits, following implementation of the Council Remuneration plan recommended by a Citizens Committee and approved by Council. The City budgets for the expense of the local municipal portion of Council salaries, as well as the Region of Halton portion, which is also shown as a recovery from the Region within Controllable Revenues.

Note that the Councillors Office budget reflects the costs of three Councillors Assistants (annualization of the third Assistant showing in this budget year) and one Receptionist Assistant, in addition to the ward-specific allocations to each member of Council. The City's corporate membership to AMO is also budgeted within this cost centre group. Other expenditure changes relate to the move of the Councillors Office to the first floor, with a photocopy and supply room shared with the Clerks Department. The change in corporate expenditures/provisions and general revenues and recoveries relates to removal of the expenses and revenues associated with the one time FCM conference in Burlington.

RESOURCE JUSTIFICATION - PROGRAM CHANGES:

The program change represents computer hardware and software for the Councillors Office, offset by one time funding.

STRATEGIC PERFORMANCE MEASURES COVERED BY THIS PROGRAM:

1. N/A-see Mayor's Office
- 2.
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<i>2004 APRV'D MEASURE</i>	<i>2005 TARGET MEASURE</i>	<i>\$ REQ'D TO MEET TARGET</i>

DEPARTMENT OVERVIEW

DEPARTMENT: CITY MANAGER'S OFFICE
DEPT HEAD: TIM DOBBIE, CITY MANAGER

The City Manager is responsible for: implementing the directions of Burlington's strategic plan, Future Focus; the provision of leadership to the staff management team and the overall administration of the City of Burlington operations in conjunction with Council directives; ensuring the provision of quality services that have been identified by Burlington residents as their top priority; and for managing financial, staff and technological resources effectively ensure that these responsibilities are met. The 2005 work plan priorities include: implementation of the strategic plan, partake in the pursuit of a "New Deal" for municipal government, major development, space needs and work-life harmony initiatives.

DEPARTMENTAL GOALS AND STRATEGIES - 2005

DEPT: CITY MANAGER'S OFFICE

DEPT HEAD: Tim Dobbie

GOALS	STRATEGIES	TARGET DATES/RESPONSIBILITY
<u>Leading Community</u>		
Continue to pursue financial funding opportunities offered through government programs in order to improve municipal services and infrastructure.	Monitor federal and provincial initiatives and announcements, and make submissions for funding and other assistance as appropriate	Ongoing
Provide a voice in the pursuit of a "New Deal" for municipal government to secure a long-term commitment to recognize financial and public policy needs of cities.	Monitor federal and provincial initiatives and announcements, and advance the City's position unilaterally and/or in concert with other municipalities and organizations as appropriate.	Ongoing
Ensure Council continues to have a prominent role in government led task force initiatives having municipal interest.	Monitor federal and provincial task force initiatives seek membership on task forces and committees, or pursue other means of influence where the City can play a significant role in the work of a task force.	Ongoing
Develop Council and staff teams to explore innovative and strategic partnerships for special circumstances such as the need to obtain provincial and federal government support for large capital projects	Identify special circumstances and recommend to General Mangers the formation of the teams.	Ongoing

GOALS	STRATEGIES	TARGET DATES/RESPONSIBILITY
Be an advocate to other orders of government, to respond to growth management and planning initiatives.	Ensure that sufficient resources are allocated so that the City's position in any of these matters is advanced in a timely, cogent and persuasive manner.	Ongoing
Monitor and report to council on issues outside of Burlington's boundaries that may have consequences for the city.	Provide verbal or written notice to Council as required.	Ongoing
Extend council concerns and offer staff expertise to aid in the development of solutions that are consistent with Burlington's interests.	Insure that staff resources are available to represent and promote Burlington's interests on matters occurring outside of Burlington's boundaries.	Ongoing
Foster municipal "best practices" to facilitate continuous improvement in everything we do.	Incorporate "best practices review" as a component of each of the Burlington Refocus initiatives.	Ongoing
Continue to develop a safe and healthy workplace that recognizes employees personal and professional needs.	Develop an overall healthy workplace strategy for the City as part of the Burlington Refocus initiative.	Ongoing
Improve services and service delivery across the entire corporation with the goal of achieving the desired Overall Satisfaction rating of 80% in the next Quality of Services survey.	Develop an implementation plan to address the gaps identified in the Quality of Services Report.	Ongoing
<u>Prosperous Community</u>		
Support collaborative Team Burlington programs that produce measurable community-wide benefits.	Identify the potential for community-wide benefits when the City collaborates with Team Burlington and it's various individual agencies in the development an implementation of various projects/programs.	Ongoing

GOALS	STRATEGIES	TARGET DATES/RESPONSIBILITY
Establish post secondary educational institutions in Burlington.	Create and carry out a business plan to establish a post-secondary educational institution in Burlington.	2006 – Q3
Implement continuous improvement, leverage technology and organizational change initiatives that contain or lower cost and/or increase revenues.	Identify and implement specific programs through the Burlington Refocus initiative.	Ongoing

2005 PERFORMANCE MEASURES AND INDICATORS

Dept: CITY MANAGER

Performance Measure	2003 Actual	2004 Target	2004 Projection	2005 Proposed Guideline	3-5 Year Target
Implementation of annual Future Focus initiatives and action plans (% of strategies meeting target dates)	100.0%	100.0%	85.0%	100.0%	100.0%

Actions to achieve targets:

Staff will continue to monitor processes/procedures and implement continuous improvement as required to maintain performance.

Financial Resources Required: (Program Changes and/or Decision Units)

No additional resources required.

Performance Indicator / Statistic	2003 Actual	2004 Forecast	2004 Projection	2005 Forecast
# of meetings attended by Mayor & City Manager related to Governance (includes LMCO, Halton Area CAO's, GTA Mayor and Chairs, ETC.)	65	65	63	65

2005 CURRENT BUDGET

DEPARTMENT SUMMARY

CITY MANAGER'S OFFICE

2003	2004		FINANCIAL RESOURCE CATEGORIES	2005 (PROPOSED)				
ACTUAL	BUDGET	YEAR-END PROJECTION		BASE BUDGET	% CHANGE vs 2004 BUDGET	PROGRAM CHANGES	TOTAL BUDGET	% CHANGE vs 2004 BUDGET
429,164	594,885	572,553	Human Resources	625,633	5.2	0	625,633	5.2
34,132	38,017	41,724	Operating/Minor Capital Equip.	37,817	-0.5	0	37,817	-0.5
214,813	221,650	281,563	Purchased Services	167,100	-24.6	20,000	187,100	-15.6
0	0	0	Corp. Expenditures/Provisions	0	0.0	0	0	0.0
20,186	6,786	10,340	Internal Charges & Settlements	7,286	7.4	0	7,286	7.4
698,295	861,338	906,180	TOTAL EXPENDITURES	837,836	-2.7	20,000	857,836	-0.4
-11,717	-1,000	-1,390	Controllable Revenues	-1,800	80.0	0	-1,800	80.0
-30,689	-85,000	-77,800	General Revenues & Recoveries	-10,000	-88.2	-20,000	-30,000	-64.7
-42,407	-86,000	-79,190	TOTAL REVENUES	-11,800	-86.3	-20,000	-31,800	-63.0
655,888	775,338	826,990	NET OPERATING BUDGET	826,036	6.5	0	826,036	6.5

HUMAN RESOURCES REQUIREMENTS (shown in Full Time Equivalents - FTE's)

4.0	4.0	4.0	APPROVED FULL TIME COMPLEMENT	4.0	0.0	0.0	4.0	0.0
3.5	4.0	4.0	BUDGETED - REGULAR FULL TIME	4.0	0.0	0.0	4.0	0.0
0.0	0.0	0.0	- OVERTIME	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	- CONTRACT	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	- PART TIME/TEMP	0.0	0.0	0.0	0.0	0.0

2005 PROGRAM RESOURCE SUMMARY

COST CENTER GROUP: BB-CMDEPT

DEPT: CITY MANAGER'S OFFICE

COST CENTER GROUP NAME: City Manager Departmental A/Cs

2003 <i>ACTUAL</i>	2004		<i>FINANCIAL RESOURCE CATEGORIES</i>	2005 (PROPOSED)				
	<i>BUDGET</i>	<i>YEAR-END PROJECTION</i>		<i>BASE BUDGET</i>	<i>% CHANGE vs 2004 BUDGET</i>	<i>PROGRAM CHANGES</i>	<i>TOTAL BUDGET</i>	<i>% CHANGE vs 2004 BUDGET</i>
386,651	524,682	495,233	<i>Human Resources</i>	543,945	3.7	0	543,945	3.7
20,027	22,500	29,426	<i>Operating/Minor Capital Equip.</i>	22,100	-1.8	0	22,100	-1.8
21,763	15,100	45,839	<i>Purchased Services</i>	18,700	23.9	0	18,700	23.9
0	0	0	<i>Corp. Expenditures/Provisions</i>	0	0.0	0	0	0.0
11,421	0	505	<i>Internal Charges & Settlements</i>	0	0.0	0	0	0.0
439,862	562,282	571,003	TOTAL EXPENDITURES	584,745	4.0	0	584,745	4.0
-10,942	0	0	<i>Controllable Revenues</i>	0	0.0	0	0	0.0
-2,800	0	-2,800	<i>General Revenues & Recoveries</i>	0	0.0	0	0	0.0
-13,742	0	-2,800	TOTAL REVENUES	0	0.0	0	0	0.0
426,119	562,282	568,203	NET OPERATING BUDGET	584,745	4.0	0	584,745	4.0

HUMAN RESOURCES REQUIREMENTS (shown as Full Time Equivalents - FTE's)

4.0	4.0	4.0	<i>APPROVED FULL TIME COMPLEMENT</i>	4.0	0.0	0.0	4.0	0.0
3.5	4.0	4.0	<i>BUDGETED - REGULAR FULL TIME</i>	4.0	0.0	0.0	4.0	0.0
0.0	0.0	0.0	<i>- OVERTIME</i>	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	<i>- CONTRACT</i>	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	<i>- PART TIME/TEMP</i>	0.0	0.0	0.0	0.0	0.0

BASE BUDGET COMMENTARY:

The 3.7% increase in human resource costs is comprised of provisions for the annual market adjustment, range movement, training, overtime, payroll taxes (EI, CPP, EHT), WSIB, OMERS and insurance benefits.

RESOURCE JUSTIFICATION - PROGRAM CHANGES:

STRATEGIC PERFORMANCE MEASURES COVERED BY THIS PROGRAM:

<i>2004 APRV'D MEASURE</i>	<i>2005 TARGET MEASURE</i>	<i>\$ REQ'D TO MEET TARGET</i>
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- 2.
- 3.
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2005 PROGRAM RESOURCE SUMMARY

COST CENTER GROUP: BB-CMPCORP

DEPT: CITY MANAGER'S OFFICE

COST CENTER GROUP NAME: City Mgr Corp Related ACs

2003 ACTUAL	2004		FINANCIAL RESOURCE CATEGORIES	2005 (PROPOSED)				
	BUDGET	YEAR-END PROJECTION		BASE BUDGET	% CHANGE vs 2004 BUDGET	PROGRAM CHANGES	TOTAL BUDGET	% CHANGE vs 2004 BUDGET
42,513	70,203	77,320	Human Resources	81,688	16.4	0	81,688	16.4
14,105	15,517	12,299	Operating/Minor Capital Equip.	15,717	1.3	0	15,717	1.3
193,050	206,550	235,724	Purchased Services	148,400	-28.1	20,000	168,400	-18.5
0	0	0	Corp. Expenditures/Provisions	0	0.0	0	0	0.0
8,766	6,786	9,835	Internal Charges & Settlements	7,286	7.4	0	7,286	7.4
258,433	299,056	335,177	TOTAL EXPENDITURES	253,091	-15.4	20,000	273,091	-8.7
-775	-1,000	-1,390	Controllable Revenues	-1,800	80.0	0	-1,800	80.0
-27,889	-85,000	-75,000	General Revenues & Recoveries	-10,000	-88.2	-20,000	-30,000	-64.7
-28,664	-86,000	-76,390	TOTAL REVENUES	-11,800	-86.3	-20,000	-31,800	-63.0
229,769	213,056	258,787	NET OPERATING BUDGET	241,291	13.3	0	241,291	13.3

HUMAN RESOURCES REQUIREMENTS (shown as Full Time Equivalent - FTE's)

0.0	0.0	0.0	APPROVED FULL TIME COMPLEMENT	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	BUDGETED - REGULAR FULL TIME	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	- OVERTIME	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	- CONTRACT	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	- PART TIME/TEMP	0.0	0.0	0.0	0.0	0.0

BASE BUDGET COMMENTARY:

The following one-time expenditures were removed from the 2005 Proposed Base Budget:
 1) \$20,000 to investigate the recruitment of a post-secondary institution to Burlington
 2) \$30,000 for Burlington Refocus

RESOURCE JUSTIFICATION - PROGRAM CHANGES:

\$20,000 for the Post Secondary Task Force to continue to develop a variety of initiatives to facilitate post secondary education in the City of Burlington. This initiative will be funded by one-time sources.

STRATEGIC PERFORMANCE MEASURES COVERED BY THIS PROGRAM:

2004 APRV'D MEASURE	2005 TARGET MEASURE	\$ REQ'D TO MEET TARGET
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- 2.
- 3.
- 4.

2005 DIVISION OVERVIEW

DIVISION: CORPORATE SERVICES

GENERAL MANAGER Leo DeLoyde

The Corporate Services Division is a key business partner in helping Council meet its strategic plan goals and in assisting the other divisions meet their operational needs. The Corporate Services Division's 2005 Current Budget totals \$10,863,760, representing a 7.4% total budget change.

The Division's total budget is summarized in the table below:

	2004 Budget		2005 Base		Base Budget Change		Program Change	2005 Total Budget		Total Budget Change				
	\$		\$		\$	%		\$		\$	%			
Corporate Services Administration	\$	369,666	\$	441,031	\$	41,365	11.2%	\$	-	\$	411,031	\$	41,365	11.2%
City Clerks Department	\$	1,222,896	\$	1,324,741	\$	101,845	8.3%	\$	-	\$	1,324,741	\$	101,845	8.3%
Finance Department	\$	2,827,391	\$	2,870,714	\$	43,323	1.5%	\$	-	\$	2,870,714	\$	43,323	1.5%
Human Resources Department	\$	1,789,937	\$	1,901,899	\$	111,962	6.3%	\$	57,500	\$	1,959,399	\$	169,462	9.5%
Information Technology Department	\$	3,022,242	\$	3,157,510	\$	135,268	4.5%	\$	-	\$	3,157,510	\$	135,268	4.5%
Communications	\$	733,796	\$	777,817	\$	44,021	6.0%	\$	-	\$	777,817	\$	44,021	6.0%
Legal Department	\$	149,705	\$	362,548	\$	212,843	142.2%	\$	-	\$	362,548	\$	212,843	142.2%
Totals	\$	10,115,633	\$	10,806,260	\$	690,627	6.8%	\$	57,500	\$	10,863,760	\$	748,127	7.4%

Major factors affecting the Division for 2005 are:

The 6.8% increase in the base budget results mainly from annualization of prior increases and 2005 increases.

The budget shows net program changes in Human Resources in the amount of \$57,500 (total of \$217,500 less \$160,000 in revenue) that are attributable to "duty to accommodate" requirements for occupational and non-occupational injuries and disabilities, Healthy Workplace initiatives and an Occupational Health and Safety Audit.

Details are provided in the following budget documents.

2005 CURRENT BUDGET

DEPARTMENT SUMMARY

CORPORATE SERVICES - ADMINISTRATION

2003	2004		FINANCIAL RESOURCE CATEGORIES	2005 (PROPOSED)				
ACTUAL	BUDGET	YEAR-END ACTUAL		BASE BUDGET	% CHANGE vs 2004 BUDGET	PROGRAM CHANGES	TOTAL BUDGET	% CHANGE vs 2004 BUDGET
313,850	333,496	348,419	Human Resources	368,921	10.6	0	368,921	10.6
11,114	19,400	18,113	Operating/Minor Capital Equip.	16,150	-16.7	7,500	23,650	21.9
34,088	24,520	17,692	Purchased Services	24,710	0.8	0	24,710	0.8
0	0	0	Corp. Expenditures/Provisions	0	0.0	0	0	0.0
2,016	1,250	64	Internal Charges & Settlements	1,250	0.0	0	1,250	0.0
361,068	378,666	384,288	TOTAL EXPENDITURES	411,031	8.6	7,500	418,531	10.5
-3,864	0	-252	Controllable Revenues	0	0.0	0	0	0.0
-20,000	-9,000	-9,000	General Revenues & Recoveries	0	-100.0	-7,500	-7,500	-16.7
-23,864	-9,000	-9,252	TOTAL REVENUES	0	-100.0	-7,500	-7,500	-16.7
337,204	369,666	375,036	NET OPERATING BUDGET	411,031	11.2	0	411,031	11.2

HUMAN RESOURCES REQUIREMENTS (shown in Full Time Equivalents - FTE's)

3.5	3.5	3.5	APPROVED FULL TIME COMPLEMENT	3.5	0.0	0.0	3.5	0.0
3.5	3.5	3.5	BUDGETED - REGULAR FULL TIME	3.5	0.0	0.0	3.5	0.0
0.0	0.0	0.0	- OVERTIME	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	- CONTRACT	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	- PART TIME/TEMP	0.0	0.0	0.0	0.0	0.0

2005 PROGRAM RESOURCE SUMMARY

COST CENTER GROUP: BB-CSERVIC

DEPT: CORPORATE SERVICES - ADMINISTRATION

COST CENTER GROUP NAME: Corporate Services Admin

2003	2004		FINANCIAL RESOURCE CATEGORIES	2005 (PROPOSED)				
ACTUAL	BUDGET	YEAR-END ACTUAL		BASE BUDGET	% CHANGE vs 2004 BUDGET	PROGRAM CHANGES	TOTAL BUDGET	% CHANGE vs 2004 BUDGET
186,127	194,121	203,776	Human Resources	216,537	11.6	0	216,537	11.6
2,397	4,100	4,057	Operating/Minor Capital Equip.	9,850	140.3	0	9,850	140.3
5,586	11,720	9,594	Purchased Services	11,910	1.6	0	11,910	1.6
0	0	0	Corp. Expenditures/Provisions	0	0.0	0	0	0.0
0	1,250	0	Internal Charges & Settlements	1,250	0.0	0	1,250	0.0
194,110	211,191	217,428	TOTAL EXPENDITURES	239,547	13.4	0	239,547	13.4
0	0	0	Controllable Revenues	0	0.0	0	0	0.0
0	0	0	General Revenues & Recoveries	0	0.0	0	0	0.0
0	0	0	TOTAL REVENUES	0	0.0	0	0	0.0
194,110	211,191	217,428	NET OPERATING BUDGET	239,547	13.4	0	239,547	13.4

HUMAN RESOURCES REQUIREMENTS (shown as Full Time Equivalentents - FTE's)

1.5	1.5	1.5	APPROVED FULL TIME COMPLEMENT	1.5	0.0	0.0	1.5	0.0
1.5	1.5	1.5	BUDGETED - REGULAR FULL TIME	1.5	0.0	0.0	1.5	0.0
0.0	0.0	0.0	- OVERTIME	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	- CONTRACT	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	- PART TIME/TEMP	0.0	0.0	0.0	0.0	0.0

BASE BUDGET COMMENTARY:

Human Resources costs have increased as a result of annualization of prior increases and 2005 increases. Professional Development has been increased in 2005 to cover the costs associated with the upcoming Corporate Services Division workshop scheduled for April, 2005. Employee Memberships have also been increase to reflect actual spending in 2004.

Operating/Minor Capital Equipment and Purchased Services costs have increased to reflect actual spending in 2004.

RESOURCE JUSTIFICATION - PROGRAM CHANGES:

STRATEGIC PERFORMANCE MEASURES COVERED BY THIS PROGRAM:

2004 APRV'D MEASURE	2005 TARGET MEASURE	\$ REQ'D TO MEET TARGET
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2005 PROGRAM RESOURCE SUMMARY

COST CENTER GROUP: BB-ENERGY

DEPT: CORPORATE SERVICES - ADMINISTRATION

COST CENTER GROUP NAME: Environmental Management

2003	2004		FINANCIAL RESOURCE CATEGORIES	2005 (PROPOSED)				
ACTUAL	BUDGET	YEAR-END ACTUAL		BASE BUDGET	% CHANGE vs 2004 BUDGET	PROGRAM CHANGES	TOTAL BUDGET	% CHANGE vs 2004 BUDGET
127,723	139,375	144,643	Human Resources	152,384	9.3	0	152,384	9.3
8,717	15,300	14,055	Operating/Minor Capital Equip.	6,300	-58.8	7,500	13,800	-9.8
28,501	12,800	8,098	Purchased Services	12,800	0.0	0	12,800	0.0
0	0	0	Corp. Expenditures/Provisions	0	0.0	0	0	0.0
2,016	0	64	Internal Charges & Settlements	0	0.0	0	0	0.0
166,958	167,475	166,860	TOTAL EXPENDITURES	171,484	2.4	7,500	178,984	6.9
-3,864	0	-252	Controllable Revenues	0	0.0	0	0	0.0
-20,000	-9,000	-9,000	General Revenues & Recoveries	0	-100.0	-7,500	-7,500	-16.7
-23,864	-9,000	-9,252	TOTAL REVENUES	0	-100.0	-7,500	-7,500	-16.7
143,094	158,475	157,608	NET OPERATING BUDGET	171,484	8.2	0	171,484	8.2

HUMAN RESOURCES REQUIREMENTS (shown as Full Time Equivalents - FTE's)

2.0	2.0	2.0	APPROVED FULL TIME COMPLEMENT	2.0	0.0	0.0	2.0	0.0
2.0	2.0	2.0	BUDGETED - REGULAR FULL TIME	2.0	0.0	0.0	2.0	0.0
0.0	0.0	0.0	- OVERTIME	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	- CONTRACT	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	- PART TIME/TEMP	0.0	0.0	0.0	0.0	0.0

BASE BUDGET COMMENTARY:

The 9% increase in human resource costs is comprised of provisions for the annual market adjustment, range movement, training, payroll taxes (EI, CPP, EHT) WSIB, OMERS and insurance benefits.

The decrease in the Operating/Minor Capital Equipment budget is due to a one-time program cost of \$9,000 in 2004 for the Residential Energy Efficiency Project (REEP) delivered by the Elora Centre for Environmental Excellence (ECEE). The funding supported REEP marketing and a \$25 subsidy for Burlington homeowners obtaining a REEP home audit. The 2004 target was 255 homes. As of mid-October 96 audits had been completed. Part of the delay was due to the 2004 budget approval process. ECEE estimates that the target of 255 homes will be met by late February/early March (see report CC-212-04). The program cost of \$9,000 was offset by one-time funding.

The change in General Revenues and Recoveries is due to the removal of one time funding budgeted for the REEP program in 2004. Also see Program Changes for 2005 notes.

RESOURCE JUSTIFICATION - PROGRAM CHANGES:

Staff advised in report CD-144-03 that the REEP program would be evaluated at the 2004 year end to determine if funding should be repeated in 2005 (last year of program - see report CC-112-04).

The proposed one-time program cost of \$7,500 is to provide a \$25 subsidy for Burlington homeowners through the ECEE. Staff will provide in-kind marketing support. The target is 300 homes in 2005. This program supports community greenhouse gas emission reductions and assists the city with its commitment to Partners for Climate Change.

It is proposed that the one-time program cost be offset by one-time funding under General Revenues and Recoveries.

STRATEGIC PERFORMANCE MEASURES COVERED BY THIS PROGRAM:

2004 APRV'D MEASURE	2005 TARGET MEASURE	\$ REQ'D TO MEET TARGET
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DEPARTMENT OVERVIEW

DIVISION: Corporate Services

DEPARTMENT: Finance

DEPT HEAD: Steve Zorbas

The Proposed 2005 base budget for Finance has increased 1.5% or \$43,323 over the 2004 proposed budget. The total 2005 budget does not include any program changes and the proposed base is \$2,870,714. 2005 gross departmental expenditures total \$3,377,014 being an increase of \$164,420 or 5.1% over 2004 approved budget. While revenues total \$506,300 or 31.4% over approved 2004 budget of \$385,203.

Highlights of Major Base Budget Changes

Human resource cost increases estimated in accordance with approved economic increases and anticipating range movement result in a 5.0% increase

The increase in corporate expenditures is the result of an increase in the seniors' grant, which is more reflective of actual experience.

DEPARTMENTAL GOALS AND STRATEGIES

DIVISION: Corporate Services
DEPT: Finance Department
DEPT HEAD: S. Zorbas, City Treasurer

GOALS	STRATEGIES	TARGET DATES/RESPONSIBILITY
<u>Admin. & Accounting Services:</u>		
1. Timely preparation of the annual 2004 Financial Report using the PSAB format, with an unconditional audit opinion.	<ul style="list-style-type: none"> a. Prompt annual close off by departments. b. Full use of SAP reporting capabilities to support financial statement data. c. Utilize PSAB guidelines in conjunction with external auditors and Ministry. d. Timely consolidation of local boards' statements (produced by auditors). 	Coordinator of Accounting (March 31, 2005)
2. Accurate and timely payment of city's accounts.	<ul style="list-style-type: none"> a. Optimize use of SAP related to Accounts Payable. b. Continued staff training and review of Accounts Payable Processes. 	Coordinator of Accounting, AP Supervisor (ongoing)
3. Accurate and timely payment of staff and remittance of payroll deductions.	<ul style="list-style-type: none"> a. Optimize use of SCT Banner system. 	Payroll Supervisor (ongoing)
4. Accurate and timely reporting of Reserves and Reserve Funds, including commitments.	<ul style="list-style-type: none"> a. Review of Reserves & Reserve Funds structure. 	Coordinator of Accounting and Coordinator of Capital Budgets
5. Optimize use of Financial Management System (SAP).	<ul style="list-style-type: none"> a. Develop enhanced SAP reporting tools and provide ongoing training and workshops. 	Coordinator of Accounting
6. Effective collection of accounts receivable.	<ul style="list-style-type: none"> a. Optimize use of SAP related to accounts receivable. 	Coordinator of Accounting/Accounts Receivable Clerk (ongoing)
7. Streamline HR/Payroll Services.	<ul style="list-style-type: none"> a. Review HR/Payroll processes with a view to obtaining efficiencies and effectiveness in both operations. 	Controller & Manager of Accounting (March, 2005)

GOALS	STRATEGIES	TARGET DATES/RESPONSIBILITY
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Purchasing Services

1. Provide on-line service to vendors.	a. Work with IT and Clerk's staff to provide vendor access to the Purchasing page on the City's website that will allow them to download contract documents and conduct on-line registration.	Supervisor of Purchasing (June, 2005)
2. Monitor decentralized purchasing.	a. Monitoring the corporate purchasing card by providing guidance, control measures and reporting on decentralized purchasing/ordering function.	Senior Buyer (ongoing)
3. Meet Council's budget objectives for the year 2005.	a. Effective negotiation strategies in relation to purchase/lease terms, contract extensions, dispute settlements. b. Prudent commercial tax strategy. c. Best value decisions in relation to market place trends.	Supervisor of Purchasing/Senior Buyer/Purchasing Specialist (ongoing)
4. Provide advice on current legislation at provincial and federal levels.	a. Tax interpretation for GST and PST, correct calculation for tax eligibility, custom duty, and tax rebates.	Supervisor of Purchasing/Senior Buyer (ongoing)
5. Research the commercial market place in relation to the City's needs.	a. Provide assistance to departments in designing and developing the bid proposal document. b. Establish proposal evaluation criteria and participate with the evaluation teams. c. Minimize the City's liability to ensure compliance to Health and Safety Act, WSIB, Insurance and financial Security requirements.	Supervisor of Purchasing/Senior Buyer/Purchasing Specialist (ongoing)

Financial Planning Services

1. Ensure preparation and presentation of Current and Capital Budgets in accordance with Council directions and targets.	a. Develop effective strategies for Current Budget preparation and Capital Financing Guidelines and ensure compliance. b. Develop multi-year Current and Capital Budget Forecasts, which meet Council's fiscal and service delivery priorities.	Manager of Financial Planning & Taxation (as per approved budget timetable)
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GOALS	STRATEGIES	TARGET DATES/RESPONSIBILITY
2. Activity Based Costing (ABC) & Performance Measurements)	<ul style="list-style-type: none"> a. Complete development application ABC Module. b. Continue to use ABC as a management tool. c. Continue integration of Performance Measures as part of budget process. 	Coordinator of Current Budgets & Policies
3. Provide timely and accurate financial analysis as required for corporate initiatives (including provincial changes).	<ul style="list-style-type: none"> a. Commit adequate staff resources for corporate priority initiatives. b. Ensure appropriate staff training and analytical expertise to respond effectively to corporate initiatives. 	Manager of Financial Planning & Taxation
<u>Revenue & Taxation</u>		
1. Timely and accurate tax billing.	Optimize use of OpenTax related to tax billing	Tax System Coordinator (ongoing)
2. Effective tax collection.	<ul style="list-style-type: none"> a. Utilize OpenTax for collections using merge letter functions and Tax Sale documents. b. Obtain aging reports through OpenTax to monitor accounts. c. Retain the services of a bailiff for problem accounts. d. Continued promotion of pre-authorized payment plan. e. Continued quarterly reporting as a performance measure. 	Coordinator of Collections.
3. Effectively addressing provincial legislation.	a. Sharing information with staff. Continued training of changes in OpenTax process.	Manager of Financial Planning & Taxation/Tax System Coordinator (ongoing)
4. Maintain integrity of city's assessment base.	<ul style="list-style-type: none"> a. Monitor building permits, planning reports, etc. and follow up with the Municipal Property Assessment Corporation. b. Appeal assessments to the Assessment Review Board. c. Receive and process applications for the vacancy Rebate program. 	Coordinator of Assessment (ongoing).

2005 PERFORMANCE MEASURES AND INDICATORS

Dept: FINANCE

Performance Measure	2003 Target	2003 Actual	2004 Target	2005 Approved Guideline	3-5 Year Target
Percentage of the tax base that is non-residential	18.0%	18.3%	17.0%	N/A	18.0%
Meet Council directions related to annual % change in municipal tax rate					
a) Directions	N/A	6.0%	6.50%	N/A	4.0%
b) Achieved	N/A	6.17%	6.06%	N/A	
Outstanding total tax supported debt (issued and non-issued) to current value assessment (approved maximum ratio is \$2.50/\$1,000 CVA as part of Capital Financing Strategy) (\$ per \$1,000 CVA)	\$1.28	\$1.22	\$1.65	\$1.50	
Uncollected current year property taxes expressed as a % of the total current year levy	3.4%	2.8%	3.4%	3.4%	3.0-4.0%

Description

Provide the Corporation with excellent financial planning to ensure Burlington taxpayers and stakeholders benefit from an efficient, effective and accountable City government that is financially sustainable.

Area	Intended Result	Performance Indicators and Targets
Build a Fiscally Sound Balance Sheet	Increase capital financing capacity.	Prepare comprehensive long-term capital-financing plan that combines smart debt principles and pay-as-you-go capital financing.
	Provide for infrastructure renewal based on a "Pay as You Go" philosophy	Tax supported contribution to capital as % of gross current budget expenditures. 2005 target 14% 2007 target 16%
	Increase uncommitted Reserve and Reserve Fund balances to an appropriate level	Total Balance in Contingency, Tax Stabilization and other "rainy day" funds as a % of gross current budget spending. Target TBA
Maintain a capital financing model committed to "Growth Paying for Growth"	Ensure 100% of eligible growth related capital costs are recovered via development charges	\$ value of growth related capital costs identified in DC background study <u>not</u> funded by Development Charges or developers. Target \$0.
	Supply Council with timely financial impact analysis (operating and capital) for all major planning decisions/plan amendments	

2005 Key Initiatives and Budget Impacts
Increase in debt financing of \$600,000 to offset GST savings, and reallocation of \$500,000 of Capital from Current financing to debt financing exhibits to smart debt financing principles.
Proposed annual increase \$500,000 in Capital from Capital financing resumes in 2006/2007.
Reserve & Reserve Fund Policy being developed to include ideal targets and a plan to achieve them.
Implement the DC by-law and apply it's rules as it relates to Capital Budget funded by DC's.

Description

Provide the Corporation with excellent financial planning to ensure Burlington taxpayers and stakeholders benefit from an efficient, effective and accountable City government that is financially sustainable.

Area	Intended Result	Performance Indicators and Targets	2005 Key Initiatives and Budget Impacts
Establish User Pay Fees to Recover Appropriate Service Costs	Design fees using a policy framework for each targeted service, establishing the share of costs to be recovered according to "user pay" principles.	User fee cost recovery results/ performance vs policy defined targets. 0 variance	Secure Council approval of Recommended cost recovery ratios
	Ensure indirect support costs, capital depreciation costs and direct service delivery costs are all included in the pool of eligible costs to be recovered through user fees.	% of City's total user fee revenue justified by a full life cycle and ABC analysis. 2005 Target 70% 2007 target 100%	Design and execute required ABC analysis of user pay services.
Life Cycle Based Financial Planning to Maintain Value of Assets & Infrastructure	Coordinate development of life cycle based infrastructure inventories, condition ratings, rehab/replacement schedules and long term financing models for all asset categories.		
	Fund a life cycle based infrastructure rehabilitation annuity based on the requirements of the model		Monitor and report to Council on cumulative unfunded portion of life cycle rehabilitation requirements (Funding gap)

Description

Provide the corporation with financial planning, comptrollership and operational services to ensure Burlington taxpayers and stakeholders benefit from an efficient, effective and accountable city government that is financially sustainable.

Area	Intended Result	Performance Measures	2004 Target	2004 Actual	2005 Target	2005 Budget Impacts
Financial Planning	Timely and economical execution of the Budget Process	Working days EBC budget approval given prior to start of fiscal year.	7 days	0 days	5 days	2005 Current Budget Impact \$0.00
		Working days between divisional budget kick-off and EBC approval.	105 days	120 days	100 days	2005 Current Budget Impact \$0.00
		Working days between Council approval of tax levy by-law & published budget book.	90 days	80 days	20 days	2005 Current Budget Impact \$0.00
Comptroller-ship	Effective and Timely Management of Transaction Processes	% of invoices paid on time with no late payment fees or lost discounts.	N/A	N/A	95%	2005 Current Budget Impact \$0.00
		Purchase orders processed within 3 working days of purchase approval.	N/A	N/A	100%	2005 Current Budget Impact \$0.00
		% of the dollar value of purchases under \$5,000 paid by purchase card.	N/A	N/A	40%	2005 Current Budget Impact \$0.00
		% of insurance claims resolved within 120 days of notice to adjuster.	N/A	N/A	90%	2005 Current Budget Impact \$0.00
		Maximum % of the dollar value of receivables older than 90 days.	N/A	N/A	30%	2005 Current Budget Impact \$0.00
Investment and Cash Management	Maximize return on investment, within legislated parameters.	Performance vs benchmarks - 30 day T-bill & Scotia McLeod Bond Market	Surpass	Surpass	Match or surpass	2005 Current Budget Impact \$0.00
Property Tax Billing, Collection & Policy Administration	Support MPAC in maintaining an accurate, up-to-date CVA base Timely billing and collection of property tax vs billing & due dates. Process legislated refunds or rebates in a timely fashion Maximum customer convenience and cost effectiveness in billing and collection processes.	Number of accounts managed per Tax Services FTE	4080	4201	4308	2005 Current Budget Impact \$0.00
		Uncollected taxes expressed as percent of current year levy.	N/A	3.7%	3.0%	May result in reduced penalty and interest.
		Percent of refunds or rebates processed by legislated cut-off dates.	100%	100%	100%	2005 Current Budget Impact \$0.00
		Percentage of tax accounts paid by pre-authorized payment or e-commerce.	37.9%	40.3%	41.3%	2005 Current Budget Impact \$0.00

2005 CURRENT BUDGET

DEPARTMENT SUMMARY

FINANCE

2003 <i>ACTUAL</i>	2004		<i>FINANCIAL RESOURCE CATEGORIES</i>	2005 (PROPOSED)				
	<i>BUDGET</i>	<i>YEAR-END ACTUAL</i>		<i>BASE BUDGET</i>	<i>% CHANGE vs 2004 BUDGET</i>	<i>PROGRAM CHANGES</i>	<i>TOTAL BUDGET</i>	<i>% CHANGE vs 2004 BUDGET</i>
2,472,511	2,778,274	2,687,581	<i>Human Resources</i>	2,918,214	5.0	0	2,918,214	5.0
66,464	75,370	70,043	<i>Operating/Minor Capital Equip.</i>	71,700	-4.9	0	71,700	-4.9
264,180	217,350	239,798	<i>Purchased Services</i>	221,500	1.9	0	221,500	1.9
156,078	136,600	179,339	<i>Corp. Expenditures/Provisions</i>	160,600	17.6	0	160,600	17.6
3,051	5,000	8,252	<i>Internal Charges & Settlements</i>	5,000	0.0	0	5,000	0.0
2,962,284	3,212,594	3,185,014	<i>TOTAL EXPENDITURES</i>	3,377,014	5.1	0	3,377,014	5.1
-262,269	-264,203	-337,765	<i>Controllable Revenues</i>	-393,800	49.1	0	-393,800	49.1
-103,832	-121,000	-109,530	<i>General Revenues & Recoveries</i>	-112,500	-7.0	0	-112,500	-7.0
-366,101	-385,203	-447,295	<i>TOTAL REVENUES</i>	-506,300	31.4	0	-506,300	31.4
2,596,183	2,827,391	2,737,719	<i>NET OPERATING BUDGET</i>	2,870,714	1.5	0	2,870,714	1.5

HUMAN RESOURCES REQUIREMENTS (shown in Full Time Equivalents - FTE's)

37.0	37.0	38.0	<i>APPROVED FULL TIME COMPLEMENT</i>	38.0	2.7	0.0	38.0	2.7
37.0	37.0	37.5	<i>BUDGETED - REGULAR FULL TIME</i>	38.0	2.7	0.0	38.0	2.7
0.0	0.0	0.0	<i>- OVERTIME</i>	0.0	0.0	0.0	0.0	0.0
0.0	0.25	0.0	<i>- CONTRACT</i>	0.0	-100.0	0.0	0.0	-100.0
0.0	0.25	0.0	<i>- PART TIME/TEMP</i>	0.1	-76.0	0.0	0.1	-76.0

2005 PROGRAM RESOURCE SUMMARY

COST CENTER GROUP: BB-ACCTG

DEPT: FINANCE

COST CENTER GROUP NAME: Admin & Accounting Services

2003 <i>ACTUAL</i>	2004		<i>FINANCIAL RESOURCE CATEGORIES</i>	2005 (PROPOSED)				
	<i>BUDGET</i>	<i>YEAR-END ACTUAL</i>		<i>BASE BUDGET</i>	<i>% CHANGE vs 2004 BUDGET</i>	<i>PROGRAM CHANGES</i>	<i>TOTAL BUDGET</i>	<i>% CHANGE vs 2004 BUDGET</i>
1,169,100	1,293,570	1,271,811	<i>Human Resources</i>	1,435,600	11.0	0	1,435,600	11.0
34,307	63,570	60,714	<i>Operating/Minor Capital Equip.</i>	58,300	-8.3	0	58,300	-8.3
143,063	120,250	92,691	<i>Purchased Services</i>	112,400	-6.5	0	112,400	-6.5
44,623	40,000	45,006	<i>Corp. Expenditures/Provisions</i>	41,000	2.5	0	41,000	2.5
222	0	141	<i>Internal Charges & Settlements</i>	0	0.0	0	0	0.0
1,391,316	1,517,390	1,470,362	TOTAL EXPENDITURES	1,647,300	8.6	0	1,647,300	8.6
-61,343	-20,703	-62,903	<i>Controllable Revenues</i>	-35,600	72.0	0	-35,600	72.0
-103,832	-121,000	-109,530	<i>General Revenues & Recoveries</i>	-112,500	-7.0	0	-112,500	-7.0
-165,175	-141,703	-172,433	TOTAL REVENUES	-148,100	4.5	0	-148,100	4.5
1,226,141	1,375,687	1,297,929	NET OPERATING BUDGET	1,499,200	9.0	0	1,499,200	9.0

HUMAN RESOURCES REQUIREMENTS (shown as Full Time Equivalents - FTE's)

13.0	13.0	18.0	APPROVED FULL TIME COMPLEMENT	18.0	38.5	0.0	18.0	38.5
13.0	13.0	18.0	BUDGETED - REGULAR FULL TIME	18.0	38.5	0.0	18.0	38.5
0.0	0.0	0.0	- OVERTIME	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	- CONTRACT	0.0	0.0	0.0	0.0	0.0
0.0	0.25	0.0	- PART TIME/TEMP	0.1	-76.0	0.0	0.1	-76.0

BASE BUDGET COMMENTARY:

Human Resources

The 11% increase in Human Resource costs is comprised of provisions for the annual market adjustment, range movement, training, overtime, payroll taxes (EI, CPP, EHT), WSIB, OMERS and insurance benefits and also due to the Finance reorganization which brings purchasing into the Admin & Accounting Services Section of the Finance Department, as well as, the Risk & Insurance analyst. This is partially offset by a decrease in the Financial Planning Services.

RESOURCE JUSTIFICATION - PROGRAM CHANGES:

STRATEGIC PERFORMANCE MEASURES COVERED BY THIS PROGRAM:

2004 APRV'D MEASURE	2005 TARGET MEASURE	\$ REQ'D TO MEET TARGET
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- 2.
- 3.
- 4.

2005 PROGRAM RESOURCE SUMMARY

COST CENTER GROUP:

BB-FPS

DEPT: FINANCE

COST CENTER GROUP NAME:

Financial Planning Services

2003	2004		FINANCIAL RESOURCE CATEGORIES	2005 (PROPOSED)				
ACTUAL	BUDGET	YEAR-END ACTUAL		BASE BUDGET	% CHANGE vs 2004 BUDGET	PROGRAM CHANGES	TOTAL BUDGET	% CHANGE vs 2004 BUDGET
537,794	620,387	568,028	Human Resources	589,008	-5.0	0	589,008	-5.0
12,299	7,000	8,028	Operating/Minor Capital Equip.	8,000	14.3	0	8,000	14.3
27,722	13,900	39,535	Purchased Services	25,900	86.3	0	25,900	86.3
0	0	20	Corp. Expenditures/Provisions	0	0.0	0	0	0.0
844	0	0	Internal Charges & Settlements	0	0.0	0	0	0.0
578,659	641,287	615,611	TOTAL EXPENDITURES	622,908	-2.9	0	622,908	-2.9
-93,854	-35,500	-25,745	Controllable Revenues	-38,000	7.1	0	-38,000	7.1
0	0	0	General Revenues & Recoveries	0	0.0	0	0	0.0
-93,854	-35,500	-25,745	TOTAL REVENUES	-38,000	7.1	0	-38,000	7.1
484,805	605,787	589,867	NET OPERATING BUDGET	584,908	-3.4	0	584,908	-3.4

HUMAN RESOURCES REQUIREMENTS (shown as Full Time Equivalent - FTE's)

11.0	11.0	7.0	APPROVED FULL TIME COMPLEMENT	7.0	-36.4	0.0	7.0	-36.4
11.0	11.0	6.5	BUDGETED - REGULAR FULL TIME	7.0	-36.4	0.0	7.0	-36.4
0.0	0.0	0.0	- OVERTIME	0.0	0.0	0.0	0.0	0.0
0.0	0.25	0.0	- CONTRACT	0.0	-100.0	0.0	0.0	-100.0
0.0	0.0	0.0	- PART TIME/TEMP	0.0	0.0	0.0	0.0	0.0

BASE BUDGET COMMENTARY:

Human Resources

The 5% decrease in Human Resource costs is comprised of provisions for the annual makret adjustment, range movement, training, overtime, payroll taxes (EI, CPP, EHT), WSIB, OMERS and insurance benefits and also reflects the Finance Department Reorganization which moves Purchasing from the financial planning section to the admin and accounting section of the Finance department. Also, reflected are economic adjustments, range movement and mandatory/discretionary benefits.

Purchased Services

The increase in purchased services reflects increased consulting costs requested for Results Based Business Planning and Activity Based Costing ongoing initiatives and continued program roll-out.

RESOURCE JUSTIFICATION - PROGRAM CHANGES:

STRATEGIC PERFORMANCE MEASURES COVERED BY THIS PROGRAM:

2004 APRV'D MEASURE	2005 TARGET MEASURE	\$ REQ'D TO MEET TARGET
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2005 PROGRAM RESOURCE SUMMARY

COST CENTER GROUP: BB-REV_TAX

DEPT: FINANCE

COST CENTER GROUP NAME: Revenue & Taxation Services

2003	2004		FINANCIAL RESOURCE CATEGORIES	2005 (PROPOSED)				
ACTUAL	BUDGET	YEAR-END ACTUAL		BASE BUDGET	% CHANGE vs 2004 BUDGET	PROGRAM CHANGES	TOTAL BUDGET	% CHANGE vs 2004 BUDGET
765,617	864,317	847,742	Human Resources	893,606	3.4	0	893,606	3.4
19,857	4,800	1,301	Operating/Minor Capital Equip.	5,400	12.5	0	5,400	12.5
89,815	83,200	105,215	Purchased Services	83,200	0.0	0	83,200	0.0
687	600	559	Corp. Expenditures/Provisions	600	0.0	0	600	0.0
1,985	5,000	8,111	Internal Charges & Settlements	5,000	0.0	0	5,000	0.0
877,962	957,917	962,929	TOTAL EXPENDITURES	987,806	3.1	0	987,806	3.1
-107,072	-208,000	-244,869	Controllable Revenues	-320,200	54.0	0	-320,200	54.0
0	0	0	General Revenues & Recoveries	0	0.0	0	0	0.0
-107,072	-208,000	-244,869	TOTAL REVENUES	-320,200	54.0	0	-320,200	54.0
770,890	749,917	718,060	NET OPERATING BUDGET	667,606	-11.0	0	667,606	-11.0

HUMAN RESOURCES REQUIREMENTS (shown as Full Time Equivalents - FTE's)

13.0	13.0	13.0	APPROVED FULL TIME COMPLEMENT	13.0	0.0	0.0	13.0	0.0
13.0	13.0	13.0	BUDGETED - REGULAR FULL TIME	13.0	0.0	0.0	13.0	0.0
0.0	0.0	0.0	- OVERTIME	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	- CONTRACT	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	- PART TIME/TEMP	0.0	0.0	0.0	0.0	0.0

BASE BUDGET COMMENTARY:

Human Resources

The 3.4% increase in Human Resource costs is comprised of provisions for the annual market adjustment, range movement, training, overtime, payroll taxes (EI, CPP, EHT), WSIB, OMERS and insurance benefits.

Controllable Revenues

The 53.9% increase is the result of annualizing the new ownership/account fees implemented in April 2004.

RESOURCE JUSTIFICATION - PROGRAM CHANGES:

STRATEGIC PERFORMANCE MEASURES COVERED BY THIS PROGRAM:

2004 APRV'D MEASURE	2005 TARGET MEASURE	\$ REQ'D TO MEET TARGET
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2005 PROGRAM RESOURCE SUMMARY

COST CENTER GROUP: BB-FINCORP

DEPT: FINANCE

COST CENTER GROUP NAME: Finance Corp Related Accounts

2003	2004		FINANCIAL RESOURCE CATEGORIES	2005 (PROPOSED)				
ACTUAL	BUDGET	YEAR-END ACTUAL		BASE BUDGET	% CHANGE vs 2004 BUDGET	PROGRAM CHANGES	TOTAL BUDGET	% CHANGE vs 2004 BUDGET
0	0	0	Human Resources	0	0.0	0	0	0.0
0	0	0	Operating/Minor Capital Equip.	0	0.0	0	0	0.0
3,580	0	2,358	Purchased Services	0	0.0	0	0	0.0
110,768	96,000	133,754	Corp. Expenditures/Provisions	119,000	24.0	0	119,000	24.0
0	0	0	Internal Charges & Settlements	0	0.0	0	0	0.0
114,347	96,000	136,112	TOTAL EXPENDITURES	119,000	24.0	0	119,000	24.0
0	0	-4,248	Controllable Revenues	0	0.0	0	0	0.0
0	0	0	General Revenues & Recoveries	0	0.0	0	0	0.0
0	0	-4,248	TOTAL REVENUES	0	0.0	0	0	0.0
114,347	96,000	131,863	NET OPERATING BUDGET	119,000	24.0	0	119,000	24.0

HUMAN RESOURCES REQUIREMENTS (shown as Full Time Equivalents - FTE's)

0.0	0.0	0.0	APPROVED FULL TIME COMPLEMENT	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	BUDGETED - REGULAR FULL TIME	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	- OVERTIME	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	- CONTRACT	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	- PART TIME/TEMP	0.0	0.0	0.0	0.0	0.0

BASE BUDGET COMMENTARY:

[Senior Tax Grant](#)

Net Operating Budget represents the Senior Tax Grant, which reflects a more accurate assessment of year-end actuals.

RESOURCE JUSTIFICATION - PROGRAM CHANGES:

STRATEGIC PERFORMANCE MEASURES COVERED BY THIS PROGRAM:

2004 APRV'D MEASURE	2005 TARGET MEASURE	\$ REQ'D TO MEET TARGET
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DEPARTMENT OVERVIEW

DIVISION: Corporate Services
DEPARTMENT: Legal
DEPT HEAD: Kelly G. Yerxa, City Solicitor and Corporate Counsel

The Legal Department budget encompasses a variety of areas, including legal services, realty services and overseeing the POA court operation (however only the revenues are reflected in the Legal Department budget as the POA budget itself is subject to a separate approval process). The increases in the base budget are to reflect inflation, however POA revenues are estimated at \$170,000 less than 2004 to recognize the temporary re-distribution of collections revenue negotiated as part of the roads rationalization exercise with the Region and other Halton municipalities. There is a Program Change, which if approved, will allow for the addition of a junior property agent to the Department's Realty Services branch, on a one year contract basis.

This coming year is expected to be another busy year in the Legal Department. The City's known major initiatives in which the Department plays a role or is leading the matter include: Waterfront and Downtown Development Projects; the Performing Arts Centre; Mid Peninsula Highway; Hydro Liaison Team; school closures,

Planning Act Reform; compliance with the new Municipal Act, 2001; implementation of Bill 124; the Greenbelt; the McMaster initiative; various infrastructure projects; notably the King Road grade separation and the 403-Waterdown Road Interchange; contaminated sites; LaSalle Park Marina; assisting with collection of tax arrears notably the Aldershot Cold Storage site; various development files such as Eagle Heights, Alton, Regional Official Plan Amendments 25 and 26, Special Study Area appeal and judicial review matters; all litigation (Harason, the Maples, the Balmorals, etc.); MC2, Upcountry and Riocan (Burloak) Business Park which are all development proposals which border on Burlington; Space Needs; internal seminars and training such as the periodic Brown Bag Lunch Seminars; negotiations with the Province regarding the lack of Justice's of the Peace and GO Transit prosecutions and fines; and ongoing work includes such items as development agreements, cash in lieu calculations; tax arrears registrations and searches; real estate transactions.

2005 PERFORMANCE MEASURES AND INDICATORS

Dept: LEGAL

Performance Measure	2003 Actual	2004 Target	2004 Projection	2005 Proposed Guideline	3-5 Year Target
Letters of compliance/releases completed within 10 working days of receipt	100.0%	100.0%	100.0%	100.0%	100.0%
% of subdivision agreements delivered to Developers within 10 business days of receipt of instructions from Engineering	90.0%	100.0%	100.0%	100.0%	100.0%
PROVINCIAL OFFENCES ACT (POA)					
% of First attendance requests resolved without trial 87% resolution rate	85.0%	85.0%	87.0%	87.0%	
% of Charges filed that are entered into ICON within 14 days of filing 95% of all charges	80.0%	80.0%	95.0%	95.0%	

Actions to achieve targets:

Staff will continue to monitor processes/procedures and implement continuous improvement as required to maintain performance.

Financial Resources Required: (Program Changes and/or Decision Units)

No additional resources required.

Performance Indicator / Statistic	2003 Actual	2004 Forecast	2004 Projection	2005 Forecast
LEGAL SERVICES				
# of letters of compliance/releases	209	178		220
# of days in court on prosecutions related to: By-law infractions, Building code violations, Fire code violations	12	26	30	30
# of real estate transactions/sub-searches and registrations	1140	1190	1200	1250
# of park dedication calculations	120	130	130	130
# of subdivision preparation of agreements	17	11	10	10
# days at OMB, NEC, Land Division hearings	90	100	100	50
# days in Court: litigation, mediation/settlement	N/A	10	15	15-20

2005 CURRENT BUDGET

DEPARTMENT SUMMARY

LEGAL

2003	2004		FINANCIAL RESOURCE CATEGORIES	2005 (PROPOSED)				
ACTUAL	BUDGET	YEAR-END ACTUAL		BASE BUDGET	% CHANGE vs 2004 BUDGET	PROGRAM CHANGES	TOTAL BUDGET	% CHANGE vs 2004 BUDGET
742,417	892,420	886,393	Human Resources	931,353	4.4	35,400	966,753	8.3
37,598	35,865	37,004	Operating/Minor Capital Equip.	32,995	-8.0	4,200	37,195	3.7
87,112	73,420	106,115	Purchased Services	78,800	7.3	0	78,800	7.3
0	0	25	Corp. Expenditures/Provisions	0	0.0	0	0	0.0
0	0	194	Internal Charges & Settlements	0	0.0	0	0	0.0
867,127	1,001,705	1,029,730	TOTAL EXPENDITURES	1,043,148	4.1	39,600	1,082,748	8.1
-890,062	-804,500	-751,944	Controllable Revenues	-652,600	-18.9	0	-652,600	-18.9
-40,474	-47,500	-36,573	General Revenues & Recoveries	-28,000	-41.0	-39,600	-67,600	42.3
-930,536	-852,000	-788,516	TOTAL REVENUES	-680,600	-20.1	-39,600	-720,200	-15.5
-63,410	149,705	241,214	NET OPERATING BUDGET	362,548	142.2	0	362,548	142.2

HUMAN RESOURCES REQUIREMENTS (shown in Full Time Equivalents - FTE's)

10.0	10.0	10.0	APPROVED FULL TIME COMPLEMENT	10.0	0.0	0.0	10.0	0.0
9.3	10.0	10.0	BUDGETED - REGULAR FULL TIME	10.0	0.0	0.0	10.0	0.0
0.0	0.0	0.0	- OVERTIME	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	- CONTRACT	0.0	0.0	0.5	0.5	0.0
0.0	0.0	0.0	- PART TIME/TEMP	0.0	0.0	0.0	0.0	0.0

2005 PROGRAM RESOURCE SUMMARY

COST CENTER GROUP: BB-LEGALS

DEPT: LEGAL

COST CENTER GROUP NAME: Legal Department

2003 <i>ACTUAL</i>	2004		<i>FINANCIAL RESOURCE CATEGORIES</i>	2005 (PROPOSED)				
	<i>BUDGET</i>	<i>YEAR-END ACTUAL</i>		<i>BASE BUDGET</i>	<i>% CHANGE vs 2004 BUDGET</i>	<i>PROGRAM CHANGES</i>	<i>TOTAL BUDGET</i>	<i>% CHANGE vs 2004 BUDGET</i>
742,417	892,420	886,393	<i>Human Resources</i>	931,353	4.4	35,400	966,753	8.3
37,598	35,865	37,004	<i>Operating/Minor Capital Equip.</i>	32,995	-8.0	4,200	37,195	3.7
87,112	73,420	106,115	<i>Purchased Services</i>	78,800	7.3	0	78,800	7.3
0	0	25	<i>Corp. Expenditures/Provisions</i>	0	0.0	0	0	0.0
0	0	194	<i>Internal Charges & Settlements</i>	0	0.0	0	0	0.0
867,127	1,001,705	1,029,730	TOTAL EXPENDITURES	1,043,148	4.1	39,600	1,082,748	8.1
-252,983	-200,500	-350,337	<i>Controllable Revenues</i>	-217,600	8.5	0	-217,600	8.5
-40,474	-47,500	-36,573	<i>General Revenues & Recoveries</i>	-28,000	-41.0	-39,600	-67,600	42.3
-293,457	-248,000	-386,909	TOTAL REVENUES	-245,600	-1.0	-39,600	-285,200	15.0
573,669	753,705	642,821	NET OPERATING BUDGET	797,548	5.8	0	797,548	5.8

HUMAN RESOURCES REQUIREMENTS (shown as Full Time Equivalents - FTE's)

10.0	10.0	10.0	<i>APPROVED FULL TIME COMPLEMENT</i>	10.0	0.0	0.0	10.0	0.0
9.3	10.0	10.0	<i>BUDGETED - REGULAR FULL TIME</i>	10.0	0.0	0.0	10.0	0.0
0.0	0.0	0.0	<i>- OVERTIME</i>	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	<i>- CONTRACT</i>	0.0	0.0	0.5	0.5	0.5
0.0	0.0	0.0	<i>- PART TIME/TEMP</i>	0.0	0.0	0.0	0.0	0.0

BASE BUDGET COMMENTARY:

The 4.4% increase in human resource costs is comprised of provisions for the annual market adjustment, range movement, training, overtime, payroll taxes (EI, CPP, EHT), WSIB, OMERS and insurance benefits.

The increase in purchased services is due to the full year lease and per page usage charges of the copier/scanner purchased in July 2004.

RESOURCE JUSTIFICATION - PROGRAM CHANGES:

1 year Property Agent contract, start date July 1, 2005, funded from unexpected revenues in 2004. The realty services unit has historically been staffed by a manager and a property agent. However, following a retirement 5 years ago, the unit has operated with a manager and no property agent. Given the high demands on this unit, and the need to have the manager freed up for more strategic projects and succession planning, an entry level property agent is required to work on parkland dedication, leases and minor acquisitions, etc.

STRATEGIC PERFORMANCE MEASURES COVERED BY THIS PROGRAM:

<i>2004 APRV'D MEASURE</i>	<i>2005 TARGET MEASURE</i>	<i>\$ REQ'D TO MEET TARGET</i>
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2005 PROGRAM RESOURCE SUMMARY

COST CENTER GROUP: BB-POABURL

DEPT: LEGAL

COST CENTER GROUP NAME: Burlington POA Proceeds

2003	2004		FINANCIAL RESOURCE CATEGORIES	2005 (PROPOSED)				
ACTUAL	BUDGET	YEAR-END ACTUAL		BASE BUDGET	% CHANGE vs 2004 BUDGET	PROGRAM CHANGES	TOTAL BUDGET	% CHANGE vs 2004 BUDGET
0	0	0	Human Resources	0	0.0	0	0	0.0
0	0	0	Operating/Minor Capital Equip.	0	0.0	0	0	0.0
0	0	0	Purchased Services	0	0.0	0	0	0.0
0	0	0	Corp. Expenditures/Provisions	0	0.0	0	0	0.0
0	0	0	Internal Charges & Settlements	0	0.0	0	0	0.0
0	0	0	TOTAL EXPENDITURES	0	0.0	0	0	0.0
-637,079	-604,000	-401,607	Controllable Revenues	-435,000	-28.0	0	-435,000	-28.0
0	0	0	General Revenues & Recoveries	0	0.0	0	0	0.0
-637,079	-604,000	-401,607	TOTAL REVENUES	-435,000	-28.0	0	-435,000	-28.0
-637,079	-604,000	-401,607	NET OPERATING BUDGET	-435,000	-28.0	0	-435,000	-28.0

HUMAN RESOURCES REQUIREMENTS (shown as Full Time Equivalent - FTE's)

0.0	0.0	0.0	APPROVED FULL TIME COMPLEMENT	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	BUDGETED - REGULAR FULL TIME	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	- OVERTIME	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	- CONTRACT	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	- PART TIME/TEMP	0.0	0.0	0.0	0.0	0.0

BASE BUDGET COMMENTARY:

POA revenues have been reduced in 2005 to more accurately reflect the impact on Burlington's revenue as a result of the agreement to re-distribute revenue as part of the roads rationalization exercise.

RESOURCE JUSTIFICATION - PROGRAM CHANGES:

STRATEGIC PERFORMANCE MEASURES COVERED BY THIS PROGRAM:

2004 APRV'D MEASURE	2005 TARGET MEASURE	\$ REQ'D TO MEET TARGET
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- 2.
- 3.
- 4.

2005 RATES AND FEES

Legal Department

Description of Fee	2004 Approved Fees	2005 Proposed Fees	% change
Encroachment Agreements	\$ 400	\$ 400	0%
Part Lot Control Agreements			
- flat fee	\$ 400	\$ 400	0%
- per pin	\$ 10	\$ 10	0%
* disbursements extra			
Site Plan Agreements	\$ 400	\$ 400	0%
Subdivision Agreements	\$ 4,000	\$ 4,000	0%
* disbursements extra			
All other agreements	\$ 400	\$ 400	0%
Release of Agreement	\$ 400	\$ 400	0%
Acquisition of Hydro Easements on behalf of Burlington Hydro Inc.	\$ 750	\$ 750	0%
* disbursements extra			
Release of blanket easements	\$ 400	\$ 400	0%
Release of other easements	\$ 150	\$ 150	0%
Release of Restrictive Covenants	\$ 400	\$ 400	0%
Certificate re: Payment of Local Improvement Charges	\$ 175	\$ 175	0%
Transfer of 3m Reserves	\$ 325	\$ 325	0%
Stop Up & Close Road By-law	\$ 325	\$ 325	0%
Street Name Change Report & by-law	\$ 200	\$ 200	0%
Compliance and Property Information Report			
- fee for the 1st lot	\$ 65	\$ 65	0%
- fee per additional lot	\$ 5	\$ 5	0%

* All fees are exclusive of GST

DEPARTMENT OVERVIEW

DIVISION: Corporate Services

DEPARTMENT: Human Resources

DEPT HEAD: Roy Male

The Human Resources budgets encompass a variety of Corporate HR programs and services:

Employee Recruitment; Employee Development & Technological Training; Wellness Programs; Employee Suggestion Awards; Performance Excellence Program; Corporate Training & Development; Joint Employee Assistance Program; Staff Educational Assistance Program; Employee Service Awards; Quarter Century Club; Health & Safety Training; WSIB Claims Management; Medical resources; Provisions for Retired Employees and Restructuring costs; Labour and Employee Relations; and the costs relating to the operation of the Human Resources Department.

In addition to the above, the Department will be very involved in the various Work/Life initiatives, key recruitments in 2005, implementation plans for Future Focus, CUPE negotiations, various corporate HR program reviews (e.g. Talent Management, Benefits, Rewards) and establishing a positive working relationship with the City's new group health provider.

Base Budget:

The base budget inclusive of HR Department and HR Corporate programs Reflects an increase of 8.1%.

Program Changes:

The program changes include:

1. \$200,000 is budgeted to resource our corporate "duty to accommodate" requirements for occupational and non-occupational injuries and disabilities. \$150,000 from one-time funding and two Reserve Funds are being used to offset the majority of the funding required.
2. \$7,500 is proposed for additional resources to implement the Healthy Workplace initiatives arising from the Brock University survey results.
3. \$10,000 is proposed to be able to perform an Occupational Health & Safety audit for specific workplace locations. This audit will provide useful information in terms of the effectiveness of our current Occupational Health & Safety programs, offset by \$10,000 from the WSIB Reserve Fund.

DEPARTMENTAL GOALS AND STRATEGIES

DIVISION: Corporate Services
DEPT: Human Resources
DEPT HEAD: Roy Male

GOALS	STRATEGIES	TARGET DATES/RESPONSIBILITY
1. To implement various work/life balance and employee well-being programs for the organization.	<ul style="list-style-type: none"> - Continue to implement Corporate Wellness program. - Complete workload pilot project and develop strategies to assist the corporation. - obtain National Quality Instit. certification 	<ul style="list-style-type: none"> - Provide 8 wellness programs for 2004. - Target 2 departments to undergo pilot review.
2. To continue to implement & revise various key Human Resources programs that impact on recruitment, retention, recognition and development.	<ul style="list-style-type: none"> - Examine the future trends of the job market and impacts on how recruitment conducted. - Continue to review total compensation program and to educate Departments on recognition programs. - Continue to examine the changing needs of the organization for employees' development. 	<ul style="list-style-type: none"> - Expecting approx. 80 job competitions for 2005. - Make recommendations to Council by June 2005
3. To continue Corporate Employee Development Program and expand on the effectiveness and relevancy.	<ul style="list-style-type: none"> - Examine succession planning, cross-training, target key positions for back-up skill training. - Ensure Corporate training for 2005 is addressing organizational needs 	<ul style="list-style-type: none"> - Report on departmental succession plans, job rotations and positions the require mandatory back-up. - Outline steps to be taken over the next 2 years. - Provide individual coaching resources and appropriate funding to attend specific training identified.
4. Achieve negotiated settlement Local 1552	<ul style="list-style-type: none"> - 	<ul style="list-style-type: none"> - August, 2005.

2005 PERFORMANCE MEASURES AND INDICATORS

Dept: HUMAN RESOURCES

Performance Measure	2003 Actual	2004 Target	2004 Projection	2005 Proposed Guideline	3-5 Year Target
Maintain average sick leave utilization days per year below the national average (8.5 is the national average)	5.8	5.5	5.5	5.5	5.5
Reduce number of workplace accidents per 100 FTE resulting in lost time	2.4	2.3	3.0	2.8	2.3

Actions to achieve targets:

Staff will continue to monitor processes/procedures and implement continuous improvement as required to maintain performance.

Financial Resources Required: (Program Changes and/or Decision Units)

No additional resources required.

Performance Indicator / Statistic	2003 Actual	2004 Forecast	2004 Projection	2005 Forecast
HUMAN RESOURCES MANAGEMENT				
Total number of Full-time equivalents (as per budget submission):				
(a) Full time (salaried and hourly)	710	715	744.6	750.6
(b) Part-time/temporary/casual	227.2	230	212.3	217.3
(c) Total	937.2	945	956.9	967.9
# of full-time/contract employees by age category:				
(a) 14-19	0	0	0	0
(b) 20-29	67	67	67	67
(c) 30-39	187	187	187	187
(d) 40-49	282	282	282	282
(e) 50-59	186	186	186	186
(f) 60-64	25	25	25	25
(g) 65+	0	0	0	0
# of part-time/temporary/casual employees by age category				
(a) 14-19	203	203	203	203
(b) 20-29	185	185	185	185
(c) 30-39	41	41	41	41
(d) 40-49	79	79	79	79
(e) 50-59	58	58	58	58
(f) 60-64	41	41	41	41
(g) 65+	53	53	53	53
# of position postings	80	85	95	90
# of staff on a job rotation	31	30	55	60
# of staff receiving assistance from the Student Education Assistance E	75	75	82	90
# of participants receiving training through the corporate training func	450	300	250	300

*Employee Values Workshop Added

Performance Indicator / Statistic	2003 Actual	2004 Forecast	2004 Projection	2005 Forecast
HUMAN RESOURCES MANAGEMENT CONTINUED				
Number of New Hires (Payroll input - as of November 30th each year)				
(a) Full-Time/Contract	76	75	59	65
(b) Part-Time/temp	546	550	612	675
(c) Other	6	5	33	25
# of Positions Terminated/Leaves of Absence/Retirements (Payroll input - as of November 30th each year):				
(a) Full-Time/Contract	22	20	28	20
(b) Part-Time/temp	410	400	410	430
(c) Other	16	16	16	15
Number of Payroll Position Changes/Inputs (Payroll input - as of November 30th each year)				
(a) Full-Time/Contract	2,226	2,300	2,226	2,400
(b) Part-Time/temp	2,509	2,550	2,509	2,600
(c) Other	136	130	136	140
# Of Grievances filed	14	12	22	22
# of workplace accidents/incidents resulting in:				
(a) lost time	30	30	23	20
(b) medical aid	30	150	39	35
(c) injury report only (i.e. no lost time/no medical aid)	140	145	137	135

2005 CURRENT BUDGET

DEPARTMENT SUMMARY

HUMAN RESOURCES

2003	2004		FINANCIAL RESOURCE CATEGORIES	2005 (PROPOSED)				
ACTUAL	BUDGET	YEAR-END ACTUAL		BASE BUDGET	% CHANGE vs 2004 BUDGET	PROGRAM CHANGES	TOTAL BUDGET	% CHANGE vs 2004 BUDGET
1,365,341	1,625,037	1,573,867	Human Resources	1,732,834	6.6	0	1,732,834	6.6
26,089	27,800	29,484	Operating/Minor Capital Equip.	27,665	-0.5	0	27,665	-0.5
251,488	267,750	280,943	Purchased Services	273,250	2.1	17,500	290,750	8.6
0	0	0	Corp. Expenditures/Provisions	0	0.0	200,000	200,000	0.0
1,395	0	966	Internal Charges & Settlements	0	0.0	0	0	0.0
1,644,313	1,920,587	1,885,261	TOTAL EXPENDITURES	2,033,749	5.9	217,500	2,251,249	17.2
-17,556	-12,000	-16,494	Controllable Revenues	-12,000	0.0	0	-12,000	0.0
-140,806	-118,650	-122,705	General Revenues & Recoveries	-119,850	1.0	-160,000	-279,850	135.9
-158,362	-130,650	-139,199	TOTAL REVENUES	-131,850	0.9	-160,000	-291,850	123.4
1,485,951	1,789,937	1,746,061	NET OPERATING BUDGET	1,901,899	6.3	57,500	1,959,399	9.5

HUMAN RESOURCES REQUIREMENTS (shown in Full Time Equivalents - FTE's)

10.0	10.0	10.0	APPROVED FULL TIME COMPLEMENT	10.0	0.0	0.0	10.0	0.0
10.0	10.0	10.0	BUDGETED - REGULAR FULL TIME	10.0	0.0	0.0	10.0	0.0
0.0	0.0	0.0	- OVERTIME	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	- CONTRACT	0.0	0.0	0.0	0.0	0.0
0.0	0.5	0.5	- PART TIME/TEMP	0.5	0.0	0.0	0.5	0.0

2005 PROGRAM RESOURCE SUMMARY

COST CENTER GROUP: BB-HRDEPT

DEPT: HUMAN RESOURCES

COST CENTER GROUP NAME: Human Resources General

2003	2004		FINANCIAL RESOURCE CATEGORIES	2005 (PROPOSED)				
ACTUAL	BUDGET	YEAR-END ACTUAL		BASE BUDGET	% CHANGE vs 2004 BUDGET	PROGRAM CHANGES	TOTAL BUDGET	% CHANGE vs 2004 BUDGET
900,137	1,007,197	1,021,018	Human Resources	1,088,644	8.1	0	1,088,644	8.1
25,800	27,800	29,428	Operating/Minor Capital Equip.	27,665	-0.5	0	27,665	-0.5
251,203	267,750	280,579	Purchased Services	273,250	2.1	17,500	290,750	8.6
0	0	0	Corp. Expenditures/Provisions	0	0.0	200,000	200,000	0.0
1,155	0	966	Internal Charges & Settlements	0	0.0	0	0	0.0
1,178,295	1,302,747	1,331,990	TOTAL EXPENDITURES	1,389,559	6.7	217,500	1,607,059	23.4
-17,556	-12,000	-16,494	Controllable Revenues	-12,000	0.0	0	-12,000	0.0
-140,806	-118,650	-114,984	General Revenues & Recoveries	-119,850	1.0	-160,000	-279,850	135.9
-158,362	-130,650	-131,478	TOTAL REVENUES	-131,850	0.9	-160,000	-291,850	123.4
1,019,934	1,172,097	1,200,512	NET OPERATING BUDGET	1,257,709	7.3	57,500	1,315,209	12.2

HUMAN RESOURCES REQUIREMENTS (shown as Full Time Equivalents - FTE's)

10.0	10.0	10.0	APPROVED FULL TIME COMPLEMENT	10.0	0.0	0.0	10.0	0.0
10.0	10.0	10.0	BUDGETED - REGULAR FULL TIME	10.0	0.0	0.0	10.0	0.0
0.0	0.0	0.0	- OVERTIME	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	- CONTRACT	0.0	0.0	0.0	0.0	0.0
0.0	0.5	0.5	- PART TIME/TEMP	0.5	0.0	0.0	0.5	0.0

BASE BUDGET COMMENTARY:

The 8.1% increase in human resource costs is comprised of provisions for the annual market adjustment, range movement, training, overtime, payroll taxes (EI, CPP, EHT), WSIB, OMERS and insurance benefits. Of the 8.1%, approximately 1.7% is the re-budgeting a full salary for one staff person and 3.5% for an increase in the Corporate Training and Development budget for the Corporate Human Resource Initiatives and Staff Plan and additional staff development initiatives.

RESOURCE JUSTIFICATION - PROGRAM CHANGES:

- \$200,000 is budgeted to resource our corporate "duty to accommodate" requirements for occupational and non-occupational injuries and disabilities. \$150,000 from one-time funding and two Reserve Funds are being used to offset the majority of the funding required.
- \$7,500 is proposed for additional resources to implement the Healthy Workplace initiatives arising from the Brock University survey results.
- \$10,000 is proposed to be able to perform an Occupational Health & Safety audit for specific workplace locations. This audit will provide useful information in terms of the effectiveness of our current Occupational Health & Safety programs, offset by \$10,000 from the WSIB Reserve Fund.

STRATEGIC PERFORMANCE MEASURES COVERED BY THIS PROGRAM:

- Sick Leave
- Workplace Accidents
-
-

2004 APRV'D MEASURE	2005 TARGET MEASURE	\$ REQ'D TO MEET TARGET
5.80		5.80
2.6/100	2.6/100	

2005 PROGRAM RESOURCE SUMMARY

COST CENTER GROUP: BB-HRCORP

DEPT: HUMAN RESOURCES

COST CENTER GROUP NAME: Human Resources Corporate A/Cs

2003	2004		FINANCIAL RESOURCE CATEGORIES	2005 (PROPOSED)				
ACTUAL	BUDGET	YEAR-END ACTUAL		BASE BUDGET	% CHANGE vs 2004 BUDGET	PROGRAM CHANGES	TOTAL BUDGET	% CHANGE vs 2004 BUDGET
465,204	617,840	552,850	Human Resources	644,190	4.3	0	644,190	4.3
288	0	56	Operating/Minor Capital Equip.	0	0.0	0	0	0.0
285	0	364	Purchased Services	0	0.0	0	0	0.0
0	0	0	Corp. Expenditures/Provisions	0	0.0	0	0	0.0
240	0	0	Internal Charges & Settlements	0	0.0	0	0	0.0
466,018	617,840	553,270	TOTAL EXPENDITURES	644,190	4.3	0	644,190	4.3
0	0	0	Controllable Revenues	0	0.0	0	0	0.0
0	0	-7,721	General Revenues & Recoveries	0	0.0	0	0	0.0
0	0	-7,721	TOTAL REVENUES	0	0.0	0	0	0.0
466,018	617,840	545,549	NET OPERATING BUDGET	644,190	4.3	0	644,190	4.3

HUMAN RESOURCES REQUIREMENTS (shown as Full Time Equivalent - FTE's)

0.0	0.0	0.0	APPROVED FULL TIME COMPLEMENT	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	BUDGETED - REGULAR FULL TIME	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	- OVERTIME	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	- CONTRACT	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	- PART TIME/TEMP	0.0	0.0	0.0	0.0	0.0

BASE BUDGET COMMENTARY:

The base budgets for Early Retiree Benefits, the Employee Development and Technological Initiatives and Suggestion Awards Programs are flat-lined. \$20,000 has been added to the Performance Excellence Program to start to bring the program funding up to the previously approved target of 1.5% of the non-union payroll.

RESOURCE JUSTIFICATION - PROGRAM CHANGES:

STRATEGIC PERFORMANCE MEASURES COVERED BY THIS PROGRAM:

2004 APRV'D MEASURE	2005 TARGET MEASURE	\$ REQ'D TO MEET TARGET
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- 2.
- 3.
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DEPARTMENT OVERVIEW

DIVISION: Corporate Services
DEPARTMENT: Information Technology Services
DEPT HEAD: Rick Kawai

For 2004, the ITS achievements included the acquisition and installation of 8 servers. ITS worked with Teranet and POA to finalize and implement on-line payment of POA fines. An RFP was issued and awarded for the City's new PC supplier. An external review of the City's IT security was also performed.

A major accomplishment in 2004 was the approval of the Corporate IT Strategic Plan. This plan outlines major strategic initiatives which will be pursued to 2006. The focus areas are:

- Facilitate Service Delivery through Technology
- Data and Application Integration
- IT Security and Continuity
- Knowledge Management
- Effective Management of IT Resources

In 2005, plans will be developed to convert the City's Windows 2000 desktop operating system to Windows XP. The City's Maintenance Management System and Building Asset Management Systems will be developed. A new GIS database (ARC-SDE) will be implemented. An application that will facilitate corporate-wide reporting from a various databases will also be implemented. A high priority for 2005 continues to be expanding existing corporate applications (e.g. SAP, AMANDA, Imagesite) to a broader user group to

enable staff to take greater advantage of the City's information resources.

Significant savings have been realized in 2005 through the adoption of the internal leasing program for PCs and servers. Increases result from additional costs for fibreoptic communications to remote sites and new support costs for applications implemented in 2004.

The ITS Current Budget includes two program changes. The first is to purchase the required software and hardware to support the corporate roll-out of personal digital assistant (PDA) devices at an estimated cost of \$20,000. The second is to implement the recommendations of an external IT security assessment at a cost of \$30,000. These costs will be an offset by a one-time recovery of \$50,000.

There is no increase anticipated for the corporate telephone budget; however, upgrades are being planned for 2007.

DEPARTMENTAL GOALS AND STRATEGIES

DIVISION: Corporate Services Division
 DEPT: Information Technology Services
 DEPT HEAD: Rick Kawai

GOALS	STRATEGIES	TARGET DATES/RESPONSIBILITY
Facilitate Service Delivery through Technology	<ul style="list-style-type: none"> Establish strategy to implement web-enabled applications Pursue implementation of internal/enterprise portal for staff Investigate possibility for utilizing data networks for voice communications 	<ul style="list-style-type: none"> Q1/05 - Director ITS with Corporate Communications Q2/05 - Director ITS with Corporate Communications Q3/05 - Senior Communications Analyst
Data and Application Integration	<ul style="list-style-type: none"> Implement new GIS Spatial Database Engine to facilitate access to data stored in GIS Publish data catalogue to provide detailed information about the City's data assets Update and publish corporate application inventory 	<ul style="list-style-type: none"> Q2/05 - Manager Applications Q3/05 - Manager Applications Q4/05 - Manager Applications
IT Security and Continuity	<ul style="list-style-type: none"> Implement recommendations of external IT security audit Implement security requirements for wireless technology Upgrade anti-virus service for network and desktops 	<ul style="list-style-type: none"> Q2/05 - Manager, Technical Services Q2/05 - Senior Communications Analyst Q2/05 - Manager, Technical Services & Sr. Comm. Analyst
Knowledge Management	<ul style="list-style-type: none"> Enhance SAP training program to allow staff take greater advantage of SAP capabilities Implement communication plan regarding availability of applications and data Implement cross-training and backup processes for IT-related job functions in all departments 	<ul style="list-style-type: none"> Q1/05 - Director ITS with Finance Q3/05 - Business Analysts Q3/05 - Director ITS with department heads
Effective Management of IT Resources	<ul style="list-style-type: none"> Catalogue and communicate ITS services and service levels Identify new support standards for all ITS services 	<ul style="list-style-type: none"> Q1/05 - Director, ITS Q2.05 - Director, ITS

2005 PERFORMANCE MEASURES AND INDICATORS

Dept: ITS

Performance Measure	2003 Actual	2004 Target	2004 Projection	2005 Proposed Guideline	3-5 Year Target
% uptime of City's Internet web-site	99.0%	99.0%	99.0%	99.0%	99.0%

Actions to achieve targets:

Staff will continue to monitor processes/procedures and implement continuous improvement as required to maintain performance.

Financial Resources Required: (Program Changes and/or Decision Units)

No additional resources Required.

Performance Indicator / Statistic	2003 Actual	2004 Forecast	2004 Projection	2005 Forecast
INFORMATION TECHNOLOGY MANAGEMENT				
# of Information Technology Services support calls	5,400	5,500	5,600	6,000
Total # of PCs	580	600	605	620
Total # of PC installations (new or upgrade)	150	220	210	200
Total # of software installations (new or upgrade)	4,100	4,200	3,700	4,000
# of participants receiving technology training in-house	420	400	410	500

2005 CURRENT BUDGET

DEPARTMENT SUMMARY

INFORMATION TECHNOLOGY SERVICES

2003 <i>ACTUAL</i>	2004		<i>FINANCIAL RESOURCE CATEGORIES</i>	2005 (PROPOSED)				
	<i>BUDGET</i>	<i>YEAR-END ACTUAL</i>		<i>BASE BUDGET</i>	<i>% CHANGE vs 2004 BUDGET</i>	<i>PROGRAM CHANGES</i>	<i>TOTAL BUDGET</i>	<i>% CHANGE vs 2004 BUDGET</i>
1,715,760	1,915,673	1,900,833	<i>Human Resources</i>	2,017,858	5.3	0	2,017,858	5.3
33,172	26,900	24,667	<i>Operating/Minor Capital Equip.</i>	26,900	0.0	20,000	46,900	74.4
1,105,940	1,191,145	1,175,523	<i>Purchased Services</i>	1,200,428	0.8	30,000	1,230,428	3.3
5,955	5,000	8,107	<i>Corp. Expenditures/Provisions</i>	5,000	0.0	0	5,000	0.0
0	0	0	<i>Internal Charges & Settlements</i>	0	0.0	0	0	0.0
2,860,827	3,138,718	3,109,130	<i>TOTAL EXPENDITURES</i>	3,250,186	3.6	50,000	3,300,186	5.2
-91,616	-96,476	-94,661	<i>Controllable Revenues</i>	-92,676	-3.9	0	-92,676	-3.9
-63,601	-20,000	-37,051	<i>General Revenues & Recoveries</i>	0	-100.0	-50,000	-50,000	150.0
-155,217	-116,476	-131,712	<i>TOTAL REVENUES</i>	-92,676	-20.4	-50,000	-142,676	22.5
2,705,611	3,022,242	2,977,418	<i>NET OPERATING BUDGET</i>	3,157,510	4.5	0	3,157,510	4.5

HUMAN RESOURCES REQUIREMENTS (shown in Full Time Equivalents - FTE's)

23.0	23.5	23.5	<i>APPROVED FULL TIME COMPLEMENT</i>	23.5	0.0	0.0	23.5	0.0
22.5	23.5	23.5	<i>BUDGETED - REGULAR FULL TIME</i>	23.5	0.0	0.0	23.5	0.0
0.3	0.3	0.3	<i>- OVERTIME</i>	0.3	0.0	0.0	0.3	0.0
0.5	0.0	0.0	<i>- CONTRACT</i>	0.0	0.0	0.0	0.0	0.0
0.3	0.3	0.3	<i>- PART TIME/TEMP</i>	0.3	0.0	0.0	0.3	0.0

2005 PROGRAM RESOURCE SUMMARY

COST CENTER GROUP: BB-ITSDEPT

DEPT: INFORMATION TECHNOLOGY SERVICES

COST CENTER GROUP NAME: ITS Departmental Accounts

2003	2004		FINANCIAL RESOURCE CATEGORIES	2005 (PROPOSED)				
ACTUAL	BUDGET	YEAR-END ACTUAL		BASE BUDGET	% CHANGE vs 2004 BUDGET	PROGRAM CHANGES	TOTAL BUDGET	% CHANGE vs 2004 BUDGET
1,715,760	1,915,673	1,900,833	Human Resources	2,017,858	5.3	0	2,017,858	5.3
33,172	26,900	24,667	Operating/Minor Capital Equip.	26,900	0.0	20,000	46,900	74.4
970,476	1,048,745	1,035,948	Purchased Services	1,057,794	0.9	30,000	1,087,794	3.7
5,955	5,000	8,107	Corp. Expenditures/Provisions	5,000	0.0	0	5,000	0.0
0	0	0	Internal Charges & Settlements	0	0.0	0	0	0.0
2,725,363	2,996,318	2,969,555	TOTAL EXPENDITURES	3,107,552	3.7	50,000	3,157,552	5.4
-91,616	-96,476	-94,661	Controllable Revenues	-92,676	-3.9	0	-92,676	-3.9
-63,601	-20,000	-37,051	General Revenues & Recoveries	0	-100.0	-50,000	-50,000	150.0
-155,217	-116,476	-131,712	TOTAL REVENUES	-92,676	-20.4	-50,000	-142,676	22.5
2,570,146	2,879,842	2,837,843	NET OPERATING BUDGET	3,014,876	4.7	0	3,014,876	4.7

HUMAN RESOURCES REQUIREMENTS (shown as Full Time Equivalents - FTE's)

23.0	23.5	23.5	APPROVED FULL TIME COMPLEMENT	23.5	0.0	0.0	23.5	0.0
22.5	23.5	23.5	BUDGETED - REGULAR FULL TIME	23.5	0.0	0.0	23.5	0.0
0.3	0.3	0.3	- OVERTIME	0.3	0.0	0.0	0.3	0.0
0.5	0.0	0.0	- CONTRACT	0.0	0.0	0.0	0.0	0.0
0.3	0.3	0.3	- PART TIME/TEMP	0.3	0.0	0.0	0.3	0.0

BASE BUDGET COMMENTARY:

Human Resources - The budget increase of \$102,185 comprises economic adjustments and pay-for-performance increases.

Purchased Services - These include hardware leases, communications services, hardware and software maintenance and contracted services.

Revenues - The reduction of \$23,800 is a result of the loss of one-time revenue (\$20,000) for an external security audit and the reduction of POA revenue for support of the collections application.

RESOURCE JUSTIFICATION - PROGRAM CHANGES:

Purchased Services - The program change represents \$30,000 for the implementation of recommendations resulting from an external security assessment conducted in 2004 as well as \$20,000 for the initial rollout of wireless personal digital assistants (PDA). These costs are to be offset by equivalent one-time revenues.

General Revenues and Recoveries - One-time revenues of \$50,000 will offset the costs of the above purchased services.

STRATEGIC PERFORMANCE MEASURES COVERED BY THIS PROGRAM:

2004 APRV'D MEASURE	2005 TARGET MEASURE	\$ REQ'D TO MEET TARGET
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- 1.
- 2.
- 3.
- 4.

2005 PROGRAM RESOURCE SUMMARY

COST CENTER GROUP: BB-ITSCORP

DEPT: INFORMATION TECHNOLOGY SERVICES

COST CENTER GROUP NAME: ITS Corporate Related Accounts

2003	2004		FINANCIAL RESOURCE CATEGORIES	2005 (PROPOSED)				
ACTUAL	BUDGET	YEAR-END ACTUAL		BASE BUDGET	% CHANGE vs 2004 BUDGET	PROGRAM CHANGES	TOTAL BUDGET	% CHANGE vs 2004 BUDGET
0	0	0	Human Resources	0	0.0	0	0	0.0
0	0	0	Operating/Minor Capital Equip.	0	0.0	0	0	0.0
135,464	142,400	139,575	Purchased Services	142,634	0.2	0	142,634	0.2
0	0	0	Corp. Expenditures/Provisions	0	0.0	0	0	0.0
0	0	0	Internal Charges & Settlements	0	0.0	0	0	0.0
135,464	142,400	139,575	TOTAL EXPENDITURES	142,634	0.2	0	142,634	0.2
0	0	0	Controllable Revenues	0	0.0	0	0	0.0
0	0	0	General Revenues & Recoveries	0	0.0	0	0	0.0
0	0	0	TOTAL REVENUES	0	0.0	0	0	0.0
135,464	142,400	139,575	NET OPERATING BUDGET	142,634	0.2	0	142,634	0.2

HUMAN RESOURCES REQUIREMENTS (shown as Full Time Equivalents - FTE's)

0.0	0.0	0.0	APPROVED FULL TIME COMPLEMENT	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	BUDGETED - REGULAR FULL TIME	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	- OVERTIME	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	- CONTRACT	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	- PART TIME/TEMP	0.0	0.0	0.0	0.0	0.0

BASE BUDGET COMMENTARY:

RESOURCE JUSTIFICATION - PROGRAM CHANGES:

STRATEGIC PERFORMANCE MEASURES COVERED BY THIS PROGRAM:

2004 APRV'D MEASURE	2005 TARGET MEASURE	\$ REQ'D TO MEET TARGET
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- 1.
- 2.
- 3.

DEPARTMENT OVERVIEW

DIVISION: CORPORATE SERVICES
DEPARTMENT: CLERKS
DEPT HEAD: KIM PHILLIPS

The **Clerks Department Budget** includes the following sections:

- Administration (Cost Centre 480000): Includes the City Clerk, Secretary to the City Clerk and most departmental costs for professional development, memberships, subscriptions, office materials, equipment and maintenance, furniture and computer hardware/software. Councillors' Office expenses are included within the Mayor and Council budget submission.
- Committee and Council Services (Cost Centre 481000): Includes the Supervisor of Council and Committee Services, the Committee Clerks and Committee Assistants, as well as costs associated with Standing Committee and Council meetings. This supervisor is responsible for Citizen Committees, whose budgets are addressed within the Boards and Committees budget submission.
- Printing and Mail Services (Cost Centre 482000)
- Public and Legislated Services (Cost Centre 483010): Includes the Supervisor of Public and Legislated

Services and staff responsible for corporate records, customer service, technology and switchboard.

- Committee of Adjustment (Cost Centre 484000): Includes the Secretary-Treasurer and Committee of Adjustment Clerk.
- This net base operating budget is \$ 1,320,861 (Note that Corporate Communications is submitting their 2005 budget within the Corporate Services Division). Including program changes, the Clerks Department net budget request is \$1,334,884. Rates and fees have been increased wherever possible.

The **Corporate Accounts** managed by the Clerks Department include the following:

- Corporate Postage/Courier (Cost Centre 489000)
- Municipal Election (Cost Centre 489100)
- Corporate Mundialization (Cost Centre 489050)

Note that there is no 2005 budget submission for Brant Court Apartments (Cost Centre 489300) as the Region of Halton is assuming this function. Staff does anticipate continuing to be responsible for three months in 2005, with a net zero budget.

DEPARTMENTAL GOALS AND STRATEGIES

DIVISION: CORPORATE SERVICES
 DEPT: CLERKS
 DEPT HEAD: Kim Phillips

GOALS	STRATEGIES	TARGET DATES/RESPONSIBILITY
<p>Ensure open and accountable democratic local government in the City of Burlington.</p> <p>Provide the required information, resources and consultation for Council, staff and other customers to meet their needs.</p> <p>Provide timely and accurate advice to Council, Committees and other departments.</p> <p>Provide effective administrative support to ward councillors.</p> <p>To equip each staff person within the department for personal success in their work by providing appropriate training opportunities, coaching and backup support.</p> <p>Provide support in the event of an emergency, as outlined in Corporate and Department Emergency Plans.</p> <p>Coordinate ward boundary review in</p>	<p>Intended Results: Provide effective and friendly service to internal and external customers, meeting established customer service standards 80% of the time.</p> <p>Reflect department values and beliefs related to personal health and job satisfaction in ongoing management and individual performance evaluations.</p> <p>Enhance accessibility and usability of information through the internet and intranet.</p> <p>Key Initiatives: Prepare annual current and capital budget requests based on workplans and communication plans.</p> <p>Test Public Inquiry Centre setup, operations and resources.</p> <p>Enhance Departmental emergency plan, Crisis Communication Plan and business continuity readiness.</p>	<p>Kim Phillips, Jennifer Knight, Sandra Young, Georgie Gartside, Kathi Laufman, Rosemary Fitzpatrick, and department staff</p> <p>1st Q 2005-01-13</p>

GOALS	STRATEGIES	TARGET DATES/RESPONSIBILITY
<p>preparation for 2006 and 2009 municipal elections.</p> <p>Prepare for 2006 municipal election by addressing new technology needs to enhance accessibility.</p>	<p>Continue staff training and professional development initiatives based on job requirements, performance targets and succession planning.</p> <p>Finalize agreement regarding electronic vote tabulators, acquire necessary hardware and software, and investigate vote by phone technology options for implementation in 2006.</p>	<p>3rd Q 2005</p>
<p>Council and Committee Services:</p> <p>Provide timely, dependable and accurate Clerks support to Standing Committees and Council.</p> <p>Provide proactive Clerks support to Committee of Adjustment, citizen advisory and other citizen committees.</p> <p>Provide corporate leadership to development and implementation of the City of Burlington's annual Accessibility Plan.</p>	<p>Intended Results:</p> <p>Produce accurate agendas, minutes and information packages in print and electronically.</p> <p>Effective recruitment practises for local board and committee volunteers.</p> <p>Key Initiatives:</p> <p>Act as a resource to staff regarding preparation of reports and by-laws and involvement in Committee and Council meetings.</p> <p>Offer three staff workshops about report preparation and attendance at Standing Committee meetings.</p> <p>Provide support to specific committees and teams such as Downtown Parking Committee, Mid-Peninsula Working Group, Heritage Umbrella Group and General Brock group.</p>	<p>John Bolognone and section staff, Sue Conick, , Jo-Anne Rudy, Francine Grimshire, Carol Capes and Mark Dalrymple</p>

GOALS	STRATEGIES	TARGET DATES/RESPONSIBILITY
	<p>Enhance volunteer recruitment, training and recognition.</p> <p>Enhance available website information regarding heritage properties, local boards and committees, and frequently asked questions.</p>	
<p>Public and Legislated Services:</p> <p>Provide accessible customer service through a central switchboard and reception area at City Hall.</p> <p>Effectively manage corporate records.</p> <p>Respond appropriately to freedom of information requests.</p> <p>Provide Commissioner of Oaths services and services legislated through other governments.</p> <p>Implement democratic municipal elections.</p> <p>Efficiently manage Brant Court Apartments and facilitate transition to new ownership as soon as possible.</p> <p>Coordinate City Hall display cases.</p> <p>Implement results of print shop review to improve efficiency and effectiveness.</p>	<p>Intended Results: By-laws up to date including necessary Municipal Act revisions.</p> <p>Key Initiatives: Continue work on by-law review, consolidating, repealing and amending outdated by-laws.</p> <p>Complete a review of the records retention by-law, present report to CCS; share information about corporate file plan and standards in conjunction with CHOC.</p> <p>Present CCS report to followup on 2003 election and prepare for 2006 policies and procedures.</p> <p>Continue efforts to transfer Brant Court responsibility to the Region of Halton or sell this corporate asset.</p> <p>Maintain accurate tracking of production and implement effective charge backs for identified print, mail and courier services.</p>	<p>Angela Gravelle and section staff, Rod Peers, Mike Ryce, Bruce Byrne, Mike Woods, Annie Budz, Linda Hewitt, Shirley Henderson, Marilyn Marshall, Ginette Wright, and Sharon Hesketh</p>

2004 PERFORMANCE MEASURES AND INDICATORS

Dept: CLERKS

Performance Measure	2003 Actual	2004 Target	2004 Projection	2005 Proposed Guideline	3-5 Year Target
# of commissioner of Oaths signatures provided	2,000	2,294		1,980	

Actions to achieve targets:

Staff will continue to monitor processes/procedures and implement continuous improvement as required to maintain performance.

Financial Resources Required: (Program Changes and/or Decision Units)

No additional resources required.

Performance Indicator / Statistic	2003 Actual	2004 Forecast	2004 Actual	2005 Forecast
PUBLIC INFORMATION & CUSTOMER SERVICE				
# of marriage licences issued	799	840	542	784
# of birth registrations	1,576	1,600	1,536	1,550
# of death registration	1,067	1,100	1,006	1,000
# of Committee of Adjustment: variances	205		225	210
# of Committee of Adjustment: consents	57		70	40
# of Council agenda items	487	450	450	450
# of delegations at Council/Committee meetings	192	250	250	250
# of FOI requests (15 days or less, 16-30 days, 31-60 days)			68	50
# of calls to the Auto Information Line (AIL) (Clerks)	1,812	1,900	1,900	1,500

2005 CURRENT BUDGET

DEPARTMENT SUMMARY

CLERKS

2003 <i>ACTUAL</i>	2004		<i>FINANCIAL RESOURCE CATEGORIES</i>	2005 (PROPOSED)				
	<i>BUDGET</i>	<i>YEAR-END ACTUAL</i>		<i>BASE BUDGET</i>	<i>% CHANGE vs 2004 BUDGET</i>	<i>PROGRAM CHANGES</i>	<i>TOTAL BUDGET</i>	<i>% CHANGE vs 2004 BUDGET</i>
1,213,201	1,239,491	1,209,179	<i>Human Resources</i>	1,280,996	3.4	0	1,280,996	3.4
199,772	163,124	165,710	<i>Operating/Minor Capital Equip.</i>	117,408	-28.0	0	117,408	-28.0
348,222	336,253	409,035	<i>Purchased Services</i>	321,606	-4.3	0	321,606	-4.3
11,241	117,300	99,009	<i>Corp. Expenditures/Provisions</i>	117,000	-0.2	0	117,000	-0.2
312	200	2,977	<i>Internal Charges & Settlements</i>	0	-100.0	0	0	-100.0
1,772,748	1,856,368	1,885,910	<i>TOTAL EXPENDITURES</i>	1,837,010	-1.0	0	1,837,010	-1.0
-460,973	-600,372	-566,237	<i>Controllable Revenues</i>	-510,766	-14.9	0	-510,766	-14.9
-193,140	-33,100	-27,591	<i>General Revenues & Recoveries</i>	-1,503	-95.4	0	-1,503	-95.4
-654,113	-633,472	-593,827	<i>TOTAL REVENUES</i>	-512,269	-19.1	0	-512,269	-19.1
1,118,635	1,222,896	1,292,083	<i>NET OPERATING BUDGET</i>	1,324,741	8.3	0	1,324,741	8.3

HUMAN RESOURCES REQUIREMENTS (shown in Full Time Equivalents - FTE's)

20.0	19.0	19.0	<i>APPROVED FULL TIME COMPLEMENT</i>	19.0	0.0	0.0	19.0	0.0
19.0	19.0	19.0	<i>BUDGETED - REGULAR FULL TIME</i>	19.0	0.0	0.0	19.0	0.0
0.0	0.0	0.0	<i>- OVERTIME</i>	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	<i>- CONTRACT</i>	0.0	0.0	0.0	0.0	0.0
0.6	0.8	0.8	<i>- PART TIME/TEMP</i>	1.1	30.1	0.0	1.1	30.1

2005 PROGRAM RESOURCE SUMMARY

COST CENTER GROUP: BB-CLKADMN

DEPT: CLERKS

COST CENTER GROUP NAME:

Clerks Administration

2003	2004		FINANCIAL RESOURCE CATEGORIES	2005 (PROPOSED)				
ACTUAL	BUDGET	YEAR-END ACTUAL		BASE BUDGET	% CHANGE vs 2004 BUDGET	PROGRAM CHANGES	TOTAL BUDGET	% CHANGE vs 2004 BUDGET
172,285	197,768	198,864	Human Resources	211,532	7.0	0	211,532	7.0
31,503	27,291	26,195	Operating/Minor Capital Equip.	25,518	-6.5	0	25,518	-6.5
11,829	12,483	10,564	Purchased Services	16,033	28.4	0	16,033	28.4
0	0	0	Corp. Expenditures/Provisions	0	0.0	0	0	0.0
175	0	0	Internal Charges & Settlements	0	0.0	0	0	0.0
215,792	237,542	235,622	TOTAL EXPENDITURES	253,083	6.6	0	253,083	6.6
0	0	0	Controllable Revenues	0	0.0	0	0	0.0
0	0	0	General Revenues & Recoveries	0	0.0	0	0	0.0
0	0	0	TOTAL REVENUES	0	0.0	0	0	0.0
215,792	237,542	235,622	NET OPERATING BUDGET	253,083	6.6	0	253,083	6.6

HUMAN RESOURCES REQUIREMENTS (shown as Full Time Equivalents - FTE's)

2.0	2.0	2.0	APPROVED FULL TIME COMPLEMENT	2.0	0.0	0.0	2.0	0.0
2.0	2.0	2.0	BUDGETED - REGULAR FULL TIME	2.0	0.0	0.0	2.0	0.0
0.0	0.0	0.0	- OVERTIME	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	- CONTRACT	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	- PART TIME/TEMP	0.0	0.0	0.0	0.0	0.0

BASE BUDGET COMMENTARY:

The 7% increase in human resource costs is comprised of provisions for the annual market adjustment, range movement, training, overtime, payroll taxes (EI, CPP, EHT), WSIB, OMERS and insurance benefits. Purchased Services increases reflect new leases of photocopiers, as well as basic maintenance of department work space.

RESOURCE JUSTIFICATION - PROGRAM CHANGES:

N/A

STRATEGIC PERFORMANCE MEASURES COVERED BY THIS PROGRAM:

2004 APRV'D MEASURE	2005 TARGET MEASURE	\$ REQ'D TO MEET TARGET
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1. N/A
- 2.
- 3.
- 4.

2005 PROGRAM RESOURCE SUMMARY

COST CENTER GROUP: BB-CCSERV

DEPT: CLERKS

COST CENTER GROUP NAME: Council & Cmte Services Sectn

2003	2004		FINANCIAL RESOURCE CATEGORIES	2005 (PROPOSED)				
ACTUAL	BUDGET	YEAR-END ACTUAL		BASE BUDGET	% CHANGE vs 2004 BUDGET	PROGRAM CHANGES	TOTAL BUDGET	% CHANGE vs 2004 BUDGET
250,686	302,773	287,840	Human Resources	294,467	-2.7	0	294,467	-2.7
9,562	10,400	11,782	Operating/Minor Capital Equip.	11,350	9.1	0	11,350	9.1
1,848	175	949	Purchased Services	175	0.0	0	175	0.0
0	0	0	Corp. Expenditures/Provisions	0	0.0	0	0	0.0
266	0	512	Internal Charges & Settlements	0	0.0	0	0	0.0
262,361	313,348	301,082	TOTAL EXPENDITURES	305,992	-2.3	0	305,992	-2.3
-4,425	-10,600	-11,049	Controllable Revenues	-11,330	6.9	0	-11,330	6.9
0	0	0	General Revenues & Recoveries	0	0.0	0	0	0.0
-4,425	-10,600	-11,049	TOTAL REVENUES	-11,330	6.9	0	-11,330	6.9
257,936	302,748	290,033	NET OPERATING BUDGET	294,662	-2.7	0	294,662	-2.7

HUMAN RESOURCES REQUIREMENTS (shown as Full Time Equivalents - FTE's)

4.0	4.0	4.0	APPROVED FULL TIME COMPLEMENT	4.0	0.0	0.0	4.0	0.0
4.0	4.0	4.0	BUDGETED - REGULAR FULL TIME	4.0	0.0	0.0	4.0	0.0
0.0	0.0	0.0	- OVERTIME	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	- CONTRACT	0.0	0.0	0.0	0.0	0.0
0.0	0.3	0.3	- PART TIME/TEMP	0.5	100.0	0.0	0.5	100.0

BASE BUDGET COMMENTARY:

The decrease in human resources costs reflects new employees within this section, and provisions for the annual market adjustment, range movement, training, overtime, payroll taxes (EI, CPP, EHT), WSIB, OMERS and insurance benefits. The revenue increase is related to Phase III impacts on Clerks share of re-zoning application fees.

RESOURCE JUSTIFICATION - PROGRAM CHANGES:

N/A

STRATEGIC PERFORMANCE MEASURES COVERED BY THIS PROGRAM:

2004 APRV'D MEASURE	2005 TARGET MEASURE	\$ REQ'D TO MEET TARGET
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1. N/A
- 2.
- 3.
- 4.

2005 PROGRAM RESOURCE SUMMARY

COST CENTER GROUP: BB-CMTEADJ

DEPT: CLERKS

COST CENTER GROUP NAME: Committee of Adjustment

2003	2004		FINANCIAL RESOURCE CATEGORIES	2005 (PROPOSED)				
ACTUAL	BUDGET	YEAR-END ACTUAL		BASE BUDGET	% CHANGE vs 2004 BUDGET	PROGRAM CHANGES	TOTAL BUDGET	% CHANGE vs 2004 BUDGET
129,129	137,757	141,913	Human Resources	145,456	5.6	0	145,456	5.6
581	800	1,180	Operating/Minor Capital Equip.	800	0.0	0	800	0.0
1,799	2,845	2,937	Purchased Services	2,845	0.0	0	2,845	0.0
0	0	0	Corp. Expenditures/Provisions	0	0.0	0	0	0.0
0	0	0	Internal Charges & Settlements	0	0.0	0	0	0.0
131,508	141,402	146,029	TOTAL EXPENDITURES	149,101	5.5	0	149,101	5.5
-188,684	-307,341	-215,379	Controllable Revenues	-243,200	-20.9	0	-243,200	-20.9
0	0	0	General Revenues & Recoveries	0	0.0	0	0	0.0
-188,684	-307,341	-215,379	TOTAL REVENUES	-243,200	-20.9	0	-243,200	-20.9
-57,176	-165,939	-69,350	NET OPERATING BUDGET	-94,099	-43.3	0	-94,099	-43.3

HUMAN RESOURCES REQUIREMENTS (shown as Full Time Equivalents - FTE's)

2.0	2.0	2.0	APPROVED FULL TIME COMPLEMENT	2.0	0.0	0.0	2.0	0.0
2.0	2.0	2.0	BUDGETED - REGULAR FULL TIME	2.0	0.0	0.0	2.0	0.0
0.0	0.0	0.0	- OVERTIME	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	- CONTRACT	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	- PART TIME/TEMP	0.0	0.0	0.0	0.0	0.0

BASE BUDGET COMMENTARY:

The 5.6% increase in human resource costs is comprised of provisions for the annual market adjustment, range movement, training, overtime, payroll taxes (EI, CPP, EHT), WSIB, OMERS and insurance benefits as well as an economic adjustment for Committee of Adjustment members. Revenues have been decreased to reflect actual 2004 experience, and incorporating increased Commissioner of Oaths fees (from \$20 per signature to \$25 per signature, both fees including GST). 5% indexing of Phase III DAAP fees will also be implemented in 2005.

RESOURCE JUSTIFICATION - PROGRAM CHANGES:

n/a

STRATEGIC PERFORMANCE MEASURES COVERED BY THIS PROGRAM:

2004 APRV'D MEASURE	2005 TARGET MEASURE	\$ REQ'D TO MEET TARGET
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- 1.
- 2.
- 3.
- 4.

2005 PROGRAM RESOURCE SUMMARY

COST CENTER GROUP: BB-PUBLEG

DEPT: CLERKS

COST CENTER GROUP NAME: Public & Legislated Services

2003	2004		FINANCIAL RESOURCE CATEGORIES	2005 (PROPOSED)				
ACTUAL	BUDGET	YEAR-END ACTUAL		BASE BUDGET	% CHANGE vs 2004 BUDGET	PROGRAM CHANGES	TOTAL BUDGET	% CHANGE vs 2004 BUDGET
557,447	601,193	580,452	Human Resources	629,541	4.7	0	629,541	4.7
89,167	80,790	96,582	Operating/Minor Capital Equip.	79,740	-1.3	0	79,740	-1.3
75,649	92,665	87,130	Purchased Services	77,624	-16.2	0	77,624	-16.2
2,966	2,300	1,425	Corp. Expenditures/Provisions	2,000	-13.0	0	2,000	-13.0
96	0	0	Internal Charges & Settlements	0	0.0	0	0	0.0
725,326	776,948	765,589	TOTAL EXPENDITURES	788,905	1.5	0	788,905	1.5
-194,170	-200,735	-227,212	Controllable Revenues	-238,236	18.7	0	-238,236	18.7
-26,290	-33,100	-27,535	General Revenues & Recoveries	-1,503	-95.4	0	-1,503	-95.4
-220,460	-233,835	-254,747	TOTAL REVENUES	-239,739	2.5	0	-239,739	2.5
504,865	543,113	510,842	NET OPERATING BUDGET	549,166	1.1	0	549,166	1.1

HUMAN RESOURCES REQUIREMENTS (shown as Full Time Equivalents - FTE's)

11.0	11.0	11.0	APPROVED FULL TIME COMPLEMENT	11.0	0.0	0.0	11.0	0.0
11.0	11.0	11.0	BUDGETED - REGULAR FULL TIME	11.0	0.0	0.0	11.0	0.0
0.0	0.0	0.0	- OVERTIME	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	- CONTRACT	0.0	0.0	0.0	0.0	0.0
0.6	0.6	0.6	- PART TIME/TEMP	0.6	0.0	0.0	0.6	0.0

BASE BUDGET COMMENTARY:

The 4.7% increase in human resource costs is comprised of provisions for the annual market adjustment, range movement, training, overtime, payroll taxes (EI, CPP, EHT), WSIB, OMERS and insurance benefits. Purchased services increases reflect additional records destruction and off site records storage costs, consistent with the corporate move to electronic document management. Within the base budget, Marriage Licence revenue has been increased by \$5/licence and Commissioner of Oaths fees have been increased from \$20 per signature to \$25 per signature (both fees including GST). Note that commissioning fees will remain at \$20 inc. GST (no increase) for simple pension documents.

RESOURCE JUSTIFICATION - PROGRAM CHANGES:

n/a

STRATEGIC PERFORMANCE MEASURES COVERED BY THIS PROGRAM:

1. Number of Commissioner of Oaths signatures
- 2.
- 3.
- 4.

2004 APRV'D MEASURE	2005 TARGET MEASURE	\$ REQ'D TO MEET TARGET
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2005 PROGRAM RESOURCE SUMMARY

COST CENTER GROUP: BB-ELECTON

DEPT: CLERKS

COST CENTER GROUP NAME: Corp Related-Municipal Elect'n

2003	2004		FINANCIAL RESOURCE CATEGORIES	2005 (PROPOSED)				
ACTUAL	BUDGET	YEAR-END ACTUAL		BASE BUDGET	% CHANGE vs 2004 BUDGET	PROGRAM CHANGES	TOTAL BUDGET	% CHANGE vs 2004 BUDGET
103,654	0	111	Human Resources	0	0.0	0	0	0.0
36,367	0	347	Operating/Minor Capital Equip.	0	0.0	0	0	0.0
41,813	3,545	4,872	Purchased Services	4,529	27.8	0	4,529	27.8
0	70,000	70,000	Corp. Expenditures/Provisions	70,000	0.0	0	70,000	0.0
-224	0	0	Internal Charges & Settlements	0	0.0	0	0	0.0
181,610	73,545	75,330	TOTAL EXPENDITURES	74,529	1.3	0	74,529	1.3
0	0	-5,350	Controllable Revenues	0	0.0	0	0	0.0
-166,850	0	0	General Revenues & Recoveries	0	0.0	0	0	0.0
-166,850	0	-5,350	TOTAL REVENUES	0	0.0	0	0	0.0
14,760	73,545	69,980	NET OPERATING BUDGET	74,529	1.3	0	74,529	1.3

HUMAN RESOURCES REQUIREMENTS (shown as Full Time Equivalents - FTE's)

1.0	0.0	0.0	APPROVED FULL TIME COMPLEMENT	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	BUDGETED - REGULAR FULL TIME	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	- OVERTIME	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	- CONTRACT	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	- PART TIME/TEMP	0.0	0.0	0.0	0.0	0.0

BASE BUDGET COMMENTARY:

The municipal election is held once every three years, with the next election to be held in 2006. The 2005 budget submission reflects the annual costs to be paid for vote tabulator maintenance and software maintenance, and the annual contribution to reserve to fund the cost of running a municipal election.

RESOURCE JUSTIFICATION - PROGRAM CHANGES:

n/a

STRATEGIC PERFORMANCE MEASURES COVERED BY THIS PROGRAM:

2004 APRV'D MEASURE	2005 TARGET MEASURE	\$ REQ'D TO MEET TARGET
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1. N/A
- 2.
- 3.
- 4.

2005 PROGRAM RESOURCE SUMMARY

COST CENTER GROUP: BB-CLKCORP

DEPT: CLERKS

COST CENTER GROUP NAME: Clerks Corporate Related A/Cs

2003	2004		FINANCIAL RESOURCE CATEGORIES	2005 (PROPOSED)				
ACTUAL	BUDGET	YEAR-END ACTUAL		BASE BUDGET	% CHANGE vs 2004 BUDGET	PROGRAM CHANGES	TOTAL BUDGET	% CHANGE vs 2004 BUDGET
0	0	0	Human Resources	0	0.0	0	0	0.0
32,592	43,843	29,625	Operating/Minor Capital Equip.	0	-100.0	0	0	-100.0
215,284	224,540	302,583	Purchased Services	220,400	-1.8	0	220,400	-1.8
8,275	45,000	27,584	Corp. Expenditures/Provisions	45,000	0.0	0	45,000	0.0
0	200	2,465	Internal Charges & Settlements	0	-100.0	0	0	-100.0
256,151	313,583	362,257	TOTAL EXPENDITURES	265,400	-15.4	0	265,400	-15.4
-73,694	-81,696	-107,246	Controllable Revenues	-18,000	-78.0	0	-18,000	-78.0
0	0	-56	General Revenues & Recoveries	0	0.0	0	0	0.0
-73,694	-81,696	-107,302	TOTAL REVENUES	-18,000	-78.0	0	-18,000	-78.0
182,457	231,887	254,955	NET OPERATING BUDGET	247,400	6.7	0	247,400	6.7

HUMAN RESOURCES REQUIREMENTS (shown as Full Time Equivalents - FTE's)

0.0	0.0	0.0	APPROVED FULL TIME COMPLEMENT	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	BUDGETED - REGULAR FULL TIME	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	- OVERTIME	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	- CONTRACT	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	- PART TIME/TEMP	0.0	0.0	0.0	0.0	0.0

BASE BUDGET COMMENTARY:

This summary reflects the necessary allocations for corporate postage. Allocations for Brant Court Apartments have been removed from this Program, as those responsibilities are expected to be assumed by the Region of Halton. Staff have prepared a three month budget for Brant Court apartments, anticipating that all expenses will be covered through the reserve fund allocated for this purpose.

RESOURCE JUSTIFICATION - PROGRAM CHANGES:

n/a

STRATEGIC PERFORMANCE MEASURES COVERED BY THIS PROGRAM:

2004 APRV'D MEASURE	2005 TARGET MEASURE	\$ REQ'D TO MEET TARGET
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1. N/A
- 2.
- 3.
- 4.

RATES AND FEES

Clerks Department

Description of Fee	2004 Fees	2005 Proposed Fees	2005 Proposed Fees Eff. Feb 1/05 for DAAP Phase III	% Change
Birth Registration	25	25	-	0
Birth Confirmation Letters Includes GST	26.75	26.75	-	0
Letter of Residency	21.40	21.40	-	0
Burial Permits	25	25	-	0
Marriage Licence	110	115	-	4.6%
FOI request	5	5	-	0
Photocopying over 10 pp. Includes by-law copies	.50/page + GST= .54/page	50/page + GST= .54/page	-	0
Group Home Registration Includes GST	200	200	-	0
Group Home Renewal	30	30	-	0
Commissioner of Oath Includes GST	20/signature	20/signature 25/signature	-	0% for pension forms other = 25%
Brant Court 1 BR apt.	340/mo.	345/mo.	-	1.5%

Description of Fee	2004 Fees	2005 Proposed Fees	2005 Proposed Fees Eff. Feb 1/05 for DAAP Phase III	% Change
Brant Court Bachelor apt.	307/mo.	312/mo.	-	1.6%
Minor Variances: Residential	400	475	500	18.8%/5.3%
MV: Commercial, Industrial, Multi-Residential	550	1000	1050	81.8%/5%
Fast Track Application Double above MV fees	+400/550	+475/1000	+500/1050	18.8/81.8%/5%
Deferral	100	100	160	0/60%
Land Division Application	1545	2325	2445	50.9%/5.2%
Major Revision Application	500	775	815	55%/5.2%
Validation of Title Application	500	775	815	55%/5.2%
Revised Application Fee: Residential	200	300	315	50%/5%
Revised Application Fee: Commercial	275	600	630	18.2%/5%
Processing Fee	250	350	370	40%/5.7%
Commissioner of Oath	\$20/signature inc. GST	\$25/signature inc. GST		25%

DEPARTMENT OVERVIEW

DIVISION: Corporate Services
DEPARTMENT: Corporate Communications
DEPT HEAD: Liz Daly

In the 2005 budget year, the goal of Corporate Communications is to continue to provide strategic services in support of the City of Burlington's mission, vision and goals. Through sound strategy and planning, we establish and maintain positive relations between the city and those it serves. We encourage two-way communications by developing effective communications policies, systems and activities.

The 2005 Corporate Communication's budget includes the following services:

- Communications Strategy Development, Execution and Evaluation
- Communications Counsel and Training
- Crisis and Emergency Communications
- Issues Management
- Media Relations
- Community Relations
- Research, Public Opinion Polls
- Special Event Management - protocol and standards

- Website Development - internal and external
- Graphic Design – visual standards
- Publications and Advertising

Corporate Communications, teamed with Team Burlington members, is bringing forward initiatives that are under the Future Focus VI and Gap Analysis umbrella that are funded through one-time sources. Major items include the Discover Burlington initiative and the Master Signage Strategy.

Creative Services, delivered by Corporate Communications, continue to meet demands in print and electronic media and the expectations of the corporation. Resources have been aligned to meet those needs.

DEPARTMENTAL GOALS AND STRATEGIES

DIVISION: Corporate Services
 DEPT: Corporate Communications
 DEPT HEAD: Liz Daly

GOALS	STRATEGIES	TARGET DATES/RESPONSIBILITY
<p>Core Business: Ensure City departments have effective communication plans and products that best service citizens and the City as a whole;</p> <p>and,</p>	<p>Create relationships with citizens, business and city staff that foster win/win out-comes.</p> <p>Support the city through writing, print, and electronic products that heighten and reinforce Burlington as a leading community.</p>	<p>Liz Daly, Pat Berry, Rob Hagley, Shelby Matijasich, Sean O’Brady, Lori Sather, and Helen Walihura</p> <p>Ongoing</p>
<p>Leading Community: Inform, interact with and educate the citizens of Burlington</p>	<p>Develop visual identity in projects to increase citizen value in all print, signage and electronic mediums.</p> <p>Expand media reach to ensure citizens receive quality, up-to-date information, about the city, the corporation and its services.</p> <p>Corporate Communications will address departmental communication issues through proactive communication plans.</p> <p>Strive to provide staff with corporate tools and information required to better service citizens.</p>	
<p>Prosperous Community: Promote and advertise, collectively, the city including its image, attractions, downtown, waterfront and business sector.</p>	<p>Address external stakeholder needs through continuance of Branding initiatives, and projects that expand knowledge and appreciation of Burlington through City Talk, Media and Community Relations, publications, signage and</p>	

GOALS	STRATEGIES	TARGET DATES/RESPONSIBILITY
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advertising.

Vibrant Community: Engage citizens with two-way communication around city services, facilities, arts and culture, community leadership, the environment and the economy.

Employ phone, print and Internet techniques to collect citizen views on all aspects of the city and provide effective, targeted, information in return.

Show Burlington's strengths in community leadership, the environment and the economy through various communication vehicles.

Liveable Community: Provide citizens with knowledge of City services and facilities for enrichment of life.

Deliver information that enables citizens, current and future, to make effective personal decisions involving the community and the city.

Monitor other best practices and initiatives that can be incorporated in the city's communication competence.

2005 PERFORMANCE MEASURES AND INDICATORS

Dept: COMMUNICATIONS

Performance Measure	2003 Actual	2004 Target	2004 Projection	2005 Proposed Guideline	3-5 Year Target
Increase quality of City's Internet web-site (timely, accurate, dynamic, interactive, overall appeal)	9/10 rating	9/10 rating	90.0%	90.0%	9/10 rating

Actions to achieve targets:

Staff will continue to monitor processes/procedures and implement continuous improvement as required to maintain performance.

Financial Resources Required: (Program Changes and/or Decision Units)

No additional resources required.

Performance Indicator / Statistic	2003 Actual	2004 Forecast	2004 Projection	2005 Forecast
CORPORATE COMMUNICATIONS & PUBLIC RELATIONS				
# of e-mail requests via web site	3,934	4,000	2,073	2,200
# of media releases issued	177	175	150	150
% of media releases "picked up"	77	77	79	80
# of agate lines of coverage for media releases issued	79,618	60,400	37,000	38,000
\$ value of agate lines received for free	91,000	72,000	36,000	36,500
# of advertisements and advertorials in "Update"	584	590	530	560
# Of web-site database applications	5	6	4	4
# of visits on websites:				
(a) City's web site	623,151	700,000	1,020,000	1,250,000
(b) City Manager's home page	2,315	2,600	2,500	2,700
(c) Intranet	261,390	300,000	275,000	290,000

2005 CURRENT BUDGET

DEPARTMENT SUMMARY

CORPORATE COMMUNICATIONS

2003	2004		FINANCIAL RESOURCE CATEGORIES	2005 (PROPOSED)				
ACTUAL	BUDGET	YEAR-END ACTUAL		BASE BUDGET	% CHANGE vs 2004 BUDGET	PROGRAM CHANGES	TOTAL BUDGET	% CHANGE vs 2004 BUDGET
468,246	513,496	523,998	Human Resources	547,817	6.7	20,000	567,817	10.6
35,331	35,000	30,628	Operating/Minor Capital Equip.	40,300	15.2	1,500	41,800	19.4
151,179	180,400	200,133	Purchased Services	184,500	2.3	150,500	335,000	85.7
1,670	1,000	24,833	Corp. Expenditures/Provisions	1,000	0.0	0	1,000	0.0
6,872	5,600	5,869	Internal Charges & Settlements	5,800	3.6	0	5,800	3.6
663,298	735,496	785,460	TOTAL EXPENDITURES	779,417	6.0	172,000	951,417	29.4
0	-500	0	Controllable Revenues	-400	-20.0	0	-400	-20.0
-18,192	-1,200	-21,712	General Revenues & Recoveries	-1,200	0.0	-172,000	-173,200	14333.3
-18,192	-1,700	-21,712	TOTAL REVENUES	-1,600	-5.9	-172,000	-173,600	10111.8
645,106	733,796	763,748	NET OPERATING BUDGET	777,817	6.0	0	777,817	6.0

HUMAN RESOURCES REQUIREMENTS (shown in Full Time Equivalents - FTE's)

7.0	7.0	7.0	APPROVED FULL TIME COMPLEMENT	7.0	0.0	0.0	7.0	0.0
7.0	7.0	7.0	BUDGETED - REGULAR FULL TIME	7.0	0.0	0.0	7.0	0.0
0.0	0.0	0.0	- OVERTIME	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	- CONTRACT	0.0	0.0	0.0	0.0	0.0
0.5	0.6	1.4	- PART TIME/TEMP	0.6	0.0	0.3	0.9	50.0

2005 PROGRAM RESOURCE SUMMARY

COST CENTER GROUP: BB-CCOMADM

DEPT: CORPORATE COMMUNICATIONS

COST CENTER GROUP NAME: Communications Admin

2003	2004		FINANCIAL RESOURCE CATEGORIES	2005 (PROPOSED)				
ACTUAL	BUDGET	YEAR-END ACTUAL		BASE BUDGET	% CHANGE vs 2004 BUDGET	PROGRAM CHANGES	TOTAL BUDGET	% CHANGE vs 2004 BUDGET
468,246	513,496	523,434	Human Resources	193,671	-62.3	0	193,671	-62.3
32,441	35,000	27,881	Operating/Minor Capital Equip.	13,300	-62.0	0	13,300	-62.0
136,821	180,400	160,624	Purchased Services	11,200	-93.8	0	11,200	-93.8
1,670	1,000	833	Corp. Expenditures/Provisions	500	-50.0	0	500	-50.0
5,929	5,600	5,869	Internal Charges & Settlements	200	-96.4	0	200	-96.4
645,106	735,496	718,639	TOTAL EXPENDITURES	218,871	-70.2	0	218,871	-70.2
0	-500	0	Controllable Revenues	0	-100.0	0	0	-100.0
0	-1,200	-2,705	General Revenues & Recoveries	0	-100.0	0	0	-100.0
0	-1,700	-2,705	TOTAL REVENUES	0	-100.0	0	0	-100.0
645,106	733,796	715,935	NET OPERATING BUDGET	218,871	-70.2	0	218,871	-70.2

HUMAN RESOURCES REQUIREMENTS (shown as Full Time Equivalents - FTE's)

7.0	7.0	7.0	APPROVED FULL TIME COMPLEMENT	2.0	-71.4	0.0	2.0	-71.4
7.0	7.0	7.0	BUDGETED - REGULAR FULL TIME	2.0	-71.4	0.0	2.0	-71.4
0.0	0.0	0.0	- OVERTIME	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	- CONTRACT	0.0	0.0	0.0	0.0	0.0
0.5	0.6	1.4	- PART TIME/TEMP	0.0	-100.0	0.0	0.0	-100.0

BASE BUDGET COMMENTARY:

2005 represents the start of Corporate Communications departmental cost center group, BB-COMMUN and the corresponding division of Corporate Communications to three function areas: Administration, Creative Services and Community Relations.

Negative changes versus 2004 budget represent the division of one former cost center into three distinct programs.

Administration includes general administration, short and long range planning, budgeting and creative communications strategies including use of best practices and techniques to improve enhanced services and cost efficiencies.

Human Resources:

The actual increase in human resource costs is comprised of provisions for the annual market adjustment, range movement, training, overtime, payroll taxes (EI, CPP, EHT) WSIB, OMERS and insurance benefits and in some cases job-re-ratings.

RESOURCE JUSTIFICATION - PROGRAM CHANGES:

N/A

STRATEGIC PERFORMANCE MEASURES COVERED BY THIS PROGRAM:

2004 APRV'D MEASURE	2005 TARGET MEASURE	\$ REQ'D TO MEET TARGET
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- 1.
- 2.
- 3.
- 4.

2005 PROGRAM RESOURCE SUMMARY
DEPT: CORPORATE COMMUNICATIONS

COST CENTER GROUP: BB-CREATIV

COST CENTER GROUP NAME: **Creative Services**

2003	2004		FINANCIAL RESOURCE CATEGORIES	2005 (PROPOSED)				
ACTUAL	BUDGET	YEAR-END ACTUAL		BASE BUDGET	% CHANGE vs 2004 BUDGET	PROGRAM CHANGES	TOTAL BUDGET	% CHANGE vs 2004 BUDGET
0	0	0	Human Resources	140,510	0.0	20,000	160,510	0.0
0	0	3	Operating/Minor Capital Equip.	6,000	0.0	1,500	7,500	0.0
0	0	0	Purchased Services	10,300	0.0	0	10,300	0.0
0	0	0	Corp. Expenditures/Provisions	0	0.0	0	0	0.0
0	0	0	Internal Charges & Settlements	0	0.0	0	0	0.0
0	0	3	TOTAL EXPENDITURES	156,810	0.0	21,500	178,310	0.0
0	0	0	Controllable Revenues	0	0.0	0	0	0.0
0	0	0	General Revenues & Recoveries	-1,200	0.0	-21,500	-22,700	0.0
0	0	0	TOTAL REVENUES	-1,200	0.0	-21,500	-22,700	0.0
0	0	3	NET OPERATING BUDGET	155,610	0.0	0	155,610	0.0

HUMAN RESOURCES REQUIREMENTS (shown as Full Time Equivalents - FTE's)

0.0	0.0	0.0	APPROVED FULL TIME COMPLEMENT	2.0	0.0	0.0	2.0	0.0
0.0	0.0	0.0	BUDGETED - REGULAR FULL TIME	2.0	0.0	0.0	2.0	0.0
0.0	0.0	0.0	- OVERTIME	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	- CONTRACT	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	- PART TIME/TEMP	0.6	0.0	0.3	0.9	0.0

BASE BUDGET COMMENTARY:

Creative Services is a new cost center for Corporate Communications. Historical budget figures are maintained within the Administration program. Part-time/contract positions are part of the cost center base budget.

Creative Services includes graphic design, photo library, signage and web services.

This section supports the entire corporation, departments and capital projects, as well as Team Burlington and community initiatives. This section will continue to expand branding and visual identity standards in major projects such as the waterfront development and infrastructure renewal. Focus will be on major initiatives in FFVI and Gap Analysis as well as corporate priorities.

Human Resources:

The actual increase in human resource costs is comprised of provisions for the annual market adjustment, range movement, training, overtime, payroll taxes (EI, CPP, EHT) WSIB, OMERS and insurance benefits and in some cases job-re-ratings.

RESOURCE JUSTIFICATION - PROGRAM CHANGES:

1. Additional support for graphics design service (\$20,000) effective July 1, 2005.
2. Computer hardware costs of \$1500 for service growth
3. The above noted program changes are one-time in nature and therefore are funded from one-time offsetting revenue.

STRATEGIC PERFORMANCE MEASURES COVERED BY THIS PROGRAM:

1. Number of e-mail requests via the website
2. Number of website database applications
3. Number of visits on the City's website
- 4.

2004 APRV'D MEASURE	2005 TARGET MEASURE	\$ REQ'D TO MEET TARGET
4,000 requests	2,200 requests	\$0
6 applications	4 applications	\$0
700,000 visits	1,250,000 visits	\$0

2005 PROGRAM RESOURCE SUMMARY

COST CENTER GROUP: BB-CRELATN

DEPT: CORPORATE COMMUNICATIONS

COST CENTER GROUP NAME:

Community Relations

2003	2004		FINANCIAL RESOURCE CATEGORIES	2005 (PROPOSED)				
ACTUAL	BUDGET	YEAR-END ACTUAL		BASE BUDGET	% CHANGE vs 2004 BUDGET	PROGRAM CHANGES	TOTAL BUDGET	% CHANGE vs 2004 BUDGET
0	0	563	Human Resources	213,636	0.0	0	213,636	0.0
2,891	0	2,745	Operating/Minor Capital Equip.	21,000	0.0	0	21,000	0.0
14,358	0	39,510	Purchased Services	163,000	0.0	150,500	313,500	0.0
0	0	24,000	Corp. Expenditures/Provisions	500	0.0	0	500	0.0
943	0	0	Internal Charges & Settlements	5,600	0.0	0	5,600	0.0
18,192	0	66,818	TOTAL EXPENDITURES	403,736	0.0	150,500	554,236	0.0
0	0	0	Controllable Revenues	-400	0.0	0	-400	0.0
-18,192	0	-19,008	General Revenues & Recoveries	0	0.0	-150,500	-150,500	0.0
-18,192	0	-19,008	TOTAL REVENUES	-400	0.0	-150,500	-150,900	0.0
0	0	47,810	NET OPERATING BUDGET	403,336	0.0	0	403,336	0.0

HUMAN RESOURCES REQUIREMENTS (shown as Full Time Equivalents - FTE's)

0.0	0.0	0.0	APPROVED FULL TIME COMPLEMENT	3.0	0.0	0.0	3.0	0.0
0.0	0.0	0.0	BUDGETED - REGULAR FULL TIME	3.0	0.0	0.0	3.0	0.0
0.0	0.0	0.0	- OVERTIME	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	- CONTRACT	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	- PART TIME/TEMP	0.0	0.0	0.0	0.0	0.0

BASE BUDGET COMMENTARY:

Community Relations is a new cost center for Corporate Communications. Community Relations does include historical charges against Branding Program. Historical budget figures are maintained within the Administration program. Student positions are part of the cost center base budget.

This section includes the Communications Advisors and the branding initiative cost centre.

This section includes communications planning, issues management, media relations, advertising, research, communication training and publications/writing including City Talk and Focus.

Focus will be given to FFVI goals and Gap Analysis priorities. A media outreach plan will be devised to improve communications across Burlington and beyond.

Human Resources:

The actual increase in human resource costs is comprised of provisions for the annual market adjustment, range movement, training, overtime, payroll taxes (EI, CPP, EHT) WSIB, OMERS and insurance benefits and in some cases job-re-ratings.

RESOURCE JUSTIFICATION - PROGRAM CHANGES:

1. One-time expense to initiate the Master Signage Strategy. (\$50,500)
2. One-time expense funding request to address Future Focus VI and Gap Analysis needs such as city infrastructure and traffic congestion. (\$50,000)
3. One-time expense to initiate Discover Burlington with Team Burlington members. (\$50,000)
4. The above noted one-time expenditures are all offset by one-time recoveries.

STRATEGIC PERFORMANCE MEASURES COVERED BY THIS PROGRAM:

	2004 APRV'D MEASURE	2005 TARGET MEASURE	\$ REQ'D TO MEET TARGET
1. Number of media releases issued / "picked up"	175 / 77 releases	165 / 80 releases	\$0
2. Number of agate lines of coverage for media releases picked-up	60,400 lines	38,000 lines	\$0
3. Value of agate lines received for free	72,000	36,500	\$0
4. Number of advertisements and advertorials in Update	590 ads	560 ads	\$0