

**BUSINESS SERVICES & CORPORATE ASSETS ..... SECTION R**

Business Planning ..... R-1

**Business Services**

Budget Forecast ..... R-9

Human Resources Requirement..... R-10

Budget Overview ..... R-11

**Budget Highlights**

Operating ..... R-13

Capital ..... R-14

**Operating - Program Listing**

Information Technology ..... R-21

Revenue and Materiel Management ..... R-23

Finance..... R-25

Legal Services ..... R-27

Human Resources ..... R-29

Communications ..... R-31

Customer & Business Services ..... R-33

Geomatics ..... R-35

Capital – Program Listing..... R-53

Applications ..... R-54

Infrastructure..... R-62

Personal Computer Replacement & Peripherals..... R-68

Vehicles, Equipment and Other ..... R-71

**Corporate Assets**

Budget Forecast ..... R-77

Human Resources Requirement..... R-78

Budget Overview ..... R-79

**Budget Highlights**

Operating ..... R-81

Capital ..... R-82

**Operating - Program Listing**

Building Maintenance..... R-87

Security ..... R-88

Building Operations ..... R-89

Utilities..... R-90

Capital Project Management and Space Planning ..... R-92

Realty Services..... R-94

F&PM Divisional Support Service ..... R-95

**Corporate Assets**

Capital – Program Listing .....	R-105
Capital Construction and Improvements .....	R-106
Facility Services.....	R-108
Lifecycle Maintenance.....	R-111
Space Planning.....	R-120
Vehicles and Equipment .....	R-122
Not Funded.....	R-127

**Departmental Business Services**

Budget Forecast .....	R-131
Human Resources Requirement.....	R-132
Budget Overview .....	R-133
Budget Highlights	
Operating .....	R-134
Operating - Program Listing	
Community Services.....	R-137
Corporate Services .....	R-139
Planning & Building .....	R-141
Transportation & Works .....	R-143

# City of Mississauga

## *Business Services and Corporate Assets 2010 Business Plan Update*



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 9 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.

The organizational structure of the City reflects the need to deliver Information Technology, Human Resources and Finance services both at the corporate level and within each Department of the City. These services are delivered through Divisions established within each Department. The two levels of service delivery are strongly integrated.

## **2010 Business Plan & Budget Update**

The 2009-2010 Business Plan and Budget represented two years of thorough and coordinated Service Area planning. The Business Service and Corporate Asset Business Plan is an integrated plan which includes deliverables that have been identified as both a priority and achievable within the prescribed timetable as set out by the Service Area staff. They also include performance measures and benchmarks which are continually monitored to ensure adherence and that the goals remain attainable. 2010 marks the second year of Mississauga's two year Business Plan and Budget. This year, staff are focusing primarily on updating and identifying any exceptions and/or amendments to the existing Service Area Business Plans while still providing comprehensive budgets and two year forecasts.

The following will provide the reader with a summary of items and circumstances that may have changed since the development of the 2009-2010 Business Plans and Budgets and will also highlight achievements have been realized. The proposed capital and operating budgets which summarize the financial resources required to implement the proposed 2010 business plans are included in the Service Area section of the 2010 Business Plan and Budget Update book.

## **2009-2010 Major Initiatives Updates**

### **Transit Bus Hoist Inspection and Maintenance Program**

A Millwright position was approved in 2009 and a second Millwright position is being funded through Transit in 2010 to ensure bus hoists are maintained in accordance with safety standards, comply with legislated requirements, and achieve their lifecycle.

### **Facilities Maintenance/Service Contract Support**

A Mechanical Contracts Coordinator was hired in 2009 to oversee all mechanical contracts related to heating, ventilation, and air conditioning, fire sprinkler systems, elevators, boiler systems, chillers and rooftop equipment.

### **Replace Obsolete Energy Monitoring Software**

The purchase of new energy monitoring software in 2010 capable of weather correction and environmental reporting, will allow for improved quality and efficiency of energy reporting, quick energy cost reduction actions and complies with Ontario Bill 21 reporting requirements.

### **Energy Management Initiatives**

Piloting trials of new energy saving lighting technologies like Light Emitting Diode (LED) and Induction lighting have been initiated in the Courthouse at 950 Burnhamthorpe Road West. Performance will be observed for 1 year to decide on new installations.

The City will establish Green Building Standards for new construction and redevelopment of corporate facilities contributing towards sustainable growth. The new Gary Morden Fire Training Facility is being built to LEED Silver standard.

### **Maintain minimal acceptable and legislated service levels to corporate facilities and Assets and meet minimal legislated Health and Safety requirements**

An Automation Technician position was approved 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.

The Heating, Ventilation, and Air Conditioning mechanic position originally requested in 2010 will not be hired due to budget constraints. Reduced duties will be covered by existing staff with some decrease in service levels.

### **Park Pathway and Sports Field Lighting Program**

A Capital Project Co-ordinator was hired in 2009 to support the ongoing lifecycle replacement of park pathway and sports field lighting systems which include light poles, fixtures and power distribution. This is now an Infrastructure Stimulus Fund project and the program timelines have been compressed from a 10 year plan to being completed by March 2011.

### **Information Technology Security Management Program**

IT systems and processes are being implemented to ensure the City of Mississauga is compliant with Payment Card Industry Data Security Standards so that the City can continue to accept credit cards as a means of payment.

### **Information Technology Wireless Initiative**

The City of Mississauga in conjunction with the Region of Peel, Peel Police and the City of Brampton are planning a larger outdoor wireless mesh deployment for city, police, and regional staff for expanded wireless connectivity. The Wireless Mesh Pilot conducted along Hurontario Street has been successful in supporting workforce mobility utilizing wireless technologies. Traffic Signal Controllers in the Civic Centre Area will be moving this fall from using analog lines to the wireless mesh.

### **Legal Services: Expand Planning and Development Support**

A Planning lawyer was hired in 2009 to provide legal support to meet the increase in planning demands.

### **Customer and Business Services: Call Centre Phase 3 Consolidation and 3-1-1 Single Number Servicing**

The Customer Relationship Management (CRM) and Reporting Specialist positions have been deleted from the 2010 budget due to funding constraints. This will impact the call centre's ability to maintain the CRM system for accuracy in a timely basis.

### **Implementation of Mississauga 3-1-1**

Mississauga 3-1-1 was successfully implemented on October 5th, 2009 in partnership with the Region of Peel providing access to both City and Region services by dialling 3-1-1. Residents, businesses and visitors have access to information and services Monday to Friday 7am to 7pm.

### **Call Centre Consolidation**

The Call Centre Consolidation initiative is concluding in 2010 with the following business units under way: T&W Works Operations, Parks Operations, Planning & Building general Inquiries, Mobile Licensing & Taxi training School followed by Compliance & licensing Enforcement.

### **IT Support for Application Consolidation and Community Services Initiatives**

New IT staff have been deleted from the 2010 budget due to funding constraints. With fewer resources, IT may not fully realize the benefits of the new SAP modules.

### **New City of Mississauga Non-Union Employee Benefits Program**

A new benefit program was introduced to full time non-union staff to provide a competitive and supportive benefit plan which offers flexibility and choice with alternate approaches. The additional new paramedical choices and a health spending account support health and wellness to ensure a healthier workplace and to better manage future costs. The new drug card and e-claims for selected claims submission improves employee access to their claims information and reimbursement of health expenses.

## 2009-2010 New Initiatives

### **Finance: HST Implementation**

Effective July 1, 2010, the Ontario Government will be harmonizing Ontario's provincial sales tax with the federal GST, to create a single, value-added sales tax. The single sales tax rate of 13%, HST, (5% GST and provincial portion of 8%) will be administered federally.

The new harmonized sales tax will now apply to a host of goods and services that are currently exempt from sales tax including gasoline, heating fuel, program registrations, facility bookings, golf fees, legal fees, accounting fees, amongst other expenditures. It is estimated that there will be an annual cost impact of about \$2.0 million to the City of Mississauga in sales tax related costs.

A cross-departmental project team has been organized to assist with the HST implementation. Finance staff are currently participating on an Municipal Finance Officers Association (MFOA) HST Review Committee and involved with discussions through the Association of Municipalities of Ontario (AMO). The transitional rules from the Province are expected to be released this Fall 2009. The Federal Government is expected to release the new HST regulations and guidelines by March 31, 2010. In the mean time, Finance continues to plan and prepare for the implementation, including any system changes.

### **Facilities and Property Management: Capital Projects**

Facilities and Property Management added 15 more major projects to its capital program that includes Infrastructure Stimulus Fund and Recreation Infrastructure Canada Program initiatives. In order to achieve the requirements of these projects, resources have been added with three new contract project managers and an administrative support person. These 15 new projects amount to \$150 million dollars in capital investments. The details of these projects are incorporated into the Major Initiatives of the other business Service Areas.

# Business Services

2010 business plan & budget update



# Budget





# Business Services



2010businessplan&budgetupdate



# Business Services

2010 business plan & budget update

## 3 YEAR BUDGET AND FORECAST

	2009 Budget	2010 Budget	2011 Forecast	2012 Forecast
Labour Costs	35,962,300	37,308,100	39,332,100	41,283,000
Other Operating Expenses	8,382,000	8,144,500	8,289,400	8,417,100
<b>TOTAL COSTS</b>	44,344,300	45,452,600	47,621,500	49,700,100
<b>TOTAL REVENUES</b>	<b>(2,382,000)</b>	<b>(2,303,900)</b>	<b>(2,223,900)</b>	<b>(2,285,500)</b>
<b>NET COSTS</b>	<b>41,962,300</b>	<b>43,148,700</b>	<b>45,397,600</b>	<b>47,414,600</b>
Allocations	123,100	371,300	421,600	471,500
<b>NET of ALLOCATIONS</b>	<b>42,085,400</b>	<b>43,520,000</b>	<b>45,819,200</b>	<b>47,886,100</b>

## Human Resources Requirement

	Total FTE
2009 Establishment	408.4
2010 Budget Recommendation	400.2

## Distribution

Program/Division	2009 FTE	2010 FTE
Information Technology	115.8	113.8
Revenue and Materiel Management	66.5	66.1
Finance	51.5	50.9
Legal Services	33.5	33.5
Human Resources	35.0	34.5
Communications	42.5	41.5
Customer & Business Services	32.6	29.9
Geomatics	31.0	30.0
<b>Total Recommended</b>	<b>408.4</b>	<b>400.2</b>

# Business Services

2010 business plan & budget update

## BUDGET OVERVIEW

	2008 Actual	2009 Budget	2010 Base Budget	2010 Program Changes	2010 Request	2010 Change	
	\$	\$	\$	\$	\$	\$	%
<b>EXPENDITURES</b>							
<b>LABOUR COST</b>	32,544,251	35,962,300	37,445,700	(137,600)	37,308,100	1,345,800	3.7%
Staff Development Costs	346,446	303,400	316,700	0	316,700	13,300	4.4%
Communications Costs	897,831	995,100	987,300	25,000	1,012,300	17,200	1.7%
Transportation Costs	55,718	75,600	75,600	0	75,600	0	0.0%
Occupancy & City Costs	95,107	333,900	400,200	0	400,200	66,300	19.9%
Equipment Costs & Maintenance Agreement	3,879,424	4,060,100	4,445,800	(250,000)	4,195,800	135,700	3.3%
Contractor & Professional Services	2,306,778	2,203,200	2,005,600	(28,000)	1,977,600	(225,600)	-10.2%
Advertising & Promotions	316,459	244,500	244,500	(300)	244,200	(300)	-0.1%
Materials, Supplies & Other Services	989,652	1,097,100	939,500	(5,500)	934,000	(163,100)	-14.9%
Finance Other	(1,004,215)	(992,200)	(1,011,900)	0	(1,011,900)	(19,700)	-2.0%
Transfers	10,800	61,300	0	0	0	(61,300)	-100.0%
<b>OTHER OPERATING EXPENSES</b>	<b>7,893,999</b>	<b>8,382,000</b>	<b>8,403,300</b>	<b>(258,800)</b>	<b>8,144,500</b>	<b>(237,500)</b>	<b>-2.8%</b>
<b>TOTAL EXPENDITURES</b>	<b>40,438,251</b>	<b>44,344,300</b>	<b>45,849,000</b>	<b>(396,400)</b>	<b>45,452,600</b>	<b>1,108,300</b>	<b>2.5%</b>
<b>REVENUES</b>							
Fees & Service Charges	(2,027,691)	(1,891,600)	(1,784,300)	(430,000)	(2,214,300)	(322,700)	-17.1%
Rents, Concessions & Franchise	(7,028)	(5,000)	(5,000)	0	(5,000)	0	0.0%
Other Revenue	(26,271)	(4,600)	(4,600)	0	(4,600)	0	0.0%
Transfers	(274,596)	(480,800)	(30,000)	(50,000)	(80,000)	400,800	83.4%
<b>TOTAL REVENUES</b>	<b>(2,335,586)</b>	<b>(2,382,000)</b>	<b>(1,823,900)</b>	<b>(480,000)</b>	<b>(2,303,900)</b>	<b>78,100</b>	<b>3.3%</b>
<b>NET SERVICE IMPACT</b>	<b>38,102,665</b>	<b>41,962,300</b>	<b>44,025,100</b>	<b>(876,400)</b>	<b>43,148,700</b>	<b>1,186,400</b>	<b>2.8%</b>
Allocations	312,400	123,100	371,300	0	371,300	248,200	201.6%
<b>NET of ALLOCATIONS</b>	<b>38,415,065</b>	<b>42,085,400</b>	<b>44,396,400</b>	<b>(876,400)</b>	<b>43,520,000</b>	<b>1,434,600</b>	<b>3.4%</b>

# Business Services

2010 business plan & budget update

## 2010 NET BUDGET BY PROGRAM

	2008 Actual	2009 Budget	2010 Base Budget	2010 Program Changes	2010 Request	2010 Change	
	\$	\$	\$	\$	\$	\$	%
<b>PROGRAM EXPENDITURES</b>							
Information Technology	13,534,947	14,861,100	15,826,300	(225,400)	15,600,900	739,800	5.0%
Revenue & Materiel Management	4,291,214	4,847,500	5,201,000	(418,700)	4,782,300	(65,200)	-1.3%
Finance	4,630,406	4,673,000	4,832,100	(200)	4,831,900	158,900	3.4%
Legal Services	4,280,953	4,392,200	4,591,800	(100)	4,591,700	199,500	4.5%
Human Resources	3,319,834	4,171,800	4,287,500	(5,100)	4,282,400	110,600	2.7%
Communications	2,793,799	3,178,400	3,325,700	(134,600)	3,191,100	12,700	0.4%
Customer & Business Services	2,840,196	3,002,600	3,211,000	(100)	3,210,900	208,300	6.9%
Geomatics	2,723,717	2,958,800	3,121,000	(92,200)	3,028,800	70,000	2.4%
<b>NET PROGRAM IMPACT</b>	<b>38,415,065</b>	<b>42,085,400</b>	<b>44,396,400</b>	<b>(876,400)</b>	<b>43,520,000</b>	<b>1,434,600</b>	<b>3.4%</b>

## Service Budget Highlights - Operating

The recommended 2010 Net Operating Budget of \$43.5 million represents an increase of \$1.4 million or 3.4% from the 2009 Operating Budget. The majority of this increase relates to general labour cost increases. Labour costs amount to 82% of the gross operating budget. Other operating costs (e.g. equipment costs and maintenance, professional services, etc) account for the remaining 18%.

### **2010 Highlights of the recommended budget include :**

- In Information Technology, maintenance agreement cost increases of \$134,700 mainly due to licensing and maintenance for Microsoft Enterprise Agreement & Software Assurance;
- In Revenue & Materiel Management, new revenue for Mortgage Administration Fees increases revenues by \$400,000 for administration charges to Mortgage companies for tax payment processing, while revenues for New Account Administration Fee and Tax Certificate Fees are projected to decrease by a total of \$200,000 due to economic slowdown;
- Other increases in revenues include \$83,700 in the Information Technology division for Tax System Support Fee recoveries from municipalities using the City's tax system; and
- Adjustments to reserve transfers to reflect the completion or near completion of reserve-funded programs, such as, implementation of Public Sector Accounting Board Capital Asset reporting, and Accessible Customer Service initiatives, resulting in a reduction in the gross operating budget of \$340,000.

## Service Budget Highlights - Capital

The 2010-2019 Capital Budget and Forecast recommends a net expenditure of \$10 million for 2010 and \$82.6 million for the following 9 year period from 2011 to 2019. The Business Services capital budget includes the Information Technology capital program and miscellaneous equipment acquisitions.

### **Information Technology**

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. The life cycle replacement for major Information Technology assets has been identified in accordance with industry's 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

## 2010 Highlights:

Significant projects included in the 2010 plan are:

- **Applications – New - \$1.6 million**
  - Implementation of field based technologies for field workers
  - Technologies and testing to ensure compliance with the Payment Card Industry (PCI) Security standards to enable credit card transactions
  - Support for SAP Human Capital Management and implementation of business intelligence
  
- **Applications – Replacement/Enhancements - \$2.1 million**
  - Upgrade to Dynix library system, Election System, Parksmart System for Parking Control, and Wells MaitreD restaurant system at Braeben and Ice Breakers
  - Enhancement to SAP enterprise system to optimize system functionalities
  
- **Applications – Portal - \$100,000**
  - Implement, maintain and enhance external and internal Portal applications
  
- **Network Infrastructure - \$1.7 million**
  - Continue completion of Wireless Internet Access within City facilities and implementation of City Outdoor WIFI Mesh network for municipal use
  - Network infrastructure management to include replacement and upgrade of switches, cabling and hardware

# Business Services

2010businessplan&budgetupdate

- **Server Expansion and Replacement - \$750,000**
- **Service Management - \$2.6 million**
  - Relocation and implementation of offsite computer contingency site
- **Information Technology Application Simplification - \$150,000**
  - Implementation of Hansen modules for Business and Vehicle Licensing
- **Personal Computers and Notebook Replacement and Peripherals - \$940,000**

## **Additional 2011-2019 Highlights:**

- **Applications – New \$27.7 million**
  - Enterprise Information Management systems development and implementation
  - Continue implementation of field based technologies for field workers
  - Continue Payment Card Industry security standard compliance
- **Applications – Replacement/Enhancements - \$21.5 million**
  - Upgrade to SAP system, CLASS Point of Sale system, eMail system and Hansen system to remain current and supported

# Business Services

2010businessplan&budgetupdate

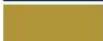
- **Portal Applications – External and Internal - \$2.3 million**
- **Network Infrastructure - \$12.1 million**
  - Replacement/Expansion of fibre infrastructure, firewall, IT security hardware, network switches and phones, and upgrade of Corporate voice mail system
  - Continue implementation/expansion 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 - \$5.3 million**
- **Service Management - \$1.9 million**
  - Continue completion of IT Disaster Readiness Site and implementation of development tools to manage IT infrastructure and services
- **Information Technology Application Simplification - \$225,000**
  - Complete implementation of Hansen modules to Business and Vehicle Licensing and Hansen system enhancements
- **Personal Computers and Notebook Replacement and Peripherals - \$9.3 million**

## Miscellaneous Equipment

The 2010-2019 capital plan includes \$2.3 million for new and replacement of audiovisual, Print Shop and other miscellaneous equipment over the ten years, with major equipment replacements for the Print Shop in 2011 (Digital Printing Equipment), in 2012 (Digital Postage/Meter Equipment) and in 2013 (Inserter). Also provides for development charges (DC) background studies in 2013 and 2018 which are 10% tax funded and 90% development charge funded.



# Business Services



2010businessplan&budgetupdate

# Business Services

2010 business plan & budget update



# Operating





# Business Services



2010businessplan&budgetupdate

---

## 2010 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;  
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;  
Support and enhancement of Election system for 2010 Election; and  
Acquisition of audiovisual equipment and audiovisual service provision to City departments.

# Business Services

2010 business plan & budget update

## 2010 EXPLANATION OF BUDGET CHANGES

### PROGRAM: INFORMATION TECHNOLOGY

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	\$	\$	\$	%	
<b>EXPENDITURES</b>					
<b>LABOUR COST</b>	<b>11,306,100</b>	<b>11,778,100</b>	<b>472,000</b>	<b>4.2%</b>	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes.
Staff Development Costs	76,400	73,900	(2,500)	-3.3%	Reduction in membership dues.
Communication Costs	665,300	665,300	0	0.0%	
Transportation Costs	15,100	15,100	0	0.0%	
Occupancy & City Costs	125,500	163,300	37,800	30.1%	Lease allocation at 201 City Centre.
Equipment Costs & Maintenance Agreements	3,777,900	3,912,600	134,700	3.6%	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	119,700	(400)	-0.3%	
<b>OTHER OPERATING EXPENSES</b>	<b>4,874,800</b>	<b>5,044,400</b>	<b>169,600</b>	<b>3.5%</b>	
<b>TOTAL EXPENDITURES</b>	<b>16,180,900</b>	<b>16,822,500</b>	<b>641,600</b>	<b>4.0%</b>	
<b>REVENUES</b>					
Fees & Service Charges	(370,000)	(453,700)	(83,700)	-22.6%	Increase in Tax system support fees charged to municipalities using City's tax system.
Rents, Concessions & Franchise	(2,000)	(2,000)	0	0.0%	
<b>TOTAL REVENUES</b>	<b>(372,000)</b>	<b>(455,700)</b>	<b>(83,700)</b>	<b>-22.5%</b>	
Allocations	(947,800)	(765,900)	181,900	19.2%	IT Maintenance cost allocations to other service areas for costs directly attributable to these services.
<b>NET PROGRAM IMPACT</b>	<b>14,861,100</b>	<b>15,600,900</b>	<b>739,800</b>	<b>5.0%</b>	



# Business Services

2010businessplan&budgetupdate

---

## 2010 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* and other miscellaneous 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 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

2010 business plan & budget update

## 2010 EXPLANATION OF BUDGET CHANGES

### PROGRAM: REVENUE & MATERIEL MANAGEMENT

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	\$	\$	\$	%	
<b>EXPENDITURES</b>					
<b>LABOUR COST</b>	<b>5,067,900</b>	<b>5,208,500</b>	<b>140,600</b>	<b>2.8%</b>	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes offset by a reduction in temporary labour and savings from restructuring.
Staff Development Costs	34,700	34,700	0	0.0%	
Communication Costs	258,200	273,400	15,200	5.9%	Additional postage cost due to rate increases.
Transportation Costs	33,000	33,000	0	0.0%	
Occupancy & City Costs	78,300	67,500	(10,800)	-13.8%	Decrease 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	199,800	(200)	-0.1%	
Finance Other	161,400	161,400	0	0.0%	
<b>OTHER OPERATING EXPENSES</b>	<b>852,600</b>	<b>856,800</b>	<b>4,200</b>	<b>0.5%</b>	
<b>TOTAL EXPENDITURES</b>	<b>5,920,500</b>	<b>6,065,300</b>	<b>144,800</b>	<b>2.4%</b>	
<b>REVENUES</b>					
Fees & Service Charges	(1,070,000)	(1,280,000)	(210,000)	-19.6%	Increase in revenue due to new Mortgage Administration Fee, and higher volume for procurement documents, offset by expected lower revenues from Tax Certificates and New Account Administration fees as a result of reduced volumes.
Other Revenue	(3,000)	(3,000)	0	0.0%	
<b>TOTAL REVENUES</b>	<b>(1,073,000)</b>	<b>(1,283,000)</b>	<b>(210,000)</b>	<b>-19.6%</b>	
<b>NET PROGRAM IMPACT</b>	<b>4,847,500</b>	<b>4,782,300</b>	<b>(65,200)</b>	<b>-1.3%</b>	

## 2010 Explanation of Budget Changes

### Program: Finance

#### Description of Program

Preparation and delivery of City operating and capital budgets, projections, forecasts and financing strategies;  
Financial System support for SAP;  
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;  
Implementing changes due to the harmonized sales tax effective July 1, 2010;  
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;  
Ensuring compliance with provincial tangible capital asset accounting & reporting requirements; and  
Enhancing capital asset management strategies and planning.

# Business Services

2010 business plan & budget update

## 2010 EXPLANATION OF BUDGET CHANGES

### PROGRAM: FINANCE

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	\$	\$	\$	%	
<b>EXPENDITURES</b>					
<b>LABOUR COST</b>	<b>4,421,600</b>	<b>4,593,700</b>	<b>172,100</b>	<b>3.9%</b>	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes offset by a reduction in temporary labour.
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	56,800	(196,900)	-77.6%	Decrease in consulting services for PSAB Capital Asset Reporting implementation completed in 2009, previously funded from reserves.
Advertising & Promotions	6,300	6,300	0	0.0%	
Materials, Supplies & Other Services	92,800	86,000	(6,800)	-7.3%	Printing of the Annual Financial Report replaced with distribution on disk format.
Finance Other	(31,300)	(31,000)	300	1.0%	
Transfers	11,300	0	(11,300)	-100.0%	Insurance Actuarial review to be undertaken in 2011. No transfer is necessary in 2010.
<b>OTHER OPERATING EXPENSES</b>	<b>451,400</b>	<b>238,200</b>	<b>(213,200)</b>	<b>-47.2%</b>	
<b>TOTAL EXPENDITURES</b>	<b>4,873,000</b>	<b>4,831,900</b>	<b>(41,100)</b>	<b>-0.8%</b>	
<b>REVENUES</b>					
Transfers	(200,000)	0	200,000	100.0%	Consulting services for PSAB Capital Asset Reporting completed in 2009, previously funded from reserves.
<b>TOTAL REVENUES</b>	<b>(200,000)</b>	<b>0</b>	<b>200,000</b>	<b>100.0%</b>	
<b>NET PROGRAM IMPACT</b>	<b>4,673,000</b>	<b>4,831,900</b>	<b>158,900</b>	<b>3.4%</b>	

## 2010 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

2010 business plan & budget update

## 2010 EXPLANATION OF BUDGET CHANGES

### PROGRAM: LEGAL SERVICES

	2009	2010	Change in 2010		Explanation
	Restated Budget	Requested Budget	Requested Budget To 2009 Restated Budget		
	\$	\$	\$	%	
<b>EXPENDITURES</b>					
<b>LABOUR COST</b>	<b>3,660,200</b>	<b>3,759,300</b>	<b>99,100</b>	<b>2.7%</b>	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	71,400	8,000	12.6%	Increased to cover professional membership fees.
Communication Costs	20,200	20,700	500	2.5%	
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	879,700	(8,000)	-0.9%	Reallocation for staff development.
Materials, Supplies & Other Services	77,400	77,300	(100)	-0.1%	
Finance Other	12,000	12,000	0	0.0%	
<b>OTHER OPERATING EXPENSES</b>	<b>1,081,600</b>	<b>1,082,000</b>	<b>400</b>	<b>0.0%</b>	
<b>TOTAL EXPENDITURES</b>	<b>4,741,800</b>	<b>4,841,300</b>	<b>99,500</b>	<b>2.1%</b>	
<b>REVENUES</b>					
Fees & Service Charges	(249,600)	(249,600)	0	0.0%	
Transfers	(100,000)	0	100,000	100.0%	Zoning By-Law review process is completed and recovery from Reserve is no longer available.
<b>TOTAL REVENUES</b>	<b>(349,600)</b>	<b>(249,600)</b>	<b>100,000</b>	<b>28.6%</b>	
<b>NET PROGRAM IMPACT</b>	<b>4,392,200</b>	<b>4,591,700</b>	<b>199,500</b>	<b>4.5%</b>	

---

## 2010 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;
- Maintenance and support of the City's Human Resources Information System and the provision of workforce management information services; and
- Organizational Development programs, which plan and develop 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

2010 business plan & budget update

## 2010 EXPLANATION OF BUDGET CHANGES

### PROGRAM: HUMAN RESOURCES

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	\$	\$	\$	%	
<b>EXPENDITURES</b>					
<b>LABOUR COST</b>	<b>3,514,300</b>	<b>3,636,900</b>	<b>122,600</b>	<b>3.5%</b>	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes offset by a reduction in temporary labour.
Staff Development Costs	24,400	34,400	10,000	41.0%	Increase in professional development for Corporate Human Resources staff, including recently transferred Organizational Development staff, for adequate levels of training. This increase is funded by reductions within the Division.
Communication Costs	7,300	7,300	0	0.0%	
Transportation Costs	2,500	2,500	0	0.0%	
Equipment Costs & Maintenance Agreements	8,400	8,400	0	0.0%	
Contractor & Professional Services	434,200	501,500	67,300	15.5%	Increase in professional services for Employee Survey to be undertaken in 2010 (funded from reserve) offset by program reductions.
Advertising & Promotions	111,100	111,100	0	0.0%	
Materials, Supplies & Other Services	30,400	30,300	(100)	-0.3%	
Transfers	50,000	0	(50,000)	-100.0%	Transfer to reserve not required in 2010.
<b>OTHER OPERATING EXPENSES</b>	<b>668,300</b>	<b>695,500</b>	<b>27,200</b>	<b>4.1%</b>	
<b>TOTAL EXPENDITURES</b>	<b>4,182,600</b>	<b>4,332,400</b>	<b>149,800</b>	<b>3.6%</b>	
<b>REVENUES</b>					
Transfers	(10,800)	(50,000)	(39,200)	-363.0%	Transfer from reserve for Employee Survey offset by deletion of transfer for Talent Management.
<b>TOTAL REVENUES</b>	<b>(10,800)</b>	<b>(50,000)</b>	<b>(39,200)</b>	<b>-363.0%</b>	
<b>NET PROGRAM IMPACT</b>	<b>4,171,800</b>	<b>4,282,400</b>	<b>110,600</b>	<b>2.7%</b>	

## 2010 Explanation of Budget Changes

### Program: Communications

#### Description of Program

Corporate communications support internally and externally, including public affairs, marketing and program 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; and  
Matters of protocol including corporate events such as Civic Recognition, Mayor's Levee as well as official openings and commemorations.

# Business Services

2010 business plan & budget update

## 2010 EXPLANATION OF BUDGET CHANGES

### PROGRAM: COMMUNICATIONS

	2009	2010	Change in 2010		Explanation
	Restated Budget	Requested Budget	Requested Budget To 2009 Restated Budget		
	\$	\$	\$	%	
<b>EXPENDITURES</b>					
<b>LABOUR COST</b>	<b>3,337,100</b>	<b>3,471,500</b>	<b>134,400</b>	<b>4.0%</b>	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	11,600	11,600	0	0.0%	
Transportation Costs	12,200	12,200	0	0.0%	
Equipment Costs & Maintenance Agreements	150,300	151,300	1,000	0.7%	Increase in equipment maintenance for Print Shop.
Contractor & Professional Services	465,100	377,100	(88,000)	-18.9%	Decrease in professional services for Market Research and New Media.
Advertising & Promotions	124,100	123,800	(300)	-0.2%	
Materials, Supplies & Other Services	287,900	272,500	(15,400)	-5.3%	Decrease in printing costs by eliminating covers from Media Clip package and replacing printed holiday cards with electronic cards.
Finance Other	(1,145,900)	(1,165,900)	(20,000)	-1.7%	Adjustment to Print Shop internal recoveries.
<b>OTHER OPERATING EXPENSES</b>	<b>(77,100)</b>	<b>(199,800)</b>	<b>(122,700)</b>	<b>-159.1%</b>	
<b>TOTAL EXPENDITURES</b>	<b>3,260,000</b>	<b>3,271,700</b>	<b>11,700</b>	<b>0.4%</b>	
<b>REVENUES</b>					
Fees & Service Charges	(77,000)	(76,000)	1,000	1.3%	Adjustment to revenues no longer received.
Rents, Concessions & Franchise	(3,000)	(3,000)	0	0.0%	
Other Revenue	(1,600)	(1,600)	0	0.0%	
<b>TOTAL REVENUES</b>	<b>(81,600)</b>	<b>(80,600)</b>	<b>1,000</b>	<b>1.2%</b>	
<b>NET PROGRAM IMPACT</b>	<b>3,178,400</b>	<b>3,191,100</b>	<b>12,700</b>	<b>0.4%</b>	



---

## 2010 Explanation of Budget Changes

### Program: Customer & Business Services

#### 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 locations improving access to services, way finding, accessibility and customer service.

# Business Services

2010 business plan & budget update

## 2010 EXPLANATION OF BUDGET CHANGES

PROGRAM: CUSTOMER & BUSINESS SERVICES

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	\$	\$	\$	%	
<b>EXPENDITURES</b>					
<b>LABOUR COST</b>	<b>1,858,700</b>	<b>2,003,000</b>	<b>144,300</b>	<b>7.8%</b>	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes. Includes salary funding transferred from Transportation and Works.
Staff Development Costs	27,700	25,500	(2,200)	-7.9%	Reduction in subscription expense.
Communication Costs	2,800	2,800	0	0.0%	
Transportation Costs	4,100	4,100	0	0.0%	
Equipment Costs & Maintenance Agreements	5,600	5,600	0	0.0%	
Materials, Supplies & Other Services	202,800	62,700	(140,100)	-69.1%	Training requirements and supplies for accessible customer service.
<b>OTHER OPERATING EXPENSES</b>	<b>243,000</b>	<b>100,700</b>	<b>(142,300)</b>	<b>-58.6%</b>	
<b>TOTAL EXPENDITURES</b>	<b>2,101,700</b>	<b>2,103,700</b>	<b>2,000</b>	<b>0.1%</b>	
<b>REVENUES</b>					
Transfers	(170,000)	(30,000)	140,000	82.4%	Transfer from Reserve to fund accessible customer service.
<b>TOTAL REVENUES</b>	<b>(170,000)</b>	<b>(30,000)</b>	<b>140,000</b>	<b>82.4%</b>	
Allocations	1,070,900	1,137,200	66,300	6.0%	Departmental business services cost allocation.
<b>NET PROGRAM IMPACT</b>	<b>3,002,600</b>	<b>3,210,900</b>	<b>208,300</b>	<b>7.0%</b>	

---

## 2010 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 Public Sector Accounting Board 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; and
- 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

2010 business plan & budget update

## 2010 EXPLANATION OF BUDGET CHANGES

### PROGRAM: GEOMATICS

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	\$	\$	\$	%	
<b>EXPENDITURES</b>					
<b>LABOUR COST</b>	<b>2,796,400</b>	<b>2,857,100</b>	<b>60,700</b>	<b>2.2%</b>	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes offset by \$62.2K for the elimination of 1 position.
Occupancy & City Costs	130,100	169,400	39,300	30.2%	Lease allocation at 201 City Centre Drive.
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%	
<b>OTHER OPERATING EXPENSES</b>	<b>287,400</b>	<b>326,700</b>	<b>39,300</b>	<b>13.7%</b>	
<b>TOTAL EXPENDITURES</b>	<b>3,083,800</b>	<b>3,183,800</b>	<b>100,000</b>	<b>3.2%</b>	
<b>REVENUES</b>					
Fees & Service Charges	(125,000)	(155,000)	(30,000)	-24.0%	Fees for new municipal addresses.
<b>TOTAL REVENUES</b>	<b>(125,000)</b>	<b>(155,000)</b>	<b>(30,000)</b>	<b>-24.0%</b>	
Allocations	0	0	0	0.0%	
<b>NET PROGRAM IMPACT</b>	<b>2,958,800</b>	<b>3,028,800</b>	<b>70,000</b>	<b>2.4%</b>	

# Business Services

2010 business plan & budget update

## 2010 Summary of Program Directions

### Program Additions / New Staff (+)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
Maintenance fee for Enhanced routing of 3-1-1 calls	0	25,000		25,000	January 1, 2010	R-38
<b>Total Division/Service Base Budget Impacts</b>	<b>0</b>	<b>25,000</b>	<b>-</b>	<b>25,000</b>		

### New Revenues (-)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
Mortgage Administration Fee - Revenue & Materiel Management			(400,000)	(400,000)	January 1, 2010	R-39
Fee for New Municipal Address			(30,000)	(30,000)	January 1, 2010	R-40
<b>Total Division/Service Base Budget Impacts</b>	<b>0</b>	<b>-</b>	<b>(430,000)</b>	<b>(430,000)</b>		

### Program Reductions (-)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
Remove Microsoft Office product from Enterprise Agreement and Software		(250,000)		(250,000)	January 1, 2010	R-41
Reduction in Temporary Labour in Revenue & Materiel Management	-0.4	(18,500)		(18,500)	January 1, 2010	R-42
Reduction in Market Research costs - Communications		(73,000)		(73,000)	January 1, 2010	R-43
Restructuring of Communications Division	-1	(56,900)		(56,900)	January 1, 2010	R-44
Reduction in Health & Wellness Program - Human Resources		(5,000)		(5,000)	January 1, 2010	R-45
Reduction in Labour - Geomatics	-1	(62,200)		(62,200)	January 1, 2010	R-46
<b>Total Division/Service Base Budget Impacts</b>	<b>-2.4</b>	<b>(465,600)</b>	<b>-</b>	<b>(465,600)</b>		

### Efficiencies / Reserve Transfers (+) or (-)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
Electronic Greeting Cards - Mayor & Council		(4,200)		(4,200)	January 1, 2010	R-47
Electronic Greeting Cards - Senior Staff		(500)		(500)	January 1, 2010	R-48
Elimination of Styrofoam Cups		(1,100)		(1,100)	January 1, 2010	R-49
<b>Total Division/Service Base Budget Impacts</b>	<b>0</b>	<b>(5,800)</b>	<b>-</b>	<b>(5,800)</b>		

# Business Services

2010 business plan & budget update

## 2010 Service Change

Maintenance for enhanced routing of 3-1-1 calls

Service: Business Services Strategic Pillar

Type of Change Program Additions or New Staff Division: Information Technology

Effective Date: January 1, 2010

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

### 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

2010 business plan & budget update

## 2010 Service Change

### Mortgage Administration Fee

Service: **Business Services** Strategic Pillar

Type of Change **New Revenues**

Division: **Revenue**

Effective Date: **January 1, 2010**

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses			
Revenue		(400,000)	
Net Cost	\$0	(\$400,000)	\$0
FTE			

FTE:

Permanent

Temporary

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

#### Details of Service Change

This new fee is charged to banks/mortgage companies who pay property taxes on behalf of mortgage holders. There are costs to the City in managing this information and in making changes as accounts are added or deleted from the mortgage company lists. The annual fee is \$10 per account.

This fee has been implemented in other municipalities, such as, Ottawa, St. Catharines, Oshawa and Whitby.

#### Service Impact

No service impact.



# Business Services

2010businessplan&budgetupdate

## 2010 Service Change

myidea Employee Challenge Program - Fee for new Municipal address

**Service:** Business Services      **Strategic Pillar:** Completing Our Neighbourhoods

**Type of Change:** New Revenues      **Division:** Business Services      **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses			
Revenue	(30,000)	(30,000)	
Net Cost	(\$30,000)	(\$30,000)	\$0
FTE			

FTE:

Permanent	0
Temporary	0

### Details of Service Change

Fee for new Municipal address. Charge a nominal fee for each new address created for new buildings (infill houses, condominiums, industrial and commercial buildings).

### Service Impact

Additional revenues will be generated.



# Business Services

2010businessplan&budgetupdate

## 2010 Service Change

Remove Microsoft Office product from Enterprise Agreement and Software Assurance coverage

Service: Business Services Strategic Pillar

Type of Change Program Reductions Division: Information Technology

Effective Date: January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	3,750,000	(250,000)	
Revenue			
Net Cost	\$3,750,000	(\$250,000)	\$0
FTE			

FTE:

Permanent  
Temporary

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

### Details of Service Change

Savings realized from adjusting the software assurance clause of the Enterprise Agreement contract with Microsoft that ends in June 2010. Unless there is a need to upgrade Microsoft Office within the next 5 years, it does not make good economic sense to pay software assurance for 5 years (cost \$1,250,000). Note that the initial Enterprise Agreement contract increase was \$400,000 prior to this adjustment.

### Service Impact

If there is a need to upgrade and receive functional or security patches within the next 5 years, there will be additional costs to the City.



# Business Services

2010businessplan&budgetupdate

## 2010 Service Change

Reduction in Temporary Labour in Revenue & Materiel Management

Service: **Business Services** Strategic Pillar

Type of Change **Program Reductions** Division: **Revenue**

Effective Date: **January 1, 2010**

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour	\$18,500	(\$18,500)	
Operating Expenses			
Revenue			
Net Cost	\$18,500	(\$18,500)	\$0
FTE	0.4	-0.4	

FTE:

Permanent

Temporary

-0.4

### Details of Service Change

Elimination of 2 summer student positions - 1 in Central Stores and 1 in Revenue Tax Payment. Positions provided vacation coverage.

### Service Impact

Elimination of the positions may increase delivery times in central stores, increase counter wait times and mail opening / cash processing times during the summer vacation periods.



# Business Services

2010businessplan&budgetupdate

## 2010 Service Change

Reduction in Market Research costs

Service: Business Services Strategic Pillar

Type of Change Program Reductions Division: Communications

Effective Date: January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	103,000	(73,000)	
Revenue			
Net Cost	\$103,000	(\$73,000)	\$0
FTE			

FTE:

Permanent  
Temporary

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

### Details of Service Change

The budget for market research is reduced by \$63,000 from \$73,000 to \$10,000 and the advertising and promotional budget for attracting online panel participants as well as the participant incentive budget is reduced by \$10,000 from \$15,000 to \$5,000.

### Service Impact

The impact of the budget reduction to the research panel is a reduction in the quality and accuracy of the data results.



# Business Services

2010 business plan & budget update

## 2010 Service Change

### Restructuring in Communications Division

Service: **Business Services** Strategic Pillar

Type of Change **Program Reductions** Division: **Communications**

Effective Date: **January 1, 2010**

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour	\$56,900	(\$56,900)	
Operating Expenses			
Revenue			
Net Cost	\$56,900	(\$56,900)	\$0
FTE	1	-1	

FTE:

Permanent  
Temporary

-1

#### Details of Service Change

Reduction in 1 permanent position as a result of restructuring the Communications Division.

#### Service Impact

No service impact.

# Business Services

2010 business plan & budget update

## 2010 Service Change Reduction in Health & Wellness Program

**Service:** Business Services      **Strategic Pillar**

**Type of Change** Program Reductions      **Division:** Human Resources

**Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	10,000	(5,000)	
Revenue			
Net Cost	\$10,000	(\$5,000)	\$0
FTE			

**FTE:**

Permanent  
Temporary


### Details of Service Change

Funds were approved in 2009 for the City's wellness program. These funds were being used to promote employee wellness, to support the annual health fair and posters for infection control in relation to the pandemic flu alert. The reduction is achieved by scaling back on health fair and health promotion posters and displays.

### Service Impact

Less staff awareness of the wellness program.



# Business Services

2010 business plan & budget update

## 2010 Service Change

Elimination of one position in Geomatics

**Service:** Business Services      **Strategic Pillar:** Completing Our Neighbourhoods

**Type of Change:** Program Reductions      **Division:** Business Services      **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour	\$2,713,700	(\$62,200)	
Operating Expenses			
Revenue			
<b>Net Cost</b>	<b>\$2,713,700</b>	<b>(\$62,200)</b>	<b>\$0</b>
FTE		-1	

**FTE:**

Permanent	-1
Temporary	0

### Details of Service Change

Staffing level reduction can be accommodated with minor reorganization of function within the Geomatics section.

### Service Impact

Minor service level reductions and technology automation solutions.



# Business Services

2010 business plan & budget update

## 2010 Service Change

Electronic Greeting Cards - Mayor & Council

Service: Business Services Strategic Pillar

Type of Change: Efficiencies / Reserve Transfers Division: Communications

Effective Date: January 1, 2010

FTE:

Permanent  
Temporary

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	4,200	(4,200)	
Revenue			
Net Cost	\$4,200	(\$4,200)	\$0
FTE			

### Details of Service Change

Communications will provide electronic rather than printed seasonal greeting cards for the Mayor and Councillors.

### Service Impact

No service impact.



# Business Services

2010 business plan & budget update

## 2010 Service Change

Electronic Greeting Cards -Senior Staff

Service: Business Services Strategic Pillar

Type of Change: Efficiencies / Reserve Transfers Division: Communications

Effective Date: January 1, 2010

FTE:

Permanent  
Temporary

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	500	(500)	
Revenue			
Net Cost	\$500	(\$500)	\$0
FTE			

### Details of Service Change

Communications will provide electronic rather than printed seasonal greeting cards for Corporate use.

### Service Impact

No service impact.



# Business Services

2010 business plan & budget update

## 2010 Service Change

### Elimination of Styrofoam Cups - My Ideas

Service: Business Services Strategic Pillar Living Green

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

Effective Date: January 1, 2010

FTE:

Permanent  
Temporary

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	1,100	(1,100)	
Revenue			
Net Cost	\$1,100	(\$1,100)	\$0
FTE			

#### Details of Service Change

Reduce budgets for styrofoam cups, where reusable cups can be used in their place.

#### Service Impact

No service impact.



# Business Services



2010businessplan&budgetupdate

# Business Services

2010 business plan & budget update



# Capital





# Business Services



2010businessplan&budgetupdate



# Business Services

2010businessplan&budgetupdate

## Business Services

### 2010 - 2019 Net Capital Expenditures by Program (000's)

Business Services	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Applications	3,800	4,822	5,952	5,658	5,712	6,528	5,778	5,147	5,724	6,199	55,320
Infrastructure	5,175	3,025	3,130	1,650	1,300	1,775	2,130	2,750	2,025	1,780	24,740
Personal Computer Replacement & Peripherals	940	1,090	1,000	1,050	1,000	1,050	1,000	1,050	1,000	1,050	10,230
Vehicles, Equipment and Other	116	201	157	658	106	108	113	154	531	149	2,293
<b>Total Net Expenditures</b>	<b>10,031</b>	<b>9,138</b>	<b>10,239</b>	<b>9,016</b>	<b>8,118</b>	<b>9,461</b>	<b>9,021</b>	<b>9,101</b>	<b>9,280</b>	<b>9,178</b>	<b>92,583</b>



# Business Services

2010businessplan&budgetupdate

## 2010 - 2019 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	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Applications - New	1,580	3,772	2,552	1,588	2,342	4,178	4,528	1,177	3,399	4,194	29,310
Applications - Replacement/Enhancements	2,120	1,050	2,250	3,870	3,220	2,350	1,100	3,470	2,225	2,005	23,660
Portal	100		1,150	200	150		150	500	100		2,350
<b>Total Net Expenditures</b>	<b>3,800</b>	<b>4,822</b>	<b>5,952</b>	<b>5,658</b>	<b>5,712</b>	<b>6,528</b>	<b>5,778</b>	<b>5,147</b>	<b>5,724</b>	<b>6,199</b>	<b>55,320</b>

# Business Services

2010 business plan & budget update

## Project Listing

### Program: Applications

#### Applications - New

Year	Project	Description	Net Cost ('000's)
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
2010	SAP Support Year End, T4 & Tax Updates	SAP Human Capital Management consulting support for 2010 year end, tax updates and 2011 T4.	300
2010	Business Intelligence for Human Capital Management	SAP enhancements to Business Intelligence module for Human Capital Management	200
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	150
2010	Fire Attendance System	Replace current Fire Attendance System with a new solution	100
2010	Sharepoint Implementation City wide	System for document sharing and collaboration city wide	100
2010	Class POS Expansion to other Recreation Facilities	Expand Class Point of Sale terminals to all recreation facilities	80

# Business Services

2010businessplan&budgetupdate

## Project Listing

### Program: Applications

#### Applications - New

Year	Project	Description	Net Cost ('000's)
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	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	150
2011	Executive Dashboard for Program Managers	Tools for benchmarking trends and performance indicators	100
2011	Sharepoint Implementation City wide	System for document sharing and collaboration city wide	100
2011	New Business Solutions	Various New Business Solutions	2,772
2012	Enterprise Information Management	Implementation of Enterprise Information Management System including archiving and imaging capabilities to meet legislative/freedom of information (FOI) data retention standards	500

Project Listing

Program: Applications

Applications - New

Year	Project	Description	Net Cost ('000's)
2012	Field Automation	Implement field based technologies for field workers	350
2012	Executive Dashboard for Program Managers	Tools for benchmarking trends and performance indicators	100
2012	Sharepoint Implementation City wide	System for document sharing and collaboration city wide	100
2012	New Business Solutions	Various New Business Solutions	1,502
2013-2019	Various Applications	Various Applications - new	21,406
<b>Total</b>			<b>29,310</b>

**Project Listing**

**Program: Applications**

**Applications - Replacement/Enhancements**

Year	Project	Description	Net Cost ('000's)
2010	Dynix Library System	Upgrade to Dynix library system	500
2010	Election System	Election System upgrade	400
2010	Desktop Software Licenses	Desktop software licenses to become compliant	400
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	Windows Desktop Operating System Upgrade	Windows desktop operating system upgrade from XP to Windows 7	150
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

Project Listing

Program: Applications

Applications - Replacement/Enhancements

Year	Project	Description	Net Cost ('000's)
2011	Class Upgrade	Upgrade to Point of Sale system at City facilities	300
2011	Desktop Software Licenses	Desktop software licenses to remain compliant	250
2011	SAP Enterprise System Enhancements	Enhancement to SAP enterprise system to optimize the system functionalities	250
2011	Hansen System Upgrade	Upgrade to Hansen system to remain current and supported	200
2011	Minor Projects	Departmental minor application projects	50
2012	SAP Upgrade	Upgrade to SAP system to remain current and supported	800
2012	eMail System Upgrade	Upgrade to eMail system to remain current and supported	300
2012	Desktop Software Licenses	Desktop software licenses to remain compliant	250
2012	SAP Enterprise System Enhancements	Enhancement to SAP enterprise system to optimize the system functionalities	250

**Project Listing**

**Program: Applications**

**Applications - Replacement/Enhancements**

<b>Year</b>	<b>Project</b>	<b>Description</b>	<b>Net Cost ('000's)</b>
<b>2012</b>	PCI System Compliance	Tools and support to ensure compliance with the Payment Card Industry Security standards to enable credit card transactions	200
<b>2012</b>	Database Upgrade Oracle & SQL	Database upgrade for Oracle and SQL to new version to remain current and supported	150
<b>2012</b>	Hansen Enterprise System Enhancements	Enhancement to Hansen enterprise system to optimize the system functionalities	150
<b>2012</b>	Help Desk & Service Management Upgrade	Upgrade to IT Help Desk and Service Management system	100
<b>2012</b>	Minor Projects	Departmental minor application projects	50
<b>2013-2019</b>	Applications Upgrades - Various	Application upgrades to remain current and supported	18,240
<b>Total</b>			<b>23,660</b>

**Project Listing**

**Program: Applications**

**Portal**

<b>Year</b>	<b>Project</b>	<b>Description</b>	<b>Net Cost ('000's)</b>
<b>2010</b>	Portal Applications	Implement/maintain/enhance Portal applications - external and internal	100
<b>2012</b>	Portal Applications	Implement/maintain/enhance Portal applications - external and internal	1,150
<b>2013-2019</b>	Portal Applications	Implement/maintain/enhance Portal applications - external and internal	1,100
<b>Total</b>			<b>2,350</b>

## 2010 - 2019 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	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Network Infrastructure	1,675	1,850	2,230	950	550	1,175	1,130	2,000	1,475	780	13,815
Server Expansion	400	150	400	150	400	150	150	400	150	350	2,700
Server Replacement/Maintenance	350	350	400	250	250	400	400	300	300	300	3,300
Service Management	2,600	450	100	300	100	50	450	50	100	350	4,550
Simplification	150	225	0	0	0	0	0	0	0	0	375
<b>Total Net Expenditures</b>	<b>5,175</b>	<b>3,025</b>	<b>3,130</b>	<b>1,650</b>	<b>1,300</b>	<b>1,775</b>	<b>2,130</b>	<b>2,750</b>	<b>2,025</b>	<b>1,780</b>	<b>24,740</b>

## Project Listing

### Program: Infrastructure

#### Network Infrastructure

Year	Project	Description	Net Cost ('000's)
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	Networking Switches - Core	Replace core network switches	300
2010	Network Replacement & Upgrade	Cabling and network hardware upgrade at City facilities to remain current and supported	275
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
2011	Networking Switches - City-wide	City-wide network switch replacement program	500
2011	Network Replacement & Upgrade	Cabling and network hardware upgrade at City facilities to remain current and supported	250
2011	Phones	Replacement of phones	200
2012	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

# Business Services

2010businessplan&budgetupdate

## Project Listing

### Program: Infrastructure

#### Network Infrastructure

Year	Project	Description	Net Cost ('000's)
2012	Networking Switches - City-wide	City-wide network switch replacement program	500
2012	Voice System Upgrade	Replacement of voicemail servers and software	300
2012	Network Replacement & Upgrade	Cabling and network hardware upgrade at City facilities to remain current and supported	250
2012	Phones	Replacement of phones	200
2012	BorderWare - Firewall	Upgrade to firewall hardware and software	125
2012	BorderWare - Mail Gateway	Upgrade to Mail Gateway hardware and software	75
2012	Intrusion Protection Upgrade	Upgrade to intrusion protection hardware and software to protect desktop and server from being infected	75
2012	Internet Monitoring / Web Proxy	Implementation of hardware and software to monitor all inbound and outbound internet traffic	75
2012	Internet Monitoring Upgrade	Implementation of hardware and software on all desktops to monitor internet usage	30
2013-2019	Network Infrastructure	Network infrastructure management to include replacement of switches based on a five year cycle	8,060
<b>Total</b>			<b>13,815</b>

# Business Services

2010 business plan & budget update

## 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	Server Capacity Expansion	Server capacity expansion to accommodate growth including memory and disk storage	400
2013-2019	Server Capacity Expansion	Server capacity expansion to accommodate growth including memory and disk storage	1,750
<b>Total</b>			<b>2,700</b>

#### Server Replacement/Maintenance

Year	Project	Description	Net Cost ('000's)
2010	Server Replacement	Server replacement based on a five year cycle	350
2011	Server Replacement	Server replacement based on a five year cycle	350
2012	Server Replacement	Server replacement based on a five year cycle	400
2013-2019	Server Replacement	Server replacement based on a five year cycle	2,200
<b>Total</b>			<b>3,300</b>

# Business Services

2010 business plan & budget update

## Project Listing

Program: Infrastructure

### Service Management

Year	Project	Description	Net Cost ('000's)
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
2011	Business Continuity & Disaster Readiness for Information Technology Systems	Upgrade information technology contingency site and required technology	350
2011	Tools & Utilities	Tools to manage information technology infrastructure and services	100
2012	Tools & Utilities	Tools to manage information technology infrastructure and services	100
2013-2019	Business Continuity & Disaster Readiness for Information Technology Systems	Upgrade information technology contingency site and required technology	800
2013-2019	Various Tools & Utilities	To manage information technology infrastructure and services	600
<b>Total</b>			<b>4,550</b>



# Business Services

2010businessplan&budgetupdate

## Project Listing

### Program: Infrastructure

#### Simplification

Year	Project	Description	Net Cost ('000's)
2010	Business/Vehicle/Lottery Licensing to Hansen	Conversion of Amanda Business and Vehicle Licensing to Hansen	150
2011	Business/Vehicle/Lottery Licensing to Hansen	Conversion of Amanda Business and Vehicle Licensing to Hansen	225
<b>Total</b>			<b>375</b>



# Business Services

2010businessplan&budgetupdate

## 2010 - 2019 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 2,253 personal computers and 638 notebooks in the City's inventory.

Personal Computer Replacement & Peripherals	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Peripherals	140	140	100	100	100	100	100	100	100	100	1,080
Personal Computer/Notebook-Replacement/Maintenance	800	900	900	900	900	900	900	900	900	900	8,900
Specialized Information Technology Equipment	0	50	0	50	0	50	0	50	0	50	250
<b>Total Net Expenditures</b>	<b>940</b>	<b>1,090</b>	<b>1,000</b>	<b>1,050</b>	<b>1,000</b>	<b>1,050</b>	<b>1,000</b>	<b>1,050</b>	<b>1,000</b>	<b>1,050</b>	<b>10,230</b>



# Business Services

2010businessplan&budgetupdate

## Project Listing

### Program: Personal Computers Replacement and Peripherals

#### Peripherals

Year	Project	Description	Net Cost ('000's)
2010	Peripherals	Replacement of monitors and specialized peripheral equipment as required	140
2011	Peripherals	Replacement of monitors and specialized peripheral equipment as required	140
2012	Peripherals	Replacement of monitors and specialized peripheral equipment as required	100
2013-2019	Peripherals	Replacement of monitors and specialized peripheral equipment as required	700
<b>Total</b>			<b>1,080</b>

# Business Services

2010businessplan&budgetupdate

## Project Listing

### Program: Personal Computers Replacement and Peripherals

#### Personal Computer/Notebook-Replacement/Maintenance

Year	Project	Description	Net Cost ('000's)
2010	Personal Computer/ Notebook Replacement	Annual replacement of personal computers and notebooks based on a four year cycle	800
2011	Personal Computer/ Notebook Replacement	Annual replacement of personal computers and notebooks based on a four year cycle	900
2012	Personal Computer/ Notebook Replacement	Annual replacement of personal computers and notebooks based on a four year cycle	900
2013-2019	Personal Computer/ Notebook Replacement	Annual replacement of personal computers and notebooks based on a four year cycle	6,300
<b>Total</b>			<b>8,900</b>

#### Specialized Information Technology Equipment

Year	Project	Description	Net Cost ('000's)
2011	Geographic Information System (GIS) / Mapping Hardware	Specialized technology for GIS / Mapping - new and replacement	50
2013-2019	Geographic Information System (GIS) / Mapping Hardware	Specialized technology for GIS / Mapping - new and replacement	200
<b>Total</b>			<b>250</b>



# Business Services

2010businessplan&budgetupdate

## 2010 - 2019 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	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Audiovisual Equipment	87	87	87	87	87	87	87	88	88	88	873
Miscellaneous Equipment	29	114	70	171	19	21	26	66	43	61	620
Studies	0	0	0	400	0	0	0	0	400	0	800
<b>Total Net Expenditures</b>	<b>116</b>	<b>201</b>	<b>157</b>	<b>658</b>	<b>106</b>	<b>108</b>	<b>113</b>	<b>154</b>	<b>531</b>	<b>149</b>	<b>2,293</b>



# Business Services

2010businessplan&budgetupdate

## Project Listing

Program: Vehicles, Equipment and Other

### Audiovisual Equipment

Year	Project	Description	Net Cost ('000's)
2010	Audiovisual Equipment	Corporate audiovisual equipment purchase and replacement	87
2011	Audiovisual Equipment	Corporate audiovisual equipment purchase and replacement	87
2012	Audiovisual Equipment	Corporate audiovisual equipment purchase and replacement	87
2013-2019	Audiovisual Equipment	Corporate audiovisual equipment purchase and replacement	612
<b>Total</b>			<b>873</b>

# Business Services

2010 business plan & budget update

## Project Listing

### Program: Vehicles, Equipment and Other

#### Miscellaneous Equipment

Year	Project	Description	Net Cost ('000's)
2010	Miscellaneous Equipment	Minor equipment required to maintain efficient operations including printing equipment for Print Shop	29
2011	Miscellaneous Equipment	Minor equipment required to maintain efficient operations including digital printing equipment for Print Shop	114
2012	Miscellaneous Equipment	Minor equipment required to maintain efficient operations including digital postage equipment for Print Shop	70
2013-2019	Miscellaneous Equipment	Minor equipment required to maintain efficient operations including radio replacement for Public Affairs, inserter/folder replacement for Print Shop	407
<b>Total</b>			<b>620</b>

#### 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
<b>Total</b>			<b>800</b>



# Corporate Assets

2010 business plan & budget update



# Budget

 **MISSISSAUGA**  
Leading today for tomorrow



### 3 YEAR BUDGET AND FORECAST

#### CORPORATE ASSETS

	2009 Budget	2010 Budget	2011 Forecast	2012 Forecast
Labour Costs	11,512,300	12,125,600	12,791,500	13,451,900
Other Operating Expenses	7,150,300	7,023,100	7,525,700	7,911,100
<b>TOTAL COSTS</b>	18,662,600	19,148,700	20,317,200	21,363,000
<b>TOTAL REVENUES</b>	<b>(485,000)</b>	<b>(447,100)</b>	<b>(447,100)</b>	<b>(447,100)</b>
<b>NET COSTS</b>	<b>18,177,600</b>	<b>18,701,600</b>	<b>19,870,100</b>	<b>20,915,900</b>
Allocations	(339,800)	(364,200)	(407,800)	(425,900)
<b>NET of ALLOCATIONS</b>	<b>17,837,800</b>	<b>18,337,400</b>	<b>19,462,300</b>	<b>20,490,000</b>

## Human Resources Requirement

	Total FTE
2009 Establishment	175.9
2010 Budget Recommendation	175.1

## Distribution

Program	2009 FTE	2010 FTE
Building Maintenance	29.0	29.0
Security	50.5	50.7
Building Operations	42.4	42.4
Utilities	3.0	3.0
Capital Project Management and Space Planning	32.0	33.0
Realty Services	10.0	10.0
F&PM Divisional Support Service	9.0	7.0
<b>Total Recommended</b>	<b>175.9</b>	<b>175.1</b>

# Corporate Assets

2010 business plan & budget update

## BUDGET OVERVIEW

### CORPORATE ASSETS

	2008 Actual	2009 Budget	2010 Base Budget	2010 Program Changes	2010 Request	2010 Change	
	\$	\$	\$	\$	\$	\$	%
<b>EXPENDITURES</b>							
<b>LABOUR COST</b>	11,460,517	11,512,300	12,180,400	(54,800)	12,125,600	613,300	5.3%
Staff Development Costs	87,045	100,000	100,000	0	100,000	0	0.0%
Communications Costs	63,381	48,500	48,500	0	48,500	0	0.0%
Transportation Costs	198,238	288,700	276,700	0	276,700	(12,000)	-4.2%
Occupancy & City Costs	4,187,064	3,821,700	3,748,900	(12,400)	3,736,500	(85,200)	-2.2%
Equipment Costs & Maintenance Agreement	614,300	1,590,800	1,610,800	0	1,610,800	20,000	1.3%
Contractor & Professional Services	722,584	1,154,200	1,110,500	16,600	1,127,100	(27,100)	-2.3%
Advertising & Promotions	8,471	34,500	12,500	0	12,500	(22,000)	-63.8%
Materials, Supplies & Other Services	153,526	158,300	158,300	(900)	157,400	(900)	-0.6%
Finance Other	(21,810)	(58,900)	(58,900)	0	(58,900)	0	0.0%
Transfers	43,752	12,500	12,500	0	12,500	0	0.0%
<b>OTHER OPERATING EXPENSES</b>	<b>6,056,550</b>	<b>7,150,300</b>	<b>7,019,800</b>	<b>3,300</b>	<b>7,023,100</b>	<b>(127,200)</b>	<b>-1.8%</b>
<b>TOTAL EXPENDITURES</b>	<b>17,517,067</b>	<b>18,662,600</b>	<b>19,200,200</b>	<b>(51,500)</b>	<b>19,148,700</b>	<b>486,100</b>	<b>2.6%</b>
<b>REVENUES</b>							
Fees & Service Charges	(23,059)	(47,700)	(25,700)	(17,500)	(43,200)	4,500	9.4%
Rents, Concessions & Franchise	(298,395)	(316,400)	(316,400)	0	(316,400)	0	0.0%
Other Revenue	(10,352)	(12,500)	(12,500)	0	(12,500)	0	0.0%
Transfers	(1,954,682)	(108,400)	(75,000)	0	(75,000)	33,400	30.8%
<b>TOTAL REVENUES</b>	<b>(2,286,487)</b>	<b>(485,000)</b>	<b>(429,600)</b>	<b>(17,500)</b>	<b>(447,100)</b>	<b>37,900</b>	<b>7.8%</b>
<b>NET SERVICE IMPACT</b>	<b>15,230,580</b>	<b>18,177,600</b>	<b>18,770,600</b>	<b>(69,000)</b>	<b>18,701,600</b>	<b>524,000</b>	<b>2.9%</b>
Allocations	(353,200)	(339,800)	(347,600)	(16,600)	(364,200)	(24,400)	-4.9%
<b>NET of ALLOCATIONS</b>	<b>14,877,380</b>	<b>17,837,800</b>	<b>18,423,000</b>	<b>(85,600)</b>	<b>18,337,400</b>	<b>499,600</b>	<b>2.8%</b>

## 2010 NET BUDGET BY PROGRAM

### CORPORATE ASSETS

	2008 Actual	2009 Budget	2010 Base Budget	2010 Program Changes	2010 Request	2010 Change	
	\$	\$	\$	\$	\$	\$	%
<b>PROGRAM EXPENDITURES</b>							
Building Maintenance	4,274,277	5,343,900	5,493,200	0	5,493,200	149,300	2.8%
Security	2,940,065	3,166,800	3,354,900	0	3,354,900	188,100	5.9%
Building Operations	2,600,422	3,137,000	3,225,500	0	3,225,500	88,500	2.8%
Utilities	1,986,551	2,260,800	2,200,600	(12,400)	2,188,200	(72,600)	-3.2%
Capital Project Management and Space Planning	854,994	2,013,100	2,154,100	0	2,154,100	141,000	7.0%
Realty Services	1,101,719	638,300	704,400	(17,500)	686,900	48,600	7.6%
Divisional Support Service	1,119,353	1,277,900	1,290,300	(55,700)	1,234,600	(43,300)	-3.4%
<b>NET PROGRAM IMPACT</b>	<b>14,877,380</b>	<b>17,837,800</b>	<b>18,423,000</b>	<b>(85,600)</b>	<b>18,337,400</b>	<b>499,600</b>	<b>2.8%</b>

## Service Budget Highlights - Operating

The recommended 2010 Net Operating Budget of \$18.3 million represents an increase of \$0.5 million or 2.8 % from the 2009 Operating Budget. The majority of this increase relates to general labour cost increases. Labour costs amount to 64% of the gross operating budget. Other operating costs (e.g. building maintenance, building operations, utilities, etc) account for the remaining 36%.

**2010 Highlights of the recommended budget include :**

- Addition of two temporary project co-ordinators positions to help clear out capital projects backlog and complete 2009 to 2011 capital programs. The \$74,400 increase in temporary staff costs is totally offset by recovery from Capital
- Reduction of two temporary co-op students positions for \$54,800
- Decrease of utilities cost by \$85,200 due to lower gas rates, improved efficiencies in consumption as a result of energy conservation initiatives and reduced garage temperature for the Living Arts Centre

## Service Budget Highlights - Capital

The 2010 - 2019 Corporate Assets capital budget and forecast recommends a net expenditure of \$14.97 million for 2010, \$10.9 million in 2011 and a total of \$134.03 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 repair and maintenance of City buildings in accordance with industry standards and further refined through ongoing review and assessment of facility conditions and consultation with client departments. The capital improvements program is intended to address the construction or renovation of the Civic Centre, Animal Services, the Living Arts Centre and other corporate facilities. 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

### **2010 Highlights:**

- Capital Construction and Improvements Program – \$0.4 million:
  - Implementation of Accessibility Audit Recommendations - \$424,000

## Service Budget Highlights - Capital

- Facility Services Program - \$0.7 million
  - Install building automated systems at various community centres
  
- Life Cycle Maintenance Program - \$9.0 million  
Replacement/repair of electrical systems, heating, ventilation, air conditioning, mechanical systems, and structural repairs:
  - Structural systems-\$2.5 million
  - Heating, ventilation, air conditioning, mechanical systems-\$1.5 million
  - Electrical systems-\$2.0 million
  - Mechanical systems- \$1.3 million
  - Roofing Systems – \$1.2 million
  
- Space Planning Accommodation Program - \$5.0 million  
New and replacement furniture; renovation of office spaces and solutions to address shortages of space
  
- Vehicles and Equipment - \$0.1 million

### Highlights of 2011-2019 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 - \$29.5 million  
Accessibility, future building construction design and improvements:
  - Design and Construction of Office Building (2016-2019) - \$25.0 million

## Service Budget Highlights - Capital

- Facility Services Program - \$6.8 million

Security, signage and energy programs:

- Energy Management Programs-\$4.9 million
- Security management program-\$1.5 million
- Signage \$0.4 million

- Life Cycle Maintenance Program - \$71.8 million

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

- Structural systems- \$30.1 million
- Heating, Ventilation and Air Conditioning system- \$13.2 million
- Electrical Systems -\$8.0 million
- Mechanical systems- \$3.5 million
- Roofing systems-\$5.4 million

- Space Planning Accommodation Program - \$10.5 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 \$7.9 million
- Furniture acquisitions for new hires and life cycle replacement-\$2.7 million

- Vehicles and Equipment – \$0.4 million

# Corporate Assets

2010 business plan & budget update



# Operating





# Corporate Assets



2010businessplan&budgetupdate

## 2010 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.

#### 2010 EXPLANATION OF BUDGET CHANGES

##### PROGRAM: BUILDING MAINTENANCE

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	\$	\$	\$	%	
<b>EXPENDITURES</b>					
<b>LABOUR COST</b>	<b>2,443,200</b>	<b>2,604,500</b>	<b>161,300</b>	<b>6.6%</b>	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, other fringe benefit changes and annualization of 2009 hires.
Transportation Costs	139,600	127,600	(12,000)	-8.6%	Reduction in vehicle maintenance budget based on estimated requirement.
Occupancy & City Costs	1,289,100	1,289,100	0	0.0%	
Equipment Costs & Maintenance Agreements	1,432,300	1,432,300	0	0.0%	
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%	
<b>OTHER OPERATING EXPENSES</b>	<b>2,900,700</b>	<b>2,888,700</b>	<b>(12,000)</b>	<b>-0.4%</b>	
<b>TOTAL EXPENDITURES</b>	<b>5,343,900</b>	<b>5,493,200</b>	<b>149,300</b>	<b>2.8%</b>	
<b>NET PROGRAM IMPACT</b>	<b>5,343,900</b>	<b>5,493,200</b>	<b>149,300</b>	<b>2.8%</b>	

### 2010 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.

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	\$	\$	\$	%	
<b>EXPENDITURES</b>					
<b>LABOUR COST</b>	<b>2,889,800</b>	<b>3,057,900</b>	<b>168,100</b>	<b>5.8%</b>	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments and other fringe benefit changes.
Staff Development Costs	9,000	9,000	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	10,000	(22,000)	-68.8%	Reduced filming promotion.
Materials, Supplies & Other Services	53,400	53,400	0	0.0%	
Finance Other	(65,100)	(65,100)	0	0.0%	
<b>OTHER OPERATING EXPENSES</b>	<b>318,100</b>	<b>316,100</b>	<b>(2,000)</b>	<b>-0.6%</b>	
<b>TOTAL EXPENDITURES</b>	<b>3,207,900</b>	<b>3,374,000</b>	<b>166,100</b>	<b>5.2%</b>	
<b>REVENUES</b>					
Fees & Service Charges	(41,100)	(19,100)	22,000	53.5%	Reduced filming revenue offset by reduction in promotion budget.
<b>TOTAL REVENUES</b>	<b>(41,100)</b>	<b>(19,100)</b>	<b>22,000</b>	<b>53.5%</b>	
<b>NET PROGRAM IMPACT</b>	<b>3,166,800</b>	<b>3,354,900</b>	<b>188,100</b>	<b>5.9%</b>	

**2010 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;  
 Events support in Civic Precinct; and  
 Waste management and recycling in City facilities.

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	\$	\$	\$	%	
<b>EXPENDITURES</b>					
<b>LABOUR COST</b>	<b>2,477,400</b>	<b>2,565,900</b>	<b>88,500</b>	<b>3.6%</b>	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments and other fringe benefit changes.
Occupancy & City Costs	488,800	488,800	0	0.0%	
Equipment Costs & Maintenance Agreements	4,500	4,500	0	0.0%	
Contractor & Professional Services	1,018,800	1,035,400	16,600	1.6%	The increase is for Community Commons Park washroom building cleaning services.
Materials, Supplies & Other Services	14,300	14,300	0	0.0%	
Finance Other	300	300	0	0.0%	
<b>OTHER OPERATING EXPENSES</b>	<b>1,526,800</b>	<b>1,543,400</b>	<b>16,600</b>	<b>1.1%</b>	
<b>TOTAL EXPENDITURES</b>	<b>4,004,200</b>	<b>4,109,300</b>	<b>105,100</b>	<b>2.6%</b>	
<b>REVENUES</b>					
Allocations	(867,200)	(883,800)	(16,600)	-1.9%	Increased allocation to Community Services Department for cleaning Community Commons Park washroom building.
<b>NET PROGRAM IMPACT</b>	<b>3,137,000</b>	<b>3,225,500</b>	<b>88,500</b>	<b>2.8%</b>	



---

## 2010 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.

# Corporate Assets

2010 business plan & budget update

## 2010 EXPLANATION OF BUDGET CHANGES

### PROGRAM: UTILITIES

	2009	2010	Change in 2010		Explanation
	Restated Budget	Requested Budget	Requested Budget To 2009 Restated Budget		
	\$	\$	\$	%	
<b>EXPENDITURES</b>					
<b>LABOUR COST</b>	<b>209,300</b>	<b>221,900</b>	<b>12,600</b>	<b>6.0%</b>	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments and other fringe benefit changes.
Transportation Costs	1,500	1,500	0	0.0%	
Occupancy & City Costs	1,994,900	1,909,700	(85,200)	-4.3%	Reduction in utilities cost partly due to lower gas rates (forward gas purchase strategy) and reduced LAC garage temperature.
Equipment Costs & Maintenance Agreements	16,100	16,100	0	0.0%	
Contractor & Professional Services	69,400	36,000	(33,400)	-48.1%	Reduction in professional services as Green Building study completed.
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%	
<b>OTHER OPERATING EXPENSES</b>	<b>2,097,400</b>	<b>1,978,800</b>	<b>(118,600)</b>	<b>-5.7%</b>	
<b>TOTAL EXPENDITURES</b>	<b>2,306,700</b>	<b>2,200,700</b>	<b>(106,000)</b>	<b>-4.6%</b>	
<b>REVENUES</b>					
Other Revenue	(12,500)	(12,500)	0	0.0%	
Transfers	(33,400)	0	33,400	100.0%	Deletion of operating reserve for Green Building study.
<b>TOTAL REVENUES</b>	<b>(45,900)</b>	<b>(12,500)</b>	<b>33,400</b>	<b>72.8%</b>	
<b>NET PROGRAM IMPACT</b>	<b>2,260,800</b>	<b>2,188,200</b>	<b>(72,600)</b>	<b>-3.2%</b>	

## 2010 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.

# Corporate Assets

2010 business plan & budget update

## 2010 EXPLANATION OF BUDGET CHANGES

### PROGRAM: CAPITAL PROJECT MANAGEMENT AND SPACE PLANNING

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	\$	\$	\$	%	
<b>EXPENDITURES</b>					
<b>LABOUR COST</b>	<b>2,025,700</b>	<b>2,177,000</b>	<b>151,300</b>	<b>7.5%</b>	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments and other fringe benefit changes. Includes addition of two temporary capital project co-ordinators to help clear capital project backlog and complete capital program. The cost is offset by capital recovery.
Transportation Costs	31,300	31,300	0	0.0%	
Contractor & Professional Services	26,300	16,000	(10,300)	-39.2%	Reduction in professional services based on estimated requirement.
Materials, Supplies & Other Services	4,100	4,100	0	0.0%	
Finance Other	700	700	0	0.0%	
<b>OTHER OPERATING EXPENSES</b>	<b>62,400</b>	<b>52,100</b>	<b>(10,300)</b>	<b>-16.5%</b>	
<b>TOTAL EXPENDITURES</b>	<b>2,088,100</b>	<b>2,229,100</b>	<b>141,000</b>	<b>6.8%</b>	
<b>REVENUES</b>					
Transfers	(75,000)	(75,000)	0	0.0%	
<b>TOTAL REVENUES</b>	<b>(75,000)</b>	<b>(75,000)</b>	<b>0</b>	<b>0.0%</b>	
<b>NET PROGRAM IMPACT</b>	<b>2,013,100</b>	<b>2,154,100</b>	<b>141,000</b>	<b>7.0%</b>	

## 2010 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.

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	\$	\$	\$	%	
<b>EXPENDITURES</b>					
<b>LABOUR COST</b>	<b>929,500</b>	<b>995,600</b>	<b>66,100</b>	<b>7.1%</b>	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments and other fringe benefit changes.
Transportation Costs	5,000	5,000	0	0.0%	
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%	
<b>OTHER OPERATING EXPENSES</b>	<b>31,800</b>	<b>31,800</b>	<b>0</b>	<b>0.0%</b>	
<b>TOTAL EXPENDITURES</b>	<b>961,300</b>	<b>1,027,400</b>	<b>66,100</b>	<b>6.9%</b>	
<b>REVENUES</b>					
Fees & Service Charges	(6,600)	(24,100)	(17,500)	-265.2%	Recovery of staff labour costs for Nominal Disposal Transactions.
Rents, Concessions & Franchise	(316,400)	(316,400)	0	0.0%	
<b>TOTAL REVENUES</b>	<b>(323,000)</b>	<b>(340,500)</b>	<b>(17,500)</b>	<b>-5.4%</b>	
<b>NET PROGRAM IMPACT</b>	<b>638,300</b>	<b>686,900</b>	<b>48,600</b>	<b>7.6%</b>	

### 2010 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 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	\$	\$	\$	%	
<b>EXPENDITURES</b>					
<b>LABOUR COST</b>	<b>537,400</b>	<b>502,800</b>	<b>(34,600)</b>	<b>-6.4%</b>	Decrease in labour cost partially due to deletion of 2 full time equivalent co-op students positions.
Staff Development Costs	91,000	91,000	0	0.0%	
Communication Costs	48,500	48,500	0	0.0%	
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	59,800	(900)	-1.5%	Reduction in office supplies.
<b>OTHER OPERATING EXPENSES</b>	<b>213,100</b>	<b>212,200</b>	<b>(900)</b>	<b>-0.4%</b>	
<b>TOTAL EXPENDITURES</b>	<b>750,500</b>	<b>715,000</b>	<b>(35,500)</b>	<b>-4.7%</b>	
Allocations	527,400	519,600	(7,800)	-1.4%	
<b>NET PROGRAM IMPACT</b>	<b>1,277,900</b>	<b>1,234,600</b>	<b>(43,300)</b>	<b>-3.4%</b>	

# Corporate Assets

2010 business plan & budget update

## 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
Two temporary project co-ordinators (cost offset from Capital recovery)	1	-		-	July 1, 2010	R-97
Washroom building cleaning cost for new Community Commons Park (cost offset by allocation to Community Services Department)		-			July 1, 2010	R-98
<b>Total Division/Service Base Budget Impacts</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>-</b>		

#### New Revenues (-)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
Recover labour cost for nominal disposal transactions			(17,500)	(17,500)	January 1, 2010	R-99
<b>Total Division/Service Base Budget Impacts</b>	<b>0</b>	<b>-</b>	<b>(17,500)</b>	<b>(17,500)</b>		

#### Program Reductions (-)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
Two co-op students (positions deletion)	-2	(54,800)		(54,800)	January 1, 2010	R-100
<b>Total Division/Service Base Budget Impacts</b>	<b>-2</b>	<b>(54,800)</b>	<b>-</b>	<b>(54,800)</b>		

#### Efficiencies / Reserve Transfers (+) or (-)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
Reduce Living Arts Centre garage temperature-My ideas item		(12,400)		(12,400)	January 1, 2010	R-101
Reduce use of styrofoam cups-My ideas item		(900)		(900)	January 1, 2010	R-102
<b>Total Division/Service Base Budget Impacts</b>	<b>0</b>	<b>(13,300)</b>	<b>-</b>	<b>(13,300)</b>		

## 2010 Service Change

Temporary Project Co-ordinators recovered from Capital

**Service:** Corporate Assets Strategic Pillar

**Type of Change** Program Additions or New Staff **Division:** Facility & Property Mngm

**Effective Date:** July 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses			
Revenue			
Net Cost	\$0	\$0	\$0
FTE		1	1

**FTE:**

Permanent

Temporary

1

### Details of Service Change

Two Temporary project co-ordinators (starting July 1 2010) are to be hired to help clear out capital projects backlog and complete 2009 to 2011 capital program. The increase in temporary staff cost \$74,400 will be offset from Capital recovery.

### Service Impact

## 2010 Service Change

Washroom building cleaning cost for new Community Commons Park

Service: Corporate Assets Strategic Pillar

Type of Change Program Additions or New Staff Division: Facility & Property Mngm

Effective Date: July 1, 2010

Financial Impact	2009	2010	2011
Labour			
Operating Expenses			
Revenue			
Net Cost	\$0	\$0	\$0
FTE			

FTE:

Permanent

Temporary


### Details of Service Change

Community Commons Park washroom building cleaning cost \$16,600 is for regular washroom cleaning (twice per day), exterior glass wall cleanup (once per month) and additional cleaning for summer events. The increase in cost is offset from an allocation to the Community Services Department.

### Service Impact



# Corporate Assets

2010 business plan & budget update

## 2010 Service Change

Recover labour costs for Nominal Disposal Transactions

**Service:** Corporate Assets Strategic Pillar

**Type of Change:** New Revenues **Division:** Facility & Property Mngm

**Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses			
Revenue		(17,500)	
Net Cost	\$0	(\$17,500)	\$0
FTE			

**FTE:**

Permanent  
Temporary

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

### Details of Service Change

New revenue is proposed to recover staff time for nominal disposal transactions. Nominal Disposal Transactions include but are not limited to the sale/transfer of land, the granting of easements or encroachments, license agreements etc to other levels of government, government agencies or public utilities. Examples are the Ontario Realty Corporation, Enersource, Hydro One, and the Region of Peel. They are charged a nominal consideration of usually \$2.00. The new revenue is based on an estimated cost of \$1750 per file and 10 files per year.

### Service Impact

## 2010 Service Change

Deletion of two co-op students positions

**Service:** Corporate Assets Strategic Pillar

**Type of Change** Program Reductions **Division:** Facility & Property Mngm

**Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour	\$137,000	(\$54,800)	
Operating Expenses			
Revenue			
<b>Net Cost</b>	<b>\$137,000</b>	<b>(\$54,800)</b>	<b>\$0</b>
FTE		-2	

**FTE:**

Permanent  
Temporary

-2

### Details of Service Change

Reduce two FTE co-op students positions. Some lower priority small capital projects (eg signage, capital project procedures and manual preparation) will be delayed.

### Service Impact

Total value of capital projects delayed is estimated at \$120,000.

# Corporate Assets

2010 business plan & budget update

## 2010 Service Change

Reduction in Living Arts Centre Garage temperature-My idea item

**Service:** Corporate Assets      Strategic Pillar      Living Green

**Type of Change:** Efficiencies / Reserve Transfers      **Division:** Facility & Property Mngm      **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	159,200	(12,400)	
Revenue			
<b>Net Cost</b>	<b>\$159,200</b>	<b>(\$12,400)</b>	<b>\$0</b>
FTE			

**FTE:**

Permanent  
Temporary


### Details of Service Change

The Living Arts Centre garage temperature is being lowered.

### Service Impact

# Corporate Assets

2010 business plan & budget update

## 2010 Service Change

Elimination of Styrofoam cups-My idea item

Service: Corporate Assets Strategic Pillar Living Green

Type of Change: Efficiencies / Reserve Transfers Division: Facility & Property Mngm Effective Date: January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	900	(900)	
Revenue			
Net Cost	\$900	(\$900)	\$0
FTE			

FTE:

Permanent  
Temporary

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

### Details of Service Change

Reduce budget for styrofoam cups, where reusable cups can be used in their place.

### Service Impact

# Corporate Assets

2010 business plan & budget update



# Capital







# Corporate Assets

2010 business plan & budget update

## Corporate Assets

### 2010 - 2019 Net Capital Expenditures By Program (000's)

Corporate Assets	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Capital Construction and Improvements</b>	424	500	500	500	500	500	2,000	4,000	10,500	10,500	29,924
<b>Facility Services</b>	657	969	734	747	756	719	722	726	729	715	7,475
<b>Lifecycle Maintenance</b>	9,010	7,927	6,946	6,976	7,059	7,897	8,204	7,870	10,638	8,257	80,783
<b>Space Planning</b>	4,777	1,502	880	780	780	480	442	2,228	1,893	1,582	15,344
<b>Vehicles and Equipment</b>	105	16	38	42	39	42	78	50	43	50	503
<b>Total Net Expenditures</b>	<b>14,973</b>	<b>10,914</b>	<b>9,098</b>	<b>9,045</b>	<b>9,133</b>	<b>9,638</b>	<b>11,446</b>	<b>14,874</b>	<b>23,803</b>	<b>21,104</b>	<b>134,029</b>



# Corporate Assets

2010businessplan&budgetupdate

## 2010 - 2019 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	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Accessibility	424	500	500	500	500	500	500	500	500	500	4,924
Expansion - Corporate Facilities	0	0	0	0	0	0	1,500	3,500	10,000	10,000	25,000
<b>Total Net Expenditures</b>	<b>424</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>2,000</b>	<b>4,000</b>	<b>10,500</b>	<b>10,500</b>	<b>29,924</b>

**Project Listing**

**Program: Capital Construction and Improvements**

**Accessibility**

Year	Project	Description	Net Cost ('000's)
2010	Various Locations	Upgrade washrooms, automatic doors, railings and other fixtures	424
2011	Various Locations	Accessibility improvements	500
2012-2019	Various Locations	Accessibility improvements	4,000
<b>Total</b>			<b>4,924</b>

**Improvements - Corporate Facilities**

Year	Project	Description	Net Cost ('000's)
2016	Location to be determined	Office Building-Design and Construction	1,500
2017	Location to be determined	Office Building-Design and Construction	3,500
2018	Location to be determined	Office Building-Design and Construction	10,000
2019	Location to be determined	Office Building-Design and Construction	10,000
<b>Total</b>			<b>25,000</b>

### 2010 - 2019 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 systems 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	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Energy Management	562	763	525	535	540	500	500	500	500	500	5,425
Security Measures	68	156	159	162	166	169	172	176	179	156	1,564
Signage	27	50	50	50	50	50	50	50	50	59	486
<b>Total Net Expenditures</b>	<b>657</b>	<b>969</b>	<b>734</b>	<b>747</b>	<b>756</b>	<b>719</b>	<b>722</b>	<b>726</b>	<b>729</b>	<b>715</b>	<b>7,475</b>



## Project Listing

### Program: Facility Services

#### Energy Management

Year	Project	Description	Net Cost ('000's)
2010	Various Locations	Install building automation systems at various community centres, Heat recovery systems and Lighting controls	562
2011	Various Locations	Implement Energy Audit recommendations and Energy Management Program	763
2012-2019	Various Locations	Implement Energy Audit recommendations and Energy Management Program	4,100
<b>Total</b>			<b>5,425</b>

**Project Listing**

**Program: Facility Services**

**Security**

Year	Project	Description	Net Cost ('000's)
2010	Various Locations	Install security cameras, card readers and wireless transmitters	68
2011	Various Locations	Security	156
2012-2019	Various Locations	Security	1,340
<b>Total</b>			<b>1,564</b>

**Signage**

Year	Project	Description	Net Cost ('000's)
2010	Various Locations	Signage	27
2011	Various Locations	Signage	50
2012-2019	Various Locations	Signage	409
<b>Total</b>			<b>486</b>



---

## 2010 - 2019 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

2010 business plan & budget update

## Corporate Assets

### 2010 - 2019 Net Capital Expenditures By Sub-Program (000's)

Lifecycle Maintenance	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Electrical Systems	2,099	875	715	821	818	888	924	885	1,217	817	10,058
Emergency	265	325	255	249	248	296	308	295	406	300	2,946
Heating, Ventilation and Air Conditioning Systems	1,504	1,625	1,224	1,268	1,264	1,479	1,541	1,474	2,028	1,335	14,742
Inspections	106	500	500	500	500	500	500	500	500	500	4,606
Mechanical Systems	1,299	456	306	292	291	370	385	369	507	506	4,781
Pathway Lighting	0	0	0	0	0	0	0	0	0	420	420
Roofing Systems	1,178	650	560	472	471	592	616	590	811	642	6,581
Site Services	76	488	382	370	374	444	462	442	608	409	4,056
Structural	2,483	3,007	3,004	3,003	3,094	3,329	3,467	3,317	4,562	3,328	32,594
<b>Total Net Expenditures</b>	<b>9,010</b>	<b>7,927</b>	<b>6,946</b>	<b>6,976</b>	<b>7,059</b>	<b>7,897</b>	<b>8,204</b>	<b>7,870</b>	<b>10,638</b>	<b>8,257</b>	<b>80,783</b>

**Project Listing**

**Program: Lifecycle Maintenance**

**Electrical Systems**

Year	Project	Description	Net Cost ('000's)
2010	Central Library	Upgrade 4 Elevators	1,166
2010	Various Locations	Replace old electrical panels	181
2010	Civic Centre	Replace fire panel & accessories in computer room	33
2010	Civic Centre, Central Library and Living Art Centre	Replace light control system	318
2010	Hershey Centre	Replace Hershey signage with LED lighting	106
2010	Various Locations	Replace fire panel	104
2010	Fleetwood Park	Replace sport field light poles & fixtures	191
2011	Various Locations	Electrical	875
2012-2019	Various Locations	Electrical	7,084
<b>Total</b>			<b>10,058</b>

Project Listing

Program: Lifecycle Maintenance

Emergency

Year	Project	Description	Net Cost ('000's)
2010	Various Locations	Unforeseen emergency repairs	265
2011	Various Locations	Unforeseen emergency repairs	325
2012-2019	Various Locations	Unforeseen emergency repairs	2,356
<b>Total</b>			<b>2,946</b>

**Project Listing**

**Program: Lifecycle Maintenance**

**Heating, Ventilation and Air Conditioning Systems**

<b>Year</b>	<b>Project</b>	<b>Description</b>	<b>Net Cost ('000's)</b>
<b>2010</b>	Central Library	Replace chillers & cooling towers	1,272
<b>2010</b>	Animal Service Centre	Replace exhaust fans, unit heater, refrigeration equipments and various other components	123
<b>2010</b>	Hershey Centre	Replace 3 heaters	71
<b>2010</b>	Mavis South	Replace 3 rooftop units	38
<b>2011</b>	Various Locations	Replace heating, ventilation and air conditioning systems	1,625
<b>2012-2019</b>	Various Locations	Replace heating, ventilation and air conditioning systems	11,613
<b>Total</b>			<b>14,742</b>

**Project Listing**

**Program: Lifecycle Maintenance**

**Inspections**

<b>Year</b>	<b>Project</b>	<b>Description</b>	<b>Net Cost ('000's)</b>
<b>2010</b>	Various Locations	Building condition inspection and cost consulting	106
<b>2011</b>	Various Locations	Inspections	500
<b>2012-2019</b>	Various Locations	Inspections	4,000
<b>Total</b>			<b>4,606</b>

**Project Listing**

**Program: Lifecycle Maintenance**

**Mechanical Systems**

Year	Project	Description	Net Cost ('000's)
2010	Huron Park Community Centre	Replace heat exchanger and hot water storage tank	81
2010	Mississauga Valley Community Centre	Replace water main & fire lines	817
2010	Various Fire Stations	Replace overhead doors	175
2010	Malton Depot	Replace overhead doors	128
2010	Various Locations	Replace fuel tanks	98
2011	Various Locations	Replace Mechanical Systems	456
2012-2019	Various Locations	Replace Mechanical Systems	3,026
<b>Total</b>			<b>4,781</b>

**Pathway Lighting**

Year	Project	Description	Net Cost ('000's)
2019	Various Locations	Replace pathway lighting	420
<b>Total</b>			<b>420</b>

**Project Listing**

**Program: Lifecycle Maintenance**

**Roofing Systems**

Year	Project	Description	Net Cost ('000's)
2010	Various Locations	Replace roofing at Cawthra School Pool, Various fire stations, Malton depot, Mavis North and South and various other locations	1,178
2011	Various Locations	Replace roofing	650
2012-2019	Various Locations	Replace roofing	4,753
<b>Total</b>			<b>6,581</b>

**Site Services**

Year	Project	Description	Net Cost ('000's)
2010	Various Locations	Repair sites	76
2011	Various Locations	Repair sites	488
2012-2019	Various Locations	Repair sites	3,492
<b>Total</b>			<b>4,056</b>

**Project Listing**

**Program: Lifecycle Maintenance**

**Structural**

<b>Year</b>	<b>Project</b>	<b>Description</b>	<b>Net Cost ('000's)</b>
<b>2010</b>	Central Library	Repair southeast elevation to the building	530
<b>2010</b>	Fusion Estate	Various Lifecycle Renovations	530
<b>2010</b>	Meadowvale Rinks	Various replacement & repairs	212
<b>2010</b>	Meadowvale Theatre	Renovate stage floor and various other repairs	318
<b>2010</b>	Various Locations	Repair and rehabilitate Cawthra Elliot Estate north glass atrium, various heritage buildings and various other locations	893
<b>2011</b>	Various Locations	Various structural maintenance	3,007
<b>2012-2019</b>	Various Locations	Various structural maintenance	27,104
<b>Total</b>			<b>32,594</b>



## 2010- 2019 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	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Furniture	106	300	300	300	300	300	300	300	300	300	2,806
Relocations and Office Accommodation	4,671	1,202	580	480	480	180	142	1,928	1,593	1,282	12,538
<b>Total Net Expenditures</b>	<b>4,777</b>	<b>1,502</b>	<b>880</b>	<b>780</b>	<b>780</b>	<b>480</b>	<b>442</b>	<b>2,228</b>	<b>1,893</b>	<b>1,582</b>	<b>15,344</b>

**Project Listing**

**Program: Space Planning**

**Furniture**

Year	Project	Description	Net Cost ('000's)
2010	Various Locations	Lifecycle replacement of furniture and furniture for new staff	106
2011	Various Locations	Furniture	300
2012-2019	Various Locations	Furniture	2,400
<b>Total</b>			<b>2,806</b>

**Relocations and Office Accommodation**

Year	Project	Description	Net Cost ('000's)
2010	Various Locations	Relocation and office accommodation	4,671
2011	Various Locations	Relocation and office accommodation	1,202
2012-2019	Various Locations	Relocation and office accommodation	6,665
<b>Total</b>			<b>12,538</b>



# Corporate Assets

2010 business plan & budget update

## 2010 - 2019 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	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Vehicles and Equipment	105	16	38	42	39	42	78	50	43	50	503
<b>Total Net Expenditures</b>	<b>105</b>	<b>16</b>	<b>38</b>	<b>42</b>	<b>39</b>	<b>42</b>	<b>78</b>	<b>50</b>	<b>43</b>	<b>50</b>	<b>503</b>

Project Listing

Program: Vehicles and Equipment

Vehicles and Equipment

Year	Project	Description	Net Cost ('000's)
2010	Various Locations	Scissor type lift for building maintenance staff	60
2010	Various Locations	Vehicle for transit hoist maintenance program	45
2011	Various Locations	Vehicles and Equipment	16
2012-2019	Various Locations	Vehicles and Equipment	382
<b>Total</b>			<b>503</b>



# Corporate Assets

2010 business plan & budget update



**Not Funded**







# Corporate Assets

2010 business plan & budget update

**Corporate Assets**  
**2010 - 2019 Not Funded - Net Capital Expenditures By Program**  
 (000's)

Corporate Assets	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	Total	Funding Sources
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
Capital Construction and Improvements	-	-	-	-	-	-	-	-	-	-		TX-FRRRF
Facility Services	831	-	-	-	-	-	-	-	-	-	831	TX-FRRRF
Lifecycle Maintenance	3380	1,041	10,233	6,780	6,464	5,982	6,570	10,780	5,209	5,208	61,648	TX-FRRRF
Space Planning	258	200	20	20	20	20	58	200	200	200	1,196	TX-CRF
Vehicles and Equipment	-	42	23	22	28	28	-	28	38	38	247	TX-CRF
<b>Total - Not Funded</b>	<b>4,469</b>	<b>1,283</b>	<b>10,276</b>	<b>6,822</b>	<b>6,512</b>	<b>6,031</b>	<b>6,628</b>	<b>11,008</b>	<b>5,447</b>	<b>5,447</b>	<b>63,922</b>	



# Departmental Business Services

2010businessplan&budgetupdate

# Departmental Business Services

2010 business plan & budget update



# Budget





# Departmental Business Services

2010 business plan & budget update

## 3 YEAR BUDGET AND FORECAST

	2009 Budget	2010 Budget	2011 Forecast	2012 Forecast
Labour Costs	12,761,300	13,686,000	14,674,700	15,267,700
Other Operating Expenses	1,868,600	2,407,700	2,462,700	2,462,700
<b>TOTAL COSTS</b>	14,629,900	16,093,700	17,137,400	17,730,400
<b>TOTAL REVENUES</b>	<b>(751,300)</b>	<b>(1,538,200)</b>	<b>(1,538,200)</b>	<b>(1,538,200)</b>
<b>NET COSTS</b>	<b>13,878,600</b>	<b>14,555,500</b>	<b>15,599,200</b>	<b>16,192,200</b>
Allocations	(14,006,200)	(14,555,500)	(15,599,200)	(16,192,200)
<b>NET of ALLOCATIONS</b>	<b>(127,600)</b>	<b>0</b>	<b>0</b>	<b>0</b>



# Departmental Business Services

2010 business plan & budget update

## Human Resources Requirement

	Total FTE
2009 Establishment	151.5
2010 Budget Recommendation	151.8

## Distribution

Program/Division	2009 FTE	2010 FTE
Community Services	41.0	41.5
Corporate Services	17.0	17.0
Planning & Building	36.5	35.3
Transportation & Works	57.0	58.0
<b>Total Recommended FTE</b>	<b>151.5</b>	<b>151.8</b>

# Departmental Business Services

2010 business plan & budget update

## BUDGET OVERVIEW

### DEPARTMENTAL BUSINESS SERVICES

	2008 Actual	2009 Budget	2010 Base Budget	2010 Program Changes	2010 Request	2010 Change	
	\$	\$	\$	\$	\$	\$	%
<b>EXPENDITURES</b>							
<b>LABOUR COST</b>	11,044,061	12,761,300	13,751,600	(65,600)	13,686,000	924,700	7.2%
Staff Development Costs	127,115	173,400	173,400	(5,600)	167,800	(5,600)	-3.2%
Communications Costs	68,619	76,700	76,700	0	76,700	0	0.0%
Transportation Costs	99,023	96,600	96,600	0	96,600	0	0.0%
Occupancy & City Costs	407	425,500	553,600	0	553,600	128,100	30.1%
Equipment Costs & Maintenance Agreement	127,014	190,200	190,200	0	190,200	0	0.0%
Contractor & Professional Services	164,605	211,000	195,500	(50,000)	145,500	(65,500)	-31.0%
Advertising & Promotions	274,147	256,300	256,300	500,000	756,300	500,000	195.1%
Materials, Supplies & Other Services	329,352	421,000	421,000	(17,900)	403,100	(17,900)	-4.3%
Finance Other	12,130	17,900	17,900	0	17,900	0	0.0%
Transfers	15,500	0	0	0	0	0	0.0%
<b>OTHER OPERATING EXPENSES</b>	<b>1,217,911</b>	<b>1,868,600</b>	<b>1,981,200</b>	<b>426,500</b>	<b>2,407,700</b>	<b>539,100</b>	<b>28.9%</b>
<b>TOTAL EXPENDITURES</b>	<b>12,261,971</b>	<b>14,629,900</b>	<b>15,732,800</b>	<b>360,900</b>	<b>16,093,700</b>	<b>1,463,800</b>	<b>10.0%</b>
<b>REVENUES</b>							
Fees & Service Charges	(659,796)	(468,300)	(658,300)	0	(658,300)	(190,000)	-40.6%
Rents, Concessions & Franchise	68	0	0	0	0	0	0.0%
Other Revenue	0	(177,100)	(289,500)	(500,000)	(789,500)	(612,400)	-345.8%
Transfers	(243,177)	(105,900)	(90,400)	0	(90,400)	15,500	14.6%
<b>TOTAL REVENUES</b>	<b>(902,905)</b>	<b>(751,300)</b>	<b>(1,038,200)</b>	<b>(500,000)</b>	<b>(1,538,200)</b>	<b>(786,900)</b>	<b>-104.7%</b>
<b>NET SERVICE IMPACT</b>	<b>11,359,067</b>	<b>13,878,600</b>	<b>14,694,600</b>	<b>(139,100)</b>	<b>14,555,500</b>	<b>676,900</b>	<b>4.9%</b>
Allocations	(12,198,200)	(14,006,200)	(14,555,500)	0	(14,555,500)	(549,300)	-3.9%
<b>NET of ALLOCATIONS</b>	<b>(839,133)</b>	<b>(127,600)</b>	<b>139,100</b>	<b>(139,100)</b>	<b>0</b>	<b>127,600</b>	<b>100.0%</b>

# Departmental Business Services

2010 business plan & budget update

## 2010 NET BUDGET BY PROGRAM

### DEPARTMENTAL BUSINESS SERVICES

	2008 Actual	2009 Budget	2010 Base Budget	2010 Program Changes	2010 Request	2010 Change	
	\$	\$	\$	\$	\$	\$	%
<b>PROGRAM EXPENDITURES</b>							
Community Services	(174,948)	0	9,600	(9,600)	0	0	0.0%
Corporate Services	(96,342)	(8,000)	4,100	(4,100)	0	8,000	100.0%
Planning & Building	(238,420)	0	69,900	(69,900)	0	0	0.0%
Transportation & Works	(329,423)	(119,600)	55,500	(55,500)	0	119,600	100.0%
<b>NET PROGRAM IMPACT</b>	<b>(839,133)</b>	<b>(127,600)</b>	<b>139,100</b>	<b>(139,100)</b>	<b>0</b>	<b>127,600</b>	<b>-100.0%</b>

## Service Budget Highlights - Operating

The recommended 2010 Gross Operating Budget before allocations of \$16.1 million represents an increase of \$1.5 million or 10% from the 2009 Operating Budget. The majority of the increase relates to general labour cost increases.

**2010 Highlights of the recommended budget include :**

- Reduction of one full-time equivalent position for \$45,500 from the Planning and Building Department;
- Increased labour costs of \$192,000 in the Planning and Building Department, reflecting a transfer of permanent staff from the Building Division to the Business Services Division. The organizational restructuring was done to align with the Customer Services Strategy;
- Increased advertising costs of \$500,000 for Marketing Communications and Public Information Strategy, fully funded from Provincial Gas Tax revenues; and
- Commissioners forego 2010 economic adjustment increases, as a result of a Council and Leadership Team decision, totaling \$16,400.

# Departmental Business Services

2010 business plan & budget update



# Operating





# Departmental Business Services

2010businessplan&budgetupdate

## 2010 Explanation of Budget Changes

Program: Community Services

### Description of Program

This program provides the following services:

- The overall management and leadership for the department through the Commissioner's Office;
- Management of department-wide issues and general administrative functions of the department;
- Financial Services including financial and business planning, budget co-ordination and analysis, monitoring and reporting;
- Information technology management, planning and support;
- Human resources services including recruitment and employee relations;
- Strategic business planning services; and
- Records Management for the department.

# Departmental Business Services

2010 business plan & budget update

## 2010 EXPLANATION OF BUDGET CHANGES

### PROGRAM: COMMUNITY SERVICES

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	\$	\$	\$	%	
<b>EXPENDITURES</b>					
<b>LABOUR COST</b>	<b>3,714,200</b>	<b>3,971,200</b>	<b>257,000</b>	<b>6.9%</b>	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes; Commissioners have foregone 2010 economic adjustments per Council and Leadership Team decision.
Staff Development Costs	53,400	51,700	(1,700)	-3.2%	City wide initiative to reduce staff development costs.
Communication Costs	28,200	28,200	0	0.0%	
Transportation Costs	33,400	33,400	0	0.0%	
Occupancy & City Costs	275,100	357,800	82,700	30.1%	Increase is a result of increased leased cost for 201 City Centre Drive.
Equipment Costs & Maintenance Agreements	27,700	27,700	0	0.0%	
Contractor & Professional Services	9,900	9,900	0	0.0%	
Materials, Supplies & Other Services	82,400	82,300	(100)	-0.1%	Decrease is due to My Idea Employee Challenge Program to eliminate disposable cups.
Finance Other	(3,100)	(3,100)	0	0.0%	
<b>OTHER OPERATING EXPENSES</b>	<b>507,000</b>	<b>587,900</b>	<b>80,900</b>	<b>16.0%</b>	
<b>TOTAL EXPENDITURES</b>	<b>4,221,200</b>	<b>4,559,100</b>	<b>337,900</b>	<b>8.0%</b>	
<b>REVENUES</b>					
Transfers	(90,400)	(90,400)	0	0.0%	
<b>TOTAL REVENUES</b>	<b>(90,400)</b>	<b>(90,400)</b>	<b>0</b>	<b>0.0%</b>	
Allocations	(4,130,800)	(4,468,700)	(337,900)	-8.2%	Departmental Business Services costs allocated to other programs.
<b>NET PROGRAM IMPACT</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	

---

## 2010 Explanation of Budget Changes

### Program: Corporate Services

#### Description of Program

This program provides the following services:

The overall management and leadership for the department through the Commissioner's Office;

Management of department-wide issues and general administrative functions of the department;

Financial Services including financial and business planning, budget co-ordination and analysis, monitoring and reporting;

Information technology management, planning and support; and

Human resources services including recruitment and employee relations.

# Departmental Business Services

2010 business plan & budget update

## 2010 EXPLANATION OF BUDGET CHANGES

### PROGRAM: CORPORATE SERVICES

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	\$	\$	\$	%	
<b>EXPENDITURES</b>					
<b>LABOUR COST</b>	<b>1,674,300</b>	<b>1,741,800</b>	<b>67,500</b>	<b>4.0%</b>	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes; Commissioners have foregone 2010 economic adjustments per Council and Leadership Team decision.
Staff Development Costs	6,900	6,900	0	0.0%	
Communication Costs	1,200	1,200	0	0.0%	
Transportation Costs	11,500	11,500	0	0.0%	
Equipment Costs & Maintenance Agreements	4,500	4,500	0	0.0%	
Materials, Supplies & Other Services	55,100	55,100	0	0.0%	
<b>OTHER OPERATING EXPENSES</b>	<b>79,200</b>	<b>79,200</b>	<b>0</b>	<b>0.0%</b>	
<b>TOTAL EXPENDITURES</b>	<b>1,753,500</b>	<b>1,821,000</b>	<b>67,500</b>	<b>3.8%</b>	
Allocations	(1,761,500)	(1,821,000)	(59,500)	3.4%	Departmental business services cost allocated to other programs.
<b>NET PROGRAM IMPACT</b>	<b>(8,000)</b>	<b>0</b>	<b>8,000</b>	<b>-100.0%</b>	

---

## 2010 Explanation of Budget Changes

### Program: Planning & Building

#### Description of Program

This program provides the following services:

- Management and operation of the Planning and Building Business Services Centre including building permit application, issuance, and development related client information;
- The overall management and leadership for the department through the Commissioner's Office;
- Management of department-wide issues and general administrative functions of the department;
- Financial Services including financial and business planning, budget co-ordination and analysis, monitoring and reporting;
- Information technology management, planning and support;
- Human resources services including recruitment and employee relations;
- Support and development of Mississauga Approval Xpress (MAX) system, e-Plan and Build Service Centre;
- Departmental administrative services including central filing and floater support services; and
- Development charges collection, responses to solicitors letters, clearance and co-ordination of development conditions and processing of condominium development applications and requests for exemption from part-lot control.

# Departmental Business Services

2010 business plan & budget update

## 2010 EXPLANATION OF BUDGET CHANGES

### PROGRAM: PLANNING & BUILDING

	2009	2010	Change in 2010		Explanation
	Restated Budget	Requested Budget	Requested Budget To 2009 Restated Budget		
	\$	\$	\$	%	
<b>EXPENDITURES</b>					
<b>LABOUR COST</b>	<b>2,783,600</b>	<b>3,024,400</b>	<b>240,800</b>	<b>8.7%</b>	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes. Also included is an increase for the transfer of staff to the Business Services Division from the Building Division in P & B, offset by a reduction of 1 FTE from Office Services and a reduction in economic adjustments for the Commissioner per Council and Leadership Team decision.
Staff Development Costs	23,000	20,100	(2,900)	-12.6%	City wide initiative to reduce staff development costs.
Communication Costs	30,800	30,800	0	0.0%	
Transportation Costs	17,300	17,300	0	0.0%	
Equipment Costs & Maintenance Agreements	37,300	37,300	0	0.0%	
Contractor & Professional Services	12,000	12,000	0	0.0%	
Materials, Supplies & Other Services	173,400	156,000	(17,400)	-10.0%	Reduction as a result of alignment with previous year actual.
Finance Other	21,000	21,000	0	0.0%	
<b>OTHER OPERATING EXPENSES</b>	<b>314,800</b>	<b>294,500</b>	<b>(20,300)</b>	<b>-6.4%</b>	
<b>TOTAL EXPENDITURES</b>	<b>3,098,400</b>	<b>3,318,900</b>	<b>220,500</b>	<b>7.1%</b>	
<b>REVENUES</b>					
Fees & Service Charges	(241,000)	(241,000)	0	0.0%	
<b>TOTAL REVENUES</b>	<b>(241,000)</b>	<b>(241,000)</b>	<b>0</b>	<b>0.0%</b>	
Allocations	(2,857,400)	(3,077,900)	(220,500)	-7.7%	Departmental business services cost allocated to other programs.
<b>NET PROGRAM IMPACT</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	

## 2010 Explanation of Budget Changes

### Program: Transportation & Works

#### Description of Program

- This service provides support to the operational and planning activities of the other department divisions including the following major support functions:
  - Information Technology (IT) Services
  - Human Resources
  - Marketing
  - Office Services
  - Financial Services
  - Infrastructure Management System
- IT Services co-ordinates and/or provides IT strategic planning, business analysis, IT project definition, technical support and problem resolution services. IT's annual projects include: planning, acquiring and deploying new computer equipment, budgeting IT services needs and forecasting growth.
- Human Resources co-ordinates and/or provides departmental recruitment, employee/labour relations, safety and lost time management, compensation and benefit administration, payroll information and Transit Operator pay advice information. HR's annual projects include: transit recruitment campaigns, staff development initiatives, sectional/positional reviews, PMP administration and reporting and safety training and awards.
- The Marketing section co-ordinates and/or provides marketing, promotional support (to all T&W divisions including the Mississauga Safe Driving Committee and the Traffic Safety Council), copy writing, creative production, print coordination, development and maintenance of T&W Website and Intranet site, writing of news releases, media advisories, coordination of departmental events, market research and analysis. The section also coordinates and manages the new Mississauga Transit brand launch, BRT marketing strategy and system visual identity guidelines.
- Office Services co-ordinates and/or provides records management of all files, Engineering Counter services ranging from general public permit requests to municipal services protection deposits, Semenyk Court reception, an administrative floater available to all office locations and after hours Works Dispatch, which deals with issues including parking complaints and by-law enforcement.

## 2010 Explanation of Budget Changes

### Program: Transportation & Works

#### Description of Program

- Financial Services co-ordinates and/or provides budget preparation and monitoring and transit fare media management. This section's annual and on-going projects include the preparation of capital and operating budgets and financial plans; fare media distribution and reconciliation; financial monitoring, reporting and forecasting.
- Infrastructure Management System provides continuous implementation of the Hansen infrastructure management system.

# Departmental Business Services

2010 business plan & budget update

## 2010 EXPLANATION OF BUDGET CHANGES

### PROGRAM: TRANSPORTATION & WORKS

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	\$	\$	\$	%	
<b>EXPENDITURES</b>					
<b>LABOUR COST</b>	<b>4,589,200</b>	<b>4,948,600</b>	<b>359,400</b>	<b>7.8%</b>	The increase in labour costs reflects adjustments for performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes; an increase of \$112.4k related to a 3 year Contract position (Transit Brand Coordinator - Gas Tax Funded); and the annualization of the Marketing Assistant position added in 2009. This is offset by a reduction in economic adjustments in 2010 for the Commissioner per Council and Leadership Team decision.
Staff Development Costs	90,100	89,100	(1,000)	-1.1%	City wide initiative to reduce staff development costs.
Communication Costs	16,500	16,500	0	0.0%	
Transportation Costs	34,400	34,400	0	0.0%	
Occupancy & City Costs	150,400	195,800	45,400	30.2%	Increased lease cost for 201 City Centre Drive.
Equipment Costs & Maintenance Agreements	120,700	120,700	0	0.0%	
Contractor & Professional Services	189,100	123,600	(65,500)	-34.6%	Reductions to professional services of (\$50k) and the elimination of a 2008 Operating Budget Reserve, (\$15.5k).
Advertising & Promotions	256,300	756,300	500,000	195.1%	Marketing Communication and Information Strategy implementation, which is offset by Provincial Gas Tax funding.
Materials, Supplies & Other Services	110,100	109,700	(400)	-0.4%	The elimination of styrofoam cups.
<b>OTHER OPERATING EXPENSES</b>	<b>967,600</b>	<b>1,446,100</b>	<b>478,500</b>	<b>49.5%</b>	
<b>TOTAL EXPENDITURES</b>	<b>5,556,800</b>	<b>6,394,700</b>	<b>837,900</b>	<b>15.1%</b>	
<b>REVENUES</b>					
Fees & Service Charges	(227,300)	(417,300)	(190,000)	-83.6%	An increase of \$90k related to a base budget adjustment and \$100k based on the proposed fee increase that would align road permit fees with neighbouring municipalities.
Other Revenue	(177,100)	(789,500)	(612,400)	-345.8%	An increase on the Provincial Gas Tax funding to offset the previously noted items.
Transfers	(15,500)	0	15,500	100.0%	The elimination of a 2008 Operating Budget Reserve.
<b>TOTAL REVENUES</b>	<b>(419,900)</b>	<b>(1,206,800)</b>	<b>(786,900)</b>	<b>-187.4%</b>	
Allocations	(5,256,500)	(5,187,900)	68,600	1.3%	Departmental business services cost allocated to other programs.
<b>NET PROGRAM IMPACT</b>	<b>(119,600)</b>	<b>0</b>	<b>119,600</b>	<b>100.0%</b>	

# Departmental Business Services

2010 business plan & budget update

## 2010 Summary of Program Directions

### Program Additions / New Staff (+)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
Marketing Communication and Public Information Strategy		500,000	(500,000)	-	January 1, 2010	R-147
<b>Total Division/Service Base Budget Impacts</b>	<b>0</b>	<b>500,000</b>	<b>(500,000)</b>	<b>-</b>		

### Program Reductions (-)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
Commissioners Forego Economic Adjustment for 2010		(16,400)		(16,400)	January 1, 2010	R-148
Curtail Student Hiring- Community Services		(3,700)		(3,700)	January 1, 2010	R-149
Staff Development Reduction - Community Services		(1,700)		(1,700)	January 1, 2010	R-150
Reduction in Labour Costs - Planning & Building	-1	(45,500)		(45,500)	January 1, 2010	R-151
Reduction in Materials and Supplies - Planning & Building		(17,400)		(17,400)	January 1, 2010	R-152
Staff Development Reduction - Planning & Building		(2,900)		(2,900)	January 1, 2010	R-153
Reduction to Professional Services Budget - Transportation & Works		(50,000)		(50,000)	January 1, 2010	R-154
Staff Development Reduction- Transportation & Works		(1,000)		(1,000)	January 1, 2010	R-155
<b>Total Division/Service Base Budget Impacts</b>	<b>-1</b>	<b>(138,600)</b>	<b>-</b>	<b>(138,600)</b>		

### Efficiencies / Reserve Transfers (+) or (-)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
Elimination of Styrofoam Cups		(500)		(500)	January 1, 2010	R-156
<b>Total Division/Service Base Budget Impacts</b>	<b>0</b>	<b>(500)</b>	<b>-</b>	<b>(500)</b>		

# Departmental Business Services

2010 business plan & budget update

## 2010 Service Change

### Marketing Communications and Public Information Strategy

**Service:** Departmental Business Services    **Strategic Pillar:** Developing a Transit Oriented City

**Type of Change:** Program Additions or New Staff    **Division:** Departmental Business Services    **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	256,300	500,000	
Revenue	(130,400)	(500,000)	
<b>Net Cost</b>	<b>\$125,900</b>	<b>\$0</b>	<b>\$0</b>
FTE			

**FTE:**

Permanent  
Temporary


#### Details of Service Change

The communication and public information strategy plan will inform and inspire all Mississauga residents about the significant public transit system enhancements that are coming. To be successful, the strategy needs to attract non-riders as well as encourage more use by current riders. To achieve these goals, several communication strategies and tactics need to be deployed to accelerate the "word-of-mouth" messages that will take time to reach our target audiences. This plan is fully funded from Provincial Gas Tax revenues.

#### Service Impact

Minimal impact anticipated. More cost effective options will be explored.

# Departmental Business Services

2010 business plan & budget update

## 2010 Service Change

Commissioners Forego Economic Adjustment for 2010

Service: Departmental Business Services Strategic Pillar

Type of Change Program Reductions Division: Departmental Business Services

Effective Date: January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour	\$2,602,600	(\$16,400)	
Operating Expenses			
Revenue			
Net Cost	\$2,602,600	(\$16,400)	\$0
FTE			

FTE:

Permanent  
Temporary

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

### Details of Service Change

Commissioners forego 2010 economic adjustment per Council and Leadership Team decision.

### Service Impact

No Service Impact

# Departmental Business Services

2010 business plan & budget update

## 2010 Service Change

### Curtail Student Hiring - Community Services

**Service:** Departmental Business Services Strategic Pillar

**Type of Change:** Program Reductions **Division:** Departmental Business Services

**Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour	\$248,200	(\$3,700)	
Operating Expenses			
Revenue			
Net Cost	\$248,200	(\$3,700)	\$0
FTE			

**FTE:**

Permanent  
Temporary


#### Details of Service Change

Departmental Businesses Services will curtail co-op student spending by \$3,700.

#### Service Impact

This will impact the Departmental Businesses Services division, as they rely significantly on student spending to supplement gaps in full-time resources. The value of these students is significant, as they perform tasks that would not otherwise be completed.

# Departmental Business Services

2010 business plan & budget update

## 2010 Service Change

Staff Development Reduction - Community Services

**Service:** Departmental Business Services Strategic Pillar

**Type of Change:** Program Reductions **Division:** Departmental Business Services

**Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	53,400	(1,700)	
Revenue			
Net Cost	\$53,400	(\$1,700)	\$0
FTE			

**FTE:**

Permanent  
Temporary

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

### Details of Service Change

City wide initiative to reduce staff development costs.

### Service Impact

No Services Impact.

# Departmental Business Services

## 2010 business plan & budget update

### 2010 Service Change

#### Reduction in Labour Costs - Planning & Building

**Service:** Departmental Business Services Strategic Pillar

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

**Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour	\$2,783,600	(\$45,500)	
Operating Expenses			
Revenue			
Net Cost	\$2,783,600	(\$45,500)	\$0
FTE		-1	

**FTE:**

Permanent

-1

Temporary

#### Details of Service Change

Reduction of (1) FTE and associated permanent labour plus fringe.

#### Service Impact

This was a complement position that had been vacant and has been redundant due to reduction in building permit activity. Therefore there will be no impact to service levels.

# Departmental Business Services

2010 business plan & budget update

## 2010 Service Change

Reduction in Materials and Supplies - Planning & Building

**Service:** Departmental Business Services Strategic Pillar

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

**Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	173,400	(17,400)	
Revenue			
Net Cost	\$173,400	(\$17,400)	\$0
FTE			

**FTE:**

Permanent  
Temporary

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

### Details of Service Change

Reduction in office supplies, personal equipment, food and beverage, and rewards and recognition programs.

### Service Impact

No service impact.

# Departmental Business Services

2010 business plan & budget update

## 2010 Service Change

Staff Development Reduction - Planning & Building

**Service:** Departmental Business Services Strategic Pillar

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

**Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	23,000	(2,900)	
Revenue			
Net Cost	\$23,000	(\$2,900)	\$0
FTE			

**FTE:**

Permanent

Temporary

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

### Details of Service Change

Reduction in course and conference funding as per Corporate initiative.

### Service Impact

No service impact.

# Departmental Business Services

## 2010 business plan & budget update

### 2010 Service Change

#### Reduction to Professional Services Budget - Transportation & Works

**Service:** Departmental Business Services    **Strategic Pillar:** Completing Our Neighbourhoods

**Type of Change:** Program Reductions    **Division:** Departmental Business Services    **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	110,100	(50,000)	
Revenue			
Net Cost	\$110,100	(\$50,000)	\$0
FTE			

**FTE:**

Permanent  
Temporary

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

#### Details of Service Change

A reduction to the Professional Services Budget within the Business Services Division.

#### Service Impact

Fewer resources available to support process changes in the Division and in the Department and more reliance on staff for research and analysis.

# Departmental Business Services

## 2010 business plan & budget update

### 2010 Service Change

Staff Development Reduction - Transportation & Works

**Service:** Departmental Business Services    **Strategic Pillar:** Completing Our Neighbourhoods

**Type of Change:** Program Reductions    **Division:** Departmental Business Services    **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	29,200	(1,000)	
Revenue			
<b>Net Cost</b>	<b>\$29,200</b>	<b>(\$1,000)</b>	<b>\$0</b>
FTE		0	

**FTE:**

Permanent  
Temporary


#### Details of Service Change

In the 2010 Budget, the T&W department reduced their Staff Development budget by \$10,000 of which \$1,000 pertains to the Departmental Business Services Section.

#### Service Impact

Current spending levels will continue to be monitored.

# Departmental Business Services

2010 business plan & budget update

## 2010 Service Change

### Elimination of Styrofoam Cups - My Ideas

**Service:** Departmental Business Services    **Strategic Pillar:** Living Green

**Type of Change:** Efficiencies / Reserve Transfers    **Division:** Departmental Business Services

**Effective Date:** January 1, 2010

**FTE:**

Permanent  
Temporary

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

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	15,800	(500)	
Revenue			
<b>Net Cost</b>	<b>\$15,800</b>	<b>(\$500)</b>	<b>\$0</b>
FTE			

#### Details of Service Change

Reduce budgets for styrofoam cups, where reusable cups can be used in their place.

#### Service Impact

No service impact