

City Profile and Policies

2009&2010businessplanandbudget

Mayor & Members of Council

Term: December 1, 2006 to November 30, 2010



MAYOR
HAZEL MCCALLION



Carmen Corbasson,
Councillor Ward 1



Patricia Mullin,
Councillor Ward 2



Maja L.A. Prentice
Councillor Ward 3



Frank Dale,
Councillor Ward 4



Eve Adams
Councillor Ward 5



Carolyn Parrish
Councillor Ward 6



Nando Iannicca
Councillor Ward 7



Katie Mahoney,
Councillor Ward 8



Pat Saito,
Councillor Ward 9



Sue McFadden
Councillor Ward 10

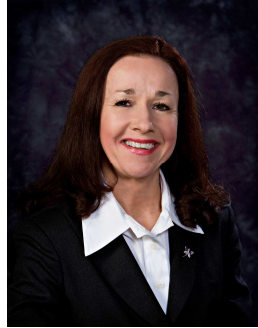


George Carlson,
Councillor Ward 11

City Manager & Leadership Team



**CITY MANAGER,
JANICE BAKER**



**Brenda Breault,
Commissioner,
Corporate Services**



**Paul Mitcham,
Commissioner,
Community Services**



**Martin Powell,
Commissioner,
Transportation and
Works**

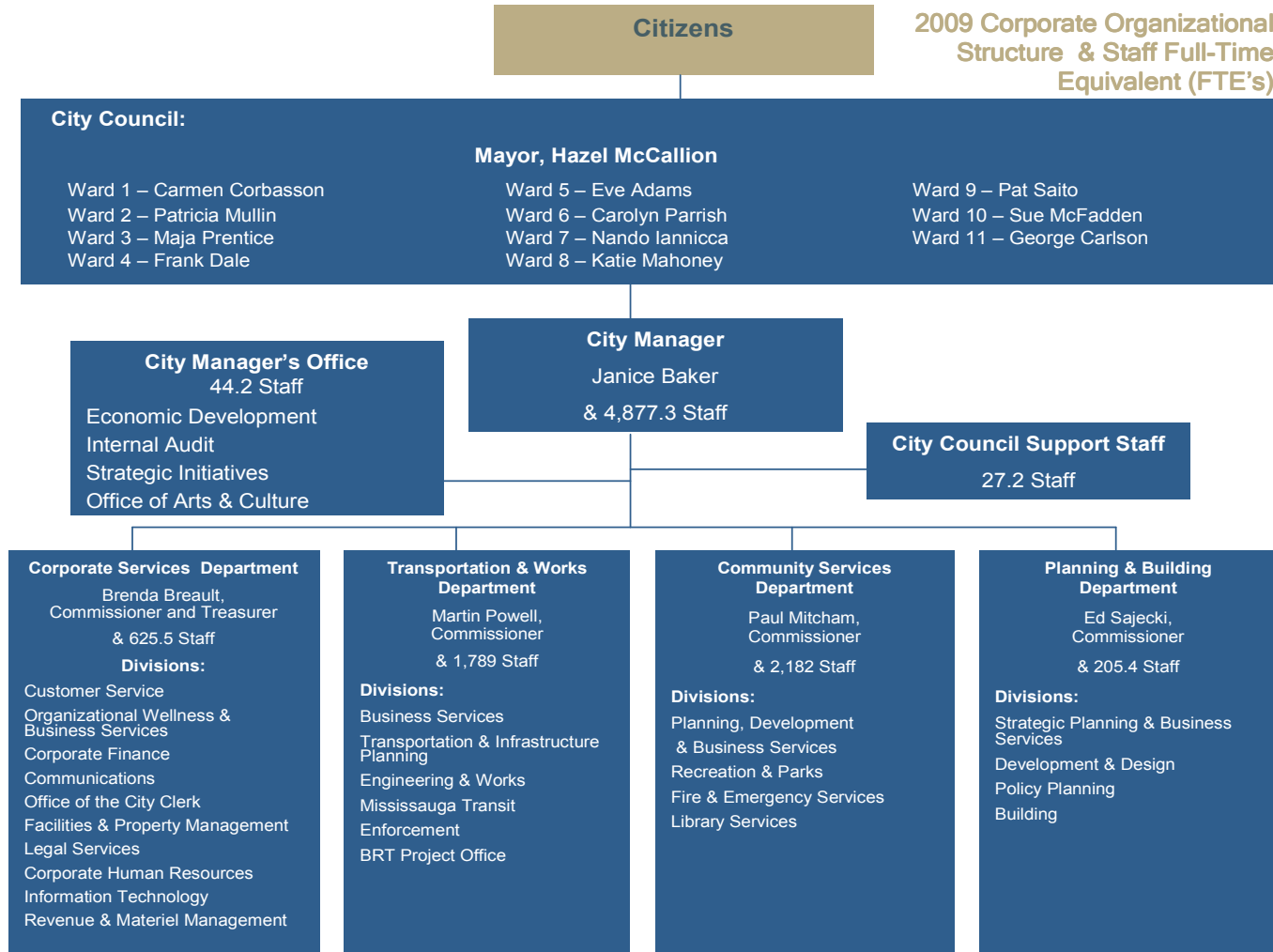


**Ed Sajecki,
Commissioner,
Planning and Building**

City Profile and Policies

2009 & 2010 business plan and budget

City of Mississauga Organization Chart



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The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Award to the City of Mississauga for its annual budget for the fiscal year beginning January 1, 2008. The City of Mississauga has consecutively won the Distinguished Budget Presentation Award for 20 years.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

The award is valid for a period of one year only. The City of Mississauga believes the 2009 and 2010 Business Plan and Budget continues to conform to program requirements, and it will be submitted to GFOA to determine its eligibility for another award.

Community Profile

Mississauga has been one of Canada's fastest growing cities and has established itself as a municipal leader by delivering well-planned, quality public services in a business-like and responsible manner. 2009 will continue the tradition of successfully creating a progressive business environment and a quality of life for residents that is second to none across the country and around the world.

CITY OF MISSISSAUGA - COMMUNITY PROFILE The Mississauga Difference!	
Date Incorporated	1974
Area	71,040 acres (111 square miles, 289 square kilometres)
Location	Mississauga is one of the many cities and towns in the "Golden Horseshoe" which is Canada's manufacturing heartland. Located on the western boundary of the City of Toronto, it forms part of the Greater Toronto Area.
Transportation Services	Mississauga is served by Canada's largest international airport – Toronto Pearson International Airport, two national railways and the greatest concentration of major highways in Canada.
Population	723,000 (2009 Estimate) Mississauga is Canada's 6th largest City. In 2031, projected population will be 814,000
Median Household Income	\$90,600 (Estimate)
Population Characteristics	64% of the population is under 45 years of age. 37% of the population is between 20-44 years of age. (2006 Census)
Total Employment	445,400 (2009 Estimate)
Form of Government	Two tier structure of local Government with Mayor & Council who are elected for a four year term. City of Mississauga along with the City of Brampton & Town of Caledon are within the Regional Municipality of Peel.
Administration	City Manager appointed by Council. Four Commissioners report to the City Manager.
Next Municipal Election	November 2010
Registered Voters	446,000 (Estimate)

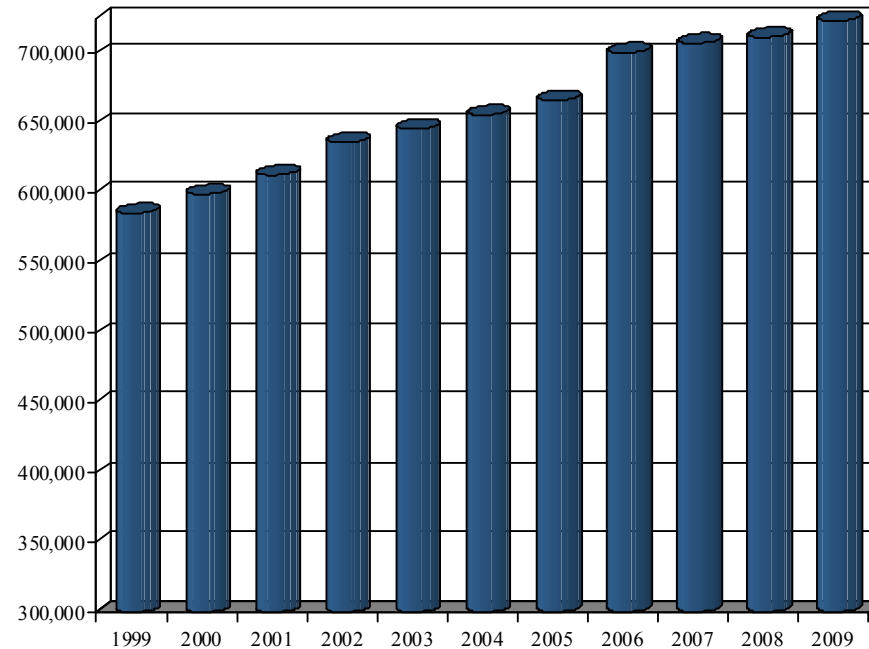
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2008 COMMUNITY SERVICES & INFRASTRUCTURE			
Open Space (in acres)	6,610	Spray Pads	18
Open Space (in hectares)	2,675	Libraries	18
Community Centres	11	Fire Stations	20
Minor Centres	8	Theatres	1
Arenas (includes Hershey)	12	Cemeteries	9
Indoor Ice Surfaces	24	Municipal Golf Courses	2
Outdoor Artificial Ice Surfaces	3	Public Marinas	2
City Ball Diamonds	137	Museums	2
City Soccer Fields	202	Tennis Courts	138
Outdoor Pools	7	Bus Shelters	910
Indoor Pools	7	Buses	409
Indoor School Pools	4	Permitted Picnic Areas	30
Skateboard Park	7		

CITY OF MISSISSAUGA & REGION OF PEEL - PROVISION OF SERVICES -	
CITY OF MISSISSAUGA	REGION OF PEEL
Fire & Emergency Services	Police
Libraries	Public Health Services
Transit	Water & Sanitary Sewer Services
Parks Maintenance	Social Services & Welfare
Recreation Facilities & Programs	Children's Aid
Provincial Offences Court	Long Term Care
Arts & Culture	Waste Collection & Disposal
Local & Arterial Roads	Regional Roads & Planning
Bridges & Watercourses	Social Housing
Storm Sewers	Emergency & Ambulance
Winter Maintenance	Trans Help
Municipal Planning & Zoning	
Building Controls & Inspections	
Tax Collection	

City Of Mississauga Population (1999-2009)



Mississauga is Canada's 6th Largest City.

The above chart shows the City's annual population from 1999 to 2009 (estimated). During this period the City's population increased by 137,500 or 23.5%.

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City of Mississauga's Labour Force and Employment Statistics

Located in the centre of Canada's major consumer and industrial market, the Greater Toronto Area (GTA), Mississauga is strategically situated on the western edge of the City of Toronto. The GTA boasts a population of 5.3 million. The City of Mississauga is only 90 minutes from the United States border which positions local companies adjacent to a vast market of more than 164 million consumers. Fast and convenient access to both local and international markets is a key factor in Mississauga's success as a prime business location. Mississauga, home to Toronto Pearson International

Airport (Canada's busiest airport and among the top 30 in the world) and has the greatest concentration of major highways in the country, making this city a prime gateway to serve local, national and international markets and visitors alike.

Because of the magnitude of the industrial and commercial base located in Mississauga, this City has become a major employment centre within the GTA. Mississauga's 21,000 employers have access to a pool of more than 3.1 million workers. The City's population growth continues to expand the available labour force, which has above average education and skill levels.

MISSISSAUGA'S TOP EMPLOYERS (1,000+ EMPLOYEES)	
Air Canada	Greater Toronto Airports Authority
AstraZeneca Canada	Honeywell
Atomic Energy Canada Inc. (AECL)	Loblaw Companies East
Bell Canada	RBC Financial Group
Bell Mobility	RBC Insurance Services
Canada Revenue Agency*	Servisair/Globe Ground
Canada Post – Gateway Postal Facility*	Symcor
Cara Operations	TD Bank Financial Group
C F M Vermont Castings Majestics Products	The Credit Valley Hospital*
City of Mississauga*	Trillium Health Centre – Mississauga*
Federal Express Canada Ltd.	University of Toronto Mississauga*
GlaxoSmithKline Inc.	Wal-Mart Canada Inc.
G 4 S Security Services (Canada) Ltd.	Winners Merchants Inc.

Source: Mississauga Economic Development Office

*Indicates Government or Institutional Employers

One of the great strengths of Mississauga's business community is the wide variety of companies located here. Close to 56,000 businesses and close to 11,000 of these companies are in sectors such as manufacturing, wholesaling, distribution, transportation, construction and business services. The remaining are retail, personal service, government, education or institutional. Mississauga is home to 59 of Canada's Fortune 500 head offices have their Canadian head offices located in Mississauga.

Such is the diversity that no one sector tends to dominate, although there are some notable clusters: finance, insurance & business services, information and communication technologies, pharmaceutical & biomedical, and automotive & aerospace industries. Complementing these sectors are active business associations in Mississauga.

Financial Policies and Procedures

The City of Mississauga has a long tradition of strong and stable financial management. Some of these guidelines are Council approved via By-laws or policies whereas others are long-standing practices.

The following list provides a summary of various financial guidelines as well as the source of the authority indicated in parenthesis.

Financial Planning Policies:

- 1.0 Fiscal Policy (Council approved)
- 2.0 Reserve and Reserve Fund (By-law 0298-2000 and long standing practices)

3.0 Budget Control (By-law 0262-1997)

4.0 Cash-in-Lieu of Parkland Dedication (By-law 0400-2006)

5.0 Development Charges (By-law 0316-2004)

6.0 Surplus Management (long standing practice)

Other Financial Policies:

7.0 Accounting Policies

8.0 Accounts Payable

9.0 Accounts Receivable

10.0 Purchasing Policies and Procedures

11.0 Cash Management

Details of the each of Financial Planning policies are detailed in the following sections.

1.0 Fiscal Policy

In 1996, Council approved a fiscal policy that forms the basic framework for the overall fiscal management of the City of Mississauga. Most of the following points represent long-standing principles, traditions and practices that have guided the City in the past and have been of assistance in maintaining our financial stability over the last 33 years. As the City evolves, this fiscal policy will need to be continually reviewed to coincide with Mississauga's transition from a rapidly growing to a maturing urban centre.

- **New Development:** Existing taxpayers should not bear the financing of growth-related infrastructure costs except to the extent that city wide facilities are required in response to new services or as a result of service expectations from a city of larger size. Growth related infrastructure is funded

primarily through development charges in accordance with the *Development Charges Act, 1997*. Funding for non-growth infrastructure is funded through tax based revenues.

- **Capital Projects:** The City prepares a multi-year operating forecast to identify the impact of new facilities and infrastructure. Unless the City has the ability to afford the new facility, the project will not proceed.

- **Operating Like a Business:** Core services will be identified and funded. Non-core services will be maintained only if they are financially viable, reductions of costs occur elsewhere in the Corporation, or if there is sufficient community use to justify the cost of providing the service. The City will identify which programs are to be funded through general revenues, those that are to be self-funded and those program's that require a subsidy from general revenues. Emphasis will be placed upon reducing the reliance on funding from tax revenues. Methods of service delivery are continually reviewed to control costs.

- **No Debt Financing:** The City adheres to a pay-as-you-go philosophy whereby City facilities and infrastructure are not built unless City funds are available for construction. This policy requires the maintenance of significant capital reserves funding to be set aside prior to a project's inception. It should be noted however that under Council's new Capital Financing Strategy, external debt financing for a portion of the capital budget will be required by 2013. In the mean time, research will be undertaken to investigate the best municipal practices being used by local governments to draft a debt policy that will be endorsed by Council at the appropriate time. The use of debt

financing will become necessary due to the City's growing infrastructure rehabilitation needs.

- **Do Not Exhaust Reserves:** In addition to its capital reserve funds, the City has established reserves to fund, large, long term liabilities; eliminate tax rate fluctuations due to unanticipated expenditures and revenue shortfalls; smooth expenditures; and fund multiple year special projects. Use of reserves is planned and is not considered as an alternate funding source in place of good financial practice. Long term liabilities are reviewed on an annual basis. Reserves and reserve funds will be established as required and are monitored at regular intervals.

- **One Time Revenues:** Major one-time revenues and operating surpluses are transferred to capital and other reserves or reserve funds. The use of one time revenues to fund ongoing expenditures results in annual expenditure obligations which may be unfunded in future years and is avoided.

2.0 Reserve and Reserve Fund

By-law 0298-2000 and any amendments thereto, defines each Reserve and Reserve Fund as well as the reporting requirements including the necessary authority levels for opening, closing, or reorganizing Reserve or Reserve funds.

Significant work has been undertaken to evaluate the appropriate minimum balances to be kept in reserves or reserve funds in order to maintain fiscal health. The following provides an example of targets and/or minimum balances that have been established but is not an all-inclusive listing:

- Tax Base Capital Reserve Fund minimum balance \$30 million
- The collective Development Charge Reserve Funds must maintain a positive balance while individual account balances may not.
- Reserve for Commodities: 25% of current year's budget to hedge against price fluctuations.
- Winter Maintenance Reserve: 50% of current year's budget

3.0 Budget Control

By-law 0262-1997 provides general guidelines related to the preparation and subsequent variance reporting for both the Capital and Operating Budget, including staff complement control. All policies and procedures are in compliance with the *Municipal Act, 2001*.

4.0 Cash In Lieu of Parkland Dedication

By-law 0400-2006 is administered under the authority of the *Planning Act, 1990*. The By-law identifies the policies and procedures under which the funds are collected regarding the development of property in the City of Mississauga and identifies any fees that are applicable.

5.0 Development Charges

By-law 0319-2004 provides guidelines on the collection, administration and payment of development charges. The *Development Charges Act, 1997* on which this policy is based, enables municipalities to recover the capital costs of residential, commercial and industrial growth from developers. The current development charge by-law is set to expire on July 7, 2009. A development charge background study is currently

underway and a new development charge by-law is expected to be approved by Council prior to the expiry of the existing by-law

6.0 Surplus Management

The City's surplus management is a long standing practice which is closely tied to both the fiscal policies as well as the City's infrastructure deficit concerns. Each year, the city prepares a forecasted surplus (including one-time revenues). This report recommends any transfers to and from Reserves and Reserve Funds, as necessary, with any residual monies being transferred to the Capital Reserve Fund to provide for future infrastructure needs.

Other Financial Policies

7.0 Accounting Policies

The Accounting area within the Finance Division prepares these types of policies. All policies are created in consultation with the Internal Audit Division and are reviewed on a regular basis to ensure they are up to date and in alignment with the city's current practices. Policies of this nature are included in Corporate Policies and Procedure Manual. Examples of the accounting policies included are: preparation of journal entries and authorization requirements, preparation of the Council Remuneration Statements and Council expense statements.

8.0 Accounts Payable Policies

These policies provide guidance for the processing of all vendor and employee expenses for the corporation. All accounts payable policies are prepared with the approval of the

Internal Audit Division. Each policy outlines the levels of authority required in order to process an expense for payment.

9.0 Accounts Receivable Policies

These policies govern the issuance of invoices to various individuals, businesses or corporations for services rendered by the city. Procedures are provided to guide staff in submitting the information required for the preparation of an invoice by the Revenue Division.

10.0 Purchasing Policies and Procedures

By-law 0374-2006 provides extensive information concerning the procurement of goods and services for the city. It details standard levels of authorization required and the different purchasing methods endorsed for procuring goods and services at all monetary values.

11.0 Cash Management

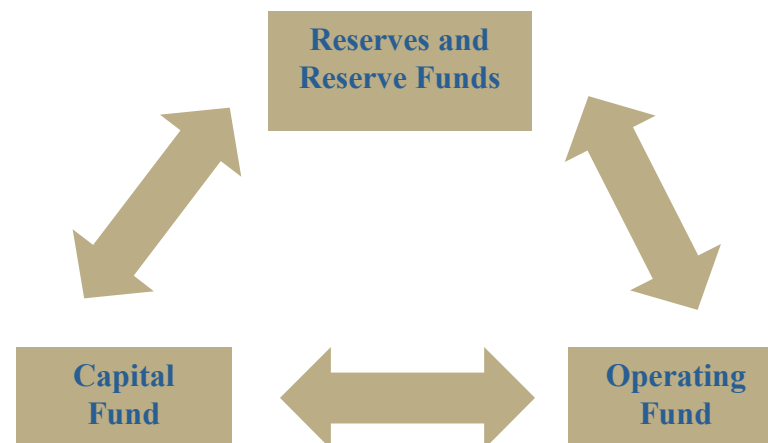
These policies are contained within the Corporate Policies and Procedures manual which provides for the administration of handling cash floats and petty cash, corporate credit card policy, and an investments policy.

Fund Structure and Overview

In municipal financial operations, money raised or supplied for a particular purpose must be used for that particular purpose as legislated under the *Municipal Act, 2001*. Legal restrictions and contractual agreements prevent it from being diverted to any other use. Fund accounting shows that money has been used for the purpose for which it was obtained. The funds used by the City of Mississauga stem from the General Revenue

(Operating) Fund, the Capital Fund, the Reserve Fund and Trust Funds. This 2009 and 2010 Business Plan and Budget pertains to programs, services, and activities within the General Revenue (Operating) and the Capital Fund. Transfers are made to and from reserves, these financial transactions are summarized in the Reserves and Reserve Funds section.

The following diagram provides an example of the relationships between the funds:



The 2009 and 2010 Business Plan and Budget is comprised of the revenue and expenses for the Operating and Capital Funds for the City of Mississauga including the City of Mississauga Public Library Board. All financial information is prepared in accordance with generally accepted accounting principles (GAAP) for local governments as recommended by the Public Sector Accounting Board (PSAB). The City's sources of

financing and expenditures are recorded using the modified accrual basis of accounting. This method recognizes revenues as they become available and measurable; and expenditures as they are incurred and measurable as a result of receipt of goods or services or the creation of a legal obligation to pay.

Operating Fund

The Operating Fund or Budget provides for the normal operating expenditures and revenues associated with the day to day provision of services.

Capital Fund

The Capital Fund or Budget provides for significant expenditures to acquire, construct or improve land, buildings, engineering structures, or machinery and equipment used in providing municipal services. These capital expenditures confer benefits lasting beyond one year and result in the acquisition of, enhancement to or extension of the normal useful life of a fixed asset. The capital budget is set on a project-commitment basis (versus cash flow), with actual budget spending often occurring over one or more fiscal years. However, several large projects spanning several years to complete have been budgeted over multiple years, using a cash flow basis.

Reserve and Reserve Funds

The Budget also provides information related to the Reserve and Reserve Fund balances. The city does not formally budget for this fund except to the extent that it is affected by

contributions to and from either the operating or capital funds. For example, in a municipal election year, election expenditures are financed by a transfer from the Reserve for Elections. Both the election expenditures and the revenue from the Reserve are budgeted for within the Operating Budget. The Reserves and Reserve Fund section of this budget book provides additional information on reserves and reserve funds.

Operating Budget Assumptions

The net funding requirements of the City, as identified in the Operating Budget, form the basis of the property tax calculation and the related tax rate increase. In this way, the City Budget is balanced as required under the *Municipal Act*, wherein Ontario municipalities are prohibited from running an operating deficit.

As the budget year progresses, assumptions related to revenues and expenses, as well as corporate issues, are constantly updated as more accurate and up to date information becomes available. In advance of the budget, revenue and expenditures are reviewed on four separate occasions as follows:

- twice a year, a detailed analysis is prepared comparing the forecasted revenues and expenditures for the year relative to the approved budget for both capital projects and operating which identifies trends;
- a detailed analysis is prepared highlighting any year end budget variances; and
- in preparation for the upcoming budget, operational staff review financial performance to assist in the

preparation of estimates of upcoming pressures and opportunities for the next three years.

The information gathered through these reviews forms the basis of the funding requirements for the upcoming year and related tax rate increases.

Summary of Revenue Assumptions and Sensitivity Analysis

Revenue figures included in the budget are based on a number of factors. By combining forecasted performance to date, prior years' trends, estimated rate increases for the upcoming year and market factors, realistic budgets are developed for the numerous revenue sources. Major revenue-related assumptions used in the 2009 and 2010 Operating Program are as follows:

- As the Province was delayed in providing the regulations related to the new commercial and industrial construction classes, MPAC was delayed in adding these properties to the 2008 year end roll which has reduced the assessment growth from 1.5% to 1.33%. This has been offset by increasing supplementary revenues in 2009 as a result of this delay. The 2010 assessment growth is estimated at 1.17% which compensates for the 2009 delay. There is not net change to the 2009 or 2010 tax rate increases;
- Provincial sharing of gas tax collected on gasoline sales is used to offset the cumulative operating costs of transit expansion and service improvements for 2005 to 2009. Starting in 2010, the cost of transit expansion

will be partially funded from the tax base estimated in the amount of \$0.9 million;

- Individual recreation program and rental rate increases vary, but an average rate increase of 3.0% was assumed;
- From a policy perspective, children and youth recreational program revenues are set at a rate which incorporates a subsidization while adult rate are set on a full cost recovery basis;
- Where noted, revenues may be revised based on forecasted results in 2008 which are expected to continue into 2009;
- Returns on short term investments are estimated at 3.4% in the operating program with an average daily invested of \$550 million. Based on recent reduction in the Bank of Canada rate, the City has reduced investment earnings by \$1.0 million in 2009 which is offset by a corresponding transfer from Reserves of the same amount; and
- The investment in Enersource, a jointly owned company with OMERS, is forecast to generate \$8 million in dividends. There is no change to estimate in 2009 or 2010 Budget.

In the preparation of the Budget, the impacts of declining growth are and will be closely monitored. The following operating revenues are generated from growth:

- Building permits; and
- Planning and Subdivision fees.

Mississauga is not forecasting any decreases in building permit revenues budgeted of \$12.3 million due to volume but is recommending that the rate be indexed on an annual basis which is forecast to generate \$0.3 million in additional revenue. As the rate of building slows and the associated permit revenue declines, Mississauga has various options in dealing with this situation. Options include increasing the building permit rates to a full cost recovery basis, decreasing revenue estimates in the budget, adjusting expenses or subsidizing any shortfalls from reserves.

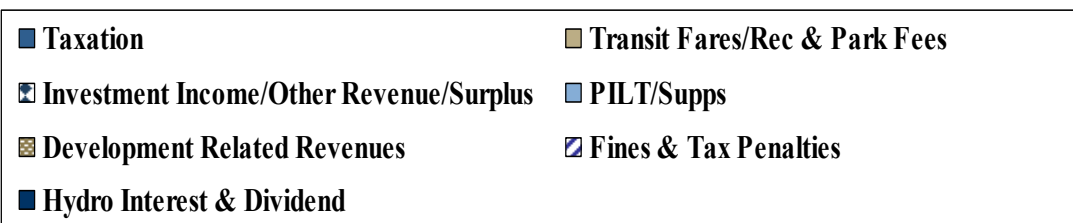
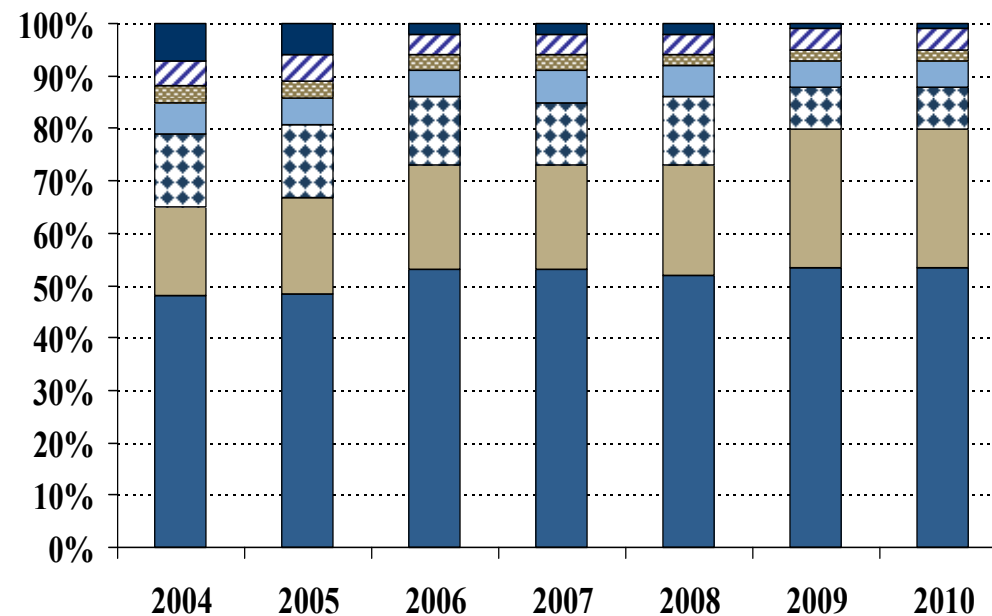
The 2009 and 2010 Budget recommends changing the structure and increasing the rate of fees charged to developers for the development approval process in order to reflect full cost or

close to full cost recovery. The total increase of \$3.0 million will be phased with a \$1.0 million and additional \$2.0 million increase in the 2009 and 2010 Budget period, respectively.

Lastly, Mississauga has revenue sources which are roughly linked to the health of the economy – in particular Transit fares and Payments In Lieu of Taxes (PILT's) for Pearson International Airport (PIA). The 2009 Budget includes \$63.3 million in Transit fares and \$18.5 million for Payments In Lieu of Taxes – Pearson International Airport based on passenger count. Any economic downturn, would reduce revenues in both these areas as fewer passenger trips would be made by bus or airplane for work or leisure purposes. A one-time reduction in Transit fares of \$4.0 million has been included which is offset by a transfer in the remaining balance of the Provincial Gas Tax Reserve.

This chart shows the revenues generated by the City broken down by source from 2004 to 2010.

History of Various Operating Budget Revenue Sources

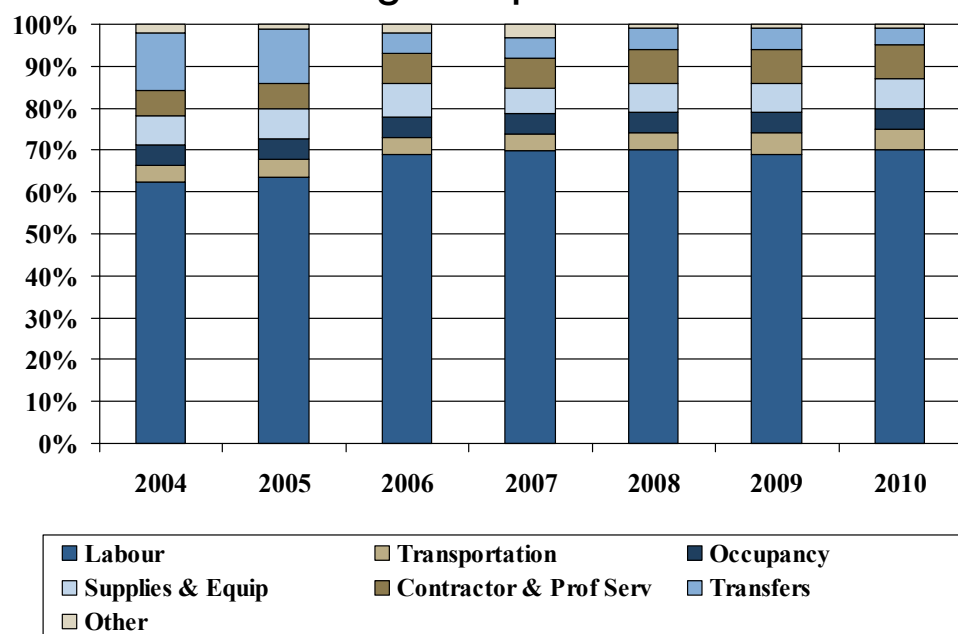


Summary of Expenditure Assumptions and Sensitivity Analysis

Operating expenses are expected to increase in a number of areas in 2009. Major expenditure assumptions used in the 2009 Operating Program are as follows:

- No general inflationary increases have been provided for the operating program. Inflationary pressures have been assessed on a case by case basis;
- Labour increases include negotiated union settlements which have been estimated;
- The 2009 Budget includes a provision for a diesel fuel purchase price that averages about \$0.98 cents per litre; and
- Increases for third party contractors and the operation of jointly owned facilities have been estimated at various rates depending of the major cost drivers such as utilities.

History of Various Operating Budget Expenses



Capital Program Assumptions

Assumptions included as part of the capital program are as follows:

- All project costs are estimated in 2009 dollars. Capital forecasting and tax impacts have been calculated using costs adjusted for inflation for modeling purposes only. The rate of inflation is assumed at 3%;
- The revolving and tax based reserve funds will be used to finance capital infrastructure needs.
- Longer term investment returns on the City's Reserve Funds are estimated at 5.0% except Development Charges which are 4.0%;
- Debt financing has been modeled using a 5.0% annual interest rate with debt being issued for a 15 year term;
- Development Charge revenues, for the entire ten year period, have been estimated using the rates in effect on August 2009; and
- Federal and provincial gas tax revenues have been incorporated into the capital plan.

Mississauga uses the following criteria for estimating long term capital maintenance requirements:

- Facilities maintenance is based on life cycle replacement as follows:
 - Electrical systems – 30 years;
 - Compressors – 35 years;
 - Roofing – 20-25 years;
 - Rooftop Heating Ventilation Air-Conditioning (HVAC) – 15 years;
 - Chillers – 25 years;
 - Condensers – 18 years;

- Unit Heaters – 10 years;
 - Carpeting – 8 years;
- Roads are evaluated based on an inventory condition and criteria established through a pavement management system with resurfacing every 15-25 years and total reconstruction every 75 years;
- Information technology (IT) lifecycle replacements as follows:
 - Replacement of major applications – 10 years;
 - Version upgrade in business application systems – 3 years;
 - Servers and communication switches – 5 years;
 - Desktop personal computers and peripheral units – 4 years; and
- Transit buses are replaced based on a 12 year life cycle.

Capital Prioritization

During 2007, the City implemented a capital prioritization tool to assist in the decision making process. This new prioritization model was used as a tool by staff and the City's Leadership Team to assist in the assessment, prioritization and preparation of the capital budget and forecast.

The assessment model includes a two stage approach using block funding for regular asset infrastructure replacement projects/programs and a two-part scoring criteria/weighting system for all other projects.

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The evaluation criteria are as follows:

Ranking Criteria	Points
Legislated	10
Health & Safety	10
Contributions to Strategic Priorities	10
Project Endorsed by Council	10
Updates Services within Current City Standards	10
Efficiency/Cost Savings/Co-Funding	10
Life Cycle Replacement/State of Good Repair	10
Previous Funding/Spending Approved	10
Environmental Benefits	10

Timing Criteria		
Urgent	Necessary	Desirable
300 Points	200 Points	100 Points

In addition to the scores, the city's capacity to fund, build and deliver projects and coordination of timing with other governmental bodies and developers and services was also considered.

The City of Mississauga 2009 Budget Process

Mississauga integrates its business planning and budgeting processes into one document that reflects sound finance planning and prudent fiscal management practices. The City uses a collaborative process to prepare its business plans and budget in cooperation with all the departments.

The process begins with the identification of major initiatives that will be undertaken across the City. At this point, these

ideas are reviewed in detail by the Extended Leadership Team (EXLT) which is comprised of the City Manager, Commissioners and all the Directors from across the Corporation. The objectives of these facilitated sessions is to create a common understanding of the human resource, financial, and technological requirements from across the corporation in terms of achieving the City's strategic priorities as well as addressing the various environmental factors which are affecting our services and their delivery.

Balances and compromises are made throughout the process to ensure that approved business plans are realistic in terms of operational, budget and workload planning on a city-wide perspective. These approved plans are then communicated towards staff and provide the basis for the budget and various detailed workload planning processes that must be undertaken.

The City's business planning and financial organization structure is based on a combination of decentralized and centralized staff. Early in the year, departmental and corporate financial and business planning staff develops an integrated timetable. It identifies all the major processes including critical due dates. Major processes and milestones are included in the timetable as follows:

- development of preliminary business planning initiatives;
- summaries of major pressures and opportunities which impact the City's existing services;
- check-in points with Budget Committee (comprised of the Mayor as the Chairperson and all Councillors) and

Leadership Team (Comprised of the City Manager and Commissioners) to ensure ongoing alignment with City priorities,

- semi-annual operating and capital works in progress variance reporting;
- salary and wage projections;
- operational funding envelopes; and
- business plans and budget submission due dates.

Due to the centralized/decentralized process, city-wide dates are then translated into each individual departmental plan which mirrors and support the city-wide process

Prior to the business plan and budget preparation process, a manual was issued to guide City departments in the preparation of their business plans and budgets, to define the process and to identify information requirements. The 2009 Business Plan and Budget process began early in 2008. The following two charts titled “Business Plan and Budget Process” provide highlights of detailed processes followed in developing and preparing the business plan and budget document as it relates to Council Budget Committee as well as the internal staff process.

Business Plan and Budget Process - Budget Committee	
Timing	Purpose
Winter/Spring	Provide feedback on the prior year’s budget process Identify major initiatives that support the City’s business planning priorities; Identify major funding pressures or opportunities which are not included above; and Preliminary overview of the upcoming year’s issues
June	Initial review and input into the upcoming year’s business plan budget via detailed service presentations; and Preliminary tax rate increase discussions
September/ October/ November	Ongoing discussion with Budget Committee about tax rate management by evaluating existing service levels relative to City’s strategic priorities
December	Final review of operating and capital budget assumptions including a review and approval of any changes to Fees & Charges (including reports and by-laws) contained within the Budget
January	This series of meetings and detailed sessions includes the review of the staff recommended business plans and budget. Budget Committee receives the Business Plan and Budget Book as least one week in advance of the meeting. The meeting’s usual topics are as follows: <ul style="list-style-type: none"> • Corporate-wide Overview presentation; and • Service Business Plan and Budget – Detailed Questions and Answers.

The final budget approval is received at a subsequent Council meeting early in the New Year. At that time, any changes to the staff recommended budget, if necessary, are highlighted and approved.

Public Input into Budget Process

As part of the budget planning process, public input may be requested for specific or general initiatives. Stakeholders, as well as general public/ward meetings or separate Council reports, may be undertaken in order to ensure decisions are in line with the needs of the public.

All Budget Committee meetings are publicized in advance through the City's website and the members of the public are invited to attend and, if they wish, to express their views about the plan. Various ratepayers' seminars and meetings are held to discuss issues impacting the City of Mississauga.

Once a budget presentation or budget has been distributed to Council, it is accessible through the City's website or at any public library. On an annual basis, the Mayor hosts a televised phone-in program where residents can voice their opinions and ask questions concerning the budget.

Valuable taxpayers' input is obtained as a result of these processes to provide feedback relating to service needs and delivery.

Business Plan and Budget Process - Internal Staff Highlights	
March to June	<p>Debriefing sessions are conducted with Mayor and Council and budget staff regarding prior year's process.</p> <p>Staff meet with Mayor and Council to obtain direction and identify issues to be addressed in the upcoming budget.</p> <p>City staff participate in a series of meetings that are used for developing and refining broad based business planning parameters including examining environmental factors, and setting business planning priorities.</p> <p>Planning and Building releases population and employment projections.</p> <p>Business planning initiatives are captured throughout the City via Briefing notes (BN).</p> <p>BNs are reviewed and discussed with EXLT. BN are balanced with City costs pressures and opportunities relative to existing service levels.</p> <p>BN are prioritized and balanced with various funding options to determine appropriate balance with human resource, financial and technological resources.</p> <p>Financial Planning prepares the mid-year monitoring report which includes both capital and operating budget adjustments and forecasts based on April and May month ends, respectively.</p> <p>Financial Planning prepares and distributes Budget Procedures Manual.</p> <p>Series of Budget Committee (includes Mayor & Council) meetings are held.</p>
July to October	<p>Departments prepare their budget requests conforming to their funding envelopes, and a multi-year plan.</p> <p>Financial Planning conducts training seminars for new and existing staff related to budget system input and the preparation of detailed budget book pages. Funding Envelopes are approved by the Leadership Team and issued to Departments.</p> <p>Request for information technology, furniture, audio visual equipment and facility repairs and renovations requests are submitted to the appropriate Departments.</p>
October/ November	<p>Departments submit their detailed business plan budget requests to the Business & Financial Planning teams for analysis and consolidation.</p> <p>Departments present their budget requests to Leadership Team (LT) and Budget Committee.</p> <p>The City's Leadership Team reviews and establishes a final recommended Budget.</p> <p>Departments prepare departmental Overviews as well as, Project and Program Description sheets.</p>
November/ December	<p>Councillors may conduct public meetings to discuss the budget.</p> <p>Financial Planning prepares the final budget document for distribution to the Mayor and Members of Council, City departments, the press and posting on the City's website.</p> <p>Financial Planning prepares the Year End Forecast Report.</p>
January	<p>Budget Committee reviews the Budget Book in a series of public meetings.</p> <p>Each department's budget is presented to Budget committee.</p> <p>Budget Committee adopts the Budget subject to any changes they approve.</p> <p>Financial Planning incorporates any changes, if required, to the budget document.</p>
February/ March	<p>Council approves the Budget. Once the year end results are finalized, the approved section of the budget book is completed and distributed.</p> <p>Any pages that change as a result of Council's review are highlighted within the text, reprinted and redistributed</p> <p>Tax Rate By-law is prepared</p>

