2013 DIVISIONAL OVERVIEW

Division: **Corporate Services**

General Manager: **Kim Phillips**

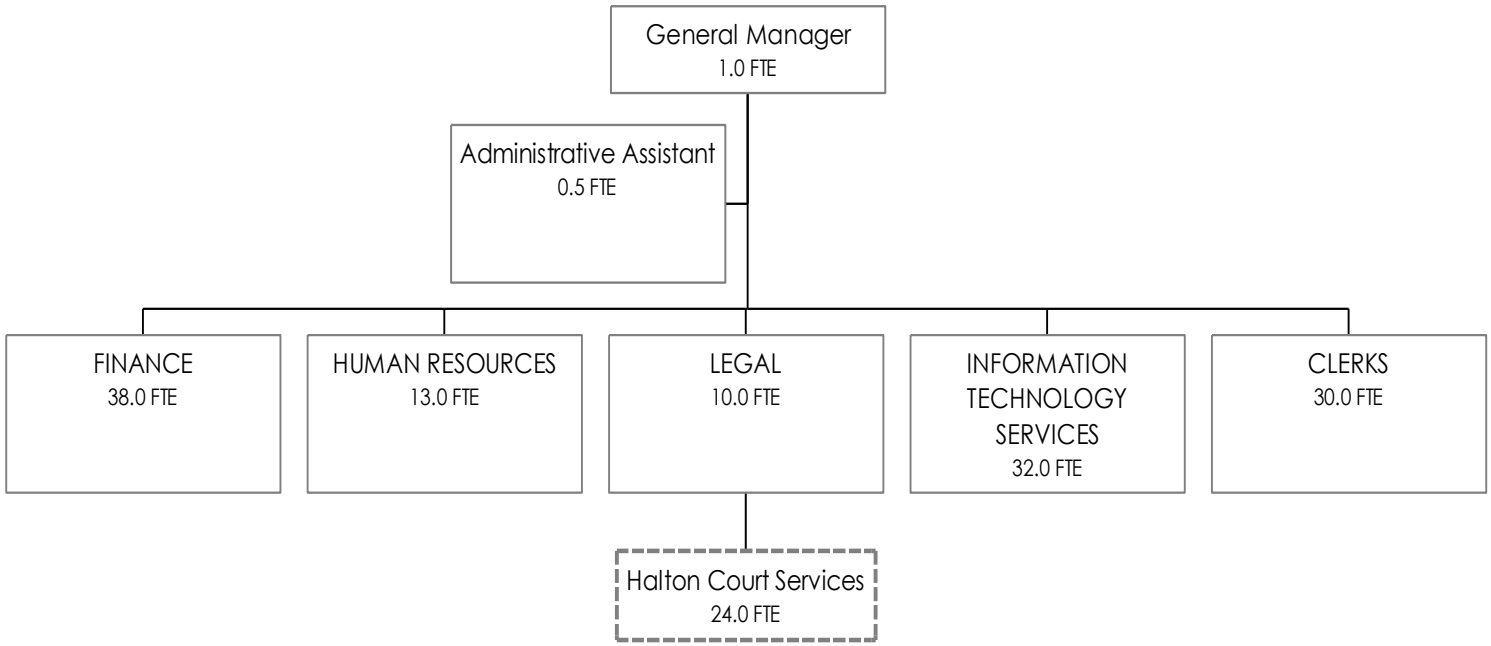
Divisional Summary

The Corporate Services Division's proposed 2013 Current Budget totals $14,771,777, representing a 2.6% total budget change.

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

	2012 Approved Budget	2013 Base Budget	Base Budget Change $	Base Budget Change %	Business Cases	2013 Total Budget	Total Budget Change $	Total Budget Change %
Corporate Services Administration	$411,757	$327,433	$(84,324)	(20.5)%	$0	$327,433	$(84,324)	(20.5)%
Finance	3,211,227	3,070,458	(140,769)	(4.4)%	0	3,070,458	(140,769)	(4.4)%
Human Resources	2,973,455	3,013,079	39,624	1.3%	0	3,013,079	39,624	1.3%
Legal	545,730	617,528	71,798	13.2%	0	617,528	71,798	13.2%
Information Technology Services	4,311,563	4,683,979	372,416	8.6%	0	4,683,979	372,416	8.6%
Clerks	2,950,420	3,059,300	108,880	3.7%	0	3,059,300	108,880	3.7%
Total	**$14,404,152**	**$14,771,777**	**$367,625**	**2.6%**	**$0**	**$14,771,777**	**$367,625**	**2.6%**

ORGANIZATIONAL STRUCTURE
CORPORATE SERVICES DIVISION
(124.5 Full-Time Equivalent - Regular Full Time)



2.9 FTE in part time staffing
5.08 FTE in contract staffing
1.5 FTE in part time staffing in HCS

2013 CURRENT BUDGET

DEPARTMENT SUMMARY

CORPORATE SERVICES ADMIN

2011	2012		FINANCIAL RESOURCE CATEGORIES	2013 (PROPOSED)				
ACTUAL	BUDGET	YEAR-END PROJECTION		BASE BUDGET	% CHANGE vs 2012 BUDGET	BUSINESS CASES	TOTAL BUDGET	% CHANGE vs 2012 BUDGET
403,351	693,900	488,534	Human Resources	288,275	-58.4	0	288,275	-58.4
7,224	15,300	14,960	Operating/Minor Capital Equip.	17,115	11.9	0	17,115	11.9
7,064	6,507	11,844	Purchased Services	181,353	2687.1	0	181,353	2687.1
0	5,500	5,344	Corp. Expenditures/Provisions	5,500	0.0	0	5,500	0.0
153	0	1,000	Internal Charges & Settlements	190	0.0	0	190	0.0
417,792	**721,207**	**521,682**	**TOTAL EXPENDITURES**	**492,433**	**-31.7**	**0**	**492,433**	**-31.7**
0	0	0	Controllable Revenues	0	0.0	0	0	0.0
-21,018	-309,450	-145,800	General Revenues & Recoveries	-165,000	-46.7	0	-165,000	-46.7
-21,018	**-309,450**	**-145,800**	**TOTAL REVENUES**	**-165,000**	**-46.7**	**0**	**-165,000**	**-46.7**
396,774	**411,757**	**375,882**	**NET OPERATING BUDGET**	**327,433**	**-20.5**	**0**	**327,433**	**-20.5**
HUMAN RESOURCES REQUIREMENTS (shown in Full Time Equivalents - FTE's)								
2.5	2.5	2.5	**BUDGETED** - REGULAR FULL TIME (RFT)	1.5	-40.0	0.0	1.5	-40.0
0.0	2.0	1.5	- CONTRACT	1.8	-10.0	0.0	1.8	-10.0
0.0	0.0	0.0	- PART TIME/TEMP	0.0	0.0	0.0	0.0	0.0

2013 ANALYSIS OF CHANGE
(Rounded to Thousands)

DIVISION: Corporate Services

DEPARTMENT: Corporate Services Admin

GENERAL MANAGER: Kim Phillips

Description	Expenditure	Revenue	Cumulative Cost	Cumulative Change over 2012	Staff Impact (FTE)
2012 APPROVED BUDGET	**$721**	**($309)**	**$412**		**4.5**
BASE BUDGET ADJUSTMENTS ***(include base budget "key issues")***					
Human Resource costs which is comprised of provisions for merit adjustment/union contract increase, range movement, training, overtime, payroll taxes (EI, CPP, EHT), WSIB, OMERS and insurance benefits.	($108)	$0	$304		(1.0)
Removal of expired Public Involvement Coordinator contract position (Key Issue 16)	$0	$0	$304		(0.2)
Reduced human resources costs and expenditures to remove one time funding for 3 year E-Government Program Manager contract (Key Issue 16)	($309)	$309	$304		
E-Govt office and utility costs (lease, hydro, natural gas, building repairs and maintenance) for 3 years (one-time expenditure)	$165	($165)	$312		
Professional Development for E-Govt (3 staff) and PIC	$6		$309		
Increased printing and office supplies expenses due to E-Govt and PIC	$2		$312		
Cultural Days, Doors Open, heritage and other corporate and/or communication matters	$1		$312		
Continuation of computer software Basecamp and monthly costs associated with Mindmixer	$4		$317		
Increase in other operating expenses	$11		$327	-20.48%	
MITIGATING COST REDUCTION MEASURES / USER FEES ***(list cost efficiency savings first, then service reductions/changes)***					
BUSINESS CASES ***(to be recommended)***					
2013 Proposed Budget	**$492**	**($165)**	**$327**	**-20.48%**	**3.3**
BUSINESS CASES ***(not recommended)***					
Corporate Projects & Accessibility Coordinator (Key Issue 71)	$80		$80		1.0

2013 CURRENT BUDGET BUSINESS CASE FORM 71

CLIENT INFO		
	Title / Subject	*Corporate Projects and Accessibility Coordinator*
	Department:	*Corporate Services Admin*
	Service Group:	

PURPOSE

Title / Subject *Corporate Projects and Accessibility Coordinator*

Service Change *Maintain*

Strategic Direction *Excellence in Government*

Purpose:

To continue corporate leadership in accessibility and public involvement, and to reallocate time to corporate policy priorities, report writing and implementation of corporate strategies. Provide additional resource support to GM whose responsibilities now include public involvement, E-Government, corporate emergency planning, local boards liaison, Park & Recreation, and Fire deparments. Note that Council approved the following in March 2012: "...to provide the opportunity for this position to be considered on a permanent basis during 2013 budget deliberations."

Description

Corporate leadership in accessibility: Contract for full time accessibility coordinator ends in March 2013 and the Clerks Department will be providing clerks administrative support to the Burlington Accessibility Advisory Committee. The gap that requires continued ongoing attention is:
-legislative compliance: addressing new legislative requirements including Built Environment Standards, oversight of priority accessibility needs based on completion of audits with audit tool that has been developed, providing corporate consulting services and customer service regarding accessibility needs and priorities (ie. during Official Plan and Zoning By-law Review), reporting on City of Burlington compliance.

Corporate policy priorities, report writing and implementation of corporate strategies: assist departments with reviewing, updating/maintaining, and communicating policies; researching and writing reports on corporate matters, including staff directions; implementation of corporate strategies arising from Council's strategic plan, audit findings, and resulting from staff transitions. The gap that requires additional attention is:
-establishing department review plan for existing policies, assisting with policy research, writing and related communication. In part, this effort will provide capacity to address the tendency to delay policy review due to more pressing work and concerns.
-report writing assistance in order to improve timely response on staff directions, address baseline and ongoing data requirements (including customer service feedback, issue followup and communications), address backlog and stay current on issues (including regional and market information related to division responsibilities)
-followup on corporate strategies will assist GM and Division in advancing corporate and public reporting, ongoing coordination of staff reports to audit committee (including orientation/training within division areas of responsibility), and provide assistance during transitions within departments where workload issues are blocking progress on key initiatives.

This partner and support role has proven helpful in corporate internships and avoids department-specific requests for long term part time and/or full time support.

Corporate leadership in public involvement: Assisting the Public Involvement Coordinator. The gap that requires additional attention is:
-developing public involvement plans, implementing specific plans where additional support is needed and is a corporate priority, assisting with development of a welcoming culture and corporate consulting services including staff training.

2013 CURRENT BUDGET BUSINESS CASE FORM 71

How will Success be Measured?

Performance Measures	Current	2013	2014
• *Staff feedback about accessibility consulting*			
• *BAAC and public feedback about City accessibility*			
• *Customer and public feedback about welcome in community survey*			
• *Employee (division) workload results in employee survey*			
• *Status of backlog in division staff directions and audit implementation*			
•			

POTENTIAL BENEFITS / RISKS

Due To	Define Benefit / Risk	Probability	Mitigation Strategy
Implementing	*Reallocation of .5 FTE to corporate priorities from clerking BAAC and external consulting*	*High*	*Performance targets and oversight*
Implementing	*Customer service to council (staff directions, audit) is timely and effective*	*Medium*	*One year contract implementation*
Not Implementing	*Urgent needs are addressed but important needs are delayed*	*High*	*This business case*
Not Implementing	*Decreased customer service, missed timelines and increased workload strain*	*High*	*Focus on Urgent and Important priorities*

FINANCIAL IMPACT

Proposed Budgets	2013
EXPENDITURES:	
Human Resource Costs	*$80,400*
Operating/Minor Capital Equipment	*$0*
Purchased Services	*$0*
Corporate Expenditures/Provisions	*$0*
Internal Charges & Settlements	*$0*
TOTAL EXPENDITURES	*$80,400*
TOTAL REVENUES	*$0*
NET OPERATING BUDGET	*$80,400*

Funding Type for 2013 On-going ☒ One-time ☐

2014 Incremental Budget Impact (if any): *$80,400*

FTE IMPACT (if relevant)

Job Title: *Corporate Projects and Accessibility Coordinator*

Grade Classification: *8* Job Rate or Hourly Rate: *$63,065.00*

Proposed Start Date: *January 1, 2013*

New RFT Position ☐ Conversion ☒ Contract ☐

Part-time Hours ☐ Contract Length

Number of FTE's added/reduced in 2013 *1.00*

2013 CURRENT BUDGET BUSINESS CASE FORM 71

OTHER	
	Reference Documents *Report CL-8-11 regarding Accessibility Coordinator, Accessible Customer Service Guide, Report CL-21-10 regarding feedback to the AODA proposed integrated accessibility regulation, Accessibility Standards for Customer Service* **Optional/Additional Information** *Corporate Accessibility Team Brief; Judi Lytle began employment as the City's Accessibility Coordinator on August 4, 2009 and her contract was extended by Council (March 19, 2012) until March 31, 2013 with funding from the Tax Rate Stabilization Reserve Fund; Accessibility Awards began in 2012 (Report CL-2-12); No additional costs are shown as this position currently exists, within the Clerks Department, and at an open workstation with technology in place. Co-location with the Public Involvement Coordinator is most realistic for implementation purposes.*

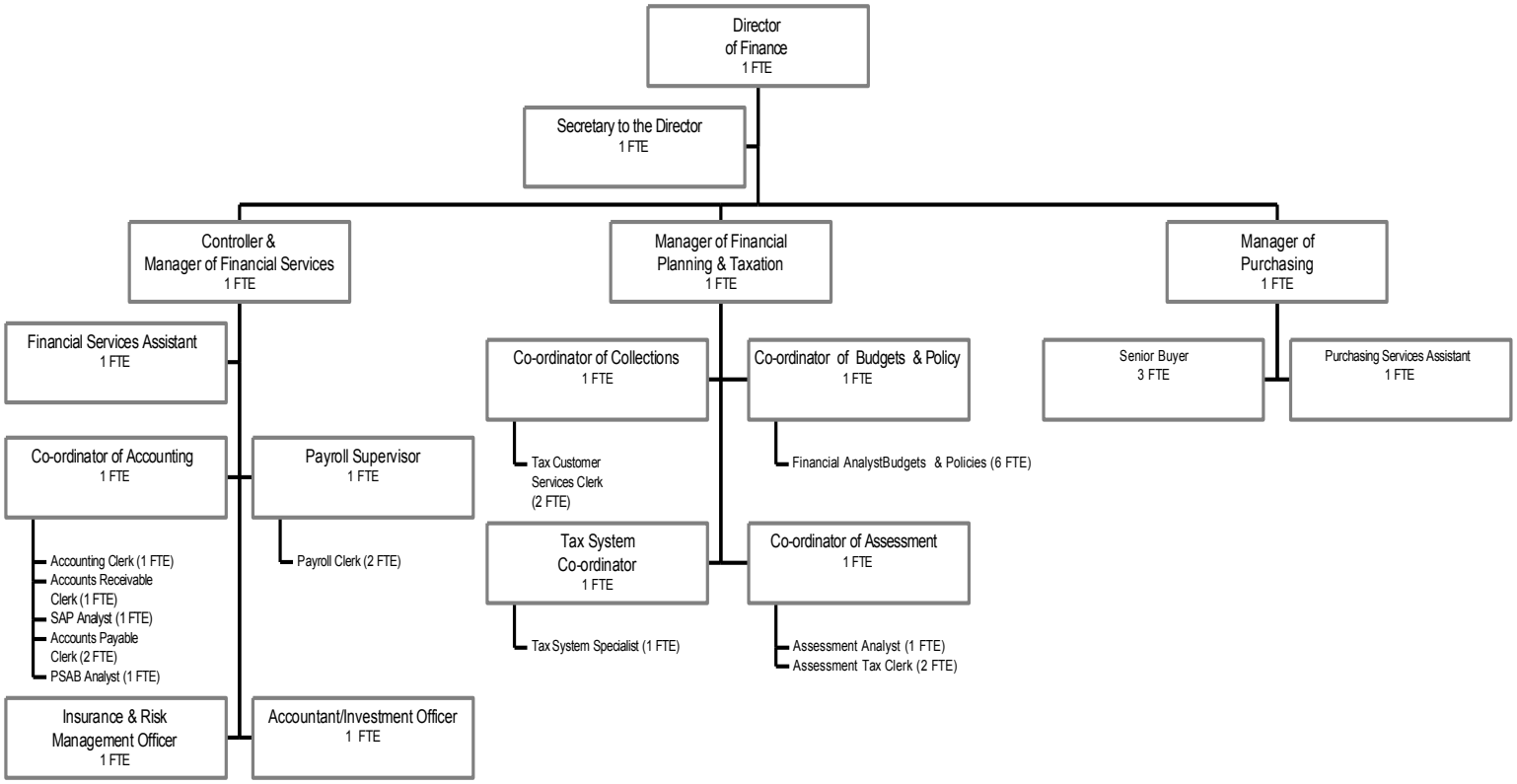
2013 OVERVIEW FORM

Division:	Corporate Services
Department:	Finance
Director:	Joan Ford

Overview Summary (e.g. Vision/Mission Statement):	The Finance Department delivers customer first service to its operational and corporate customers by achieving and building upon its performance annually. Our mission is to provide the corporation with excellent financial planning, leadership, controllership and operational services to ensure Burlington taxpayers and stakeholders benefit from an efficient, effective and accountable City government that is financially sustainable. The Finance department provides financial planning leadership including development of a long term financial plan, general accounting services, purchasing services, payroll services, investment management and risk management through insurance administration, as well as property tax billing and collection services to the public.

2013 Performance Measures/Indicators	2011 Actual	2012 Target/ Forecast	2012 Year-End Projection	2013 Target/ Forecast	3 – 5 Year Target
Percentage of tax base that is non residential	17.9%	18%	18.1%	18.0%	18.0%
Annual % change in assessment (weighted)	1.1%	1%	0.6%	1.0%	0.8%
Uncollected current year property taxes expressed as a % of total year levy	2.7%	3.0%	3.0%	3.0%	2.5%-3.0%
# of tax arrears notices	22,530	22,500	23,000	22,500	22,500
# of taxpayers on preauthorized plans	19,017	19,050	19,000	19,100	19,250
# of Tenders, RFPs & RFQs	93	100	112	118	139
% of Payments to Vendors made electronically	16.9%	30%	35%	38%	40%
# of Insurance Claims	248	260	160	200	200

ORGANIZATIONAL STRUCTURE
FINANCE DEPARTMENT
(38.0 Full-Time Equivalent - Regular Full Time)



0 FTE in part time staffing
0 FTE in contract staffing

2013 CURRENT BUDGET

DEPARTMENT SUMMARY

FINANCE

2011	2012		FINANCIAL RESOURCE CATEGORIES	2013 (PROPOSED)				
ACTUAL	BUDGET	YEAR-END PROJECTION		BASE BUDGET	% CHANGE vs 2012 BUDGET	BUSINESS CASES	TOTAL BUDGET	% CHANGE vs 2012 BUDGET
3,443,105	3,758,340	3,515,140	*Human Resources*	3,615,100	-3.8	0	3,615,100	-3.8
72,443	69,750	69,969	*Operating/Minor Capital Equip.*	69,600	-0.2	0	69,600	-0.2
152,633	150,860	154,626	*Purchased Services*	156,650	3.8	0	156,650	3.8
20	0	-2	*Corp. Expenditures/Provisions*	0	0.0	0	0	0.0
9,631	10,000	10,135	*Internal Charges & Settlements*	10,000	0.0	0	10,000	0.0
3,677,832	**3,988,950**	**3,749,868**	***TOTAL EXPENDITURES***	**3,851,350**	**-3.4**	**0**	**3,851,350**	**-3.4**
-587,814	-524,912	-521,192	*Controllable Revenues*	-525,763	0.2	0	-525,763	0.2
-242,912	-252,811	-252,811	*General Revenues & Recoveries*	-255,129	0.9	0	-255,129	0.9
-830,727	**-777,723**	**-774,003**	***TOTAL REVENUES***	**-780,892**	**0.4**	**0**	**-780,892**	**0.4**
2,847,106	**3,211,227**	**2,975,865**	***NET OPERATING BUDGET***	**3,070,458**	**-4.4**	**0**	**3,070,458**	**-4.4**
HUMAN RESOURCES REQUIREMENTS (shown in Full Time Equivalents - FTE's)								
40.0	39.0	39.0	***BUDGETED*** *- REGULAR FULL TIME (RFT)*	38.0	-2.6	0.0	38.0	-2.6
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

2013 ANALYSIS OF CHANGE
(Rounded to Thousands)

DIVISION: Corporate Services

DEPARTMENT: Finance

DIRECTOR: Joan Ford

Description	Expenditure	Revenue	Cumulative Cost	Cumulative Change over 2012	Staff Impact (FTE)
2012 APPROVED BUDGET (Restated)	**$3,989**	**($778)**	**$3,211**		**39.0**
BASE BUDGET ADJUSTMENTS ***(include base budget "key issues")***					
Human Resource costs which is comprised of provisions for merit adjustment/union contract increase, range movement, training, overtime, payroll taxes (EI, CPP, EHT), WSIB, OMERS and insurance benefits. This is offset by a reduction in costs due to recent appointments, new hires and/or redeployments (Key Issue 32).	($143)		$3,068	-4.46%	(1.0)
Minor decreases in operating/minor capital equipment and minor increase in purchased services	$6		$3,074	-4.28%	
Recoveries - staff time - reflects increase in recovery		($2)	$3,071	-4.35%	
MITIGATING COST REDUCTION MEASURES / USER FEES ***(list cost efficiency savings first, then service reductions/changes)***					
External recoveries reflects 3% increase in POA recoveries for payroll and accounts payable services and a minor reduction in mortgage recovery fees. (Key Issue 37)		($1)	$3,070	-4.38%	
BUSINESS CASES ***(to be recommended)***					
2013 Proposed Budget	**$3,851**	**($781)**	**$3,070**	**-4.38%**	**38.0**
BUSINESS CASES ***(not recommended)***					

2013 DEPARTMENTAL RATES AND FEES

DIVISION: Corporate Services
DEPARTMENT: Finance
DEPARTMENT HEAD: Joan Ford

Description	Approved 2012 Base Rate	Proposed 2013 Rate Increase	Proposed 2013 Base Rate	Taxes Applicable
Tax Arrears Certificate (per property)	$ 50.00	0%	$ 50.00	NO
Duplicate Tax Receipt (per property)	$ 15.00	0%	$ 15.00	NO
Detailed Tax Statement (per annum)	$ 30.00	0%	$ 30.00	NO
Invoice Verification (per document)	$ 25.00	0%	$ 25.00	NO
Statement of Account	$ 15.00	0%	$ 15.00	NO
Mortgage Company Confirmation of Taxes Outstanding		0%	$ -	
1-5 (per account)	$ 15.00	0%	$ 15.00	NO
6-25 (flat fee)	$ 75.00	0%	$ 75.00	NO
26-50 (flat fee)	$ 125.00	0%	$ 125.00	NO
51-100 (flat fee)	$ 175.00	0%	$ 175.00	NO
Admin fee for Ownership Changes (per property)	$ 35.00	0%	$ 35.00	NO
Admin fee for New Tax Account Set-up	$ 55.00	0%	$ 55.00	NO
Admin Charge for NSF Cheques	$ 40.00	0%	$ 40.00	NO
Verification of Development Charges (per document)	$ 25.00	0%	$ 25.00	NO
Verification of Capital Contributions (per document)	$ 25.00	0%	$ 25.00	NO
Request For Proposals (per document)	$ 25.00-50.00	0%	$ 25.00-50.00	YES
Request For Quotations (per document)	$ 25.00-50.00	0%	$ 25.00-50.00	YES
Tenders (per document)	$ 25.00-50.00	0%	$ 25.00-50.00	YES

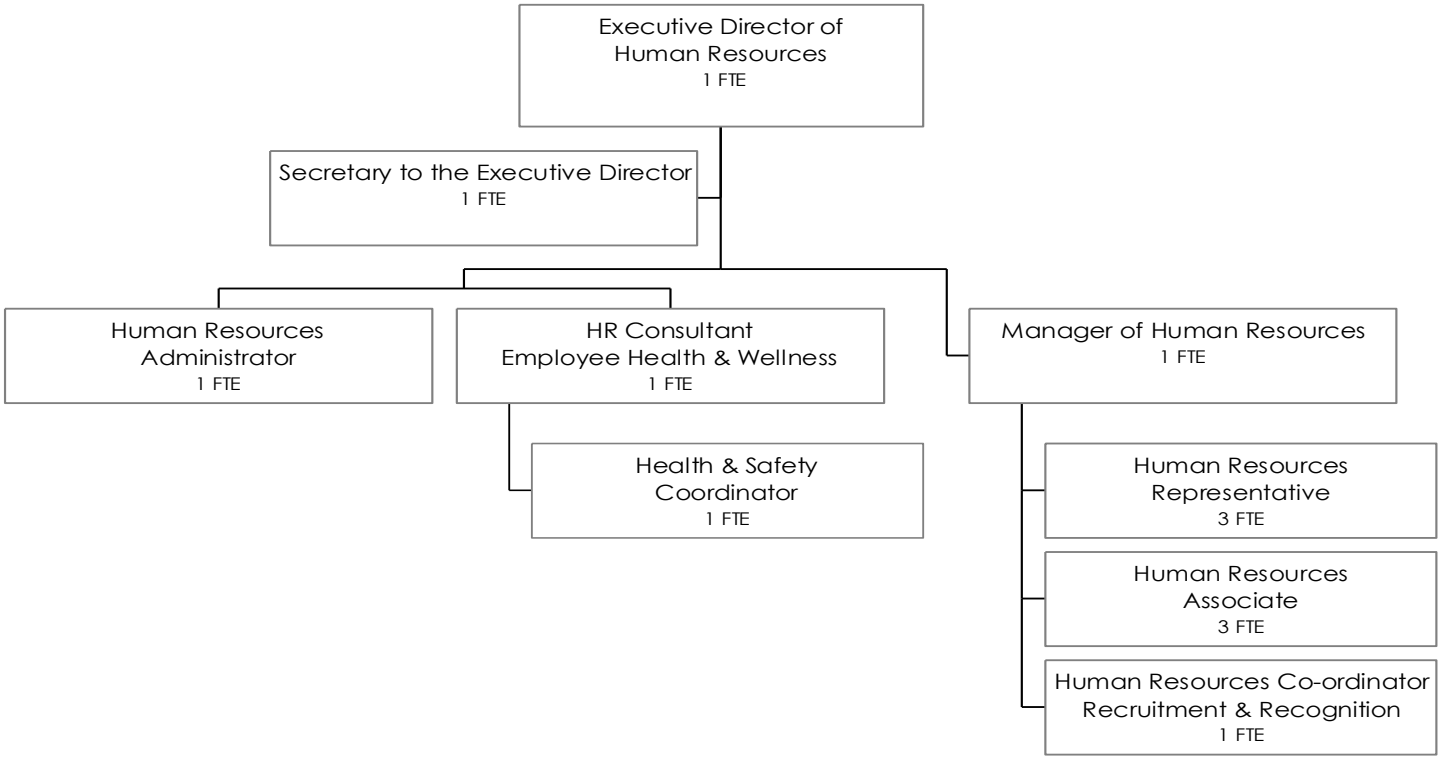
2013 OVERVIEW FORM

Division:	Corporate Services
Department:	Human Resources
Director:	Roy Male

Overview Summary (e.g. Vision/Mission Statement):	The Human Resources budgets encompass a variety of Corporate HR programs and services: Employee Recruitment; Employee Development & Technological Training; Wellness Programs; 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; Student Interns; Provisions for Retired Employees and Restructuring costs; Labour and Employee Relations; Compensation & Benefits and, the costs relating to the operation of the Human Resources Department

2013 Performance Measures/Indicators	2011 Actual	2012 Target/ Forecast	2012 Year-End Projection	2013 Target/ Forecast	3 – 5 Year Target
Average sick leave utilization days per year (9.3 is the national average)	7.35	6.5	6.5	6.5	6.5
Number of workplace accidents per 100 FTE resulting in lost time	2.9	2.3	2.8	2.5	2.0
# of workplace accidents/incidents resulting in:					
(a) lost time	28	25	25	20	20
(b) medical aid	28	30	25	20	20
(c) injury report only (i.e. no lost time/no medical aid)	112	130	150	130	125
Total number of Full-time equivalents (as per budget submission)	1117.99	1120.49	1120.49	1121.30	1121.30
(a) Full time (salaried and hourly)	848.11	866.55	866.55	870.38	870.38
(b) Part-time/temporary/casual	269.58	253.94	253.94	250.92	250.92
# of Position postings	163	120	150	150	150
# staff on job rotation	25	25	20	25	25

ORGANIZATIONAL STRUCTURE
HUMAN RESOURCES DEPARTMENT
(13.0 Full-Time Equivalent - Regular Full Time)



1.5 FTE in part time staffing (corporate interns/co-ops)
0 FTE in contract staffing

2013 CURRENT BUDGET

DEPARTMENT SUMMARY

HUMAN RESOURCES DEPARTMENT

2011	2012			2013 (PROPOSED)				
ACTUAL	BUDGET	YEAR-END PROJECTION	FINANCIAL RESOURCE CATEGORIES	BASE BUDGET	% CHANGE vs 2012 BUDGET	BUSINESS CASES	TOTAL BUDGET	% CHANGE vs 2012 BUDGET
2,432,109	2,444,120	2,446,269	*Human Resources*	2,493,770	2.0	0	2,493,770	2.0
60,137	72,202	72,292	*Operating/Minor Capital Equip.*	72,202	0.0	0	72,202	0.0
468,140	414,500	399,515	*Purchased Services*	404,500	-2.4	0	404,500	-2.4
220,000	220,000	220,000	*Corp. Expenditures/Provisions*	220,000	0.0	0	220,000	0.0
2,013	0	0	*Internal Charges & Settlements*	0	0.0	0	0	0.0
3,182,400	**3,150,822**	**3,138,076**	***TOTAL EXPENDITURES***	**3,190,472**	**1.3**	**0**	**3,190,472**	**1.3**
-11,613	-12,806	-12,806	*Controllable Revenues*	-13,041	1.8	0	-13,041	1.8
-172,898	-164,561	-168,361	*General Revenues & Recoveries*	-164,352	-0.1	0	-164,352	-0.1
-184,511	**-177,367**	**-181,167**	***TOTAL REVENUES***	**-177,393**	**0.0**	**0**	**-177,393**	**0.0**
2,997,888	**2,973,455**	**2,956,909**	***NET OPERATING BUDGET***	**3,013,079**	**1.3**	**0**	**3,013,079**	**1.3**
HUMAN RESOURCES REQUIREMENTS (shown in Full Time Equivalents - FTE's)								
13.0	13.0	13.0	***BUDGETED*** *- REGULAR FULL TIME (RFT)*	13.0	0.0	0.0	13.0	0.0
0.0	0.0	0.0	*- CONTRACT*	0.0	0.0	0.0	0.0	0.0
1.5	1.5	1.5	*- PART TIME/TEMP*	1.5	0.0	0.0	1.5	0.0

2013 ANALYSIS OF CHANGE
(Rounded to Thousands)

DIVISION: Corporate Services

DEPARTMENT: Human Resources

DIRECTOR: Roy Male

Description	Expenditure	Revenue	Cumulative Cost	Cumulative Change over 2012	Staff Impact (FTE)
2012 APPROVED BUDGET	**$3,151**	**($177)**	**$2,973**		**13.0**
BASE BUDGET ADJUSTMENTS ***(include base budget "key issues")***					
Human Resource costs which is comprised of provisions for merit adjustment/union contract increase, range movement, training, overtime, payroll taxes (EI, CPP, EHT), WSIB, OMERS and insurance benefits.	$40		$3,013	1.33%	
Monies reallocated within existing budget to invest in Medical Consulting ($20k), Corporate Training & Development ($10k), Labour Relations ($5k) from the recruitment budget	$0		$3,013	1.33%	
MITIGATING COST REDUCTION MEASURES / USER FEES ***(list cost efficiency savings first, then service reductions/changes)***					
Reduction in recoveries (Key Issue 37)		($0)	$3,013	1.33%	
BUSINESS CASES ***(to be recommended)***					
2013 Proposed Budget	**$3,190**	**($177)**	**$3,013**	**1.33%**	**13.0**
BUSINESS CASES ***(not recommended)***					

2013 OVERVIEW FORM

Division:	Corporate Services
Department:	Legal
Director:	Nancy Shea Nicol

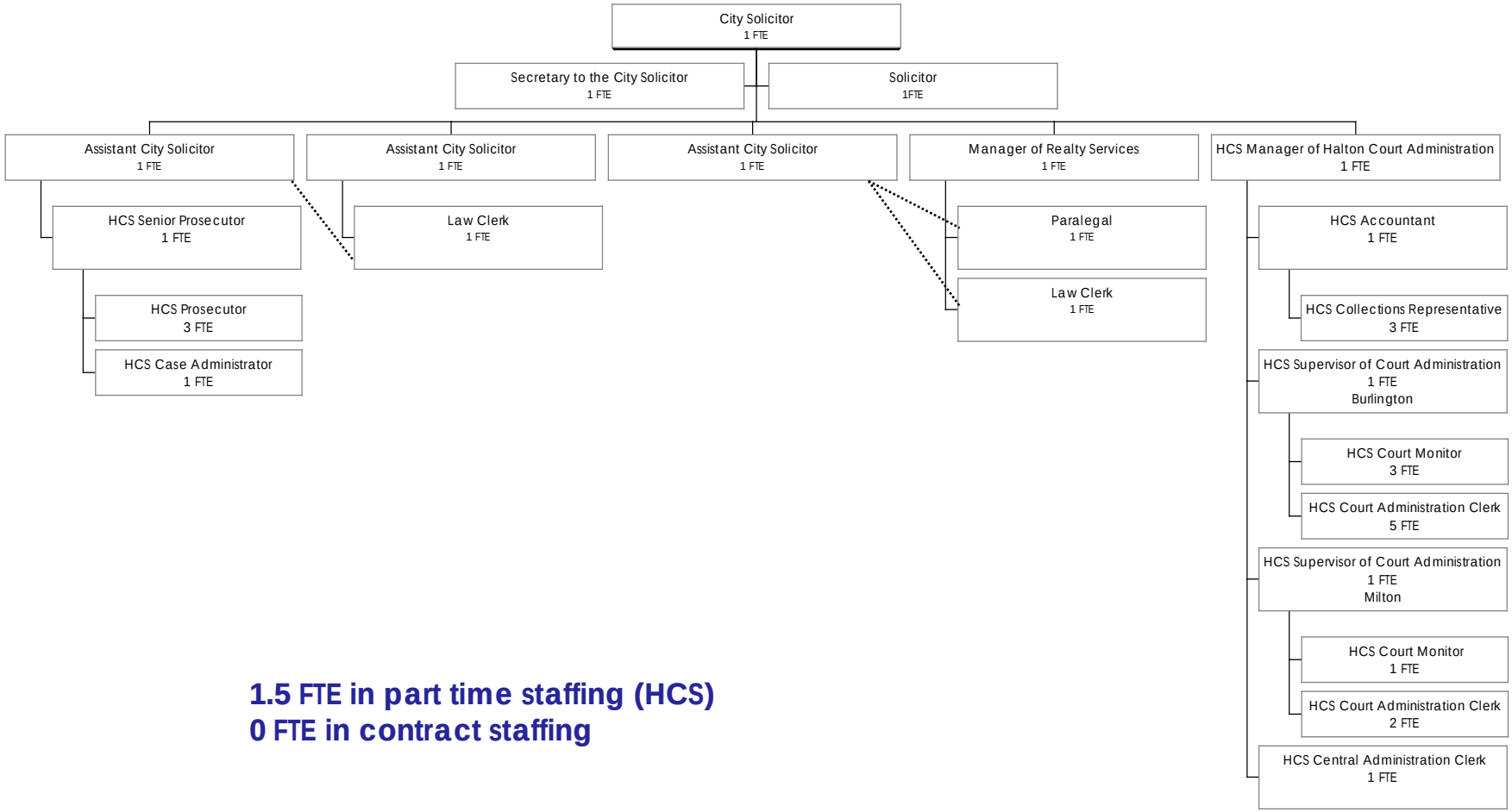
Overview Summary (e.g. Vision/Mission Statement):	Premium quality, responsive and cost effective legal services ensure that the interests of the Municipal Council and the Corporation are protected. The interests of the Corporation and municipal residents must be safeguarded as municipal corporations have unlimited liability and perpetual succession. The City Solicitor's Office is a full service in-house legal department committed to providing quality legal services to the Municipal Council and the Corporation including: • legal advice and opinions; • advocacy and representation before the courts and tribunals; • legal drafting including contracts, agreements and by-laws; • training and education on regulatory compliance and new and amended legislation and regulations; • transactional activity including real estate and commercial transactions; and • management and supervision of outside legal counsel.

2013 Performance Measures/Indicators	2011 Actual	2012 Target/ Forecast	2012 Year-End Projection	2013 Target/ Forecast	3 – 5 Year Target
HCS - # of staff days of court attendance.	428	540	482	493	493
HCS - % of Early Resolution requests resolved without trial	n/a	n/a	n/a	90	90
HCS - % of charges filed entered into ICON within 10 days	95%	90%	99%	99%	99%
LEGAL - Ratio of employees to lawyers	224	224	214	171	171
LEGAL - # of lawyers per capita	1 per 43,440	1 per 43,440	1 per 43,944	1 per 35,155	1 per 35,155
LEGAL - # of contracts, leases, agreements	107	93	94	102	102
LEGAL - # of real estate transactions	170	170	130	150	150
LEGAL - # of Development, Site Plan Agreements	40	40	48	44	44
LEGAL - OMB, Court & tribunals - non-complex (days related to court appearances)	177	127	105	87	87
LEGAL - OMB, Court & tribunals - complex (days realated to court appearances)	1650	350	580	500	500

ORGANIZATIONAL STRUCTURE
LEGAL DEPARTMENT

(10.0 Full-Time Equivalent for Legal - Regular Full Time)

(24 Full-Time Equivalent for Halton Court Services - Regular Full Time*)*



1.5 FTE in part time staffing (HCS)
0 FTE in contract staffing

2013 CURRENT BUDGET

DEPARTMENT SUMMARY

LEGAL DEPARTMENT

2011	2012		FINANCIAL RESOURCE CATEGORIES	2013 (PROPOSED)				
ACTUAL	BUDGET	YEAR-END PROJECTION		BASE BUDGET	% CHANGE vs 2012 BUDGET	PROGRAM CHANGES	TOTAL BUDGET	% CHANGE vs 2012 BUDGET
1,172,945	1,253,400	1,254,096	Human Resources	1,329,300	6.1	0	1,329,300	6.1
28,475	32,850	32,850	Operating/Minor Capital Equip.	32,850	0.0	0	32,850	0.0
26,842	75,550	72,619	Purchased Services	75,550	0.0	0	75,550	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
1,228,262	**1,361,800**	**1,359,565**	**TOTAL EXPENDITURES**	**1,437,700**	**5.6**	**0**	**1,437,700**	**5.6**
-696,177	-776,070	-785,570	Controllable Revenues	-780,172	0.5	0	-780,172	0.5
-38,845	-40,000	-40,000	General Revenues & Recoveries	-40,000	0.0	0	-40,000	0.0
-735,022	**-816,070**	**-825,570**	**TOTAL REVENUES**	**-820,172**	**0.5**	**0**	**-820,172**	**0.5**
493,240	**545,730**	**533,995**	**NET OPERATING BUDGET**	**617,528**	**13.2**	**0**	**617,528**	**13.2**
HUMAN RESOURCES REQUIREMENTS (shown in Full Time Equivalents - FTE's)								
10.0	10.0	10.0	**BUDGETED** - REGULAR FULL TIME (RFT)	10.0	0.0	0.0	10.0	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

2013 ANALYSIS OF CHANGE
(Rounded to Thousands)

DIVISION: CORPORATE SERVICES

DEPARTMENT: LEGAL

DIRECTOR: NANCY SHEA NICOL

Description	Expenditure	Revenue	Cumulative Cost	Cumulative Change over 2012	Staff Impact (FTE)
2012 APPROVED BUDGET	**$1,362**	**($816)**	**$546**		**10.0**
BASE BUDGET ADJUSTMENTS ***(include base budget "key issues")***					
Human Resource costs which is comprised of provisions for merit adjustment/union contract increase, range movement, training, overtime, payroll taxes (EI, CPP, EHT), WSIB, OMERS and insurance benefits. Reinstated Solicitor position and eliminated Paralegal position in 2012. No change to FTE.	$74		$620	13.54%	
Increased Employee Memberships due additional Law Society membership and annual 4% increase in dues.	$2		$622	13.91%	
Decreased Miscellaneous Revenue due to decreased number of by-law charges being filed.		$7	$629	15.19%	
Increased Legal Fees and Disbursements due to historical trends.		($5)	$624	14.27%	
MITIGATING COST REDUCTION MEASURES / USER FEES ***(list cost efficiency savings first, then service reductions/changes)***					
Increased External Recoveries from Halton Court Services for staff time recovery for City Solicitor and Assistant City Solicitor as well as for Growth Management Plan. (Key Issue 37)		($6)	$618	13.16%	
BUSINESS CASES ***(to be recommended)***					
2013 Proposed Budget	**$1,438**	**($820)**	**$618**	**13.16%**	**10.0**
BUSINESS CASES ***(not recommended)***					

2013 DEPARTMENTAL RATES AND FEES

DIVISION: **Corporate Services**
DEPARTMENT: **Legal**
DEPARTMENT HEAD: **Nancy Shea Nicol**

Description	Approved 2012 Base Rate	Proposed 2013 Rate Increase	Proposed 2013 Base Rate	Taxes Applicable
Encroachment Agreements	$ 500.00	0%	$ 500.00	NO
Part Lot Control Agreements:				
flat fee	$ 500.00	0%	$ 500.00	NO
per PIN	$ 20.00	0%	$ 20.00	NO
disbursements extra				
Site Plan Agreements	$ 500.00	0%	$ 500.00	NO
Subdivision Agreements plus disbursements	$ 500.00	0%	$ 500.00	NO
Model Home Agreements plus disbursements*	$ 400.00	0%	$ 400.00	NO
*fast track fee	$ 800.00	0%	$ 800.00	NO
All other agreements	$ 500.00	0%	$ 500.00	NO
Release of agreements	$ 500.00	0%	$ 500.00	NO
Release of blanket easements	$ 200.00	0%	$ 200.00	NO
Release of other easements	$ 500.00	0%	$ 500.00	NO
Release of restrictive covenants	$ 500.00	0%	$ 500.00	NO
Certificate:payment of local improvements charge	$ 200.00	0%	$ 200.00	NO
Transfer of 3m reserves	$ 500.00	0%	$ 500.00	NO
Stop up & close road by-law	$ 500.00	0%	$ 500.00	NO
Street Name change by-law	$ 500.00	0%	$ 500.00	NO
Compliance & Property Information Request:				
fee for 1st lot	$ 76.50	0%	$ 76.50	NO
fee per additional lot	$ 5.00	0%	$ 5.00	NO
cemetery use verification	$ 75.00	0%	$ 75.00	NO

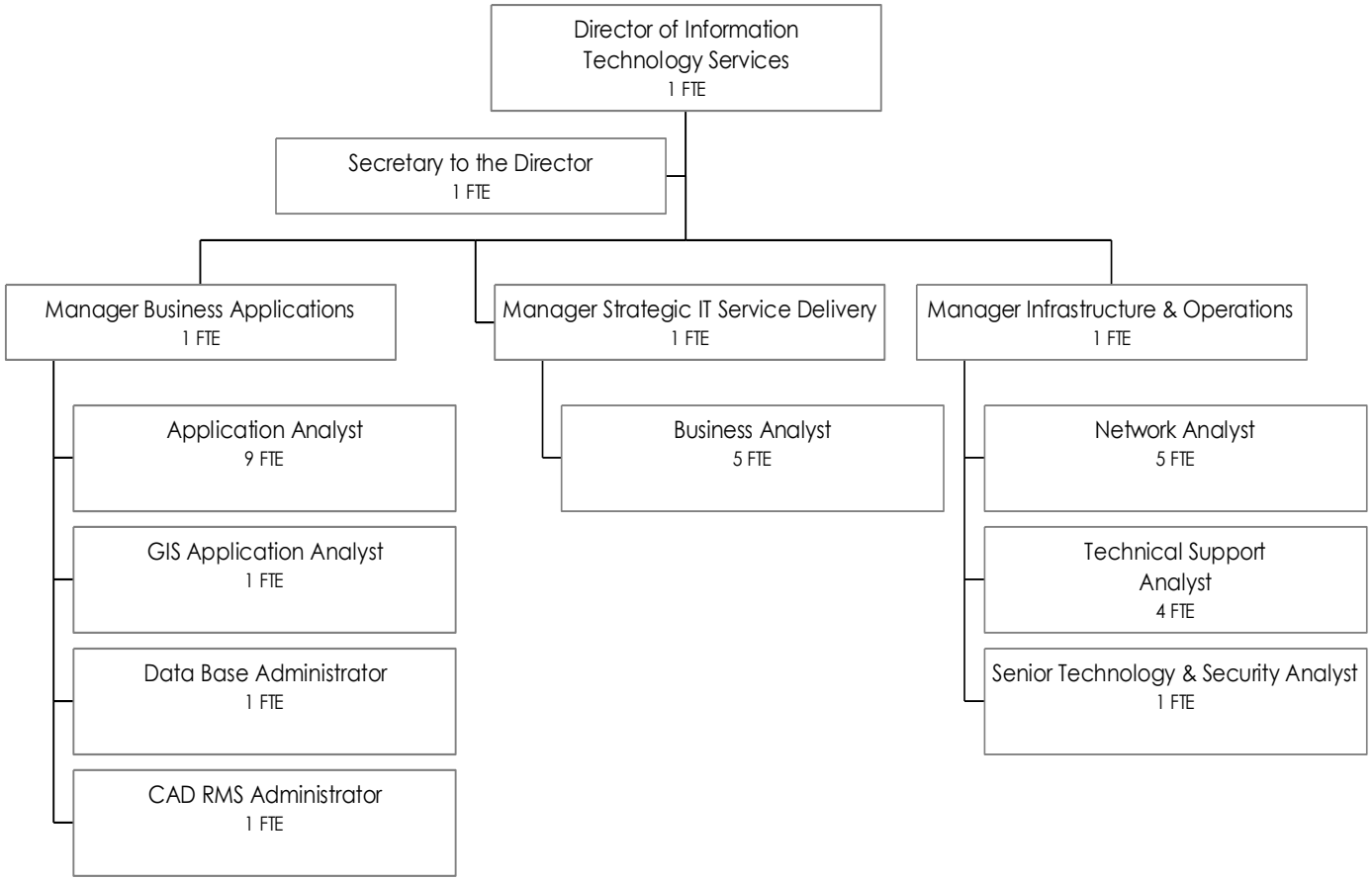
2013 OVERVIEW FORM

Division:	Corporate Services
Department:	Information Technology
Director:	Christine Swenor

Overview Summary (e.g. Vision/Mission Statement):	The mission of the Information Technology Services Department is to work together with staff and external partners to deliver reliable, secure, innovative and cost effective Information Technology solutions and services to benefit of the organization and the Burlington community. In achieving this, ITS staff deliver the following services: Help Desk Network and Server Infrastructure IT Security Business Applications (+100 applications) Email, Internet and Telephone Project Management IT consulting Business Process Improvement

2013 Performance Measures/Indicators	2011 Actual	2012 Target/ Forecast	2012 Year-End Projection	2013 Target/ Forecast	3 – 5 Year Target
# of Information Technology Services Help Desk Calls	7713	8400	8837	9721	11000
Total # of PCs in the corporation	790	790	807	825	890
# of participants receiving technology training in house	145	160	822* (includes phone training)	200	200
# of technology courses offered in house	23	35	15	25	35

ORGANIZATIONAL STRUCTURE
INFORMATION TECHNOLOGY SERVICES DEPARTMENT
(32.0 Full-Time Equivalent - Regular Full Time)



0.3 FTE in part time staffing
2.0 FTE in contract staffing

2013 CURRENT BUDGET

DEPARTMENT SUMMARY

INFORMATION TECHNOLOGY SERVICES

2011	2012		FINANCIAL RESOURCE CATEGORIES	2013 (PROPOSED)				
ACTUAL	BUDGET	YEAR-END PROJECTION		BASE BUDGET	% CHANGE vs 2012 BUDGET	BUSINESS CASES	TOTAL BUDGET	% CHANGE vs 2012 BUDGET
2,884,845	3,403,460	3,188,205	*Human Resources*	3,322,175	-2.4	0	3,322,175	-2.4
3,517	24,200	13,974	*Operating/Minor Capital Equip.*	17,200	-28.9	0	17,200	-28.9
1,399,614	1,536,579	1,536,579	*Purchased Services*	1,603,987	4.4	0	1,603,987	4.4
0	0	0	*Corp. Expenditures/Provisions*	0	0.0	0	0	0.0
941	0	0	*Internal Charges & Settlements*	0	0.0	0	0	0.0
4,288,917	**4,964,239**	**4,738,758**	***TOTAL EXPENDITURES***	**4,943,362**	**-0.4**	**0**	**4,943,362**	**-0.4**
-96,733	-102,776	-102,776	*Controllable Revenues*	-117,283	14.1	0	-117,283	14.1
-132,278	-549,900	-360,824	*General Revenues & Recoveries*	-142,100	-74.1	0	-142,100	-74.1
-229,010	**-652,676**	**-463,600**	***TOTAL REVENUES***	**-259,383**	**-60.2**	**0**	**-259,383**	**-60.2**
4,059,907	**4,311,563**	**4,275,158**	***NET OPERATING BUDGET***	**4,683,979**	**8.6**	**0**	**4,683,979**	**8.6**
HUMAN RESOURCES REQUIREMENTS (shown in Full Time Equivalents - FTE's)								
30.0	30.0	30.0	***BUDGETED*** *- REGULAR FULL TIME (RFT)*	32.0	6.7	0.0	32.0	6.7
1.5	3.5	3.5	*- CONTRACT*	2.0	-42.8	0.0	2.0	-42.8
0.3	0.3	0.3	*- PART TIME/TEMP*	0.3	0.0	0.0	0.3	0.0

2013 ANALYSIS OF CHANGE
(Rounded to Thousands)

DIVISION: Corporate Services Division

DEPARTMENT: Information Technology Services

DIRECTOR: Christine Swenor

Description	Expenditure	Revenue	Cumulative Cost	Cumulative Change over 2012	Staff Impact (FTE)
2012 APPROVED BUDGET	**$4,964**	**($653)**	**$4,312**		**33.8**
BASE BUDGET ADJUSTMENTS ***(include base budget "key issues")***					
Human Resource costs which is comprised of provisions for merit adjustment/union contract increase, range movement, training, overtime, payroll taxes (EI, CPP, EHT), WSIB, OMERS and insurance benefits.	$130		$4,441	3.01%	
Reduced annual borrowing costs from the Hydro Reserve Funds for computer hardware	($8)		$4,433	2.82%	
Increase in Telephone system maintenance and cellular costs	$19		$4,452	3.26%	
Decreased server hardware maintenance required in 2013	($5)		$4,447	3.14%	
Increase in computer software maintenance costs due to economic increases	$14		$4,461	3.46%	
Contract reduction for both the Business Analyst (1.0 FTE) and Network Analyst (0.5 FTE) (Key Issue 16)	$0	$0	$4,461	3.46%	(1.5)
Removal of Application Analyst (2.5-year contract) for the e-Government Project recovered from capital (Key Issue 16)	($208)	$208	$4,461	3.46%	
Removal of Business Analyst (2-year contract) for the e-Government Project recovered from capital (Key Issue 16)	($206)	$206	$4,461	3.46%	
Network Fibre Services/Provision of network connectivity to internet and between facilities (Key Issue 21)	$58		$4,519	4.80%	
Business Applications Annual Maintenance and Support (Key Issue 25)	$30		$4,549	5.50%	
Addition of a full-time RFT to increase Network Analyst capacity required to maintain and support network infrastructure (Key Issue 32)	$93	($2)	$4,640	7.62%	1.0
Additional full-time RFT to provide project management expertise in the implementation of corporate Information Technology initiatives (Key Issue 32)	$103	($2)			1.0
Increased miscellaneous revenue ($2,880) internal recovery ($3,450)		($6)	$4,735	9.83%	
MITIGATING COST REDUCTION MEASURES / USER FEES ***(list cost efficiency savings first, then service reductions/changes)***					
Increased recovery from POA (Key Issue 37)		($12)	$4,724	9.56%	
Bell Service requirements are reduced as a result of the new phone system (Key Issue 41)	($40)		$4,684	8.64%	
BUSINESS CASES ***(to be recommended)***					
2013 Proposed Budget	**$4,943**	**($259)**	**$4,684**	**8.64%**	**34.3**
BUSINESS CASES ***(not recommended)***					

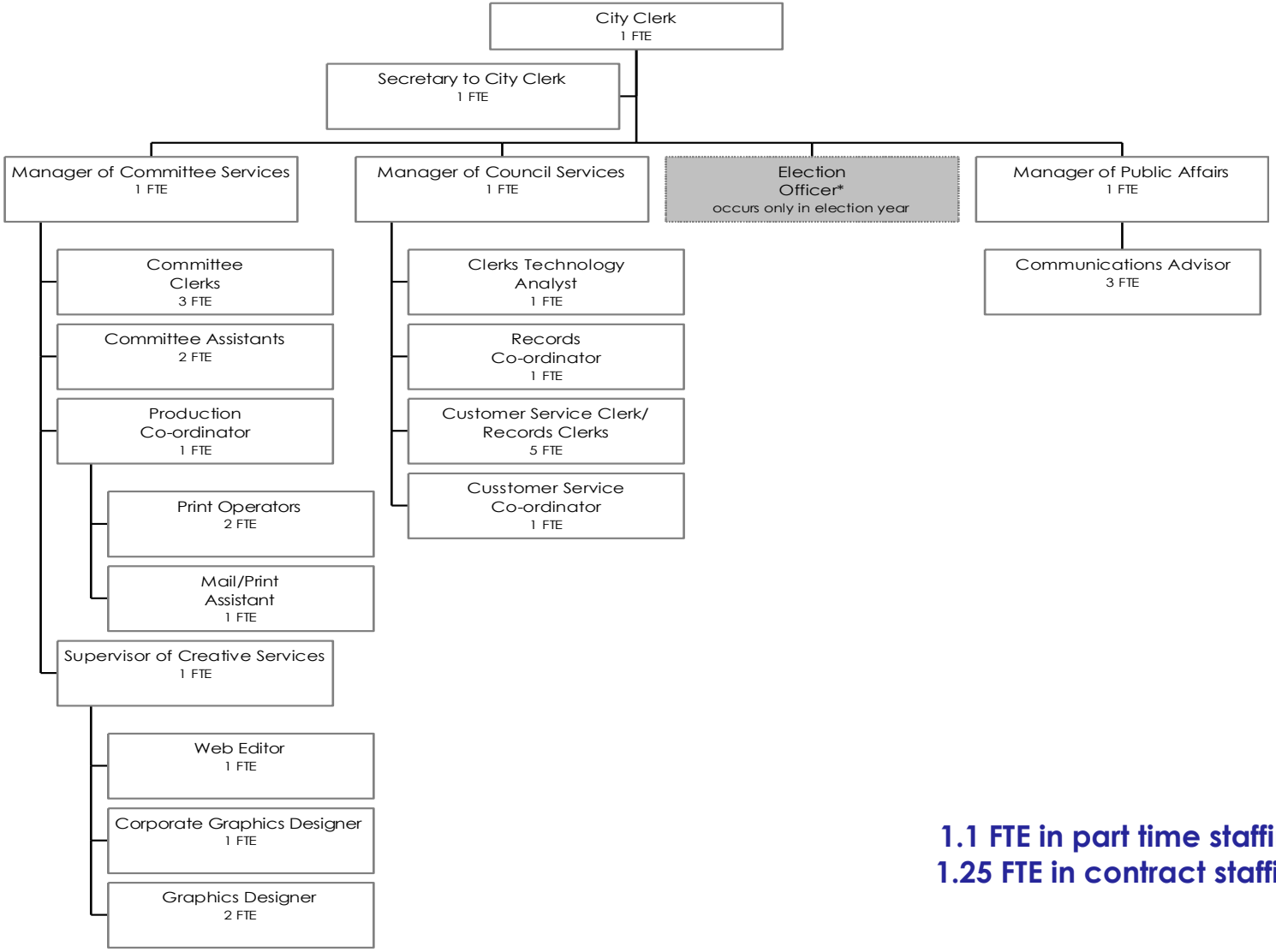
2013 OVERVIEW FORM

Division:	Corporate Services
Department:	Clerks
Director:	Angela Morgan

Overview Summary (e.g. Vision/Mission Statement):	The mission of the Clerks Department is to ensure and support open and accountable democratic local government in Burlington. The Department is comprised of three sections; Committee Services, Council Services and Community Relations. Committee Services is responsible for the delivery of service for Standing Committee and Council meetings, conducting municipal elections, citizen committees, digital copy centre and mail services. Also within the Committee Services section is creative services with responsibility for graphic design, wayfinding, web development, intranet development and other related initiatives. Council Services' responsibilities include customer service (switchboard, vital statistics; marriage licenses, death registrations and Commissioner of Oath Services), departmental technology, the care and protection of corporate records, and responsibilities related to the Municipal Freedom of Information and Protection of Privacy Act. Community Relations provides communications planning, public relations, issues management, media relations and crisis communications services.

2013 Performance Measures/Indicators	2011 Restated Actual	2012 Target/ Forecast	2012 Year-End Projection	2013 Target/ Forecast	3 – 5 Year Target
# of marriage licences issued	746	750	750	770	900
# of death registrations	1203	1350	1300	1350	1400
# of Commissioner of Oaths signatures	1176	1150	1100	1150	1200
# of delegations at Council/Committee meetings	165	225	200	200	225
# of FOI requests	295	300	400	400	500

ORGANIZATIONAL STRUCTURE
CLERKS DEPARTMENT
(30 Full-Time Equivalent - Regular Full Time)



1.1 FTE in part time staffing
1.25 FTE in contract staffing

2013 CURRENT BUDGET

DEPARTMENT SUMMARY

CLERKS

2011	2012			2013 (PROPOSED)				
ACTUAL	BUDGET	YEAR-END PROJECTION	FINANCIAL RESOURCE CATEGORIES	BASE BUDGET	% CHANGE vs 2012 BUDGET	BUSINESS CASES	TOTAL BUDGET	% CHANGE vs 2012 BUDGET
2,515,311	2,648,745	2,590,462	*Human Resources*	2,620,730	-1.0	0	2,620,730	-1.0
129,386	147,560	141,781	*Operating/Minor Capital Equip.*	147,560	0.0	0	147,560	0.0
433,537	445,400	445,370	*Purchased Services*	449,900	1.0	0	449,900	1.0
118,015	119,500	116,700	*Corp. Expenditures/Provisions*	119,500	0.0	0	119,500	0.0
0	200	0	*Internal Charges & Settlements*	200	0.0	0	200	0.0
3,196,249	**3,361,405**	**3,294,313**	***TOTAL EXPENDITURES***	**3,337,890**	**-0.7**	**0**	**3,337,890**	**-0.7**
-269,033	-278,650	-278,300	*Controllable Revenues*	-276,490	-0.8	0	-276,490	-0.8
-79,190	-132,335	-78,135	*General Revenues & Recoveries*	-2,100	-98.4	0	-2,100	-98.4
-348,224	**-410,985**	**-356,435**	***TOTAL REVENUES***	**-278,590**	**-32.2**	**0**	**-278,590**	**-32.2**
2,848,026	**2,950,420**	**2,937,878**	***NET OPERATING BUDGET***	**3,059,300**	**3.7**	**0**	**3,059,300**	**3.7**
HUMAN RESOURCES REQUIREMENTS (shown in Full Time Equivalents - FTE's)								
29.0	30.0	30.0	***BUDGETED*** *- REGULAR FULL TIME (RFT)*	30.0	0.0	0.0	30.0	0.0
0.0	2.0	1.0	*- CONTRACT*	1.3	-35.0	0.0	1.3	-35.0
1.1	2.1	1.1	*- PART TIME/TEMP*	1.1	-47.6	0.0	1.1	-47.6

2013 ANALYSIS OF CHANGE
(Rounded to Thousands)

DIVISION: CORPORATE SERVICES DIVISION

DEPARTMENT: CLERKS

DIRECTOR: ANGELA MORGAN

Description	Expenditure	Revenue	Cumulative Cost	Cumulative Change over 2012	Staff Impact (FTE)
2012 APPROVED BUDGET (RESTATED)	**$3,361**	**($411)**	**$2,950**		**34.1**
BASE BUDGET ADJUSTMENTS ***(include base budget "key issues")***					
Human Resource costs which is comprised of provisions for merit adjustment/union contract increase, range movement, training, overtime, payroll taxes (EI, CPP, EHT), WSIB, OMERS and insurance benefits. This is offset by a reduction in costs due to recent appointments, new hires and/or redeployments (Key Issue 32).	$102		$3,053		(1.0)
Reduction in one-time costs for Assessibility Coordinator (Key Issue 16)	($49)	$49	$3,053		(0.8)
Reduction in one-time costs for E-Government postion (Key Issue 16)	($81)	$81	$3,053		
Increase in records management purchased services budget for storage boxes to reflect last three years actuals and audit directions to increase use of off site storage	$5		$3,057		
Decrease in revenues for City Talk to reflect actuals		$6	$3,063		
Increase in internal recoveries in print shop due to increased volume from local boards		($7)	$3,056		
Reduction in souvenir sales to reflect actuals		$3	$3,059	3.69%	
MITIGATING COST REDUCTION MEASURES / USER FEES ***(list cost containment measures first, then service reductions/changes)***					
BUSINESS CASES ***(to be recommended)***					
2013 Proposed Budget	**$3,338**	**($279)**	**$3,059**	**3.69%**	**32.4**
BUSINESS CASES ***(not recommended)***					

2013 DEPARTMENTAL RATES AND FEES

DIVISION: **Corporate Services**
DEPARTMENT: **Clerks**
DEPARTMENT HEAD: **Angela Morgan**

Description	Approved 2012 Base Rate	Proposed 2013 Rate Increase	Proposed 2013 Base Rate	Taxes Applicable
Letter of Residency	$ 20.38	0%	$ 20.38	NO
Burial Permits (Residential)	$ 35.00	0%	$ 35.00	NO
Burial Permits (Non-Residential)	$ 35.00	0%	$ 35.00	NO
Marriage Licence	$ 145.00	0%	$ 145.00	NO
FOI Request (amount legislated)	$ 5.00	0%	$ 5.00	NO
Photocopying	$ 0.51	0%	$ 0.51	YES
Group Home Registration	$ 200.00	0%	$ 200.00	NO
Group Home Renewal	$ 40.00	0%	$ 40.00	NO
Commissioner of Oath Services (Pensions) (per signature)	$ 19.05	0%	$ 19.05	YES
Commissioner of Oath Services (per signature)	$ 28.57	0%	$ 28.57	YES