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City of Mississauga

Business Services & Corporate Assets Business Plan 2009-2010



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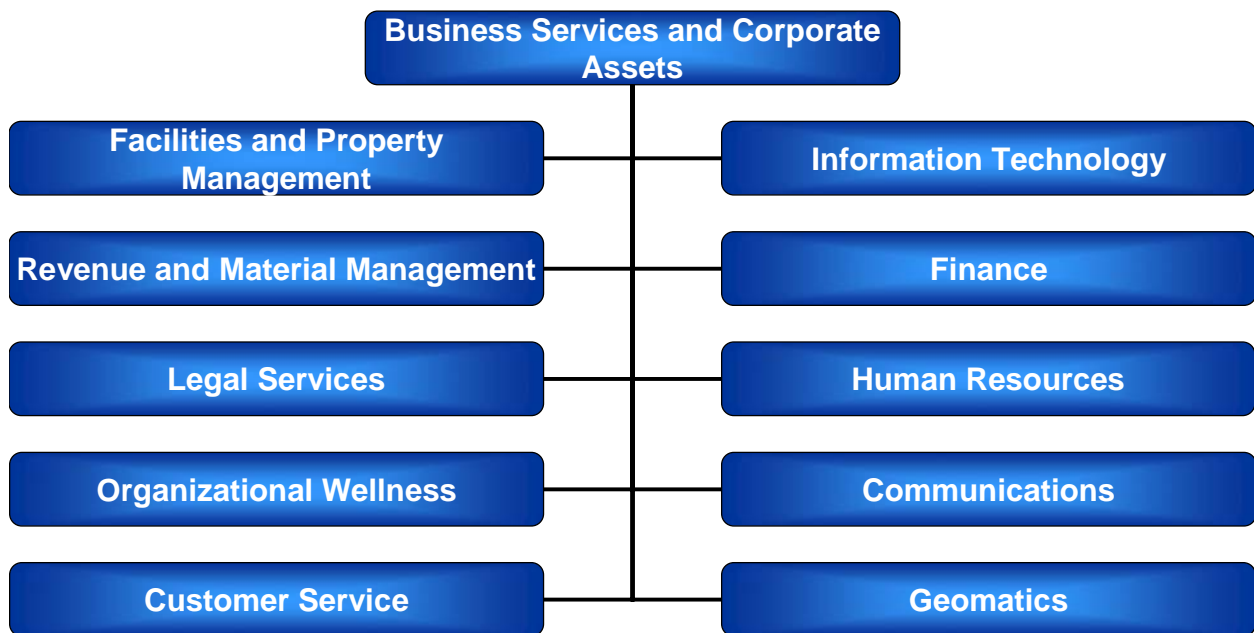
Who We Are

Business Services and Corporate Assets (BSCA) provides quality advice, primary support and vital services to front-line service areas within the City of Mississauga, as well as to residents and local businesses of Mississauga.

A united team of 10 interrelated groups, BSCA partners with internal and external clients to develop and implement comprehensive programs that ensure excellent, effective and efficient service delivery to each group's customers and clients.

BSCA strives to be the service provider of choice by encouraging innovation, promoting two-way communication, modeling financial accountability, managing issues proactively and improving continuously.

The following illustrates the groups comprising the BSCA service area.



Facilities and Property Management manages the City of Mississauga building and real property infrastructure from original emplacement to eventual disposal; handles City of Mississauga real estate, facility design engineering, facility operations maintenance repair and replacement, project management and preservation of facility infrastructure; and oversees the protection of

property and information through security operations, energy conservation and procurement (electricity, gas and water), as well as the provision of space.

Information Technology ensures the application of technology supports corporate objectives and priorities; develops policies, strategies and applications related to information technology; and assists in the delivery and maintenance of technology solutions to the public. The group comprises four sub-groups: Client Services, Departmental Systems, Enterprise Systems and Planning and Integration.

Revenue bills and collects interim, final and supplementary property taxes; handles tax, provincial offences and miscellaneous receivables; processes payments; oversees review and appeal of property assessment information received from the Municipal Property Assessment Corporation (MPAC); and develops property tax policy for Council consideration.

Materiel Management oversees all procurement activity in accordance with the Purchasing By-law; acquires and disposes of all goods and services; and handles the maintenance and distribution of central supply inventories for the City of Mississauga.

Finance provides financial information, management and stewardship to support and promote the delivery of cost-effective City of Mississauga services and programs to external customers (such as taxpayers, financial stakeholders) and internal customers (such as Council and Service Areas). The group comprises four sub-groups: Financial Services and Financial Systems Support, Business and Financial Planning, Risk Management and Investments.

Legal Services offers legal advice to the Mayor, Members of Council and City of Mississauga service areas with regard to Municipal Law, Labour and Employment Law, litigation, real estate, Planning and Development law and prosecutions; represents the City of Mississauga at courts and tribunals; drafts and negotiates agreements on behalf of the City of Mississauga; and drafts by-laws and other legal documents as required.

Human Resources plans, develops and administers policies and programs relating to staff recruitment, salary and benefits administration, employee safety, employee and labour relations; and enhances organizational effectiveness through training and development.

Organizational Wellness creates, prepares, leads and oversees corporate-wide strategic employer of choice and organizational development initiatives related to employee engagement, leadership and talent management.

Communications coordinates strategic marketing and communications planning and implementation; provides management, community relations, internal communications, media affairs and general promotion and advertising on behalf of the City of Mississauga; supplies printing and mail delivery services for all City of Mississauga service areas; and works to ensure that the City of Mississauga vision and activities are communicated.

Customer Service answers telephone and electronic communications inquiries from the public and other City of Mississauga service areas; operates and supports the City of Mississauga call centre; coordinates with Facilities and Property Management to consolidate and realign customer service counter areas; and prepares the City of Mississauga for 3-1-1 call servicing.

Geomatics focuses on the use and preservation of geographic based information and services, and supplies mapping products and services to all City of Mississauga service areas, the City Manager's and Mayor's Office and Council.

Our Mission

To enable the delivery of excellent public service to the community by providing partners and customers with quality advice and support.

Our Guiding Principles

- Know our business and deliver results
- Remain progressive and responsible in conducting business
- Contribute jointly to a positive workplace
- Value talent and diversity
- Think creatively and look for better ways
- Work together to provide exceptional service



Ongoing Operating Activities

Business Services and Corporate Assets (BSCA) primarily provides project or transaction based services that ensure City of Mississauga service areas are provided with the policies, professional advice and guidance needed to perform all of their daily responsibilities. BSCA sets the corporate policy framework for Council approval in areas such as City purchasing by-laws, finance and human resources. The service area actively monitors and facilitates compliance with corporate policies and legislative frameworks. BSCA also provides front-line services to residents and local businesses of Mississauga.

The following highlights the primary project and transactional ongoing operating activities for each BSCA group.

Programs Delivered

Facilities and Property Management

Security and Operations



- Patrolling parks and facilities
- Investigating incidents and developing rapid responses
- Providing security services to Transit system, and operations and custodial services to Civic Centre complex buildings
- Installing, operating and maintaining a comprehensive security systems network consisting of closed capture television, access control and intrusion alarms

Facilities Maintenance



- Providing preventative and demand maintenance services to support owned and leased facilities, programs, sports fields and park pathway lighting
- Managing outsourced maintenance services to support programs and assets, such as corporate waste management
- Operating help desk to receive service request calls during business hours and 24/7 on-call response for emergencies and critical repairs

Facilities Planning and Development



- Providing project management, facility design and engineering for the construction of all new City of Mississauga facilities
- Managing building and site services infrastructure lifecycle replacement program for facilities and park pathway lighting
- Performing redevelopment of, and renovations to, existing facilities
- Developing accessibility guidelines for all corporate facilities

Energy Management



- Improving energy and water efficiency; monitoring energy consumption and recommending conservation strategies; procuring energy for all facilities and electricity for street lighting
- Designing and procuring building automation systems

Space planning



- Coordinating office space management for the short, medium and long term; handling staff relocations and temporary accommodations; providing expertise in furniture specifications, procurement, inventory management, lifecycle analysis and warranty maintenance issues
- Planning how to best utilize space, including preparing computer aided design drawings, project administration, cost estimation and construction contract management

Realty Services



- Negotiating interests in properties, specifically acquisitions, disposals, land exchanges, leases, easements, encroachments, road closures and expropriation proceedings for the City of Mississauga
- Maintaining property register for all City of Mississauga owned real property

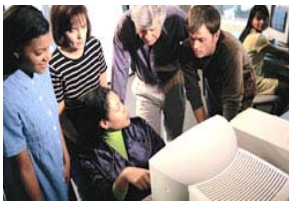
Information Technology (IT)

Client Services



- Providing network communications; applications security administration; IT training and education; help desk support; and audio-visual services
- Coordinating front-line support for City of Mississauga staff on various computer software
- Supporting the City of Mississauga network infrastructure for voice, radio and data
- Managing the data centre including over 200 servers, backups and off site storage

Departmental Systems



- Delivering quality business applications and solutions; performing upgrades; and delivering functionality enhancements
- Offering project management services
- Implementing major service specific applications projects for individual City of Mississauga service areas
- Providing departmental application support and maintenance

Enterprise Systems



- Developing, implementing and supporting enterprise-wide applications, such as: eCity, Inside Mississauga, Hansen, Geographic Information Systems and 3-1-1 Consolidated Call Centre
- Designing, building and maintaining the City of Mississauga external Internet websites and related online services; developing website standards and procedures to ensure enterprise site consistency; and providing training, leadership and support to web authors
- Managing and administering the City of Mississauga Intranet website

Planning & Integration



- Imparting strategic direction and technical leadership for data, application, systems and network architecture, tools and desktop products; administering databases and applications; and setting IT internal processes, standards and service level agreements
- Planning and developing the infrastructure for current and future technology trends, including data, systems, applications, enterprise desktop products and security
- Planning and designing network connections and security for City of Mississauga locations and wireless infrastructure for enterprise-wide network coverage
- Recommending new technologies, standards and procedures
- Ensuring the availability, security and integrity of corporate data
- Providing consulting, design and delivery of electronic and paper-based forms for City of Mississauga staff and the public

Revenue and Materiel Management

Cashiers



- Receiving customer payments and issuing receipts for various City of Mississauga fees and charges
- Processing payments for City of Mississauga service areas

Assessment, Property Tax and Collections



- Reviewing and appealing property assessments from the Municipal Property Assessment Corporation (MPAC)
- Calculating and processing tax appeals, assessment appeals, new construction adjustments, vacancy rebates, charity rebates and tax loans
- Calculating City of Mississauga tax rates; billing of taxes; processing property tax payments; issuing overdue tax notices; and performing maintenance and customer service for approximately 200,000 properties
- Collecting tax, provincial offences and miscellaneous receivables
- Invoicing on behalf of City of Mississauga service areas

Purchasing



- Acquiring all construction, consulting, equipment, materials, services and supplies on behalf of City of Mississauga service areas

Central Stores



- Maintaining an inventory of essential high-use and specialty items utilized mainly by City of Mississauga service areas
- Providing delivery services and disposition of surplus goods

Finance

Financial Services and Financial Systems Support



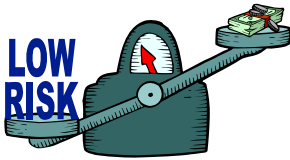
- Offering financial advice and support to Council and City of Mississauga service areas
- Administering payroll, accounts payable and accounting services, and financial reporting
- Shaping financial policies and financial management control
- Providing financial systems support frameworks for SAP financials and Human Resource/Payroll modules

Business and Financial Planning



- Preparing and delivering City of Mississauga operating and capital budgets, projections, forecasts and financing strategies
- Developing the City of Mississauga business planning process by integrating strategic, budget and work planning processes

Risk Management



- Administering the City of Mississauga insurance and risk management program

Investments



- Managing cash and investments of surplus funds
- Maximizing the return on short-term and long-term investments

Legal Services



- Providing advice and opinions on the *Municipal and Planning Act* and other applicable legislation, as well as on policy and governance matters and other issues arising from the operations of the City of Mississauga
- Providing legal advice during Council, General Committee, Ontario Municipal Board applications and appeals and Planning and Development Committee meetings or as required in other Council/Advisory committees
- Providing legal advice to City of Mississauga service areas regarding policy and operational matters
- Drafting by-laws outlining the exercise of the regulatory powers of the City of Mississauga
- Developing agreements on behalf of the City of Mississauga on a variety of municipal, corporate/commercial and real estate and development matters
- Prosecuting offences under the Provincial Offences Act and Highway Traffic Act, and representing the City of Mississauga at Appeal Committee hearings including the Licence Appeal hearings and the Property Standard appeals



Human Resources

Staffing & Development



- Developing and delivering corporate “staffing and recruitment” and employee “training & development” related policies, strategies and solutions
- Supporting and maintaining the Human Resource Management System and providing temporary recruitment services for City of Mississauga service areas

Compensation & Benefits



- Ensuring full and competitive policies and programs, such as group benefits, comprehensive performance management and compensation packages

Labour Relations, Health & Safety



- Providing comprehensive labour relations and health, wellness and safety services, ensuring compliance with various legislations, labour, health and safety, and other laws for all union and non-union employee groups
- Providing Employee Health and Wellness education and services

Organizational Wellness



- Providing organizational development services and support to City of Mississauga service areas
- Delivering internal communication services, orientation and recognition programs, and initiatives to BSCA
- Conducting bi-annual Corporate Employee Engagement survey and follow-up process

Communications

Public Affairs and Strategic Communications



- Developing, implementing and evaluating communication strategies; crisis and issues management; media relations; event planning consultation for public relations and protocol initiatives; media training and internal communications
- Supporting key internal stakeholders in delivering services that are valued by taxpayers
- Sharing information internally (with employees) and externally (with public) to promote City of Mississauga services and programs and an understanding of Council decisions

Corporate Marketing and Promotions



- Supporting marketing and promotions plans for corporate initiatives; conducting market research and analysis; facilitating new electronic and web-based communication channels; managing corporate photography; and coordinating information distribution for City-wide initiatives
- Managing sponsor recruitment and liaison for My Mississauga events; advertising sales for the Active Mississauga Guide; the City Souvenir Program and Civic Centre Information Desk

Creative Services



- Designing visual communications, City of Mississauga communications and promotional initiatives
- Managing the integrity of the City of Mississauga Visual Identity Program

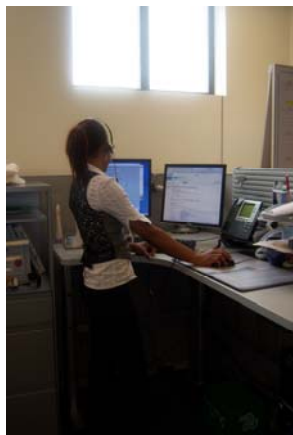
Print Shop and Mail Services



- Providing mail distribution services, in-house print production and copy services and outsourcing print coordination for all services areas and selected affiliates

Customer Service

Call Centre Operations and Support



- Delivering telephone answering services for consolidated business units
- Issuing service requests to business units for City of Mississauga services
- Monitoring quality of telephone service delivery and reporting on call centre performance
- Providing guidance and facilitation services for implementation of customer service counter consolidations
- Consolidating de-centralized telephone answering business units
- Designing Hansen Customer Relationship Management (CRM) service requests for business units and call centre operations
- Managing and maintaining city-wide Knowledge Base (KB) documentation
- Training call centre Customer Service Advisors (CSAs) and business units in the use of Hansen CRM and KB; training CSAs in required consolidated business unit computer applications and Customer Service Excellence skills

3-1-1 Planning & Implementation



- Analysing the implementation and configuration of 3-1-1
- Overseeing 3-1-1 Canadian Radio-Television & Telecommunications Commission (CRTC) application process
- Coordinating agreements between bordering municipalities
- Preparing 3-1-1 communication plans for the public

Internet Service Delivery



- Providing a framework to drive self-service options, such as eCity, for online services and information guided by the Customer Service Strategy

Geomatics



- Providing core electronic mapping data maintenance services for all mapping related information, such as Mississauga Transit's "Click 2 Ride" for the road network, Planning and Building's "Municipal Applications eXpress" for property, zoning and land use, and Community Service's parks, buildings and park asset locations within the City of Mississauga Information Management System



- Producing maps and legal survey boundary opinions
- Offering Geographic Information Systems and Computer Aided Design and Drafting services for City of Mississauga service areas

Business Plan Goals

The purpose of this first formal Business Services and Corporate Assets (BSCA) business plan is to highlight the service area's focus on supporting the achievement of the strategic priorities of the City of Mississauga. BSCA supports the business plan goals of other service areas that include the following projects associated with the following strategic priorities:

- Building a City for the 21st Century
 - Bus Rapid Transit (BRT)
 - Accessibility Plan
 - Smart Card Technology
- Developing a Sustainable Business Plan
 - Tangible Capital Asset Reporting
 - Asset Management Strategy
 - Customer Service Strategy
 - Financial Information Technology Systems
- Continuing to be an Employer of Choice
 - Talent Management Strategy
 - Employer of Choice Strategy
- Focusing on Leadership
 - Supervisory Training
 - Leadership Conferences

BSCA intends to meet the priorities for 2009 and 2010 by continuing to foster relationships and partnerships with other service areas.

Instead of focusing on growth, the service area intends to concentrate on maintaining and improving the fundamental support, guidance and services provided to clients. This will be attained by inspiring and embracing leadership, development, innovation and cohesion, all of which will build a solid team of motivated professionals dedicated to progress.

Careful attention to efficiency will also guarantee the highest value for every tax dollar spent and better tax rate management.

The following defines the specific objectives for each BSCA group.

Facilities and Property Management

Obtain, maintain and secure City of Mississauga owned infrastructure by,

- delivering and supporting service area capital projects, particularly the Fire Training Centre, Transit Campus Expansion and Bus Rapid Transit (BRT)
- acquiring land required for BRT and Fire Training Centre
- improving customer service by consolidating counter space at the Civic Centre
- implementing comprehensive energy management programs and projects to achieve lower levels of consumption
- promoting energy awareness internally at the City of Mississauga and implementing new “green” technologies, and developing green building standards to guide future designs and renovations of City of Mississauga buildings
- working with Community Services to resolve non-owner occupation of City of Mississauga property (encroachments)
- implementing a program to replace aging park pathway lights
- ensuring the City of Mississauga is exercising due diligence and that all facility construction and maintenance complies with all code and legislated requirements including the Ministry of Labour, Technical Standards and Safety Authority, and the Electrical Safety Authority
- supporting Transit service by supporting safety and security of Transit assets

Information Technology (IT)

Enhance service delivery to service areas and City of Mississauga residents by,

- providing technology support to service areas to automate processes and adhere to legislation
- maintaining a sustainable program for existing technology components
- participating in approximately 20 new IT initiatives approved by the City of Mississauga Leadership Team

Revenue and Materiel Management

Proactively collect and responsibly allocate funds and meet the purchasing requirements of the City of Mississauga by,

- billing and collecting accurate property taxes in accordance with provincial statutes and City of Mississauga by-laws
- acquiring all materials, services and supplies on behalf of City of Mississauga service areas



Finance

Maintain excellence in public financial administration by,

- building a sustainable business plan
- assuring financial accountability and transparency
- demonstrating sound financial management and strong financial leadership

Legal Services

Offer necessary and timely legal support by,

- meeting increased demands in planning law matters
- satisfying the requirements under the Provincial Offences Act (POA) Transfer Memorandum of Understanding to provide adequate prosecutors and support staff to try offences in POA court

Human Resources

Continue being an employer of choice by,

- attracting, selecting and retaining quality people
- optimizing individual and organizational performance
- promoting a corporate culture that enhances organizational capability

Organizational Wellness

Evaluate staff satisfaction with organizational activities by,

- measuring employee engagement through regular surveying and establishing work plans to address issues raised by survey results
- managing talent and succession planning in senior and high demand positions
- developing and implementing an Employer of Choice Strategy

Communications

Deliver effective and efficient communication support to ensure success of City of Mississauga programs and services by,

- partnering with City of Mississauga service areas to align messages, collaborate, ensure consistency and support overall City of Mississauga brand implementation standards
- championing innovation and strategic planning in communication messages that addresses future trends, issues and opportunities for the City of Mississauga
- promote efficient City-wide paper utilization



Customer Service

Provide responsive, seamless and easily accessible customer service by,

- consolidating the remaining de-centralized telephone servicing units
- developing communications for 3-1-1 single number servicing
- improving efficiency, customer service and accessibility
- continuing to provide consulting and guidance to counter consolidation initiatives
- offering customer service training for counter and key field service personnel
- partnering in implementing the eCity vision and strategy

Geomatics

Enable new automated electronic mapping data maintenance by,

- refining electronic mapping data maintenance procedures
- extending maintenance services to include Asset Information Management, Facilities and eMaps



Opportunities and Challenges

Business Services and Corporate Assets (BSCA) comprises a number of distinct yet complimentary and integrated service groups that provide support to other service area priorities and initiatives. Therefore, BSCA groups primarily support and provide services to other City of Mississauga service areas and—to a lesser extent when compared to other service areas—to the residents and local businesses of Mississauga.

BSCA's role is commonly seen as corporate overhead consuming financial resources with little or no directly visible benefit to the delivery of front-line services. It is challenging to clearly demonstrate the workload impacts on BSCA resource requirements of new services, service enhancements and service expansions led by other service areas. For these reasons, BSCA encounters less support for requests of additional resources, which leaves BSCA groups trying to handle greater workloads with the same resources.

In completing the Business Plan, the following opportunities and challenges have been considered for each BSCA group.

Facilities and Property Management

Opportunities

- Develop and promote service levels that align client expectations with available resources, thereby managing cost pressures

Challenges

- Maintaining almost 90,000 square meters (1 million square feet) of additional facility space acquired from 2004 through 2010 with limited additional resources. Major new facilities include the Hershey Sports Complex in 2007 and the Central Transit Terminal Expansion in 2010
- Aging infrastructure, especially assets added during the rapid growth of Mississauga 20-25 years ago are reaching the end of their lifecycle and requiring large maintenance and capital replacement projects which have both financial and staff implications
- Stricter enforcement and skills requirements (as mandated by governing bodies such as the Ministry of Labour, Technical Standards and Safety Authority, and the Electrical Safety Authority) to perform construction and maintenance on facilities create greater resource and training pressures
- Skilled labour shortages result in higher costs due to market demands, reduced quality and longer wait times causing excessive pressure on contract managers
- Escalating costs of electricity, water, natural gas and construction materials present significant budget pressures

Information Technology (IT)

Opportunities

- Improve efficiency in supporting vast application portfolios through application simplification and server consolidation
- Improve system availability through implementation of proactive system monitoring, automated error detection and automated repair of IT infrastructure components
- Implement application simplification by merging silo applications into fewer enterprise-wide applications, such as SAP, Hansen and Microsoft
- Improve workforce mobility and enhance traffic and transit service delivery by leveraging partnerships with Region of Peel, City of Brampton, Town of Caledon and Peel Police in implementing shared wireless services

Challenges

- Meeting increase in demand for technology to satisfy overall business initiatives with existing resources
- Maintaining service levels for existing application portfolios
- Legislative changes that affect new and existing applications, such as Tangible Capital Asset Accounting and Reporting, and Payment Card Industry standards

Revenue and Materiel Management

Opportunities

- Increase revenues through additional fees should Council choose to support them
- Greater exposure through online advertising on the Internet
- Bundling of tenders to get preferential pricing
- Pre-qualifying vendors and narrowing down the number of responses to be concentrated on

Challenges

- New taxation and assessment legislation will come into effect in 2009, leaving Revenue to cope with completing system changes, policy settings and analysis in a short timeframe
- Keeping up with increased workload while using existing resources
- Purchasing agreements have encountered more complex legal issues than in the past
- Increased prevalence of an IT component has added complexity to purchases
- Increased demands of an aging infrastructure

Finance

Opportunities

- Improve the new City of Mississauga business planning process by integrating strategic, budget and work planning processes
- Enhance capital asset management strategies and planning within the City of Mississauga
- Lobby senior levels of government for more unrestricted funding for operational and infrastructure requirements

Challenges

- Declining interest rates will financially impact interest earning revenue, which is the third largest revenue source for the City of Mississauga
- A declining economy will financially impact the City of Mississauga, residents and businesses

Legal Services

Opportunities

- Appoint a planning lawyer to ensure timely delivery of legal services in regards to more planning studies being carried out in Mississauga, statutory requirements to review the Official Plan and requirements for more complex and unique development agreements for the City Centre area
- Continue to provide advice and keep knowledge in-house
- Respond to issues immediately as they arise
- Use any new knowledge learned to provide quality advice to clients

Challenges

- Consistent increase in volume and complexity of Ontario Municipal Board hearings on which legal services must represent the City of Mississauga, particularly as a result of the greater number of intensification applications and Committee of Adjustments appeals
- Consistent increase in workload for planning law lawyer to assist other City of Mississauga service areas to implement changes to the Planning Act and to process planning applications
- Increasing requirement for legal input in planning policy studies initiated by the Planning Department



Human Resources

Opportunities

- Identify external labour market trends and the future workforce challenges of the City of Mississauga to proactively plan ahead and avoid talent surpluses or shortages
- Develop, monitor and evaluate various internal programs to ensure organizational due diligence and compliance with applicable legislation, including Work Safety and Insurance Board and Occupational Health and Safety Act
- Improve disability management initiatives to support employees when absent or unable to perform regular duties due to medical conditions
- Ensure a competitive total compensation and benefits package to attract and retain top performers, maintain internal equity and continue to be an Employer of Choice
- Update the comprehensive job evaluation process to correctly identify and evaluate the requirements of jobs
- Update performance management programs to integrate development initiatives and recognition of top performers

Challenges

- Limited staff
- Increased number of retirements in the next 5 to 10 years
- Increasing difficulty in recruiting key positions in a volatile economic climate
- Evolving complexity of business demands
- Changing legislative environment
- Ability of workforce to respond quickly to change

Organizational Wellness

Opportunities

- Continue to develop and sustain organizational succession plans to ensure strong leadership and business continuity
- Implement key elements of Employer of Choice strategy

Challenges

- Workforce diversity in age, generations and culture
- Difficulty providing appropriate life-and-work balance for employees with increasing workloads



Communications

Opportunities

- Utilize new media channels, such as social network communications, online video and new media communication platforms and technology advances to maximize effectiveness and efficiency in communicating targeted messages to specific audiences
- Use the new Strategic Plan to focus and align communications messages and strategies
- Engage partners to enhance communications resources, networks and information distribution channels
- Seek digital alternatives to printing where possible and appropriate

Challenges

- Increased demand for communications during periods of change will strain existing resources
- Competing for media exposure within the Greater Toronto media market and limited communication channels within the community
- Communicating information to a varied mass audience across appropriate communication channels
- Limited resources will affect ability to communicate with Mississauga's diverse resident population of more than 700,000
- Cost pressures will increase due to a greater need to produce messages for specific audiences due to an aging population, growing ethnic diversity and increasingly fragmented media channels

Customer Service

Opportunities

- Improve customer service by continuing to follow the Customer Service Strategy and meeting deliverables for implementing Call Centre consolidation and 3-1-1
- Improve customer service accessibility by offering extended telephone servicing hours (7 a.m. – 7 p.m.) and more staff to answer public inquiries

Challenges

- Meeting proposed telephone servicing service levels with limited resources
- Conducting an effective and dynamic single number servicing communications and public awareness campaign in a two tier environment (Municipal and Regional)

Geomatics

Opportunities

- Monitor through spatial or geographic views the growth and strategic planning of infrastructure
- Continue to develop, provide and enhance mapping products and services, and gain recognition for the City of Mississauga as one of the most efficiently-run municipalities
- Keep accurate and complete data in systems to aid in critical decision making
- Provide refined attribute maintenance and automation for certain assets
- Reinvest efficiencies realized through the June 2008 service locations consolidation in opportunities to further automate and enhance data holdings
- Enhance revenue by integrating Graphical Interface System layers such as Zoning, Land Use, Natural Area Surveys, and Development and Employment into property and street centre line network databases
- Enhance revenue further by improving the Street Centre Line Network that describes turn restrictions, barriers and one way streets
- Commercialize enhanced integration of data and market Geomatics products and services to public and local businesses

Challenges

- New asset classes, attributions, products and services are continually being developed and added to the responsibilities of the group
- Business transformation strategies for many City of Mississauga service areas are increasingly consuming resources and services
- New Provincial legislation, which requires integration of all surveys into ground control coordinated systems as of fall 2008, will increase workload of the City of Mississauga Surveyor and potentially require additional staff resources



Summary of Our 2009-2010 Business Plan Initiatives

The major 2009 and 2010 Business Services and Corporate Assets (BSCA) initiatives have a significant strategic, service level, financial or operational impact on the City of Mississauga.

Strategic impacts include aligning with Strategic Plan goals, Council direction, collective agreement requirements, the Moving Forward document and the Official Plan. Service level impacts include increases or decreases in levels of service provided, as well as improving or reducing the quality and timeliness of service delivery. Financial impacts include increases or decreases in expenditures and revenues. Operational impacts include increases or decreases in staffing and significant cross-service area coordination and support.

The following are new 2009-2010 Business Plan Initiatives which are described more fully in the attached Appendix:

Initiatives for 2009:

- F&PM: Transit Bus Hoist Inspection and Maintenance Program (includes staff in 2010)
- F&PM: Facilities Maintenance/Service Contract Support (includes staff in 2011)
- F&PM: Replace Obsolete Energy Monitoring Software
- F&PM: Maintain minimal acceptable and legislated service levels to corporate facilities and Assets and meet minimal legislated Health and Safety requirements (includes staff in 2010)
- F&PM: Park Pathway and Sports Field Lighting Program
- IT: Information Technology Security Management Program
- Legal Services: Expand Planning and Development Support
- Customer Service: Call Centre Phase 3 Consolidation and 3-1-1 Single Number Servicing (includes staff in 2010 and 2011)



Initiatives for 2010:

- Information Technology: IT Support for Application Consolidation and Community Services Initiatives (includes staff in 2011)

The following are existing 2009-2010 Business Plan Initiatives which are currently in progress and ongoing:

- F&PM: Supporting corporate strategic priorities and departmental business initiatives through the design and construction of critical building assets is a major ongoing activity of the Facilities Planning and Development Section of the Division. A number of projects are well under way particularly the Fire Training Centre, Transit Campus Expansion and Bus Rapid Transit (BRT). Realty Services also supports these initiatives through the acquisition of land required for these projects.
- F&PM: Improving customer service by consolidating counter spaces at the Civic Centre is a significant objective of the space planning and accommodation activities of the Space Planning Section. As part of an overall plan to reorganize spaces in the Civic Centre the staff and counters will be redesigned and relocated to maximize staff efficiency and user access.
- F&PM: Reducing the City of Mississauga's carbon footprint is an important aspect of the environmental pillar of our Strategic Plan. By implementing ongoing green building initiatives such as energy conservation retrofits and the development of green building standards, we will be controlling the release of harmful greenhouse gas emissions while helping to manage operating costs.
- Information Technology: To improve workforce mobility and enhance traffic and transit service, Information Technology is working with key stakeholders to deploy a shared wireless service (Wi-Fi) for municipal-use on various transportation corridors throughout the City. Installation of Wi-Fi on major corridors is possible due to the extensive Public Sector fibre optic network that has been built over the past 10 years. This Wi-Fi will allow City inspectors (Building, Roads, Fire, By-Law), Transit Supervisors and Emergency Services, and others remote access to City of Mississauga applications. Wi-Fi will also permit other Service Area improvements such as monitoring traffic flow through wireless cameras, perform signal pre-emption and traffic signal control, wireless cameras for monitoring City facilities, where needed, and Transit buses to have constant communications with operational and scheduling systems.
- Information Technology: As part of the IT Service Management initiative, Information Technology will be improving system availability thorough automated and proactive system monitoring with the installation of monitoring software tools. The server and network tools automatically detect and correct errors in servers and database configurations, communications devices and IT infrastructure components.
- Information Technology: The Horizons 2004 IT Plan provided strategies to implement and maintain a stable, secure and vendor supported IT environment. The Horizons plan has established a portfolio management program to keep applications and infrastructure at current versions. Generally applications have minor upgrades every 4 years and major revisions every 10 years. For 2009 and 2010, planned upgrades are for the Library Dynix system, ORACLE and Microsoft SQLServer databases, RiskMaster System and Point of Sale systems in City facilities.



- **Revenue and Material Management:** Legislation was enacted by the Province in the 2008 budget to implement a 4 year phase in for the 2008 and subsequent reassessments. City staff must ensure that billing software is modified for this change prior to billing the 2009 final property tax bill in April 2009. Other modifications will be required for supplementary billings and for assessment and tax appeals. The capping calculation for non-residential properties will also require change. Staff must also be trained on these changes and taxpayer communications adjusted.
- **Revenue and Material Management:** Implementation of electronic bid advertising and document distribution will take place in 2009. This new service will allow bidders to subscribe to a service used by many municipalities, hospitals, universities and schools to advertise procurements and will allow bidders to download tender and proposal documents over the web rather than picking them up at City Hall. Bidders may also purchase documents on a one time basis if they choose not to subscribe. Bidders can view the documents at no charge prior to download. There is no cost to the City.
- **Finance:** As part the of the 2009/10 budget, Mississauga has introduced and implemented a new City Business Planning (CBP) process. Business planning integrates our strategic, budget and work planning processes. The 2009 and 2010 Business and Budget plans have been prepared entirely on a service focused basis. Finance will continue to lead and develop the CBP process over time. For example, developing more effective performance measures will be one area of improvement in future business planning process refinements.
- **Finance:** In June of 2006, the Public Sector Accounting Board approved a major, new accounting change with respect to Tangible Capital Assets (TCA) that will significantly impact all municipalities across Canada. Starting for the 2009 fiscal year, all governments must inventory, value, depreciate and report on their financial statements, all capital assets such as building, roads, parks, major equipment and vehicles, etc. Finance has established a cross City team to implement TCA reporting and ensure compliance with the new accounting and reporting requirements. Work is well underway and the project is progressing. Draft policies and asset categories have been prepared. Data collection on asset inventories and valuations is also nearing completion. The TCA Project is expected to be completed by the fourth quarter of 2009 and the 2009 Financial Statements will contain the City's first, comprehensive financial report on infrastructure and other assets. This information will be leveraged to enhance Mississauga's capital asset management strategies and planning within the City.
- **Legal Services:** Legal supports the new Official Plan, waterfront development, the Port Credit and Lakeview secondary plan review, the arts master plan, office study, parking strategy, BC21 and various other initiatives that are focussed on the development of our City. Legal and strategic advice is provided to the client groups that is founded on the various legislative tools available to the City of Mississauga and how they have been interpreted by the Courts and the Ontario Municipal Board.



- **Legal Services:** There is an increase in the volume and complexity of the development and servicing agreements that the City of Mississauga requires for development in the City Centre. Issues involving public art, building design, stratified ownership, placing parking structures under municipal roads, zero lot line developments, balcony encroachments, phased building permits and phased site plans, and master development agreements for large parcels of land involving the construction of several buildings, are examples of the matters that must be documented on a regular basis. As the City continues to face new challenges, our in-house Legal team is working hard to address these issues and to ensure that the City is protected, as well as working to ensure that the needs of the various departments and public sector bodies are aligned and fully reflected in the agreements. Where possible, Legal Services are 'borrowing' precedents from Toronto, Ottawa, Calgary and other large Canadian and American cities which can be modified to meet the unique needs of Mississauga rather than recreating existing precedents.
- **Legal Services:** Legal Services and Revenue and Materiel Management are continuing to work closely to identify ways to streamline the procurement process for services. The means by which the client needs are identified, the standardization of construction contracts based on the new Canadian Construction Documents Committee (CCDC2s), and the development of agreements required for the maintenance and support of IT networks are the priority to properly protect the City of Mississauga and ensure client needs can be met without unnecessary delay or complexity. To do this, Legal Services will continue to produce standard templates and to provide training on recurring issues. For example, in early 2009 Legal Services will be arranging a training session for staff involved in the procurement process that will focus on the Municipal Freedom of Information and Protection of Privacy Act and how lawyers use this to get access to information that can be used in a court action against public sector bodies.
- **Human Resources:** In 2007, review of the Performance Management Program (PMP) was initiated and feedback obtained from employee focus groups to find out what may be required to update the process and assess performance to reflect today's business environment needs. A revised review format was introduced for senior leadership in 2008 which focuses on leadership competencies as well as program results. Individual development plans were emphasized. PMP pilots for Parking Enforcement and Parks person positions were also put in place for 2008 to reflect specific issues relevant to multi-incumbent groups including team based results. The pilot programs are scheduled to continue through 2009. Introduction of refinements to other staff PMP formats will be assessed in 2009.
- **Human Resources:** In early 2008, Human Resources recommended the establishment of a Corporate Disability Management Program within the Health Services Section. Staff involved with lost time management services in each department were realigned under Corporate Health Services as the Disability Management Group. It is felt that this new structure will facilitate and improve the management of disability claims and ultimately result in reductions in employee lost time. This will be achieved through early claims intervention by claims management staff and will lead to the early return to regular employment or some form of modified work for short periods if necessary. Employee Health and Wellness education activities and programs are also expected to result in reduced lost time across the City.



- **Human Resources:** As part of the 2009 budget cost savings, the Long Service Awards event is being changed from an evening dinner for employees and guests to a daytime lunch for employees only. Employees who have achieved milestone anniversaries of 10, 15, 20, 25, 30, 35, etc years of service will be invited. To facilitate this change, Human Resources will research alternative locations for the event, along with food, beverage and entertainment costs, with the plan of holding the event as usual in early May 2009.
- **Human Resources:** In 2008, Human Resources conducted an extensive review of the City's health and life benefits plan relative to other similar types of plans available amongst comparator employers in the marketplace. In addition, staff were consulted through the use of an employee focus group process. Human Resource's recommendations for change to the Non-Union plan and introduction to are targeted for mid 2009. The goal is to enhance benefit coverage flexibility for employees, while maintaining or reducing overall program costs.
- **Organizational Wellness:** In 2009, work will continue on the follow-up and follow-through on the 2008 Employee Engagement survey results including undertaking corporate initiatives and supporting department team action planning. The current survey process will be reviewed to determine if any changes should be made before surveying is done again in 2010.
- **Organizational Wellness:** As part of the Corporate Talent Management Strategy, the Extended Leadership Team Succession Plan will be fully implemented in 2009. It will be reviewed regularly by the Leadership Team and modifications made to reflect business needs and progress on development plans. Phase 2 of leadership succession planning will be implemented in 2009. Twenty-four employees will be selected annually to participate in a Leadership Readiness Program designed to prepare individuals to be considered for supervisor and manager positions.
- **Organizational Wellness:** A Corporate Employer of Choice Strategy will be completed in 2009 to position the City to continue to attract, develop and retain high quality talent. Action plans will be implemented to focus on priority elements of the Strategy in 2009 and 2010.
- **Communications:** Staff supports city-wide communications that include the following key programs: market research, project promotion, protocol, and issues and crisis management. Examples of projects include the BRT project, the City of Mississauga's new Strategic Plan, the Waterfront Strategy, Accessibility and the Environment portfolios. Staff are involved in day-to-day communications including web communications (first level on eCity); media relations (proactive and reactive); advertising; issues management (i.e. disruption of service; emergency preparedness) as well as protocol support on events and matters related to civic recognition (i.e. official announcements, openings). Creative Services and Print and Mail Services round up the full service available from design to production. In 2009/10, Communications will explore the use of new media channels such as social network communications, online video and new media communication platforms to target messages to specific audiences.

- **Customer Service:** On March 29, 2006 Council approved the Customer Service Strategy and Call Centre Consolidation as a major initiative to improve Customer Service for callers to the City of Mississauga and in preparation for the implementation of 3-1-1. The Call Centre Consolidation is staged over a three year period concluding in 2009 with over 19 business unit areas calls being handled in a new consolidated call centre in the Customer Service Division of the Corporate Services Department. The introduction of a Customer Relationship Management system and Knowledge Base system has been implemented to provide accurate information and service request tracking for all customer inquiries and in support of enhanced reporting for management, Mayor and Council.
- **Customer Service:** On July 27, 2007 the Accessible Customer Service Standard, a Provincial Regulation, was approved and requires compliance for the public sector by January 1, 2010 and the private sector by January 1, 2012. A Core Project team is developing a comprehensive training and communication plan to ensure compliance with this new Provincial legislation with a series of training ranging from face-to-face to online eLearning. In addition, a new Policy and processes and procedures will be put in place to ensure all aspects of the Accessibility Standards for Customer Service are understood and adhered to.
- **Customer Service:** Guided by the Customer Service Strategy and as part of the Space Planning and Accommodation Plan, the Consolidation of Customer Service Counters at the Civic Centre and Mavis Road locations will introduce improvements to Customer Service. This will be achieved by reducing the number of counters and co-locating like services together, making the counters and public amenities to support the delivery of customer service accessible and make improvements in the delivery of service through cross training and process improvement.
- **Geomatics:** Continued maintenance of a variety of core mapping assets that are used in numerous internal and external facing applications. Assets such as aerial imagery, street centre line network, topographic mapping, property fabric, zoning and land use map bases support internal business systems such as MAX, IMS Hansen and Fire's EnRoute emergency dispatch systems. In addition, these assets form the foundation mapping elements for general public use of the Corporate eCity eMaps and Transit's Click2Ride applications.
- **Geomatics:** Migration of all map based maintenance environments now supported in Hansen Version 7 to Hansen Version 8. Current maintenance is still within an older, yet still supported, version of Hansen. The migration to a major new release of Hansen software requires extensive planning and testing and the data maintenance interfaces as systems are tightly integrated with underlying critical business systems reliance on correct base information.
- **Geomatics:** Development of an integrated and managed geographic data layer for all forms of linear transportation not open to vehicular modes of transportation. The integration of a database model that will allow the Geomatics Section to digitise and maintain critical asset details for trails, paths, walkways, sidewalks and bike lanes is a precursor to being able to effectively manage these assets and deploy this information out to the public through the eCity eMaps portal and within Transit's Click2Ride trip planning tool.

Accomplishments

Key Performance Indicators

Key performance indicators demonstrate the way Business Services and Corporate Assets (BSCA) measures accomplishments and successes. Tracking the progress of various measures allows the service area to satisfy the changing expectations and needs of clients by highlighting where things are done well and where things require improvement.

The following summarizes the major key performance indicators BSCA tracks for each group.

Area of Measure	Measure	Indicator	2006 Actual	2007 Actual	2008 Projected	Commentary
BSCA	Service Area Efficiency	BSCA Gross Expenditures as a % of City's Gross Operating Costs	12.3%	14.0%	12.3%	Costs are relatively stable. Reduced City Gross Operating costs in 2007 account for the relative percentage increase in that year.
Facilities and Property Management	Efficiency of Building Maintenance	Square Meter (000's) Maintained per FTE	67.9	68.4	64.9	Square meters maintained have increased faster than staffing level increases.
Facilities and Property Management	Greening the Environment (Electricity)	Electricity KWH Consumption per Square Meter	1.63	1.65	1.63	Increase in 2007 due to a warmer summer. Decrease in 2008 due to energy savings reductions which were partially offset due to an even warmer summer.

Area of Measure	Measure	Indicator	2006 Actual	2007 Actual	2008 Projected	Commentary
Facilities and Property Management	Greening the Environment (Water)	Water M ³ Consumption per Square Meter	0.016	0.017	0.016	Increase in 2007 due to less precipitation. Decrease in 2008 due to energy savings measures and more precipitation.
Facilities and Property Management	Greening the Environment (Natural Gas)	Natural Gas M ³ Consumption per Square Meter	0.182	0.202	0.190	Increase in 2007 due to a colder winter. Decrease in 2008 due to energy savings measures and a warmer winter.
Facilities and Property Management	Efficiency of Cleaning Services	Cleaning Costs Per Square Meter	\$1.10	\$1.10	\$1.10	Costs are stable and based on a 5 year contract.
Facilities and Property Management	Maintenance Efficiency of Building Costs	Average Maintenance Cost per Square Meter	\$7.86	\$8.75	\$8.65	Increases are attributable to emergency / breakdown repair costs and contracted labour costs.
Information Technology	Effectiveness of Website	E-Commerce Transactions Processed	8,331	10,004	11,275	Continuous improvement in the website leading to higher transactions processed.
Information Technology	Effectiveness of Website	User Sessions to City Website	5.0 million	6.3 million	6.4 million	Continuous improvement in the website leading to higher usage.



Area of Measure	Measure	Indicator	2006 Actual	2007 Actual	2008 Projected	Commentary
Information Technology	Efficiency of Help Desk	Calls / FTE	5,368	7,242	8,897	Streamlined processes improved efficiencies which allowed redeployment of 1 FTE in 2007 while call volume has increased.
Information Technology	Systems Uptime	% eCity Portal Web Uptime	99.3%	99.6%	99.8%	Continually exceeding our 99.0% uptime service level target.
Revenue	Effectiveness of Revenue Group	Accounts Receivable Collection Rate %	97.0%	96.2%	96.5%	High collection rate was stable due to a strong economy.
Revenue	Effectiveness of Revenue Group	Taxes Receivable Collection Rate %	91.9%	94.3%	93.0%	Expected to lower in the current economic conditions.
Finance	Effectiveness of Investments	Short-term Yield	4.0%	4.5%	3.8%	The City's short-term yields have achieved a greater return than the T-bill benchmark (138.9% of index in 2008) as T-bill rates have dropped substantially due to the increased demand for higher quality investments.
		T-Bill Benchmark Yield	4.0%	4.1%	2.7%	
		% of Index	99.3%	108.0%	138.9%	
Finance	Effectiveness of Investments	Long-term Yield	5.9%	5.8%	5.9%	Greater returns (151.9% of index in 2008) from active trading of long-term portfolio and holding higher yield bonds.
	Scotia All Gov't Bond Benchmark Yield	4.3%	4.4%	3.9%		
	% of Index	129.5%	132.0%	151.9%		

Area of Measure	Measure	Indicator	2006 Actual	2007 Actual	2008 Projected	Commentary
Finance	Efficiency of Accounts Payable	Total AP Transactions / AP FTE	10,718	9,579	9,470	Transactions per FTE are decreasing due to combining transactions with improved processes and efficiency enhancements.
Finance	Efficiency of Payroll	City Employees/ Payroll Staff FTE	990	951	1,000	The efficiency of payroll services is expected to increase slightly as the City continues to grow and Payroll FTEs remain constant.
Legal Services	Efficiency of Prosecutors	Number of Matters Handled in Court or Tribunal/ FTE	6,721	8,577	9,832	Reflects an increase in the charges or appeals prosecuted at the Provincial Offices Court each year; a majority of the matters are Highway Traffic Act trials.
Legal Services	Efficiency of Legal Counsel	Yearly Billable Hours / FTE	N/A	N/A	1100	This information has not been previously tracked.
Human Resources	Efficiency of HR	Employee Headcount / HR Staff	140	137	153	The workload is expected to increase as the City continues to grow and staff levels remain constant or increase at a slower rate.



Area of Measure	Measure	Indicator	2006 Actual	2007 Actual	2008 Projected	Commentary
Human Resources	Effectiveness of HR	Training Days Provided / HR FTE Trainer	530	447	512	The number of training days provided has been relatively constant over the past 3 years.
Human Resources	Efficiency of HR	Staff Transactions/ FTE Recruiters	276	240	227	HR Staff vacancies have been filled which accounts for the measure falling over time.
Communications	Effectiveness of Public Affairs	Total Media Impressions	355 million	430 million	578 million	Increases due to providing media with dedicated spokespersons; timely media follow-up; media training for staff; and providing key messaging for clients.
Communications	Effectiveness of Public Affairs	% News Releases Published or Broadcasted	88.0%	89.0%	98.0%	Improvement due to a more effective media monitoring supplier.
Communications	Efficiency of Print Shop	Total Number of Pages Produced / FTE	n/a	2.1 million	2.5 million	Increased stationary printing demand with no increase in staffing.
Customer Service	Effectiveness of Customer Service	% of Service Requests Resolved in the Call Centre	n/a	91.0%	85.0%	More complex business units are being consolidated; a higher percentage of calls will have service requests sent to the business units for resolution.

Area of Measure	Measure	Indicator	2006 Actual	2007 Actual	2008 Projected	Commentary
Customer Service	Average Speed of Answer	% of Calls Answered in 30 Seconds	58.0%	80.0%	80.0%	All metrics have improved due to call consolidation and adequate resources to manage call volumes.
Customer Service	Effectiveness of Customer Service	% of Abandoned Calls	7.4%	<5.1%	<5.0%	
Customer Service	Effectiveness of Customer Service	% of Calls Blocked	9.0%	0%	0%	
Geomatics	Effectiveness in Offsetting Costs	Product Sales (data and paper)	\$116,190	\$197,012	\$128,000	Increased one time sales in 2007; trend is relatively stable.
Geomatics	Effectiveness in Offsetting costs	Subscription Agreements	4	6	6	Trend is flat with attempts to increase.
Geomatics	Effectiveness in Offsetting costs	Subscription Value	\$42,000	\$83,000	\$83,000	Trend is flat with attempts to increase.
Geomatics	Effectiveness of Website	eMaps and eServices Visits	14,692	76,787	80,000	Trend is upwards as more services are made available online.
Geomatics	Effectiveness of Section	Maintained Assets	20	25	30	Trend is upwards to enable increase web applications.
Geomatics	Effectiveness of Section	Exported Layers	30	35	40	Trend is upwards as support is provided for more third party corporate systems.
Geomatics	Effectiveness of Section	Service Requests	1,552	1,712	2,000	Trend is upwards as reliance on Geomatics products and service become more widespread; visuals aid in promoting initiatives.



Appendix - Our 2009-2010 Business Plan Initiatives

Initiatives for 2009

F&PM: Transit Bus Hoist Inspection and Maintenance Program		
What will be accomplished:	<ul style="list-style-type: none"> Asset management program to ensure bus hoists meet legislated requirements, prolong their lifecycle and perform safely for staff 	
When will it be accomplished:	<ul style="list-style-type: none"> 2009 	
Major Milestones:	<ul style="list-style-type: none"> Upgrading and/or installing 46 hoists in 2009 Complying with Ministry of Labour (MOL) hoist certification 	
Who is Accountable:	<ul style="list-style-type: none"> Director, Facilities and Property Management 	
Who is Supporting:		
<ul style="list-style-type: none"> Transit 		
Measures of Success	Desired Service Level Metrics	
<ul style="list-style-type: none"> Upgrading 27 of 43 hoists in 2009 Installing 19 new hoists in 2009 (for a total of 62) 	New	Improved over Current
	<ul style="list-style-type: none"> Meet MOL standards to improve asset lifecycle and availability Institute proper preventive maintenance program 	<ul style="list-style-type: none"> Hire two millwrights and allow in-house service Save \$48,000 a year by using in-house service based on quotes from outside contractor and a reduction of demand service calls Cut back on outside contractor dependency



F&PM: Transit Bus Hoist Inspection and Maintenance Program

Required Investment		2009	2010	2011
	OPERATING			
	Expenses	\$41,000	\$81,000	\$40,000
	Revenues (Specify Source)			
	Total OPERATING	\$41,000	\$81,000	\$40,000
	CAPITAL			
	Tax	\$63,000		
	Growth Based			
	Other (Specify Source)			
	Total CAPITAL	\$63,000		
	FTE			
	Permanent	1	1	
	Part-Time			
	Total FTE	1	1	
Dependencies:	<ul style="list-style-type: none"> ■ n/a 			
Risks:	<ul style="list-style-type: none"> ■ Without additional resources MOL requirements will not be met ■ Increased fines from MOL for not complying ■ Dependency on outside contractors ■ Uncontrollable cost pressure resulting from demand exceeding supply 			
Risk Management Strategy:	<ul style="list-style-type: none"> ■ Secure new millwrights staff to maintain support and maintenance service levels to ensure safety standards and to comply with legislated requirements ■ Support by internal staff will ensure that the resource and expertise will be available to the Corporation and eliminating the possibility of MOL orders and possible fines 			
Contribution to the City's Strategic Priorities:	<ul style="list-style-type: none"> ■ Developing a Sustainable Business Plan 			



F&PM: Facilities Maintenance/Service Contract Support

What will be accomplished:	<ul style="list-style-type: none"> ■ Mechanical Contracts Coordinator to oversee all mechanical contracts related and specific to HVAC, fire sprinkler systems, elevators, boiler systems, chillers and rooftop equipment ■ Site Service Co-ordinator to oversee all site services emergency repairs as well as determine current level and capital priorities. 	
When will it be accomplished:	<ul style="list-style-type: none"> ■ Hire 1 Mechanical Contracts Coordinator in July 2009 ■ Hire 1 Site Service Coordinator in July 2011 	
Major Milestones:	<ul style="list-style-type: none"> ■ Hire 1 Mechanical Contracts Coordinator in July 2009 ■ Hire 1 Site Service Coordinator in July 2011 	
Who is Accountable:	<ul style="list-style-type: none"> ■ Director, Facilities and Property Management 	
Who is Supporting:		
<ul style="list-style-type: none"> ■ Information Technology ■ Human Resources ■ Finance 		
Measures of Success	Desired Service Level Metrics	
Mechanical Contracts Coordinator <ul style="list-style-type: none"> ■ Mitigate risk management issues pertaining to public and staff safety in regards to corporate owned natural gas / electrical equipment and life safety systems ■ The City of Mississauga will not be cited with legislated infractions and “non” code compliance ramifications 	New	Improved over Current
	<ul style="list-style-type: none"> ■ Ensure contractual and corporate audit requirements are being performed and properly adhered to. ■ Increased asset life cycle and cost savings through a reduction of emergency repairs 	<ul style="list-style-type: none"> ■ Hire a dedicated Mechanical Contracts Coordinator
Site Service Coordinator <ul style="list-style-type: none"> ■ Mitigate risk management issues pertaining to public and staff safety in regards for corporate owned sewer and underground storage tanks ■ Ensure contractual and corporate audit requirements are being performed and properly adhered to 	New	Improved over Current
	<ul style="list-style-type: none"> ■ Develop site services inventories condition monitoring process ■ Increased asset life cycle and cost savings through a reduction of emergency repairs ■ Assist in planning, development, preparation and implementation of current maintenance budget 	<ul style="list-style-type: none"> ■ Hire a dedicated Site Service Coordinator



F&PM: Facilities Maintenance/Service Contract Support

Required Investment		2009	2010	2011
	OPERATING			
	Expenses	\$41,000	\$40,000	\$41,000
	Revenues (Specify Source)			
	Total OPERATING	\$41,000	\$40,000	\$41,000
	CAPITAL			
	Tax	\$10,000		\$20,000
	Growth Based			
	Other (Specify Source)			
	Total CAPITAL	\$10,000		\$20,000
	FTE			
	Permanent	1		1
	Part-Time			
	Total FTE	1		1



F&PM: Facilities Maintenance/Service Contract Support

Dependencies:	n/a
Risks:	<p>Risk of Not Hiring Mechanical Co-ordinator:</p> <ul style="list-style-type: none"> ■ There are 107 contracts of responsibility for the contracts unit under Facilities Maintenance distributed between 3 staff, 73 contracts of which are for contracted maintenance services and 34 for materials only. Increases in asset growth, aging infrastructure, complexity of the systems and procedures have increased pressures on contract management. <p>Risk of Not Hiring Site Services Co-ordinator:</p> <ul style="list-style-type: none"> ■ Currently there is no resource to support Facilities Maintenance for site services coordination which is responsible for overseeing all work from the street to facility in regards to roofing, signage, underground tanks, and domestic water and sewer lines (on City of Mississauga properties), paved parking areas and electricity service. Also included are building exteriors (brick, EIFS, painted) and fuel dispensing systems. This work is currently being performed on an “as required” basis with no current program in place to ensure proper preventative maintenance proactive measures are being performed.
Risk Management Strategy:	<ul style="list-style-type: none"> ■ To add resources to better manage corporate infrastructure in order to meet minimum requirements.
Contribution to the City’s Strategic Priorities:	<ul style="list-style-type: none"> ■ Building a City for the 21st Century



F&PM: Replace Obsolete Energy Monitoring Software

What will be accomplished:	<ul style="list-style-type: none"> ■ New energy monitoring software to replace existing obsolete DOS based TEAM software; new software is capable of weather correction and environmental reporting, allowing for improved quality and efficiency of energy reporting and quick energy cost reduction actions ■ Comply with Ontario Bill 21 reporting requirement 	
When will it be accomplished:	<ul style="list-style-type: none"> ■ 2009 	
Major Milestones:	<ul style="list-style-type: none"> ■ Fulfill reporting requirement of energy conservation under Bill 21 of the Province of Ontario ■ Production of improved energy reports in 2009 	
Who is Accountable:	<ul style="list-style-type: none"> ■ Director, Facilities and Property Management 	
Who is Supporting:		
<ul style="list-style-type: none"> ■ Information Technology ■ Human Resources ■ Finance ■ Materiel Management 		
Measures of Success	Desired Service Level Metrics	
<ul style="list-style-type: none"> ■ Comply with the reporting requirements of Ontario Bill 21 which enacts the Energy Conservation Leadership Act ■ Improved efficiency of energy reporting and reduction of energy costs 	New	Improved over Current
	<ul style="list-style-type: none"> ■ New industry standard user friendly software that improves the efficiency and quality of energy reporting 	<ul style="list-style-type: none"> ■ Ensured compliance to Ontario Bill 21 ■ Timely and accurate energy report will enable quick energy cost savings actions



F&PM: Replace Obsolete Energy Monitoring Software

Required Investment		2009	2010	2011
	OPERATING			
	Expenses	\$10,000		
	Revenues (Specify Source)			
	Total OPERATING	\$10,000		
	CAPITAL			
	Tax	\$169,000		
	Growth Based			
	Other (Specify Source)			
	Total CAPITAL	\$169,000		
	FTE			
	Permanent			
	Part-Time			
	Total FTE			
Dependencies:	■ n/a			
Risks:	<ul style="list-style-type: none"> ■ Energy reports using obsolete old DOS based software that is no longer supported by the vendor ■ Reports are prepared quarterly due to high level of manual input by staff; as a result, corrective action on malfunctioning systems is delayed 			
Risk Management Strategy:	<ul style="list-style-type: none"> ■ Energy Management staff to evaluate, select and specify suitable energy monitoring software that can comply to reporting requirement under Ontario Bill 21 and also produce quality and timely energy management report ■ Support from IT and Materiel Management in procurement ■ Provision of staff training on new software 			
Contribution to the City's Strategic Priorities:	<ul style="list-style-type: none"> ■ Developing a Sustainable Business Plan 			



F&PM: Maintain minimal acceptable and legislated service levels to corporate facilities and Assets and meet minimal legislated Health and Safety requirements

What will be accomplished:	<ul style="list-style-type: none"> ■ Hire one Automation Technician in 2009 to oversee the centralized monitoring of all Corporate Building Automation Systems. Respond to demand calls as well as performing and overseeing preventive maintenance for corporate facilities. ■ Hire one HVAC mechanic in 2010 to allow coverage of the newly renovated transit expansion, Hershey Sports Complex and Fire training centre. This position will also be allocated some existing facilities to provide relief to the current resources
When will it be accomplished:	<ul style="list-style-type: none"> ■ 2009 July Hire for Automation Technician ■ 2010 July Hire for HVAC Mechanic
Major Milestones:	<ul style="list-style-type: none"> ■ Staged funding reductions in Automation vendor contracts to coincide with contract renewals starting in 2009 ■ HVAC Support available when new facilities/equipment come on line (Fire Training, Transit, BRT) in 2010
Who is Accountable:	<ul style="list-style-type: none"> ■ Director, Facilities & Property Management
Who is Supporting:	
<ul style="list-style-type: none"> ■ Business Services & Corporate Assets <ul style="list-style-type: none"> ▪ Materiel Management ▪ Human Resources ▪ Information Technology ▪ Finance ■ Transportation and Works <ul style="list-style-type: none"> ▪ Transportation and Infrastructure Planning 	



F&PM: Maintain minimal acceptable and legislated service levels to corporate facilities and Assets and meet minimal legislated Health and Safety requirements

Measures of Success	Desired Service Level Metrics	
<p>Automation Technician:</p> <ul style="list-style-type: none"> ■ In-house expertise will provide higher level of service to facilities and public ■ Reduction of energy due to continued monitoring and review of automation programs and control sequences ■ Higher level of support for facilities through training and maximizing system capabilities Reduced call backs and wait times for facilities 	New	Improved over Current
	<ul style="list-style-type: none"> ■ Through vendor preventative maintenance contract reductions and demand service calls by performing work “in house” there is an anticipated savings and future cost avoidance. 	<ul style="list-style-type: none"> ■ Energy consumption monitoring is currently a lower priority ■ Currently only one staff to oversee all building automation systems for the City.
<p>HVAC Mechanic</p> <ul style="list-style-type: none"> ■ Redistribution of facility responsibility among staff to perform required routine, demand maintenance, prolong asset life cycle ■ Ensure compliance of relevant codes, creating a sense of “pride of ownership” to city facilities over utilizing external resources 	<ul style="list-style-type: none"> ■ Increase asset lifecycle by performing required preventive maintenance. Increase preventive maintenance completion rate to 95% which will reduce demand calls ■ Reduce compliance infractions and provide a higher level of safe equipment operation 	<ul style="list-style-type: none"> ■ Risk of Facility closures and fines, as well as bad public image ■ Currently 65% required preventative maintenance completed with 35% maintenance deferral ■ Currently have more reactive maintenance



F&PM: Maintain minimal acceptable and legislated service levels to corporate facilities and Assets and meet minimal legislated Health and Safety requirements

Required Investment		2009	2010	2011
	OPERATING			
	Expenses	\$41,000	\$81,000	\$40,000
	Revenues (Specify Source)			
	Total OPERATING	\$41,000	\$81,000	\$40,000
	CAPITAL			
	Tax	\$40,0000		
	Growth Based			
	Other (Specify Source)			
	Total CAPITAL	\$40,000		
	FTE			
	Permanent	1	1	
	Part-Time			
	Total FTE	1	1	
Dependencies:	■ Recruitment and/or secure services of training personnel			



F&PM: Maintain minimal acceptable and legislated service levels to corporate facilities and Assets and meet minimal legislated Health and Safety requirements

Risks:

Risks of not hiring Automation Technician:

■ Currently there are 31 facilities that are operated on building automation systems. Within the past 7 years \$1,000,000 has been invested in emplacement and upgrading these systems. These automated programs have evolved from localized controlled systems to large scale central systems that require network support from Information Technology. Without a proper maintenance program these systems will not function at their full potential in energy savings, facility efficiencies and comfort. Some pressures are as follows:

- Currently there are no incentives to reduce our energy usage in the City through monitoring the systems
- New systems are being added and upgraded annually; there are four replacement projects and one new for Transit campus scheduled for 2009.

Risks of not hiring HVAC Mechanic

■ Facilities Maintenance currently has 4 HVAC technicians and 1 second year apprentice. Staff are zoned into 4 areas that include 76 facilities and 1300 assets to be maintained. With the continued increase in facilities through new construction and redevelopment there will be large gaps in providing the required service levels to support the preventative and demand maintenance activities. The complex modernization of these facilities require a greater thorough knowledge of the systems and their delivery to meet the design requirements. It is our finding that many outside resources are merely making temporary repairs until proper diagnosis and repairs can be made through in-house resources or a combination of both in-house and external resources.

■ Some examples of the increased pressures Facilities Maintenance group are facing are as follows:

- increased resource pressures due to new and aging equipment with newer higher technical equipment and facilities (Sports Complex, Transit redevelopment, Fire Training Centre, BRT)
- renovation of 21 facilities (increase in size and equipment) as well as construction of 6 new facilities with a combined 120,000 square meters (1,300,000 square feet) since 2000
- augmented and more stringent code and legislated requirements require more technical skill and certification to performing equipment maintenance i.e. TSSA “cease and desist” order for belts and filters being performed by Community Centre staff



F&PM: Maintain minimal acceptable and legislated service levels to corporate facilities and Assets and meet minimal legislated Health and Safety requirements

Risk Management Strategy:

- The hiring of one Automation Technician and one HVAC Mechanic

Contribution to the City's Strategic Priorities:

- Building a City for the 21st Century



F&PM: Park Pathway and Sports Field Lighting Program

What will be accomplished:	<ul style="list-style-type: none"> ■ Ongoing lifecycle replacement of park pathway and sports field lighting systems which include light poles, fixtures and power distribution 	
When will it be accomplished:	<ul style="list-style-type: none"> ■ 2009 – 2011 	
Major Milestones:	<ul style="list-style-type: none"> ■ Hire Capital Project Co-ordinator in April 2009 to support lighting lifecycle replacement program to achieve the expected safety and service quality level ■ Review backlog, define scope, set priorities and finalize technical requirements in 2009 ■ Implement on-site lifecycle replacement in 2009 and onwards 	
Who is Accountable:	<ul style="list-style-type: none"> ■ Director, Facilities and Property Management 	
Who is Supporting:		
n/a		
Measures of Success	Desired Service Level Metrics	
<ul style="list-style-type: none"> ■ Provides for the safety and security of the public ■ Complies with the Electrical Safety Authority (ESA) mandate ■ Keeps the lighting systems functional 	New	Improved over Current
	<ul style="list-style-type: none"> ■ Lifecycle replacement will be managed by a dedicated staff resource 	<ul style="list-style-type: none"> ■ Currently there is no dedicated resource for lighting replacement of over 4,000 poles and it is being managed with limited shared resources, causing an increased backlog ■ Safety and service quality is at a level lower than is optimal in terms of meeting ESA mandates for lifecycle replacement and keeping lighting systems functional



F&PM: Park Pathway and Sports Field Lighting Program

Required Investment		2009	2010	2011
	OPERATING			
	Expenses	\$60,200	\$20,000	
	Revenues (Specify Source)	(\$60,200)	(\$20,000)	
	Total OPERATING	\$0	\$0	
	CAPITAL			
	Tax	\$863,900	\$368,000	\$336,000
	Growth Based			
	Other (Specify Source)			
	Total CAPITAL	\$863,900	\$368,000	\$336,000
	FTE			
	Permanent	1		
	Part-Time			
	Total FTE	1		
Dependencies:	<ul style="list-style-type: none"> ■ A labour cost in 2009 of \$60,200 for the project manager who starts in April is capitalized as part of the above capital budget. The wage for a full year is \$80,200. 			
Risks:	n/a			
Risk Management Strategy:	n/a			
Contribution to the City's Strategic Priorities:	<ul style="list-style-type: none"> ■ Developing a Sustainable Business Plan 			



IT: Information Technology Security Management Program

What will be accomplished:	<ul style="list-style-type: none"> ■ Implement IT systems and processes to ensure the City of Mississauga is compliant with Payment Card Industry (PCI) Data Security Standards so that the City of Mississauga can continue to accept credit card payments. The capital cost for this tool is \$50,000 with maintenance costs of \$5,000 per year.
When will it be accomplished:	<ul style="list-style-type: none"> ■ Starting in 2009, ongoing quarterly scans (4 at \$5,000 each) must be implemented to maintain compliance and ensure that the City of Mississauga can continue to accept credit card payments for City services
Major Milestones:	<ul style="list-style-type: none"> ■ Develop and implement security and audit policies and procedures to ensure compliance of PCI standards in 2009 ■ Implement recommended software or tools necessary to ensure compliance in 2009 ■ Implement compliance scans starting in 2010
Who is Accountable:	<ul style="list-style-type: none"> ■ Director, Information Technology

Who is Supporting:

- All City Departments

Measures of Success

- Continuity in Payment Card transactions

Desired Service Level Metrics

New

- Continue to be authorized to process credit card transactions

Improved over Current

- Without this program, the City of Mississauga will no longer be able to offer pre-authorized and credit card payment options to the public for Registration and Facility Booking and any initiatives requiring credit card processing in 2009



IT: Information Technology Security Management Program

Required Investment		2009	2010	2011
	OPERATING			
	Expenses	\$25,000		
	Revenues (Specify Source)			
	Total OPERATING	\$25,000		
	CAPITAL			
	Tax	\$300,000		
	Growth Based			
	Other (Specify Source)			
	Total CAPITAL	\$300,000		
	FTE			
	Permanent			
	Part-Time			
	Total FTE			
Dependencies:	n/a			
Risks:	<ul style="list-style-type: none"> ■ Failure to implement the recommended processes and procedures to ensure Payment Card Industry (PCI) compliance may result in shutdown of the City of Mississauga credit card processes and transactions 			
Risk Management Strategy:	<ul style="list-style-type: none"> ■ Implement IT systems and processes to ensure the City of Mississauga is compliant with Payment Card Industry (PCI) Data Security Standards 			
Contribution to the City's Strategic Priorities:	<ul style="list-style-type: none"> ■ Developing a Sustainable Business Plan ■ Continuing to be an Employer of Choice 			



Legal Services: Expand Planning and Development Support

What will be accomplished:	■ Provide legal support to meet the increase in planning demands with the addition of a planning lawyer	
When will it be accomplished:	■ March 2009	
Major Milestones:	■ Hire a planning lawyer in March 2009	
Who is Accountable:	■ City Solicitor	
Who is Supporting:		
■ Human Resources		
Measures of Success	Desired Service Level Metrics	
n/a	New	Improved over Current
	n/a	n/a



Legal Services: Expand Planning and Development Support

Required Investment		2009	2010	2011
	OPERATING			
	Expenses	\$139,700		
	Revenues (Planning and Development fees)	(\$30,000)		
	Total OPERATING	\$109,700		
	CAPITAL			
	Tax			
	Growth Based			
	Other (Specify Source)			
	Total CAPITAL			
	FTE			
	Permanent	1		
	Part-Time			
	Total FTE	1		
Dependencies:	<ul style="list-style-type: none"> ■ Recruitment 			
Risks:	<ul style="list-style-type: none"> ■ If there is not adequate lawyer support then external lawyers will be used at a higher cost or the City of Mississauga will not be adequately represented before the Ontario Municipal Board ■ Slowing down key planning initiatives and development applications 			
Risk Management Strategy:	<ul style="list-style-type: none"> ■ The City of Mississauga is legally protected by its own dedicated team of planning and development lawyers in matters presented before the Ontario Municipal Board and in development matters relating to intensification; an additional lawyer to this team will ensure that the increasing volume planning matters can be handled in an effective and timely manner 			
Contribution to the City's Strategic Priorities:	<ul style="list-style-type: none"> ■ Building a City for the 21st Century 			



Customer Service: Call Centre Phase 3 Consolidation and 3-1-1 Single Number Servicing

What will be accomplished:	<ul style="list-style-type: none"> ■ Consolidate the remaining de-centralized business unit telephone call volumes into the consolidated call centre ■ Launch, manage and support single number 3-1-1 servicing ■ Analyze and report enterprise, citizen and customer service request activity ■ Hire permanent Training Specialist in 2010
When will it be accomplished:	<ul style="list-style-type: none"> ■ February 2009 target for 3-1-1 soft launch ■ March 2009 target for official 3-1-1 launch ■ December 2009 complete Phase 3 of consolidation which centralizes the call centres of the remaining decentralized units. ■ January 2010 release of ongoing service activity report to Council
Major Milestones:	<ul style="list-style-type: none"> ■ 3-1-1 Official Launch March 2009
Who is Accountable:	<ul style="list-style-type: none"> ■ Director, Customer Service



Customer Service: Call Centre Phase 3 Consolidation and 3-1-1 Single Number Servicing

Who is Supporting:

- Office of the City Clerk
- Animal Services
- Revenue
- Communications
- Parking Enforcement
- Recreation & Parks
- Legal Services
- T&W Services (excluding Transit and Emergency Dispatch)
- By-Law Enforcement
- Planning & Building
- Business Licensing
- Information Technology
- Communications
- Human Resources
- Council

Measures of Success

Desired Service Level Metrics

	Desired Service Level Metrics	
	New	Improved over Current
<ul style="list-style-type: none"> ■ Meet project timelines for the consolidation of business units ■ Consolidate projected percentage of business unit call volume ■ Increase call handling service levels/call servicing ■ Enhance customer service 	<p>The consolidated Call Centre will provide the following:</p> <ul style="list-style-type: none"> ■ Call Handling Service Level with 80% of the calls answered in 30 seconds or less ■ 0% calls blocked ■ Less than 5% Calls Abandoned ■ Quality Service Index (QSI) 85% ■ 75% First Call Resolution 	<p>The consolidated Call Centre has provided the following improvements for those groups already consolidated:</p> <ul style="list-style-type: none"> ■ De-centralized 58% of calls answered in 30 seconds or less. Improvement of 38% ■ De-centralized 9% calls blocked. <i>Improvement 100%</i> ■ De-centralized 7.4% calls abandoned. Improvement of 32% ■ QSI not measured previously ■ First Call Resolution not measured previously



Customer Service: Call Centre Phase 3 Consolidation and 3-1-1 Single Number Servicing

Required Investment		2009	2010	2011
	OPERATING			
	Expenses		\$46,400	\$92,000
	Revenues			
	Total OPERATING		\$46,400	\$92,000
	CAPITAL			
	Tax			
	Growth Based			
	Other (Specify Source)			
	Total CAPITAL			
	FTE			
	Permanent		1	1
	Total FTE		1	1



Customer Service: Call Centre Phase 3 Consolidation and 3-1-1 Single Number Servicing

Dependencies:	<ul style="list-style-type: none"> ■ n/a
Risks:	<ul style="list-style-type: none"> ■ Higher call volumes than originally planned for in business case ■ Coordinating 3-1-1 service between Municipal and Regional services may result in a delay to the proposed March 2009 3-1-1 Go Live date
Risk Management Strategy:	<ul style="list-style-type: none"> ■ Reduce service levels to manage call volumes with existing full time employees (versus increasing head count, e.g. 80% of the calls answered in 60 or 100 seconds or less) ■ Increase call centre staff for higher call volumes at same service standard (80% of the calls answered in 30 seconds or less) ■ Deflect live answer to self-service technologies ■ “Fast track” solution for Municipal and Regional 3-1-1 delivery to meet March 2009 date ■ Delay launch to 3rd quarter 2009
Contribution to the City’s Strategic Priorities	<ul style="list-style-type: none"> ■ 3-1-1 Municipal Non-Emergency Call Servicing



Initiatives for 2010

Information Technology: IT Support for Application Consolidation and Community Services Initiatives	
What will be accomplished:	<ul style="list-style-type: none"> ■ Maintain service levels and support new SAP modules and enhancements to meet Payroll, Human Resources (HR), and Employee and Management Self-service requirements ■ Maintain service levels to support all existing applications in Community Services in conjunction with technical involvement with new initiatives (Fire Computer Aided Dispatch replacement, Library system upgrade, Registration and Booking system upgrade and Point of Sale expansion)
When will it be accomplished:	<ul style="list-style-type: none"> ■ 2010 for supporting and enhancing new SAP Payroll, HR and Employee Self-service modules ■ 2011 for supporting and enhancing applications for Community Services
Major Milestones:	<ul style="list-style-type: none"> ■ Migrate current Payroll and HR modules to SAP (January 2009) ■ Implement enhancements and support new SAP modules for Finance, Payroll, HR and Employee Self-service (2010) ■ Support and enhance applications for Community Services (start 2011)
Who is Accountable:	<ul style="list-style-type: none"> ■ Director, Information Technology
Who is Supporting:	
<ul style="list-style-type: none"> ■ Human Resources ■ Finance ■ Library ■ Recreation and Parks ■ Fire 	



Information Technology: IT Support for Application Consolidation and Community Services Initiatives

Measures of Success	Desired Service Level Metrics	
	New	Improved over Current
<ul style="list-style-type: none"> ■ On time implementation of new SAP modules to de-commission a separate Human Resource application ■ On time implementation of Community Services application enhancements 	<ul style="list-style-type: none"> ■ Achieve full benefits of the new SAP modules and eliminate the need to support a separate Human Resource application ■ Maintain IT services levels ■ Deliver enhancements for Community Services applications (Registration and Booking, Point of Sale expansion) and support the Fire Station alerting system replacement program and Library self-service initiatives 	<p>SAP</p> <ul style="list-style-type: none"> ■ Reducing the number of software licenses as users exist in both systems ■ Simplified integration of Human Resources and Financial application ■ Provides additional enhancements in skill management, performance management and employee health and safety ■ Consolidation affords an opportunity for ePayment (online paystubs, banking changes etc), self-service through the MySAP portal and other service enhancements <p>Maintain IT Levels</p> <ul style="list-style-type: none"> ■ Without additional complement, a reduction in service level support for existing Financial, Human Resources and Community Services application suites will occur or new business initiatives will need to be deferred <p>Community Services</p> <ul style="list-style-type: none"> ■ Support Library self-service to enhance service delivery ■ Replace Fire Station Alerting system to maintain currency and to meet health and safety guidelines ■ Maintain currency of application portfolios in preparation for supporting new business initiatives



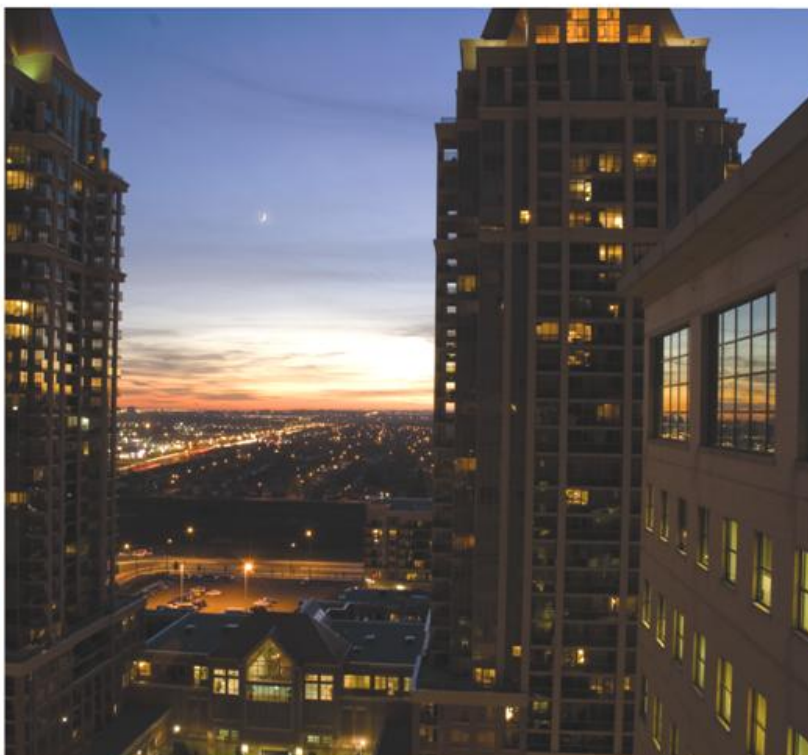
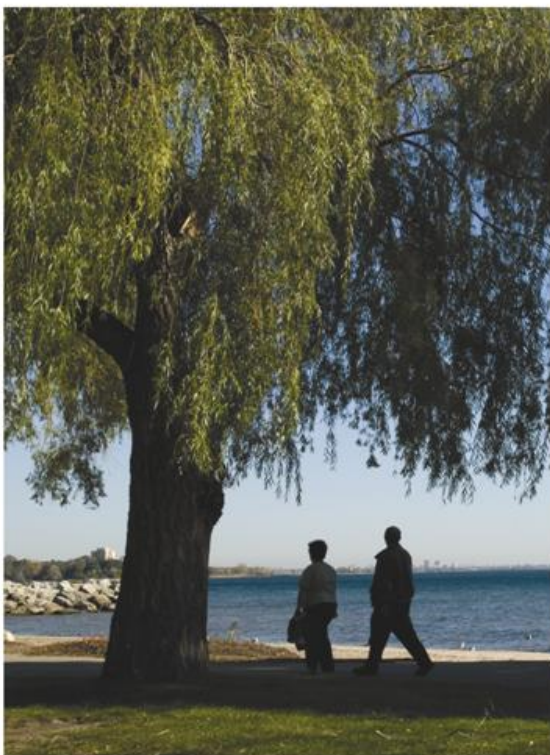
Information Technology: IT Support for Application Consolidation and Community Services Initiatives

Required Investment	2009	2010	2011
OPERATING			
Expenses		\$46,400	\$92,000
Revenues (Specify Source)			
Total OPERATING		\$46,400	\$92,000
CAPITAL			
Tax			
Growth Based			
Other (Specify Source)			
Total CAPITAL			
FTE			
Permanent		1	1
Part-Time			
Total FTE		1	1
Dependencies:	<ul style="list-style-type: none"> ■ Recruitment 		
Risks:	<p>Without these additional resources:</p> <ul style="list-style-type: none"> ■ Not realizing the full benefits of the new SAP modules and continue to support separate application suites for Financial and Human Resources; thereby increasing maintenance support costs ■ Delay of Library system, Registration and Booking system upgrades and Point of Sale expansion projects; this will also impact IT delivery of the Fire Station alerting system and Library self-service initiatives 		
Risk Management Strategy:	<ul style="list-style-type: none"> ■ Secure new IT staff to maintain support service levels and deliver new initiatives: 		
Contribution to the City's Strategic Priorities:	<ul style="list-style-type: none"> ■ Developing a Sustainable Business Plan ■ Continuing to be an Employer of Choice 		



Business Services

2009&2010businessplanandbudget



Budget



Business Services

2009&2010businessplanandbudget

Business Services

2009&2010businessplanandbudget

3 YEAR BUDGET AND FORECAST

Business Services	2008 Budget	2009 Budget	2010 Budget	2011 Forecast
Labour Costs	34,140,700	35,758,500	37,638,000	39,923,200
Other Operating Expenses	8,300,400	8,180,100	8,410,900	8,422,200
TOTAL COSTS	42,441,100	43,938,600	46,048,900	48,345,400
TOTAL REVENUES	(2,436,200)	(2,438,800)	(2,361,200)	(2,361,200)
NET COSTS	40,004,900	41,499,800	43,687,700	45,984,200
Allocations	312,400	123,100	179,700	179,700
NET of ALLOCATIONS	40,317,300	41,622,900	43,867,400	46,163,900

Business Services

2009&2010businessplanandbudget

Human Resources Requirement

	Total FTE
2008 Establishment	403.4
2009 Budget Recommendation	403.4
2010 Budget Recommendation	399.1

Distribution

Program/Division	2008 FTE	2009 FTE	2010 FTE
Information Technology	43	42.5	42.5
Revenue and Materiel Management	28	30.6	30.1
Finance	52.5	51.5	51.5
Legal Services	26.5	27	28
Human Resources	117.4	115.8	113
Organizational Wellness	32.5	33.5	33.5
Communications	66.5	66.5	66.5
Customer Service	7	7	7
Geomatics	30	29	27
Total Recommended	403.4	403.4	399.1

Business Services

2009&2010businessplanandbudget

BUDGET OVERVIEW BUSINESS SERVICES

	2007 Actual	2008 Budget	2009 Base Budget	2009 Program Changes	2009 Request	2009 Change		2010 Base Budget	2010 Program Changes	2010 Request	2010 Change	
	\$	\$	\$	\$	\$	\$	%	\$	\$	\$	\$	%
EXPENDITURES												
LABOUR COST	31,651,007	34,140,700	35,836,600	(78,100)	35,758,500	1,617,800	4.7%	37,696,800	(58,800)	37,638,000	1,879,500	5.3%
Staff Development Costs	280,881	359,800	361,800	(54,500)	307,300	(52,500)	-14.6%	307,300	1,600	308,900	1,600	0.5%
Communications Costs	865,054	918,200	938,900	25,000	963,900	45,700	5.0%	982,500	25,000	1,007,500	43,600	4.5%
Transportation Costs	57,900	75,600	75,600	0	75,600	0	0.0%	75,600	0	75,600	0	0.0%
Occupancy & City Costs	1,210	154,600	78,300	0	78,300	(76,300)	-49.4%	80,500	(600)	79,900	1,600	2.0%
Equipment Costs & Maintenance Agreement	3,159,585	4,020,700	4,102,200	0	4,102,200	81,500	2.0%	4,394,900	0	4,394,900	292,700	7.1%
Contractor & Professional Services	2,517,139	2,473,300	2,262,400	(70,000)	2,192,400	(280,900)	-11.4%	2,255,000	0	2,255,000	62,600	2.9%
Advertising & Promotions	364,216	302,400	311,300	(58,800)	252,500	(49,900)	-16.5%	252,500	0	252,500	0	0.0%
Materials, Supplies & Other Services	916,332	956,400	971,500	167,300	1,138,800	182,400	19.1%	1,138,800	(170,000)	968,800	(170,000)	-14.9%
Finance Other	(765,065)	(960,600)	(992,200)	0	(992,200)	(31,600)	-3.3%	(993,500)	0	(993,500)	(1,300)	-0.1%
Transfers	150,200	0	61,300	0	61,300	61,300	0.0%	61,300	0	61,300	0	0.0%
OTHER OPERATING EXPENSES	7,547,452	8,300,400	8,171,100	9,000	8,180,100	(120,300)	-1.4%	8,554,900	(144,000)	8,410,900	230,800	2.8%
TOTAL EXPENDITURES	39,198,459	42,441,100	44,007,700	(69,100)	43,938,600	1,497,500	3.5%	46,251,700	(202,800)	46,048,900	2,110,300	4.8%
REVENUES												
Fees & Service Charges	(1,806,304)	(1,873,800)	(1,777,500)	(114,100)	(1,891,600)	(17,800)	-0.9%	(1,891,600)	(31,100)	(1,922,700)	(31,100)	-1.6%
Licenses & Permits	(20)	0	0	0	0	0	0.0%	0	0	0	0	0.0%
Rents, Concessions & Franchise	(6,610)	(4,000)	(5,000)	0	(5,000)	(1,000)	-25.0%	(5,000)	0	(5,000)	0	0.0%
Other Revenue	(43,435)	(108,200)	(72,200)	0	(72,200)	36,000	33.3%	(72,200)	0	(72,200)	0	0.0%
Transfers	(1,332,818)	(450,200)	(300,000)	(170,000)	(470,000)	(19,800)	-4.4%	(531,300)	170,000	(361,300)	108,700	23.1%
TOTAL REVENUES	(3,189,187)	(2,436,200)	(2,154,700)	(284,100)	(2,438,800)	(2,600)	-0.1%	(2,500,100)	138,900	(2,361,200)	77,600	3.2%
NET SERVICE IMPACT	36,009,273	40,004,900	41,853,000	(353,200)	41,499,800	1,494,900	3.7%	43,751,600	(63,900)	43,687,700	2,187,900	5.3%
Allocations	0	312,400	123,100	0	123,100	(189,300)	-60.6%	179,700	0	179,700	56,600	46.0%
NET of ALLOCATIONS	36,009,273	40,317,300	41,976,100	(353,200)	41,622,900	1,305,600	3.2%	43,931,300	(63,900)	43,867,400	2,244,500	5.4%

Business Services

2009&2010businessplanandbudget

2009 NET BUDGET BY PROGRAM

	2007 Actual	2008 Budget	2009 Base Budget	2009 Program Changes	2009 Request	2009 Change		2010 Base Budget	2010 Program Changes	2010 Request	2010 Change	
	\$	\$	\$	\$	\$	\$	%	\$	\$	\$	\$	%
PROGRAM EXPENDITURES												
Information Technology	12,539,494	14,338,000	14,751,100	3,200	14,754,300	416,300	2.9%	15,660,000	71,400	15,731,400	977,100	6.6%
Revenue & Materiel Management	3,996,777	4,804,000	4,898,400	(31,600)	4,866,800	62,800	1.3%	5,159,000	(600)	5,158,400	291,600	6.0%
Finance	4,415,801	4,613,200	4,820,000	(123,400)	4,696,600	83,400	1.8%	4,945,000	0	4,945,000	248,400	5.3%
Legal Services	4,366,575	4,231,100	4,364,500	45,600	4,410,100	179,000	4.2%	4,602,800	(31,100)	4,571,700	161,600	3.7%
Human Resources	2,881,095	3,309,500	3,517,600	(76,700)	3,440,900	131,400	4.0%	3,590,500	0	3,590,500	149,600	4.3%
Organizational Wellness	1,729,612	1,753,600	1,820,600	(1,200)	1,819,400	65,800	3.8%	1,915,200	0	1,915,200	95,800	5.3%
Communications	2,845,016	3,082,000	3,277,800	(91,700)	3,186,100	104,100	3.4%	3,371,500	0	3,371,500	185,400	5.8%
Customer Service	847,051	1,469,600	1,764,600	(7,400)	1,757,200	287,600	19.6%	1,850,800	46,400	1,897,200	140,000	8.0%
Geomatics	2,387,851	2,716,300	2,761,500	(70,000)	2,691,500	(24,800)	-0.9%	2,836,500	(150,000)	2,686,500	(5,000)	-0.2%
NET PROGRAM IMPACT	36,009,273	40,317,300	41,976,100	(353,200)	41,622,900	1,305,600	3.2%	43,931,300	(63,900)	43,867,400	2,244,500	5.4%

Service Budget Highlights - Operating

The recommended 2009 Net Operating Budget of \$41.6 million represents an increase of \$1.3 million or 3.2% from the 2008 Operating Budget. The majority of this increase relates to general labour cost increases.

2009 Highlights of the recommended budget include :

- A total reduction of \$52,500 in courses and conferences across all programs;
- In Information Technology, an increase of \$105,500 relates mainly to maintenance associated with sustaining IT business operations, supporting current and updated IT systems, and accommodating projected IT growth. Other additional costs include 3-1-1 enhanced routing fees and costs associated with Payment Card Industry (PCI) compliance audits;
- In Revenue and Materiel Management, utility costs for the Central Stores building are reduced by \$76,300 due to a relocation to a different building in 2008. In addition, higher revenues of \$54,500 are projected due to Tax Certificate Revenues and new fees for Tax Appeal applications and procurement documents;
- In Finance, labour costs decrease by \$98,200 as a result of the elimination of the Business Planning Manager position. Professional services costs decrease by \$10,000 due to the reduced frequency of the Risk Management insurance actuarial study from yearly to every 2 years;
- In Legal Services, the addition of an Intermediate Planning Lawyer increases labour costs by \$138,200, which are partially offset by \$30,000 in additional Legal Planning Fees and \$59,600 in allocated Planning and Development fees;
- In Human Resources and Organizational Wellness, professional services costs decrease by \$50,000 for the reduced frequency of the Employee Survey from yearly to every 2 years and \$10,000 reduction in the in-house Supervisor Training program. In addition, the Long Service Recognition event has been modified to a luncheon event, reducing expenses by \$18,400;
- In Communications, the elimination of the Tour Program, the precinct banners and the corporate Souvenir program reduce labour and operating costs by \$88,500;
- In Customer Service, \$170,000 is required for one time costs associated with compliance with the new Accessible Customer Service Standard, funded by a Transfer from Reserve.
- In Geomatics, labour costs decrease by \$70,000 as part of service level reductions initiated by management.

Service Budget Highlights - Operating

The recommended 2010 Net Operating Budget of \$43.9 million represents an increase of \$2.2 million or 5.4% from the 2009 Operating Budget. The majority of this increase relates to general labour cost increases.

2010 Highlights of the recommended budget include :

- In Information Technology, labour cost increase of \$45,600 for a SAP Application Developer for Enterprise Systems, maintenance agreement cost increases of \$291,700 mainly due to licensing and maintenance for Call Centre Quality Monitoring software and Hansen applications, increased disk storage in Storage Area Network and a \$25,000 increase in maintenance for enhanced routing of 3-1-1 calls.
- In Legal Services, additional revenue of \$31,100 is projected for increases in Planning and Development fees;
- In Human Resources, an Occupational Health Consultant position is included to provide proactive disability management services to Fire and Emergency Services. This cost is to be offset by reductions in disability costs in Fire & Emergency Services.
- In Customer Service, labour cost increase of \$45,600 for a Training Specialist required for training of call centre and business unit staff.
- In Geomatics, labour costs decrease by \$150,000 as part of service level reductions initiated by management.

Service Budget Highlights - Capital

The 2009-2018 Capital Budget and Forecast recommends a net expenditure of \$5.8 million for 2009, \$11.1 million for 2010 and \$72.3 million for the next 8 year period from 2011 to 2018. The Business Services capital budget includes Information Technology and miscellaneous equipment acquisitions.

Information Technology

The capital program has been developed in consultation with all departments and reflects current business priorities. The Information Technology program focuses on the acquisition of new application systems / modules that meet business requirements and the life cycle replacement and upgrade of existing applications, servers, desktop personal computers, databases, networks, telephone systems and wireless telecommunications systems. Software applications need to be replaced when they are no longer supported by vendors or when the technical operating platforms become obsolete. Business application upgrades are required to maintain system functionality and vendor support. The life cycle replacement for major Information Technology assets has been identified in accordance with industry standards and incorporated into the forecast, as follows:

- Replacement of major applications – 10 year cycle
- Version upgrades of business applications – 3 year cycle
- Replacements of servers and communications switches – 5 year cycle
- PC replacement – 4 year cycle

Information Technology continues to respond to client demands for new technology solutions that would assist in delivering effective and efficient services to the public. The pressure on the Information Technology budget will continue to increase as business units search for improvements in their operations, such as:

- wireless internet access at City facilities,
- municipal-use wireless access to remote cameras for traffic monitoring, traffic signals and remote access to business applications by inspectors and field workers,

Service Budget Highlights - Capital

- implementation of Transit 2010 - BRT, SMART card (GTA fare card), SMART vehicle (GPS on buses),
- Information Management and Enterprise Document Management
- Manager and Employee Self Service access to applications and data.

2009 Highlights:

Significant projects included in the 2009 plan are:

- **Applications – New - \$1.3 million**
 - Phase1 implementation of field based technologies for field workers
 - Post go-live and security audit support for the SAP Human Capital Management (HCM) system
 - Technologies and testing to ensure compliance with the Payment Card Industry (PCI) Security standards to enable credit card transactions
 - Implement business intelligence for SAP Human Capital Management System
- **Applications – Replacement/Enhancements - \$1.8 million**
 - Microsoft Enterprise Licensing Agreement for City staff and public computers in libraries
 - Phase 1 upgrade to Dynix library system
 - Enhancement to SAP enterprise system to optimize system functionalities
 - Upgrade Oracle and SQL databases to new version to remain current and supported
 - Upgrade Insurance claims management system to new version
 - Upgrade Point of Sale system in City facilities

Service Budget Highlights - Capital

- **Network Infrastructure - \$875,000**
 - Continue implementation of Wireless Internet Access within renovated City facilities and Phase 1 implementation of City Outdoor WIFI Mesh Network for municipal use (Traffic, Field Automation, Security, BRT)
 - Network fibre and network replacement at the disaster recovery site and upgrades

- **Server Expansion and Replacement - \$500,000**
 - Server expansion as required and replacement based on a five year cycle

- **Service Management - \$50,000**
 - Tools to manage information technology infrastructure and services

- **Information Technology Application Simplification - \$200,000**
 - Completion of Hansen Version 8 migration for Transportation and Works

- **Personal Computers and Notebook Replacement and Peripherals - \$950,000**
 - Annual replacement of personal computers and notebooks based on a four year cycle

Service Budget Highlights - Capital

2010 Highlights:

- **Applications New - \$950,000**
 - Continue implementation of Field Automation, PCI System compliance, and Portfolio, Pipeline, Resource Management System to provide decision support for resource requirements and project prioritization
 - Phase 1 of Executive Dashboard for Program Managers to facilitate monitoring of key trends and performance indicators

- **Applications – Replacement/Enhancements - \$2.8 million**
 - Upgrades to Traffic Data Management System, Election System, Fleet Management System, Parksmart System for Parking Control, restaurant system at Braeben and Ice Breakers
 - Upgrade of desktop software to remain current and supported
 - Firewall hardware and software upgrades
 - Continue Dynix Library system upgrade and SAP enterprise system enhancements

- **Portal - \$300,0000**
 - Implement, maintain and enhance internal and external portal applications (e-City)

- **Network Infrastructure - \$2.2 million**
 - Completion of Wireless Internet Access within City facilities and implementation of City Outdoor WIFI Mesh network for municipal use (Traffic, Field Automation, Security, BRT)
 - Network infrastructure management to include replacement of switches and phones based on a five year cycle

Service Budget Highlights - Capital

- **Server Expansion and Replacement - \$800,000**
 - Server expansion as required and replacement based on a five year cycle

- **Service Management - \$2.7 million**
 - Plan, design and build IT Disaster Readiness (DR) Site and IT Training Facility at alternate facility. As the City's dependency on technology to run business services increases, so does the need for reliable, up-to-date off-site backup systems. The present disaster readiness site is no longer suitable as a functioning backup and contingency facility supporting City's business systems in the event of a disaster at the main computer facility. Analysis indicated that none of the existing City facilities proved to be viable for relocation of the DR site. With the building of new facilities, it was decided that the City's IT Disaster Readiness Site will be co-located at one of these facilities.
 - Tools to manage information technology infrastructure and services

- **Information Technology Application Simplification - \$200,000**
 - Implementation of Hansen modules for Business and Vehicle Licensing

- **Personal Computers and Notebook Replacement and Peripherals - \$900,000**
 - Annual replacement of personal computers and notebooks based on a four year cycle

Service Budget Highlights - Capital

Additional 2011-2018 Highlights:

- **Applications – New \$5.4 million**
 - Enterprise Information Management systems development and implementation
 - Continue Payment Card Industry security standard compliance

- **Applications – Replacement/Enhancements - \$39 million**
 - Sustainable plan/program to maintain security, stability and vendor support for all business systems
 - Upgrade Fire dispatch system (911) to Web enabled version
 - Dynix Library System upgrade
 - Election System upgrade
 - Email System upgrade
 - Transit City Link System upgrade
 - Traffic Data Management System upgrade
 - MAX System upgrade
 - SAP upgrade and enhancements
 - Replacement applications as required

Service Budget Highlights - Capital

- **Portal Applications – External and Internal - \$1.7 million**
- **Network Infrastructure - \$9.3 million**
 - Replacement/Expansion of fibre infrastructure, network switches and phones, and upgrade of Corporate voice mail system
 - Continue implementation/expansion of Wireless Internet Access within City facilities and City Outdoor WIFI Mesh network for municipal use (Traffic, Field Automation, Security, BRT)
- **Server Expansion and Replacement - \$4.8 million**
 - Expansion as required and replacement based on a 5 year cycle
- **Service Management - \$1.5 million**
 - IT Disaster Readiness Site equipment upgrades and enhancements and implementation of development tools to manage IT infrastructure and services
- **Information Technology Application Simplification - \$500,000**
 - Complete implementation of Hansen modules to Business and Vehicle Licensing and Hansen system enhancements
- **Personal Computers and Notebook Replacement and Peripherals - \$8.2 million**
 - Continue upgrade and replacement of hardware, applications and departmental personal computers to provide a stable, secure and vendor supported information technology and application portfolio

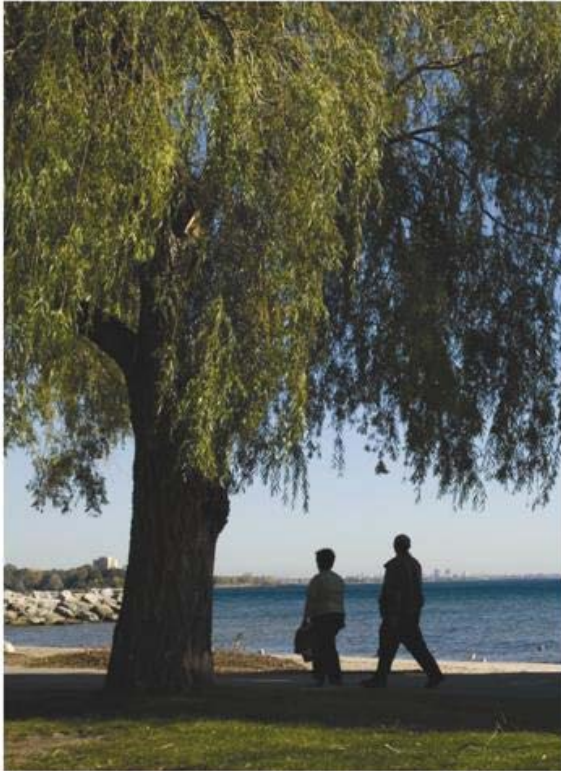
Service Budget Highlights - Capital

Miscellaneous Equipment

The 2009-2018 capital plan includes almost \$2.0 million for new and replacement audiovisual, Print Shop and other miscellaneous equipment over the ten years, with major equipment replacements for the Print Shop in 2010 (Digital Printing Equipment), in 2012 (Digital Postage/Meter Equipment) and in 2013 (insert). Also provides for development charges (DC) background studies in 2013 and 2018 which are 10% tax funded and 90% DC funded.

Business Services

2009&2010businessplanandbudget



Operating



Business Services

2009&2010businessplanandbudget

2009 Explanation of Budget Changes

Program: Information Technology

Description of Program

Development and communication of Information Technology strategic plan, policies, strategies and standards for the Corporation;
Streamlining of business workflows and optimization of technology architectures and the use of technology to save money, enhance quality and improve service;
Improving efficiency through application simplification and server consolidation;
Development, acquisition, implementation and support of system application portfolios;
Support of current and new eCity initiatives;
Help desk support, client education and training;
Implementation and management of the technology infrastructure including the wide area network, data, radio and voice communications;
Improvement of workforce mobility and enhancement of traffic and transit service delivery by implementing shared wireless services (WIFI);
Systems security, controls and business continuity planning;
By utilizing tools such as Microsoft's System Centre Operation Manager (SCOM), systems availability will be improved through automated and proactive system monitoring, automatically detecting errors and automated repair of Information Technology infrastructure components;
Adjusting to legislative changes that affect new and existing applications, such as Tangible Capital Asset Accounting and Payment Card Industry Standards;
Acquisition of audiovisual equipment and audiovisual service provision to City departments.

Business Services

2009&2010businessplanandbudget

2009 EXPLANATION OF BUDGET CHANGES

PROGRAM: INFORMATION TECHNOLOGY

	2008	2009	Change in 2009		Explanation
	Restated Budget	Requested Budget	Requested Budget To 2008 Restated Budget		
	\$	\$	\$	%	
EXPENDITURES					
LABOUR COST	10,923,300	11,324,800	401,500	3.7%	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes. Includes elimination of backfill for MTO PRESTO Project Leader, offset by reduction of revenue received from province to fund this position.
Staff Development Costs	98,200	76,400	(21,800)	-22.2%	Reduction in courses and conferences.
Communication Costs	599,700	624,700	25,000	4.2%	Maintenance fee for enhanced routing of 3-1-1 calls.
Transportation Costs	15,100	15,100	0	0.0%	
Equipment Costs & Maintenance Agreements	3,738,000	3,818,500	80,500	2.2%	Cost increase per maintenance agreements and contracts for all Information Technology assets including servers, storage devices and software licences.
Contractor & Professional Services	69,500	94,500	25,000	36.0%	Payment Card Industry Standards compliance audit.
Materials, Supplies & Other Services	120,100	120,100	0	0.0%	
OTHER OPERATING EXPENSES	4,640,600	4,749,300	108,700	2.3%	
TOTAL EXPENDITURES	15,563,900	16,074,100	510,200	3.3%	
REVENUES					
Fees & Service Charges	(476,300)	(370,000)	106,300	22.3%	Deletion of backfill for MTO PRESTO Project Leader.
Rents, Concessions & Franchise	(2,000)	(2,000)	0	0.0%	
TOTAL REVENUES	(478,300)	(372,000)	106,300	22.2%	
Allocations	(747,600)	(947,800)	(200,200)	-26.8%	IT maintenance cost allocations to other service areas for costs directly attributable to these services.
NET PROGRAM IMPACT	14,338,000	14,754,300	416,300	2.9%	

Business Services

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2010 EXPLANATION OF BUDGET CHANGES

PROGRAM: INFORMATION TECHNOLOGY

	2009	2010	Change in 2010		Explanation
	Budget	Requested Budget	Requested Budget To 2009 Budget		
	\$	\$	\$	%	
EXPENDITURES					
LABOUR COST	11,324,800	11,985,400	660,600	5.8%	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes. Includes 1 new SAP Developer - Enterprise Systems.
Staff Development Costs	76,400	77,200	800	1.0%	
Communication Costs	624,700	649,700	25,000	4.0%	Maintenance fee for enhanced routing of 3-1-1 calls.
Transportation Costs	15,100	15,100	0	0.0%	
Equipment Costs & Maintenance Agreements	3,818,500	4,110,200	291,700	7.6%	Cost increase per maintenance agreements and contracts for all Information Technology assets including servers, storage devices and software licences.
Contractor & Professional Services	94,500	94,500	0	0.0%	
Materials, Supplies & Other Services	120,100	120,100	0	0.0%	
OTHER OPERATING EXPENSES	4,749,300	5,066,800	317,500	6.7%	
TOTAL EXPENDITURES	16,074,100	17,052,200	978,100	6.1%	
REVENUES					
Fees & Service Charges	(370,000)	(370,000)	0	0.0%	
Rents, Concessions & Franchise	(2,000)	(2,000)	0	0.0%	
TOTAL REVENUES	(372,000)	(372,000)	0	0.0%	
Allocations	(947,800)	(948,800)	(1,000)	-0.1%	
NET PROGRAM IMPACT	14,754,300	15,731,400	977,100	6.6%	

2009 Explanation of Budget Changes

Program: Revenue & Materiel Management

Description of Program

Billing and collection of property taxes and collection of fines pursuant to the *Provincial Offences Act* (POA) and other accounts receivables;

Monitoring of assessment and processing of assessment appeals;

Administration of various rebate programs including senior and handicapped tax deferrals, vacancy rebates and charity rebates;

Development of property taxation policies;

Provision of assessment and taxation advice and support to City Council and Departments;

Respond to complex calls referred from the Call Centre;

Respond to taxpayers, residents and business correspondence;

Tax Manager 2000 (TXM) system and development support;

Acquisition of goods and services for all City departments; and

Maintenance of Central Stores inventory and distribution of goods and provides purchasing services.

Business Services

2009 & 2010 business plan and budget

2009 EXPLANATION OF BUDGET CHANGES

PROGRAM: REVENUE & MATERIEL MANAGEMENT

	2008	2009	Change in 2009		Explanation
	Restated Budget	Requested Budget	Requested Budget To 2008 Restated Budget		
	\$	\$	\$	%	
EXPENDITURES					
LABOUR COST	4,900,300	5,087,200	186,900	3.8%	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes.
Staff Development Costs	41,800	34,700	(7,100)	-17.0%	Reduction in courses and conferences.
Communication Costs	244,400	258,200	13,800	5.6%	Additional postage cost due to rate increases.
Transportation Costs	33,000	33,000	0	0.0%	
Occupancy & City Costs	154,600	78,300	(76,300)	-49.4%	Reduction in utilities due to relocation of Central Stores to Mavis Yard building from Erindale Station Road.
Equipment Costs & Maintenance Agreements	76,000	76,000	0	0.0%	
Contractor & Professional Services	8,000	8,000	0	0.0%	
Advertising & Promotions	3,000	3,000	0	0.0%	
Materials, Supplies & Other Services	200,000	200,000	0	0.0%	
Finance Other	161,400	161,400	0	0.0%	
OTHER OPERATING EXPENSES	922,200	852,600	(69,600)	-7.5%	
TOTAL EXPENDITURES	5,822,500	5,939,800	117,300	2.0%	
REVENUES					
Fees & Service Charges	(1,015,500)	(1,070,000)	(54,500)	-5.4%	Increase in revenue due to expected higher volume for Tax Certificates, and new Tax Appeal application and procurement document fees.
Other Revenue	(3,000)	(3,000)	0	0.0%	
TOTAL REVENUES	(1,018,500)	(1,073,000)	(54,500)	-5.4%	
NET PROGRAM IMPACT	4,804,000	4,866,800	62,800	1.3%	

Business Services

2009 & 2010 business plan and budget

2010 EXPLANATION OF BUDGET CHANGES

PROGRAM: REVENUE & MATERIEL MANAGEMENT

	2009 Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Budget		Explanation
	\$	\$	\$	%	
EXPENDITURES					
LABOUR COST	5,087,200	5,362,000	274,800	5.4%	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes.
Staff Development Costs	34,700	34,700	0	0.0%	
Communication Costs	258,200	273,400	15,200	5.9%	Additional postage cost.
Transportation Costs	33,000	33,000	0	0.0%	
Occupancy & City Costs	78,300	79,900	1,600	2.0%	Increase in utilities for Central Stores facility.
Equipment Costs & Maintenance Agreements	76,000	76,000	0	0.0%	
Contractor & Professional Services	8,000	8,000	0	0.0%	
Advertising & Promotions	3,000	3,000	0	0.0%	
Materials, Supplies & Other Services	200,000	200,000	0	0.0%	
Finance Other	161,400	161,400	0	0.0%	
OTHER OPERATING EXPENSES	852,600	869,400	16,800	2.0%	
TOTAL EXPENDITURES	5,939,800	6,231,400	291,600	4.9%	
REVENUES					
Fees & Service Charges	(1,070,000)	(1,070,000)	0	0.0%	
Other Revenue	(3,000)	(3,000)	0	0.0%	
TOTAL REVENUES	(1,073,000)	(1,073,000)	0	0.0%	
NET PROGRAM IMPACT	4,866,800	5,158,400	291,600	6.0%	

2009 Explanation of Budget Changes

Program: Finance

Description of Program

Preparation and delivery of City operating and capital budgets, projections, forecasts and financing strategies;
System support – SAP R/3 and PeopleSoft;
Accounts Payable, Payroll, Time and Labour, Corporate Accounting and Treasury functions for the City and administration of banking services;
Preparation of financial statements and other financial reporting requirements for the City;
Cash Management and investment of surplus funds;
Development of financial policies and provision of financial advice and support to City Council and departments;
Development charges policy and funds administration;
Administration of City's insurance & risk management program;
Improving the new City of Mississauga business planning process by integrating strategic, budget and work planning processes;
Ensuring compliance with provincial tangible capital asset accounting & reporting requirements; and
Enhancing capital asset management strategies and planning.

Business Services

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2009 EXPLANATION OF BUDGET CHANGES

PROGRAM: FINANCE

	2008	2009	Change in 2009		Explanation
	Restated Budget	Requested Budget	Requested Budget To 2008 Restated Budget		
	\$	\$	\$	%	
EXPENDITURES					
LABOUR COST	4,343,000	4,445,200	102,200	2.4%	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes offset by the elimination of a Business Planning Manager position.
Staff Development Costs	72,400	59,200	(13,200)	-18.2%	Reduction in courses and conferences.
Communication Costs	27,300	29,700	2,400	8.8%	Additional postage cost due to rate increases.
Transportation Costs	3,700	3,700	0	0.0%	
Equipment Costs & Maintenance Agreements	26,000	26,000	0	0.0%	
Contractor & Professional Services	267,500	253,700	(13,800)	-5.2%	Increase in professional services for Investments recovered from investment revenues offset by reduction in frequency of insurance actuarial review.
Advertising & Promotions	6,300	6,300	0	0.0%	
Materials, Supplies & Other Services	87,700	92,800	5,100	5.8%	Printing of Business Plan books.
Finance Other	(20,700)	(31,300)	(10,600)	-51.2%	Internal recoveries of Investment expenses.
Transfers	0	11,300	11,300	0.0%	Transfer to reserve for Risk Management 2010 actuarial review.
OTHER OPERATING EXPENSES	470,200	451,400	(18,800)	-4.0%	
TOTAL EXPENDITURES	4,813,200	4,896,600	83,400	1.7%	
REVENUES					
Transfers	(200,000)	(200,000)	0	0.0%	
TOTAL REVENUES	(200,000)	(200,000)	0	0.0%	
NET PROGRAM IMPACT	4,613,200	4,696,600	83,400	1.8%	

Business Services

2009 & 2010 business plan and budget

2010 EXPLANATION OF BUDGET CHANGES

PROGRAM: FINANCE

	2009 Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Budget		Explanation
	\$	\$	\$	%	
EXPENDITURES					
LABOUR COST	4,445,200	4,692,100	246,900	5.6%	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes.
Staff Development Costs	59,200	59,200	0	0.0%	
Communication Costs	29,700	31,200	1,500	5.1%	Additional postage cost due to rate increases.
Transportation Costs	3,700	3,700	0	0.0%	
Equipment Costs & Maintenance Agreements	26,000	26,000	0	0.0%	
Contractor & Professional Services	253,700	266,300	12,600	5.0%	Increase in investment bond rating services and undertaking of insurance actuarial review which is offset by a transfer from reserve.
Advertising & Promotions	6,300	6,300	0	0.0%	
Materials, Supplies & Other Services	92,800	92,800	0	0.0%	
Finance Other	(31,300)	(32,600)	(1,300)	-4.2%	Increased recovery for bond rating services from investment revenue.
OTHER OPERATING EXPENSES	451,400	464,200	12,800	2.8%	
TOTAL EXPENDITURES	4,896,600	5,156,300	259,700	5.3%	
REVENUES					
Transfers	(200,000)	(211,300)	(11,300)	-5.7%	Transfer from reserve for actuarial study.
TOTAL REVENUES	(200,000)	(211,300)	(11,300)	-5.7%	
NET PROGRAM IMPACT	4,696,600	4,945,000	248,400	5.3%	

Business Services

2009&2010businessplanandbudget

2009 Explanation of Budget Changes

Program: Legal Services

Description of Program

Provides legal advice to City Council, its committees and departments on the full range of legal issues affecting the municipality;
Attends at meetings of City Council, committees and other public meetings as counsel;
Prepares and approves a wide variety of by-laws, agreements, claims and contracts for all departments;
Prepares supporting documentation and carries out registration against title respecting the City's interests;
Represents the City in Court and before Administrative Tribunals;
Retains outside legal services in specialized areas;
Conducts prosecutions under the *Provincial Offences Act*;
Informs City Council and staff of various legal developments including statutory changes and developments in the courts; and
Provides legal training, education and precedents.

Business Services

2009&2010businessplanandbudget

2009 EXPLANATION OF BUDGET CHANGES

PROGRAM: LEGAL SERVICES

	2008	2009	Change in 2009		Explanation
	Restated Budget	Requested Budget	Requested Budget To 2008 Restated Budget		
	\$	\$	\$	%	
EXPENDITURES					
LABOUR COST	3,417,000	3,678,100	261,100	7.6%	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes. A new Intermediate Planning Lawyer is provided for in the budget.
Staff Development Costs	66,400	63,400	(3,000)	-4.5%	Reduction in courses and conferences.
Communication Costs	19,700	20,200	500	2.5%	Additional postage cost due to rate increases.
Transportation Costs	5,000	5,000	0	0.0%	
Equipment Costs & Maintenance Agreements	15,900	15,900	0	0.0%	
Contractor & Professional Services	887,700	887,700	0	0.0%	
Materials, Supplies & Other Services	67,400	77,400	10,000	14.8%	Additional library and office supplies cost.
Finance Other	12,000	12,000	0	0.0%	
OTHER OPERATING EXPENSES	1,074,100	1,081,600	7,500	0.7%	
TOTAL EXPENDITURES	4,491,100	4,759,700	268,600	6.0%	
REVENUES					
Fees & Service Charges	(160,000)	(249,600)	(89,600)	-56.0%	Additional \$30,000 in legal planning fee revenue associated with new lawyer position and allocation of development revenues from Planning and Building.
Transfers	(100,000)	(100,000)	0	0.0%	
TOTAL REVENUES	(260,000)	(349,600)	(89,600)	-34.5%	
NET PROGRAM IMPACT	4,231,100	4,410,100	179,000	4.2%	

Business Services

2009&2010businessplanandbudget

2010 EXPLANATION OF BUDGET CHANGES

PROGRAM: LEGAL SERVICES

	2009	2010	Change in 2010		Explanation
	Budget	Requested Budget	Requested Budget To 2009 Budget		
	\$	\$	\$	%	
EXPENDITURES					
LABOUR COST	3,678,100	3,870,300	192,200	5.2%	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes.
Staff Development Costs	63,400	63,400	0	0.0%	
Communication Costs	20,200	20,700	500	2.5%	Additional postage cost due to rate increases.
Transportation Costs	5,000	5,000	0	0.0%	
Equipment Costs & Maintenance Agreements	15,900	15,900	0	0.0%	
Contractor & Professional Services	887,700	887,700	0	0.0%	
Materials, Supplies & Other Services	77,400	77,400	0	0.0%	
Finance Other	12,000	12,000	0	0.0%	
OTHER OPERATING EXPENSES	1,081,600	1,082,100	500	0.0%	
TOTAL EXPENDITURES	4,759,700	4,952,400	192,700	4.0%	
REVENUES					
Fees & Service Charges	(249,600)	(280,700)	(31,100)	-12.5%	Additional allocation of development revenue from Planning and Building.
TOTAL REVENUES	(349,600)	(380,700)	(31,100)	-8.9%	
NET PROGRAM IMPACT	4,410,100	4,571,700	161,600	3.7%	

2009 Explanation of Budget Changes

Program: Human Resources

Description of Program

Development and administration of Human Resources policies and programs for all employees of the City including;

- Comprehensive and competitive compensation, and benefits policies and programs;
- Strategic plans and programs that assist in planning, recruiting and retaining a talented, skilled workforce;
- Comprehensive Employee Relations services and programs for all union and non-union employee groups;
- Innovative training and development programs;
- Leading edge, Organizational Effectiveness services to assist the City's workforce with anticipating and managing the impact of business changes;
- Health, wellness and disability management services such as: immunization, medical advice and assistance, Employee Assistance Program, employee rehabilitation, ergonomic assessment, etc.; and
- Maintenance and support of the City's Human Resources Information System and the provision of workforce management information services.

Business Services

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2009 EXPLANATION OF BUDGET CHANGES

PROGRAM: HUMAN RESOURCES

	2008	2009	Change in 2009		Explanation
	Restated Budget	Requested Budget	Requested Budget To 2008 Restated Budget		
	\$	\$	\$	%	
EXPENDITURES					
LABOUR COST	2,592,900	2,787,300	194,400	7.5%	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes. Includes annualization of development consultant position approved in 2008.
Staff Development Costs	18,800	20,500	1,700	9.0%	Re-distribution of courses and conferences budget from other programs.
Communication Costs	4,600	7,300	2,700	58.7%	Additional postage and cell phone costs.
Transportation Costs	2,500	2,500	0	0.0%	
Equipment Costs & Maintenance Agreements	8,400	8,400	0	0.0%	
Contractor & Professional Services	585,800	423,400	(162,400)	-27.7%	Reduction of professional services for reduced frequency of Employee Survey from every year to every 2 years and reduced number of in-house supervisor training programs.
Advertising & Promotions	117,500	111,100	(6,400)	-5.4%	Modification of Long Service Dinner Recognition Event to luncheon event.
Materials, Supplies & Other Services	30,400	30,400	0	0.0%	
Finance Other	1,000	0	(1,000)	-100.0%	Negotiation expense not required.
Transfers	0	50,000	50,000	0.0%	Transfer to reserve for Employee Survey in 2010.
OTHER OPERATING EXPENSES	769,000	653,600	(115,400)	-15.0%	
TOTAL EXPENDITURES	3,361,900	3,440,900	79,000	2.3%	
REVENUES					
Transfers	(52,400)	0	52,400	100.0%	Deletion of transfer from reserve for Talent Management Strategy
TOTAL REVENUES	(52,400)	0	52,400	100.0%	
NET PROGRAM IMPACT	3,309,500	3,440,900	131,400	4.0%	

Business Services

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2010 EXPLANATION OF BUDGET CHANGES

PROGRAM: HUMAN RESOURCES

	2009	2010	Change in 2010		Explanation
	Budget	Requested Budget	Requested Budget To 2009 Budget		
	\$	\$	\$	%	
EXPENDITURES					
LABOUR COST	2,787,300	2,936,500	149,200	5.4%	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes.
Staff Development Costs	20,500	20,500	0	0.0%	
Communication Costs	7,300	7,700	400	5.5%	Additional postage cost due to rate increases.
Transportation Costs	2,500	2,500	0	0.0%	
Equipment Costs & Maintenance Agreements	8,400	8,400	0	0.0%	
Contractor & Professional Services	423,400	473,400	50,000	11.8%	Employee Survey partially funded through transfer from reserve.
Advertising & Promotions	111,100	111,100	0	0.0%	
Materials, Supplies & Other Services	30,400	30,400	0	0.0%	
Transfers	50,000	50,000	0	0.0%	
OTHER OPERATING EXPENSES	653,600	704,000	50,400	7.7%	
TOTAL EXPENDITURES	3,440,900	3,640,500	199,600	5.8%	
REVENUES					
Transfers	0	(50,000)	(50,000)	0.0%	Transfer from reserve for Employee Survey.
TOTAL REVENUES	0	(50,000)	(50,000)	0.0%	
NET PROGRAM IMPACT	3,440,900	3,590,500	149,600	4.3%	



Business Services

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2009 Explanation of Budget Changes

Program: Organizational Wellness

Description of Program

Organizational Wellness plans and develops corporate-wide employer of choice and organizational development initiatives related to employee engagement and talent management including the Employer of Choice Strategy, the Corporate Talent Management Strategy, and employee engagement surveys while continuing to attract, develop and retain talent.

Business Services

2009&2010businessplanandbudget

2009 EXPLANATION OF BUDGET CHANGES

PROGRAM: ORGANIZATIONAL WELLNESS

	2008	2009	Change in 2009		Explanation
	Restated Budget	Requested Budget	Requested Budget To 2008 Restated Budget		
	\$	\$	\$	%	
EXPENDITURES					
LABOUR COST	644,900	701,000	56,100	8.7%	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes. Includes upgraded Organizational Development position approved in 2008.
Staff Development Costs	26,600	25,400	(1,200)	-4.5%	Reduction in courses and conferences.
Communication Costs	1,100	1,100	0	0.0%	
Transportation Costs	2,100	2,100	0	0.0%	
Equipment Costs & Maintenance Agreements	3,400	3,400	0	0.0%	
Contractor & Professional Services	94,700	0	(94,700)	-100.0%	Deletion of transfer from reserve and reduction in employee survey.
Materials, Supplies & Other Services	15,500	15,500	0	0.0%	
OTHER OPERATING EXPENSES	143,400	47,500	(95,900)	-66.9%	
TOTAL EXPENDITURES	788,300	748,500	(39,800)	-5.0%	
REVENUES					
Transfers	(94,700)	0	94,700	100.0%	Deletion of transfer from reserve for employee survey.
TOTAL REVENUES	(94,700)	0	94,700	100.0%	
Allocations	1,060,000	1,070,900	10,900	1.0%	Departmental business services cost allocation.
NET PROGRAM IMPACT	1,753,600	1,819,400	65,800	3.8%	

Business Services

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2010 EXPLANATION OF BUDGET CHANGES

PROGRAM: ORGANIZATIONAL WELLNESS

	2009 Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Budget		Explanation
	\$	\$	\$	%	
EXPENDITURES					
LABOUR COST	701,000	739,200	38,200	5.4%	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes.
Staff Development Costs	25,400	25,400	0	0.0%	
Communication Costs	1,100	1,100	0	0.0%	
Transportation Costs	2,100	2,100	0	0.0%	
Equipment Costs & Maintenance Agreements	3,400	3,400	0	0.0%	
Materials, Supplies & Other Services	15,500	15,500	0	0.0%	
OTHER OPERATING EXPENSES	47,500	47,500	0	0.0%	
TOTAL EXPENDITURES	748,500	786,700	38,200	5.1%	
Allocations	1,070,900	1,128,500	57,600	5.4%	Departmental business services cost allocation.
NET PROGRAM IMPACT	1,819,400	1,915,200	95,800	5.3%	

2009 Explanation of Budget Changes

Program: Communications

Description of Program

Corporate communications support internally and externally, including public affairs, marketing and promotion, creative services, printing, duplicating and mail services;

Strategic advice and counsel to senior leadership and business service areas including communication planning and execution, issues management, media relations and crisis communications;

Corporate marketing and promotions include web content, market research, advertising, and client support;

Event coordination and protocol of City events such as Mayor's Levee, Civic Recognition, Canada Day, Earth Days as well as official openings and commemorations.

Business Services

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2009 EXPLANATION OF BUDGET CHANGES

PROGRAM: COMMUNICATIONS

	2008	2009	Change in 2009		Explanation
	Restated Budget	Requested Budget	Requested Budget To 2008 Restated Budget		
	\$	\$	\$	%	
EXPENDITURES					
LABOUR COST	3,207,200	3,352,600	145,400	4.5%	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes, offset by the elimination of the Tour Program.
Staff Development Costs	20,800	17,600	(3,200)	-15.4%	Reduction in courses and conferences.
Communication Costs	19,400	20,700	1,300	6.7%	Additional postage cost due to rate increases.
Transportation Costs	12,200	12,200	0	0.0%	
Equipment Costs & Maintenance Agreements	153,000	154,000	1,000	0.7%	Increase in equipment maintenance for Print Shop.
Contractor & Professional Services	500,100	465,100	(35,000)	-7.0%	Reduction in market research survey requirements.
Advertising & Promotions	175,600	132,100	(43,500)	-24.8%	Discontinuation of Precinct Banners and corporate Souvenir program.
Materials, Supplies & Other Services	326,900	326,900	0	0.0%	
Finance Other	(1,125,900)	(1,145,900)	(20,000)	-1.8%	Reallocation of external revenue to internal recoveries for Print Shop services to reflect actual.
OTHER OPERATING EXPENSES	82,100	(17,300)	(99,400)	-121.1%	
TOTAL EXPENDITURES	3,289,300	3,335,300	46,000	1.4%	
REVENUES					
Fees & Service Charges	(97,000)	(77,000)	20,000	20.6%	Reallocation of internal recoveries to external revenue for Print Shop services to reflect actual.
Rents, Concessions & Franchise	(2,000)	(3,000)	(1,000)	-50.0%	
Other Revenue	(105,200)	(69,200)	36,000	34.2%	Reduction of sponsorship revenue to reflect actual.
Transfers	(3,100)	0	3,100	100.0%	
TOTAL REVENUES	(207,300)	(149,200)	58,100	28.0%	
NET PROGRAM IMPACT	3,082,000	3,186,100	104,100	3.4%	

Business Services

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2010 EXPLANATION OF BUDGET CHANGES

PROGRAM: COMMUNICATIONS

	2009	2010	Change in 2010		Explanation
	Budget	Requested Budget	Requested Budget To 2009 Budget		
	\$	\$	\$	%	
EXPENDITURES					
LABOUR COST	3,352,600	3,536,000	183,400	5.5%	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes.
Staff Development Costs	17,600	17,600	0	0.0%	
Communication Costs	20,700	21,700	1,000	4.8%	Additional postage cost due to rate increases.
Transportation Costs	12,200	12,200	0	0.0%	
Equipment Costs & Maintenance Agreements	154,000	155,000	1,000	0.6%	Increase in equipment maintenance for Print Shop.
Contractor & Professional Services	465,100	465,100	0	0.0%	
Advertising & Promotions	132,100	132,100	0	0.0%	
Materials, Supplies & Other Services	326,900	326,900	0	0.0%	
Finance Other	(1,145,900)	(1,145,900)	0	0.0%	
OTHER OPERATING EXPENSES	(17,300)	(15,300)	2,000	11.6%	
TOTAL EXPENDITURES	3,335,300	3,520,700	185,400	5.6%	
REVENUES					
Fees & Service Charges	(77,000)	(77,000)	0	0.0%	
Rents, Concessions & Franchise	(3,000)	(3,000)	0	0.0%	
Other Revenue	(69,200)	(69,200)	0	0.0%	
TOTAL REVENUES	(149,200)	(149,200)	0	0.0%	
NET PROGRAM IMPACT	3,186,100	3,371,500	185,400	5.8%	

2009 Explanation of Budget Changes

Program: Customer Service

Description of Program

Responsible for Customer Service through the internet, call centre and counters to enable the City to provide seamless, responsive and easily accessible customer service;

Improves customer service by continuing to follow the Customer Service Strategy and meeting deliverables for implementing Call Centre consolidation and 3-1-1;

Improves customer service accessibility by offering extended telephone servicing hours (7 a.m. – 7 p.m.) to answer public inquiries;

Implements a comprehensive training and communication plan to ensure compliance and accountability in providing legislated Accessible Customer Service; and

Develops and implements consolidation of counters at City Hall and Mavis Road location improving access to services, way finding, accessibility and customer service.

Business Services

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2009 EXPLANATION OF BUDGET CHANGES

PROGRAM: CUSTOMER SERVICE

	2008 Restated Budget	2009 Requested Budget	Change in 2009 Requested Budget To 2008 Restated Budget		Explanation
	\$	\$	\$	%	
EXPENDITURES					
LABOUR COST	1,428,100	1,723,100	295,000	20.7%	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes. Includes 1 FTE transfer from Community Services and salary funding transfer from Transportation and Works.
Staff Development Costs	14,800	10,100	(4,700)	-31.8%	Reduction in courses and conferences.
Communication Costs	2,000	2,000	0	0.0%	
Transportation Costs	2,000	2,000	0	0.0%	
Materials, Supplies & Other Services	22,700	190,000	167,300	737.0%	Reflects \$170K training requirements and supplies for accessible customer service. (2009 only as the cost is offset by a transfer from Reserve).
OTHER OPERATING EXPENSES	41,500	204,100	162,600	391.8%	
TOTAL EXPENDITURES	1,469,600	1,927,200	457,600	31.1%	
REVENUES					
Transfers	0	(170,000)	(170,000)	0.0%	Transfer from Reserve for accessible customer service. (2009 only).
TOTAL REVENUES	0	(170,000)	(170,000)	0.0%	
NET PROGRAM IMPACT	1,469,600	1,757,200	287,600	19.6%	

Business Services

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2010 EXPLANATION OF BUDGET CHANGES

PROGRAM: CUSTOMER SERVICE

	2009 Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Budget		Explanation
	\$	\$	\$	%	
EXPENDITURES					
LABOUR COST	1,723,100	1,862,300	139,200	8.1%	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes. Includes 1 new Training Specialist.
Staff Development Costs	10,100	10,900	800	7.9%	Staff development cost for new Training Specialist position.
Communication Costs	2,000	2,000	0	0.0%	
Transportation Costs	2,000	2,000	0	0.0%	
Materials, Supplies & Other Services	190,000	20,000	(170,000)	-89.5%	Elimination of materials and supplies budget for accessible customer service which is offset by a transfer from reserve.
Debt	0	0	0	0.0%	
OTHER OPERATING EXPENSES	204,100	34,900	(169,200)	-82.9%	
TOTAL EXPENDITURES	1,927,200	1,897,200	(30,000)	-1.6%	
REVENUES					
Transfers	(170,000)	0	170,000	100.0%	Transfer from Reserve for accessible customer service is no longer required.
TOTAL REVENUES	(170,000)	0	170,000	100.0%	
NET PROGRAM IMPACT	1,757,200	1,897,200	140,000	8.0%	

2009 Explanation of Budget Changes

Program: Geomatics

Description of Program

The Geomatics Section provides a full suite of Land Related Information Services to all operating and administrative departments within the City which includes:

- The maintenance of core digital mapping data covering survey ground control, aerial imagery, topographic mapping, street centre line network, storm sewer network, pedestrian transportation network, parcel property database, Land Use, Zoning, Natural Areas Surveys, noise wall and various PSAB inventories
- The production of standard mapping products required by various departments for capital works programs that include road resurfacing, park construction, sidewalk construction, storm sewer inspection, snow, salt and leaf pickup and construction layout.
- The production of standard mapping products in managing the application and approvals process for planning and building construction, zoning and land use changes and defending City policy as it relates to Ontario Municipal Board hearings.
- The production of standard mapping inserts for Planning Development Committee, General Committee Council agendas and various other departmental documents.
- The creation and definition of City By-Laws in relation to City owned lands, road closures, opening, widening and legal opinion on property boundaries.
- The creation of a large variety of custom map and visualisation products for large projects such as the Bus Rapid Transit, development approvals, shadow studies, client cluster mapping for departmental based programs and animations.

Business Services

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2009 EXPLANATION OF BUDGET CHANGES

PROGRAM: GEOMATICS

	2008 Restated Budget	2009 Requested Budget	Change in 2009 Requested Budget To 2008 Restated Budget		Explanation
	\$	\$	\$	%	
EXPENDITURES					
LABOUR COST	2,684,000	2,659,200	(24,800)	-0.9%	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes. The budget was decreased by \$70K, related to Service Level Reductions initiated by management.
Contractor & Professional Services	60,000	60,000	0	0.0%	
Materials, Supplies & Other Services	85,700	85,700	0	0.0%	
Finance Other	11,600	11,600	0	0.0%	
OTHER OPERATING EXPENSES	157,300	157,300	0	0.0%	
TOTAL EXPENDITURES	2,841,300	2,816,500	(24,800)	-0.9%	
REVENUES					
Fees & Service Charges	(125,000)	(125,000)	0	0.0%	
TOTAL REVENUES	(125,000)	(125,000)	0	0.0%	
NET PROGRAM IMPACT	2,716,300	2,691,500	(24,800)	-0.9%	

Business Services

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2010 EXPLANATION OF BUDGET CHANGES

PROGRAM: GEOMATICS

	2009	2010	Change in 2010		Explanation
	Budget	Requested Budget	Requested Budget To 2009 Budget		
	\$	\$	\$	%	
EXPENDITURES					
LABOUR COST	2,659,200	2,654,200	(5,000)	-0.2%	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes. The budget was decreased by \$150K, related to Service Level Reductions initiated by management.
Contractor & Professional Services	60,000	60,000	0	0.0%	
Materials, Supplies & Other Services	85,700	85,700	0	0.0%	
Finance Other	11,600	11,600	0	0.0%	
OTHER OPERATING EXPENSES	157,300	157,300	0	0.0%	
TOTAL EXPENDITURES	2,816,500	2,811,500	(5,000)	-0.2%	
REVENUES					
Fees & Service Charges	(125,000)	(125,000)	0	0.0%	
TOTAL REVENUES	(125,000)	(125,000)	0	0.0%	
NET PROGRAM IMPACT	2,691,500	2,686,500	(5,000)	-0.2%	

Business Services

2009&2010businessplanandbudget

2009 Summary of Program Directions Business Services

Program Additions / New Staff (+)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
Planning Lawyer, offset by Legal Planning Fees	1	139,700	(30,000)	109,700	January 1, 2009	R-54
Resources for Accessible Customer Service offset by Reserve - for 2009 only	0	170,000	(170,000)	0	January 1, 2009	R-110
Maintenance fee for Enhanced routing of 3-1-1 calls	0	25,000		25,000	January 1, 2009	R-111
Total Division/Service Base Budget Impacts	1	334,700	(200,000)	134,700		

New Revenues (-)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
Tax Appeal Application Fee			(9,500)	(9,500)	January 1, 2009	R-112
Procurement Document Fee			(15,000)	(15,000)	January 1, 2009	R-113
Planning & Building Fee Allocation - Legal Services			(59,600)	(59,600)	January 1, 2009	L-31
Total Division/Service Base Budget Impacts	0		(84,100)	(84,100)		

Business Services

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2009 Summary of Program Directions Business Services

Program Reductions (-)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
Reduce Spending on Staff Courses and Conferences		(56,000)		(56,000)	January 1, 2009	R-114
Reduce Frequency of Actuarial Study to every 2 years - Finance		(10,000)		(10,000)	January 1, 2009	R-115
Reduce Frequency of Employee Survey to every 2 years - Human Resources		(50,000)		(50,000)	January 1, 2009	R-116
Modify Long Service Recognition event - Human Resources		(18,400)		(18,400)	January 1, 2009	R-117
Reduction in In-House Supervisor Training - Human Resources		(10,000)		(10,000)	January 1, 2009	R-118
Eliminate Tour Program - Communications	-0.5	(50,000)		(50,000)	January 1, 2009	R-119
Discontinue Precinct Banner Program in City Centre core - Communications		(20,000)		(20,000)	January 1, 2009	R-120
Eliminate Corporate Souvenir Program - Communications		(18,500)		(18,500)	January 1, 2009	R-121
Reductions in Materials and Supplies		(2,700)		(2,700)	January 1, 2009	R-122
Geomatics- Service Level Reduction	-1	(70,000)		(70,000)	January 1, 2009	R-123
Total Division/Service Base Budget Impacts	-1.5	(305,600)	0	(305,600)		

Efficiencies / Reserve Transfers (+) or (-)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
Eliminate Business Planning Manager Position	-1	(98,200)		(98,200)	January 1, 2009	R-124
Total Division/Service Base Budget Impacts	-1	(98,200)	0	(98,200)		

Business Services

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2009 Service Change

Accessible Customer Service

Service: **Business Services** Type of Change: **Program Additions or New Staff**

Strategic Pillar: Division: **Customer Service** Effective Date: **January 1, 2009**

Financial Impact	2008 Budget	2009 Change	2010 Change	2011 Change
Labour				
Operating Expenses		170,000		
Revenue		(170,000)		
Net Cost		\$0		
FTE				

FTE:

Permanent
 Temporary

Details of Service Change

One time costs of implementing the Accessible Customer Service standard and compliance for January 1-2010. Costs include training requirements and supplies and are offset by a transfer from Reserve.

Service Impact

The City of Mississauga must be compliant with the Accessible Customer Service standard by January 1, 2010. A comprehensive training and communication plan will be in place to ensure compliance and accountability as leaders in providing Accessible Customer Service.

Business Services

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2009 Service Change

Maintenance for enhanced routing of 3-1-1 calls

Service: Business Services Type of Change: Program Additions or New Staff

Strategic Pillar: Division: Information Technology Effective Date: January 1, 2009

Financial Impact	2008 Budget	2009 Change	2010 Change	2011 Change
Labour				
Operating Expenses		25,000		
Revenue				
Net Cost		\$25,000		
FTE				

FTE:

Permanent
Temporary

<input type="checkbox"/>
<input type="checkbox"/>

Details of Service Change

Maintenance fee for enhanced routing of 3-1-1 calls.

Enhanced routing enables the system to identify the telephone numbers of Mississauga residents in a given exchange and routes those calls to the City's main number. Within Mississauga, there are several phone exchanges managed by Bell Canada which require enhanced routing. Fees for enhanced routing are comprised of a monthly maintenance fee of \$400 for all exchanges and 8 cents per call, as defined by the CRTC.

Service Impact

The implementation of 3-1-1 will achieve the goal of single number servicing providing responsive, seamless and easily accessible customer service. Without enhanced routing in place, 3-1-1 would not be effective with many callers being directed to the wrong municipality.

Business Services

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2009 Service Change Tax Appeal Application Fee

Service: Business Services Type of Change: New Revenues

Strategic Pillar: Division: Revenue & Materiel Management Effective Date: January 1, 2009

Financial Impact	2008 Budget	2009 Change	2010 Change	2011 Change
Labour				
Operating Expenses				
Revenue		(9,500)		
Net Cost		(\$9,500)		
FTE				

FTE:

Permanent
Temporary

<input type="checkbox"/>
<input type="checkbox"/>

Details of Service Change

Implement a new fee of \$20 per roll number for tax appeals. A tax appeal covers a reduction in taxes by reason of gross or manifest error, building razed or damaged by fire or demolition, etc.

Service Impact

The fee is intended to partially offset staff costs of reviewing and processing the application by the taxpayer.

Business Services

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2009 Service Change Procurement Document Fee

Service: **Business Services** Type of Change: **New Revenues**

Strategic Pillar: Division: **Revenue & Materiel Management** Effective Date: **January 1, 2009**

Financial Impact	2008 Budget	2009 Change	2010 Change	2011 Change
Labour				
Operating Expenses				
Revenue		(15,000)		
Net Cost		(\$15,000)		
FTE				

FTE:

Permanent
Temporary

<input type="checkbox"/>
<input type="checkbox"/>

Details of Service Change

The City charges a fee which can be in excess of \$100 for tenders and requests for proposal where construction drawings are provided. This fee is remitted to Transportation & Works. Staff propose that a minimum fee be charged for all tenders and requests for proposal, whether provided in hard copy or electronically of \$25 excluding any fees levied by Transportation & Works.

Service Impact

Minimum fee would recover printing and distribution costs incurred by Material Management.

Business Services

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2009 Service Change

Reduce Spending on Staff Courses and Conferences

Service: Business Services Type of Change: Program Reductions

Strategic Pillar:

Division:

Effective Date: January 1, 2009

Financial Impact	2008 Budget	2009 Change	2010 Change	2011 Change
Labour				
Operating Expenses	282,300	(56,000)		
Revenue				
Net Cost	\$282,300	(\$56,000)		
FTE				

FTE:

Permanent
Temporary

<input type="checkbox"/>
<input type="checkbox"/>

Details of Service Change

Cut the staff courses and conferences budgets by 25% across the City. Reduce average funding from \$325 per employee to \$260 per employee.

Service Impact

Courses and conferences are a tool to ensure that city staff have up to date information and training to conduct their day to day work. It also provides a medium for information sharing and networking. By restricting courses and conferences, these benefits will also be reduced.

Business Services

2009&2010businessplanandbudget

2009 Service Change Reduce Frequency of Actuarial Study

Service: Business Services Type of Change: Program Reductions

Strategic Pillar: Division: Finance Effective Date: January 1, 2009

Financial Impact	2008 Budget	2009 Change	2010 Change	2011 Change
Labour				
Operating Expenses	21,300	(10,000)		
Revenue				
Net Cost	\$21,300	(\$10,000)		
FTE				

FTE:

Permanent
Temporary

Details of Service Change

Reduce frequency of the Risk Management insurance actuarial study to every 2 years.
In 2008, an actuarial study was completed

- to determine the adequacy of the City's Insurance Reserve Fund as of September 30, 2008,
- to determine the outstanding claims liabilities of the City as of September 30, 2008, and
- to estimate Incurred But Not Reported (IBNR) claims at December 31, 2008 to December 2010.

Service Impact

There is minimal impact as the study is completed using current data and trends. The study forecasts appropriate reserve levels for claims and adjustments to the insurance reserve fund for the next 2 years.

2009 Service Change

Reduce Frequency of Employee Survey

Service: Business Services **Type of Change:** Program Reductions

Strategic Pillar: **Division:** Human Resources **Effective Date:** January 1, 2009

Financial Impact	2008 Budget	2009 Change	2010 Change	2011 Change
Labour				
Operating Expenses	100,000	(50,000)		
Revenue				
Net Cost	\$100,000	(\$50,000)		
FTE				

FTE:

Permanent

Temporary

<input type="checkbox"/>
<input type="checkbox"/>

Details of Service Change

Scale back the Employee Engagement Survey to be undertaken every two years instead of annually with the next survey to be held in 2010. The Employee Engagement Survey process gathers employee feedback with the intent of opening the lines of communication and engaging employees at all levels of the Corporation. By using an outside vendor to collect the data, the City demonstrates its commitment to ensuring employee confidentiality and anonymity as well as building integrity into the process. The Employee Engagement Committee focuses on the employee survey results corporately, recommends an annual work plan to advance employee engagement and other issues raised from the survey, and harvests best practices.

Service Impact

A commitment has been made to staff to survey on a regular basis. Experience suggests that surveying frequency can be extended to every two years with minimal negative impact.

Business Services

2009&2010businessplanandbudget

2009 Service Change

Modify Long Service Recognition Event

Service: **Business Services** Type of Change: **Program Reductions**

Strategic Pillar: Division: **Human Resources** Effective Date: **January 1, 2009**

Financial Impact	2008 Budget	2009 Change	2010 Change	2011 Change
Labour				
Operating Expenses *	34,000	(18,400)		
Revenue				
Net Cost	\$34,000	(\$18,400)		
FTE				

FTE:

Permanent

Temporary

<input type="checkbox"/>
<input type="checkbox"/>

Details of Service Change

Prior to 2009, long service employees who had achieved 10, 15, 20, etc. milestone years of service were invited with a guest to attend a long service dinner and recognition event. Those who had attained over 25 years were invited back every year. For 2009, the event is being redesigned to a luncheon for employees, without guests, who reach 10, 15, 20, 25, 30, 35 years of service milestones.

* Actual costs (excluding awards and materials) in 2008 were \$34,900. The 2009 Base Budget of \$22,000 was originally increased by \$12,000 to adjust to the increasing number of employees reaching milestones. It was subsequently reduced by \$18,400 with the redesign of the event as per council decision.

Service Impact

The dinner was a highly popular event that staff looked forward to and enjoyed sharing with a guest. Staff may feel less valued and appreciated with a luncheon for employees only. There will be logistic issues related to making it possible for staff to attend a lunch time event during the day for operations like Transit.

Business Services

2009&2010businessplanandbudget

2009 Service Change

Reduction in In-house Supervisor Training

Service: **Business Services** Type of Change: **Program Reductions**

Strategic Pillar: Division: **Human Resources** Effective Date: **January 1, 2009**

Financial Impact	2008 Budget	2009 Change	2010 Change	2011 Change
Labour				
Operating Expenses	36,000	(10,000)		
Revenue				
Net Cost	\$36,000	(\$10,000)		
FTE				

FTE:

Permanent
Temporary

<input type="checkbox"/>
<input type="checkbox"/>

Details of Service Change

Will offer fewer supervisory training sessions. We currently offer 10 2-day sessions for leadership essentials. The program will reduce to 5 2-day sessions and achieved by offering training to only new managers/supervisors who require the training. The current cost per employee is \$100 per day.

Service Impact

Staff will have to wait longer to take City offered training programs due to fewer sessions offered in a year. There will be less opportunities to enhance management and leadership skills.

Business Services

2009&2010businessplanandbudget

2009 Service Change Eliminate Tour Program

Service: Business Services Type of Change: Program Reductions

Strategic Pillar: Division: Communications Effective Date: January 1, 2009

Financial Impact	2008 Budget	2009 Change	2010 Change	2011 Change
Labour	\$48,100	(\$48,100)		
Operating Expenses	1,900	(1,900)		
Revenue				
Net Cost	\$50,000	(\$50,000)		
FTE	0.5	-0.5		

FTE:

Permanent
Temporary

<input type="checkbox"/>
<input checked="" type="checkbox"/>

Details of Service Change

Eliminate the Tour Program in the Civic Centre and scale back to a self-directed tour option involving public access spaces only. The number of people offered tours have been reducing 20-25% annually. By the end of 2008, a projection of 3500 people will have been given a tour.

Service Impact

Formal tours of the building will no longer be provided. Program is very popular with school groups and the public. The information and counter service staff will be reduced.

Business Services

2009&2010businessplanandbudget

2009 Service Change

Discontinue Precinct Banners in the City Centre core

Service: **Business Services** Type of Change: **Program Reductions**

Strategic Pillar: Division: **Communications** Effective Date: **January 1, 2009**

Financial Impact	2008 Budget	2009 Change	2010 Change	2011 Change
Labour				
Operating Expenses	20,000	(20,000)		
Revenue				
Net Cost	\$20,000	(\$20,000)		
FTE				

FTE:

Permanent
 Temporary

Details of Service Change

City banners have been used successfully to mark the precinct highlighting specific City events and initiatives including Canada Day, Mississauga Blooms, Moving Forward, and My Mississauga. Costs of producing the banner vary based on colour and number. Standard banners will be ordered at the end of 2008 which will be put up and remain for the next 2 years.

Service Impact

Banners offer a way to visibly mark the City Centre. If discontinued, this visual distinction would be lost and may also result in some reduction in success of promoting a vibrant City Centre including the Placemaking and My Mississauga initiatives.

Business Services

2009&2010businessplanandbudget

2009 Service Change Eliminate Corporate Souvenir Program

Service: **Business Services** Type of Change: **Program Reductions**

Strategic Pillar: Division: **Communications** Effective Date: **January 1, 2009**

Financial Impact	2008 Budget	2009 Change	2010 Change	2011 Change
Labour				
Operating Expenses	18,500	(18,500)		
Revenue				
Net Cost	\$18,500	(\$18,500)		
FTE				

FTE:

Permanent
Temporary

<input type="checkbox"/>
<input type="checkbox"/>

Details of Service Change

Discontinue providing free souvenirs to community groups and residents. The souvenirs are offered from the standard list of the souvenir line and are given to non-profit community groups, events attracting participants from other provinces or countries and events with an established publicity program in accordance with the Souvenir Program Policy 06-03-03.

Service Impact

Community groups and residents will no longer be able to receive free souvenirs. This program has been in place for years and is very popular amongst community groups. Councillors will have to rely more on their own expense budget to fund souvenir giveaways.

Business Services

2009 & 2010 business plan and budget

2009 Service Change Reduction in Materials and Supplies

Service: **Business Services** Type of Change: **Program Reductions**

Strategic Pillar: Division: **Customer Service** Effective Date: **January 1, 2009**

Financial Impact	2008 Budget	2009 Change	2010 Change	2011 Change
Labour				
Operating Expenses	22,700	(2,700)		
Revenue				
Net Cost	\$22,700	(\$2,700)		
FTE				

FTE:

Permanent
Temporary

<input type="checkbox"/>
<input type="checkbox"/>

Details of Service Change

Cut the materials and supplies budget in Customer Service by \$2,700. The reduction represents 12% of the 2008 budget.

Service Impact

As a result of the budget reduction, the materials and supplies budget for 2009 will be below the level of 2007 actual expense of \$22,145. Staff will continue to monitor the expense and exercise discretion in spending.

Business Services

2009&2010businessplanandbudget

2009 Service Change

Geomatics - Service Level Reductions

Service: **Business Services** Type of Change: **Program Reductions**

Strategic Pillar: Division: **Business Services** Effective Date: **January 1, 2009**

Financial Impact	2008 Budget	2009 Change	2010 Change	2011 Change
Labour	\$2,684,000	(\$70,000)		
Operating Expenses				
Revenue				
Net Cost	\$2,684,000	(\$70,000)		
FTE		-1		

FTE:

Permanent
 Temporary

X

Details of Service Change

Minor service level reductions in Geomatics section including reductions in asset maintenance and customer service levels.

Service Impact

Geomatics may reduce asset maintenance and customer service levels, and will require some initial investment into automation of some maintenance functions.

Business Services

2009&2010businessplanandbudget

2009 Service Change

Eliminate Business Planning Manager Position

Service: Business Services Type of Change: Efficiencies / Reserve Transfers

Strategic Pillar: Division: Finance Effective Date: January 1, 2009

Financial Impact	2008 Budget	2009 Change	2010 Change	2011 Change
Labour	\$98,200	(\$98,200)		
Operating Expenses				
Revenue				
Net Cost	\$98,200	(\$98,200)		
FTE	1	-1		

FTE:

Permanent

Temporary

X

Details of Service Change

The Finance Division is championing the implementation of the City's new corporate-wide City Business Planning (CBP) process. Business Planning links strategic priorities, work plans and budgets to ensure that scarce City resources are aligned. It is a communication tool and facilitates better decision making. Currently, CBP is run with 2 business planning co-ordinators (one permanent position and one temporary position). The Business Planning manager is responsible to guide the corporate wide business planning process and make annual improvements (such as to implementing better performance measures, benchmarking, service level definitions, etc). The City will scale down its efforts and planned improvements / expansion of business planning and maintain the current system as designed with little or no changes.

Service Impact

The existing Manager of Business Planning is vacant. Mississauga could do a better job with respect to various aspects of business planning such as defining & setting service levels, performance measures, benchmarking, etc. Without a person to champion and focus solely on City Business Planning, future improvements will be more difficult to design and implement.

Business Services

2009&2010businessplanandbudget

2010 Summary of Program Directions Business Services

Program Additions / New Staff (+)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
SAP Application Developer for Enterprise Systems	1	46,400		46,400	July 1, 2010	R-59
Training Specialist - Customer Service	1	46,400		46,400	July 1, 2010	R-55
Maintenance fee for Enhanced routing of 3-1-1 calls	0	25,000		25,000	January 1, 2010	R-126
Reduction of Accessible Customer Service Program - offset by reduction in Reserves		(170,000)	170,000	-	January 1, 2010	R-127
Disability Claims Administrator -Human Resources	1	45,000	45,000		January 1, 2010	R-128
Total Division/Service Base Budget Impacts	3	(7,200)	215,000	117,800		

New Revenues (-)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
Planning & Building Fee - Legal Services			(31,100)	(31,100)	January 1, 2010	L-31
Total Division/Service Base Budget Impacts	0	-	(31,100)	(31,100)		

Program Reductions (-)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
Geomatics - Service Level Reduction	-2	(150,000)		(150,000)	January 1, 2010	R-129
Total Division/Service Base Budget Impacts	-2	(150,000)	-	(150,000)		

Efficiencies / Reserve Transfers (+) or (-)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
Utilities-Energy Cost Savings		(600)		(600)	January 1, 2010	R-130
Total Division/Service Base Budget Impacts	0	(600)	-	(600)		

Business Services

2009&2010businessplanandbudget

2010 Service Change

Maintenance for enhanced routing of 3-1-1 calls

Service: Business Services Type of Change: Program Additions or New Staff

Strategic Pillar: Division: Information Technology Effective Date: January 1, 2010

Financial Impact	2008	2009 Budget	2010 Change	2011 Change
Labour				
Operating Expenses		25,000	25,000	
Revenue		-		
Net Cost	\$0	\$25,000	\$25,000	
FTE				

FTE:

Permanent
Temporary

<input type="checkbox"/>
<input type="checkbox"/>

Details of Service Change

Maintenance fee for enhanced routing of 3-1-1 calls.

Enhanced routing enables the system to identify the telephone numbers of Mississauga residents in a given exchange and routes those calls to the City's main number. Within Mississauga, there are several phone exchanges managed by Bell Canada which require enhanced routing. Fees for enhanced routing are comprised of a monthly maintenance fee of \$400 for all exchanges and 8 cents per call, as defined by the CRTC.

Service Impact

The implementation of 3-1-1 will achieve the goal of single number servicing providing responsive, seamless and easily accessible customer service. Without enhanced routing in place, 3-1-1 would not be effective with many callers being directed to the wrong municipality.

Business Services

2009&2010businessplanandbudget

2010 Service Change
Accessible Customer Service

Service: Business Services **Type of Change:** Program Additions or New Staff

Strategic Pillar: **Division:** Customer Service **Effective Date:** January 1, 2010

Financial Impact	2008	2009 Budget	2010 Change	2011 Change
Labour				
Operating Expenses		170,000	(170,000)	
Revenue		(170,000)	170,000	
Net Cost	\$0	\$0	\$0	
FTE				

FTE:

Permanent
 Temporary

Details of Service Change
 Reverse the 2009 one time costs of implementing the Accessible Customer Service standard and compliance for January 1, 2010. Costs include training requirements and supplies and are offset by a transfer from Reserve.

Service Impact
 The City of Mississauga must be compliant with the Accessible Customer Service standard by January 1, 2010. A comprehensive training and communication plan will be in place to ensure compliance and accountability as leaders in providing Accessible Customer Service.

Business Services

2009&2010businessplanandbudget

2010 Service Change

Disability Claims Administrator - Human Resources

Service: Business Services Type of Change: Program Additions or New Staff

Strategic Pillar: Division: Human Resources Effective Date: January 1, 2010

Financial Impact	2008 Budget	2009 Change	2010 Change	2011 Change
Labour			\$45,000	
Operating Expenses			(45,000)	
Revenue				
Net Cost	\$0	\$0	\$0	
FTE			1	

FTE:

Permanent

Temporary

Details of Service Change

Staff involved with lost time management services in each department are realigned under Corporate Health Services as the Disability Management Group. This new structure will facilitate and improve the management of disability claims and ultimately result in reductions in employee lost time. This will be achieved through early claims intervention by claims management staff and will lead to the early return to regular employment or some form of modified work for short periods if necessary. An Occupational Health Consultant position will provide proactive disability management services to Fire and Emergency Services. This cost is to be fully offset by reductions in disability costs in Fire & Emergency Services.

Service Impact

Employee Health and Wellness education activities and programs are also expected to result in reduced employee disability claims across the City.

Business Services

2009&2010businessplanandbudget

2010 Service Change Geomatics Service Level Reductions

Service: **Business Services** Type of Change: **Program Reductions**

Strategic Pillar: Division: **Departmental Business Services** Effective Date: **January 1, 2010**

Financial Impact	2008	2009 Budget	2010 Change	2011 Change
Labour		\$2,573,000	(\$150,000)	
Operating Expenses				
Revenue				
Net Cost		\$2,573,000	(\$150,000)	
FTE			-2	

FTE:

Permanent
Temporary

X

Details of Service Change

Minor service level reductions in Geomatics section including reductions in asset maintenance and customer service levels.

Service Impact

Geomatics may reduce asset maintenance and customer service levels, and will require some initial investment into automation of some maintenance functions.

Business Services

2009&2010businessplanandbudget

2010 Service Change
Utilities-Energy Cost Savings

Service: Business Services **Type of Change:** Efficiencies / Reserve Transfers
Strategic Pillar: Living Green **Division:** Revenue & Materiel Management **Effective Date:** January 1, 2010

Financial Impact	2008	2009 Budget	2010 Change	2011 Change
Labour				
Operating Expenses		70,000	(600)	
Revenue				
Net Cost		\$70,000	(\$600)	
FTE				

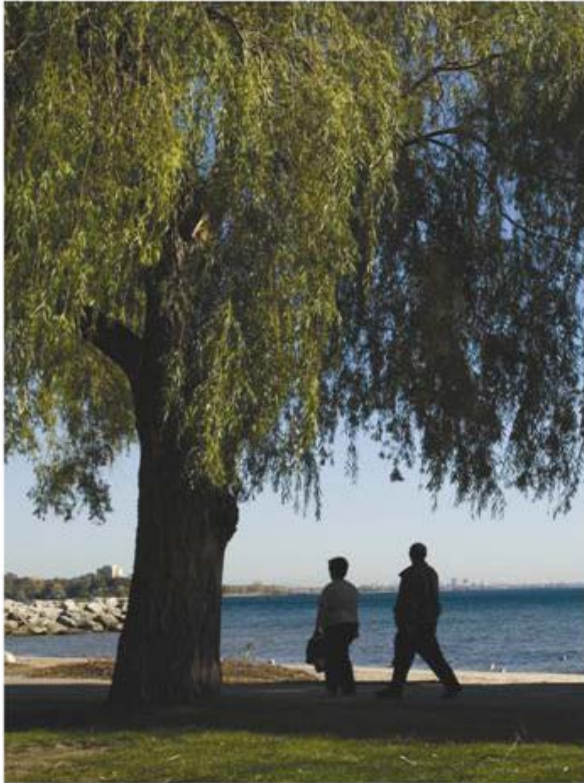
FTE:
 Permanent
 Temporary

Details of Service Change
 Projected utilities savings in the Central Stores facility from energy retrofit initiatives and the new energy monitoring software

Service Impact
 Energy retrofit initiatives will also result in environmental benefits. The initiatives depend on the implementation of energy efficiency capital improvements and new energy monitoring software

Business Services

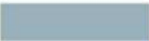
2009&2010businessplanandbudget



Capital



Business Services



2009&2010businessplanandbudget

Business Services

2009&2010businessplanandbudget

Business Services

2009 - 2018 Net Capital Expenditures by Program (000's)

Business Services	2009 Budget	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Applications	3,086	4,070	4,887	6,483	5,128	5,371	6,203	5,658	6,017	6,369	53,272
Infrastructure	1,625	5,875	3,000	2,600	1,650	1,240	2,100	2,250	1,880	1,380	23,600
Personal Computer Replacement & Peripherals	950	900	1,050	1,000	1,050	1,000	1,050	1,000	1,050	1,000	10,050
Vehicles, Equipment and Other	118	206	111	156	658	106	108	114	154	531	2,262
Total Net Expenditures	5,779	11,051	9,048	10,239	8,486	7,717	9,461	9,022	9,101	9,280	89,184

Business Services

2009&2010businessplanandbudget

2009 - 2018 Net Capital Expenditures by Program and Subprogram (000's)

Description of Program

Applications

This program includes new applications and technology solutions to enhance City business operations and administrative processes; application replacement programs required to support, maintain and secure applications used within the City; and managing internal and external portal applications.

Applications	2009 Budget	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Applications - New	1,286	950	2,850	1,150	200	200	350	200	200	200	7,586
Applications - Replacement/Enhancements	1,800	2,820	2,037	4,582	4,728	5,072	5,853	5,358	5,317	6,069	43,636
Portal	0	300	0	750	200	100	0	100	500	100	2,050
Total Net Expenditures	3,086	4,070	4,887	6,482	5,128	5,372	6,203	5,658	6,017	6,369	53,272

Business Services

2009&2010businessplanandbudget

Project Listing

Program: Applications

Applications - New

Year	Project	Description	Net Cost ('000's)
2009	Field Automation	Implement field based technologies for field workers	350
2009	Post GO-Live and Security Audit - HCM	Consulting support for post go-live and security audit of the SAP Human Capital Management System	336
2009	PCI System Compliance	Tools and support to ensure compliance with the Payment Card Industry Security standards to enable credit card transactions	300
2009	Business Intelligence for Human Capital Management	SAP enhancements to Business Intelligence module for Human Capital Management	250
2009	Portfolio, Pipeline, Resource Management System	Pilot of central application system to manage portfolios/ projects and understand the impact of upcoming projects (pipeline); to define the process from business planning to integrated departmental work plans and provide decision support for resource requirements and projects prioritization	50
2010	Field Automation	Implement field based technologies for field workers	350
2010	PCI System Compliance	Tools and support to ensure compliance with the Payment Card Industry Security standards to enable credit card transactions	300

Business Services

2009&2010businessplanandbudget

Project Listing

Program: Applications

Applications - New

Year	Project	Description	Net Cost ('000's)
2010	Portfolio, Pipeline, Resource Management System	Central application system to manage portfolios/projects and understand the impact of upcoming projects (pipeline); to define the process from business planning to integrated departmental work plans and provide decision support for resource requirements and projects prioritization	200
2010	Executive Dashboard for Program Managers	Tools for benchmarking trends and performance indicators	100
2011	Enterprise Information Management	Implementation of Enterprise Information Management System including archiving and imaging capabilities to meet legislative/freedom of information (FOI) data retention standards	2,000
2011	Field Automation	Implement field based technologies for field workers	350
2011	PCI System Compliance	Tools and support to ensure compliance with the Payment Card Industry Security standards to enable credit card transactions	300
2011	Various Applications	Various applications - new	200
2012-2018	Various Applications	Various applications - new	2,500
Total			7,586

Business Services

2009&2010businessplanandbudget

Project Listing

Program: Applications

Applications - Replacement/Enhancements

Year	Project	Description	Net Cost ('000's)
2009	Desktop Software Upgrade	Microsoft Enterprise Licensing Agreement for staff computers and public computers in the libraries	620
2009	Dynix Library System	Upgrade to Dynix library system	500
2009	SAP Enterprise System Enhancements	Enhancement to SAP Enterprise System to optimize the system functionalities	250
2009	Upgrade Oracle and SQL	Database upgrade for Oracle and SQL to new version to remain current and supported	200
2009	Riskmaster System Upgrade	Upgrade to claims management system to new version to remain current and supported	130
2009	Class Upgrade	Upgrade to Point of Sale system in City facilities	100
2010	Dynix Library System	Upgrade to Dynix library system	500
2010	Traffic Data Management System	Implement application upgrade to Traffic Data Management System (TDMS)	500
2010	Election System	Election System upgrade	405

Project Listing

Program: Applications

Applications - Replacement/Enhancements

Year	Project	Description	Net Cost ('000's)
2010	Desktop Software Upgrade	Software upgrade to remain current and supported	320
2010	Faster - Fleet Management	Implement application upgrade to Fleet Management System	300
2010	Parksmart - Parking Control	Implement application upgrade to Parksmart system	250
2010	SAP Enterprise System Enhancements	Enhancement to SAP Enterprise System to optimize the system functionalities	250
2010	Borderware - Firewall	Upgrade to firewall hardware and software	125
2010	Wells MaitreD Restaurant System Upgrade	Wells MaitreD Restaurant system application upgrade at Braeben and Ice Breakers	120
2010	Minor Projects	Departmental minor application projects	50
2011	Hansen System Upgrade	Upgrade to Hansen system to remain current and supported	800
2011	SAP Enterprise System Enhancements	Enhancement to SAP Enterprise System to optimize the system functionalities	250

Project Listing

Program: Applications

Applications - Replacement/Enhancements

Year	Project	Description	Net Cost ('000's)
2011	Print Shop System Upgrade	Upgrade to print shop system to remain current and supported	135
2011	BorderWare-Mail Gateway	Upgrade Mail Gateway hardware and software	100
2011	Desktop Software Upgrade	Desktop software upgrade to remain current and supported	100
2011	Applications Upgrades - Various	Application upgrades to remain current and supported	652
2012-2018	Applications Upgrades - Various	Application upgrades to remain current and supported	36,979
Total			43,636

Project Listing

Program: Applications

Portal

Year	Project	Description	Net Cost ('000's)
2010	Portal Applications	Implement/maintain/enhance Portal applications - external and internal	300
2012-2018	Portal Applications	Implement/maintain/enhance Portal applications - external and internal	1,750
Total			2,050

Business Services

2009&2010businessplanandbudget

2009 - 2018 Net Capital Expenditures by Program and Subprogram (000's)

Description of Program

Infrastructure

This program provides for the maintenance of fibre networks between City facilities, continued implementation of wireless WIFI networks and the Information Technology disaster preparedness program. The program includes data and telephony infrastructure replacement programs required to support, maintain and secure voice, radio and data communications within the City.

Infrastructure	2009 Budget	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Network Infrastructure	875	2,175	1,850	1,350	950	550	1,400	1,250	1,130	830	12,360
Server Expansion	250	400	150	400	150	400	150	150	400	150	2,600
Server Replacement/Maintenance	250	400	250	600	250	190	500	500	300	300	3,540
Service Management	50	2,700	400	100	300	100	50	350	50	100	4,200
Simplification	200	200	350	150	0	0	0	0	0	0	900
Total Net Expenditures	1,625	5,875	3,000	2,600	1,650	1,240	2,100	2,250	1,880	1,380	23,600

Project Listing

Program: Infrastructure

Network Infrastructure

Year	Project	Description	Net Cost ('000's)
2009	Network Fibre/Wireless Infrastructure	Replacement of existing network fibre. Implementation of wireless access within City facilities and Outdoor WIFI Mesh for Traffic, Field Automation, Security and BRT	600
2009	Network Replacement & Upgrade	Cabling and network hardware upgrade at City facilities to remain current and supported	275
2010	Network Fibre/Wireless Infrastructure	Replacement of existing network fibre. Implementation of wireless access within City facilities and Outdoor WIFI Mesh for Traffic, Field Automation, Security and BRT	900
2010	Network Replacement & Upgrade	Cabling and network hardware upgrade at City facilities to remain current and supported	275
2010	Networking Switches - Core	Replace core network switches	300
2010	Networking Switches - City-wide	City-wide network switch replacement program	500
2010	Phones	Replacement of phones	200
2011	Network Fibre/Wireless Infrastructure	Replacement of existing network fibre. Implementation of wireless access within City facilities and Outdoor WIFI Mesh for Traffic, Field Automation, Security and BRT	900

Business Services

2009&2010businessplanandbudget

Project Listing

Program: Infrastructure

Network Infrastructure

Year	Project	Description	Net Cost ('000's)
2011	Network Replacement & Upgrade	Cabling and network hardware upgrade at City facilities to remain current and supported	250
2011	Networking Switches - City-wide	City-wide network switch replacement program	500
2011	Phones	Replacement of phones	200
2012-2018	Voice System Upgrade	Replacement of voicemail servers and software	600
2012-2018	Network Infrastructure	Network infrastructure management to include replacement of switches based on a five year cycle	6,860
Total			12,360

Server Expansion

Year	Project	Description	Net Cost ('000's)
2009	Server Capacity Expansion	Server capacity expansion to accommodate growth including memory and disk storage	250

Project Listing

Program: Infrastructure

Server Expansion

Year	Project	Description	Net Cost ('000's)
2010	Server Capacity Expansion	Server capacity expansion to accommodate growth including memory and disk storage	400
2011	Server Capacity Expansion	Server capacity expansion to accommodate growth including memory and disk storage	150
2012-2018	Server Capacity Expansion	Server capacity expansion to accommodate growth including memory and disk storage	1,800
Total			2,600

Server Replacement/Maintenance

Year	Project	Description	Net Cost ('000's)
2009	Server Replacement	Server replacement based on a five year cycle	250
2010	Server Replacement	Server replacement based on a five year cycle	400
2011	Server Replacement	Server replacement based on a five year cycle	250

Business Services

2009&2010businessplanandbudget

Project Listing

Program: Infrastructure

Server Replacement/Maintenance

Year	Project	Description	Net Cost ('000's)
2012-2018	Server Replacement	Server replacement based on a five year cycle	2,640
Total			3,540

Service Management

Year	Project	Description	Net Cost ('000's)
2009	Tools & Utilities	Tools to manage information technology infrastructure and services	50
2010	Business Continuity & Disaster Readiness for Information Technology Systems	Site relocation and implementation of offsite computer contingency site to avoid critical business services disruptions	2,600
2010	Tools & Utilities	Tools to manage information technology infrastructure and services	100
2011	Business Continuity & Disaster Readiness for Information Technology Systems	Upgrade information technology contingency site and required technology	350

Business Services

2009&2010businessplanandbudget

Project Listing

Program: Infrastructure

Service Management

Year	Project	Description	Net Cost ('000's)
2011	Tools & Utilities	Tools to manage information technology infrastructure and services	50
2012-2018	Business Continuity & Disaster Readiness for Information Technology Systems	Upgrade information technology contingency site and required technology	500
2012-2018	Tools & Utilities	Tools to manage information technology infrastructure and services	550
Total			4,200

Simplification

Year	Project	Description	Net Cost ('000's)
2009	Hansen Enterprise Migration	To migrate Works (final group) from Hansen Version 7 to web based Version 8.	200
2010	Business/Vehicle/Lottery Licensing to Hansen	Conversion of Amanda Business and Vehicle Licensing to Hansen	200

Project Listing

Program: Infrastructure

Simplification

Year	Project	Description	Net Cost ('000's)
2011	Business/Vehicle/Lottery Licensing to Hansen	Conversion of Amanda Business and Vehicle Licensing to Hansen	200
2011	Hansen Enterprise Systems Enhancements	Hansen Enterprise System Enhancements for Transportation & Works	150
2012	Hansen Enterprise Systems Enhancements	Hansen Enterprise System Enhancements for Transportation & Works	150
Total			900

Business Services

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2009 - 2018 Net Capital Expenditures by Program and Subprogram (000's)

Description of Program

Personal Computer Replacement and Peripherals

This program provides for the acquisition, upgrade and replacement of Information Technology desktop equipment (e.g. personal computers, monitors, notebooks, communication devices) and all peripherals for City departments. There are currently 3,217 personal computers and 589 notebooks in the City's inventory.

Personal Computer Replacement & Peripherals	2009 Budget	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Peripherals	100	100	100	100	100	100	100	100	100	100	1,000
Personal Computer/Notebook-Replacement/Maintenance	800	800	900	900	900	900	900	900	900	900	8,800
Specialized Information Technology Equipment	50	0	50	0	50	0	50	0	50	0	250
Total Net Expenditures	950	900	1,050	1,000	1,050	1,000	1,050	1,000	1,050	1,000	10,050

Business Services

2009&2010businessplanandbudget

Project Listing

Program: Personal Computers Replacement and Peripherals

Peripherals

Year	Project	Description	Net Cost ('000's)
2009	Peripherals	Replacement of monitors and specialized peripheral equipment as required	100
2010	Peripherals	Replacement of monitors and specialized peripheral equipment as required	100
2011	Peripherals	Replacement of monitors and specialized peripheral equipment as required	100
2012-2018	Peripherals	Replacement of monitors and specialized peripheral equipment as required	700
Total			1,000

Personal Computer/Notebook-Replacement/Maintenance

Year	Project	Description	Net Cost ('000's)
2009	Personal Computer/ Notebook Replacement	Annual replacement of personal computers and notebooks based on a four year cycle	800
2010	Personal Computer/ Notebook Replacement	Annual replacement of personal computers and notebooks based on a four year cycle	800

Project Listing

Program: Personal Computers Replacement and Peripherals

Personal Computer/Notebook-Replacement/Maintenance

Year	Project	Description	Net Cost ('000's)
2011	Personal Computer/ Notebook Replacement	Annual replacement of personal computers and notebooks based on a four year cycle	900
2012-2018	Personal Computer/ Notebook Replacement	Annual replacement of personal computers and notebooks based on a four year cycle	6,300
Total			8,800

Specialized Information Technology Equipment

Year	Project	Description	Net Cost ('000's)
2009	Geographic Information System (GIS) / Mapping Hardware	Specialized technology for GIS / Mapping - new and replacement	50
2011	Geographic Information System (GIS) / Mapping Hardware	Specialized technology for GIS / Mapping - new and replacement	50
2012-2018	Geographic Information System (GIS) / Mapping Hardware	Specialized technology for GIS / Mapping - new and replacement	150
Total			250

Business Services

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2009 - 2018 Net Capital Expenditures - Vehicles, Equipment and Other (000's)

Description of Program

Vehicles, Equipment and Other

This program provides for the acquisition and replacement of audiovisual equipment for all City Departments, equipment for the Print Shop, miscellaneous equipment for the Department and hand-held radios for Communications. The program also provides funding to review the City's Development Charges Study and By-Law to ensure adequacy and appropriateness.

Vehicles, Equipment and Other	2009 Budget	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Audiovisual Equipment	87	88	87	88	87	87	87	88	87	87	873
Miscellaneous Equipment	31	118	24	69	171	18	21	26	67	44	589
Studies	0	0	0	0	400	0	0	0	0	400	800
Total Net Expenditures	118	206	111	157	658	105	108	114	154	531	2,262

Project Listing

Program: Vehicles, Equipment and Other

Audiovisual Equipment

Year	Project	Description	Net Cost ('000's)
2009	Audiovisual Equipment	Corporate audiovisual equipment purchase and replacement	87
2010	Audiovisual Equipment	Corporate audiovisual equipment purchase and replacement	88
2011	Audiovisual Equipment	Corporate audiovisual equipment purchase and replacement	87
2012-2018	Audiovisual Equipment	Corporate audiovisual equipment purchase and replacement	611
Total			873

Miscellaneous Equipment

Year	Project	Description	Net Cost ('000's)
2009	Miscellaneous Equipment	Minor equipment required to maintain efficient operations including printing equipment for Print Shop	31
2010	Miscellaneous Equipment	Minor equipment required to maintain efficient operations including digital printing equipment for digital large format output for Print Shop	118

Business Services

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Project Listing

Program: Vehicles, Equipment and Other

Miscellaneous Equipment

Year	Project	Description	Net Cost ('000's)
2011	Miscellaneous Equipment	Minor equipment required to maintain efficient operations including printing equipment for Print Shop	24
2012-2018	Miscellaneous Equipment	Minor equipment required to maintain efficient operations including radio replacement for Public Affairs, digital postage equipment and inserter/folder replacement for Print Shop	416
Total			589

Studies

Year	Project	Description	Net Cost ('000's)
2013	Development Charges Background Study	Review development levies to ensure adequacy and appropriateness	400
2018	Development Charges Background Study	Review development levies to ensure adequacy and appropriateness	400
Total			800



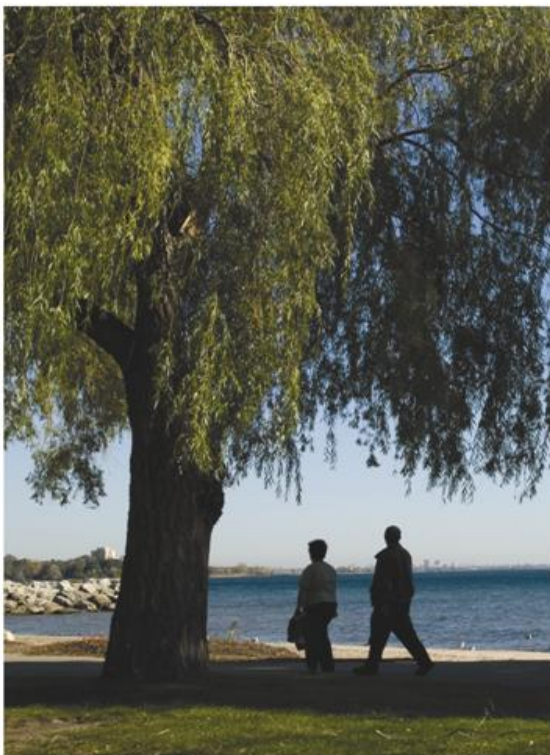
Business Services



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Corporate Assets

2009&2010businessplanandbudget



Budget



Corporate Assets

2009&2010businessplanandbudget

Corporate Assets

2009&2010businessplanandbudget

3 YEAR BUDGET AND FORECAST

Corporate Assets	2008 Budget	2009 Budget	2010 Budget	2011 Forecast
Labour Costs	11,954,600	12,567,000	13,437,300	14,258,900
Other Operating Expenses	7,514,100	8,140,500	8,926,600	9,352,500
TOTAL COSTS	19,468,700	20,707,500	22,363,900	23,611,400
TOTAL REVENUES	(1,693,100)	(1,497,100)	(1,433,600)	(1,433,600)
NET COSTS	17,775,600	19,210,400	20,930,300	22,177,800
Allocations	(353,200)	(339,800)	(321,500)	(301,800)
NET of ALLOCATIONS	17,422,400	18,870,600	20,608,800	21,876,000

Corporate Assets

2009&2010businessplanandbudget

Human Resources Requirement

	Total FTE
2008 Establishment	168.4
2009 Budget Recommendation	171.4
2010 Budget Recommendation	173.4

Distribution

Program	2008 FTE	2009 FTE	2010 FTE
Building Maintenance	26	29	31
Security	47.7	46.7	46.7
Building Operations	41.7	41.7	41.7
Utilities	3	3	3
Capital Project Management and Space Planning	31	32	32
Realty Services	10	10	10
F&PM Divisional Support Service	9	9	9
Total Recommended	168.4	171.4	173.4

Corporate Assets

2009&2010businessplanandbudget

BUDGET OVERVIEW CORPORATE ASSETS

	2007 Actual	2008 Budget	2009 Base Budget	2009 Program Changes	2009 Request	2009 Change		2010 Base Budget	2010 Program Changes	2010 Request	2010 Change	
	\$	\$	\$	\$	\$	\$	%	\$	\$	\$	\$	%
EXPENDITURES												
LABOUR COST	10,584,659	11,954,600	12,497,000	70,000	12,567,000	612,400	5.1%	13,357,300	80,000	13,437,300	870,300	6.9%
Staff Development Costs	77,290	106,500	116,500	(16,500)	100,000	(6,500)	-6.1%	100,000	2,000	102,000	2,000	2.0%
Communications Costs	59,152	48,400	48,500	0	48,500	100	0.2%	48,600	0	48,600	100	0.2%
Transportation Costs	225,715	292,000	294,100	0	294,100	2,100	0.7%	294,100	0	294,100	0	0.0%
Occupancy & City Costs	12,953,413	4,492,300	4,914,400	(44,100)	4,870,300	378,000	8.4%	5,306,100	(19,800)	5,286,300	416,000	8.5%
Equipment Costs & Maintenance Agreement	791,713	1,390,300	1,580,800	10,000	1,590,800	200,500	14.4%	1,948,800	0	1,948,800	358,000	22.5%
Contractor & Professional Services	1,063,527	1,041,600	1,090,800	0	1,090,800	49,200	4.7%	1,100,800	0	1,100,800	10,000	0.9%
Advertising & Promotions	15,581	34,500	34,500	0	34,500	0	0.0%	34,500	0	34,500	0	0.0%
Materials, Supplies & Other Services	142,314	152,700	152,700	0	152,700	0	0.0%	152,700	0	152,700	0	0.0%
Finance Other	(119,105)	(56,700)	(53,700)	0	(53,700)	3,000	5.3%	(53,700)	0	(53,700)	0	0.0%
Transfers	0	12,500	12,500	0	12,500	0	0.0%	12,500	0	12,500	0	0.0%
OTHER OPERATING EXPENSES	15,209,600	7,514,100	8,191,100	(50,600)	8,140,500	626,400	8.3%	8,944,400	(17,800)	8,926,600	786,100	9.7%
TOTAL EXPENDITURES	25,794,259	19,468,700	20,688,100	19,400	20,707,500	1,238,800	6.4%	22,301,700	62,200	22,363,900	1,656,400	8.0%
REVENUES												
Fees & Service Charges	(23,957)	(48,700)	(47,700)	0	(47,700)	1,000	2.1%	(47,700)	0	(47,700)	0	0.0%
Rents, Concessions & Franchise	(300,300)	(339,200)	(316,400)	0	(316,400)	22,800	6.7%	(316,400)	0	(316,400)	0	0.0%
Other Revenue	0	(12,500)	(12,500)	0	(12,500)	0	0.0%	(12,500)	0	(12,500)	0	0.0%
Transfers	(1,115,181)	(1,292,700)	(1,120,500)	0	(1,120,500)	172,200	13.3%	(1,057,000)	0	(1,057,000)	63,500	5.7%
TOTAL REVENUES	(1,439,437)	(1,693,100)	(1,497,100)	0	(1,497,100)	196,000	11.6%	(1,433,600)	0	(1,433,600)	63,500	4.2%
NET SERVICE IMPACT	24,354,821	17,775,600	19,191,000	19,400	19,210,400	1,434,800	8.1%	20,868,100	62,200	20,930,300	1,719,900	9.0%
Allocations	0	(353,200)	(339,800)	0	(339,800)	13,400	3.8%	(321,500)	0	(321,500)	18,300	5.4%
NET of ALLOCATIONS	24,354,821	17,422,400	18,851,200	19,400	18,870,600	1,448,200	8.3%	20,546,600	62,200	20,608,800	1,738,200	9.2%

Corporate Assets

2009 & 2010 business plan and budget

2009 NET BUDGET BY PROGRAM

	2007 Actual	2008 Budget	2009 Base Budget	2009 Program Changes	2009 Request	2009 Change		2010 Base Budget	2010 Program Changes	2010 Request	2010 Change	
	\$	\$	\$	\$	\$	\$	%	\$	\$	\$	\$	%
PROGRAM EXPENDITURES												
Building Maintenance	4,492,865	4,887,400	5,251,000	123,000	5,374,000	486,600	10.0%	5,982,400	82,000	6,064,400	690,400	12.8%
Security	2,990,607	3,077,000	3,236,100	(53,000)	3,183,100	106,100	3.4%	3,372,200	0	3,372,200	189,100	5.9%
Building Operations	3,277,180	2,927,300	3,126,300	0	3,126,300	199,000	6.8%	3,231,000	0	3,231,000	104,700	3.3%
Utilities	10,951,594	2,037,200	2,303,800	(34,100)	2,269,700	232,500	11.4%	2,370,700	(19,800)	2,350,900	81,200	3.6%
Capital Project Management and Space Planning	1,345,271	1,785,300	2,030,700	0	2,030,700	245,400	13.7%	2,277,800	0	2,277,800	247,100	12.2%
Realty Services	695,202	1,541,600	1,673,000	0	1,673,000	131,400	8.5%	2,037,900	0	2,037,900	364,900	21.8%
Divisional Support Service	602,102	1,166,600	1,230,300	(16,500)	1,213,800	47,200	4.0%	1,274,600	0	1,274,600	60,800	5.0%
NET PROGRAM IMPACT	24,354,821	17,422,400	18,851,200	19,400	18,870,600	1,448,200	8.3%	20,546,600	62,200	20,608,800	1,738,200	9.2%

Service Budget Highlights - Operating

The recommended 2009 Net Operating budget of \$18.9 million represents an increase of \$1.4 million or 8.3% from the 2008 budget. The majority of this increase relates to general labour cost increases.

2009 Highlights of the recommended budget include :

- Addition of four permanent positions with costs of \$123,000:
 - One Mechanical Contracts Coordinator required to manage and monitor contracts for maintenance and services agreements;
 - One Automation Technician to upkeep facilities hardware/software systems;
 - One Skilled Tradesperson (Hoists) to allow in house hoist service;
 - One Capital Project Coordinator (Pathway lighting) with costs offset by internal labour recovery from Capital;
- Deletion of one permanent position in Security program due to elimination of foot patrol in Precinct area with cost savings of \$50,000;
- The net utilities cost has increased by \$203,000 and is mainly attributable to the purchase of green electric power. Other utilities increases have been offset by projected savings of \$44,000 from open market purchase plan and energy retrofit initiatives.
- Building maintenance and supplies costs have increased by \$192,000 mainly due to increased electrical system code compliance requirements, building automated systems specialty equipment and various mechanical and structural equipment maintenance;
- Capital recovery budget is reduced by \$159,000 to reflect the timing of capital expenditures;
- Lease costs have increased by \$134,000 based on the lease for 201 City Centre Drive-annualization of operating cost and rent payment starting June 2009 as the free rent term expires;

Service Budget Highlights - Operating

- Budget for staff courses budget is reduced by \$17,500.

The recommended 2010 Net Operating budget of \$20.6 million represents an increase of \$1.7 million or 9.2% from the 2009 budget. The majority of this increase relates to general labour cost increases.

2010 Highlights of the recommended budget include :

- Addition of two permanent positions with costs of \$82,000:
 - One Skilled Tradesperson (Hoists) to allow in house hoist service;
 - One HVAC Mechanic to maintain HVAC equipment in facilities;
- Building maintenance and supplies costs have increased by \$353,000 mainly due to increased electrical system code compliances, building automated systems specialty equipment and various mechanical and structural equipment maintenance;
- Lease cost has increased by \$309,000 based on the lease for 201 City Centre Drive which is mainly due to the rent payment annualization;
- Total utilities cost has increased by \$65,600. Utilities increase based on projected rate and consumption of \$85,400 is partially offset by savings from energy retrofit initiatives and new energy monitoring software \$19,800;
- Capital recovery budget is reduced by \$63,000 to reflect timing of capital expenditures;

Service Budget Highlights - Capital

The 2009 - 2018 Corporate Assets capital budget and forecast recommends a net expenditure of \$15.4 million for 2009, \$17.0 million in 2010 and a total of \$142.3 million for the ten year period. The capital plan is financed 100% from tax based reserve funds.

Facilities and Property Management

The facility capital maintenance program provides for the ongoing upkeep of City buildings in accordance with industry standards and further refined through ongoing review and assessment of all requests and consultation with client departments. The programs are designed to ensure the uninterrupted operation of facilities, thereby avoiding unplanned disruptions to service. The capital improvements program is intended to address the construction or renovation of corporate facilities such as office buildings, Animal Services and the Living Arts Centre. The space and furniture needs of the corporation are funded through the space planning program.

The following typical equipment life spans, based on industry norms, are used for projections:

- Carpeting - 8 years
- Rooftop Heating, Ventilation, Air Conditioning – 15 years
- Condensers – 18 years
- Roofing – 20-25 years
- Chillers – 25 years
- Electrical Systems – 30 years
- Compressors – 35 years

Forecasts for other building systems and components are based on estimates of work required to maintain facilities at a level acceptable to the public service being supported.

Service Budget Highlights - Capital

2009 Highlights:

Significant projects included in the 2009 plan are:

- Capital Construction and Improvements Program – \$0.5 million
 - Accessibility Program - \$530,000;

- Facility Services Program - \$1.6 million:

Security, signage and energy programs

- Implementation of Energy Audit Recommendations – \$954,000;

- Life Cycle Maintenance Program - \$8.1 million:

Replacement/repair of electrical systems, heating, ventilation, air conditioning, mechanical systems, pathway lighting, roofing and structural repairs:

- Lifecycle Roof Replacement at Burnhamthorpe Community Centre, Glenforest Pool, J.C. Saddington Park, Adamson Estate, Streetsville Village Hall, Springfield Park Clubhouse - \$986,000;
- Replacement of Pathway Lighting - \$864,000;
- Building Condition Assessment Program-\$848,000;
- Elevator Program at Civic Centre-\$809,000;
- Heating, Air Conditioning and Ventilation Replacement at Meadowvale Four Rinks, Burnhamthorpe Library, Animal Control, Cawthra Estate - \$795,000; and
- Asbestos Audit Program-\$318,000.

- Space Planning Accommodation Program - \$5.1 million:

New and replacement furniture; renovation of office spaces and solutions to address shortages of space.

- \$4.8 million for the office accommodation program. This is part of the medium range plan to provide for the phased expansion and realignment of space necessary to meet the existing space shortfalls, the growing needs of City departments, new corporate initiatives and customer service improvements; and

Service Budget Highlights - Capital

- Furniture acquisitions for new hires and life cycle replacement - \$309,000.
- Vehicles and Equipment - \$0.2million:
 - Vehicles and Equipment for Hoist and HVAC mechanics - \$111,200.

2010 Highlights:

- Capital Construction and Improvements Program – \$2.0 million:
 - Office Building Design - \$1,500,000;
 - Implementation of Accessibility Audit Recommendations - \$500,000.
- Facility Services Program - \$0.8 million
Security, signage and energy programs.
- Life Cycle Maintenance Program - \$9.3 million
Replacement/repair of electrical systems, heating, ventilation, air conditioning, mechanical systems, pathway lighting, roofing and structural repairs:
 - Structural systems-\$3.8 million;
 - Heating, ventilation, air conditioning, mechanical systems-\$1.7 million;
 - Electrical systems-\$1.0 million; and
 - Pathway Lighting - \$368,000.
- Space Planning Accommodation Program - \$5.0 million
New and replacement furniture; renovation of office spaces and solutions to address shortages of space:
 - \$4.7 million for the office accommodation program. This is part of the medium range plan to provide for the phased expansion and realignment of space necessary to meet the existing space shortfalls, the growing needs of City departments and new corporate initiatives; and

Service Budget Highlights - Capital

- Furniture acquisitions for new hires and life cycle replacement-\$300,000.
- Vehicles and Equipment - \$26,000.

Highlights of 2011-2018 include:

- The projects to be funded in subsequent years are determined on the basis of an asset management model that is validated on an annual basis with input from technical and operations staff. The asset information management system (Hansen) allows for ongoing refinement and increased precision in the forecasting of future expenditures;
- Capital Construction and Improvements Program - \$27.5 million
Accessibility, future building construction design and improvements:
 - Design and Construction of Office Building (2011-2013) - \$23.5 million.
- Facility Services Program - \$6.1 million
Security, signage and energy programs:
 - Implementation of Energy Audit Recommendations-\$1.6 million; and
 - Energy Management Programs-\$2.8 million.
- Life Cycle Maintenance Program - \$66.9 million
Replacement/repair of electrical systems, heating, ventilation, air conditioning, mechanical systems, pathway lighting, roofing and structural repairs:
 - Structural systems- \$26.8 million;
 - Heating, Ventilation and Air Conditioning system- \$11.9 million;
 - Electrical Systems -\$7.1 million; and
 - Pathway Lighting - \$3.4 million.

Service Budget Highlights - Capital

- Space Planning Accommodation Program - \$9 million
New and replacement furniture; renovation of existing office spaces as part of the current space and accommodation plan and solutions to address ongoing minor relocations and space adjustments:
 - Office accommodation \$6.6 million; and
 - Furniture acquisitions for new hires and life cycle replacement-\$2.4 million.

- Vehicles and Equipment – \$0.4 million:
New vehicles and operations related equipment.

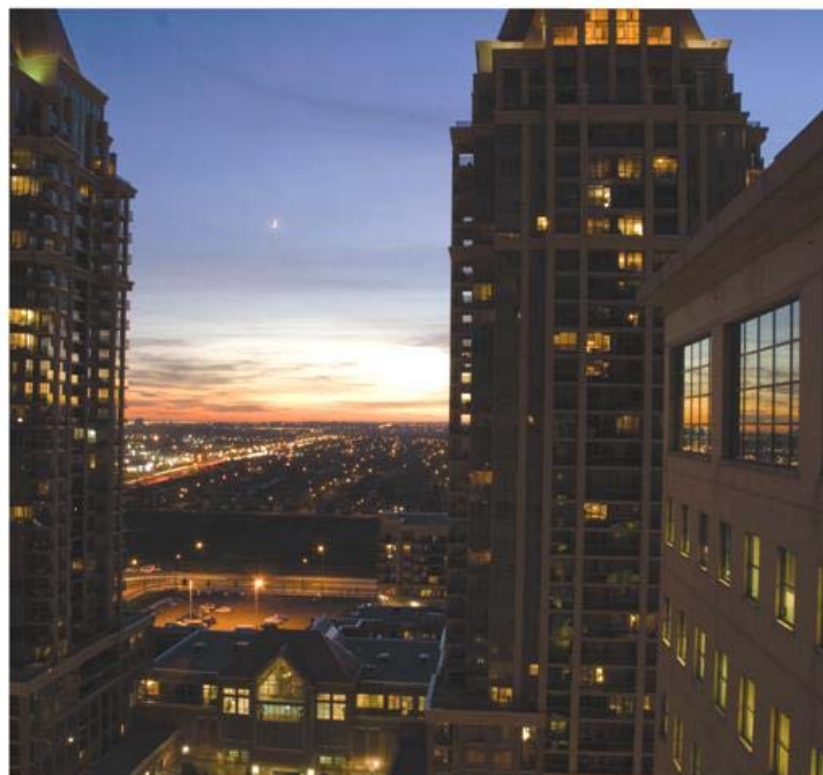
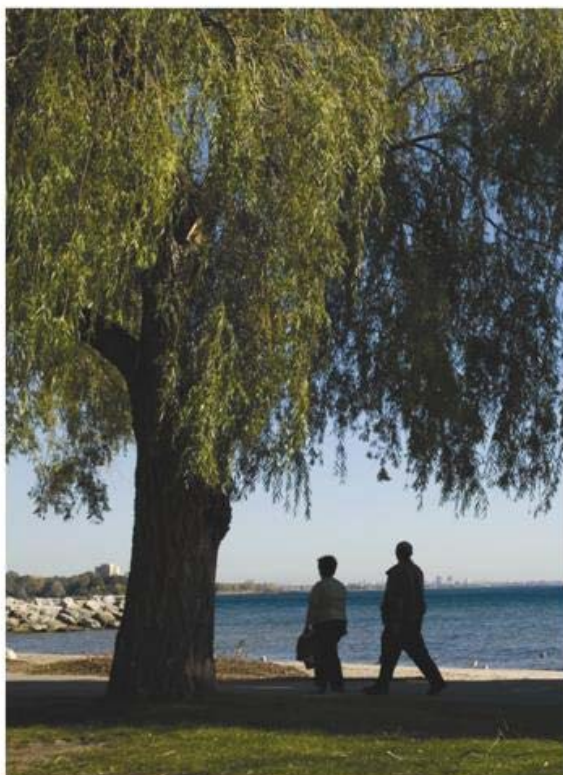


Corporate Assets

2009&2010businessplanandbudget

Corporate Assets

2009&2010businessplanandbudget



Operating



Corporate Assets

2009&2010businessplanandbudget

2009 Explanation of Budget Changes

Program: Building Maintenance

Description of Program

Preventive, demand and emergency maintenance services at City facilities;
Maintenance and repair services for lighting and electrical systems for parks and sports fields; and
Services in support of the capital maintenance and equipment life cycle replacement programs.

Corporate Assets

2009 & 2010 business plan and budget

2009 EXPLANATION OF BUDGET CHANGES

PROGRAM: BUILDING MAINTENANCE

	2008	2009	Change in 2009		Explanation
	Restated Budget	Requested Budget	Requested Budget To 2008 Restated Budget		
	\$	\$	\$	%	
EXPENDITURES					
LABOUR COST	2,171,500	2,463,100	291,600	13.4%	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes; addition of 1 Mechanical Contracts Co-ordinator, 1 Skilled Tradesperson-Hoists, and 1 Automation Technician; annualization of 1 plumber hired in 2008.
Staff Development Costs	7,200	10,200	3,000	41.7%	Increased cost for new staff.
Transportation Costs	139,600	139,600	0	0.0%	
Occupancy & City Costs	1,264,100	1,289,100	25,000	2.0%	Purchase of safety equipment/specialty clothing to comply with provincial regulations.
Equipment Costs & Maintenance Agreements	1,265,300	1,432,300	167,000	13.2%	Increased maintenance costs due to aging of equipment in City facilities and fire code requirements.
Contractor & Professional Services	14,200	14,200	0	0.0%	
Materials, Supplies & Other Services	25,300	25,300	0	0.0%	
Finance Other	200	200	0	0.0%	
OTHER OPERATING EXPENSES	2,715,900	2,910,900	195,000	7.2%	
TOTAL EXPENDITURES	4,887,400	5,374,000	486,600	10.0%	
NET PROGRAM IMPACT	4,887,400	5,374,000	486,600	10.0%	

Corporate Assets

2009 & 2010 business plan and budget

2010 EXPLANATION OF BUDGET CHANGES

PROGRAM: BUILDING MAINTENANCE

	2009 Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Budget		Explanation
	\$	\$	\$	%	
EXPENDITURES					
LABOUR COST	2,463,100	2,798,500	335,400	13.6%	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes ; addition of 1 Skilled Tradesperson-Hoists, 1 HVAC Mechanic; annualization of 1 Mechanical Contracts Co-ordinator, 1 Skilled Tradesperson-Hoists, and 1 Automation Technician hired in 2009.
Staff Development Costs	10,200	12,200	2,000	19.6%	Increased cost for new staff.
Transportation Costs	139,600	139,600	0	0.0%	
Occupancy & City Costs	1,289,100	1,304,100	15,000	1.2%	Purchase of safety equipment and tools.
Equipment Costs & Maintenance Agreements	1,432,300	1,770,300	338,000	23.6%	Increased maintenance costs due to aging of equipment in City facilities and fire code requirements.
Contractor & Professional Services	14,200	14,200	0	0.0%	
Materials, Supplies & Other Services	25,300	25,300	0	0.0%	
Finance Other	200	200	0	0.0%	
OTHER OPERATING EXPENSES	2,910,900	3,265,900	355,000	12.2%	
TOTAL EXPENDITURES	5,374,000	6,064,400	690,400	12.8%	
NET PROGRAM IMPACT	5,374,000	6,064,400	690,400	12.8%	



Corporate Assets

2009&2010businessplanandbudget

2009 Explanation of Budget Changes

Program: Security

Description of Program

Corporate wide security including systems and investigations;
Mobile response City wide; and
Transit enforcement on vehicles and in Transit facilities.

Corporate Assets

2009 & 2010 business plan and budget

2009 EXPLANATION OF BUDGET CHANGES

PROGRAM: SECURITY

	2008	2009	Change in 2009		Explanation
	Restated Budget	Requested Budget	Requested Budget To 2008 Restated Budget		
	\$	\$	\$	%	
EXPENDITURES					
LABOUR COST	2,802,800	2,888,900	86,100	3.1%	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes; partially offset by foot patrol elimination in Precinct area.
Staff Development Costs	29,200	26,200	(3,000)	-10.3%	Reduction in courses and conferences.
Transportation Costs	110,200	110,200	0	0.0%	
Occupancy & City Costs	48,900	48,900	0	0.0%	
Equipment Costs & Maintenance Agreements	109,700	129,700	20,000	18.2%	Increased maintenance cost for security network, access control, intrusion alarm and video surveillance system.
Advertising & Promotions	32,000	32,000	0	0.0%	
Materials, Supplies & Other Services	48,200	48,200	0	0.0%	
Finance Other	(62,900)	(59,900)	3,000	4.8%	Reduced internal recovery based on expected actuals.
OTHER OPERATING EXPENSES	315,300	335,300	20,000	6.3%	
TOTAL EXPENDITURES	3,118,100	3,224,200	106,100	3.4%	
REVENUES					
Fees & Service Charges	(41,100)	(41,100)	0	0.0%	
TOTAL REVENUES	(41,100)	(41,100)	0	0.0%	
NET PROGRAM IMPACT	3,077,000	3,183,100	106,100	3.4%	

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2010 EXPLANATION OF BUDGET CHANGES

PROGRAM: SECURITY

	2009	2010	Change in 2010		Explanation
	Budget	Requested Budget	Requested Budget To 2009 Budget		
	\$	\$	\$	%	
EXPENDITURES					
LABOUR COST	2,888,900	3,058,000	169,100	5.9%	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes.
Staff Development Costs	26,200	26,200	0	0.0%	
Transportation Costs	110,200	110,200	0	0.0%	
Occupancy & City Costs	48,900	48,900	0	0.0%	
Equipment Costs & Maintenance Agreements	129,700	149,700	20,000	15.4%	Increased maintenance cost for security network, access control, intrusion alarm and video surveillance system.
Advertising & Promotions	32,000	32,000	0	0.0%	
Materials, Supplies & Other Services	48,200	48,200	0	0.0%	
Finance Other	(59,900)	(59,900)	0	0.0%	
OTHER OPERATING EXPENSES	335,300	355,300	20,000	6.0%	
TOTAL EXPENDITURES	3,224,200	3,413,300	189,100	5.9%	
REVENUES					
Fees & Service Charges	(41,100)	(41,100)	0	0.0%	
TOTAL REVENUES	(41,100)	(41,100)	0	0.0%	
NET PROGRAM IMPACT	3,183,100	3,372,200	189,100	5.9%	

2009 Explanation of Budget Changes

Program: Building Operations

Description of Program

Building operations and custodial services within Civic Precinct facilities;
Custodial services outside of Civic Centre Precinct;
Event support in Civic Precinct; and
Waste management and recycling in City facilities.

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2009 EXPLANATION OF BUDGET CHANGES

PROGRAM: BUILDING OPERATIONS

	2008	2009	Change in 2009		Explanation
	Restated Budget	Requested Budget	Requested Budget To 2008 Restated Budget		
	\$	\$	\$	%	
EXPENDITURES					
LABOUR COST	2,300,200	2,461,100	160,900	7.0%	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes.
Staff Development Costs	600	600	0	0.0%	
Transportation Costs	5,500	5,500	0	0.0%	
Occupancy & City Costs	502,000	518,800	16,800	3.3%	Increased building supplies and furniture repair cost due to aging of buildings.
Equipment Costs & Maintenance Agreements	4,500	4,500	0	0.0%	
Contractor & Professional Services	939,600	988,800	49,200	5.2%	Increased cleaning, servicing and building refurbishment cost due to aging of buildings.
Materials, Supplies & Other Services	13,900	13,900	0	0.0%	
Finance Other	300	300	0	0.0%	
OTHER OPERATING EXPENSES	1,466,400	1,532,400	66,000	4.5%	
TOTAL EXPENDITURES	3,766,600	3,993,500	226,900	6.0%	
Allocations	(839,300)	(867,200)	(27,900)	-3.3%	Building custodial and servicing cost allocations to other service areas.
NET PROGRAM IMPACT	2,927,300	3,126,300	199,000	6.8%	

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2010 EXPLANATION OF BUDGET CHANGES

PROGRAM: BUILDING OPERATIONS

	2009 Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Budget		Explanation
	\$	\$	\$	%	
EXPENDITURES					
LABOUR COST	2,461,100	2,539,800	78,700	3.2%	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes.
Staff Development Costs	600	600	0	0.0%	
Transportation Costs	5,500	5,500	0	0.0%	
Occupancy & City Costs	518,800	544,800	26,000	5.0%	Increased building supplies and furniture repair cost due to aging of buildings.
Equipment Costs & Maintenance Agreements	4,500	4,500	0	0.0%	
Contractor & Professional Services	988,800	998,800	10,000	1.0%	Increased cleaning, servicing and building refurbishment cost due to aging of buildings.
Materials, Supplies & Other Services	13,900	13,900	0	0.0%	
OTHER OPERATING EXPENSES	1,532,400	1,568,400	36,000	2.3%	
TOTAL EXPENDITURES	3,993,500	4,108,200	114,700	2.9%	
Allocations	(867,200)	(877,200)	(10,000)	-1.2%	Building custodial and servicing cost allocations to other service areas.
NET PROGRAM IMPACT	3,126,300	3,231,000	104,700	3.3%	

2009 Explanation of Budget Changes

Program: Utilities

Description of Program

Acquisition and management of all utility supply contracts at City facilities;
Energy management services to monitor utility consumption and administer utility accounts;
Development and implementation of conservation initiatives;
Development and implementation of renewable energy initiatives; and
Research and promotion of green building technologies.

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2009 EXPLANATION OF BUDGET CHANGES

PROGRAM: UTILITIES

	2008 Restated Budget	2009 Requested Budget	Change in 2009 Requested Budget To 2008 Restated Budget		Explanation
	\$	\$	\$	%	
EXPENDITURES					
LABOUR COST	194,800	206,200	11,400	5.9%	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes.
Staff Development Costs	7,000	12,000	5,000	71.4%	For Green Buildings Council membership to learn about green buildings.
Transportation Costs	1,500	1,500	0	0.0%	
Occupancy & City Costs	1,792,300	1,994,900	202,600	11.3%	Increase mainly due to purchase of Green electric power for City Hall as pilot initiative which will result in environmental benefits. The increase is partially offset by projected savings from the open market purchase plan and energy retrofit initiatives.
Equipment Costs & Maintenance Agreements	2,600	16,100	13,500	519.2%	New energy monitoring software annual license cost and downloading fee for interval meter data on monthly basis to allow timely monitoring of energy usage.
Contractor & Professional Services	36,000	36,000	0	0.0%	
Advertising & Promotions	2,500	2,500	0	0.0%	
Materials, Supplies & Other Services	500	500	0	0.0%	
Transfers	12,500	12,500	0	0.0%	
OTHER OPERATING EXPENSES	1,854,900	2,076,000	221,100	11.9%	
TOTAL EXPENDITURES	2,049,700	2,282,200	232,500	11.3%	
REVENUES					
Other Revenue	(12,500)	(12,500)	0	0.0%	
TOTAL REVENUES	(12,500)	(12,500)	0	0.0%	
NET PROGRAM IMPACT	2,037,200	2,269,700	232,500	11.4%	

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2010 EXPLANATION OF BUDGET CHANGES

PROGRAM: UTILITIES

	2009	2010	Change in 2010		Explanation
	Budget	Requested Budget	Requested Budget	To 2009 Budget	
	\$	\$	\$	%	
EXPENDITURES					
LABOUR COST	206,200	221,800	15,600	7.6%	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes.
Staff Development Costs	12,000	12,000	0	0.0%	
Transportation Costs	1,500	1,500	0	0.0%	
Occupancy & City Costs	1,994,900	2,060,500	65,600	3.3%	Projected utilities increase partially offset by estimated efficiencies from energy retrofit initiatives and the new energy monitoring software.
Equipment Costs & Maintenance Agreements	16,100	16,100	0	0.0%	
Contractor & Professional Services	36,000	36,000	0	0.0%	
Advertising & Promotions	2,500	2,500	0	0.0%	
Materials, Supplies & Other Services	500	500	0	0.0%	
Transfers	12,500	12,500	0	0.0%	
OTHER OPERATING EXPENSES	2,076,000	2,141,600	65,600	3.2%	
TOTAL EXPENDITURES	2,282,200	2,363,400	81,200	3.6%	
REVENUES					
Other Revenue	(12,500)	(12,500)	0	0.0%	
TOTAL REVENUES	(12,500)	(12,500)	0	0.0%	
NET PROGRAM IMPACT	2,269,700	2,350,900	81,200	3.6%	

2009 Explanation of Budget Changes

Program: Capital Project Management and Space Planning

Description of Program

Architectural and engineering services to all City departments regarding the major maintenance, design, construction or renovation of City owned or leased facilities;

Project management services for all major construction and renovation projects;

Project management services in support of the Capital Maintenance Program, for assets including buildings, site services and park lighting systems;

Long range capital planning;

Space planning and management of office relocations; and

Corporate furniture program for City departments including acquisition, installation, maintenance and life cycle replacement.

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2009 EXPLANATION OF BUDGET CHANGES

PROGRAM: CAPITAL PROJECT MANAGEMENT AND SPACE PLANNING

	2008 Restated Budget	2009 Requested Budget	Change in 2009 Requested Budget To 2008 Restated Budget		Explanation
	\$	\$	\$	%	
EXPENDITURES					
LABOUR COST	3,007,000	3,080,200	73,200	2.4%	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes; addition of 1 Capital project co-ordinator (Pathway lighting) with cost offset by labour recovery from Capital
Staff Development Costs	8,600	8,600	0	0.0%	
Transportation Costs	31,300	31,300	0	0.0%	
Contractor & Professional Services	26,300	26,300	0	0.0%	
Materials, Supplies & Other Services	4,100	4,100	0	0.0%	
Finance Other	700	700	0	0.0%	
OTHER OPERATING EXPENSES	71,000	71,000	0	0.0%	
TOTAL EXPENDITURES	3,078,000	3,151,200	73,200	2.4%	
REVENUES					
Transfers	(1,292,700)	(1,120,500)	172,200	13.3%	Mostly due to a reduction of Transfer from Capital projects to reflect timing of capital expenditures
TOTAL REVENUES	(1,292,700)	(1,120,500)	172,200	13.3%	
NET PROGRAM IMPACT	1,785,300	2,030,700	245,400	13.7%	

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2010 EXPLANATION OF BUDGET CHANGES

PROGRAM: CAPITAL PROJECT AND SPACE PLANNING

	2009	2010	Change in 2010		Explanation
	Budget	Requested Budget	Requested Budget To 2009 Budget		
	\$	\$	\$	%	
EXPENDITURES					
LABOUR COST	3,080,200	3,263,800	183,600	6.0%	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes.
Staff Development Costs	8,600	8,600	0	0.0%	
Transportation Costs	31,300	31,300	0	0.0%	
Contractor & Professional Services	26,300	26,300	0	0.0%	
Materials, Supplies & Other Services	4,100	4,100	0	0.0%	
Finance Other	700	700	0	0.0%	
OTHER OPERATING EXPENSES	71,000	71,000	0	0.0%	
TOTAL EXPENDITURES	3,151,200	3,334,800	183,600	5.8%	
REVENUES					
Transfers	(1,120,500)	(1,057,000)	63,500	5.7%	Reduction of Transfer from Capital project based on expected actuals due to timing of recoveries
TOTAL REVENUES	(1,120,500)	(1,057,000)	63,500	5.7%	
NET PROGRAM IMPACT	2,030,700	2,277,800	247,100	12.2%	



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2009 Explanation of Budget Changes

Program: Realty Services

Description of Program

Acquisition of interests in property (purchase, lease) in support of City wide departmental programs;
Disposition of interests in property (surplus sales, lease); and
Valuation of land in support of cash-in-lieu of parkland program.

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2009 EXPLANATION OF BUDGET CHANGES

PROGRAM: REALTY SERVICES

	2008	2009	Change in 2009		Explanation
	Restated Budget	Requested Budget	Requested Budget To 2008 Restated Budget		
	\$	\$	\$	%	
EXPENDITURES					
LABOUR COST	959,200	926,100	(33,100)	-3.5%	The net decrease reflects labour and fringe benefit increases being more than offset by some vacancies filled at lower rates.
Staff Development Costs	14,500	19,500	5,000	34.5%	Increased membership and courses cost based on actual requirement.
Transportation Costs	2,900	5,000	2,100	72.4%	Increased mileage cost based on actual requirement.
Occupancy & City Costs	885,000	1,018,600	133,600	15.1%	Increased lease cost for 201 City Centre Drive for annualization of operating cost and rent requirement starting June 2009 as free rent term ends.
Equipment Costs & Maintenance Agreements	6,000	6,000	0	0.0%	
Contractor & Professional Services	15,800	15,800	0	0.0%	
Finance Other	5,000	5,000	0	0.0%	
OTHER OPERATING EXPENSES	929,200	1,069,900	140,700	15.1%	
TOTAL EXPENDITURES	1,888,400	1,996,000	107,600	5.7%	
REVENUES					
Fees & Service Charges	(7,600)	(6,600)	1,000	13.2%	
Rents, Concessions & Franchise	(339,200)	(316,400)	22,800	6.7%	Decreased revenue based on existing lease agreements.
TOTAL REVENUES	(346,800)	(323,000)	23,800	6.9%	
NET PROGRAM IMPACT	1,541,600	1,673,000	131,400	8.5%	

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2010 EXPLANATION OF BUDGET CHANGES

PROGRAM: REALTY SERVICES

	2009	2010	Change in 2010		Explanation
	Budget	Requested Budget	Requested Budget To 2009 Budget		
	\$	\$	\$	%	
EXPENDITURES					
LABOUR COST	926,100	981,600	55,500	6.0%	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes.
Staff Development Costs	19,500	19,500	0	0.0%	
Transportation Costs	5,000	5,000	0	0.0%	
Occupancy & City Costs	1,018,600	1,328,000	309,400	30.4%	Annualization of rent requirement for 201 City Centre Drive lease as free rent term ends in mid 2009.
Equipment Costs & Maintenance Agreements	6,000	6,000	0	0.0%	
Contractor & Professional Services	15,800	15,800	0	0.0%	
Finance Other	5,000	5,000	0	0.0%	
OTHER OPERATING EXPENSES	1,069,900	1,379,300	309,400	28.9%	
TOTAL EXPENDITURES	1,996,000	2,360,900	364,900	18.3%	
REVENUES					
Fees & Service Charges	(6,600)	(6,600)	0	0.0%	
Rents, Concessions & Franchise	(316,400)	(316,400)	0	0.0%	
TOTAL REVENUES	(323,000)	(323,000)	0	0.0%	
NET PROGRAM IMPACT	1,673,000	2,037,900	364,900	21.8%	

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2009 Explanation of Budget Changes Program: F&PM Divisional Support Service

Description of Program

Leadership and direction for Division; and
City-wide support to the Accessibility program.

2009 EXPLANATION OF BUDGET CHANGES PROGRAM: F&PM DIVISIONAL SUPPORT SERVICE

	2008 Restated Budget	2009 Requested Budget	Change in 2009 Requested Budget To 2008 Restated Budget		Explanation
	\$	\$	\$	%	
EXPENDITURES					
LABOUR COST	519,100	541,400	22,300	4.3%	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes.
Staff Development Costs	39,400	22,900	(16,500)	-41.9%	Reduction in courses.
Communication Costs	48,400	48,500	100	0.2%	Additional postage cost.
Transportation Costs	1,000	1,000	0	0.0%	
Equipment Costs & Maintenance Agreements	2,200	2,200	0	0.0%	
Contractor & Professional Services	9,700	9,700	0	0.0%	
Materials, Supplies & Other Services	60,700	60,700	0	0.0%	
OTHER OPERATING EXPENSES	161,400	145,000	(16,400)	-10.2%	
TOTAL EXPENDITURES	680,500	686,400	5,900	0.9%	
Allocations	486,100	527,400	41,300	8.5%	Departmental business service cost allocation.
NET PROGRAM IMPACT	1,166,600	1,213,800	47,200	4.0%	

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2010 EXPLANATION OF BUDGET CHANGES

PROGRAM: F&PM DIVISIONAL SUPPORT SERVICE

	2009	2010	Change in 2010		Explanation
	Budget	Requested Budget	Requested Budget To 2009 Budget		
	\$	\$	\$	%	
EXPENDITURES					
LABOUR COST	541,400	573,800	32,400	6.0%	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes.
Staff Development Costs	22,900	22,900	0	0.0%	
Communication Costs	48,500	48,600	100	0.2%	Additional postage cost.
Transportation Costs	1,000	1,000	0	0.0%	
Equipment Costs & Maintenance Agreements	2,200	2,200	0	0.0%	
Contractor & Professional Services	9,700	9,700	0	0.0%	
Materials, Supplies & Other Services	60,700	60,700	0	0.0%	
OTHER OPERATING EXPENSES	145,000	145,100	100	0.1%	
TOTAL EXPENDITURES	686,400	718,900	32,500	4.7%	
Allocations	527,400	555,700	28,300	5.4%	Departmental business service cost allocation.
NET PROGRAM IMPACT	1,213,800	1,274,600	60,800	5.0%	

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2009 Summary of Program Directions Corporate Assets

Program Additions / New Staff (+)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
Capital Project co-ordinator (Pathway lighting)-cost offset by labour recovery from Capital	1	0		0	Apr-09	R-49
Mechanical Contracts Co-ordinator	1	41,000		41,000	Jul-09	R-39
Skilled Tradesperson-Hoists	1	41,000		41,000	Jul-09	R-37
Automation Technician	1	41,000		41,000	Jul-09	R-44
New energy monitoring software annual license cost		10,000		10,000	Jan-09	R-42
Total Division/Service Base Budget Impacts	4	133,000	-	133,000		

Program Reductions (-)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
Deletion of 1 Security Officer (elimination of foot patrol in Precinct Area)	-1	(50,000)		(50,000)	Jan-09	R-194
Courses budget reduction		(19,500)		(19,500)	Jan-09	R-195
Total Division/Service Base Budget Impacts	-1	(69,500)	-	(69,500)		

Efficiencies / Reserve Transfers (+) or (-)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
Projected utilities savings from the open market purchase plan and energy retrofit initiatives		(44,100)		(44,100)	Jan-09	R-196
Total Division/Service Base Budget Impacts	0	(44,100)	-	(44,100)		

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2009 Service Change

Eliminate foot patrol at Civic Precinct

Service: Corporate Assets Type of Change: Program Reductions

Strategic Pillar: Division: Facilities & Property Management Effective Date: January 1, 2009

Financial Impact	2008 Budget	2009 Change	2010 Change	2011 Change
Labour	\$50,000	(\$50,000)		
Operating Expenses				
Revenue				
Net Cost	\$50,000	(\$50,000)	\$0	\$0
FTE	1	-1		

FTE:

Permanent
Temporary

#

Details of Service Change

Eliminate foot patrol at Civic Precinct and have duties carried out by Mobile Officers and/or Control Room personnel. Duties include: proactive patrols of Precinct, lock up of Civic Centre, lock up precinct buildings and Council Chamber coverage as required. Current coverage is 2:30pm to 10:30pm Monday to Friday.

Service Impact

Lock ups will be handled by Mobile officers or Control Room officers which may result in some delays. Responsibility for securing Central Library and Customer Service will be transferred to site program staff. Responsiveness to alarms to be diminished due to availability of Mobile response. Coverage outside of Civic Centre will be diminished as Mobile officers taken off the street to attend Chamber meetings/events as required.

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2009 Service Change

Reduce spending on staff courses and conferences

Service: Corporate Assets Type of Change: Program Reductions

Strategic Pillar: Division: Facilities & Property Management

Effective Date: January 1, 2009

Financial Impact	2008 Budget	2009 Change	2010 Change	2011 Change
Labour				
Operating Expenses	72,200	(19,500)		
Revenue				
Net Cost	\$72,200	(\$19,500)		
FTE				

FTE:

Permanent
Temporary

Details of Service Change

Cut the staff courses and conferences budgets by 25% across the City. Reduce average funding from \$325 per employee to \$260 per employee. Staff will continue to closely monitor and restrict out of province travel to ensure that it is kept to the absolute minimum.

Service Impact

Courses and conferences are a tool to ensure that city staff have up to date information and training to conduct their day to day work. It also provides a medium for information sharing and networking. By restricting courses and conferences, these benefits will also be reduced.

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2009 Service Change

Utilities-Energy Cost Savings

Service: Corporate Assets

Type of Change: Efficiencies / Reserve Transfers

Strategic Pillar: Living Green

Division: Facilities & Property Management

Effective Date: January 1, 2009

Financial Impact	2008 Budget	2009 Change	2010 Change	2011 Change
Labour				
Operating Expenses	1,792,300	(44,100)		
Revenue				
Net Cost	\$1,792,300	(\$44,100)		
FTE				

FTE:

Permanent

Temporary

Details of Service Change

Utilities savings is projected from the open market purchase plan and energy retrofit initiatives.

Service Impact

Energy retrofit initiatives will also result in environmental benefit. The initiatives depend on the implementation of energy efficiency capital improvement.

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2010 Summary of Program Directions Corporate Assets

Program Additions / New Staff (+)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
Skilled Tradesperson-Hoists	1	41,000		41,000	Jul-10	R-37
HVAC Mechanic	1	41,000		41,000	Jul-10	R-44
Total Division/Service Base Budget Impacts	2	82,000	-	82,000		

Efficiencies / Reserve Transfers (+) or (-)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
Projected utilities savings from energy retrofit initiatives and the new energy monitoring software		(19,800)		(19,800)	Jan-10	R-198
Total Division/Service Base Budget Impacts	0	(19,800)	-	(19,800)		

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2010 Service Change

Utilities-Energy Cost Savings

Service: Corporate Assets Type of Change: Efficiencies / Reserve Transfers

Strategic Pillar: Living Green Division: Facilities & Property Management Effective Date: January 1, 2010

Financial Impact	2008	2009 Budget	2010 Change	2011 Change
Labour				
Operating Expenses		1,994,900	(19,800)	
Revenue				
Net Cost		\$1,994,900	(19,800)	
FTE				

FTE:

Permanent
Temporary

<input type="checkbox"/>
<input type="checkbox"/>

Details of Service Change

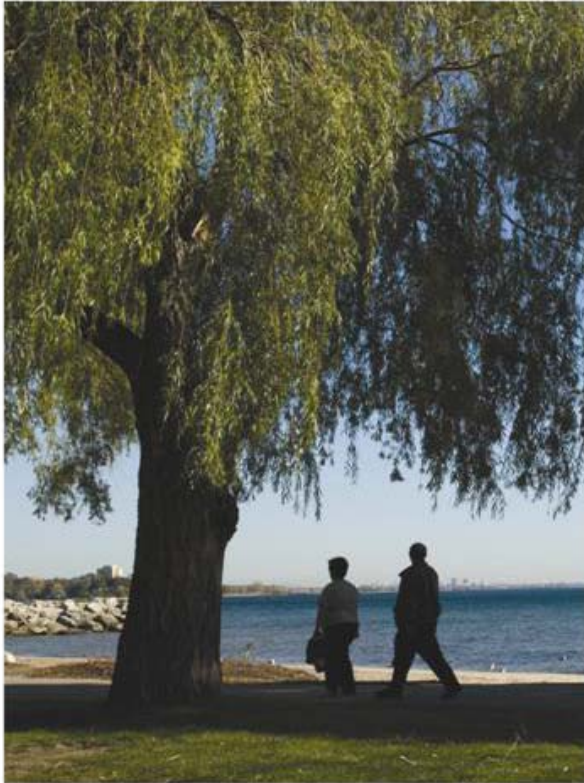
Projected utilities savings from energy retrofit initiatives and the new energy monitoring software.

Service Impact

Energy retrofit initiatives will also result in environmental benefit. The initiatives depend on the implementation of energy efficiency capital improvement and new energy monitoring software.

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Capital



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Corporate Assets

2009 - 2018 Net Capital Expenditures By Program (000's)

Corporate Assets	2009 Budget	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Capital Construction and Improvements	530	2,000	4,000	10,500	10,500	500	500	500	500	500	30,030
Facility Services	1,558	784	1,069	709	712	716	719	722	726	730	8,445
Lifecycle Maintenance	8,051	9,261	13,963	6,332	5,567	5,470	8,105	8,356	8,104	11,034	84,243
Space Planning	5,100	4,971	2,502	480	480	480	480	442	2,228	1,892	19,055
Vehicles and Equipment	161	26	16	38	42	39	42	78	50	43	535
Total Net Expenditures	15,400	17,042	21,550	18,059	17,301	7,205	9,846	10,098	11,608	14,199	142,308

Corporate Assets

2009&2010businessplanandbudget

2009 - 2018 Net Capital Expenditures by Program and Sub-Program (000's)

Description of Program

Capital Construction and Improvements

This program provides for:

- Removal of barriers to persons with disabilities;
- Corporate facility upgrading and improvements; and
- New office accommodation design and construction.

Capital Construction and Improvements	2009 Budget	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Accessibility	530	500	500	500	500	500	500	500	500	500	5,030
Improvements - Corporate Facilities	0	1,500	3,500	10,000	10,000	0	0	0	0	0	25,000
Total Net Expenditures	530	2,000	4,000	10,500	10,500	500	500	500	500	500	30,030

Corporate Assets

2009&2010businessplanandbudget

Project Listing

Program: Capital Construction and Improvements

Accessibility

Year	Project	Description	Net Cost ('000's)
2009	Various Locations	Upgrade washrooms, railings, doors and handles	530
2010	Various Locations	Accessibility	500
2011	Various Locations	Accessibility	500
2012-2018	Various Locations	Accessibility	3,500
Total			5,030

Improvements - Corporate Facilities

Year	Project	Description	Net Cost ('000's)
2010	Various Locations	Office Building-Design and Construction	1,500
2011	Various Locations	Office Building-Design and Construction	3,500
2012	Various Locations	Office Building-Design and Construction	10,000
2013	Various Locations	Office Building-Design and Construction	10,000
Total			25,000

2009 - 2018 Net Capital Expenditures by Program and Sub-Program (000's)

Description of Program

Facility Services

The replacement, repair and major maintenance of infrastructure including:

- Energy Management - Installation and maintenance of building automation system (BAS) and other technologies to reduce energy consumption.
- Security Measures - Intrusion alarms, closed circuit television monitoring and access control systems; and
- Signage - Installation and maintenance of interior and exterior facility signs

Facility Services	2009 Budget	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Energy Management	1,280	581	863	500	500	500	500	500	500	500	6,224
Security Measures	251	153	156	159	162	166	169	172	177	179	1,744
Signage	27	50	50	50	50	50	50	50	50	50	477
Total Net Expenditures	1,558	784	1,069	709	712	716	719	722	727	729	8,445

Corporate Assets

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Project Listing

Program: Facility Services

Energy Management

Year	Project	Description	Net Cost ('000's)
2009	Various Locations	Implement Energy Audit recommendations and Energy Management Program	1,280
2010	Various Locations	Implement Energy Audit recommendations and Energy Management Program	581
2011	Various Locations	Implement Energy Audit recommendations and Energy Management Program	863
2012-2018	Various Locations	Implement Energy Audit recommendations and Energy Management Program	3,500
Total			6,224

Project Listing

Program: Facility Services

Security

Year	Project	Description	Net Cost ('000's)
2009	Various Locations	Additional circuit cards and storage of video surveillance, additional cameras and card readers	251
2010	Various Locations	Security	153
2011	Various Locations	Security	156
2012-2018	Various Locations	Security	1,184
Total			1,744

Signage

Year	Project	Description	Net Cost ('000's)
2009	Various Locations	Signage	27
2010	Various Locations	Signage	50
2011	Various Locations	Signage	50
2012-2018	Various Locations	Signage	350
Total			477



2009 - 2018 Net Capital Expenditures by Program and Sub-Program (000's)

Description of Program

Lifecycle Maintenance

This program provides for the replacement of the following facility systems in all City buildings on a planned or emergency basis:

- Electrical;
- Emergency;
- Heating, Ventilation and Air Conditioning (HVAC);
- Inspections;
- Mechanical;
- Pathway Lighting;
- Roofing;
- Site Services; and
- Structural.

Corporate Assets

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Corporate Assets

2009 - 2018 Net Capital Expenditures By Sub-Program (000's)

Lifecycle Maintenance	2009 Budget	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Electrical Systems	1,131	1,007	1,575	615	521	518	887	925	884	1,217	9,280
Emergency	318	336	525	205	173	172	296	308	295	407	3,035
Heating, Ventilation and Air Conditioning Systems	1,253	1,679	2,625	1,024	868	864	1,479	1,541	1,474	2,028	14,835
Inspections	1,209	500	500	500	500	500	500	500	500	500	5,709
Mechanical Systems	338	420	656	256	217	216	370	385	368	507	3,733
Pathway Lighting	864	368	336	711	726	652	208	152	234	396	4,647
Roofing Systems	1,159	671	1,050	410	347	346	592	616	590	810	6,591
Site Services	204	504	788	307	260	259	444	462	442	608	4,278
Structural	1,575	3,776	5,908	2,304	1,954	1,943	3,329	3,467	3,317	4,562	32,135
Total Net Expenditures	8,051	9,261	13,963	6,332	5,566	5,470	8,105	8,356	8,104	11,035	84,243

Corporate Assets

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Project Listing

Program: Lifecycle Maintenance

Electrical Systems

Year	Project	Description	Net Cost ('000's)
2009	Civic Centre	Elevator Project-Final Phase	809
2009	Civic Centre	Install uninterrupted power source in computer room	212
2009	Various Locations	Replace electrical and fire panels, contactors	110
2010	Various Locations	Electrical	1,007
2011	Various Locations	Electrical	1,575
2012-2018	Various Locations	Electrical	5,567
Total			9,280

Corporate Assets

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Project Listing

Program: Lifecycle Maintenance

Emergency

Year	Project	Description	Net Cost ('000's)
2009	Various Locations	Unforeseen emergency repairs	318
2010	Various Locations	Unforeseen emergency repairs	336
2011	Various Locations	Unforeseen emergency repairs	525
2012-2018	Various Locations	Unforeseen emergency repairs	1,856
Total			3,035

Heating, Ventilation and Air Conditioning Systems

Year	Project	Description	Net Cost ('000's)
2009	Meadowvale Four Rinks	Replace air conditioner	292
2009	Burnhamthorpe Library	Replace air conditioner	185
2009	Animal Services	Replace air conditioner	159

Project Listing

Program: Lifecycle Maintenance

Heating, Ventilation and Air Conditioning Systems

Year	Project	Description	Net Cost ('000's)
2009	Cawthra Estate	Replace air conditioner	159
2009	Various Locations	Replace heat pump, boilers, humidifiers, condensers at Benares House, Replace units at Malton Satellite, Replace furnaces and water heaters at Fire Stations 103, 114, 115, Replace fans, heater, hot water storage tank at Malton Pool, Replace units at Wood	458
2010	Various Locations	Replace heating, ventilation and air conditioning systems	1,679
2011	Various Locations	Replace heating, ventilation and air conditioning systems	2,625
2012-2018	Various Locations	Replace heating, ventilation and air conditioning systems	9,278
Total			14,835

Project Listing

Program: Lifecycle Maintenance

Inspections

Year	Project	Description	Net Cost ('000's)
2009	Various Locations	Building Condition Assessment Program	848
2009	Various Locations	Asbestos Inspection Program	318
2009	Malton Arena, Erin Mills Twin Arena	Lifecycle Study	43
2010	Various Locations	Inspections	500
2011	Various Locations	Inspections	500
2012-2018	Various Locations	Inspections	3,500
Total			5,709

Project Listing

Program: Lifecycle Maintenance

Mechanical Systems

Year	Project	Description	Net Cost ('000's)
2009	Various Locations	Replace pumps and motors at Malton Arena, Meadowvale Four Rinks, Erin Mills Twin Arena, and Other locations	146
2009	Various Locations	Replace dampers, machine guards, backflow preventor, valves, pumps at Central Library and Living Arts Centre	192
2010	Civic Centre	Replace Mechanical Systems	420
2011	Various Locations	Replace Mechanical Systems	656
2012-2018	Various Locations	Replace Mechanical Systems	2,320
Total			3,733

Corporate Assets

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Project Listing

Program: Lifecycle Maintenance

Pathway Lighting

Year	Project	Description	Net Cost ('000's)
2009	Various Locations	Replace pathway lighting	864
2010	Various Locations	Replace pathway lighting	368
2011	Various Locations	Replace pathway lighting	336
2012-2018	Various Locations	Replace pathway lighting	3,079
Total			4,647

Roofing Systems

Year	Project	Description	Net Cost ('000's)
2009	Various Locations	Replace roofing at Burnhamthorpe Community Centre, Glenforest Pool, JC Saddington Park, Adamson Estate and Other locations	1,159
2010	Various Locations	Replace roofing	671
2011	Various Locations	Replace roofing	1,050
2012-2018	Various Locations	Replace roofing	3,711
Total			6,591



Corporate Assets

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Project Listing

Program: Lifecycle Maintenance

Site Services

Year	Project	Description	Net Cost ('000's)
2009	Various Locations	Repair sites	204
2010	Various Locations	Repair sites	504
2011	Various Locations	Repair sites	788
2012-2018	Various Locations	Repair sites	2,782
Total			4,278

Project Listing

Program: Lifecycle Maintenance

Structural

Year	Project	Description	Net Cost ('000's)
2009	Various Locations	Replace pool deck tiles and mortar bed for Erin Meadows Community Centre, repaint pool tank for Port Credit O/D Pool for Port Credit Out Door Pool, paint Tower and Canopies, asbesto abatement for various location, and structural maintenance for various locations	1,575
2010	Various Locations	Various structural maintenance	3,776
2011	Various Locations	Various structural maintenance	5,908
2012-2018	Various Locations	Various structural maintenance	20,876
Total			32,135

2009- 2018 Net Capital Expenditures by Program and Sub-Program (000's)

Description of Program

Space Planning

This program provides for:

- The purchase of new and replacement furniture for offices and public areas in City facilities; and
- A replacement program for chairs, tables, partitions and file cabinets; and
- Relocation of staff and renovation of office spaces.

Space Planning	2009 Budget	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Furniture	309	300	300	300	300	300	300	300	300	300	3,009
Relocations and Office Accommodation	4,791	4,671	2,202	180	180	180	180	142	1,928	1,592	16,046
Total Net Expenditures	5,100	4,971	2,502	480	480	480	480	442	2,228	1,892	19,055

Corporate Assets

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Project Listing

Program: Space Planning

Furniture

Year	Project	Description	Net Cost ('000's)
2009	Various Locations	Furniture for new staff, Lifecycle replacement of furniture, and Health/safety and ergonomics	309
2010	Various Locations	Furniture	300
2011-2018	Various Locations	Furniture	2,400
Total			3,009

Relocations and Office Accommodation

Year	Project	Description	Net Cost ('000's)
2009	Various Locations	Relocation and office accommodation	4,791
2010	Various Locations	Relocation and office accommodation	4,671
2011-2018	Various Locations	Relocation and office accommodation	6,584
Total			16,046

Corporate Assets

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2009 - 2018 Net Capital Expenditures by Program and Sub-Program (000's)

Description of Program

Vehicles and Equipment

This program provides for:

- Operations related equipment, including maintenance and cleaning equipment; and
- New vehicles.

Vehicles and Equipment	2009 Budget	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Vehicles and Equipment	161	26	16	38	42	39	42	78	50	43	535
Total Net Expenditures	161	26	16	38	42	39	42	78	50	43	535

Project Listing

Program: Vehicles and Equipment

Vehicles and Equipment

Year	Project	Description	Net Cost ('000's)
2009	Various Locations	Recycling program equipment for facilities and purchase of combo/garbage units; vehicle and equipment	161
2010	Various Locations	Vehicles and Equipment	26
2011-2018	Various Locations	Vehicles and Equipment	348
Total			535

Corporate Assets

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Not Funded



Corporate Assets

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Corporate Assets

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Corporate Assets
 2009 - 2018 Not Funded - Net Capital Expenditures By Program
 (000's)

Corporate Assets	2009 Budget	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	Total	Funding Sources
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
Capital Construction and Improvements	0	0	0	0	0	0	0	0	0	0	0	TX-FRRRF
Facility Services	0	0	0	0	0	0	0	0	0	0	0	TX-FRRRF
Lifecycle Maintenance	1,477	4,300	1,041	10,233	6,780	6,464	5,982	6,570	10,780	5,209	58,836	TX-FRRRF
Space Planning	0	200	200	20	20	20	20	58	200	200	938	TX-CRF
Vehicles and Equipment	0	29	42	23	22	28	28	-	28	38	238	TX-CRF
Total - Not Funded	1,477	4,529	1,283	10,276	6,822	6,512	6,030	6,628	11,008	5,447	60,012	