

# Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

## City Wide Operating Budget 2011-2013 Recommended Funding

Program (\$'000's)	2011 Gross	2011 Net	2012 Gross	2012 Net	2013 Gross	2013 Net
<b>TOTAL PROGRAMS (\$'000's)</b>	<b>573,820.4</b>	<b>318,593.5</b>	<b>594,473.4</b>	<b>335,611.0</b>	<b>620,213.0</b>	<b>359,821.9</b>
<b>ROADS AND STORM DRAINAGE</b>	<b>70,115.0</b>	<b>64,246.2</b>	<b>74,004.1</b>	<b>67,210.3</b>	<b>77,101.1</b>	<b>70,404.6</b>
Maintenance Control	5,578.8	7,134.3	5,985.5	7,457.5	6,357.9	7,898.9
Sewer Bridges & Watercourses	1,491.7	1,363.1	1,585.0	1,456.4	1,585.0	1,456.4
Winter Maintenance	19,284.3	18,670.8	20,270.1	19,656.6	21,066.9	20,453.4
Road & Sidewalk Maintenance	7,318.8	4,702.5	8,038.5	4,711.4	8,079.5	4,752.4
Cleaning and Litter Pick-up	4,824.8	3,647.8	5,063.4	3,876.4	5,130.8	3,943.8
Development Construction	1,078.6	1,071.1	1,132.8	1,125.3	1,182.5	1,175.0
Engineering & Capital Works	430.6	320.2	584.5	575.3	753.8	745.8
Corporate Fleet Maintenance	1,337.6	1,319.7	1,470.4	1,453.5	1,612.3	1,596.4
Transportation & Infrastructure Planning	5,198.6	4,362.0	5,108.8	4,472.3	5,308.6	4,697.1
Streetlighting	7,148.6	7,148.6	8,058.6	8,058.6	8,800.1	8,800.1
Crossing Guards	2,471.7	2,471.7	2,516.7	2,516.7	2,583.7	2,583.7
Traffic Management	10,157.0	9,124.7	10,024.4	8,786.2	10,327.9	9,090.8
Parking Facilities	561.6	167.6	764.1	177.1	773.7	167.5
Geomatics	3,232.3	3,077.3	3,401.3	3,241.2	3,538.4	3,378.3
<b>FIRE AND EMERGENCY SERVICES</b>	<b>85,011.8</b>	<b>84,047.5</b>	<b>88,030.9</b>	<b>87,229.1</b>	<b>90,832.5</b>	<b>90,055.9</b>
Suppression	72,126.8	71,550.3	74,888.8	74,212.3	77,334.8	76,658.3
Fire Building Maintenance	1,027.6	1,027.6	1,061.6	1,061.6	1,087.4	1,087.4
Fire Vehicle Maintenance	2,960.7	2,960.7	3,022.0	3,022.0	3,061.6	3,061.6
Prevention	4,370.7	4,273.7	4,362.9	4,265.9	4,494.9	4,397.9
Fire Support Services	4,526.0	4,235.2	4,695.6	4,667.3	4,853.8	4,850.7
<b>MISSISSAUGA TRANSIT SERVICES</b>	<b>131,718.3</b>	<b>45,771.2</b>	<b>139,042.1</b>	<b>49,970.3</b>	<b>150,108.8</b>	<b>60,334.1</b>
<b>RECREATION AND PARKS</b>	<b>90,438.8</b>	<b>45,636.2</b>	<b>93,548.2</b>	<b>48,513.4</b>	<b>96,828.5</b>	<b>51,126.9</b>
Recreation Facilities & Programs	40,808.2	10,641.8	42,053.2	12,365.5	43,405.6	13,118.8
Divisional Support Services	8,870.2	9,869.0	8,987.4	9,941.1	9,361.2	10,189.6
Boulevards & Forestry	5,986.1	5,747.1	6,177.6	5,957.5	6,331.2	6,141.1
Golf, Marinas and Hershey Centre	13,533.5	1,087.8	14,040.8	1,276.8	14,495.1	822.5
Parks Maintenance	18,802.2	17,617.7	19,761.0	18,562.2	20,559.1	19,360.3
Park Planning & Development	2,438.6	2,848.4	2,528.2	2,963.9	2,676.3	3,139.6
<b>LIBRARY SERVICES</b>	<b>26,012.3</b>	<b>24,604.1</b>	<b>26,346.6</b>	<b>24,893.0</b>	<b>27,129.9</b>	<b>25,696.2</b>
Central Library Services	5,033.5	4,689.6	5,143.7	4,805.9	5,284.9	4,947.1
Public Services	13,456.9	12,483.2	13,646.5	12,691.7	14,153.1	13,198.3
Support Services	7,521.9	7,431.3	7,556.4	7,395.4	7,691.9	7,550.8

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Program (\$'000's)	2011 Gross	2011 Net	2012 Gross	2012 Net	2013 Gross	2013 Net
<b>LAND DEVELOPMENT SERVICES</b>	<b>15,825.4</b>	<b>5,078.8</b>	<b>16,314.0</b>	<b>6,687.2</b>	<b>16,686.0</b>	<b>7,188.1</b>
Building	7,648.6	3,675.0-	8,136.9	2,547.8-	8,228.8	2,456.0-
Development and Design	5,114.7	6,189.7	5,074.8	6,577.7	5,253.7	6,885.5
Policy	3,062.1	2,564.1	3,102.3	2,657.3	3,203.5	2,758.5
<b>LEGISLATIVE SERVICES</b>	<b>6,998.7</b>	<b>2,517.8-</b>	<b>6,871.5</b>	<b>2,611.4-</b>	<b>7,128.3</b>	<b>2,342.4-</b>
Elections	614.8	115.7	184.0	120.3	158.0	126.3
Provincial Offence Act	2,304.0	5,696.0-	2,431.3	5,908.7-	2,493.2	5,846.8-
Office of the City Clerk	3,446.7	2,534.3	3,600.5	2,626.3	3,779.5	2,785.5
Council Committees	146.7	111.7	146.7	111.7	146.7	111.7
Printing and Mail Services	486.5	416.5	509.0	439.0	550.9	480.9
<b>ARTS &amp; CULTURE</b>	<b>5,561.7</b>	<b>4,518.3</b>	<b>5,745.7</b>	<b>4,825.3</b>	<b>5,970.2</b>	<b>5,054.3</b>
Art Section	3,551.0	3,305.9	3,581.3	3,453.9	3,732.5	3,609.6
Heritage Section	266.1	266.1	269.4	269.4	277.9	277.9
Theatre	842.1	292.6	893.2	343.7	921.4	371.9
Museums	892.5	672.8	922.3	712.9	956.0	746.6
Filming	10.0	19.1-	79.5	45.4	82.4	48.3
<b>REGULATORY SERVICES</b>	<b>12,164.7</b>	<b>1,520.2</b>	<b>12,597.9</b>	<b>1,306.1</b>	<b>13,062.4</b>	<b>1,777.8</b>
Enforcement Administration	635.4	1,064.3	652.4	1,088.9	682.5	1,125.0
Animal Services	2,700.1	1,975.9	2,835.1	1,781.5	2,938.6	1,885.3
Mobile Licensing	1,370.6	185.5-	1,402.0	136.1-	1,459.9	78.2-
Compliance & Licensing Enforcement	2,730.2	698.1	2,861.6	759.2	2,977.1	875.1
Parking Enforcement	4,728.4	2,032.6-	4,846.8	2,187.4-	5,004.3	2,029.4-
<b>FACILITY PROPERTY MANAGEMENT</b>	<b>19,716.3</b>	<b>18,556.7</b>	<b>20,334.0</b>	<b>19,306.1</b>	<b>21,129.7</b>	<b>20,119.8</b>
Building Maintenance	5,908.5	5,908.5	6,050.2	6,050.2	6,176.4	6,176.4
Security	3,227.8	3,227.8	3,382.5	3,382.5	3,557.4	3,557.4
Building Operations	4,373.2	3,287.2	4,411.4	3,290.4	4,476.0	3,355.0
Utilities	2,277.6	2,223.2	2,250.3	2,237.8	2,364.1	2,351.6
Capital Project Management and Space Planning	2,145.3	2,108.3	2,322.1	2,322.1	2,487.9	2,487.9
Realty Services	1,069.6	679.1	1,182.8	862.3	1,312.4	991.9
Divisional Support Services	714.3	1,122.6	734.7	1,160.8	755.5	1,199.6

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## City Wide Operating Budget 2011-2013 Recommended Funding

Program (\$'000's)	2011 Gross	2011 Net	2012 Gross	2012 Net	2013 Gross	2013 Net
<b>STRATEGIC POLICY</b>	<b>11,198.3</b>	<b>9,875.9</b>	<b>11,735.7</b>	<b>10,461.6</b>	<b>12,135.5</b>	<b>10,876.4</b>
Strategic Community Initiatives	963.1	575.1	1,036.5	736.5	1,064.1	764.1
Environmental Management	539.5	310.5	559.0	330.0	574.7	345.7
Economic Development	1,806.1	1,594.2	1,891.2	1,666.8	1,940.7	1,731.3
Legal Services	4,782.3	4,563.9	5,001.1	4,782.7	5,178.8	4,960.4
Corporate Strategy & Innovation	2,081.0	1,805.9	2,175.7	1,883.4	2,261.9	1,969.6
Internal Audit	1,026.3	1,026.3	1,072.2	1,062.2	1,115.3	1,105.3
<b>INFORMATION TECHNOLOGY SERVICES</b>	<b>17,788.0</b>	<b>16,759.8</b>	<b>18,377.8</b>	<b>17,289.9</b>	<b>18,961.8</b>	<b>17,890.0</b>
<b>BUSINESS SERVICES</b>	<b>22,211.8</b>	<b>21,285.2</b>	<b>23,416.4</b>	<b>22,310.8</b>	<b>24,390.5</b>	<b>23,306.3</b>
Revenue, Materiel Management and Business Services	6,210.4	5,085.2	6,406.4	5,049.9	6,655.7	5,306.1
Finance	4,250.2	4,327.0	4,602.9	4,694.8	4,837.2	4,933.0
Human Resources	7,191.7	7,259.6	7,576.6	7,647.0	7,860.7	7,937.6
Communications	4,559.5	4,613.4	4,830.5	4,919.1	5,036.9	5,129.6
<b>DEPARTMENTAL BUSINESS SERVICES</b>	<b>12,187.2</b>		<b>12,615.3</b>		<b>13,116.0</b>	
<b>MAYOR &amp; MEMBERS OF COUNCIL</b>	<b>4,103.9</b>	<b>4,103.9</b>	<b>4,183.7</b>	<b>4,183.7</b>	<b>4,322.3</b>	<b>4,322.3</b>
<b>FINANCIAL TRANSACTIONS</b>	<b>42,768.2</b>	<b>24,892.7-</b>	<b>41,309.5</b>	<b>25,964.4-</b>	<b>41,309.5</b>	<b>25,988.4-</b>
Bank & External Audit Charges	1,180.0	1,121.0	1,380.0	1,308.0	1,380.0	1,284.0
Benefits and Labour Package	3,609.7	3,089.7	1,888.6	1,368.6	1,888.6	1,368.6
Enersource Dividend		9,000.0-		9,000.0-		9,000.0-
Insurance	7,446.8	3,883.0	7,546.8	3,983.0	7,646.8	4,083.0
Investment Income		14,454.6-		14,454.6-		14,454.6-
Labour Gapping Savings	550.0-	550.0-	550.0-	550.0-	550.0-	550.0-
Miscellaneous Revenues and Expenditures	990.5	521.1	932.9	463.5	932.9	463.5
Payments In Lieu of Taxes	100.0	24,900.5-	100.0	24,500.5-	100.0	25,500.5-
Transfer To and From Reserves	450.0	450.0	500.0	500.0	500.0	500.0
Taxation	5,325.5	7,138.1-	5,245.5	7,218.1-	5,145.5	6,318.1-
Tourism	145.4	145.4	145.4	145.4	145.4	145.4
Workers' Compensation and Rehabilitation	2,380.0	250.0	2,430.0	300.0	2,430.0	300.0
Contribution to Capital	21,690.3	21,690.3	21,690.3	21,690.3	21,690.3	21,690.3

# Appendix 1 – 2012 Operating Program Summary

**Business Plan & Budget Book 2012-2014**

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# Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

**ROADS AND STORM DRAINAGE**  
**2012 Explanation of Budget Changes**  
 Program: **Maintenance Control**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>4,293</b>	<b>4,701</b>	<b>408</b>	<b>9.5</b>
Staff Development Costs	61	61		
Communication Costs	33	33		
Transportation Costs	453	413	(40)	(8.8)
Occupancy & City Costs	342	365	24	6.9
Equipment Costs & Maintenance Agreements	22	22		
Contractor & Professional Services	61	61		
Advertising & Promotions	9	9		
Materials, Supplies & Other Services	344	359	15	4.4
Finance Other	(38)	(38)		
<b>OTHER OPERATING EXPENSES</b>	<b>1,286</b>	<b>1,285</b>	<b>(2)</b>	<b>(0.1)</b>
<b>TOTAL EXPENDITURES</b>	<b>5,579</b>	<b>5,986</b>	<b>407</b>	<b>7.3</b>
<b>REVENUES</b>				
Grants	(3)	(3)		
Fees & Service Charges	(430)	(546)	(117)	(27.1)
<b>TOTAL REVENUES</b>	<b>(432)</b>	<b>(549)</b>	<b>(117)</b>	<b>(26.9)</b>
<b>NET PROGRAM IMPACT</b>	<b>5,147</b>	<b>5,437</b>	<b>290</b>	<b>5.6</b>
Allocations	1,988	2,021	33	1.7
<b>Total Program Impact</b>	<b>7,134</b>	<b>7,458</b>	<b>323</b>	<b>4.5%</b>

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**Explanation of Changes:**

Labour increase of \$408k reflects, economic adjustment increases, labour adjustments and other fringe benefit changes. Fees & Service Charges net increase of \$117k as a result of realigning the budget within the other Engineering & Works programs.

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## ROADS AND STORM DRAINAGE

### 2012 Explanation of Budget Changes

Program: Sewer, Bridges & Watercourses

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>310</b>	<b>368</b>	<b>58</b>	<b>18.8</b>
Transportation Costs	53	53		
Contractor & Professional Services	1,063	1,098	35	3.3
Materials, Supplies & Other Services	66	66		
<b>OTHER OPERATING EXPENSES</b>	<b>1,182</b>	<b>1,217</b>	<b>35</b>	<b>3.0</b>
<b>TOTAL EXPENDITURES</b>	<b>1,492</b>	<b>1,585</b>	<b>93</b>	<b>6.3</b>
<b>REVENUES</b>				
Grants	(5)	(5)		
Fees & Service Charges	(124)	(124)		
<b>TOTAL REVENUES</b>	<b>(129)</b>	<b>(129)</b>		
<b>NET PROGRAM IMPACT</b>	<b>1,363</b>	<b>1,456</b>	<b>93</b>	<b>6.8</b>
<b>Total Program Impact</b>	<b>1,363</b>	<b>1,456</b>	<b>93</b>	<b>6.8%</b>

#### Explanation of Changes:

Labour increase of \$58k reflects, economic adjustment increases, labour adjustments and other fringe benefit changes. Contractor and Professional Services increase of \$35k is required to cover bridge cleaning costs, which are part of the preventative maintenance program.

## Appendix 1 – 2012 Operating Program Summary

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### ROADS AND STORM DRAINAGE 2012 Explanation of Budget Changes Program: Winter Maintenance

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>1,176</b>	<b>1,009</b>	<b>(167)</b>	<b>(14.2)</b>
Transportation Costs	465	465		
Contractor & Professional Services	12,814	14,295	1,480	11.6
Materials, Supplies & Other Services	4,829	4,501	(328)	(6.8)
<b>OTHER OPERATING EXPENSES</b>	<b>18,108</b>	<b>19,261</b>	<b>1,153</b>	<b>6.4</b>
<b>TOTAL EXPENDITURES</b>	<b>19,284</b>	<b>20,270</b>	<b>986</b>	<b>5.1</b>
<b>REVENUES</b>				
Grants	(431)	(431)		
Fees & Service Charges	(33)	(33)		
Transfers	(150)	(150)		
<b>TOTAL REVENUES</b>	<b>(614)</b>	<b>(614)</b>		
<b>NET PROGRAM IMPACT</b>	<b>18,671</b>	<b>19,657</b>	<b>986</b>	<b>5.3</b>
<b>Total Program Impact</b>	<b>18,671</b>	<b>19,657</b>	<b>986</b>	<b>5.3%</b>

#### Explanation of Changes:

The net decrease in labour costs reflects:

- increase in economic adjustments, fringe benefit changes offset by various labour components.

Contractor and Professional Services increase of \$1,480k due to contract cost and growth increases.

Materials, Supplies and Other Services net decrease of \$328k reflects the realignment of the budget to represent forecasted 2012 expenditure levels.

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### ROADS AND STORM DRAINAGE

#### 2012 Explanation of Budget Changes

Program: **Road & Sidewalk Maintenance**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>1,055</b>	<b>1,171</b>	<b>116</b>	<b>11.0</b>
Transportation Costs	232	232		
Contractor & Professional Services	5,809	6,388	579	10.0
Materials, Supplies & Other Services	222	247	25	11.3
<b>OTHER OPERATING EXPENSES</b>	<b>6,264</b>	<b>6,868</b>	<b>604</b>	<b>9.6</b>
<b>TOTAL EXPENDITURES</b>	<b>7,319</b>	<b>8,039</b>	<b>720</b>	<b>9.8</b>
<b>REVENUES</b>				
Grants	(1,022)	(1,022)		
Fees & Service Charges	(1,595)	(2,305)	(711)	(44.6)
<b>TOTAL REVENUES</b>	<b>(2,616)</b>	<b>(3,327)</b>	<b>(711)</b>	<b>(27.2)</b>
<b>NET PROGRAM IMPACT</b>	<b>4,703</b>	<b>4,711</b>	<b>9</b>	<b>0.2</b>
<b>Total Program Impact</b>	<b>4,703</b>	<b>4,711</b>	<b>9</b>	<b>0.2%</b>

#### Explanation of Changes:

Labour increase of \$116k reflects, economic adjustment increases, labour adjustments and other fringe benefit changes. Contractor and Professional Services increase of \$579k due to increase in contractor prices and growth. Fees & Service Charges increase of \$711k due to increase in contract recoveries, increase to road degradation fees and realignment of budget to reflect actuals.

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### ROADS AND STORM DRAINAGE 2012 Explanation of Budget Changes Program: **Cleaning and Litter Pick-Up**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>1,616</b>	<b>1,650</b>	<b>34</b>	<b>2.1</b>
Transportation Costs	539	539		
Contractor & Professional Services	2,554	2,759	205	8.0
Advertising & Promotions	22	22		
Materials, Supplies & Other Services	94	94		
<b>OTHER OPERATING EXPENSES</b>	<b>3,209</b>	<b>3,414</b>	<b>205</b>	<b>6.4</b>
<b>TOTAL EXPENDITURES</b>	<b>4,825</b>	<b>5,063</b>	<b>239</b>	<b>4.9</b>
<b>REVENUES</b>				
Grants	(1,084)	(994)	90	8.3
Fees & Service Charges	(93)	(193)	(100)	(107.5)
<b>TOTAL REVENUES</b>	<b>(1,177)</b>	<b>(1,187)</b>	<b>(10)</b>	<b>(0.8)</b>
<b>NET PROGRAM IMPACT</b>	<b>3,648</b>	<b>3,876</b>	<b>229</b>	<b>6.3</b>
<b>Total Program Impact</b>	<b>3,648</b>	<b>3,876</b>	<b>229</b>	<b>6.3%</b>

#### Explanation of Changes:

Labour increase of \$34k reflects, economic adjustment increases, labour adjustments and other fringe benefit changes. Contractor and Professional Services increase of \$205k due to increase in contractor prices and growth.

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### ROADS AND STORM DRAINAGE 2012 Explanation of Budget Changes Program: **Development Construction**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>1,069</b>	<b>1,123</b>	<b>54</b>	<b>5.1</b>
Contractor & Professional Services	10	10		
<b>OTHER OPERATING EXPENSES</b>	<b>10</b>	<b>10</b>		
<b>TOTAL EXPENDITURES</b>	<b>1,079</b>	<b>1,133</b>	<b>54</b>	<b>5.0</b>
<b>REVENUES</b>				
Fees & Service Charges	(8)	(8)		
<b>TOTAL REVENUES</b>	<b>(8)</b>	<b>(8)</b>		
<b>NET PROGRAM IMPACT</b>	<b>1,071</b>	<b>1,125</b>	<b>54</b>	<b>5.1</b>
<b>Total Program Impact</b>	<b>1,071</b>	<b>1,125</b>	<b>54</b>	<b>5.1%</b>

#### Explanation of Changes:

Labour increase of \$54k reflects, economic adjustment increases, labour adjustments and other fringe benefit changes.

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### ROADS AND STORM DRAINAGE

#### 2012 Explanation of Budget Changes

Program: **Engineering & Capital Works**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>219</b>	<b>373</b>	<b>154</b>	<b>70.3</b>
Transportation Costs	69	69		
Equipment Costs & Maintenance Agreements	15	15		
Materials, Supplies & Other Services	51	51		
Finance Other	76	76		
<b>OTHER OPERATING EXPENSES</b>	<b>212</b>	<b>212</b>		
<b>TOTAL EXPENDITURES</b>	<b>431</b>	<b>585</b>	<b>154</b>	<b>35.7</b>
<b>REVENUES</b>				
Fees & Service Charges	(120)	(20)	100	<b>83.3</b>
<b>TOTAL REVENUES</b>	<b>(120)</b>	<b>(20)</b>	<b>100</b>	<b>83.3</b>
<b>NET PROGRAM IMPACT</b>	<b>311</b>	<b>565</b>	<b>254</b>	<b>81.7</b>
Allocations	10	11	1	<b>12.5</b>
<b>Total Program Impact</b>	<b>320</b>	<b>575</b>	<b>255</b>	<b>79.7%</b>

#### Explanation of Changes:

Labour increase of \$154k reflects, economic adjustment increases, labour adjustments and other fringe benefit changes. Fees & Service Charges decrease of \$100k due to transfer of budget from Engineering section to Maintenance Control section.

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

### ROADS AND STORM DRAINAGE

#### 2012 Explanation of Budget Changes

Program: **Corporate Fleet Maintenance**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>2,411</b>	<b>2,479</b>	<b>68</b>	<b>2.8</b>
Transportation Costs	(4,153)	(4,153)		
Equipment Costs & Maintenance Agreements	5	5		
Materials, Supplies & Other Services	3,074	3,139	65	2.1
<b>OTHER OPERATING EXPENSES</b>	<b>(1,074)</b>	<b>(1,009)</b>	<b>65</b>	<b>6.1</b>
<b>TOTAL EXPENDITURES</b>	<b>1,338</b>	<b>1,470</b>	<b>133</b>	<b>9.9</b>
<b>REVENUES</b>				
Fees & Service Charges	(55)	(55)		
<b>TOTAL REVENUES</b>	<b>(55)</b>	<b>(55)</b>		
<b>NET PROGRAM IMPACT</b>	<b>1,283</b>	<b>1,415</b>	<b>133</b>	<b>10.4</b>
Allocations	37	38	1	2.7
<b>Total Program Impact</b>	<b>1,320</b>	<b>1,454</b>	<b>134</b>	<b>10.1%</b>

#### Explanation of Changes:

Labour increase of \$68k reflects, economic adjustment increases, labour adjustments and other fringe benefit changes. Materials, Supplies and Other Services increase of \$65k due to fuel cost increase of five cents per litre.

# Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

## ROADS AND STORM DRAINAGE

### 2012 Explanation of Budget Changes

Program: **Transportation & Infrastructure Planning**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>4,224</b>	<b>4,448</b>	<b>224</b>	<b>5.3</b>
Staff Development Costs	30	43	13	42.8
Communication Costs	11	11		
Transportation Costs	24	24		
Occupancy & City Costs	205	210	5	2.5
Equipment Costs & Maintenance Agreements	37	47	10	27.2
Contractor & Professional Services	451	284	(167)	(37.1)
Advertising & Promotions	8	8		
Materials, Supplies & Other Services	209	34	(175)	(83.8)
<b>OTHER OPERATING EXPENSES</b>	<b>974</b>	<b>660</b>	<b>(314)</b>	<b>(32.2)</b>
<b>TOTAL EXPENDITURES</b>	<b>5,199</b>	<b>5,109</b>	<b>(90)</b>	<b>(1.7)</b>
<b>REVENUES</b>				
Fees & Service Charges	(592)	(582)	10	1.7
Licenses & Permits	(55)	(55)		
Transfers	(190)		190	100.0
<b>TOTAL REVENUES</b>	<b>(837)</b>	<b>(637)</b>	<b>200</b>	<b>23.9</b>
<b>NET PROGRAM IMPACT</b>	<b>4,362</b>	<b>4,472</b>	<b>110</b>	<b>2.5</b>
<b>Total Program Impact</b>	<b>4,362</b>	<b>4,472</b>	<b>110</b>	<b>2.5%</b>

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

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### **Explanation of Changes:**

Labour increase of \$224k reflects, economic adjustment increases, labour adjustments and other fringe benefit changes along with the annualization of the Cycling Master Plan Technologist and the Water Resources Engineer. Materials, Supplies & Other Services costs decrease of \$175k due to reduction in budget requirements for signage and pavement markings for the Cycling Master Plan Implementation (BR # 211). Contractor & Professional Services net decrease of \$167k reflects the elimination of the 2011 operating budget reserve. Transfers increase of \$190k reflect the elimination of the 2011 operating budget reserve.

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

### ROADS AND STORM DRAINAGE 2012 Explanation of Budget Changes Program: **Streetlighting**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
Occupancy & City Costs	7,149	8,059	910	12.7
<b>OTHER OPERATING EXPENSES</b>	<b>7,149</b>	<b>8,059</b>	<b>910</b>	<b>12.7</b>
<b>TOTAL EXPENDITURES</b>	<b>7,149</b>	<b>8,059</b>	<b>910</b>	<b>12.7</b>
<b>NET PROGRAM IMPACT</b>	<b>7,149</b>	<b>8,059</b>	<b>910</b>	<b>12.7</b>
<b>Total Program Impact</b>	<b>7,149</b>	<b>8,059</b>	<b>910</b>	<b>12.7%</b>

#### Explanation of Changes:

Occupancy & City Costs increase of \$910k is a result of the following:

- base budget adjustment to 2011 actual costs
- hydro cost increase based on province's announcement in 2010
- light emitting diode (LED) retrofit cost savings.

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

### ROADS AND STORM DRAINAGE

#### 2012 Explanation of Budget Changes

Program: **Crossing Guards**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>2,285</b>	<b>2,330</b>	<b>45</b>	<b>2.0</b>
Communication Costs	2	6	4	235.3
Transportation Costs	140	150	10	7.1
Materials, Supplies & Other Services	45	31	(14)	(31.2)
<b>OTHER OPERATING EXPENSES</b>	<b>187</b>	<b>187</b>		
<b>TOTAL EXPENDITURES</b>	<b>2,472</b>	<b>2,517</b>	<b>45</b>	<b>1.8</b>
<b>NET PROGRAM IMPACT</b>	<b>2,472</b>	<b>2,517</b>	<b>45</b>	<b>1.8</b>
<b>Total Program Impact</b>	<b>2,472</b>	<b>2,517</b>	<b>45</b>	<b>1.8%</b>

#### Explanation of Changes:

Labour increase of \$45k reflects, economic adjustment increases, labour adjustments and other fringe benefit changes.

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

### ROADS AND STORM DRAINAGE 2012 Explanation of Budget Changes Program: **Traffic Management**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>4,265</b>	<b>4,335</b>	<b>70</b>	<b>1.6</b>
Communication Costs	629	440	(189)	(30.0)
Transportation Costs	126	166	40	31.8
Occupancy & City Costs	138	138		
Contractor & Professional Services	4,322	4,268	(54)	(1.2)
Advertising & Promotions	1	1		
Materials, Supplies & Other Services	677	677		
<b>OTHER OPERATING EXPENSES</b>	<b>5,892</b>	<b>5,690</b>	<b>(203)</b>	<b>(3.4)</b>
<b>TOTAL EXPENDITURES</b>	<b>10,157</b>	<b>10,024</b>	<b>(133)</b>	<b>(1.3)</b>
<b>REVENUES</b>				
Fees & Service Charges	(987)	(1,193)	(206)	(20.9)
Licenses & Permits	(55)	(56)	(1)	(1.1)
<b>TOTAL REVENUES</b>	<b>(1,042)</b>	<b>(1,249)</b>	<b>(207)</b>	<b>(19.9)</b>
<b>NET PROGRAM IMPACT</b>	<b>9,115</b>	<b>8,775</b>	<b>(340)</b>	<b>(3.7)</b>
Allocations	10	11	1	11.3
<b>Total Program Impact</b>	<b>9,125</b>	<b>8,786</b>	<b>(339)</b>	<b>(3.7%)</b>

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

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### **Explanation of Changes:**

Labour increase of \$70k reflects, economic adjustment increases, labour adjustments and other fringe benefit changes along with the annualization of a Traffic IV Maintenance & Collection person. Communication Costs decrease of \$189k due to realignment of the budget to forecasted 2012 expenditure levels. Fees and Charges increase of \$206k to reflect actual revenue during the past year.

# Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

## ROADS AND STORM DRAINAGE

### 2012 Explanation of Budget Changes

Program: **Parking Facilities**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>125</b>	<b>183</b>	<b>58</b>	<b>46.2</b>
Communication Costs	111	126	15	13.5
Transportation Costs	12	12		
Occupancy & City Costs	70	143	73	104.0
Equipment Costs & Maintenance Agreements	15	62	47	313.3
Contractor & Professional Services	26	26		
Materials, Supplies & Other Services	91	104	13	14.3
Finance Other	11	18	7	63.6
Transfers	101	91	(10)	(9.9)
<b>OTHER OPERATING EXPENSES</b>	<b>437</b>	<b>581</b>	<b>145</b>	<b>33.2</b>
<b>TOTAL EXPENDITURES</b>	<b>562</b>	<b>764</b>	<b>203</b>	<b>36.1</b>
<b>REVENUES</b>				
Fees & Service Charges	(729)	(891)	(162)	(22.2)
Other Revenue		(50)	(50)	
<b>TOTAL REVENUES</b>	<b>(729)</b>	<b>(941)</b>	<b>(212)</b>	<b>(29.1)</b>
<b>NET PROGRAM IMPACT</b>	<b>(168)</b>	<b>(177)</b>	<b>(10)</b>	<b>(5.7)</b>
<b>Total Program Impact</b>	<b>(168)</b>	<b>(177)</b>	<b>(10)</b>	<b>(5.7%)</b>

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

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### **Explanation of Changes:**

Labour increase of \$58k reflects, economic adjustment increases, labour adjustments and other fringe benefit changes along with the annualization of a parking permit clerk. Occupancy and City Costs increase by \$73k due to increase in electricity usage for off-street parking machines along with additional rental costs for parking spaces on Port Street. Fees and Charges increase of \$162k due to higher parking revenue for both garages and parking lots partially offset by reduction in parking revenue for free evening and weekend parking along with reduction of rate from \$1.50 to \$1.00 per hour.

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

### ROADS AND STORM DRAINAGE 2012 Explanation of Budget Changes Program: Geomatics

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>2,945</b>	<b>3,125</b>	<b>180</b>	<b>6.1</b>
Occupancy & City Costs	175	180	4	2.5
Contractor & Professional Services	15	15		
Materials, Supplies & Other Services	86	71	(15)	(17.5)
Finance Other	12	12		
<b>OTHER OPERATING EXPENSES</b>	<b>287</b>	<b>277</b>	<b>(11)</b>	<b>(3.7)</b>
<b>TOTAL EXPENDITURES</b>	<b>3,232</b>	<b>3,401</b>	<b>169</b>	<b>5.2</b>
<b>REVENUES</b>				
Fees & Service Charges	(155)	(160)	(5)	(3.3)
<b>TOTAL REVENUES</b>	<b>(155)</b>	<b>(160)</b>	<b>(5)</b>	<b>(3.3)</b>
<b>NET PROGRAM IMPACT</b>	<b>3,077</b>	<b>3,241</b>	<b>164</b>	<b>5.3</b>
<b>Total Program Impact</b>	<b>3,077</b>	<b>3,241</b>	<b>164</b>	<b>5.3%</b>

#### Explanation of Changes:

Labour increase of \$180k reflects, economic adjustment increases, labour adjustments and other fringe benefit changes along with the annualization of a Land Surveyor.

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

### FIRE AND EMERGENCY SERVICES

#### 2012 Explanation of Budget Changes

##### Program: Fire Suppression

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>72,102</b>	<b>74,570</b>	<b>2,468</b>	<b>3.4</b>
Staff Development Costs	8	8		
Transportation Costs	17	17		
Occupancy & City Costs		294	294	
<b>OTHER OPERATING EXPENSES</b>	<b>25</b>	<b>319</b>	<b>294</b>	<b>1,180.7</b>
<b>TOTAL EXPENDITURES</b>	<b>72,127</b>	<b>74,889</b>	<b>2,762</b>	<b>3.8</b>
<b>REVENUES</b>				
Fees & Service Charges	(577)	(577)		
Rents, Concessions & Franchise		(100)	(100)	
<b>TOTAL REVENUES</b>	<b>(577)</b>	<b>(677)</b>	<b>(100)</b>	<b>(17.3)</b>
<b>NET PROGRAM IMPACT</b>	<b>71,550</b>	<b>74,212</b>	<b>2,662</b>	<b>3.7</b>
<b>Total Program Impact</b>	<b>71,550</b>	<b>74,212</b>	<b>2,662</b>	<b>3.7%</b>

#### Explanation of Changes:

The increase in permanent labour costs reflects performance pay, economic adjustment increases, labour adjustments and other fringe benefit changes. Also included in the labour increase is a new staff for Garry W. Morden centre starting January 2012.

The operating expense increases are due to the opening of Garry W. Morden centre and represent utility and building maintenance expenses.

The revenue increases are also budgeted for Garry W. Morden Centre in 2012 which is the first full year of operation for this centre.

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

### FIRE AND EMERGENCY SERVICES

#### 2012 Explanation of Budget Changes

#### Program: Fire Building Maintenance

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>263</b>	<b>269</b>	<b>6</b>	<b>2.4</b>
Occupancy & City Costs	765	793	28	3.6
<b>OTHER OPERATING EXPENSES</b>	<b>765</b>	<b>793</b>	<b>28</b>	<b>3.6</b>
<b>TOTAL EXPENDITURES</b>	<b>1,028</b>	<b>1,062</b>	<b>34</b>	<b>3.3</b>
<b>NET PROGRAM IMPACT</b>	<b>1,028</b>	<b>1,062</b>	<b>34</b>	<b>3.3</b>
<b>Total Program Impact</b>	<b>1,028</b>	<b>1,062</b>	<b>34</b>	<b>3.3%</b>

#### Explanation of Changes:

The increase in permanent labour costs reflects performance pay, economic adjustment increases, labour adjustments and other fringe benefit changes.

The operating expense increases are due to utility increases.

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

### FIRE AND EMERGENCY SERVICES

#### 2012 Explanation of Budget Changes

Program: **Fire Vehicle Maintenance**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>1,226</b>	<b>1,257</b>	<b>31</b>	<b>2.6</b>
Staff Development Costs	15	15		
Transportation Costs	1,088	1,118	30	2.8
Occupancy & City Costs	58	58		
Equipment Costs & Maintenance Agreements	167	167		
Materials, Supplies & Other Services	407	407		
<b>OTHER OPERATING EXPENSES</b>	<b>1,735</b>	<b>1,765</b>	<b>30</b>	<b>1.7</b>
<b>TOTAL EXPENDITURES</b>	<b>2,961</b>	<b>3,022</b>	<b>61</b>	<b>2.1</b>
<b>NET PROGRAM IMPACT</b>	<b>2,961</b>	<b>3,022</b>	<b>61</b>	<b>2.1</b>
<b>Total Program Impact</b>	<b>2,961</b>	<b>3,022</b>	<b>61</b>	<b>2.1%</b>

#### Explanation of Changes:

The increase in permanent labour costs reflects performance pay, economic adjustment increases, labour adjustments and other fringe benefit changes.

The operating expense increases are due to fuel cost increase.

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

### FIRE AND EMERGENCY SERVICES

#### 2012 Explanation of Budget Changes

Program: **Prevention**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>4,152</b>	<b>4,145</b>	<b>(8)</b>	<b>(0.2)</b>
Staff Development Costs	16	16		
Transportation Costs	124	124		
Equipment Costs & Maintenance Agreements	5	5		
Advertising & Promotions	19	19		
Materials, Supplies & Other Services	55	55		
<b>OTHER OPERATING EXPENSES</b>	<b>218</b>	<b>218</b>		
<b>TOTAL EXPENDITURES</b>	<b>4,371</b>	<b>4,363</b>	<b>(8)</b>	<b>(0.2)</b>
<b>REVENUES</b>				
Fees & Service Charges	(92)	(92)		
Licenses & Permits	(5)	(5)		
<b>TOTAL REVENUES</b>	<b>(97)</b>	<b>(97)</b>		
<b>NET PROGRAM IMPACT</b>	<b>4,274</b>	<b>4,266</b>	<b>(8)</b>	<b>(0.2)</b>
<b>Total Program Impact</b>	<b>4,274</b>	<b>4,266</b>	<b>(8)</b>	<b>(0.2%)</b>

#### Explanation of Changes:

The increase in permanent labour costs reflects performance pay and economic adjustment increases, offset by labour adjustments and other fringe benefit changes.

# Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

## FIRE AND EMERGENCY SERVICES

### 2012 Explanation of Budget Changes

#### Program: Fire Support Services

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>3,849</b>	<b>3,959</b>	<b>110</b>	<b>2.8</b>
Staff Development Costs	141	141		
Communication Costs	233	233		
Transportation Costs	4	4		
Occupancy & City Costs	39	39		
Equipment Costs & Maintenance Agreements	70	130	60	86.1
Contractor & Professional Services	15	15		
Advertising & Promotions	2	2		
Materials, Supplies & Other Services	211	211		
Finance Other	(37)	(37)		
<b>OTHER OPERATING EXPENSES</b>	<b>677</b>	<b>737</b>	<b>60</b>	<b>8.9</b>
<b>TOTAL EXPENDITURES</b>	<b>4,526</b>	<b>4,696</b>	<b>170</b>	<b>3.7</b>
<b>REVENUES</b>				
Fees & Service Charges	(735)	(535)	200	27.2
Other Revenue	(155)	(125)	30	19.4
<b>TOTAL REVENUES</b>	<b>(890)</b>	<b>(660)</b>	<b>230</b>	<b>25.8</b>
<b>NET PROGRAM IMPACT</b>	<b>3,636</b>	<b>4,036</b>	<b>400</b>	<b>11.0</b>
Allocations	599	632	33	5.4
<b>Total Program Impact</b>	<b>4,235</b>	<b>4,667</b>	<b>432</b>	<b>10.2%</b>

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

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### **Explanation of Changes:**

The increase in permanent labour costs reflects performance pay, economic adjustment increases, labour adjustments and other fringe benefit changes.

The operating expenses increase is related to a license fee required for the use of a driver training simulator to meet the driving requirements for suppression staff.

The false alarm revenue is reduced to reflect the actual decline in this revenue line. The allocation increases relate to departmental support services and IT maintenance costs.

# Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

## MISSISSAUGA TRANSIT SERVICES

### 2012 Explanation of Budget Changes

Program: **Transit**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>103,555</b>	<b>108,533</b>	<b>4,977</b>	<b>4.8</b>
Staff Development Costs	223	237	14	6.3
Communication Costs	79	79		
Transportation Costs	20,207	21,942	1,736	8.6
Occupancy & City Costs	2,801	3,242	441	15.7
Equipment Costs & Maintenance Agreements	693	1,253	560	80.8
Contractor & Professional Services	836	586	(250)	(29.9)
Advertising & Promotions	692	569	(123)	(17.8)
Materials, Supplies & Other Services	2,452	2,421	(31)	(1.3)
Finance Other	180	180		
<b>OTHER OPERATING EXPENSES</b>	<b>28,163</b>	<b>30,509</b>	<b>2,346</b>	<b>8.3</b>
<b>TOTAL EXPENDITURES</b>	<b>131,718</b>	<b>139,042</b>	<b>7,324</b>	<b>5.6</b>
<b>REVENUES</b>				
Fees & Service Charges	(65,138)	(70,528)	(5,390)	<b>(8.3)</b>
Rents, Concessions & Franchise	(122)	(122)		
Other Revenue	(22,903)	(20,845)	2,058	<b>9.0</b>
Transfers	(214)	(130)	84	<b>39.1</b>
<b>TOTAL REVENUES</b>	<b>(88,376)</b>	<b>(91,625)</b>	<b>(3,249)</b>	<b>(3.7)</b>
<b>NET PROGRAM IMPACT</b>	<b>43,342</b>	<b>47,417</b>	<b>4,075</b>	<b>9.4</b>
Allocations	2,429	2,553	124	<b>5.1</b>
<b>Total Program Impact</b>	<b>45,771</b>	<b>49,970</b>	<b>4,199</b>	<b>9.2%</b>

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

### **Explanation of Changes:**

The increase in permanent labour costs reflects economic adjustment increases, labour adjustments and other fringe benefit changes. Transportation Costs: The increase of \$1.7M consists of an increase of \$0.10/litre (\$1.5M) and annualization of \$0.2M for diesel fuel. Occupancy & City Costs: Increases in heating (\$239K) and hydro (\$161K). Equipment Costs & Maintenance Agreements: Presto maintenance fees account for the full increase of \$560K. Contractor & Professional Services: The budget has been reduced by \$250K as a result of the cancellation of the contract with the TTC to provide service on Route 32. Advertising & Promotions: This reduction is a result of a decrease in MiWay media spots. Fees & Service Charges: This increase is related to fare increases, 2% ridership growth and guaranteed advertising revenue increases. Other Revenue: The \$2.1M is a reduction in the transfer of provincial gas tax funds to the operating budget to cover prior year revenue shortfalls.

# Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

## RECREATION AND PARKS

### 2012 Explanation of Budget Changes

Program: **Recreation Facilities and Programs**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>31,097</b>	<b>31,899</b>	<b>802</b>	<b>2.6</b>
Staff Development Costs	12	12		
Communication Costs	46	46		
Transportation Costs	184	184		
Occupancy & City Costs	6,463	6,659	196	3.0
Equipment Costs & Maintenance Agreements	503	538	35	6.9
Contractor & Professional Services	653	663	10	1.5
Advertising & Promotions	92	122	30	32.5
Materials, Supplies & Other Services	1,754	1,926	172	9.8
Finance Other	4	4	(0)	(2.3)
<b>OTHER OPERATING EXPENSES</b>	<b>9,711</b>	<b>10,154</b>	<b>443</b>	<b>4.6</b>
<b>TOTAL EXPENDITURES</b>	<b>40,808</b>	<b>42,053</b>	<b>1,245</b>	<b>3.1</b>
<b>REVENUES</b>				
Grants	(487)	(487)		
Fees & Service Charges	(18,139)	(17,341)	798	4.4
Licenses & Permits	(20)	(20)		
Rents, Concessions & Franchise	(11,296)	(11,631)	(335)	(3.0)
Other Revenue	(217)	(209)	8	3.6
Transfers	(8)	(8)	8	100.0
<b>TOTAL REVENUES</b>	<b>(30,166)</b>	<b>(29,688)</b>	<b>479</b>	<b>1.6</b>
<b>NET PROGRAM IMPACT</b>	<b>10,642</b>	<b>12,366</b>	<b>1,724</b>	<b>16.2</b>
<b>Total Program Impact</b>	<b>10,642</b>	<b>12,366</b>	<b>1,724</b>	<b>16.2%</b>

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

### **Explanation of Changes:**

**Labour:** The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments and other fringe benefit changes. Also included in the increase is the staff requirement for the Food Services initiative and the redevelopment projects at Mississauga Valley Community Centre and annualization for Malton and Clarkson. This is partially offset by the temporary closure of Terry Fox and McKechnie Pool redevelopment project and the elimination of 1.5 part time staff directly related to revenue challenges within various lines of business.

**Occupancy & City Costs:** Increase is due to increased utility rates for supply and delivery charges, offset by the temporary decrease in utilities as a result of the closure of Terry Fox and McKechnie Pool.

**Advertising & Promotions:** Increase is due to the Food Services initiative to create exposure and awareness.

**Materials, Supplies & Other Services:** Increase is due to the purchase of goods for re-sale for the Food Services initiative, offset by increased revenue.

**Fees & Service Charges:** Decrease in revenue is to reflect actuals as a result of the revenue challenges experienced in various lines of business and the temporary closure of Terry Fox and McKechnie Pool redevelopment project.

**Rents, Concessions & Franchise:** Increase is due to the additional revenue expected from the Food Services initiative and recreation fee rate increases. This is partially offset by the temporary closure of Terry Fox and McKechnie Pool redevelopment project and to reflect actuals due to revenue challenges experienced in various lines of business.

# Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

## RECREATION AND PARKS

### 2012 Explanation of Budget Changes

Program: **Divisional Support Services**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>6,087</b>	<b>6,125</b>	<b>38</b>	<b>0.6</b>
Staff Development Costs	121	121		
Communication Costs	128	128		
Transportation Costs	58	58		
Occupancy & City Costs	227	234	7	3.0
Equipment Costs & Maintenance Agreements	252	242	(10)	(4.0)
Contractor & Professional Services	294	341	47	16.0
Advertising & Promotions	387	419	32	8.3
Materials, Supplies & Other Services	585	588	3	0.5
Finance Other	(40)	(40)		
Transfers	771	771		
<b>OTHER OPERATING EXPENSES</b>	<b>2,784</b>	<b>2,863</b>	<b>79</b>	<b>2.8</b>
<b>TOTAL EXPENDITURES</b>	<b>8,870</b>	<b>8,987</b>	<b>117</b>	<b>1.3</b>
<b>REVENUES</b>				
Grants	(66)	(66)		
Fees & Service Charges	(416)	(552)	(135)	(32.5)
Rents, Concessions & Franchise	(178)	(179)	(2)	(1.0)
Other Revenue	(362)	(362)		
<b>TOTAL REVENUES</b>	<b>(1,022)</b>	<b>(1,159)</b>	<b>(137)</b>	<b>(13.4)</b>
<b>NET PROGRAM IMPACT</b>	<b>7,848</b>	<b>7,829</b>	<b>(20)</b>	<b>(0.3)</b>
Allocations	2,021	2,113	92	4.5
<b>Total Program Impact</b>	<b>9,869</b>	<b>9,941</b>	<b>72</b>	<b>0.7%</b>

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

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### **Explanation of Changes:**

Labour: The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments and other fringe benefit changes. Also included in the increase is the annualization of staff for Mississauga Celebration Square, conversion of four contract positions to full time, offset by the elimination of one full time position due to automating community groups services on-line.

Contractor & Professional Services: Increase is due to the annualization of maintenance costs for Mississauga Celebration Square.

Advertising & Promotions: Increase is due to reflect actual expenditure, offset by decreases in other expense line items.

Fees & Service Charges: Increase is a result of annualization of Title Rights and Gateway Sign partnership agreement for Mississauga Celebration Square.

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

### RECREATION AND PARKS

#### 2012 Explanation of Budget Changes

Program: **Boulevards and Forestry**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>3,492</b>	<b>3,684</b>	<b>192</b>	<b>5.5</b>
Staff Development Costs	10	10		
Communication Costs	15	15		
Transportation Costs	231	231		
Contractor & Professional Services	2,181	2,181		
Materials, Supplies & Other Services	57	57		
<b>OTHER OPERATING EXPENSES</b>	<b>2,494</b>	<b>2,494</b>		
<b>TOTAL EXPENDITURES</b>	<b>5,986</b>	<b>6,178</b>	<b>192</b>	<b>3.2</b>
<b>REVENUES</b>				
Fees & Service Charges	(94)	(95)	(1)	(0.9)
Investment Income	(15)	(15)		
Other Revenue	(110)	(90)	20	17.9
Transfers	(20)	(20)		
<b>TOTAL REVENUES</b>	<b>(239)</b>	<b>(220)</b>	<b>19</b>	<b>7.9</b>
<b>NET PROGRAM IMPACT</b>	<b>5,747</b>	<b>5,958</b>	<b>210</b>	<b>3.7</b>
<b>Total Program Impact</b>	<b>5,747</b>	<b>5,958</b>	<b>210</b>	<b>3.7%</b>

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

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### **Explanation of Changes:**

Labour: The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments and other fringe benefit changes. Also included in the increase is the annualization of staff for Debris Management program at Cooksville and the conversion of nine long-term contract positions to full time.

Other Revenue: The decrease in other revenue is to reflect actuals.

# Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

## RECREATION AND PARKS

### 2012 Explanation of Budget Changes

Program: **Golf, Marinas and Hershey Centre**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>3,920</b>	<b>4,201</b>	<b>280</b>	<b>7.2</b>
Staff Development Costs	10	10		
Communication Costs	12	12		
Transportation Costs	125	125		
Occupancy & City Costs	1,643	1,834	191	11.6
Equipment Costs & Maintenance Agreements	182	204	22	12.1
Contractor & Professional Services	5,803	5,833	30	0.5
Advertising & Promotions	86	86		
Materials, Supplies & Other Services	1,670	1,676	6	0.4
Finance Other	1	1		
Transfers	82	60	(22)	(26.6)
<b>OTHER OPERATING EXPENSES</b>	<b>9,613</b>	<b>9,840</b>	<b>227</b>	<b>2.4</b>
<b>TOTAL EXPENDITURES</b>	<b>13,534</b>	<b>14,041</b>	<b>507</b>	<b>3.7</b>
<b>REVENUES</b>				
Fees & Service Charges	(5,919)	(6,203)	(284)	(4.8)
Rents, Concessions & Franchise	(8,582)	(8,994)	(412)	(4.8)
Investment Income	(29)	(29)		
Other Revenue	(118)	(118)		
<b>TOTAL REVENUES</b>	<b>(14,647)</b>	<b>(15,343)</b>	<b>(696)</b>	<b>(4.8)</b>
<b>NET PROGRAM IMPACT</b>	<b>(1,114)</b>	<b>(1,303)</b>	<b>(189)</b>	<b>(17.0)</b>
Allocations	26	26		
<b>Total Program Impact</b>	<b>(1,088)</b>	<b>(1,277)</b>	<b>(189)</b>	<b>(17.4%)</b>

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

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### **Explanation of Changes:**

Labour: The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments and other fringe benefit changes. Also included in the increase is the annualization of staff for the outdoor fields at Hershey, with the installation of the air supported bubble.

Occupancy & City Costs: Increase is due to increased utility rates for supply and delivery charges and annualization of utilities for the air supported bubble at Hershey.

Revenues: Increase in revenues is a result of program and rental fee increases to offset operating costs and the annualization of revenues for the outdoor fields at Hershey, associated with the installation of the air supported bubble.

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

### RECREATION AND PARKS

#### 2012 Explanation of Budget Changes

Program: **Parks Maintenance**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>13,559</b>	<b>14,201</b>	<b>642</b>	<b>4.7</b>
Communication Costs	12	12		
Transportation Costs	2,378	2,435	56	2.4
Occupancy & City Costs	1,177	1,295	119	10.1
Equipment Costs & Maintenance Agreements	12	15	3	22.5
Contractor & Professional Services	402	402		
Materials, Supplies & Other Services	1,263	1,402	139	11.0
Finance Other	0	0		
<b>OTHER OPERATING EXPENSES</b>	<b>5,243</b>	<b>5,560</b>	<b>317</b>	<b>6.0</b>
<b>TOTAL EXPENDITURES</b>	<b>18,802</b>	<b>19,761</b>	<b>959</b>	<b>5.1</b>
<b>REVENUES</b>				
Fees & Service Charges	(242)	(242)		
Licenses & Permits	(193)	(193)		
Rents, Concessions & Franchise	(948)	(963)	(14)	(1.5)
<b>TOTAL REVENUES</b>	<b>(1,383)</b>	<b>(1,397)</b>	<b>(14)</b>	<b>(1.0)</b>
<b>NET PROGRAM IMPACT</b>	<b>17,419</b>	<b>18,364</b>	<b>945</b>	<b>5.4</b>
Allocations	199	199		
<b>Total Program Impact</b>	<b>17,618</b>	<b>18,562</b>	<b>945</b>	<b>5.4%</b>

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

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### **Explanation of Changes:**

Labour: The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments and other fringe benefit changes. Also included in the increase is the annualization of staff for maintaining the Mississauga Celebration Square and parkland growth.

Transportation Costs: Increase is due to revised fuel prices.

Occupancy & City Costs: Increase is due to increased utility rates for supply and delivery charges.

Materials, Supplies & Other Services: Increase is due to the annualization of materials necessary for Mississauga Celebration Square.

Rents, Concessions & Franchise: Increase is a result of rental fee increases to offset operating costs.

# Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

## RECREATION AND PARKS

### 2012 Explanation of Budget Changes

Program: **Park Planning and Development**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>2,373</b>	<b>2,462</b>	<b>90</b>	<b>3.8</b>
Staff Development Costs	15	15		
Communication Costs	4	4		
Transportation Costs	21	21		
Contractor & Professional Services	7	7		
Advertising & Promotions	1	1		
Materials, Supplies & Other Services	19	19		
<b>OTHER OPERATING EXPENSES</b>	<b>66</b>	<b>66</b>		
<b>TOTAL EXPENDITURES</b>	<b>2,439</b>	<b>2,528</b>	<b>90</b>	<b>3.7</b>
<b>REVENUES</b>				
Fees & Service Charges	(308)	(308)		
<b>TOTAL REVENUES</b>	<b>(308)</b>	<b>(308)</b>		
<b>NET PROGRAM IMPACT</b>	<b>2,131</b>	<b>2,221</b>	<b>90</b>	<b>4.2</b>
Allocations	717	743	26	3.6
<b>Total Program Impact</b>	<b>2,848</b>	<b>2,964</b>	<b>116</b>	<b>4.1%</b>

#### Explanation of Changes:

Labour: The increase in permanent labour costs reflects performance pay, economic adjustment increases, labour adjustments and other fringe benefit changes. The increase is partially offset by the increased labour chargeback recovery from capital projects, as recommended by the Development of Green Space E3 Review.

# Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

## LIBRARY SERVICES

### 2012 Explanation of Budget Changes

Program: **Central Library Services**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>5,003</b>	<b>5,113</b>	<b>110</b>	<b>2.2</b>
Transportation Costs	1	1		
Occupancy & City Costs	3	3		
Equipment Costs & Maintenance Agreements	1	1		
Contractor & Professional Services	0	0		
Materials, Supplies & Other Services	25	25		
<b>OTHER OPERATING EXPENSES</b>	<b>31</b>	<b>31</b>		
<b>TOTAL EXPENDITURES</b>	<b>5,034</b>	<b>5,144</b>	<b>110</b>	<b>2.2</b>
<b>REVENUES</b>				
Fees & Service Charges	(88)	(88)		
Rents, Concessions & Franchise	(3)	(3)		
Fines	(253)	(247)	6	2.4
<b>TOTAL REVENUES</b>	<b>(344)</b>	<b>(338)</b>	<b>6</b>	<b>1.8</b>
<b>NET PROGRAM IMPACT</b>	<b>4,690</b>	<b>4,806</b>	<b>116</b>	<b>2.5</b>
<b>Total Program Impact</b>	<b>4,690</b>	<b>4,806</b>	<b>116</b>	<b>2.5%</b>

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

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### **Explanation of Changes:**

The increase in permanent labour costs reflects performance pay, economic adjustment increases, labour adjustments and other fringe benefit changes and Sunday opening annualization.

The labour costs are reduced due to a Service Delivery Model Review; all services are being examined to identify locations in which service points can be consolidated due to changing customer behaviour and the ongoing redesign of service desks.

With the opening of all libraries seasonally on Sundays, an opportunity exists to rationalise Sunday staffing levels across all branches; these reductions are included also.

The revenue reduction relates to declining fines revenue trend due to improvements in technology allowing customers to renew materials online and receive earlier notification of overdue items.

# Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

## LIBRARY SERVICES

### 2012 Explanation of Budget Changes

Program: **Public Services**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>13,302</b>	<b>13,520</b>	<b>218</b>	<b>1.6</b>
Transportation Costs	15	15		
Occupancy & City Costs	52	23	(29)	(54.9)
Equipment Costs & Maintenance Agreements	3	3		
Contractor & Professional Services	1	1		
Materials, Supplies & Other Services	85	85		
<b>OTHER OPERATING EXPENSES</b>	<b>155</b>	<b>126</b>	<b>(29)</b>	<b>(18.4)</b>
<b>TOTAL EXPENDITURES</b>	<b>13,457</b>	<b>13,647</b>	<b>190</b>	<b>1.4</b>
<b>REVENUES</b>				
Fees & Service Charges	(169)	(169)		
Rents, Concessions & Franchise	(35)	(35)		
Fines	(770)	(751)	19	2.5
<b>TOTAL REVENUES</b>	<b>(974)</b>	<b>(955)</b>	<b>19</b>	<b>1.9</b>
<b>NET PROGRAM IMPACT</b>	<b>12,483</b>	<b>12,692</b>	<b>209</b>	<b>1.7</b>
<b>Total Program Impact</b>	<b>12,483</b>	<b>12,692</b>	<b>209</b>	<b>1.7%</b>

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

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### **Explanation of Changes:**

The increase in permanent labour costs reflects performance pay, economic adjustment increases, labour adjustments and other fringe benefit changes and Sunday opening annualization.

The labour costs are reduced due to a Service Delivery Model Review; all services are being examined to identify locations in which service points can be consolidated due to changing customer behaviour and the ongoing redesign of service desks.

With the opening of all libraries seasonally on Sundays, an opportunity exists to rationalise Sunday staffing levels across all branches; these reductions are included also.

The revenue reduction relates to declining fines revenue trend due to improvements in technology allowing customers to renew materials online and receive earlier notification of overdue items.

# Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

## LIBRARY SERVICES

### 2012 Explanation of Budget Changes

Program: **Support Services**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>2,472</b>	<b>2,532</b>	<b>60</b>	<b>2.4</b>
Staff Development Costs	62	62		
Communication Costs	10	10		
Transportation Costs	38	38		
Occupancy & City Costs	2,136	2,111	(25)	(1.2)
Equipment Costs & Maintenance Agreements	90	90		
Contractor & Professional Services	9	9		
Advertising & Promotions	44	44		
Materials, Supplies & Other Services	2,619	2,619		
Finance Other	42	42		
<b>OTHER OPERATING EXPENSES</b>	<b>5,050</b>	<b>5,024</b>	<b>(25)</b>	<b>(0.5)</b>
<b>TOTAL EXPENDITURES</b>	<b>7,522</b>	<b>7,556</b>	<b>35</b>	<b>0.5</b>
<b>REVENUES</b>				
Grants	(715)	(715)		
Fees & Service Charges	(115)	(115)		
Rents, Concessions & Franchise	(166)	(269)	(103)	(62.0)
<b>TOTAL REVENUES</b>	<b>(996)</b>	<b>(1,099)</b>	<b>(103)</b>	<b>(10.3)</b>
<b>NET PROGRAM IMPACT</b>	<b>6,526</b>	<b>6,457</b>	<b>(69)</b>	<b>(1.0)</b>
Allocations	906	938	33	3.6
<b>Total Program Impact</b>	<b>7,431</b>	<b>7,395</b>	<b>(36)</b>	<b>(0.5%)</b>

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

### **Explanation of Changes:**

The increase in permanent labour costs reflects performance pay, economic adjustment increases, labour adjustments and other fringe benefit changes.

The occupancy and city cost increases relate to utility rates and utility increases related to Sunday opening. These are offset by lower lease cost for Meadowvale & Cooksville Library.

The increase in revenue is due to lease revenue from the Dixie Bloor Neighbourhood Centre (DBNC). DBNC run a number of their programs and services in the Burnhamthorpe Library.

# Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

**LAND DEVELOPMENT SERVICES**  
**2012 Explanation of Budget Changes**  
 Program: **Building**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>7,276</b>	<b>7,698</b>	<b>422</b>	<b>5.8</b>
Staff Development Costs	50	103	53	107.1
Communication Costs	42	42		
Transportation Costs	156	156		
Equipment Costs & Maintenance Agreements	20	20		
Contractor & Professional Services	13	13		
Materials, Supplies & Other Services	92	105	13	14.5
<b>OTHER OPERATING EXPENSES</b>	<b>373</b>	<b>439</b>	<b>66</b>	<b>17.8</b>
<b>TOTAL EXPENDITURES</b>	<b>7,649</b>	<b>8,137</b>	<b>488</b>	<b>6.4</b>
<b>REVENUES</b>				
Fees & Service Charges	(24)	(24)		
Licenses & Permits	(10,636)	(10,661)	(25)	(0.2)
Transfers	(664)		664	100.0
<b>TOTAL REVENUES</b>	<b>(11,324)</b>	<b>(10,685)</b>	<b>639</b>	<b>5.6</b>
<b>NET PROGRAM IMPACT</b>	<b>(3,675)</b>	<b>(2,548)</b>	<b>1,127</b>	<b>30.7</b>
<b>Total Program Impact</b>	<b>(3,675)</b>	<b>(2,548)</b>	<b>1,127</b>	<b>30.7%</b>

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

### **Explanation of Changes:**

Labour: The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes.

Staff Development Costs: Increase in courses due to Administration & Enforcement of New Building Code Training (\$53K) . These costs will be reversed out in 2013.

Materials, Supplies & Other Services : Increase in subscription and reference materials due to Administration & Enforcement of New Building Code Edition (\$13K). These costs will be reversed out in 2013.

Licenses & Permits: Increase Mobile Sign Revenues and Fees (\$25K). Note that Building Permit Fees are currently under review and any recommendations for consideration are to be reported to Leadership Team in December.

Transfers : Reduction in 2012 as a result of the Building Permit Revenue shortfall recovery from reserves ending in 2011 (\$664K).

# Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

**LAND DEVELOPMENT SERVICES**  
**2012 Explanation of Budget Changes**  
 Program: **Development and Design**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>4,870</b>	<b>4,800</b>	<b>(70)</b>	<b>(1.4)</b>
Staff Development Costs	49	49		
Communication Costs	8	8		
Transportation Costs	13	13		
Contractor & Professional Services	165	188	23	13.9
Advertising & Promotions	4	11	7	175.0
Materials, Supplies & Other Services	6	6		
<b>OTHER OPERATING EXPENSES</b>	<b>245</b>	<b>275</b>	<b>30</b>	<b>12.2</b>
<b>TOTAL EXPENDITURES</b>	<b>5,115</b>	<b>5,075</b>	<b>(40)</b>	<b>(0.8)</b>
<b>REVENUES</b>				
Fees & Service Charges	(1,218)	(1,383)	(165)	(13.6)
Transfers	(591)		591	100.0
<b>TOTAL REVENUES</b>	<b>(1,808)</b>	<b>(1,383)</b>	<b>426</b>	<b>23.5</b>
<b>NET PROGRAM IMPACT</b>	<b>3,306</b>	<b>3,692</b>	<b>386</b>	<b>11.7</b>
Allocations	2,883	2,886	2	0.1
<b>Total Program Impact</b>	<b>6,190</b>	<b>6,578</b>	<b>388</b>	<b>6.3%</b>

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

### **Explanation of Changes:**

Labour: There is an increase in permanent labour costs for performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes. This increase is offset by a planned labour reduction as set out in the Planning and Building Three Year Plan.

Contractor & Professional Services : Increase in Zoning-By-Law Review Legal Resources in 2012. Please note effective 2013 there will be only \$15K built into the base budget for these Legal Resources.

Advertising and Promotions : For Advertising to more closely align budget to actuals. Fees & Service Charges: Increase in Fees and Charges amendments undertaken each year under the Planning Act. Note that Rezoning and Site Plan Application Fees are currently under review and any additional recommendations or changes are to be reported to Leadership Team in December.

Transfers : Reduction in 2012 primarily the result of the Applications Fees Revenue shortfall recovery from reserves ending in 2011 (\$465K). Also, reduction in Transfer From Reserves for Zoning By-Law Team with no corresponding temporary labour to fund in 2012, which was required in 2011 (\$121K).

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

### LAND DEVELOPMENT SERVICES 2012 Explanation of Budget Changes Program: Policy

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>2,117</b>	<b>2,210</b>	<b>93</b>	<b>4.4</b>
Staff Development Costs	18	18		
Communication Costs	5	5		
Transportation Costs	9	9		
Contractor & Professional Services	888	835	(53)	(6.0)
Advertising & Promotions	24	24		
Materials, Supplies & Other Services	2	2		
<b>OTHER OPERATING EXPENSES</b>	<b>945</b>	<b>892</b>	<b>(53)</b>	<b>(5.6)</b>
<b>TOTAL EXPENDITURES</b>	<b>3,062</b>	<b>3,102</b>	<b>40</b>	<b>1.3</b>
<b>REVENUES</b>				
Transfers	(498)	(445)	53	10.6
<b>TOTAL REVENUES</b>	<b>(498)</b>	<b>(445)</b>	<b>53</b>	<b>10.6</b>
<b>NET PROGRAM IMPACT</b>	<b>2,564</b>	<b>2,657</b>	<b>93</b>	<b>3.6</b>
<b>Total Program Impact</b>	<b>2,564</b>	<b>2,657</b>	<b>93</b>	<b>3.6%</b>

#### Explanation of Changes:

Labour: The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes.

Contractor & Professional Services: In 2012, reductions to these 2011 projects - Affordable Rental Housing Strategy (\$15K) and Planning Tools (\$38K). Note this only reflects changes exclusive of the 2012 Business Requests at this time.

Transfers: Changes due to Contractor & Professional Service project impacts.

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

### LEGISLATIVE SERVICES

#### 2012 Explanation of Budget Changes

Program: **Elections**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>317</b>	<b>136</b>	<b>(181)</b>	<b>(57.1)</b>
Staff Development Costs	1	1		
Communication Costs	24	1	(23)	(97.1)
Transportation Costs	3		(3)	(100.0)
Equipment Costs & Maintenance Agreements	5		(5)	(100.0)
Contractor & Professional Services	156	1	(154)	(99.1)
Advertising & Promotions	42	2	(40)	(95.7)
Materials, Supplies & Other Services	69	44	(25)	(36.3)
<b>OTHER OPERATING EXPENSES</b>	<b>298</b>	<b>48</b>	<b>(250)</b>	<b>(83.8)</b>
<b>TOTAL EXPENDITURES</b>	<b>615</b>	<b>184</b>	<b>(431)</b>	<b>(70.1)</b>
<b>REVENUES</b>				
Transfers	(499)	(64)	435	87.2
<b>TOTAL REVENUES</b>	<b>(499)</b>	<b>(64)</b>	<b>435</b>	<b>87.2</b>
<b>NET PROGRAM IMPACT</b>	<b>116</b>	<b>120</b>	<b>5</b>	<b>4.0</b>
<b>Total Program Impact</b>	<b>116</b>	<b>120</b>	<b>5</b>	<b>4.0%</b>

#### Explanation of Changes:

**LABOUR COST:** The decrease in labour cost reflects elimination of temporary labour funding required for the 2011 By-election, partly offset by increase in permanent labour for cost adjustments and other fringe benefit changes.

**OTHER OPERATING EXPENSES:** The decrease in other operating costs reflects elimination of by-election related postage expenses and professional services such as ballot printing, election advertising and materials and supplies which are not required in non election years.

**REVENUES:** The decrease in revenue is due to elimination of election reserve transfer required to fund the 2011 By-election.

# Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

## LEGISLATIVE SERVICES

### 2012 Explanation of Budget Changes

Program: **Provincial Offence Act**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>1,322</b>	<b>1,394</b>	<b>71</b>	<b>5.4</b>
Communication Costs	47	48	1	2.1
Transportation Costs	2	2		
Equipment Costs & Maintenance Agreements	177	179	3	1.4
Contractor & Professional Services	688	740	53	7.6
Materials, Supplies & Other Services	68	68		
<b>OTHER OPERATING EXPENSES</b>	<b>982</b>	<b>1,038</b>	<b>56</b>	<b>5.7</b>
<b>TOTAL EXPENDITURES</b>	<b>2,304</b>	<b>2,431</b>	<b>127</b>	<b>5.5</b>
<b>REVENUES</b>				
Fines	(8,000)	(8,340)	(340)	(4.3)
<b>TOTAL REVENUES</b>	<b>(8,000)</b>	<b>(8,340)</b>	<b>(340)</b>	<b>(4.3)</b>
<b>NET PROGRAM IMPACT</b>	<b>(5,696)</b>	<b>(5,909)</b>	<b>(213)</b>	<b>(3.7)</b>
<b>Total Program Impact</b>	<b>(5,696)</b>	<b>(5,909)</b>	<b>(213)</b>	<b>(3.7%)</b>

#### Explanation of Changes:

**LABOUR COST:** The increase in permanent labour reflects labour cost adjustments and other fringe benefit changes. Increase in temporary labour (0.5 FTE) is due to added pressure from growing number of court cases.

**OTHER OPERATING EXPENSES:** The increase in other operating cost is due to a rate increase for court interpreters, ICON charges, Adjudication and other expenses due to growth in number of court cases.

**REVENUES:** The increase in revenue is due to growth in ticket issuance for highway traffic and other provincial offences.

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

### LEGISLATIVE SERVICES

#### 2012 Explanation of Budget Changes

Program: **Office of the City Clerk**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>2,999</b>	<b>3,153</b>	<b>154</b>	<b>5.1</b>
Staff Development Costs	18	18		
Communication Costs	38	38		
Transportation Costs	16	16		
Equipment Costs & Maintenance Agreements	18	18		
Contractor & Professional Services	61	61		
Advertising & Promotions	22	22		
Materials, Supplies & Other Services	272	272		
Finance Other	2	2		
<b>OTHER OPERATING EXPENSES</b>	<b>448</b>	<b>448</b>		
<b>TOTAL EXPENDITURES</b>	<b>3,447</b>	<b>3,601</b>	<b>154</b>	<b>4.5</b>
<b>REVENUES</b>				
Fees & Service Charges	(476)	(544)	(68)	(14.3)
Licenses & Permits	(579)	(579)		
<b>TOTAL REVENUES</b>	<b>(1,054)</b>	<b>(1,122)</b>	<b>(68)</b>	<b>(6.4)</b>
<b>NET PROGRAM IMPACT</b>	<b>2,392</b>	<b>2,478</b>	<b>86</b>	<b>3.6</b>
Allocations	142	148	6	4.4
<b>Total Program Impact</b>	<b>2,534</b>	<b>2,626</b>	<b>92</b>	<b>3.6%</b>

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

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### **Explanation of Changes:**

**LABOUR COST:** The increase in permanent labour reflects labour cost adjustments and other fringe benefit changes and annualization of privacy compliance officer position approved in 2011.

**OTHER OPERATING EXPENSES:** Due to continuous improvement efforts, other operating cost will remain unchanged.

**REVENUES:** The increase in revenue is due to an increase in Committee of Adjustment applications volume and other miscellaneous revenue.

**ALLOCATIONS:** Departmental Business Services cost allocations.

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

### LEGISLATIVE SERVICES

#### 2012 Explanation of Budget Changes

Program: **Council Committees**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
Staff Development Costs	10	10		
Transportation Costs	4	4		
Advertising & Promotions	44	44		
Materials, Supplies & Other Services	89	89		
<b>OTHER OPERATING EXPENSES</b>	<b>147</b>	<b>147</b>		
<b>TOTAL EXPENDITURES</b>	<b>147</b>	<b>147</b>		
<b>REVENUES</b>				
Transfers	(35)	(35)		
<b>TOTAL REVENUES</b>	<b>(35)</b>	<b>(35)</b>		
<b>NET PROGRAM IMPACT</b>	<b>112</b>	<b>112</b>		
<b>Total Program Impact</b>	<b>112</b>	<b>112</b>		<b>0.0%</b>

**Explanation of Changes:**

No Changes.

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

### LEGISLATIVE SERVICES

#### 2012 Explanation of Budget Changes

Program: **Printing and Mail Services**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>934</b>	<b>956</b>	<b>22</b>	<b>2.3</b>
Staff Development Costs	1	1		
Communication Costs	0	0		
Transportation Costs	9	9		
Equipment Costs & Maintenance Agreements	151	152	1	0.7
Contractor & Professional Services	300	300		
Materials, Supplies & Other Services	181	181		
Finance Other	(1,090)	(1,090)		
<b>OTHER OPERATING EXPENSES</b>	<b>(448)</b>	<b>(447)</b>	<b>1</b>	<b>0.2</b>
<b>TOTAL EXPENDITURES</b>	<b>487</b>	<b>509</b>	<b>23</b>	<b>4.6</b>
<b>REVENUES</b>				
Fees & Service Charges	(70)	(70)		
<b>TOTAL REVENUES</b>	<b>(70)</b>	<b>(70)</b>		
<b>NET PROGRAM IMPACT</b>	<b>417</b>	<b>439</b>	<b>23</b>	<b>5.4</b>
<b>Total Program Impact</b>	<b>417</b>	<b>439</b>	<b>23</b>	<b>5.4%</b>

#### Explanation of Changes:

LABOUR COST: The increase in permanent labour reflects labour cost adjustments and other fringe benefit changes.

OTHER OPERATING EXPENSES: The increase in other operating cost is due to equipment maintenance contract cost increases.

# Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

## ARTS & CULTURE

### 2012 Explanation of Budget Changes

Program: **Art Section**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>1,391</b>	<b>1,504</b>	<b>114</b>	<b>8.2</b>
Staff Development Costs	22	22		
Communication Costs	12	12		
Transportation Costs	9	10	1	10.9
Occupancy & City Costs	2	2		
Equipment Costs & Maintenance Agreements	5	5		
Contractor & Professional Services	125	39	(86)	(68.6)
Advertising & Promotions	42	42		
Materials, Supplies & Other Services	79	81	2	2.0
Transfers	1,864	1,864		
<b>OTHER OPERATING EXPENSES</b>	<b>2,161</b>	<b>2,077</b>	<b>(83)</b>	<b>(3.9)</b>
<b>TOTAL EXPENDITURES</b>	<b>3,551</b>	<b>3,581</b>	<b>30</b>	<b>0.9</b>
<b>REVENUES</b>				
Fees & Service Charges	(293)	(232)	61	20.7
Other Revenue	(9)	(19)	(10)	(117.6)
Transfers	(62)		62	100.0
<b>TOTAL REVENUES</b>	<b>(363)</b>	<b>(251)</b>	<b>112</b>	<b>30.9</b>
<b>NET PROGRAM IMPACT</b>	<b>3,188</b>	<b>3,331</b>	<b>143</b>	<b>4.5</b>
Allocations	118	123	5	4.6
<b>Total Program Impact</b>	<b>3,306</b>	<b>3,454</b>	<b>148</b>	<b>4.5%</b>

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

### **Explanation of Changes:**

The increase in permanent labour costs reflects performance pay, economic adjustment increases, labour adjustments and other fringe benefit changes. Also included in the labour is the annualization of Programs and Service Manager, Mississauga Culture Map, Admin Assistant and Interact Public Art Program initiatives started in 2011.

Reduced contract costs reflect reduced studies associated with the Culture Master Plan and realignment of part time, other operating costs, revenues and transfer costs within various sections.

Revenue reductions relate to lower registration in adult programs, dance recital program and visual arts programs offset by lower operating costs and lower part time expenses.

# Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

## ARTS & CULTURE

### 2012 Explanation of Budget Changes

Program: **Heritage Section**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>190</b>	<b>194</b>	<b>3</b>	<b>1.7</b>
Staff Development Costs	0	0		
Communication Costs	0	0		
Transportation Costs	0	0		
Contractor & Professional Services	0	0		
Transfers	75	75		
<b>OTHER OPERATING EXPENSES</b>	<b>76</b>	<b>76</b>		
<b>TOTAL EXPENDITURES</b>	<b>266</b>	<b>269</b>	<b>3</b>	<b>1.2</b>
<b>NET PROGRAM IMPACT</b>	<b>266</b>	<b>269</b>	<b>3</b>	<b>1.2</b>
<b>Total Program Impact</b>	<b>266</b>	<b>269</b>	<b>3</b>	<b>1.2%</b>

#### Explanation of Changes:

The increase in permanent labour costs reflects performance pay, economic adjustment increases, labour adjustments and other fringe benefit changes.

# Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

## ARTS & CULTURE

### 2012 Explanation of Budget Changes

Program: Theatre

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>602</b>	<b>650</b>	<b>48</b>	<b>7.9</b>
Staff Development Costs	4	4		
Communication Costs	2	2		
Transportation Costs	2	2		
Occupancy & City Costs	79	82	3	4.3
Equipment Costs & Maintenance Agreements	27	27		
Contractor & Professional Services	35	35		
Advertising & Promotions	6	6		
Materials, Supplies & Other Services	82	82		
Finance Other	4	4		
<b>OTHER OPERATING EXPENSES</b>	<b>240</b>	<b>244</b>	<b>3</b>	<b>1.4</b>
<b>TOTAL EXPENDITURES</b>	<b>842</b>	<b>893</b>	<b>51</b>	<b>6.1</b>
<b>REVENUES</b>				
Fees & Service Charges	(299)	(295)	5	1.6
Rents, Concessions & Franchise	(250)	(255)	(5)	(1.9)
<b>TOTAL REVENUES</b>	<b>(550)</b>	<b>(550)</b>		
<b>NET PROGRAM IMPACT</b>	<b>293</b>	<b>344</b>	<b>51</b>	<b>17.5</b>
<b>Total Program Impact</b>	<b>293</b>	<b>344</b>	<b>51</b>	<b>17.5%</b>

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

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### **Explanation of Changes:**

The increase in permanent labour costs reflects performance pay, economic adjustment increases, labour adjustments and other fringe benefit changes. Also included in the labour increase is annualization of full time staff for technical support at Meadowvale Theatre started in July 2011.

The operating expense increase relates to utility cost increases.

# Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

## ARTS & CULTURE

### 2012 Explanation of Budget Changes

Program: **Museums**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>733</b>	<b>762</b>	<b>29</b>	<b>3.9</b>
Staff Development Costs	1	1		
Communication Costs	2	2		
Transportation Costs	7	6	(1)	(14.9)
Occupancy & City Costs	49	47	(2)	(4.1)
Contractor & Professional Services	11	18	7	64.2
Advertising & Promotions	29	25	(5)	(15.4)
Materials, Supplies & Other Services	60	62	2	2.5
Finance Other	0	0		
<b>OTHER OPERATING EXPENSES</b>	<b>159</b>	<b>160</b>	<b>1</b>	<b>0.6</b>
<b>TOTAL EXPENDITURES</b>	<b>893</b>	<b>922</b>	<b>30</b>	<b>3.3</b>
<b>REVENUES</b>				
Grants	(72)	(68)	4	6.0
Fees & Service Charges	(102)	(96)	6	5.9
Rents, Concessions & Franchise	(32)	(32)		
Other Revenue	(14)	(14)		
<b>TOTAL REVENUES</b>	<b>(220)</b>	<b>(209)</b>	<b>10</b>	<b>4.7</b>
<b>NET PROGRAM IMPACT</b>	<b>673</b>	<b>713</b>	<b>40</b>	<b>6.0</b>
<b>Total Program Impact</b>	<b>673</b>	<b>713</b>	<b>40</b>	<b>6.0%</b>

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

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### **Explanation of Changes:**

The increase in permanent labour costs reflects performance pay, economic adjustment increases, labour adjustments and other fringe benefit changes. Also included in the labour increase is annualization of part time staff for City Wide Museum Program started in 2011.

The operating expense increase relates to utility cost increases offset by various savings throughout the section.

The revenue decreases are due to lower fees offset by lower operating and part time labour expenses.

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

### ARTS & CULTURE

#### 2012 Explanation of Budget Changes

Program: **Filming**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>		<b>70</b>	<b>70</b>	
Staff Development Costs	5	5		
Communication Costs	0	0		
Transportation Costs	2	2		
Contractor & Professional Services	1	1		
Advertising & Promotions	2	2		
Materials, Supplies & Other Services	1	1		
<b>OTHER OPERATING EXPENSES</b>	<b>10</b>	<b>10</b>		
<b>TOTAL EXPENDITURES</b>	<b>10</b>	<b>80</b>	<b>70</b>	<b>695.0</b>
<b>REVENUES</b>				
Fees & Service Charges	(29)	(34)	(5)	(17.2)
<b>TOTAL REVENUES</b>	<b>(29)</b>	<b>(34)</b>	<b>(5)</b>	<b>(17.2)</b>
<b>NET PROGRAM IMPACT</b>	<b>(19)</b>	<b>45</b>	<b>65</b>	<b>337.7</b>
<b>Total Program Impact</b>	<b>(19)</b>	<b>45</b>	<b>65</b>	<b>337.7%</b>

#### Explanation of Changes:

The increase in permanent labour costs reflects performance pay, economic adjustment increases, labour adjustments and other fringe benefit changes. Also included in the labour increase is annualization of full time staff for Film Business Development started in 2011.

The revenue increase is as a result of the new Film Business Development.

# Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

## REGULATORY SERVICES

### 2012 Explanation of Budget Changes

Program: **Enforcement Administration**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>564</b>	<b>581</b>	<b>17</b>	<b>3.0</b>
Staff Development Costs	15	15		
Communication Costs	5	5		
Transportation Costs	2	2		
Equipment Costs & Maintenance Agreements	9	9		
Contractor & Professional Services	8	8		
Materials, Supplies & Other Services	34	34		
<b>OTHER OPERATING EXPENSES</b>	<b>72</b>	<b>72</b>		
<b>TOTAL EXPENDITURES</b>	<b>635</b>	<b>652</b>	<b>17</b>	<b>2.7</b>
<b>NET PROGRAM IMPACT</b>	<b>635</b>	<b>652</b>	<b>17</b>	<b>2.7</b>
Allocations	429	437	8	1.8
<b>Total Program Impact</b>	<b>1,064</b>	<b>1,089</b>	<b>25</b>	<b>2.3%</b>

#### Explanation of Changes:

The increase in permanent labour costs reflects performance pay, economic adjustment increases, labour adjustments and other fringe benefit changes.

The increase in allocations reflects increased Departmental Business Services costs.

# Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

## REGULATORY SERVICES

### 2012 Explanation of Budget Changes

Program: **Animal Services**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>2,309</b>	<b>2,424</b>	<b>115</b>	<b>5.0</b>
Staff Development Costs	6	6		
Communication Costs	16	16		
Transportation Costs	63	63		
Occupancy & City Costs	52	53	1	2.3
Equipment Costs & Maintenance Agreements	25	24	(1)	(3.3)
Contractor & Professional Services	49	49		
Advertising & Promotions	56	76	20	35.7
Materials, Supplies & Other Services	123	123		
<b>OTHER OPERATING EXPENSES</b>	<b>391</b>	<b>411</b>	<b>20</b>	<b>5.2</b>
<b>TOTAL EXPENDITURES</b>	<b>2,700</b>	<b>2,835</b>	<b>135</b>	<b>5.0</b>
<b>REVENUES</b>				
Fees & Service Charges	(279)	(380)	(101)	(36.0)
Licenses & Permits	(394)	(698)	(304)	(77.3)
Transfers	(75)		75	100.0
<b>TOTAL REVENUES</b>	<b>(748)</b>	<b>(1,078)</b>	<b>(330)</b>	<b>(44.1)</b>
<b>NET PROGRAM IMPACT</b>	<b>1,952</b>	<b>1,758</b>	<b>(195)</b>	<b>(10.0)</b>
Allocations	24	24	0	1.3
<b>Total Program Impact</b>	<b>1,976</b>	<b>1,782</b>	<b>(194)</b>	<b>(9.8%)</b>

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

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### **Explanation of Changes:**

The increase in permanent labour costs reflects performance pay, economic adjustment increases, labour adjustments and other fringe benefit changes.

The budget also includes the annualization of initiatives approved through the e3 review in 2011 including:

Labour - 1 permanent Community Awareness Officer and 1 contract Project Leader.

Other Operating - Increase to outreach materials.

Revenues - Increases to cat registration fees and dog licenses, offset by the elimination of one-time funding.

The increase in revenues also reflects approved Transportation & Works Fees & Charges Bylaw increases.

# Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

## REGULATORY SERVICES

### 2012 Explanation of Budget Changes

Program: **Mobile Licensing**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>1,279</b>	<b>1,311</b>	<b>32</b>	<b>2.5</b>
Staff Development Costs	5	5		
Communication Costs	4	4		
Transportation Costs	29	29		
Equipment Costs & Maintenance Agreements	7	7	(1)	(12.2)
Advertising & Promotions	2	2		
Materials, Supplies & Other Services	45	45		
<b>OTHER OPERATING EXPENSES</b>	<b>92</b>	<b>91</b>	<b>(1)</b>	<b>(1.0)</b>
<b>TOTAL EXPENDITURES</b>	<b>1,371</b>	<b>1,402</b>	<b>31</b>	<b>2.3</b>
<b>REVENUES</b>				
Fees & Service Charges	(436)	(455)	(20)	(4.5)
Licenses & Permits	(1,080)	(1,088)	(8)	(0.7)
Transfers	(45)		45	100.0
<b>TOTAL REVENUES</b>	<b>(1,561)</b>	<b>(1,543)</b>	<b>18</b>	<b>1.2</b>
<b>NET PROGRAM IMPACT</b>	<b>(190)</b>	<b>(141)</b>	<b>49</b>	<b>25.9</b>
Allocations	5	5		
<b>Total Program Impact</b>	<b>(186)</b>	<b>(136)</b>	<b>49</b>	<b>26.6%</b>

# Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

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**Explanation of Changes:**

The increase in permanent labour costs reflects performance pay, economic adjustment increases, labour adjustments and other fringe benefit changes.

The increase in revenues reflects approved Transportation & Works Fees & Charges Bylaw increases, offset by the elimination of a one time transfer in 2011 related to the phase-in of the taxi school revenue shortfall from 2010.

# Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

## REGULATORY SERVICES

### 2012 Explanation of Budget Changes

Program: **Compliance & Licensing Enforcement**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>2,482</b>	<b>2,616</b>	<b>133</b>	<b>5.4</b>
Staff Development Costs	11	11		
Communication Costs	29	29		
Transportation Costs	100	100		
Equipment Costs & Maintenance Agreements	14	12	(2)	(14.7)
Contractor & Professional Services	70	70		
Advertising & Promotions	4	4		
Materials, Supplies & Other Services	10	10		
Finance Other	12	12		
<b>OTHER OPERATING EXPENSES</b>	<b>248</b>	<b>246</b>	<b>(2)</b>	<b>(0.8)</b>
<b>TOTAL EXPENDITURES</b>	<b>2,730</b>	<b>2,862</b>	<b>131</b>	<b>4.8</b>
<b>REVENUES</b>				
Fees & Service Charges	(26)	(26)	(1)	(1.9)
Licenses & Permits	(1,983)	(2,053)	(70)	(3.5)
Other Revenue	(30)	(30)		
<b>TOTAL REVENUES</b>	<b>(2,039)</b>	<b>(2,109)</b>	<b>(71)</b>	<b>(3.5)</b>
<b>NET PROGRAM IMPACT</b>	<b>692</b>	<b>752</b>	<b>61</b>	<b>8.8</b>
Allocations	7	7	0	6.1
<b>Total Program Impact</b>	<b>698</b>	<b>759</b>	<b>61</b>	<b>8.8%</b>

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

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**Explanation of Changes:**

The increase in permanent labour costs reflects performance pay, economic adjustment increases, labour adjustments and other fringe benefit changes.

The increase in revenues reflects approved Transportation & Works Fees & Charges Bylaw increases.

# Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

## REGULATORY SERVICES

### 2012 Explanation of Budget Changes

Program: **Parking Enforcement**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>3,659</b>	<b>3,761</b>	<b>102</b>	<b>2.8</b>
Staff Development Costs	4	4		
Communication Costs	101	101		
Transportation Costs	285	285		
Equipment Costs & Maintenance Agreements	30	34	4	12.3
Contractor & Professional Services	505	516	11	2.2
Advertising & Promotions	1	1		
Materials, Supplies & Other Services	144	146	2	1.4
<b>OTHER OPERATING EXPENSES</b>	<b>1,070</b>	<b>1,086</b>	<b>17</b>	<b>1.6</b>
<b>TOTAL EXPENDITURES</b>	<b>4,728</b>	<b>4,847</b>	<b>118</b>	<b>2.5</b>
<b>REVENUES</b>				
Fees & Service Charges	(215)	(149)	66	<b>30.9</b>
Fines	(6,415)	(6,960)	(545)	<b>(8.5)</b>
Transfers	(205)		205	<b>100.0</b>
<b>TOTAL REVENUES</b>	<b>(6,834)</b>	<b>(7,108)</b>	<b>(274)</b>	<b>(4.0)</b>
<b>NET PROGRAM IMPACT</b>	<b>(2,106)</b>	<b>(2,261)</b>	<b>(155)</b>	<b>(7.4)</b>
Allocations	73	74	1	<b>0.7</b>
<b>Total Program Impact</b>	<b>(2,033)</b>	<b>(2,187)</b>	<b>(155)</b>	<b>(7.6%)</b>

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

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### **Explanation of Changes:**

The increase in permanent labour costs reflects performance pay, economic adjustment increases, labour adjustments and other fringe benefit changes.

The increase in revenues reflects approved Transportation & Works Fees & Charges Bylaw increases, offset by the elimination of a one time transfer in 2011 related to the phase-in of the parking fine revenue shortfall from 2010, as well as reduced revenues from parking considerations and fees general.

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

### FACILITY PROPERTY MANAGEMENT

#### 2012 Explanation of Budget Changes

Program: **Building Maintenance**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>2,708</b>	<b>2,735</b>	<b>27</b>	<b>1.0</b>
Transportation Costs	128	128		
Occupancy & City Costs	1,984	2,066	83	4.2
Equipment Costs & Maintenance Agreements	1,050	1,082	33	3.1
Contractor & Professional Services	14	14		
Materials, Supplies & Other Services	25	25		
Finance Other	0	0		
<b>OTHER OPERATING EXPENSES</b>	<b>3,200</b>	<b>3,315</b>	<b>115</b>	<b>3.6</b>
<b>TOTAL EXPENDITURES</b>	<b>5,909</b>	<b>6,050</b>	<b>142</b>	<b>2.4</b>
<b>NET PROGRAM IMPACT</b>	<b>5,909</b>	<b>6,050</b>	<b>142</b>	<b>2.4</b>
<b>Total Program Impact</b>	<b>5,909</b>	<b>6,050</b>	<b>142</b>	<b>2.4%</b>

#### Explanation of Changes:

LABOUR COST: The increase in permanent labour reflects labour cost adjustments, and other fringe benefit changes.

OTHER OPERATING EXPENSES: Higher Occupancy and Equipment costs reflect building equipment maintenance and repair cost increases due to increased inventories and aging equipments.

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

### FACILITY PROPERTY MANAGEMENT

#### 2012 Explanation of Budget Changes

Program: **Security**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>2,907</b>	<b>3,061</b>	<b>155</b>	<b>5.3</b>
Staff Development Costs	9	9		
Transportation Costs	109	109		
Occupancy & City Costs	49	49		
Equipment Costs & Maintenance Agreements	171	171		
Materials, Supplies & Other Services	49	49		
Finance Other	(66)	(66)		
<b>OTHER OPERATING EXPENSES</b>	<b>321</b>	<b>321</b>		
<b>TOTAL EXPENDITURES</b>	<b>3,228</b>	<b>3,383</b>	<b>155</b>	<b>4.8</b>
<b>NET PROGRAM IMPACT</b>	<b>3,228</b>	<b>3,383</b>	<b>155</b>	<b>4.8</b>
<b>Total Program Impact</b>	<b>3,228</b>	<b>3,383</b>	<b>155</b>	<b>4.8%</b>

#### Explanation of Changes:

LABOUR COST: The increase in permanent labour reflects labour cost adjustments, and other fringe benefit changes.

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

### FACILITY PROPERTY MANAGEMENT

#### 2012 Explanation of Budget Changes

Program: **Building Operations**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>2,683</b>	<b>2,731</b>	<b>47</b>	<b>1.8</b>
Transportation Costs	0	0		
Occupancy & City Costs	283	283		
Equipment Costs & Maintenance Agreements	1	1		
Contractor & Professional Services	1,389	1,380	(9)	(0.7)
Materials, Supplies & Other Services	15	15		
Finance Other	3	3		
<b>OTHER OPERATING EXPENSES</b>	<b>1,690</b>	<b>1,681</b>	<b>(9)</b>	<b>(0.5)</b>
<b>TOTAL EXPENDITURES</b>	<b>4,373</b>	<b>4,411</b>	<b>38</b>	<b>0.9</b>
<b>REVENUES</b>				
Other Revenue		(35)	(35)	
<b>TOTAL REVENUES</b>		<b>(35)</b>	<b>(35)</b>	
<b>NET PROGRAM IMPACT</b>	<b>4,373</b>	<b>4,376</b>	<b>3</b>	<b>0.1</b>
Allocations	(1,086)	(1,086)		
<b>Total Program Impact</b>	<b>3,287</b>	<b>3,290</b>	<b>3</b>	<b>0.1%</b>

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

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### **Explanation of Changes:**

**LABOUR COST:** The increase in permanent labour reflects labour cost adjustments and other fringe benefit changes; partially offset by labour savings from efficiencies in cleaning services at Civic Precinct starting April 2012.

**OTHER OPERATING EXPENSES:** Cleaning budget \$9,000 transferred to Community Services as Civic Centre Food Services operation transferred to Community Services.

**REVENUES:** The increase reflects an increase on the recycling revenue budget based on actual revenues being generated from recycling of solid waste and waste oil.

# Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

## FACILITY PROPERTY MANAGEMENT

### 2012 Explanation of Budget Changes

Program: **Utilities**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>266</b>	<b>372</b>	<b>106</b>	<b>39.8</b>
Transportation Costs	2	2		
Occupancy & City Costs	1,957	1,824	(133)	(6.8)
Equipment Costs & Maintenance Agreements	1	1		
Contractor & Professional Services	36	36		
Advertising & Promotions	3	3		
Materials, Supplies & Other Services	1	1		
Transfers	13	13		
<b>OTHER OPERATING EXPENSES</b>	<b>2,011</b>	<b>1,878</b>	<b>(133)</b>	<b>(6.6)</b>
<b>TOTAL EXPENDITURES</b>	<b>2,278</b>	<b>2,250</b>	<b>(27)</b>	<b>(1.2)</b>
<b>REVENUES</b>				
Other Revenue	(13)	(13)		
Transfers	(42)		42	100.0
<b>TOTAL REVENUES</b>	<b>(54)</b>	<b>(13)</b>	<b>42</b>	<b>77.0</b>
<b>NET PROGRAM IMPACT</b>	<b>2,223</b>	<b>2,238</b>	<b>15</b>	<b>0.7</b>
<b>Total Program Impact</b>	<b>2,223</b>	<b>2,238</b>	<b>15</b>	<b>0.7%</b>

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

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### **Explanation of Changes:**

**LABOUR COST:** The increase in permanent labour reflects labour cost adjustments, and other fringe benefit changes. The budget includes the annualization of a Energy Co-ordinator position approved in 2011 and the conversion of 1 temporary Energy Co-ordinator to a permanent position in 2012. These costs would be offset by estimated utilities savings resulting from improvement in energy monitoring and energy procurement and implementation of capital energy efficiency improvements.

**OTHER OPERATING EXPENSES:** Reduced Occupancy costs reflects utilities savings from various initiatives including improved utility procurement strategy.

**REVENUES:** The revenue is lower due to the deletion of 2011 Transfer from Reserve.

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

### FACILITY PROPERTY MANAGEMENT

#### 2012 Explanation of Budget Changes

Program: **Capital Project Management and Space Planning**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>2,092</b>	<b>2,269</b>	<b>177</b>	<b>8.5</b>
Staff Development Costs	1	1		
Transportation Costs	31	31		
Contractor & Professional Services	16	16		
Materials, Supplies & Other Services	4	4		
Finance Other	1	1		
<b>OTHER OPERATING EXPENSES</b>	<b>53</b>	<b>53</b>		
<b>TOTAL EXPENDITURES</b>	<b>2,145</b>	<b>2,322</b>	<b>177</b>	<b>8.2</b>
<b>REVENUES</b>				
Transfers	(37)		37	100.0
<b>TOTAL REVENUES</b>	<b>(37)</b>		<b>37</b>	<b>100.0</b>
<b>NET PROGRAM IMPACT</b>	<b>2,108</b>	<b>2,322</b>	<b>214</b>	<b>10.1</b>
<b>Total Program Impact</b>	<b>2,108</b>	<b>2,322</b>	<b>214</b>	<b>10.1%</b>

#### Explanation of Changes:

**LABOUR COST:** The increase in permanent labour reflects labour cost adjustments, and other fringe benefit changes. The budget includes the annualization costs of a full time Inventory Co-ordinator position.

**REVENUES:** The revenue is lower due to deletion of the 2011 Transfer from Reserve used to fund a temporary Inventory Co-ordinator position prior to approval of the permanent position. (This position was funded in order to implement PSAB capital asset accounting compliance).

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

### FACILITY PROPERTY MANAGEMENT

#### 2012 Explanation of Budget Changes

Program: **Realty Services**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>994</b>	<b>1,025</b>	<b>31</b>	<b>3.1</b>
Transportation Costs	5	5		
Occupancy & City Costs	50	132	82	164.0
Contractor & Professional Services	16	16		
Finance Other	5	5		
<b>OTHER OPERATING EXPENSES</b>	<b>76</b>	<b>158</b>	<b>82</b>	<b>108.2</b>
<b>TOTAL EXPENDITURES</b>	<b>1,070</b>	<b>1,183</b>	<b>113</b>	<b>10.6</b>
<b>REVENUES</b>				
Fees & Service Charges	(24)	(24)		
Rents, Concessions & Franchise	(316)	(246)	70	22.1
Other Revenue	(50)	(50)		
<b>TOTAL REVENUES</b>	<b>(391)</b>	<b>(321)</b>	<b>70</b>	<b>17.9</b>
<b>NET PROGRAM IMPACT</b>	<b>679</b>	<b>862</b>	<b>183</b>	<b>27.0</b>
<b>Total Program Impact</b>	<b>679</b>	<b>862</b>	<b>183</b>	<b>27.0%</b>

#### Explanation of Changes:

LABOUR COST: The increase in permanent labour reflects labour cost adjustments, and other fringe benefit changes.

OTHER OPERATING EXPENSES: Increased lease cost to provide additional space to meet City-wide staff accommodation requirements.

REVENUES: Reduction in revenue due to the expiry of Tower Garden food services contract.

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

### FACILITY PROPERTY MANAGEMENT

#### 2012 Explanation of Budget Changes

Program: **Divisional Support Service**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>497</b>	<b>517</b>	<b>20</b>	<b>4.1</b>
Staff Development Costs	91	91		
Communication Costs	40	40		
Transportation Costs	1	1		
Equipment Costs & Maintenance Agreements	16	16		
Contractor & Professional Services	10	10		
Materials, Supplies & Other Services	60	60		
<b>OTHER OPERATING EXPENSES</b>	<b>218</b>	<b>218</b>		
<b>TOTAL EXPENDITURES</b>	<b>714</b>	<b>735</b>	<b>20</b>	<b>2.9</b>
<b>NET PROGRAM IMPACT</b>	<b>714</b>	<b>735</b>	<b>20</b>	<b>2.9</b>
Allocations	408	426	18	4.4
<b>Total Program Impact</b>	<b>1,123</b>	<b>1,161</b>	<b>38</b>	<b>3.4%</b>

#### Explanation of Changes:

LABOUR COST: The increase in permanent labour reflects labour cost adjustments, and other fringe benefit changes.

Allocations: Increase in Departmental Business Services cost allocations.

# Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

## STRATEGIC POLICY

### 2012 Explanation of Budget Changes

Program: **Strategic Community Initiatives**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>454</b>	<b>616</b>	<b>162</b>	<b>35.8</b>
Staff Development Costs	18	18		
Communication Costs	8	6	(2)	(19.0)
Transportation Costs	2	4	2	75.0
Equipment Costs & Maintenance Agreements	4	4		
Contractor & Professional Services	468	380	(88)	(18.8)
Materials, Supplies & Other Services	10	9	(1)	(10.0)
<b>OTHER OPERATING EXPENSES</b>	<b>510</b>	<b>421</b>	<b>(89)</b>	<b>(17.5)</b>
<b>TOTAL EXPENDITURES</b>	<b>963</b>	<b>1,037</b>	<b>73</b>	<b>7.6</b>
<b>REVENUES</b>				
Transfers	(388)	(300)	88	22.7
<b>TOTAL REVENUES</b>	<b>(388)</b>	<b>(300)</b>	<b>88</b>	<b>22.7</b>
<b>NET PROGRAM IMPACT</b>	<b>575</b>	<b>737</b>	<b>161</b>	<b>28.1</b>
<b>Total Program Impact</b>	<b>575</b>	<b>737</b>	<b>161</b>	<b>28.1%</b>

#### Explanation of Changes:

Labour: The increase in permanent labour costs reflects performance Pay, economic adjustment increases, labour adjustments and other fringe benefit changes. There is also a labour increase of \$122,000 as the result of an internal transfer of one member of staff from Land Development Services with a corresponding decrease shown in that budget.

Contractors & Professional Services: The Waterfront as a Premier Destination Community Study and the Strategic Plan are now complete and the budget is being removed. This was offset by a transfer from reserves which is also being removed.

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

### STRATEGIC POLICY

#### 2012 Explanation of Budget Changes

Program: **Environmental Management**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>387</b>	<b>407</b>	<b>20</b>	<b>5.0</b>
Staff Development Costs	31	31		
Communication Costs	0	0		
Transportation Costs	1	1		
Contractor & Professional Services	106	106		
Advertising & Promotions	6	6		
Materials, Supplies & Other Services	9	9		
<b>OTHER OPERATING EXPENSES</b>	<b>152</b>	<b>152</b>		
<b>TOTAL EXPENDITURES</b>	<b>540</b>	<b>559</b>	<b>20</b>	<b>3.6</b>
<b>REVENUES</b>				
Transfers	(229)	(229)		
<b>TOTAL REVENUES</b>	<b>(229)</b>	<b>(229)</b>		
<b>NET PROGRAM IMPACT</b>	<b>311</b>	<b>330</b>	<b>20</b>	<b>6.3</b>
<b>Total Program Impact</b>	<b>311</b>	<b>330</b>	<b>20</b>	<b>6.3%</b>

#### Explanation of Changes:

Labour: The increase in permanent labour costs reflects performance Pay, economic adjustment increases, labour adjustments and other fringe benefit changes.

# Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

## STRATEGIC POLICY

### 2012 Explanation of Budget Changes

Program: **Economic Development**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>1,372</b>	<b>1,430</b>	<b>58</b>	<b>4.2</b>
Staff Development Costs	17	17		
Communication Costs	10	10		
Transportation Costs	17	17		
Equipment Costs & Maintenance Agreements	4	4		
Contractor & Professional Services	109	139	30	27.5
Advertising & Promotions	245	244	(1)	(0.4)
Materials, Supplies & Other Services	32	30	(2)	(4.7)
<b>OTHER OPERATING EXPENSES</b>	<b>434</b>	<b>462</b>	<b>28</b>	<b>6.3</b>
<b>TOTAL EXPENDITURES</b>	<b>1,806</b>	<b>1,891</b>	<b>85</b>	<b>4.7</b>
<b>REVENUES</b>				
Grants	(95)	(95)		
Fees & Service Charges	(22)	(21)	2	6.7
Other Revenue	(41)	(40)	1	2.4
Transfers	(54)	(69)	(15)	(28.0)
<b>TOTAL REVENUES</b>	<b>(212)</b>	<b>(224)</b>	<b>(13)</b>	<b>(5.9)</b>
<b>NET PROGRAM IMPACT</b>	<b>1,594</b>	<b>1,667</b>	<b>73</b>	<b>4.6</b>
<b>Total Program Impact</b>	<b>1,594</b>	<b>1,667</b>	<b>73</b>	<b>4.6%</b>

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

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### **Explanation of Changes:**

Labour: The increase in permanent labour costs reflects performance Pay, economic adjustment increases, labour adjustments and other fringe benefit changes.

Contractors & Professional Services: This change reflects the biannual production of the Mississauga Business Directory which is partially offset by a reserve transfer. Also a 2010 Operating Budget Reserve is being eliminated.

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

### STRATEGIC POLICY

#### 2012 Explanation of Budget Changes

Program: **Legal Services**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>3,700</b>	<b>3,918</b>	<b>218</b>	<b>5.9</b>
Staff Development Costs	76	76		
Communication Costs	19	20	1	4.2
Transportation Costs	5	5		
Equipment Costs & Maintenance Agreements	13	13		
Contractor & Professional Services	880	880		
Materials, Supplies & Other Services	77	77		
Finance Other	12	12		
<b>OTHER OPERATING EXPENSES</b>	<b>1,082</b>	<b>1,083</b>	<b>1</b>	<b>0.1</b>
<b>TOTAL EXPENDITURES</b>	<b>4,782</b>	<b>5,001</b>	<b>219</b>	<b>4.6</b>
<b>REVENUES</b>				
Fees & Service Charges	(218)	(218)		
<b>TOTAL REVENUES</b>	<b>(218)</b>	<b>(218)</b>		
<b>NET PROGRAM IMPACT</b>	<b>4,564</b>	<b>4,783</b>	<b>219</b>	<b>4.8</b>
<b>Total Program Impact</b>	<b>4,564</b>	<b>4,783</b>	<b>219</b>	<b>4.8%</b>

#### Explanation of Changes:

Labour: The increase in permanent labour costs reflects performance Pay, economic adjustment increases, labour adjustments and other fringe benefit changes.

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

### STRATEGIC POLICY

#### 2012 Explanation of Budget Changes

Program: **Corporate Strategy & Innovation**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>1,930</b>	<b>2,039</b>	<b>109</b>	<b>5.7</b>
Staff Development Costs	67	64	(3)	(4.5)
Communication Costs	10	13	3	26.0
Transportation Costs	16	15	(0)	(2.6)
Equipment Costs & Maintenance Agreements	3	1	(3)	(81.3)
Advertising & Promotions	1	1		
Materials, Supplies & Other Services	54	43	(11)	(20.4)
<b>OTHER OPERATING EXPENSES</b>	<b>151</b>	<b>137</b>	<b>(14)</b>	<b>(9.5)</b>
<b>TOTAL EXPENDITURES</b>	<b>2,081</b>	<b>2,176</b>	<b>95</b>	<b>4.6</b>
<b>REVENUES</b>				
Transfers	(275)	(292)	(17)	(6.3)
<b>TOTAL REVENUES</b>	<b>(275)</b>	<b>(292)</b>	<b>(17)</b>	<b>(6.3)</b>
<b>NET PROGRAM IMPACT</b>	<b>1,806</b>	<b>1,883</b>	<b>78</b>	<b>4.3</b>
<b>Total Program Impact</b>	<b>1,806</b>	<b>1,883</b>	<b>78</b>	<b>4.3%</b>

#### Explanation of Changes:

Labour: The increase in permanent labour costs reflects performance Pay, economic adjustment increases, labour adjustments and other fringe benefit changes.

Operating: Various efficiencies.

# Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

## STRATEGIC POLICY

### 2012 Explanation of Budget Changes

Program: **Internal Audit**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>913</b>	<b>948</b>	<b>35</b>	<b>3.8</b>
Staff Development Costs	18	18		
Communication Costs	0	1	1	800.0
Transportation Costs	2	2		
Equipment Costs & Maintenance Agreements	3	3		
Contractor & Professional Services	81	91	10	12.3
Materials, Supplies & Other Services	9	9		
<b>OTHER OPERATING EXPENSES</b>	<b>114</b>	<b>125</b>	<b>11</b>	<b>9.5</b>
<b>TOTAL EXPENDITURES</b>	<b>1,026</b>	<b>1,072</b>	<b>46</b>	<b>4.5</b>
<b>REVENUES</b>				
Transfers		(10)	(10)	
<b>TOTAL REVENUES</b>		<b>(10)</b>	<b>(10)</b>	
<b>NET PROGRAM IMPACT</b>	<b>1,026</b>	<b>1,062</b>	<b>36</b>	<b>3.5</b>
<b>Total Program Impact</b>	<b>1,026</b>	<b>1,062</b>	<b>36</b>	<b>3.5%</b>

#### Explanation of Changes:

Labour: The increase in permanent labour costs reflects performance Pay, economic adjustment increases, labour adjustments and other fringe benefit changes.

Contractors & Professional Services: An external quality assessment review is required every five years. The cost of this review will be offset by a one time transfer from reserves.

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

### INFORMATION TECHNOLOGY

#### 2012 Explanation of Budget Changes

Program: **Information Technology**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>12,551</b>	<b>13,270</b>	<b>719</b>	<b>5.7</b>
Staff Development Costs	91	91		
Communication Costs	663	588	(75)	(11.3)
Transportation Costs	15	15		
Occupancy & City Costs	169	173	4	2.5
Equipment Costs & Maintenance Agreements	4,041	3,982	(58)	(1.4)
Contractor & Professional Services	140	140		
Materials, Supplies & Other Services	120	120		
<b>OTHER OPERATING EXPENSES</b>	<b>5,237</b>	<b>5,108</b>	<b>(129)</b>	<b>(2.5)</b>
<b>TOTAL EXPENDITURES</b>	<b>17,788</b>	<b>18,378</b>	<b>590</b>	<b>3.3</b>
<b>REVENUES</b>				
Fees & Service Charges	(506)	(538)	(32)	(6.3)
Rents, Concessions & Franchise	(2)	(2)		
<b>TOTAL REVENUES</b>	<b>(508)</b>	<b>(540)</b>	<b>(32)</b>	<b>(6.3)</b>
<b>NET PROGRAM IMPACT</b>	<b>17,280</b>	<b>17,838</b>	<b>558</b>	<b>3.2</b>
Allocations	(521)	(548)	(28)	(5.3)
<b>Total Program Impact</b>	<b>16,760</b>	<b>17,290</b>	<b>530</b>	<b>3.2%</b>

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

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### **Explanation of Changes:**

**LABOUR COST:** The increase in permanent labour cost reflects labour adjustments and other fringe benefit changes. Also includes the conversion of 1 TXM Application Developer contract position to permanent and the annualization of new positions approved in the prior year's budget -1 SAP Application Developer, 1 SAP Portal Developer and 1 SAP System Support staff.

**OTHER OPERATING EXPENSES:** Bell savings achieved through favourable contract negotiations and efficiencies achieved by reviewing all IT Maintenance agreements.

**REVENUES:** Increase in Tax System Support Fees and Fire Dispatch System Recovery.

**Allocations:** IT Maintenance allocations to other departments partly offset by Departmental Business Services allocation

# Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

## BUSINESS SERVICES

### 2012 Explanation of Budget Changes

Program: Revenue, Materiel Management and Business Services

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>5,333</b>	<b>5,543</b>	<b>209</b>	<b>3.9</b>
Staff Development Costs	42	42		
Communication Costs	293	311	18	6.0
Transportation Costs	33	33		
Occupancy & City Costs	47	58	11	24.2
Equipment Costs & Maintenance Agreements	68	68		
Contractor & Professional Services	51	51		
Advertising & Promotions	3	3		
Materials, Supplies & Other Services	179	179		
Finance Other	161	119	(42)	(26.0)
<b>OTHER OPERATING EXPENSES</b>	<b>877</b>	<b>864</b>	<b>(13)</b>	<b>(1.5)</b>
<b>TOTAL EXPENDITURES</b>	<b>6,210</b>	<b>6,406</b>	<b>196</b>	<b>3.2</b>
<b>REVENUES</b>				
Fees & Service Charges	(1,280)	(1,518)	(238)	(18.6)
Other Revenue	(3)	(3)		
<b>TOTAL REVENUES</b>	<b>(1,283)</b>	<b>(1,521)</b>	<b>(238)</b>	<b>(18.6)</b>
<b>NET PROGRAM IMPACT</b>	<b>4,927</b>	<b>4,885</b>	<b>(42)</b>	<b>(0.9)</b>
Allocations	158	165	7	4.3
<b>Total Program Impact</b>	<b>5,085</b>	<b>5,050</b>	<b>(35)</b>	<b>(0.7%)</b>

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

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### **Explanation of Changes:**

LABOUR COST: The increase in permanent labour reflects labour adjustments and other fringe benefit changes.

OTHER OPERATING EXPENSES: The decrease in other operating costs reflects the elimination of budget for Collection software and maintenance (recovered through Fees and Service Charges), partly offset by an increase in postage and utilities costs.

REVENUES: Increase in revenue is due to a rate increase for Ownership Change Fee, and new fees for Addition to the Tax Roll, Overdue Notice, and New Account Administration.

Allocations: Departmental Business Services cost allocations.

# Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

## BUSINESS SERVICES

### 2012 Explanation of Budget Changes

Program: **Finance**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>4,003</b>	<b>4,456</b>	<b>453</b>	<b>11.3</b>
Staff Development Costs	64	64		
Communication Costs	35	36	1	2.9
Transportation Costs	4	4		
Equipment Costs & Maintenance Agreements	21	21		
Contractor & Professional Services	143	6	(138)	(96.2)
Advertising & Promotions	3	3		
Materials, Supplies & Other Services	83	83		
Finance Other	(106)	(81)	25	23.6
Transfers		11	11	
<b>OTHER OPERATING EXPENSES</b>	<b>247</b>	<b>147</b>	<b>(100)</b>	<b>(40.6)</b>
<b>TOTAL EXPENDITURES</b>	<b>4,250</b>	<b>4,603</b>	<b>353</b>	<b>8.3</b>
<b>REVENUES</b>				
Transfers	(11)		11	100.0
<b>TOTAL REVENUES</b>	<b>(11)</b>		<b>11</b>	<b>100.0</b>
<b>NET PROGRAM IMPACT</b>	<b>4,239</b>	<b>4,603</b>	<b>364</b>	<b>8.6</b>
Allocations	88	92	4	4.3
<b>Total Program Impact</b>	<b>4,327</b>	<b>4,695</b>	<b>368</b>	<b>8.5%</b>

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

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### **Explanation of Changes:**

**LABOUR COST:** The increase in permanent labour reflects labour cost adjustments and other fringe benefit changes. The budget also includes annualization of 1 permanent Payroll position approved in 2011 and an Insurance Claims Analyst position.

**OTHER OPERATING EXPENSES:** A decrease in professional services (\$25K) for investment portfolio administration systems licensing along with a reduction of External Adjusting Costs (\$90K) which offsets the cost of the Claims Analyst. Interest revenues reduction of \$25K and a reserve transfer of \$11K for the Insurance Actuarial Review.

**REVENUES:** Elimination of transfer from Reserve funds used for the Insurance Actuarial Review in 2011.

**Allocations:** Departmental Business Services cost allocations.

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

### BUSINESS SERVICES

#### 2012 Explanation of Budget Changes

Program: **Human Resources**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>6,055</b>	<b>6,371</b>	<b>316</b>	<b>5.2</b>
Staff Development Costs	93	62	(31)	(33.3)
Communication Costs	25	25		
Transportation Costs	8	8		
Occupancy & City Costs	169	171	2	1.3
Equipment Costs & Maintenance Agreements	36	36		
Contractor & Professional Services	540	665	125	23.2
Advertising & Promotions	111	134	23	20.6
Materials, Supplies & Other Services	106	106		
Transfers	50		(50)	(100.0)
<b>OTHER OPERATING EXPENSES</b>	<b>1,136</b>	<b>1,205</b>	<b>69</b>	<b>6.1</b>
<b>TOTAL EXPENDITURES</b>	<b>7,192</b>	<b>7,577</b>	<b>385</b>	<b>5.4</b>
<b>REVENUES</b>				
Transfers	(81)	(85)	(4)	(4.9)
<b>TOTAL REVENUES</b>	<b>(81)</b>	<b>(85)</b>	<b>(4)</b>	<b>(4.9)</b>
<b>NET PROGRAM IMPACT</b>	<b>7,111</b>	<b>7,492</b>	<b>381</b>	<b>5.4</b>
Allocations	149	155	7	4.4
<b>Total Program Impact</b>	<b>7,260</b>	<b>7,647</b>	<b>387</b>	<b>5.3%</b>

#### Explanation of Changes:

LABOUR COST: The increase in permanent labour costs reflects labour adjustments and other fringe benefit changes. Labour also includes annualization of 1 permanent Health and Safety Specialist and 1 contract Organizational Development Consultant approved in the T&W budget in 2011.

# Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

## BUSINESS SERVICES

### 2012 Explanation of Budget Changes

Program: **Communications**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>4,267</b>	<b>4,584</b>	<b>317</b>	<b>7.4</b>
Staff Development Costs	22	22		
Communication Costs	12	12		
Transportation Costs	4	4		
Equipment Costs & Maintenance Agreements	15	15		
Contractor & Professional Services	107	72	(36)	(33.1)
Advertising & Promotions	101	98	(3)	(2.6)
Materials, Supplies & Other Services	107	99	(8)	(7.6)
Finance Other	(76)	(76)		
<b>OTHER OPERATING EXPENSES</b>	<b>293</b>	<b>247</b>	<b>(46)</b>	<b>(15.8)</b>
<b>TOTAL EXPENDITURES</b>	<b>4,560</b>	<b>4,831</b>	<b>271</b>	<b>5.9</b>
<b>REVENUES</b>				
Fees & Service Charges	(6)	(6)		
Rents, Concessions & Franchise	(3)	(3)		
Other Revenue	(2)	(1)	1	37.5
Transfers	(30)		30	100.0
<b>TOTAL REVENUES</b>	<b>(41)</b>	<b>(10)</b>	<b>31</b>	<b>75.4</b>
<b>NET PROGRAM IMPACT</b>	<b>4,519</b>	<b>4,821</b>	<b>302</b>	<b>6.7</b>
Allocations	95	99	4	4.3
<b>Total Program Impact</b>	<b>4,613</b>	<b>4,919</b>	<b>306</b>	<b>6.6%</b>

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

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### **Explanation of Changes:**

**LABOUR COST:** The increase in permanent labour reflects labour cost adjustments and other fringe benefit changes. It also includes annualization for 1 Knowledge Base Specialist and 1 position transferred from T&W to provide Public Affairs support for T&W.

**OTHER OPERATING EXPENSES:** Efficiencies achieved have resulted in minor budget reductions in areas such as New Media Marketing, Civic Events and Public Issues and the one-time funding for the Communications Master Plan has been eliminated.

**REVENUES:** Elimination of the 2011 transfer from Reserve to fund the Communications Master Plan.

**Allocations:** Departmental Business Services cost allocation.

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

**MAYOR & MEMBERS OF COUNCIL**  
**2012 Explanation of Budget Changes**  
 Program: **Mayor's Office**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>480</b>	<b>498</b>	<b>18</b>	<b>3.7</b>
Staff Development Costs	1	1		
Communication Costs	5	5		
Transportation Costs	15	15		
Equipment Costs & Maintenance Agreements	3	3		
Contractor & Professional Services	1	1		
Advertising & Promotions	1	1		
Materials, Supplies & Other Services	28	28		
<b>OTHER OPERATING EXPENSES</b>	<b>53</b>	<b>53</b>		
<b>TOTAL EXPENDITURES</b>	<b>533</b>	<b>551</b>	<b>18</b>	<b>3.3</b>
<b>NET PROGRAM IMPACT</b>	<b>533</b>	<b>551</b>	<b>18</b>	<b>3.3</b>
<b>Total Program Impact</b>	<b>533</b>	<b>551</b>	<b>18</b>	<b>3.3%</b>

**Explanation of Changes:**

The increase in labour costs reflects performance pay and economic adjustment increases.

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

**MAYOR & MEMBERS OF COUNCIL**  
**2012 Explanation of Budget Changes**  
 Program: **Councillors' Office**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>3,001</b>	<b>3,063</b>	<b>62</b>	<b>2.1</b>
Staff Development Costs	9	9		
Communication Costs	86	86		
Transportation Costs	193	193		
Equipment Costs & Maintenance Agreements	4	4		
Materials, Supplies & Other Services	278	278		
<b>OTHER OPERATING EXPENSES</b>	<b>569</b>	<b>569</b>		
<b>TOTAL EXPENDITURES</b>	<b>3,571</b>	<b>3,633</b>	<b>62</b>	<b>1.7</b>
<b>NET PROGRAM IMPACT</b>	<b>3,571</b>	<b>3,633</b>	<b>62</b>	<b>1.7</b>
<b>Total Program Impact</b>	<b>3,571</b>	<b>3,633</b>	<b>62</b>	<b>1.7%</b>

**Explanation of Changes:**

The increase in labour costs reflects performance pay and economic adjustment increases.

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

### Financial Transactions

#### 2012 Explanation of Budget Changes

Program: **Bank & External Audit**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
Contractor & Professional Services	130	130		
Finance Other	1,050	1,250	200	19.0
<b>OTHER OPERATING EXPENSES</b>	<b>1,180</b>	<b>1,380</b>	<b>200</b>	<b>16.9</b>
<b>TOTAL EXPENDITURES</b>	<b>1,180</b>	<b>1,380</b>	<b>200</b>	<b>16.9</b>
<b>REVENUES</b>				
Other Revenue	(59)	(72)	(13)	<b>(22.0)</b>
<b>TOTAL REVENUES</b>	<b>(59)</b>	<b>(72)</b>	<b>(13)</b>	<b>(22.0)</b>
<b>NET PROGRAM IMPACT</b>	<b>1,121</b>	<b>1,308</b>	<b>187</b>	<b>16.7</b>
<b>Total Program Impact</b>	<b>1,121</b>	<b>1,308</b>	<b>187</b>	<b>16.7%</b>

#### Explanation of Changes:

Increased bank fees due to increased credit card use for City services and general increases to banking related expenses, offset by procurement card rebate revenue.

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

### Financial Transactions

#### 2012 Explanation of Budget Changes

Program: **Benefits & Labour**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>2,056</b>	<b>1,811</b>	<b>(246)</b>	<b>(11.9)</b>
Transfers	1,554	78	(1,476)	(95.0)
<b>OTHER OPERATING EXPENSES</b>	<b>1,554</b>	<b>78</b>	<b>(1,476)</b>	<b>(95.0)</b>
<b>TOTAL EXPENDITURES</b>	<b>3,610</b>	<b>1,889</b>	<b>(1,721)</b>	<b>(47.7)</b>
<b>REVENUES</b>				
Transfers	(520)	(520)		
<b>TOTAL REVENUES</b>	<b>(520)</b>	<b>(520)</b>		
<b>NET PROGRAM IMPACT</b>	<b>3,090</b>	<b>1,369</b>	<b>(1,721)</b>	<b>(55.7)</b>
<b>Total Program Impact</b>	<b>3,090</b>	<b>1,369</b>	<b>(1,721)</b>	<b>(55.7%)</b>

#### Explanation of Changes:

Changes made to labour and benefit costs resulted in a net \$246 thousand savings that will be allocated out to the various services areas in 2012.

Transfer to Reserve for Labour Settlement made in 2011, due to that year having one less work day than a base year (261 days), is allocated to all service areas in 2012.

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

### Financial Transactions

#### 2012 Explanation of Budget Changes

Program: **Enersource Dividend**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>REVENUES</b>				
Other Revenue	(9,000)	(9,000)		
<b>TOTAL REVENUES</b>	<b>(9,000)</b>	<b>(9,000)</b>		
<b>NET PROGRAM IMPACT</b>	<b>(9,000)</b>	<b>(9,000)</b>		
<b>Total Program Impact</b>	<b>(9,000)</b>	<b>(9,000)</b>		<b>0.0%</b>

#### Explanation of Changes:

No changes.

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

### Financial Transactions

### 2012 Explanation of Budget Changes

Program: **Insurance**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
Contractor & Professional Services	65	65		
Finance Other	4,784	4,884	100	2.1
Transfers	2,598	2,598		
<b>OTHER OPERATING EXPENSES</b>	<b>7,447</b>	<b>7,547</b>	<b>100</b>	<b>1.3</b>
<b>TOTAL EXPENDITURES</b>	<b>7,447</b>	<b>7,547</b>	<b>100</b>	<b>1.3</b>
<b>REVENUES</b>				
Transfers	(3,564)	(3,564)		
<b>TOTAL REVENUES</b>	<b>(3,564)</b>	<b>(3,564)</b>		
<b>NET PROGRAM IMPACT</b>	<b>3,883</b>	<b>3,983</b>	<b>100</b>	<b>2.6</b>
<b>Total Program Impact</b>	<b>3,883</b>	<b>3,983</b>	<b>100</b>	<b>2.6%</b>

**Explanation of Changes:**

Increase in liability insurance premiums.

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

### Financial Transactions

### 2012 Explanation of Budget Changes

Program: **Investment Income**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>REVENUES</b>				
Investment Income	(14,455)	(14,455)		
<b>TOTAL REVENUES</b>	<b>(14,455)</b>	<b>(14,455)</b>		
<b>NET PROGRAM IMPACT</b>	<b>(14,455)</b>	<b>(14,455)</b>		
<b>Total Program Impact</b>	<b>(14,455)</b>	<b>(14,455)</b>		<b>0.0%</b>

#### Explanation of Changes:

No changes.

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

### Financial Transactions

#### 2012 Explanation of Budget Changes

Program: **Labour Gapping Savings**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	(550)	(550)		
<b>TOTAL EXPENDITURES</b>	(550)	(550)		
<b>NET PROGRAM IMPACT</b>	(550)	(550)		
<b>Total Program Impact</b>	(550)	(550)		0.0%

#### Explanation of Changes:

No changes.

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

### Financial Transactions

#### 2012 Explanation of Budget Changes

Program: **Miscellaneous Revenue and Expense**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>13</b>		<b>(13)</b>	<b>(100.0)</b>
Staff Development Costs	145	45	(100)	(69.0)
Communication Costs	40	40		
Contractor & Professional Services	79	59	(20)	(25.2)
Advertising & Promotions	81	81		
Materials, Supplies & Other Services	386	461	75	19.4
Finance Other	196	196		
Transfers	50	50		
<b>OTHER OPERATING EXPENSES</b>	<b>978</b>	<b>933</b>	<b>(45)</b>	<b>(4.6)</b>
<b>TOTAL EXPENDITURES</b>	<b>991</b>	<b>933</b>	<b>(58)</b>	<b>(5.8)</b>
<b>REVENUES</b>				
Fees & Service Charges	(20)	(20)		
Other Revenue	(440)	(390)	50	11.4
Transfers	(9)	(59)	(50)	(531.9)
<b>TOTAL REVENUES</b>	<b>(469)</b>	<b>(469)</b>		
<b>NET PROGRAM IMPACT</b>	<b>521</b>	<b>464</b>	<b>(58)</b>	<b>(11.1)</b>
<b>Total Program Impact</b>	<b>521</b>	<b>464</b>	<b>(58)</b>	<b>(11.1%)</b>

#### Explanation of Changes:

Reduction to course & conference budgets of \$100 thousand for later allocation to various service areas.  
Budget of \$75 thousand established for implementation of Judicial Inquiry recommendations.

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

### Financial Transactions

#### 2012 Explanation of Budget Changes

Program: **Payments in Lieu of Taxes**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
Finance Other	100	100		
<b>OTHER OPERATING EXPENSES</b>	<b>100</b>	<b>100</b>		
<b>TOTAL EXPENDITURES</b>	<b>100</b>	<b>100</b>		
<b>REVENUES</b>				
Payments in Lieu	(25,001)	(24,601)	400	<b>1.6</b>
<b>TOTAL REVENUES</b>	<b>(25,001)</b>	<b>(24,601)</b>	<b>400</b>	<b>1.6</b>
<b>NET PROGRAM IMPACT</b>	<b>(24,901)</b>	<b>(24,501)</b>	<b>400</b>	<b>1.6</b>
<b>Total Program Impact</b>	<b>(24,901)</b>	<b>(24,501)</b>	<b>400</b>	<b>1.6%</b>

#### Explanation of Changes:

Reduction to anticipated Payment in Lieu of Tax revenue, particularly from the Greater Toronto Airport Authority (GTAA) where the basis for payment-in-lieu is a declining three year average passenger count.

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

### Financial Transactions

#### 2012 Explanation of Budget Changes

Program: **Transfer To and From Reserves**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
Transfers	450	500	50	11.1
<b>OTHER OPERATING EXPENSES</b>	<b>450</b>	<b>500</b>	<b>50</b>	<b>11.1</b>
<b>TOTAL EXPENDITURES</b>	<b>450</b>	<b>500</b>	<b>50</b>	<b>11.1</b>
<b>NET PROGRAM IMPACT</b>	<b>450</b>	<b>500</b>	<b>50</b>	<b>11.1</b>
<b>Total Program Impact</b>	<b>450</b>	<b>500</b>	<b>50</b>	<b>11.1%</b>

#### Explanation of Changes:

Increase to annual amount transferred to Reserve for Election Expenses.

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

### Financial Transactions

### 2012 Explanation of Budget Changes

Program: **Taxation**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
Occupancy & City Costs	680	680		
Finance Other	3,584	3,754	170	4.7
Transfers	1,062	812	(250)	(23.5)
<b>OTHER OPERATING EXPENSES</b>	<b>5,326</b>	<b>5,246</b>	<b>(80)</b>	<b>(1.5)</b>
<b>TOTAL EXPENDITURES</b>	<b>5,326</b>	<b>5,246</b>	<b>(80)</b>	<b>(1.5)</b>
<b>REVENUES</b>				
Supplementary Railway & Corridors	(5,464)	(5,464)		
Penalties & Interest on Taxes	(7,000)	(7,000)		
<b>TOTAL REVENUES</b>	<b>(12,464)</b>	<b>(12,464)</b>		
<b>NET PROGRAM IMPACT</b>	<b>(7,138)</b>	<b>(7,218)</b>	<b>(80)</b>	<b>(1.1)</b>
<b>Total Program Impact</b>	<b>(7,138)</b>	<b>(7,218)</b>	<b>(80)</b>	<b>(1.1%)</b>

#### Explanation of Changes:

Increase to Vacancy and Charity tax rebates, of \$100 thousand and \$70 thousand respectively, due to increased applications which is offset by decline of \$250 thousand in Senior's tax rebates due to lower than expected participation.

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

### Financial Transactions

#### 2012 Explanation of Budget Changes

Program: **Tourism**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
Transfers	145	145		
<b>OTHER OPERATING EXPENSES</b>	<b>145</b>	<b>145</b>		
<b>TOTAL EXPENDITURES</b>	<b>145</b>	<b>145</b>		
<b>NET PROGRAM IMPACT</b>	<b>145</b>	<b>145</b>		
<b>Total Program Impact</b>	<b>145</b>	<b>145</b>		<b>0.0%</b>

#### Explanation of Changes:

No changes.

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

### Financial Transactions

#### 2012 Explanation of Budget Changes

Program: **Transfer to WSIB Reserve**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
<b>LABOUR COST</b>	<b>1,250</b>	<b>1,150</b>	<b>(100)</b>	<b>(8.0)</b>
Contractor & Professional Services	140	140		
Materials, Supplies & Other Services	40	90	50	125.0
Transfers	950	1,050	100	10.5
<b>OTHER OPERATING EXPENSES</b>	<b>1,130</b>	<b>1,280</b>	<b>150</b>	<b>13.3</b>
<b>TOTAL EXPENDITURES</b>	<b>2,380</b>	<b>2,430</b>	<b>50</b>	<b>2.1</b>
<b>REVENUES</b>				
Transfers	(2,130)	(2,130)		
<b>TOTAL REVENUES</b>	<b>(2,130)</b>	<b>(2,130)</b>		
<b>NET PROGRAM IMPACT</b>	<b>250</b>	<b>300</b>	<b>50</b>	<b>20.0</b>
<b>Total Program Impact</b>	<b>250</b>	<b>300</b>	<b>50</b>	<b>20.0%</b>

#### Explanation of Changes:

Increase of \$50 thousand to WSIB Medical Consultations due to an increase in applications requiring those services.  
 Increase of \$100 thousand to transfer from Reserve for Workers' Compensation and equivalent offset to labour costs due to increased benefit disbursements.

## Appendix 1 – 2012 Operating Program Summary

Business Plan & Budget Book 2012-2014

### Financial Transactions

#### 2012 Explanation of Budget Changes

Program: **Contribution to Capital**

Program Expenditures (\$ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget	
			\$	%
<b>EXPENDITURES</b>				
Transfers	21,690	21,690		
<b>OTHER OPERATING EXPENSES</b>	<b>21,690</b>	<b>21,690</b>		
<b>TOTAL EXPENDITURES</b>	<b>21,690</b>	<b>21,690</b>		
<b>NET PROGRAM IMPACT</b>	<b>21,690</b>	<b>21,690</b>		
<b>Total Program Impact</b>	<b>21,690</b>	<b>21,690</b>		<b>0.0%</b>

#### Explanation of Changes:

No changes.