

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Programs (\$'000's)	2010 Gross	2010 Net	2011 Gross	2011 Net	2012 Gross	2012 Net
TOTAL PROGRAMS (\$'000's)	549,063	297,231	577,029	324,847	611,348	357,720
ROADS AND STORM DRAINAGE	69,386.3	63,768.3	70,744.9	65,599.2	74,418.0	69,139.8
MAINTENANCE CONTROL	5,858.3	7,997.5	5,695.8	7,784.3	5,966.1	8,218.1
SEWERS BRIDGE & WATERCOURSES	1,334.1	1,205.5	1,491.7	1,363.1	1,710.5	1,581.9
WINTER MAINTENANCE	19,826.9	19,213.4	19,282.0	18,668.5	20,076.5	19,463.0
ROAD & SIDEWALK MAINTENANCE	7,003.9	4,482.6	7,318.8	4,702.5	7,448.4	4,832.1
CLEANING AND LITTER PICKUP	5,084.5	3,907.5	4,824.4	3,647.4	4,896.5	3,719.5
DEVELOPMENT CONSTRUCTION	1,057.6	1,050.1	1,095.4	1,087.9	1,155.1	1,147.6
ENGINEERING & CAPITAL WORKS	250.4	140.0	459.6	349.2	596.1	485.7
CORPORATE FLEET MAINTENANCE	1,193.3	1,169.4	1,358.7	1,340.8	1,507.1	1,490.2
TRANSPORT/INFRASTRUCTURE PLANNING	4,960.4	4,017.9	5,334.0	4,687.5	6,071.9	5,450.4
STREETLIGHTING	7,048.6	7,048.6	7,148.6	7,148.6	7,248.6	7,248.6
CROSSING GUARDS	2,432.0	2,432.0	2,472.8	2,472.8	2,486.7	2,486.7
TRAFFIC MANAGEMENT	9,569.1	8,536.8	10,323.8	9,291.5	10,716.0	9,683.7
PARKING FACILITIES	613.6	-431.6	621.0	-108.2	906.3	-144.9
GEOMATICS	3,153.6	2,998.6	3,318.3	3,163.3	3,632.2	3,477.2
FIRE AND EMERGENCY SERVICES	82,545.7	81,582.3	85,576.8	84,863.0	89,836.7	89,063.5
SUPPRESSION	69,483.8	68,907.3	72,561.8	71,985.3	75,759.7	75,083.2
FIRE BUILDING MAINTENANCE	906.9	906.9	1,037.8	1,037.8	1,145.1	1,145.1
FIRE VEHICLE MAINTENANCE	2,797.3	2,797.3	2,966.9	2,966.9	3,051.7	3,051.7
FIRE PREVENTION	4,242.4	4,145.4	4,393.3	4,296.3	4,658.5	4,561.5
SUPPORT SERVICES	5,115.3	4,825.4	4,617.0	4,576.7	5,221.7	5,222.0
MISSISSAUGA TRANSIT SERVICES	121,627.6	41,337.5	132,039.2	50,413.5	141,015.3	57,743.0
RECREATION AND PARKS	88,469.3	44,029.1	92,325.1	47,140.6	95,801.0	50,129.3
RECREATION FACILITIES & PROGRAMS	40,329.0	10,324.0	41,765.3	11,119.9	42,652.2	12,066.8
DIVISIONAL SUPPORT SERVICES	8,182.6	9,570.2	9,216.9	10,456.6	9,300.2	10,442.1
BOULEVARDS & FORESTRY	6,307.2	5,209.7	6,287.0	5,841.0	7,067.1	6,651.1
GOLF/MARINAS & HERSHEY CENTRE	13,046.8	-986.3	13,599.1	-1,035.5	14,056.9	-1,098.1
PARK MAINTENANCE	18,200.3	17,050.2	18,954.0	17,786.3	19,915.7	18,748.0
PARKS PLANNING AND DEVELOPMENT	2,403.4	2,861.3	2,502.8	2,972.3	2,808.9	3,319.4
LIBRARY SERVICES	25,493.4	24,134.2	26,162.3	24,887.1	26,931.7	25,608.4
CENTRAL LIBRARY SERVICES	5,054.7	4,673.7	5,058.5	4,714.6	5,156.6	4,812.7
PUBLIC SERVICES	13,025.0	11,938.4	13,526.4	12,552.7	13,874.4	12,925.7
SUPPORT SERVICES	7,413.7	7,522.1	7,577.4	7,619.8	7,900.7	7,870.0

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Programs (\$'000's)	2010 Gross	2010 Net	2011 Gross	2011 Net	2012 Gross	2012 Net
TOTAL PROGRAMS (\$'000's)	549,063	297,231	577,029	324,847	611,348	357,720
LAND DEVELOPMENT SERVICES	16,538.0	4,840.6	16,286.9	5,671.0	16,968.9	6,969.0
BUILDING	8,318.1	-3,281.2	8,035.0	-3,288.6	8,640.1	-2,319.6
DEVELOPMENT & DESIGN	5,162.0	5,584.7	5,190.5	6,358.2	5,019.4	6,779.2
POLICY	3,057.9	2,537.1	3,061.4	2,601.4	3,309.4	2,509.4
LEGISLATIVE SERVICES	7,953.3	-1,587.2	6,175.6	-2,826.8	6,462.0	-2,631.5
ELECTIONS	2,034.4	120.4	204.0	120.9	215.7	132.6
PROVINCIAL OFFENCE ACT	2,366.9	-4,396.2	2,330.9	-5,669.1	2,413.9	-5,686.1
OFFICE OF THE CITY CLERK	3,405.3	2,582.0	3,494.0	2,609.7	3,685.7	2,810.3
COUNCIL COMMITTEES	146.7	106.6	146.7	111.7	146.7	111.7
ARTS & CULTURE	5,117.4	4,037.7	5,678.3	4,643.1	6,571.4	5,370.7
ARTS SECTION	3,147.5	2,813.4	3,526.8	3,289.9	4,099.2	3,868.8
HERITAGE	257.2	257.2	242.0	242.0	221.9	221.9
THEATRE	740.4	225.9	868.1	318.6	954.6	405.1
MUSEUMS	878.0	666.0	931.6	711.9	1,170.7	784.0
FILMING	94.3	75.2	109.8	80.7	125.0	90.9
REGULATORY SERVICES	11,622.2	806.1	12,272.9	1,802.1	12,856.0	2,692.1
FACILITY PROPERTY MANAGEMENT	18,981.5	18,182.2	19,688.0	18,867.2	20,925.4	20,169.9
BUILDING MAINTENANCE	5,551.6	5,551.6	5,950.1	5,950.1	6,261.2	6,261.2
SECURITY	3,166.4	3,166.4	3,275.1	3,275.1	3,484.7	3,484.7
BUILDING OPERATIONS	4,198.3	3,310.7	4,327.0	3,358.5	4,411.6	3,443.1
UTILITIES	2,200.2	2,187.7	2,110.3	2,097.8	2,103.2	2,090.7
CAP PROJECT MGMT/SPACE PLANNING	2,112.6	2,037.6	2,255.2	2,218.2	2,516.3	2,516.3
REALTY SERVICES	1,019.0	678.5	1,037.0	696.5	1,393.9	1,053.4
DIVISIONAL SUPPORT SERVICE	733.4	1,249.7	733.3	1,271.0	754.5	1,320.5
STRATEGIC POLICY	11,347.8	9,640.9	11,266.7	9,989.3	12,328.4	10,791.0
STRATEGIC COMMUNITY INITIATIVES	1,185.6	598.6	970.6	612.6	1,236.7	628.7
ENVIRONMENT MANAGEMENT	597.1	289.1	579.4	365.4	642.0	428.0
ECONOMIC DEVELOPMENT	1,773.9	1,462.0	1,831.3	1,619.4	2,068.8	1,856.9
LEGAL SERVICES	4,817.7	4,599.3	4,853.4	4,635.0	5,165.8	4,947.4
CORPORATE STRATEGY AND INNOVATION	1,953.4	1,671.8	1,990.7	1,715.6	2,111.7	1,836.6
INTERNAL AUDIT	1,020.1	1,020.1	1,041.3	1,041.3	1,103.4	1,093.4
IT SERVICES	16,748.9	16,033.5	16,970.7	16,101.2	18,134.6	17,253.9

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Programs (\$'000's)	2010 Gross	2010 Net	2011 Gross	2011 Net	2012 Gross	2012 Net
TOTAL PROGRAMS (\$'000's)	549,063	297,231	577,029	324,847	611,348	357,720
BUSINESS SERVICES	20,571.3	19,600.8	21,350.0	20,491.6	23,245.0	22,398.0
REVENUE & MATERIEL MANAGEMENT	6,073.5	4,790.5	6,211.6	4,928.6	6,522.4	5,239.4
FINANCE	4,669.1	4,669.1	4,937.6	4,926.3	5,720.7	5,645.7
HUMAN RESOURCES	4,460.1	4,261.4	4,766.3	4,635.3	5,201.5	5,111.5
COMMUNICATIONS	3,220.4	3,139.8	3,257.3	3,176.7	3,419.5	3,338.9
CUSTOMER SERVICE	2,148.2	2,740.0	2,177.2	2,824.7	2,380.9	3,062.5
DEPARTMENTAL BUSINESS SERVICES	15,833.0	-7.5	16,325.8	0.0	17,256.9	0.0
COMMUNITY SERVICES	4,531.8	0.0	4,634.7	0.0	4,854.9	0.0
CORPORATE SERVICES	1,807.5	0.0	1,882.3	0.0	1,981.4	0.0
PLANNING & BUILDING	3,080.7	-7.5	3,099.2	0.0	3,258.2	0.0
TRANSPORTATION & WORKS	6,413.0	0.0	6,709.6	0.0	7,162.4	0.0
MAYOR & MEMBERS OF COUNCIL	4,068.2	4,068.2	4,165.1	4,165.1	4,362.2	4,362.2
FINANCIAL TRANSACTIONS	32,759.0	-33,235.9	40,000.8	-26,960.1	44,234.1	-21,339.8
BANK & EXTERNAL AUDIT	1,036.0	986.0	1,180.0	1,121.0	1,280.0	1,208.0
BENEFITS & LABOUR	1,594.7	1,074.7	752.9	232.9	1,826.8	1,306.8
ENERSOURCE DIVIDEND	0.0	-8,300.0	0.0	-8,300.0	0.0	-8,900.0
INSURANCE	7,346.8	3,783.0	7,446.8	3,883.0	7,546.8	3,983.0
INVESTMENT INCOME	0.0	-14,454.6	0.0	-14,454.6	0.0	-14,454.6
LABOUR GAPPING SAVINGS	-5,000.0	-5,000.0	-550.0	-550.0	-550.0	-550.0
MISCELLANEOUS REVENUE/EXPENSE	880.6	368.2	1,149.9	680.5	1,163.8	694.4
PAYMENTS IN LIEU OF TAXES	100.0	-23,900.5	100.0	-24,900.5	100.0	-23,900.5
RESERVES TRANSFER TO & FROM	450.0	450.0	450.0	450.0	456.3	456.3
TAXATION	5,175.5	-7,288.1	5,325.5	-7,138.1	5,175.5	-6,288.1
TOURISM	145.4	145.4	145.4	145.4	145.4	145.4
TRANSFER TO WSIB RESERVE	2,310.0	180.0	2,310.0	180.0	2,310.0	180.0
CONTRIBUTION TO CAPITAL	18,720.0	18,720.0	21,690.3	21,690.3	24,779.5	24,779.5

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Business Plan & Budget Book 2011-2014

Roads, Storm Drainage and Watercourses
2011 and 2012 Explanation of Budget Changes
Program: Maintenance Control

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	4,534	4,357	(177)	(3.9)	4,595	238	5.5
Staff Development Costs	61	61			61		
Communication Costs	72	72			72		
Transportation Costs	438	453	14	3.3	453		
Occupancy & City Costs	365	348	(17)	(4.6)	365	17	4.9
Equipment Costs & Maintenance Agreements	29	29			29		
Contractor & Professional Services	60	61	2	2.7	61		
Advertising & Promotions	9	9			9		
Materials, Supplies & Other Services	329	344	15	4.6	359	15	4.4
Finance Other	(38)	(38)			(38)		
OTHER OPERATING EXPENSES	1,325	1,339	14	1.1	1,371	32	2.4
TOTAL EXPENDITURES	5,858	5,696	(163)	(2.8)	5,966	270	4.7
REVENUES							
Grants	(3)	(3)			(3)		
Fees & Service Charges	(14)	(14)			(14)		
TOTAL REVENUES	(16)	(16)			(16)		
NET PROGRAM IMPACT	5,842	5,680	(163)	(2.8)	5,950	270	4.8
Allocations	2,155	2,105	(51)	(2.4)	2,268	164	7.8
Total Program Impact	7,998	7,784	(213)	-2.7%	8,218	434	5.6%

Explanation of Changes:

The increase in labour costs reflects adjustments for the following items:

- Performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes
- Winter Maintenance Review (BR 265) reduction of \$123k

Note: Numbers may not balance due to rounding.

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Roads, Storm Drainage and Watercourses 2011 and 2012 Explanation of Budget Changes

Program: **Sewers, Bridges & Watercourses**

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	247	310	63	25.4	313	4	1.2
Transportation Costs	53	53			53		
Contractor & Professional Services	968	1,063	95	9.8	1,278	215	20.2
Materials, Supplies & Other Services	66	66			66		
OTHER OPERATING EXPENSES	1,087	1,182	95	8.7	1,397	215	18.2
TOTAL EXPENDITURES	1,334	1,492	158	11.8	1,711	219	14.7
REVENUES							
Grants	(5)	(5)			(5)		
Fees & Service Charges	(124)	(124)			(124)		
TOTAL REVENUES	(129)	(129)			(129)		
NET PROGRAM IMPACT	1,206	1,363	158	13.1	1,582	219	16.1
Total Program Impact	1,206	1,363	158	13.1%	1,582	219	16.1%

Explanation of Changes:

The increase in labour costs reflects adjustments for the following items:

- Performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes

Contractor and Professional Services increases are for the following items:

- Watercourse management (BR382) \$60k
- Preventative maintenance/bridge cleaning \$35k

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

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Roads, Storm Drainage and Watercourses
2011 and 2012 Explanation of Budget Changes
Program: Winter Maintenance

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	1,466	1,174	(292)	(19.9)	1,190	17	1.4
Transportation Costs	465	465			465		
Contractor & Professional Services	12,856	12,814	(42)	(0.3)	13,386	572	4.5
Materials, Supplies & Other Services	5,040	4,829	(211)	(4.2)	5,035	206	4.3
OTHER OPERATING EXPENSES	18,361	18,108	(253)	(1.4)	18,886	778	4.3
TOTAL EXPENDITURES	19,827	19,282	(545)	(2.7)	20,077	795	4.1
REVENUES							
Grants	(431)	(431)			(431)		
Fees & Service Charges	(33)	(33)			(33)		
Transfers	(150)	(150)			(150)		
TOTAL REVENUES	(614)	(614)			(614)		
NET PROGRAM IMPACT	19,213	18,669	(545)	(2.8)	19,463	795	4.3
Total Program Impact	19,213	18,669	(545)	-2.8%	19,463	795	4.3%

Explanation of Changes:

The net decrease in labour costs reflects:

Increases in performance pay and economic adjustments, labour adjustments, and other fringe benefit changes, off set by labour reduction of 3 FTE in Part time cost (BR265)

A net decrease of \$211k in materials, supplies and other services is a result of the following:

- Winter Maintenance Review (BR265)
- Salt Management (BR266)
- Sand and Salt Materials increases

Note: Numbers may not balance due to rounding.

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Roads, Storm Drainage and Watercourses 2011 and 2012 Explanation of Budget Changes

Program: **Road & Sidewalk Maintenance**

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	950	1,055	105	11.0	1,070	15	1.4
Transportation Costs	232	232			232		
Contractor & Professional Services	5,624	5,809	185	3.3	5,899	90	1.5
Materials, Supplies & Other Services	197	222	25	12.7	247	25	11.3
OTHER OPERATING EXPENSES	6,054	6,264	210	3.5	6,379	115	1.8
TOTAL EXPENDITURES	7,004	7,319	315	4.5	7,448	130	1.8
REVENUES							
Grants	(1,022)	(1,022)			(1,022)		
Fees & Service Charges	(1,500)	(1,595)	(95)	(6.3)	(1,595)		
TOTAL REVENUES	(2,521)	(2,616)	(95)	(3.8)	(2,616)		
NET PROGRAM IMPACT	4,483	4,703	220	4.9	4,832	130	2.8
Total Program Impact	4,483	4,703	220	4.9%	4,832	130	2.8%

Explanation of Changes:

The increase in labour costs reflects adjustments for the following items:

- Performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes

Contractors & Professional Services - Increase of \$185k to address outstanding work backlog and cost increases.

Note: Numbers may not balance due to rounding.

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Roads, Storm Drainage and Watercourses
2011 and 2012 Explanation of Budget Changes
Program: Cleaning & Litter Pickup

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	1,596	1,616	20	1.2	1,633	17	1.1
Transportation Costs	539	539			539		
Contractor & Professional Services	2,834	2,554	(280)	(9.9)	2,609	55	2.2
Advertising & Promotions	22	22			22		
Materials, Supplies & Other Services	94	94			94		
OTHER OPERATING EXPENSES	3,489	3,209	(280)	(8.0)	3,264	55	1.7
TOTAL EXPENDITURES	5,085	4,824	(260)	(5.1)	4,897	72	1.5
REVENUES							
Grants	(1,084)	(1,084)			(1,084)		
Fees & Service Charges	(93)	(93)			(93)		
TOTAL REVENUES	(1,177)	(1,177)			(1,177)		
NET PROGRAM IMPACT	3,908	3,647	(260)	(6.7)	3,720	72	2.0
Total Program Impact	3,908	3,647	(260)	-6.7%	3,720	72	2.0%

Explanation of Changes:

Contractor and Professional Services decrease of \$280k in 2011 is reflective of:

- Street Cleaning - Improving efficiency (BR264)
- Leaf Collection - Improving the efficiency of the operation (BR263)
- Salt Management - Alternative de-icing materials (BR266)
- Clarkson Air Quality (BR442)
- Contract Pressures (Graffiti, Waste, Leaf)

Note: Numbers may not balance due to rounding.

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Roads, Storm Drainage and Watercourses 2011 and 2012 Explanation of Budget Changes

Program: **Development Construction**

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	1,048	1,086	38	3.6	1,145	60	5.5
Contractor & Professional Services	10	10			10		
OTHER OPERATING EXPENSES	10	10			10		
TOTAL EXPENDITURES	1,058	1,095	38	3.6	1,155	60	5.5
REVENUES							
Fees & Service Charges	(8)	(8)			(8)		
TOTAL REVENUES	(8)	(8)			(8)		
NET PROGRAM IMPACT	1,050	1,088	38	3.6	1,148	60	5.5
Total Program Impact	1,050	1,088	38	3.6%	1,148	60	5.5%

Explanation of Changes:

The increase in labour costs reflects adjustments for the following items:

- Performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes

Note: Numbers may not balance due to rounding.

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Roads, Storm Drainage and Watercourses 2011 and 2012 Explanation of Budget Changes

Program: **Engineering and Capital Works**

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	39	248	209	539.2	385	137	55.0
Transportation Costs	69	69			69		
Equipment Costs & Maintenance Agreements	15	15			15		
Materials, Supplies & Other Services	51	51			51		
Finance Other	76	76			76		
OTHER OPERATING EXPENSES	212	212			212		
TOTAL EXPENDITURES	250	460	209	83.5	596	137	29.7
REVENUES							
Fees & Service Charges	(120)	(120)			(120)		
TOTAL REVENUES	(120)	(120)			(120)		
NET PROGRAM IMPACT	130	340	209	160.4	476	137	40.2
Allocations	10	10			10		
Total Program Impact	140	349	209	149.4%	486	137	39.1%

Explanation of Changes:

The increase in labour costs reflects adjustments for the following items:

- Performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes

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Roads, Storm Drainage and Watercourses
2011 and 2012 Explanation of Budget Changes
Program: Corporate Fleet Maintenance

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	2,352	2,432	80	3.4	2,516	83	3.4
Transportation Costs	(4,153)	(4,153)			(4,153)		
Equipment Costs & Maintenance Agreements	5	5			5		
Materials, Supplies & Other Services	2,989	3,074	85	2.8	3,139	65	2.1
OTHER OPERATING EXPENSES	(1,159)	(1,074)	85	7.3	(1,009)	65	6.1
TOTAL EXPENDITURES	1,193	1,359	165	13.9	1,507	148	10.9
REVENUES							
Fees & Service Charges	(55)	(55)			(55)		
TOTAL REVENUES	(55)	(55)			(55)		
NET PROGRAM IMPACT	1,138	1,304	165	14.5	1,452	148	11.4
Allocations	31	37	6	19.3	38	1	2.7
Total Program Impact	1,169	1,341	171	14.7%	1,490	149	11.1%

Explanation of Changes:

The increase in labour costs reflects adjustments for the following items:

- Performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes

Materials, Supplies & Other Services - A fuel increase of \$0.05 per litre for 2011 and 2012 accounts for the majority of the change.

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Roads, Storm Drainage and Watercourses

2011 and 2012 Explanation of Budget Changes

Program: **Transportation & Infrastructure Planning**

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	4,198	4,335	138	3.3	4,808	473	10.9
Staff Development Costs	31	30	(1)	(3.2)	30		
Communication Costs	12	15	3	29.3	15		
Transportation Costs	28	24	(4)	(14.1)	24		
Occupancy & City Costs	198	205	7	3.4	210	5	2.5
Equipment Costs & Maintenance Agreements	20	40	20	99.5	40		
Contractor & Professional Services	430	408	(23)	(5.3)	593	185	45.4
Advertising & Promotions	8	8			8		
Materials, Supplies & Other Services	36	269	233	657.2	344	75	27.9
OTHER OPERATING EXPENSES	763	999	236	30.9	1,264	265	26.5
TOTAL EXPENDITURES	4,960	5,334	374	7.5	6,072	738	13.8
REVENUES							
Fees & Service Charges	(692)	(592)	100	14.5	(567)	25	4.2
Licenses & Permits	(55)	(55)			(55)		
Transfers	(196)		196	100.0			
TOTAL REVENUES	(943)	(647)	296	31.4	(622)	25	3.9
NET PROGRAM IMPACT	4,018	4,688	670	16.7	5,450	763	16.3
Total Program Impact	4,018	4,688	670	16.7%	5,450	763	16.3%

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Roads, Storm Drainage and Watercourses

2011 and 2012 Explanation of Budget Changes

Program: Transportation & Infrastructure Planning

Explanation of Changes:

Labour cost increase of \$138k in 2011 is attributed mainly to the Cycling Master Plan Implementation (BR211) which requires 1 Cycling Technologist and 1 Trail Route Inspector along with the Water Management Implementation (BR382) which requires 1 Water Resources Engineer. In 2012 the annualization of these positions amounts to \$191k. Also, 1 Storm Drainage Technician is added as per BR382. The remainder of the increase is due to Performance pay and economic adjustments, labour adjustments, and other fringe benefit changes.

Contractor & Professional Services has increased for 2011 & 2012 as a result of the Implementation of the Cycling Master Plan (BR211). The decline in Fees & Service Charges is related to the forecasted decrease in Development Engineering Fees.

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Roads, Storm Drainage and Watercourses
2011 and 2012 Explanation of Budget Changes
Program: Streetlighting

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST							
Occupancy & City Costs	7,049	7,149	100	1.4	7,249	100	1.4
OTHER OPERATING EXPENSES	7,049	7,149	100	1.4	7,249	100	1.4
TOTAL EXPENDITURES	7,049	7,149	100	1.4	7,249	100	1.4
REVENUES							
TOTAL REVENUES							
NET PROGRAM IMPACT	7,049	7,149	100	1.4	7,249	100	1.4
Total Program Impact	7,049	7,149	100	1.4%	7,249	100	1.4%

Explanation of Changes:

Occupancy and City Costs increased by \$100k due to higher streetlighting hydro costs based on estimates provided by Facilities & Property Management (F&PM).

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Roads, Storm Drainage and Watercourses
2011 and 2012 Explanation of Budget Changes
Program: Crossing Guards

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	2,245	2,286	41	1.8	2,300	14	0.6
Communication Costs	2	2			2		
Transportation Costs	140	140			140		
Materials, Supplies & Other Services	45	45			45		
OTHER OPERATING EXPENSES	187	187			187		
TOTAL EXPENDITURES	2,432	2,473	41	1.7	2,487	14	0.6
REVENUES							
TOTAL REVENUES							
NET PROGRAM IMPACT	2,432	2,473	41	1.7	2,487	14	0.6
Total Program Impact	2,432	2,473	41	1.7%	2,487	14	0.6%

Explanation of Changes:

The increase in labour costs reflects adjustments for the following items:

- Performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Roads, Storm Drainage and Watercourses
2011 and 2012 Explanation of Budget Changes
Program: Traffic Management

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	4,009	4,282	273	6.8	4,507	225	5.3
Communication Costs	578	629	51	8.8	680	51	8.1
Transportation Costs	86	126	40	46.7	126		
Occupancy & City Costs	138	138			138		
Contractor & Professional Services	4,231	4,322	91	2.2	4,438	116	2.7
Advertising & Promotions	1	1			1		
Materials, Supplies & Other Services	527	827	300	57.0	827		
OTHER OPERATING EXPENSES	5,560	6,042	482	8.7	6,209	167	2.8
TOTAL EXPENDITURES	9,569	10,324	755	7.9	10,716	392	3.8
REVENUES							
Fees & Service Charges	(987)	(987)			(987)		
Licenses & Permits	(55)	(55)			(55)		
TOTAL REVENUES	(1,042)	(1,042)			(1,042)		
NET PROGRAM IMPACT	8,527	9,282	755	8.9	9,674	392	4.2
Allocations	10	10			10		
Total Program Impact	8,537	9,292	755	8.8%	9,684	392	4.2%

Explanation of Changes:

The increase in labour costs reflects adjustments for the following items:

- Performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes
- An additional two full time staff and four summer students for the Amended Minimum Maintenance Standards (BR270)
- Transportation cost increases relate to the Amended Minimum Maintenance Standards (BR270)
- Contractor & Professional Services increases relate to Traffic Signal Installations (BR354)

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Roads, Storm Drainage and Watercourses
2011 and 2012 Explanation of Budget Changes
Program: Parking Facilities

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	93	184	91	98.3	338	153	83.1
Communication Costs		111	111	100.0	126	15	13.5
Transportation Costs	7	12	5	71.4	12		
Occupancy & City Costs		70	70	100.0	130	60	85.7
Equipment Costs & Maintenance Agreements		15	15	100.0	15		
Contractor & Professional Services	4	26	22	564.1	73	47	181.5
Materials, Supplies & Other Services	13	91	78	604.7	104	13	14.3
Finance Other		11	11	100.0	18	7	63.6
Transfers	497	101	(396)	(79.7)	91	(10)	(9.9)
OTHER OPERATING EXPENSES	521	437	(84)	(16.1)	569	132	30.2
TOTAL EXPENDITURES	614	621	7	1.2	906	285	45.9
REVENUES							
Fees & Service Charges	(1,045)	(729)	316	30.2	(1,051)	(322)	(44.2)
TOTAL REVENUES	(1,045)	(729)	316	30.2	(1,051)	(322)	(44.2)
NET PROGRAM IMPACT	(432)	(108)	323	74.9	(145)	(37)	(33.9)
Total Program Impact	(432)	(108)	323	74.9%	(145)	(37)	-33.9%

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Roads, Storm Drainage and Watercourses

2011 and 2012 Explanation of Budget Changes

Program: Parking Facilities

Explanation of Changes:

The increase in labour costs reflects adjustments for the following items:

- Performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes
- 1 Traffic person for Maintenance & Collections as well as 1 staff person for permit processing for City Centre Off-Street Parking BR146
- 2012 includes the annualization of positions identified in BR146

Communication cost increase of \$111k pertains to BR146 - \$37k, BR280 - \$32k and an adjustment to align with actual expenditures \$42k.

Occupancy & City costs are mostly related to BR146 for additional Maintenance/Electricity for the underground Pay & Display units \$70k.

Materials & Supplies increase mostly pertains to BR146 - \$65k. This includes operating materials and supplies required for the underground Pay & Display units.

Transfers reflects a \$350k reduction to the reserve transfer, due to lower than forecasted on street revenues. Fees & Service charges adjustment mostly pertains to BR375 - \$500k aligning budgeted revenues to current year's forecasted year-end results.

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Roads, Storm Drainage and Watercourses
2011 and 2012 Explanation of Budget Changes
Program: Geomatics

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	2,827	3,031	204	7.2	3,290	260	8.6
Occupancy & City Costs	169	175	6	3.4	180	4	2.5
Contractor & Professional Services	60	15	(45)	(75.0)	65	50	333.3
Materials, Supplies & Other Services	86	86			86		
Finance Other	12	12			12		
OTHER OPERATING EXPENSES	327	287	(39)	(12.0)	342	54	18.9
TOTAL EXPENDITURES	3,154	3,318	165	5.2	3,632	314	9.5
REVENUES							
Fees & Service Charges	(155)	(155)			(155)		
TOTAL REVENUES	(155)	(155)			(155)		
NET PROGRAM IMPACT	2,999	3,163	165	5.5	3,477	314	9.9
Total Program Impact	2,999	3,163	165	5.5%	3,477	314	9.9%

Explanation of Changes:

The labour increase of \$182k in 2011 is attributed to the following:

The hiring of 1 Land Surveyor - Integrated Surveys & Control Network (BR31 including annualization in 2012).

1 Inventory Reporting Analyst and Infrastructure Asset Management Program Implementation - New Asset Inventories & Reporting (BR64) - including annualization in 2012. As well, in 2011 & 2012 provisions have been made for anticipated labour cost increases for performance pay and economic adjustment increases, labour adjustments and fringe benefit changes.

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Fire and Emergency Services

2011 and 2012 Explanation of Budget Changes

Program: **Suppression**

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	69,459	72,488	3,029	4.4	75,441	2,953	4.1
Staff Development Costs	8	8			8		
Transportation Costs	17	17			17		
Occupancy & City Costs		49	49		294	245	500.0
OTHER OPERATING EXPENSES	25	74	49	196.8	319	245	331.5
TOTAL EXPENDITURES	69,484	72,562	3,078	4.4	75,760	3,198	4.4
REVENUES							
Fees & Service Charges	(577)	(577)			(677)	(100)	(17.3)
TOTAL REVENUES	(577)	(577)			(677)	(100)	(17.3)
NET PROGRAM IMPACT	68,907	71,985	3,078	4.5	75,083	3,098	4.3
Total Program Impact	68,907	71,985	3,078	4.5%	75,083	3,098	4.3%

Explanation of Changes:

For the 2011 and 2012 budget year, the increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments and other fringe benefit changes. Also included in the 2011 labour increase is staff for Garry W. Morden centre starting Fall 2011. The 2012 increase is due to a new Fire training officer.

The operating expense increases in 2011 and 2012 are due to the opening of Garry W. Morden centre in Fall 2011 and represent utility and building maintenance expenses. The majority of expenses are in 2012 which will be the first full year of operation for this centre.

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Fire and Emergency Services

2011 and 2012 Explanation of Budget Changes

Program: Fire Building Maintenance

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	254	264	10	4.0	372	107	40.6
Occupancy & City Costs	653	774	121	18.5	774		
OTHER OPERATING EXPENSES	653	774	121	18.5	774		
TOTAL EXPENDITURES	907	1,038	131	14.4	1,145	107	10.3
Total Program Impact	907	1,038	131	14.4%	1,145	107	10.3%

Explanation of Changes:

For the 2011 and 2012 budget years, the increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments and other fringe benefit changes and one additional building maintenance mechanic in 2012.

The operating expense increases in 2011 are due to lease increases specially for Station 119 and overall station building repair and maintenance pressures, offset by a reduction in the utility estimates.

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Fire and Emergency Services

2011 and 2012 Explanation of Budget Changes

Program: Fire Vehicle Maintenance

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	1,174	1,232	58	4.9	1,317	85	6.9
Staff Development Costs	15	15			15		
Transportation Costs	976	1,088	112	11.5	1,088		
Occupancy & City Costs	58	58			58		
Equipment Costs & Maintenance Agreements	167	167			167		
Materials, Supplies & Other Services	407	407			407		
OTHER OPERATING EXPENSES	1,623	1,735	112	6.9	1,735		
TOTAL EXPENDITURES	2,797	2,967	170	6.1	3,052	85	2.9
Total Program Impact	2,797	2,967	170	6.1%	3,052	85	2.9%

Explanation of Changes:

For the 2011 and 2012 budget year, the increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments and other fringe benefit changes. Also included in the 2012 labour increase is the addition of a full time store clerk.

The operating expense increases in 2011 are due to an increase in the fleet vehicle maintenance and repair budget by \$100,000 and the annual licensing and warranty costs for the new electronic vehicle inspections reporting system as included in the capital budget request, \$12,000.

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Fire and Emergency Services

2011 and 2012 Explanation of Budget Changes

Program: Fire Prevention

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	4,023	4,174	151	3.8	4,439	265	6.4
Staff Development Costs	16	16			16		
Transportation Costs	124	124			124		
Equipment Costs & Maintenance Agreements	6	6			6		
Advertising & Promotions	19	19			19		
Materials, Supplies & Other Services	55	55			55		
OTHER OPERATING EXPENSES	219	219			219		
TOTAL EXPENDITURES	4,242	4,393	151	3.6	4,659	265	6.0
REVENUES							
Fees & Service Charges	(92)	(92)			(92)		
Licenses & Permits	(5)	(5)			(5)		
TOTAL REVENUES	(97)	(97)			(97)		
NET PROGRAM IMPACT	4,145	4,296	151	3.6	4,562	265	6.2
Total Program Impact	4,145	4,296	151	3.6%	4,562	265	6.2%

Explanation of Changes:

For the 2011 and 2012 budget year, the increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments and other fringe benefit changes. Also included in the 2012 increases are two additional staff to address changes in Fire Prevention Legislation and backlog in building permit inspections.

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Fire and Emergency Services

2011 and 2012 Explanation of Budget Changes

Program: Support Services

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	4,433	3,935	(498)	(11.2)	4,490	556	14.1
Staff Development Costs	141	141			142	1	0.7
Communication Costs	233	233			233		
Transportation Costs	4	4			4		
Occupancy & City Costs	39	39			39		
Equipment Costs & Maintenance Agreements	76	76			76		
Contractor & Professional Services	15	15			15		
Advertising & Promotions	2	2			2		
Materials, Supplies & Other Services	211	211			242	31	14.7
Finance Other	(37)	(37)			(37)		
Transfers					17	17	
OTHER OPERATING EXPENSES	683	683			732	49	7.2
TOTAL EXPENDITURES	5,115	4,617	(498)	(9.7)	5,222	605	13.1
REVENUES							
Fees & Service Charges	(920)	(735)	185	20.1	(735)		
Other Revenue	(155)	(155)			(155)		
TOTAL REVENUES	(1,075)	(890)	185	17.2	(890)		
NET PROGRAM IMPACT	4,040	3,727	(313)	(7.8)	4,332	605	16.2
Allocations	785	850	65	8.2	890	41	4.8
Total Program Impact	4,825	4,577	(249)	-5.2%	5,222	645	14.1%

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Fire and Emergency Services

2011 and 2012 Explanation of Budget Changes

Program: Support Services

Explanation of Changes:

For the 2011 and 2012 budget year, the increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments and other fringe benefit changes. Also included in the 2011 labour increase is the addition of a full time data analyst. The 2011 labour cost reduction is due to a transfer of \$750,000 labour gapping from non-departmental accounts. The 2012 increase is partially due to a new Deputy Chief position and one new fire attendance management coordinator, being added to the budget.

The false alarm revenue is reduced in 2011 to reflect the actual decline in this revenue line. The allocation increases in 2011 and 2012 relate to departmental support services and IT maintenance costs.

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Mississauga Transit

2011 and 2012 Explanation of Budget Changes

Program: **Transit**

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	97,159	103,793	6,635	6.8	110,727	6,934	6.7
Staff Development Costs	109	109			109		
Communication Costs	88	93	5	5.7	93		
Transportation Costs	18,051	20,207	2,156	11.9	22,179	1,972	9.8
Occupancy & City Costs	2,639	2,853	214	8.1	2,949	96	3.4
Equipment Costs & Maintenance Agreements	191	1,661	1,470	770.8	1,611	(50)	(3.0)
Contractor & Professional Services	982	962	(20)	(2.0)	962		
Advertising & Promotions	14	14			14		
Materials, Supplies & Other Services	2,389	2,341	(48)	(2.0)	2,365	24	1.0
Finance Other	5	5			5		
OTHER OPERATING EXPENSES	24,469	28,246	3,777	15.4	30,288	2,042	7.2
TOTAL EXPENDITURES	121,628	132,039	10,412	8.6	141,015	8,976	6.8
REVENUES							
Fees & Service Charges	(60,237)	(63,058)	(2,821)	(4.7)	(67,047)	(3,989)	(6.3)
Rents, Concessions & Franchise	(182)	(122)	60	33.0	(122)		
Other Revenue	(23,148)	(22,113)	1,035	4.5	(20,055)	2,058	9.3
TOTAL REVENUES	(83,567)	(85,293)	(1,726)	(2.1)	(87,224)	(1,931)	(2.3)
NET PROGRAM IMPACT	38,060	46,746	8,686	22.8	53,791	7,045	15.1
Allocations	3,277	3,668	390	11.9	3,952	284	7.8
Total Program Impact	41,338	50,414	9,076	22.0%	57,743	7,329	14.5%

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Mississauga Transit

2011 and 2012 Explanation of Budget Changes

Program: **Transit**

Explanation of Changes:

The increase in labour costs reflected in 2011 & 2012 include adjustments for the following items:

Performance pay and economic adjustment increases, labour adjustments and other fringe benefit changes. There will be 56.68 new staff in 2011 and 75.67 new staff in 2012. Transportation Costs: The increase in transportation costs is driven by an increase of \$0.10/litre in the price of diesel fuel and increased consumption in 2011 and 2012. Occupancy & City Costs: Increases are related to updated cost estimates for electricity and natural gas at the main storage and maintenance facility. Equipment Costs and Maintenance Agreements: Increases are related to PRESTO maintenance equipment fees and cellular communication fees/vendor maintenance in Budget Requests 418 and 422. Fees and Service Charges: This category increases due to a 2% increase in transit revenue riders, higher fares and a nominal increase in service. Other Revenue: Transfers from the Provincial Gas Tax Reserve Fund for growth related costs over the last five years total approximately \$15M. The additional transfer, which covers prior year revenue shortfalls, is being phased out gradually over the next several years.

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Recreation and Parks

2011 and 2012 Explanation of Budget Changes

Program: Recreation Facilities and Programs

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	30,656	31,721	1,065	3.5	32,173	453	1.4
Staff Development Costs	12	12			12		
Communication Costs	61	58	(3)	(4.9)	58		
Transportation Costs	264	247	(17)	(6.6)	247		
Occupancy & City Costs	6,448	6,678	231	3.6	6,941	262	3.9
Equipment Costs & Maintenance Agreements	476	504	29	6.0	504		
Contractor & Professional Services	557	655	98	17.5	729	74	11.3
Advertising & Promotions	93	92	(0)	(0.3)	92		
Materials, Supplies & Other Services	1,759	1,794	36	2.0	1,884	90	5.0
Finance Other	4	4			4		
Transfers and 2012 Operating Impacts					8	8	100.0
OTHER OPERATING EXPENSES	9,673	10,045	371	3.8	10,479	434	4.3
TOTAL EXPENDITURES	40,329	41,765	1,436	3.6	42,652	887	2.1
REVENUES							
Grants	(487)	(487)			(487)		
Fees & Service Charges	(18,026)	(18,632)	(606)	(3.4)	(18,632)		
Licenses & Permits	(20)	(20)			(20)		
Rents, Concessions & Franchise	(11,266)	(11,294)	(27)	(0.2)	(11,294)		
Other Revenue	(205)	(212)	(7)	(3.4)	(152)	60	28.3
TOTAL REVENUES	(30,005)	(30,645)	(640)	(2.1)	(30,585)	60	0.2
NET PROGRAM IMPACT	10,324	11,120	796	7.7	12,067	947	8.5
Total Program Impact	10,324	11,120	796	7.7%	12,067	947	8.5%

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Recreation and Parks

2011 and 2012 Explanation of Budget Changes

Program: Recreation Facilities and Programs

Explanation of Changes:

Labour: For the 2011 and 2012 budget year, 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 additional staff requirement for the Youth Plan Strategy, re-opening of Port Credit Arena and redevelopment projects at Malton, Clarkson, and Mississauga Valley Community Centre. This is partially offset by a decrease in labour due to an Organization Review in 2011 and 2012 and the closure of Meadowvale Community Centre for redevelopment scheduled in 2012.

Occupancy Costs: For the 2011 and 2012 year, the increase represents utility increase as a result of revised utility rates, re-opening of Port Credit Arena and Mississauga Valley Therapy Pool and the opening of the Infrastructure Stimulus Funded (ISF) pools at Malton and Clarkson.

Fees & Service Charges: Increase is a result of recreation fee increases, re-opening of Port Credit Arena and the additional revenue expected from the opening of the Clarkson and Malton pools.

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Recreation and Parks

2011 and 2012 Explanation of Budget Changes

Program: **Divisional Support Services**

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	5,742	6,243	501	8.7	6,262	19	0.3
Staff Development Costs	125	121	(3)	(2.6)	121		
Communication Costs	137	134	(3)	(2.2)	134		
Transportation Costs	57	58	2	2.7	58		
Occupancy & City Costs	199	227	29	14.4	231	4	1.7
Equipment Costs & Maintenance Agreements	278	266	(12)	(4.2)	266		
Contractor & Professional Services	164	391	227	138.0	391		
Advertising & Promotions	443	392	(52)	(11.7)	392		
Materials, Supplies & Other Services	461	784	323	70.1	784		
Finance Other	(63)	(40)	23	36.4	(40)		
Transfers and 2012 Operating Impacts	641	641			701	60	9.4
OTHER OPERATING EXPENSES	2,441	2,974	533	21.8	3,038	64	2.1
TOTAL EXPENDITURES	8,183	9,217	1,034	12.6	9,300	83	0.9
REVENUES							
Grants	(66)	(66)			(66)		
Fees & Service Charges	(350)	(504)	(154)	(43.9)	(504)		
Rents, Concessions & Franchise	(118)	(178)	(59)	(50.0)	(178)		
Other Revenue	(419)	(419)			(628)	(209)	(49.9)
TOTAL REVENUES	(954)	(1,167)	(213)	(22.3)	(1,376)	(209)	(17.9)
NET PROGRAM IMPACT	7,228	8,050	821	11.4	7,924	(126)	(1.6)
Allocations	2,342	2,407	65	2.8	2,518	111	4.6
Total Program Impact	9,570	10,457	886	9.3%	10,442	(15)	-0.1%

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Recreation and Parks

2011 and 2012 Explanation of Budget Changes

Program: Divisional Support Services

Explanation of Changes:

Labour: For the 2011 and 2012 budget year, 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 additional staff requirement for Mississauga Celebration Square (Events, Programs and Base Operating Impacts), Backlit Advertising and Digital Advertising initiatives, offset by labour gapping and automating community groups registration on-line.

Contractor & Professional Services: Increase is due to the Mississauga Celebration Square for maintenance and technical crew contracted costs.

Material Supplies & Other Services: Increase is due to the Mississauga Celebration Square for additional event costs which are offset by an increase in revenues.

Revenues: Increase in revenue is due to the Mississauga Celebration Square Events and Programs and Gateway Sign partnership agreement.

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Recreation and Parks

2011 and 2012 Explanation of Budget Changes

Program: **Boulevards and Forestry**

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	3,141	3,587	447	14.2	3,887	300	8.4
Staff Development Costs	10	10			10		
Communication Costs	20	20			20		
Transportation Costs	242	231	(10)	(4.3)	231		
Equipment Costs & Maintenance Agreements	77		(77)	(100.0)			
Contractor & Professional Services	2,716	2,381	(335)	(12.3)	2,861	480	20.2
Materials, Supplies & Other Services	102	57	(45)	(44.2)	57		
OTHER OPERATING EXPENSES	3,167	2,700	(467)	(14.7)	3,180	480	17.8
TOTAL EXPENDITURES	6,307	6,287	(20)	(0.3)	7,067	780	12.4
REVENUES							
Fees & Service Charges	(159)	(94)	65	40.9	(94)		
Investment Income	(15)	(15)			(15)		
Other Revenue	(110)	(110)			(80)	30	27.3
Transfers	(814)	(227)	587	72.1	(227)		
TOTAL REVENUES	(1,098)	(446)	652	59.4	(416)	30	6.7
NET PROGRAM IMPACT	5,210	5,841	631	12.1	6,651	810	13.9
Total Program Impact	5,210	5,841	631	12.1%	6,651	810	13.9%

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Recreation and Parks

2011 and 2012 Explanation of Budget Changes

Program: **Boulevards and Forestry**

Explanation of Changes:

Labour: For the 2011 and 2012 budget year, 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 additional staff requirement for Debris Management-Cooksville Creek, Street Tree Block Pruning and Million Trees over Ten Years initiatives.

Equipment Costs & Maintenance Agreements: Decrease is a result of a reversal of equipment rental requirement to clear forestry backlog implemented in 2010.

Contractor & Professional Services: Decrease in 2011 is a result of a reversal of contractors expense required to clear forestry backlog, implemented in 2010, offset with an increase in additional contract costs for Debris Management-Cooksville Creek and Woodland Hazardous Tree Maintenance initiatives. The increase in 2012 represents contractors required for Street Tree Block Pruning and the Million Trees over Ten Years initiatives.

Revenues: Decrease in Fees & Service charges for 2011 is a result of reduced revenues from Cemetery operations to reflect actual. A decrease in Transfers is a result of a reversal of contractors expense required to clear the forestry backlog, implemented in 2010.

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Recreation and Parks

2011 and 2012 Explanation of Budget Changes

Program: Golf/Marinas and Hershey Centre

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	3,646	3,949	304	8.3	4,136	187	4.7
Staff Development Costs	10	10			10		
Communication Costs	15	15	0	2.7	15		
Transportation Costs	127	125	(1)	(1.1)	125		
Occupancy & City Costs	1,927	1,673	(254)	(13.2)	1,886	213	12.7
Equipment Costs & Maintenance Agreements	126	182	55	43.7	182		
Contractor & Professional Services	5,519	5,807	289	5.2	5,865	58	1.0
Advertising & Promotions	86	86			86		
Materials, Supplies & Other Services	1,592	1,670	78	4.9	1,670		
Finance Other	1	1			1		
Transfers and 2012 Operating Impacts		82	82	100.0	82		
OTHER OPERATING EXPENSES	9,401	9,650	249	2.6	9,921	271	2.8
TOTAL EXPENDITURES	13,047	13,599	552	4.2	14,057	458	3.4
REVENUES							
Fees & Service Charges	(5,589)	(5,919)	(330)	(5.9)	(5,919)		
Rents, Concessions & Franchise	(8,308)	(8,582)	(274)	(3.3)	(8,582)		
Investment Income	(29)	(29)			(29)		
Other Revenue	(118)	(118)			(638)	(520)	(442.9)
TOTAL REVENUES	(14,043)	(14,647)	(604)	(4.3)	(15,168)	(520)	(3.6)
NET PROGRAM IMPACT	(996)	(1,048)	(52)	(5.2)	(1,111)	(63)	(6.0)
Allocations	10	13	3	25.0	13		
Total Program Impact	(986)	(1,036)	(49)	-5.0%	(1,098)	(63)	-6.0%

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Recreation and Parks

2011 and 2012 Explanation of Budget Changes

Program: Golf/Marinas and Hershey Centre

Explanation of Changes:

Labour: For the 2011 and 2012 budget year, 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 additional staff requirement for the new Fitness Centre at Hershey and for the increased programming at the outdoor fields at Hershey, with the installation of the air supported bubble (Dome Field).

Occupancy & City Costs: Decrease in 2011 is a result of lower utilities, partially offset by an increase for utilities required for the Dome Field at Hershey for 2011 and 2012.

Contractor & Professional Services: Increase is a result of additional contractor costs at Hershey for 2011 and 2012 for the Dome Field initiative.

Revenues: Increase in revenue is due to additional revenue from the new Hershey Fitness Centre, Dome Field at Hershey and higher volume in patronage at the Sports complex, offset by a decrease in revenue at Lakeview Golf course.

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Recreation and Parks

2011 and 2012 Explanation of Budget Changes

Program: Parks Maintenance

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	13,247	13,700	454	3.4	14,442	742	5.4
Communication Costs	16	16			16		
Transportation Costs	2,293	2,378	86	3.7	2,378		
Occupancy & City Costs	1,126	1,182	56	5.0	1,259	76	6.5
Equipment Costs & Maintenance Agreements	12	12			12		
Contractor & Professional Services	340	402	62	18.2	402		
Materials, Supplies & Other Services	1,167	1,264	97	8.3	1,407	143	11.3
OTHER OPERATING EXPENSES	4,954	5,254	300	6.1	5,474	220	4.2
TOTAL EXPENDITURES	18,200	18,954	754	4.1	19,916	962	5.1
REVENUES							
Fees & Service Charges	(242)	(242)			(242)		
Licenses & Permits	(155)	(193)	(38)	(24.5)	(193)		
Rents, Concessions & Franchise	(915)	(948)	(33)	(3.6)	(948)		
TOTAL REVENUES	(1,312)	(1,383)	(71)	(5.4)	(1,383)		
NET PROGRAM IMPACT	16,888	17,571	683	4.0	18,533	962	5.5
Allocations	162	215	53	33.0	215		
Total Program Impact	17,050	17,786	736	4.3%	18,748	962	5.4%

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Recreation and Parks

2011 and 2012 Explanation of Budget Changes

Program: Parks Maintenance

Explanation of Changes:

Labour: For the 2011 and 2012 budget year, 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 additional staff requirement for maintaining the Mississauga Celebration Square Base Operating Impacts, parkland growth and annualization of the Community Common park operation.

Transportation Costs: Increased lease rates for parks vehicles.

Occupancy & City Costs: Increase is due to additional utilities required to maintain the Mississauga Celebration Square Base Operating Impacts for 2011 and 2012.

Materials, Supplies & Other Services: Increase is due to supplies necessary to maintain additional parkland, Community Common park and Mississauga Celebration Square Base Operating Impacts for 2011 and 2012.

Allocations: Increase in allocated costs from Facilities and Property management.

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Recreation and Parks

2011 and 2012 Explanation of Budget Changes

Program: Parks Planning and Development

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	2,333	2,418	85	3.6	2,724	306	12.7
Staff Development Costs	18	32	14	81.7	32		
Communication Costs	6	6			6		
Transportation Costs	21	21			21		
Contractor & Professional Services	7	7			7		
Advertising & Promotions	1	1			1		
Materials, Supplies & Other Services	19	19			19		
OTHER OPERATING EXPENSES	70	85	14	20.3	85		
TOTAL EXPENDITURES	2,403	2,503	99	4.1	2,809	306	12.2
REVENUES							
Fees & Service Charges	(308)	(308)			(308)		
TOTAL REVENUES	(308)	(308)			(308)		
NET PROGRAM IMPACT	2,096	2,195	99	4.7	2,501	306	13.9
Allocations	765	777	12	1.5	818	41	5.3
Total Program Impact	2,861	2,972	111	3.9%	3,319	347	11.7%

Explanation of Changes:

Labour: For the 2011 and 2012 budget year, 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 additional staff required for the Asset Management Program for 2011 and 2012.

Staff Development Costs: Increase is a result of budget being transferred from Divisional Support Services program to reflect actual. This increase is completely offset with a decrease within Divisional Support Services program area.

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Library Services

2011 and 2012 Explanation of Budget Changes

Program: **Central Library Services**

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	5,024	5,028	4	0.1	5,126	98	2.0
Transportation Costs	1	1			1		
Occupancy & City Costs	3	3			3		
Equipment Costs & Maintenance Agreements	1	1			1		
Contractor & Professional Services	0	0			0		
Materials, Supplies & Other Services	25	25			25		
OTHER OPERATING EXPENSES	31	31			31		
TOTAL EXPENDITURES	5,055	5,059	4	0.1	5,157	98	1.9
REVENUES							
Fees & Service Charges	(88)	(88)			(88)		
Rents, Concessions & Franchise	(3)	(3)			(3)		
Fines	(290)	(253)	37	12.8	(253)		
TOTAL REVENUES	(381)	(344)	37	9.7	(344)		
NET PROGRAM IMPACT	4,674	4,715	41	0.9	4,813	98	2.1
Total Program Impact	4,674	4,715	41	0.9%	4,813	98	2.1%

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Library Services

2011 and 2012 Explanation of Budget Changes

Program: Central Library Services

Explanation of Changes:

For the 2011 and 2012 budget years, the increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, Sunday opening annualization and other fringe benefit changes.

The 2011 and 2012 labour costs are reduced due to a Service Delivery Model Review; all services will be 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.

Also, the labour increase in 2012 includes a new coordinated library services for youth.

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.

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Library Services

2011 and 2012 Explanation of Budget Changes

Program: **Public Services**

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	12,870	13,372	501	3.9	13,720	348	2.6
Transportation Costs	15	15			15		
Occupancy & City Costs	52	52			52		
Equipment Costs & Maintenance Agreements	3	3			3		
Contractor & Professional Services	1	1			1		
Materials, Supplies & Other Services	85	85			85		
OTHER OPERATING EXPENSES	155	155			155		
TOTAL EXPENDITURES	13,025	13,526	501	3.8	13,874	348	2.6
REVENUES							
Fees & Service Charges	(169)	(169)			(169)		
Rents, Concessions & Franchise	(35)	(35)			(35)		
Fines	(883)	(770)	113	12.8	(745)	25	3.2
TOTAL REVENUES	(1,087)	(974)	113	10.4	(949)	25	2.6
NET PROGRAM IMPACT	11,938	12,553	614	5.1	12,926	373	3.0
Total Program Impact	11,938	12,553	614	5.1%	12,926	373	3.0%

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Library Services

2011 and 2012 Explanation of Budget Changes

Program: Public Services

Explanation of Changes:

For the 2011 and 2012 budget years, the increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, Sunday opening annualization and other fringe benefit changes.

The 2011 full time staff is reduced by one due to a Service Delivery Model Review; all services will be 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.

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Library Services

2011 and 2012 Explanation of Budget Changes

Program: Support Services

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	2,468	2,497	29	1.2	2,685	188	7.5
Staff Development Costs	62	62			65	3	4.8
Communication Costs	11	11			11		
Transportation Costs	38	38			38		
Occupancy & City Costs	2,017	2,151	134	6.7	2,184	32	1.5
Equipment Costs & Maintenance Agreements	104	104			104		
Contractor & Professional Services	9	9			9		
Advertising & Promotions	44	44			44		
Materials, Supplies & Other Services	2,619	2,619			2,719	100	3.8
Finance Other	42	42			42		
OTHER OPERATING EXPENSES	4,946	5,080	134	2.7	5,216	135	2.7
TOTAL EXPENDITURES	7,414	7,577	164	2.2	7,901	323	4.3
REVENUES							
Grants	(715)	(715)			(715)		
Fees & Service Charges	(115)	(115)			(115)		
Rents, Concessions & Franchise	(62)	(166)	(104)	(167.7)	(269)	(103)	(62.0)
TOTAL REVENUES	(892)	(996)	(104)	(11.7)	(1,099)	(103)	(10.3)
NET PROGRAM IMPACT	6,522	6,581	60	0.9	6,802	220	3.3
Allocations	1,001	1,039	38	3.8	1,069	30	2.9
Total Program Impact	7,522	7,620	98	1.3%	7,870	250	3.3%

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Library Services

2011 and 2012 Explanation of Budget Changes

Program: Support Services

Explanation of Changes:

For the 2011 and 2012 budget years, the increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, Sunday opening annualization and other fringe benefit changes. The 2011 labour cost reduction is due to a transfer of \$100,000 labour gapping from non-departmental accounts.

The occupancy and city cost increases relate to increased lease costs, utility rates and utility increases related to Sunday opening. These are partially offset by lower lease cost of the Sheridan Library. The 2012 increase in materials and supplies is due to the growth of the library collection and introduction of self service check-out technology. This allows the library customers to check out their own materials, providing a more convenient, faster service with better inventory control and cost-effectiveness.

The increase in revenue in both years is due to lease revenue from the Dixie Bloor Neighbourhood Centre (DBNC). DBNC plans to run a number of their programs and services in the Burnhamthorpe Library starting mid 2011, similar to the Malton Neighbourhood Services partnership in 2004.

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Land Development Services

2011 and 2012 Explanation of Budget Changes

Program: **Building**

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	7,905	7,654	(251)	(3.2)	8,101	448	5.8
Staff Development Costs	50	50			156	106	211.2
Communication Costs	42	47	5	11.9	47		
Transportation Costs	194	156	(37)	(19.2)	156		
Equipment Costs & Maintenance Agreements	23	23			23		
Contractor & Professional Services	13	13			13		
Materials, Supplies & Other Services	92	92			143	52	56.2
OTHER OPERATING EXPENSES	413	381	(32)	(7.8)	539	158	41.3
TOTAL EXPENDITURES	8,318	8,035	(283)	(3.4)	8,640	605	7.5
REVENUES							
Fees & Service Charges	(21)	(24)	(3)	(14.3)	(24)		
Licenses & Permits	(10,251)	(10,636)	(385)	(3.8)	(10,936)	(300)	(2.8)
Transfers	(1,327)	(664)	664	50.0		664	100.0
TOTAL REVENUES	(11,599)	(11,324)	276	2.4	(10,960)	364	3.2
NET PROGRAM IMPACT	(3,281)	(3,289)	(7)	(0.2)	(2,320)	969	29.5
Total Program Impact	(3,281)	(3,289)	(7)	-0.2%	(2,320)	969	29.5%

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Land Development Services

2011 and 2012 Explanation of Budget Changes

Program: **Building**

Explanation of Changes:

Labour: For the 2011 and 2012 budget year, the increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes. Also, in 2011 there is a labour reduction due to BR184 Three Year Plan - Labour Reductions in Planning & Building.

Staff Development Costs: In 2012, increase in Courses due to BR420 Administration & Enforcement of New Building Code Edition. These costs will be reversed out in subsequent years.

Transportation Costs : In 2011, reduction in mileage costs due to BR184A Three Year Plan.

Materials, Supplies & Other Services : In 2012, increase in subscription and reference materials primarily due to BR420 Administration & Enforcement of New Building Code Edition. These costs will be reversed out in subsequent years.

Licenses & Permits: Change in 2011 and 2012 due to across the board increase related to BR 411 Building Permit Fees as part of the Three Year Plan. Also, additional increase in 2011 due to adjusting the projected amount for BR621A Portable Sign Revenue as a result of the Three Year Plan.

Transfers : Reduction in 2011 and 2012, as a result of the Building Permit Revenue shortfall phase-in to tax.

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Land Development Services

2011 and 2012 Explanation of Budget Changes

Program: **Development and Design**

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	4,762	4,945	183	3.8	4,739	(207)	(4.2)
Staff Development Costs	49	49			49		
Communication Costs	10	10			10		
Transportation Costs	17	13	(5)	(27.0)	13		
Contractor & Professional Services	314	164	(150)	(47.8)	184	20	12.2
Advertising & Promotions	4	4			4		
Materials, Supplies & Other Services	6	6			22	16	250.0
OTHER OPERATING EXPENSES	400	245	(155)	(38.7)	281	36	14.5
TOTAL EXPENDITURES	5,162	5,191	29	0.6	5,019	(171)	(3.3)
REVENUES							
Fees & Service Charges	(1,230)	(1,218)	13	1.0	(1,242)	(25)	(2.0)
Transfers	(1,194)	(465)	730	61.1		465	100.0
TOTAL REVENUES	(2,425)	(1,682)	742	30.6	(1,242)	440	26.2
NET PROGRAM IMPACT	2,738	3,508	771	28.2	3,777	269	7.7
Allocations	2,847	2,850	3	0.1	3,002	152	5.3
Total Program Impact	5,585	6,358	774	13.9%	6,779	421	6.6%

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Land Development Services

2011 and 2012 Explanation of Budget Changes

Program: **Development and Design**

Explanation of Changes:

Labour: For the 2011 and 2012 budget year, the increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes. In 2011, BR197 Establishment of Zoning By-law Team includes Planners to be funded from Temporary Labour. Also, in 2012 there is a labour reduction due to BR184 Three Year Plan - Labour Reductions in Planning & Building.

Contractor & Professional Services : Reduction primarily due to completion of Downtown 21 Implementation Plan in 2010. In 2011 and 2012, there are funds for Consulting Fees related to BR197 Establishment of Zoning By-law Team. In 2011, for BR13 Green Development Strategy Recommendations Implementation, there is a chargeback for Creative Services.

Fees & Service Charges: Increase in 2012 as a result of Fees and Charges amendments undertaken each year under the Planning Act.

Transfers : Reduction in 2011 and 2012, as a result of the Application Revenue shortfall phase-in to tax.

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Land Development Services

2011 and 2012 Explanation of Budget Changes

Program: **Policy**

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	2,142	2,154	12	0.5	2,167	14	0.6
Staff Development Costs	18	18			18		
Communication Costs	5	5			5		
Transportation Costs	12	9	(3)	(27.1)	9		
Contractor & Professional Services	855	850	(5)	(0.6)	1,075	225	26.5
Advertising & Promotions	24	24			24		
Materials, Supplies & Other Services	2	2			12	10	475.0
OTHER OPERATING EXPENSES	916	908	(8)	(0.9)	1,142	235	25.8
TOTAL EXPENDITURES	3,058	3,061	4	0.1	3,309	248	8.1
REVENUES							
Fees & Service Charges					(115)	(115)	
Transfers	(521)	(460)	61	11.7	(685)	(225)	(48.9)
TOTAL REVENUES	(521)	(460)	61	11.7	(800)	(340)	(73.9)
NET PROGRAM IMPACT	2,537	2,601	64	2.5	2,509	(92)	(3.5)
Total Program Impact	2,537	2,601	64	2.5%	2,509	(92)	-3.5%

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Land Development Services

2011 and 2012 Explanation of Budget Changes

Program: **Policy**

Explanation of Changes:

Labour: For the 2011 and 2012 budget year, the increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes. Also, in 2012 there is the impact of a labour reduction due to BR184 Three Year Plan - Labour Reductions in Planning & Building.

Transportation Costs : In 2011, reduction in mileage costs due to BR184A Three Year Plan.

Contractor & Professional Services: In 2011, reductions from these 2010 projects - Mississauga Plan Review, Affordable Rental Housing Strategy, Parking Strategy, Printing Mississauga Plan. Offsetting increases in 2011 due to BR212 Ninth Line Corridor Review , and BR365 Community Improvement Plans. In 2012, increases due to these projects - BR214 Malton Area Plan Review, BR192 Growth Forecast, BR364 Municipal Comprehensive Review of Employment Lands.

Fees & Service Charges: In 2012, additional annual revenues from BR189 Modernization of Planning Databases & Information Management Software.

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

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Legislative Services

2011 and 2012 Explanation of Budget Changes

Program: **Elections**

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	602	156	(446)	(74.1)	167	12	7.5
Staff Development Costs	6	1	(5)	(90.9)	1		
Communication Costs	272	1	(271)	(99.7)	1		
Transportation Costs	7		(7)	(100.0)			
Occupancy & City Costs	2		(2)	(100.0)			
Equipment Costs & Maintenance Agreements	140		(140)	(100.0)			
Contractor & Professional Services	575	1	(574)	(99.8)	1		
Advertising & Promotions	135	2	(133)	(98.7)	2		
Materials, Supplies & Other Services	296	44	(252)	(85.2)	44		
OTHER OPERATING EXPENSES	1,433	48	(1,384)	(96.6)	48		
TOTAL EXPENDITURES	2,034	204	(1,830)	(90.0)	216	12	5.7
REVENUES							
Transfers	(1,914)	(83)	1,831	(95.7)	(83)		
TOTAL REVENUES	(1,914)	(83)	1,831	(95.7)	(83)		
NET PROGRAM IMPACT	120	121	1	0.4	133	12	9.7
Total Program Impact	120	121	1	0.4%	133	12	9.7%

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Legislative Services

2011 and 2012 Explanation of Budget Changes

Program: Elections

Explanation of Changes:

2011:

LABOUR-The decrease in labour cost reflects the discontinuation of 2010 temporary election labour.

OTHER OPERATING- The decrease in other operating costs is due to election related postage expenses, equipment rental and maintenance and professional services such as ballot printing, election advertising and materials and supplies which are not required in non election years.

REVENUE- The decrease in revenue is due to a reduction in the election reserve transfer to cover the 2010 election expenses.

2012:

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

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Legislative Services

2011 and 2012 Explanation of Budget Changes

Program: **Provincial Offence Act**

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	1,357	1,344	(13)	(0.9)	1,421	77	5.7
Communication Costs	45	47	2	3.6	48	1	2.1
Transportation Costs	2	2			2		
Equipment Costs & Maintenance Agreements	178	183	5	2.8	183		
Contractor & Professional Services	718	688	(30)	(4.2)	693	5	0.7
Materials, Supplies & Other Services	68	68			68		
OTHER OPERATING EXPENSES	1,010	987	(23)	(2.3)	993	6	0.6
TOTAL EXPENDITURES	2,367	2,331	(36)	(1.5)	2,414	83	3.6
Fines	(6,763)	(8,000)	(1,237)	18.3	(8,100)	(100)	(1.3)
TOTAL REVENUES	(6,763)	(8,000)	(1,237)	18.3	(8,100)	(100)	(1.3)
NET PROGRAM IMPACT	(4,396)	(5,669)	(1,273)	29.0	(5,686)	(17)	(0.3)
Total Program Impact	(4,396)	(5,669)	(1,273)	29.0%	(5,686)	(17)	0.3%

Explanation of Changes:

2011:

LABOUR: The change in labour costs is mainly due to fringe benefit decreases.

OTHER OPERATING COST- The increase in other operating costs is due to an increase in Integrated Court Offences Network (ICON) charges and mailing fine notices after conviction. There are savings due to an adjustment in court operating hours (BR441) which are partly offset by increasing court interpreter costs.

REVENUE: The revenue increase is due to increased fines set by the Province of Ontario and an increase in issuance of red-light camera tickets due to additional camera installations.

2012:

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

OTHER OPERATING COST: The increase is due to additional court interpreter costs and mailing fine notices.

REVENUE: The revenue increase is due to growth in ticket issuance.

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Legislative Services

2011 and 2012 Explanation of Budget Changes

Program: Office of the City Clerk

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	2,971	3,045	73	2.5	3,236	192	6.3
Staff Development Costs	17	17			17		
Communication Costs	40	41	0	1.0	41		
Transportation Costs	16	16			16		
Equipment Costs & Maintenance Agreements	21	21			21		
Contractor & Professional Services	31	61	30	96.8	61		
Advertising & Promotions	22	22			22		
Materials, Supplies & Other Services	284	269	(15)	(5.3)	269		
Finance Other	2	2			2		
OTHER OPERATING EXPENSES	434	449	15	3.5	449		
TOTAL EXPENDITURES	3,405	3,494	89	2.6	3,686	192	5.5
REVENUES							
Fees & Service Charges	(408)	(476)	(68)	16.6	(476)		
Licenses & Permits	(579)	(579)			(579)		
TOTAL REVENUES	(987)	(1,054)	(68)	6.9	(1,054)		
NET PROGRAM IMPACT	2,419	2,440	21	0.9	2,631	192	7.9
Allocations	163	170	7	4.2	179	9	5.2
Total Program Impact	2,582	2,610	28	1.1%	2,810	201	7.7%

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Legislative Services

2011 and 2012 Explanation of Budget Changes

Program: Office of the City Clerk

Explanation of Changes:

2011:

LABOUR: The increase in labour costs reflects performance pay and economic adjustment increases, labour adjustments and other fringe benefit changes. The cost of a newly added position in the privacy compliance area (BR353) is mostly offset by the elimination of a long term contract position (BR441).

OTHER OPERATING COST: The increase in other operating costs is due to consulting services to develop and implement new electronic record management system (BR320) and savings due to increased efficiency in the re-use of boxes in records management, reduced printing of agendas and a new inventory re-ordering process for marriage licences (BR441).

REVENUE: The increase in revenue is due to an increase in Committee of Adjustment applications and an increase in the residential minor variance application fee (BR248).

ALLOCATIONS: Departmental Business Services cost allocations.

2012:

LABOUR: The increase in labour costs reflects annualization of labour from BR353, performance pay and economic adjustment increases, labour adjustments and other fringe benefit changes.

ALLOCATIONS: Departmental Business Services cost allocations.

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Legislative Services

2011 and 2012 Explanation of Budget Changes

Program: **Council Committees**

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST							
OTHER OPERATING EXPENSES	147	147			147		
TOTAL EXPENDITURES	147	147			147		
REVENUES							
Transfers	(40)	(35)	5	12.7	(35)		
TOTAL REVENUES	(40)	(35)	5	12.7	(35)		
NET PROGRAM IMPACT	107	112	5	4.8	112		
Allocations							
Total Program Impact	107	112	5	4.8%	112		0.0%

Explanation of Changes:

In 2010 Council approved an additional funding for the Heritage Advisory Committee of \$5,100 which was offset by a transfer from reserves. In 2011 it has been incorporated into the tax base.

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Arts and Culture

2011 and 2012 Explanation of Budget Changes

Program: Arts Section

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	1,082	1,337	255	23.6	1,639	302	22.6
Staff Development Costs	19	22	2	11.9	22		
Communication Costs	8	13	5	68.0	13		
Transportation Costs	5	9	5	104.4	9		
Occupancy & City Costs	2	5	3	157.1	5		
Equipment Costs & Maintenance Agreements	4	5	1	22.5	5		
Contractor & Professional Services	273	144	(130)	(47.4)	144		
Advertising & Promotions	51	47	(4)	(7.1)	47		
Materials, Supplies & Other Services	75	81	6	8.0	81		
Transfers	1,629	1,864	235	14.4	2,134	270	14.5
OTHER OPERATING EXPENSES	2,066	2,190	124	6.0	2,460	270	12.3
TOTAL EXPENDITURES	3,148	3,527	379	12.1	4,099	572	16.2
REVENUES							
Fees & Service Charges	(313)	(293)	20	6.5	(293)		
Other Revenue	(13)	(9)	4	32.0	(9)		
Transfers	(139)	(70)	69	49.8	(70)		
TOTAL REVENUES	(465)	(371)	94	20.2	(371)		
NET PROGRAM IMPACT	2,683	3,156	473	17.6	3,728	572	18.1
Allocations	131	134	3	2.6	141	7	4.8
Total Program Impact	2,813	3,290	477	16.9%	3,869	579	17.6%

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Arts and Culture

2011 and 2012 Explanation of Budget Changes

Program: Arts Section

Explanation of Changes:

For the 2011 and 2012 budget years, the increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments and other fringe benefit changes. Also included in the 2011 increase is 5 additional full time staff to support the implementation of the Culture Master Plan. Two part time conversions are also included there. The 2012 labour cost increase includes a new position that will have the expertise in capital partnership building and hands-on development within the cultural sector as well as municipal cultural planning and cultural policy development. The position will reside in the Culture Division but will liaise with relevant City departments and external stakeholders.

Grants increased by \$235,000 in 2011 and 2012, of which \$117,500 relates to festivals and \$117,500 relates to grants to corporate groups.

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

Revenue reductions in 2011 relate to lower registration in adult programs, dance recital program and children's visual arts programs.

Also, in 2011 there is \$25,000 allocated to new cultural programs through partnerships.

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Arts and Culture

2011 and 2012 Explanation of Budget Changes

Program: **Heritage**

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	182	166	(15)	(8.4)	146	(20)	(12.1)
Staff Development Costs	1	0	(1)	(71.4)	0		
Communication Costs		0	0		0		
Transportation Costs		0	0		0		
Contractor & Professional Services		0	0		0		
Transfers	75	75			75		
OTHER OPERATING EXPENSES	76	76			76		
TOTAL EXPENDITURES	257	242	(15)	(5.9)	222	(20)	(8.3)
NET PROGRAM IMPACT	257	242	(15)	(5.9)	222	(20)	(8.3)
Total Program Impact	257	242	(15)	-5.9%	222	(20)	-8.3%

Explanation of Changes:

For the 2011 and 2012 budget years, the increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments and other fringe benefit changes. The increases are offset by savings from a wage differential in staff filling vacancies, arising from a maternity leave and a secondment.

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Arts and Culture

2011 and 2012 Explanation of Budget Changes

Program: **Theatre**

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	515	628	113	22.0	711	84	13.3
Staff Development Costs	1	4	3	428.6	4		
Communication Costs	2	2			2		
Transportation Costs	2	2	1	60.0	2		
Occupancy & City Costs	72	79	7	9.0	79		
Equipment Costs & Maintenance Agreements	49	27	(23)	(46.0)	27		
Contractor & Professional Services	35	35			35		
Advertising & Promotions	6	6			6		
Materials, Supplies & Other Services	59	82	23	37.9	82		
Finance Other		4	4		4		
Transfers					3	3	
OTHER OPERATING EXPENSES	226	240	14	6.3	243	3	1.2
TOTAL EXPENDITURES	740	868	128	17.2	955	87	10.0
REVENUES							
Fees & Service Charges	(274)	(299)	(25)	(9.2)	(299)		
Rents, Concessions & Franchise	(240)	(250)	(10)	(4.1)	(250)		
TOTAL REVENUES	(515)	(550)	(35)	(6.8)	(550)		
NET PROGRAM IMPACT	226	319	93	41.0	405	87	27.2
Total Program Impact	226	319	93	41.0%	405	87	27.2%

Explanation of Changes:

For the 2011 and 2012 budget years, the increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments and other fringe benefit changes. Also included in the 2011 increase is an additional full time staff for technical support at Meadowvale Theatre.

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Arts and Culture

2011 and 2012 Explanation of Budget Changes

Program: Museums

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	699	770	71	10.2	1,004	233	30.3
Staff Development Costs	1	1			1		
Communication Costs	2	2			2		
Transportation Costs	7	7			7		
Occupancy & City Costs	46	51	5	9.7	51		
Contractor & Professional Services	34	11	(23)	(67.8)	11		
Advertising & Promotions	37	29	(7)	(19.7)	29		
Materials, Supplies & Other Services	53	60	8	14.6	60		
Finance Other	0	0	0	200.0	0		
Transfers					6	6	
OTHER OPERATING EXPENSES	179	161	(18)	(9.9)	167	6	3.6
TOTAL EXPENDITURES	878	932	54	6.1	1,171	239	25.7
REVENUES							
Grants	(70)	(72)	(2)	(2.9)	(72)		
Fees & Service Charges	(99)	(102)	(4)	(3.8)	(102)		
Rents, Concessions & Franchise	(28)	(32)	(5)	(16.4)	(32)		
Other Revenue	(16)	(14)	3	15.6	(181)	(167)	(1,237.0)
TOTAL REVENUES	(212)	(220)	(8)	(3.6)	(387)	(167)	(76.0)
NET PROGRAM IMPACT	666	712	46	6.9	784	72	10.1
Total Program Impact	666	712	46	6.9%	784	72	10.1%

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Arts and Culture

2011 and 2012 Explanation of Budget Changes

Program: Museums

Explanation of Changes:

For the 2011 and 2012 budget years, the increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments and other fringe benefit changes. Also included in the 2011 increase is one full time staff for preventative maintenance of heritage facilities and a part time staff for city wide museum programs. The 2012 labour cost increase of \$162,000 relates to two contract staff to review and update the Meadowvale Village Heritage Conservation District Plan, funded from the Arts Reserve.

The 2011 operating expense has been reduced due to the elimination of horse and wagon rides at museum events, the reduction of both print and road signs to promote events and use of website to promote events.

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Arts and Culture

2011 and 2012 Explanation of Budget Changes

Program: **Filming**

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	84	100	16	18.4	115	15	15.2
Staff Development Costs		5	5		5		
Communication Costs		0	0		0		
Transportation Costs		2	2		2		
Contractor & Professional Services		1	1		1		
Advertising & Promotions	10	2	(8)	(80.0)	2		
Materials, Supplies & Other Services		1	1		1		
OTHER OPERATING EXPENSES	10	10			10		
TOTAL EXPENDITURES	94	110	16	16.4	125	15	13.8
REVENUES							
Fees & Service Charges	(19)	(29)	(10)	(52.4)	(29)		
Other Revenue					(5)	(5)	
TOTAL REVENUES	(19)	(29)	(10)	(52.4)	(34)	(5)	(17.2)
NET PROGRAM IMPACT	75	81	6	7.3	91	10	12.6
Allocations							
Total Program Impact	75	81	6	7.3%	91	10	12.6%

Explanation of Changes:

For the 2011 and 2012 budget years, the increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments and other fringe benefit changes. Also included in the 2011 increase is one additional full time staff for film business development that is partially offset by increase in filming revenues.

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Regulatory Services

2011 and 2012 Explanation of Budget Changes

Program: Regulatory Services

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	10,083	10,422	339	3.4	10,970	548	5.3
Staff Development Costs	26	40	15	57.3	40		
Communication Costs	165	166	1	0.4	166		
Transportation Costs	461	479	18	3.8	479		
Occupancy & City Costs	52	53	1	2.5	56	3	4.9
Equipment Costs & Maintenance Agreements	34	91	57	167.0	96	5	5.5
Contractor & Professional Services	465	632	167	36.0	658	26	4.1
Advertising & Promotions	23	23	(1)	(3.8)	23		
Materials, Supplies & Other Services	301	356	55	18.1	358	2	0.6
Finance Other	12	12			12		
OTHER OPERATING EXPENSES	1,539	1,851	312	20.2	1,886	36	1.9
TOTAL EXPENDITURES	11,622	12,273	651	5.6	12,856	583	4.8
REVENUES							
Fees & Service Charges	(1,029)	(939)	90	8.7	(939)		
Licenses & Permits	(3,467)	(3,398)	69	2.0	(3,398)		
Fines	(6,825)	(6,415)	410	6.0	(6,415)		
Other Revenue	(30)	(30)			(11)	19	63.3
Transfers		(250)	(250)	100.0		250	100.0
TOTAL REVENUES	(11,351)	(11,032)	319	2.8	(10,763)	269	2.4
NET PROGRAM IMPACT	272	1,241	969	357.1	2,093	852	68.7
Allocations	535	561	27	5.0	599	38	6.8
Total Program Impact	806	1,802	996	123.6%	2,692	890	49.4%

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Regulatory Services

2011 and 2012 Explanation of Budget Changes

Program: Regulatory Services

Explanation of Changes:

The increase in labour costs reflected in 2011 & 2012 include adjustments for performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes. Staff development cost increases in 2011 of \$15k align budgets with historical actuals. Equipment cost & maintenance agreement increases in 2011 include \$30k for the rental of internet RocketSticks (BR#297). Contractor & professional service increases in 2011 include \$83k for increased MTO fees and \$70k for mediation services. Material, supplies & other service increases in 2011 include \$22k for stuffing and mailing of various notices and printing of tickets for Parking Enforcement, \$8k for the replacement of bullet-proof vests and \$8k for contract increases for pet and vet supplies. Fee & service charge revenue decreases of \$90k and fine revenue decreases of \$410k in 2011 reflect year-end revenue shortfalls forecasted for 2010 that have persisted for several years and are not expected to recover in subsequent years. Transfer increases in 2011 and decreases in 2012 of \$250k reflect the phase-in of the revenue shortfall over a two year period with the first year being offset by a transfer from reserves. Other revenue decreases in 2012 of \$19k reflect the elimination of recoveries from the Region of Peel for two summer students.

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Facilities & Property Management

2011 and 2012 Explanation of Budget Changes

Program: Building Maintenance

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	2,665	2,779	114	4.3	2,975	196	7.1
Transportation Costs	128	128			128		
Occupancy & City Costs	2,034	2,224	189	9.3	2,312	89	4.0
Equipment Costs & Maintenance Agreements	685	779	94	13.7	805	27	3.4
Contractor & Professional Services	14	14			14		
Materials, Supplies & Other Services	25	27	2	7.9	27		
OTHER OPERATING EXPENSES	2,887	3,172	285	9.9	3,287	115	3.6
TOTAL EXPENDITURES	5,552	5,950	399	7.2	6,261	311	5.2
NET PROGRAM IMPACT	5,552	5,950	399	7.2	6,261	311	5.2
Total Program Impact	5,552	5,950	399	7.2%	6,261	311	5.2%

Explanation of Changes:

2011:

LABOUR: The increase in labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes. The budget also includes 1 permanent Skilled Tradesperson (HVAC) to support the growing portfolio of building assets (BR 327).

OTHER OPERATING: Increased building equipment repair and supplies cost (occupancy cost) and equipment servicing costs (maintenance agreement costs) are due to contract pricing increases, aging of equipment in City facilities, more equipment to be maintained in additional City facilities, and increased safety standards compliance costs. The increase has also provided for additional personal equipment costs for a new hire in BR 327.

2012:

LABOUR: The increase in labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes, and annualization of a 2011 new hire (BR 327).

OTHER OPERATING: Increased building equipment repairs and supplies cost (occupancy cost) and equipment maintenance costs are due to aging of equipment in City facilities, more equipment inventories and increased safety standards compliance costs.

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Facilities & Property Management

2011 and 2012 Explanation of Budget Changes

Program: **Security**

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	2,867	2,954	87	3.0	3,156	202	6.8
Staff Development Costs	9	9			9		
Transportation Costs	110	110			110		
Occupancy & City Costs	49	49			49		
Equipment Costs & Maintenance Agreements	149	171	22	14.8	179	8	4.7
Materials, Supplies & Other Services	49	49			49		
Finance Other	(66)	(66)			(66)		
OTHER OPERATING EXPENSES	299	321	22	7.4	329	8	2.5
TOTAL EXPENDITURES	3,166	3,275	109	3.4	3,485	210	6.4
NET PROGRAM IMPACT	3,166	3,275	109	3.4	3,485	210	6.4
Total Program Impact	3,166	3,275	109	3.4%	3,485	210	6.4%

Explanation of Changes:

2011:

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

OTHER OPERATING: Increases for maintenance costs are due to the City's security network, access controls, intrusion alarms and video surveillance systems.

2012:

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

OTHER OPERATING: Maintenance cost increases for a new incident database for Corporate Security Application (BR 208).

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Facilities & Property Management

2011 and 2012 Explanation of Budget Changes

Program: Building Operations

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	2,655	2,704	49	1.8	2,786	83	3.1
Occupancy & City Costs	489	476	(13)	(2.7)	476		
Equipment Costs & Maintenance Agreements	1	1			1		
Contractor & Professional Services	1,039	1,132	93	9.0	1,134	2	0.2
Materials, Supplies & Other Services	14	14			14		
OTHER OPERATING EXPENSES	1,543	1,623	80	5.2	1,625	2	0.1
TOTAL EXPENDITURES	4,198	4,327	129	3.1	4,412	85	2.0
NET PROGRAM IMPACT	4,198	4,327	129	3.1	4,412	85	2.0
Allocations	(888)	(969)	(81)	(9.1)	(969)		
Total Program Impact	3,311	3,359	48	1.4%	3,443	85	2.5%

Explanation of Changes:

2011:

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

OTHER OPERATING: Increased cleaning operation costs for City facilities is mostly due to increased contract pricing, new comfort stations and the annualization of libraries opening on Sundays. The increase is offset by a reduction in furniture repair requirements.

ALLOCATION: The increase in allocations is due to facilities cleaning operation costs being allocated to the appropriate service areas.

2012:

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

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Facilities & Property Management

2011 and 2012 Explanation of Budget Changes

Program: **Utilities**

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	221	285	64	28.7	382	97	34.0
Transportation Costs	2	2			2		
Occupancy & City Costs	1,910	1,756	(154)	(8.0)	1,652	(104)	(5.9)
Equipment Costs & Maintenance Agreements	16	16			16		
Contractor & Professional Services	36	36			36		
Advertising & Promotions	3	3			3		
Materials, Supplies & Other Services	1	1			1		
Transfers	13	13			13		
OTHER OPERATING EXPENSES	1,979	1,825	(154)	(7.8)	1,721	(104)	(5.7)
TOTAL EXPENDITURES	2,200	2,110	(90)	(4.1)	2,103	(7)	(0.3)
Other Revenue	(13)	(13)			(13)		
TOTAL REVENUES	(13)	(13)			(13)		
NET PROGRAM IMPACT	2,188	2,098	(90)	(4.1)	2,091	(7)	(0.3)
Total Program Impact	2,188	2,098	(90)	(4.1%)	2,091	(7)	(0.3%)

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Facilities & Property Management

2011 and 2012 Explanation of Budget Changes

Program: Utilities

Explanation of Changes:

2011:

LABOUR: The increase in labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes. The budget includes 1 permanent Energy Co-ordinator to expand energy management capabilities (BR 90) and labour costs to implement the energy savings program (BR 589).

OTHER OPERATING: A reduction in Occupancy costs reflects utilities savings from lowering winter heating and raising summer cooling temperatures in City buildings (BR 589) and an Improved Utility Procurement Strategy (BR 97) that more than offsets estimated utility rate increases.

2012:

LABOUR: The increase in labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes. The budget includes the annualization costs of a 2011 hire and conversion costs of 1 temporary Energy Co-ordinator to a permanent position to expand Energy Management Capabilities (BR 90).

OTHER OPERATING: Reduced Occupancy costs reflects utilities savings from BR589, BR90, and BR97 that more than offset estimated utility rate increases.

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Facilities & Property Management

2011 and 2012 Explanation of Budget Changes

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

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	2,061	2,179	119	5.8	2,439	260	11.9
Staff Development Costs		5	5	100.0	6	1	20.0
Transportation Costs	31	31			31		
Equipment Costs & Maintenance Agreements		19	19	100.0	19		
Contractor & Professional Services	16	16			16		
Materials, Supplies & Other Services	4	4			4		
Finance Other	1	1			1		
OTHER OPERATING EXPENSES	52	76	24	46.1	77	1	1.3
TOTAL EXPENDITURES	2,113	2,255	143	6.7	2,516	261	11.6
REVENUES							
Transfers	(75)	(37)	38	(50.7)		37	(100.0)
TOTAL REVENUES	(75)	(37)	38	(50.7)		37	(100.0)
NET PROGRAM IMPACT	2,038	2,218	181	8.9	2,516	298	13.4
Total Program Impact	2,038	2,218	181	8.9%	2,516	298	13.4%

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Facilities & Property Management

2011 and 2012 Explanation of Budget Changes

Program: Capital Project Management and Space Planning

Explanation of Changes:

2011:

LABOUR: The increase in labour costs reflects performance pay and economic adjustment increases, labour adjustments and other fringe benefit changes. The budget also includes 2 permanent and 1 temporary Project Managers (the cost of all these positions is offset by Capital Recovery); plus 1 temporary Space Planner to provide project management support for the facility projects requested by all departments in the capital program (BR 635); and conversion of 1 temporary Inventory Co-ordinator to a permanent position for the Facility Asset Management Program (BR 338).

OTHER OPERATING: The increase provides staff development cost for new hires (BR 338) and (BR 635) and facility asset management software cost (BR338).

REVENUE: The revenue is lower as the Transfer from Reserve has been reduced as 1 temporary Inventory Co-ordinator (funded from Reserve) is being converted to a permanent position (BR 338).

2012:

LABOUR: The increase in labour costs reflects performance pay and economic adjustment increases, labour adjustments and other fringe benefit changes. The budget also includes annualization of 2011 new hires (BR 635), 2011 conversion of a temporary position to permanent (BR 338) and the addition of 1 permanent Portfolio Analyst for the Facility Asset Management Program (BR 338)

OTHER OPERATING: The increase provides staff development cost for 2012 new hire (BR 338)

REVENUE: The revenue is lower as the Transfer from Reserve has been reduced for the annualization of a 2011 conversion of 1 temporary Inventory Co-ordinator (funded from Reserve) to a permanent position (BR 338).

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Facilities & Property Management

2011 and 2012 Explanation of Budget Changes

Program: Realty Services

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	993	1,011	18	1.8	1,068	57	5.6
Transportation Costs	5	5			5		
Occupancy & City Costs					300	300	100.0
Contractor & Professional Services	16	16			16		
Finance Other	5	5			5		
OTHER OPERATING EXPENSES	26	26			326	300	1,162.8
TOTAL EXPENDITURES	1,019	1,037	18	1.8	1,394	357	34.4
REVENUES							
Fees & Service Charges	(24)	(24)			(24)		
Rents, Concessions & Franchise	(316)	(316)			(316)		
TOTAL REVENUES	(341)	(341)			(341)		
NET PROGRAM IMPACT	679	697	18	2.7	1,053	357	51.2
Total Program Impact	679	697	18	2.7%	1,053	357	51.2%

Explanation of Changes:

2011:

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

2012:

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

OTHER OPERATING: Increased lease cost for Office Accommodation to Support Departmental Requests (BR 622).

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Facilities & Property Management
2011 and 2012 Explanation of Budget Changes
Program: Divisional Support Service

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	502	502	(0)	(0.0)	523	21	4.2
Staff Development Costs	91	91			91		
Communication Costs	49	49			49		
Transportation Costs	1	1			1		
Equipment Costs & Maintenance Agreements	21	21			21		
Contractor & Professional Services	10	10			10		
Materials, Supplies & Other Services	60	60			60		
OTHER OPERATING EXPENSES	231	231			231		
TOTAL EXPENDITURES	733	733	(0)	(0.0)	755	21	2.9
NET PROGRAM IMPACT	733	733	(0)	(0.0)	755	21	2.9
Allocations	516	538	21	4.1	566	28	5.3
Total Program Impact	1,250	1,271	21	1.7%	1,321	49	3.9%

Explanation of Changes:

2011

LABOUR: The increase in labour costs reflects performance pay and economic adjustment increases, labour adjustments and other fringe benefit changes which are offset by labour gapping.

ALLOCATIONS: Increase in Departmental Business Services cost allocations.

2012

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

ALLOCATIONS: Increase in Departmental Business Services cost allocations.

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Strategic Policy

2011 and 2012 Explanation of Budget Changes

Program: Strategic Community Initiatives

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	476	490	14	2.9	506	16	3.3
Staff Development Costs	18	18			18		
Communication Costs	8	8			8		
Transportation Costs	2	2			2		
Equipment Costs & Maintenance Agreements	5	5			5		
Contractor & Professional Services	667	438	(229)	(34.3)	688	250	57.1
Materials, Supplies & Other Services	10	10			10		
OTHER OPERATING EXPENSES	710	481	(229)	(32.3)	731	250	52.0
TOTAL EXPENDITURES	1,186	971	(215)	(18.1)	1,237	266	27.4
REVENUES							
Transfers	(587)	(358)	229	(39.0)	(608)	(250)	69.8
TOTAL REVENUES	(587)	(358)	229	(39.0)	(608)	(250)	69.8
NET PROGRAM IMPACT	599	613	14	2.3	629	16	2.6
Total Program Impact	599	613	14	2.3%	629	16	2.6%

Explanation of Changes:

Labour: For the 2011 and 2012 budget year, the increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes .

Consulting & Professional Services: Reduction in 2011 primarily due to the 2010 studies for Mobilty Hub and Waterfront as a Premier Destination Community. In 2012, the increase is due to the study relating to BR154 \$150,000 Waterfront Mississauga Revitalization. A business case will be developed in 2011 to confirm the details of funding required for this initiative. A peer review will be completed to confirm the details of the business case. In addition, in 2012 BR380 \$100,000 an initial cost to undertake a strategy to attract new post-secondary education opportunities.

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Strategic Policy

2011 and 2012 Explanation of Budget Changes

Program: Environmental Management

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	365	437	72	19.7	500	63	14.3
Staff Development Costs	16	16			16		
Communication Costs	1	1			1		
Transportation Costs	1	1	(0)	0.0	1		
Equipment Costs & Maintenance Agreements		5	5		5		
Contractor & Professional Services	200	106	(94)	(47.0)	106		
Advertising & Promotions	6	6			6		
Materials, Supplies & Other Services	9	9	(0)	0.0	9		
OTHER OPERATING EXPENSES	232	143	(90)	(38.6)	143		
TOTAL EXPENDITURES	597	579	(18)	(3.0)	642	63	10.8
REVENUES							
Transfers	(308)	(214)	94	(30.5)	(214)		
TOTAL REVENUES	(308)	(214)	94	(30.5)	(214)		
NET PROGRAM IMPACT	289	365	76	26.4	428	63	17.1
Total Program Impact	289	365	76	26.4%	428	63	17.1%

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Strategic Policy

2011 and 2012 Explanation of Budget Changes

Program: Environmental Management

Explanation of Changes:

Labour: For the 2011 and 2012 budget year, 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 additional staff required for the Environmental Sustainability Master Plan (Living Green) Implementation in 2011 with annualization in 2012.

Contractor & Professional Services: Decrease is due to the Environmental Master Plan implemented in 2010 budget is partially completed, offset by an increase in Mississauga Community Greenhouse Gas (GHC) Inventory update initiative. These initiatives have been funded through reserves.

Transfers: Decrease is a result of less transfer of reserve required due to the near completion of the Environmental Master Plan implemented in 2010.

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Strategic Policy

2011 and 2012 Explanation of Budget Changes

Program: Economic Development

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	1,349	1,396	47	3.5	1,593	198	14.1
Staff Development Costs	17	17			17		
Communication Costs	11	11			11		
Transportation Costs	17	17			17		
Equipment Costs & Maintenance Agreements	5	5			5		
Contractor & Professional Services	138	109	(29)	(21.2)	109		
Advertising & Promotions	205	245	40	19.5	285	40	16.3
Materials, Supplies & Other Services	32	32			32		
OTHER OPERATING EXPENSES	425	436	11	2.5	476	40	9.2
TOTAL EXPENDITURES	1,774	1,831	57	3.2	2,069	238	13.0
REVENUES							
Grants	(70)	(70)			(70)		
Fees & Service Charges	(22)	(22)			(22)		
Other Revenue	(41)	(41)			(41)		
Transfers	(179)	(79)	100	(56.0)	(79)		
TOTAL REVENUES	(312)	(212)	100	(32.1)	(212)		
NET PROGRAM IMPACT	1,462	1,619	157	10.8	1,857	238	14.7
Total Program Impact	1,462	1,619	157	10.8%	1,857	238	14.7%

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Strategic Policy

2011 and 2012 Explanation of Budget Changes

Program: Economic Development

Explanation of Changes:

Labour: For the 2011 and 2012 budget year, the increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes. Also included in the 2012 increase is BR377 \$120,000 Economic Development Strategy Recommendation hire of a Manager, International Development.

Advertising & Promotion: Increase in 2011 and in 2012 due to BR377 \$40,000 Economic Development Strategy Recommendation - International Development Program Initiatives.

Contractor & Professional Services: The \$100,000 in 2010 Economic Development Strategy which has a budget of \$100,000 funded from reserves will be fully spent in 2010. This is offset in 2011 by BR377 \$100,000 increase for the Economic Development Strategy Recommendation relating to the Small Business Enterprise Centre. In addition in 2011, there is an impact from BR378 \$29,000 cost reduction to EDO Professional Services as EDO will be deferring some survey work to future years.

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Strategic Policy

2011 and 2012 Explanation of Budget Changes

Program: Legal Services

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	3,736	3,766	31	0.8	4,173	406	10.8
Staff Development Costs	71	76	5	7.0	82	6	7.9
Communication Costs	21	21			21		
Transportation Costs	5	5			5		
Equipment Costs & Maintenance Agreements	16	16			16		
Contractor & Professional Services	880	880			780	(100)	11.4
Advertising & Promotions							
Materials, Supplies & Other Services	77	77			77		
OTHER OPERATING EXPENSES	1,082	1,087	5	0.5	993	(94)	8.6
TOTAL EXPENDITURES	4,818	4,853	36	0.7	5,166	312	6.4
REVENUES							
Transfers							
TOTAL REVENUES	(218)	(218)			(218)		
NET PROGRAM IMPACT	4,599	4,635	36	0.8	4,947	312	6.7
Total Program Impact	4,599	4,635	36	0.8%	4,947	312	6.7%

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Strategic Policy

2011 and 2012 Explanation of Budget Changes

Program: Legal Services

Explanation of Changes:

Labour: For the 2011 and 2012 budget year, 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 BR307 \$38,000 in 2011 and an additional \$38,000 in 2012 for the addition of an Administrative Clerk-Contracts with a projected start date of July 1, 2011. For 2011, a portion of the increase is related to BR42 \$155,000 Providing Specialized Legal Support on Environmental Matters. This labour cost is to be offset by a sustainable reduction to Legal Services General of \$100k. There is also a labour savings in 2011 relating to BR449 \$109,500 Reduction in Prosecution Staff.

Staff Development Costs: There are minimal additional costs for Staff Development and Memberships in both 2011 and 2012.

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Strategic Policy

2011 and 2012 Explanation of Budget Changes

Program: Corporate Strategy & Innovation

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	1,801	1,837	36	2.0	1,939	102	5.6
Staff Development Costs	56	57	1	2.1	57		
Communication Costs	5	5			5		
Transportation Costs	16	16			16		
Equipment Costs & Maintenance Agreements	7	7			7		
Advertising & Promotions	1	1			1		
Materials, Supplies & Other Services	68	68	1	0.9	87	19	27.6
OTHER OPERATING EXPENSES	152	154	2	1.2	173	19	12.2
TOTAL EXPENDITURES	1,953	1,991	37	1.9	2,112	121	6.1
REVENUES							
Transfers	(282)	(275)	7	(2.3)	(275)		
TOTAL REVENUES	(282)	(275)	7	(2.3)	(275)		
NET PROGRAM IMPACT	1,672	1,716	44	2.6	1,837	121	7.1
Total Program Impact	1,672	1,716	44	2.6%	1,837	121	7.1%

Explanation of Changes:

Labour: For the 2011 and 2012 budget year, the increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes .

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Strategic Policy

2011 and 2012 Explanation of Budget Changes

Program: Internal Audit

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	906	927	21	2.3	979	52	5.6
Staff Development Costs	18	18			18		
Communication Costs	0	0			0		
Transportation Costs	2	2			2		
Equipment Costs & Maintenance Agreements	4	4			4		
Contractor & Professional Services	81	81			91	10	12.3
Advertising & Promotions							
Materials, Supplies & Other Services	9	9			9		
OTHER OPERATING EXPENSES	114	114			124	10	8.7
TOTAL EXPENDITURES	1,020	1,041	21	2.1	1,103	62	6.0
REVENUES							
Transfers					(10)	(10)	
TOTAL REVENUES					(10)	(10)	
NET PROGRAM IMPACT	1,020	1,041	21	2.1	1,093	52	5.0
Total Program Impact	1,020	1,041	21	2.1%	1,093	52	5.0%

Explanation of Changes:

Labour: For the 2011 and 2012 budget year, the increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes .

Contractor & Professional Services: BR405 \$10,000 External quality assessment review is required once every 5 years. The cost of this review will be offset by a one time transfer from reserves.

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Information Technology

2011 and 2012 Explanation of Budget Changes

Program: **Information Technology**

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	11,705	12,041	336	2.9	12,909	868	7.2
Staff Development Costs	89	91	2	2.3	92	1	1.1
Communication Costs	665	522	(144)	(21.6)	522		
Transportation Costs	15	15			15		
Occupancy & City Costs	163	169	6	3.4	173	4	2.5
Equipment Costs & Maintenance Agreements	3,913	3,875	(38)	(1.0)	4,165	291	7.5
Contractor & Professional Services	80	140	60	75.1	140		
Materials, Supplies & Other Services	120	120			120		
OTHER OPERATING EXPENSES	5,044	4,930	(114)	(2.3)	5,226	296	6.0
TOTAL EXPENDITURES	16,749	16,971	222	1.3	18,135	1,164	6.9
REVENUES							
Fees & Service Charges	(454)	(506)	(52)	(11.5)	(523)	(17)	(3.4)
Rents, Concessions & Franchise	(2)	(2)			(2)		
TOTAL REVENUES	(456)	(508)	(52)	(11.4)	(525)	(17)	(3.3)
NET PROGRAM IMPACT	16,293	16,463	170	1.0	17,610	1,147	7.0
Allocations	(260)	(362)	(102)	(39.3)	(356)	6	1.6
Total Program Impact	16,034	16,101	68	0.4%	17,254	1,153	7.2%

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Information Technology

2011 and 2012 Explanation of Budget Changes

Program: Information Technology

Explanation of Changes:

2011:

LABOUR: The increase in labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes. An SAP application developer and SAP portal developer (BR 558) are provided for in the budget along with associated staff development costs.

OTHER OPERATING: The decrease in other operating costs is due to cell phone savings (BR 631) city-wide, new photocopier contract (BR 630) city-wide, offset by a net increase in IT maintenance costs, professional services costs associated with Payment Card Industry network scans and increased lease allocation at 201 City Centre.

REVENUES: The increase in revenue is a result of higher recovered fees for tax system and fire dispatch support provided to other cities.

ALLOCATIONS: The increase in allocations is due to IT maintenance cost allocations to other service areas for costs directly attributable to these services.

2012:

LABOUR: The increase in labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes. Also included are: 1 business analyst for the Enterprise Project Portfolio Management System (BR 293), 1 Business Objects Enterprise (BOE) specialist for SAP Enterprise Reporting System (BR 393), and annualization for the SAP application developer and portal developer mentioned in 2011 (BR 558).

OTHER OPERATING: The increase in other operating is due to higher IT maintenance costs for existing systems, increased lease costs from 201 City Centre and incremental costs associated with projects such as Wireless Communications (BR 344), and SAP Enterprise Reporting licenses (BR 393).

REVENUES: The increase in revenue is a result of higher recovered fees for Tax System support provided to other cities.

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Business Services

2011 and 2012 Explanation of Budget Changes

Program: Revenue & Materiel Management

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	5,217	5,338	121	2.3	5,629	291	5.4
Staff Development Costs	35	35			35		
Communication Costs	273	293	20	7.3	311	18	6.0
Transportation Costs	33	33			33		
Occupancy & City Costs	68	48	(20)	(29.2)	50	2	5.0
Equipment Costs & Maintenance Agreements	76	76			76		
Contractor & Professional Services	8	51	43	532.5	51		
Advertising & Promotions	3	3			3		
Materials, Supplies & Other Services	200	174	(26)	(13.0)	174		
Finance Other	161	161			161		
OTHER OPERATING EXPENSES	857	874	17	2.0	894	20	2.3
TOTAL EXPENDITURES	6,074	6,212	138	2.3	6,522	311	5.0
REVENUES							
Fees & Service Charges	(1,280)	(1,280)			(1,280)		
Other Revenue	(3)	(3)			(3)		
TOTAL REVENUES	(1,283)	(1,283)			(1,283)		
NET PROGRAM IMPACT	4,791	4,929	138	2.9	5,239	311	6.3
Allocations							
Total Program Impact	4,791	4,929	138	2.9%	5,239	311	6.3%

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Business Services

2011 and 2012 Explanation of Budget Changes

Program: Revenue & Materiel Management

Explanation of Changes:

2011:

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

OTHER OPERATING: The decrease in other operating costs is due to a redesign of tax bills (BR503), reduced frequency of tax overdue notice mailings (BR514) and reduced utilities costs in Central Stores (BR 502) which is partially offset by a net increase in postage and other operating materials.

2012:

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

OTHER OPERATING: The increase in other operating relates to postage and utilities.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Business Services

2011 and 2012 Explanation of Budget Changes

Program: **Finance**

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	4,440	4,685	245	5.5	5,354	668	14.3
Staff Development Costs	58	64	6	10.0	64		
Communication Costs	31	35	4	13.5	36	1	2.8
Transportation Costs	4	4			4		
Equipment Costs & Maintenance Agreements	26	26			126	100	384.6
Contractor & Professional Services	57	143	86	151.9	132	(11)	(7.9)
Advertising & Promotions	3	3			3		
Materials, Supplies & Other Services	81	83	2	2.5	83		
Finance Other	(31)	(106)	(75)	241.9	(81)	25	(23.6)
OTHER OPERATING EXPENSES	229	252	23	10.2	367	115	45.5
TOTAL EXPENDITURES	4,669	4,938	269	5.8	5,721	783	15.9
REVENUES							
Transfers		(11)	(11)		(75)	(64)	563.7
TOTAL REVENUES		(11)	(11)		(75)	(64)	563.7
NET PROGRAM IMPACT	4,669	4,926	257	5.5	5,646	719	14.6
Total Program Impact	4,669	4,926	257	5.5%	5,646	719	14.6%

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Business Services

2011 and 2012 Explanation of Budget Changes

Program: Finance

Explanation of Changes:

2011:

LABOUR: The increase in labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes. The budget includes 1 Senior Payroll Administrator (BR 25) and 1 Financial System Support Specialist for the new SAP Payroll System (BR28).

OTHER OPERATING: The increase in other operating includes a one time cost to implement an investment portfolio administration system offset by current year interest revenues (BR111), the professional services for the insurance actuarial review (every 3 years) which is offset by transfer from the Reserve and additional staff development costs associated with new staff.

2012:

LABOUR: The increase in labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes. The budget includes contract conversion of 1 Financial System Support Specialist for the new integrated budget system (BR 20) to full time, contract conversion of 1 Finance Administrative Support (BR 27) to full time, 1 Claims Analyst for Risk Management (BR 12), 1 Senior Policy Analyst (BR 23), and annualization of the Senior Payroll Administrator (BR 25) and the Financial System Support Specialist (BR 28) requested in 2011.

OTHER OPERATING: The increase in other operating relates to licensing and maintenance for an Integrated Budget System (BR20), reduced investment income support for the ongoing investment portfolio administration system licensing (BR 111) and professional services to develop a long term financial plan/ system (BR 18) which is offset by transfer from the Reserve. Professional services reductions are for the insurance actuarial review that does not occur in 2012 (every 3 years).

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Business Services

2011 and 2012 Explanation of Budget Changes

Program: Human Resources

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	3,616	3,875	259	7.2	4,241	366	9.5
Staff Development Costs	183	165	(18)	(9.7)	34	(131)	(79.2)
Communication Costs	7	7			7		
Transportation Costs	3	3			3		
Equipment Costs & Maintenance Agreements	8	8			8		
Contractor & Professional Services	502	517	15	3.0	767	250	48.4
Advertising & Promotions	111	111			111		
Materials, Supplies & Other Services	30	30			30		
Transfers		50	50	100.0		(50)	(100.0)
OTHER OPERATING EXPENSES	844	892	47	5.6	961	69	7.7
TOTAL EXPENDITURES	4,460	4,766	306	6.9	5,202	435	9.1
Transfers	(199)	(131)	68	34.1	(90)	41	31.3
TOTAL REVENUES	(199)	(131)	68	34.1	(90)	41	31.3
NET PROGRAM IMPACT	4,261	4,635	374	8.8	5,112	476	10.3
Total Program Impact	4,261	4,635	374	8.8%	5,112	476	10.3%

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Business Services

2011 and 2012 Explanation of Budget Changes

Program: Human Resources

Explanation of Changes:

2011:

LABOUR: The increase in labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes. The budget includes 1 Administrative Assistant (BR537), 1 Organizational Development Lead (BR546) and 1 contract Compensation /Benefit Analyst (BR538).

OTHER OPERATING: The changes in other operating expenses relate to budget increases for the Employee Assistance Program, funding for City benefit plan reviews (BR542), Careerbridge, HR Process Reviews (BR544) and the transfer of funding for Employee Survey to reserves for 2012. The increase is partially offset by the Employee Survey professional services budget in 2011 (not required this year) and reduced Workplace Violence Training budget.

REVENUE: Reduced Transfer from Reserve mostly due to Employee Survey not required in 2011.

2012:

LABOUR: The increase in labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes. Includes 1 Complaint/ Harassment Investigator (BR536), conversion of 1 contract position to full time for Talent Management/Leadership Development (BR485), conversion of 1 contract Claims Management Assistant (BR545) to full time for the Disability Management Program and annualization of Organizational Development Manager hired in 2011.

OTHER OPERATING: The increase in other operating expenses relate to the Employee Survey, Performance Management Process Review (BR552), Development of departmental focused Wellness Program (BR555), Health & Safety Program Evaluation (BR 535) and development of automated Talent Management tracking system (BR485). The increase is offset by the completion of the HR Process Review (BR544) and Workplace Violence Training.

REVENUE: Reduced Transfer from Reserve is due to completion of Workplace Violence Training, which more than offset the requirement for the Employee Survey and development of the Talent Management Tracking System (BR485).

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Business Services

2011 and 2012 Explanation of Budget Changes

Program: **Communications**

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	3,425	3,435	11	0.3	3,626	191	5.6
Staff Development Costs	18	18			18		
Communication Costs	12	12			12		
Transportation Costs	12	12			12		
Equipment Costs & Maintenance Agreements	151	167	16	10.4	168	1	0.6
Contractor & Professional Services	377	407	30	8.0	377	(30)	(7.4)
Advertising & Promotions	120	101	(19)	(15.5)	101		
Materials, Supplies & Other Services	273	272	(1)	(0.4)	272		
Finance Other	(1,166)	(1,166)			(1,166)		
OTHER OPERATING EXPENSES	(204)	(178)	26	12.8	(207)	(29)	(16.3)
TOTAL EXPENDITURES	3,220	3,257	37	1.1	3,420	162	5.0
REVENUES							
Fees & Service Charges	(76)	(76)			(76)		
Rents, Concessions & Franchise	(3)	(3)			(3)		
Other Revenue	(2)	(2)			(2)		
TOTAL REVENUES	(81)	(81)			(81)		
NET PROGRAM IMPACT	3,140	3,177	37	1.2	3,339	162	5.1
Allocations							
Total Program Impact	3,140	3,177	37	1.2%	3,339	162	5.1%

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Business Services

2011 and 2012 Explanation of Budget Changes

Program: **Communications**

Explanation of Changes:

2011:

LABOUR: The increase in labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes. The budget includes reduction of 0.6 FTE in temporary labour due to the Printing Production Efficiency Initiative (BR392).

OTHER OPERATING: The increase in other operating expenses includes professional services to develop the Communications Division Master Plan (BR560), maintenance and support for External Video Streaming (BR486), print shop equipment maintenance and post office box renewal fees which are offset by a variety of cost reductions options for Communications (BR561).

2012:

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

OTHER OPERATING: The decrease in other operating expenses reflects the deletion of the professional service budget for Communications Divisional Master Plan (BR560).

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Business Services

2011 and 2012 Explanation of Budget Changes

Program: **Customer Service**

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	2,048	2,107	59	2.9	2,310	204	9.7
Staff Development Costs	26	26			26		
Communication Costs	3	3			3		
Transportation Costs	4	4			4		
Equipment Costs & Maintenance Agreements	6	6			6		
Materials, Supplies & Other Services	63	33	(30)	(47.8)	33		
OTHER OPERATING EXPENSES	101	71	(30)	(29.8)	71		
TOTAL EXPENDITURES	2,148	2,177	29	1.3	2,381	204	9.4
REVENUES							
Transfers	(30)		30	100.0			
TOTAL REVENUES	(30)		30	100.0			
NET PROGRAM IMPACT	2,118	2,177	59	2.8	2,381	204	9.4
Allocations	622	648	26	4.1	682	34	5.3
Total Program Impact	2,740	2,825	85	3.1%	3,063	238	8.4%

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Business Services

2011 and 2012 Explanation of Budget Changes

Program: Customer Service

Explanation of Changes:

2011:

LABOUR: The increase in labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes. The budget includes conversion of 1 contract KB Specialist to full time (BR 592) for the ongoing support / sustainment of Knowledge Base "KB City".

OTHER OPERATING: The decrease in other operating costs represents the deletion of the one-time accessible customer service training funding.

REVENUE: The reduction in revenue is the deletion of the one time transfer from Reserve to fund accessible customer service training.

ALLOCATIONS: Departmental Business Services cost allocations.

2012:

LABOUR: The increase in labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes. The budget includes conversion of 1 KB/Web Application Developer (BR 592) and the annualization of the KB Specialist requested in 2011.

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Departmental Business Services

2011 and 2012 Explanation of Budget Changes

Program: Community Services

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	3,944	4,049	105	2.7	4,260	211	5.2
Staff Development Costs	51	37	(14)	(27.9)	37		
Communication Costs	30	25	(5)	(16.6)	25		
Transportation Costs	32	32			32		
Occupancy & City Costs	358	370	12	3.5	380	9	2.5
Equipment Costs & Maintenance Agreements	28	28			28		
Contractor & Professional Services	10	10			10		
Materials, Supplies & Other Services	82	87	5	6.1	87		
Finance Other	(3)	(3)			(3)		
OTHER OPERATING EXPENSES	588	586	(2)	(0.3)	595	9	1.6
TOTAL EXPENDITURES	4,532	4,635	103	2.3	4,855	220	4.8
REVENUES							
Transfers	(90)	(90)			(90)		
TOTAL REVENUES	(90)	(90)			(90)		
NET PROGRAM IMPACT	4,441	4,544	103	2.3	4,765	220	4.8
Allocations	(4,441)	(4,544)	(103)	(2.3)	(4,765)	(220)	(4.8)
Total Program Impact	0	0	0	0.0%	0	0	0.0%

Explanation of Changes:

Labour: For the 2011 and 2012 budget year, the increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments and other fringe benefit changes.

Staff Development Costs: Decrease in 2011 is a result of budget being transferred to Parks Planning and Development program to reflect actual.

Occupancy & City Costs: Increase in 2011 and 2012 is a result of increased lease payments.

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Departmental Business Services

2011 and 2012 Explanation of Budget Changes

Program: **Corporate Services**

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	1,728	1,803	75	4.3	1,902	99	5.5
Staff Development Costs	7	7			7		
Communication Costs	1	1			1		
Transportation Costs	12	12			12		
Equipment Costs & Maintenance Agreements	5	5			5		
Materials, Supplies & Other Services	55	55			55		
OTHER OPERATING EXPENSES	79	79			79		
TOTAL EXPENDITURES	1,808	1,882	75	4.1	1,981	99	5.3
NET PROGRAM IMPACT	1,808	1,882	75	4.1	1,981	99	5.3
Allocations	(1,808)	(1,882)	(75)	(4.1)	(1,981)	(99)	(5.3)
Total Program Impact	0	0	0	0.0%	0	0	0.0%

Explanation of Changes:

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

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Departmental Business Services

2011 and 2012 Explanation of Budget Changes

Program: Planning & Building

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	2,782	2,792	10	0.4	2,950	158	5.6
Staff Development Costs	22	27	5	22.8	23	(4)	(14.9)
Communication Costs	31	31			31		
Transportation Costs	18	18			18		
Equipment Costs & Maintenance Agreements	37	40	3	8.0	39	(1)	(2.5)
Contractor & Professional Services	12	12			12		
Advertising & Promotions	2	2			2		
Materials, Supplies & Other Services	156	156			162	6	4.0
Finance Other	21	21	0	1.0	21		
OTHER OPERATING EXPENSES	299	307	8	2.7	308	1	0.4
TOTAL EXPENDITURES	3,081	3,099	19	0.6	3,258	159	5.1
REVENUES							
Fees & Service Charges	(241)	(249)	(8)	(3.4)	(256)	(7)	(2.8)
TOTAL REVENUES	(241)	(249)	(8)	(3.4)	(256)	(7)	(2.8)
NET PROGRAM IMPACT	2,840	2,850	10	0.4	3,002	152	5.3
Allocations	(2,847)	(2,850)	(3)	(0.1)	(3,002)	(152)	(5.3)
Total Program Impact	(8)		8	100.0%		0	

Explanation of Changes:

Labour: For the 2011 and 2012 budget year, the increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes .

Staff Development Costs: Changes primarily due to certification programs for Permit Technicians in 2011, and reversed in 2012.

Equipment Costs & Maintenance Agreements: In 2011, increase primarily due to vendor cost increases as a result of a new contract.

Fees & Service Charges: Increases as a result of Fees and Charges amendments undertaken each year under the Planning Act.

Allocations: This Division's Net Program Impact is allocated to Land Development Services.

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Departmental Business Services
2011 and 2012 Explanation of Budget Changes
Program: Transportation & Works

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	4,923	5,331	408	8.3	5,809	478	9.0
Staff Development Costs	89	89			89		
Communication Costs	17	17			17		
Transportation Costs	34	34			34		
Occupancy & City Costs	196	203	7	3.6	208	5	2.6
Equipment Costs & Maintenance Agreements	121	196	75	62.1	166	(30)	(15.3)
Contractor & Professional Services	124	78	(46)	(37.2)	78		
Advertising & Promotions	800	655	(146)	(18.2)	655		
Materials, Supplies & Other Services	110	108	(2)	(1.8)	108		
OTHER OPERATING EXPENSES	1,490	1,379	(112)	(7.5)	1,354	(25)	(1.8)
TOTAL EXPENDITURES	6,413	6,710	297	4.6	7,162	453	6.7
REVENUES							
Fees & Service Charges	(417)	(497)	(80)	(19.2)	(497)		
Other Revenue	(790)	(790)			(790)		
Transfers	(88)		88	100.0			
TOTAL REVENUES	(1,295)	(1,287)	8	0.6	(1,287)		
NET PROGRAM IMPACT	5,119	5,423	304	5.9	5,876	453	8.3
Allocations	(5,119)	(5,423)	(304)	(5.9)	(5,876)	(453)	(8.3)
Total Program Impact	0	0	0	0.0%	0	(0)	0.0%

Explanation of Changes:

Labour increase due to budget estimates provided by Corporate Finance along with FY 2011 additions of a Web Application Specialist, an Organizational Development Consultant and a Health and Safety Specialist and FY 2012 additions of a Community Outreach Consultant and a Community Outreach Supervisor. Contractor and Professional Services decrease due to reduction of services required. Equipment Costs increase due to additional legal counsel fees and increased web base application costs. Advertising and Promotion Costs decrease due to operating reductions for Transit advertising. Fees and Service Charges increase due to the commencement of charges for the purchase of Transit route maps.

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Mayor and Council

2011 and 2012 Explanation of Budget Changes

Program: **Mayor's Office**

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	472	488	16	3.4	514	26	5.3
Staff Development Costs	1	1			1		
Communication Costs	5	5			5		
Transportation Costs	18	18			18		
Equipment Costs & Maintenance Agreements	4	4			4		
Contractor & Professional Services	2	2			2		
Advertising & Promotions	1	1			1		
Materials, Supplies & Other Services	26	26			26		
OTHER OPERATING EXPENSES	56	56			56		
TOTAL EXPENDITURES	528	544	16	3.0	570	26	4.7
REVENUES							
TOTAL REVENUES							
NET PROGRAM IMPACT	528	544	16	3.0	570	26	4.7
Allocations							
Total Program Impact	528	544	16	3.0%	570	26	4.7%

Explanation of Changes:

For the 2011 and 2012 budget years, the increase in labour costs reflects performance pay and economic adjustment increases.

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Mayor and Council

2011 and 2012 Explanation of Budget Changes

Program: Councillors' Office

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	2,970	3,051	81	2.7	3,222	171	5.6
Staff Development Costs	9	9			9		
Communication Costs	86	86			86		
Transportation Costs	193	193			193		
Equipment Costs & Maintenance Agreements	5	5			5		
Materials, Supplies & Other Services	278	278			278		
OTHER OPERATING EXPENSES	570	570			570		
TOTAL EXPENDITURES	3,540	3,621	81	2.3	3,792	171	4.7
REVENUES							
TOTAL REVENUES							
NET PROGRAM IMPACT	3,540	3,621	81	2.3	3,792	171	4.7
Allocations							
Total Program Impact	3,540	3,621	81	2.3%	3,792	171	4.7%

Explanation of Changes:

For the 2011 and 2012 budget years, the increase in labour costs reflects performance pay and economic adjustment increases.

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Financial Transactions

2011 and 2012 Explanation of Budget Changes

Program: **Bank & External Audit**

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST							
Contractor & Professional Services	111	130	19	17.1	130		
Finance Other	925	1,050	125	13.5	1,150	100	9.5
OTHER OPERATING EXPENSES	1,036	1,180	144	13.9	1,280	100	8.5
TOTAL EXPENDITURES	1,036	1,180	144	13.9	1,280	100	8.5
REVENUES							
Other Revenue	(50)	(59)	(9)	(18.0)	(72)	(13)	(22.0)
TOTAL REVENUES	(50)	(59)	(9)	(18.0)	(72)	(13)	(22.0)
NET PROGRAM IMPACT	986	1,121	135	13.7	1,208	87	7.8
Allocations							
Total Program Impact	986	1,121	135	12.0%	1,208	87	7.8%

Explanation of Changes:

Increase in bank charges reflecting additional credit card use offset by additional Pcard revenue.

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Financial Transactions

2011 and 2012 Explanation of Budget Changes

Program: **Benefits and Labour**

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	1,517	(801)	(2,317)		273	1,074	
Transfers	78	1,554	1,476	1,891.8	1,554		
OTHER OPERATING EXPENSES	78	1,554	1,476	1,891.8	1,554		
TOTAL EXPENDITURES	1,595	753	(842)	(52.8)	1,827	1,074	142.6
REVENUES							
Transfers	(520)	(520)			(520)		
TOTAL REVENUES	(520)	(520)			(520)		
NET PROGRAM IMPACT	1,075	233	(842)	(78.3)	1,307	1,074	461.1
Allocations							
Total Program Impact	1,075	233	(842)	-78.3%	1,307	1,074	461.1%

Explanation of Changes:

- Towards the end of the Budget process, changes were made to the labour and benefit assumptions which resulted in a net \$2.5 million in savings as compared to the original estimates. When the labour and benefit decisions are finalized, in 2011, these savings will be allocated out to the various services.
- These savings are offset by a Transfer to the Reserve for Labour Settlement relating to one less working day in 2011 - a reduction from 261 to 260 days estimated at \$1.5 million; \$100,000 for preliminary job evaluation impacts; \$70,000 for increased Workers' Compensation payments; and \$58,200 for additional Benefits Consulting costs.

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Financial Transactions

2011 and 2012 Explanation of Budget Changes

Program: **Enersource Dividend**

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST							
Contractor & Professional Services							
Finance Other							
OTHER OPERATING EXPENSES							
TOTAL EXPENDITURES							
REVENUES							
Other Revenue	(8,300)	(8,300)			(8,900)	(600)	(7.2)
TOTAL REVENUES	(8,300)	(8,300)			(8,900)	(600)	(7.2)
NET PROGRAM IMPACT	(8,300)	(8,300)			(8,900)	(600)	(7.2)
Allocations							
Total Program Impact	(8,300)	(8,300)		0.0%	(8,900)	(600)	-7.2%

Explanation of Changes:

2012 increase in Enersource Dividends to reflect actuals being received.

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Financial Transactions

2011 and 2012 Explanation of Budget Changes

Program: **Insurance**

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST							
Contractor & Professional Services	65	65			65		
Finance Other	4,684	4,784	100	2.1	4,884	100	2.1
Transfers	2,598	2,598			2,598		
OTHER OPERATING EXPENSES	7,347	7,447	100	1.4	7,547	100	1.3
TOTAL EXPENDITURES	7,347	7,447	100	1.4	7,547	100	1.3
REVENUES							
Transfers	(3,564)	(3,564)			(3,564)		
TOTAL REVENUES	(3,564)	(3,564)			(3,564)		
NET PROGRAM IMPACT	3,783	3,883	100	2.6	3,983	100	2.6
Allocations							
Total Program Impact	3,783	3,883	100	2.6%	3,983	100	2.6%

Explanation of Changes:

Increase in insurance premiums.

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Financial Transactions

2011 and 2012 Explanation of Budget Changes

Program: **Investment Income**

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST							
OTHER OPERATING EXPENSES							
TOTAL EXPENDITURES							
REVENUES							
Investment Income	(14,455)	(14,455)			(14,455)		
TOTAL REVENUES	(14,455)	(14,455)			(14,455)		
NET PROGRAM IMPACT	(14,455)	(14,455)			(14,455)		
Allocations							
Total Program Impact	(14,455)	(14,455)		0.0%	(14,455)		0.0%

Explanation of Changes:

No changes required.

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Financial Transactions

2011 and 2012 Explanation of Budget Changes

Program: **Labour Gapping Savings**

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	(5,000)	(550)	4,450	89.0	(550)		
OTHER OPERATING EXPENSES							
TOTAL EXPENDITURES	(5,000)	(550)	4,450	89.0	(550)		
REVENUES							
TOTAL REVENUES							
NET PROGRAM IMPACT	(5,000)	(550)	4,450	89.0	(550)		
Allocations							
Total Program Impact	(5,000)	(550)	4,450	89.0%	(550)		0.0%

Explanation of Changes:

Labour gapping targets totalling \$4.45 million have now been allocated out to each department with \$550,000 remaining in the Financial Transactions section. There is no change to the City's net budget as result of this allocation

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Financial Transactions

2011 and 2012 Explanation of Budget Changes

Program: **Miscellaneous Revenue/Expense**

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	8	25	17	213.6	39	14	54.7
Staff Development Costs	145	145			145		
Communication Costs	40	40			40		
Contractor & Professional Services	79	79			79		
Advertising & Promotions	81	81			81		
Materials, Supplies & Other Services	284	536	252	88.6	536		
Finance Other	193	193			193		
Transfers	50	50			50		
OTHER OPERATING EXPENSES	873	1,125	252	28.9	1,125		
TOTAL EXPENDITURES	881	1,150	269	30.6	1,164	14	1.2
Fees & Service Charges	(20)	(20)			(20)		
Other Revenue	(450)	(440)	10	2.2	(390)	50	11.4
Transfers	(42)	(9)	33	77.8	(59)	(50)	(531.9)
TOTAL REVENUES	(512)	(469)	43	8.4	(469)		
NET PROGRAM IMPACT	368	681	312	84.8	694	14	2.0
Allocations							
Total Program Impact	368	681	312	84.8%	694	14	2.0%

Explanation of Changes:

Budget for Judicial Inquiry Implementation and Office of the Integrity Commissioner located here but the budget request describing the initiative is in Strategic Policy Business Plan.

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Financial Transactions

2011 and 2012 Explanation of Budget Changes

Program: **Payments In Lieu of Taxes**

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST							
Finance Other	100	100			100		
OTHER OPERATING EXPENSES	100	100			100		
TOTAL EXPENDITURES	100	100			100		
REVENUES							
Payments in Lieu	(24,001)	(25,001)	(1,000)	(4.2)	(24,001)	1,000	4.0
TOTAL REVENUES	(24,001)	(25,001)	(1,000)	(4.2)	(24,001)	1,000	4.0
NET PROGRAM IMPACT	(23,901)	(24,901)	(1,000)	(4.2)	(23,901)	1,000	4.0
Allocations							
Total Program Impact	(23,901)	(24,901)	(1,000)	(4.2%)	(23,901)	1,000	4.0%

Explanation of Changes:

GTAA payments in lieu of taxes increase of \$1,000,000 is due to higher passenger counts in 2008 which are expected to reverse in 2012 when the affects of the 2009 economic downturn will be reflected in reduced air passenger travel.

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Financial Transactions

2011 and 2012 Explanation of Budget Changes

Program: **Reserves Transfer To and From**

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST					6	6	
Transfers	450	450			450		
OTHER OPERATING EXPENSES	450	450			450		
TOTAL EXPENDITURES	450	450			456	6	1.4
REVENUES							
TOTAL REVENUES							
NET PROGRAM IMPACT	450	450			456	6	1.4
Allocations							
Total Program Impact	450	450		0.0%	456	6	1.4%

Explanation of Changes:

Transfer primarily related to Transfers to the Reserve for Election

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Financial Transactions

2011 and 2012 Explanation of Budget Changes

Program: **Taxation**

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST							
Occupancy & City Costs	680	680			680		
Finance Other	3,434	3,584	150	4.4	3,434	(150)	(4.2)
Transfers	1,062	1,062			1,062		
OTHER OPERATING EXPENSES	5,176	5,326	150	2.9	5,176	(150)	(2.8)
TOTAL EXPENDITURES	5,176	5,326	150	2.9	5,176	(150)	(2.8)
REVENUES							
Supplementary Railway & Corridors	(5,464)	(5,464)			(4,464)	1,000	18.3
Penalties & Interest on Taxes	(7,000)	(7,000)			(7,000)		
TOTAL REVENUES	(12,464)	(12,464)			(11,464)	1,000	8.0
NET PROGRAM IMPACT	(7,288)	(7,138)	150	2.1	(6,288)	850	11.9
Allocations							
Total Program Impact	(7,288)	(7,138)	150	2.1%	(6,288)	850	11.9%

Explanation of Changes:

In 2011, vacancy rebates were increased by \$250,000 to reflect the economic downturn of which \$150,000 is expected to rebound in 2012. Also in 2011, the new construction rebate of \$100,000, has been eliminated. In 2011, supplementary tax revenue has been held stable but will be reduced by \$1.0 million in 2012 to reflect lower level of growth and reduced building levels across the City.

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Financial Transactions

2011 and 2012 Explanation of Budget Changes

Program: **Tourism**

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST							
Transfers	145	145			145		
OTHER OPERATING EXPENSES	145	145			145		
TOTAL EXPENDITURES	145	145			145		
REVENUES							
TOTAL REVENUES							
NET PROGRAM IMPACT	145	145			145		
Allocations							
Total Program Impact	145	145		0.0%	145		0.0%

Explanation of Changes:

No changes required.

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Financial Transactions

2011 and 2012 Explanation of Budget Changes

Program: **Transfer to WSIB Reserve**

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST	1,180	1,180			1,180		
Contractor & Professional Services	140	140			140		
Materials, Supplies & Other Services	40	40			40		
Transfers	950	950			950		
OTHER OPERATING EXPENSES	1,130	1,130			1,130		
TOTAL EXPENDITURES	2,310	2,310			2,310		
REVENUES							
Transfers	(2,130)	(2,130)			(2,130)		
TOTAL REVENUES	(2,130)	(2,130)			(2,130)		
NET PROGRAM IMPACT	180	180			180		
Allocations							
Total Program Impact	180	180		0.0%	180		0.0%

Explanation of Changes:

No changes required.

Note: Numbers may not balance due to rounding.

Appendix 1 – 2011 & 2012 Operating Program Summary

Business Plan & Budget Book 2011-2014

Financial Transactions

2011 and 2012 Explanation of Budget Changes

Program: **Contribution to Capital**

Program Expenditures (\$ 000's)	2010 Budget	2011 Request	2011 Requested change over 2010 Budget		2012 Request	2012 Requested change over 2011 Request	
			\$	%		\$	%
EXPENDITURES							
LABOUR COST							
Transfers	18,720	21,690	2,970	15.9	24,780	3,089	14.2
OTHER OPERATING EXPENSES	18,720	21,690	2,970	15.9	24,780	3,089	14.2
TOTAL EXPENDITURES	18,720	21,690	2,970	15.9	24,780	3,089	14.2
REVENUES							
TOTAL REVENUES							
NET PROGRAM IMPACT	18,720	21,690	2,970	15.9	24,780	3,089	14.2
Allocations							
Total Program Impact	18,720	21,690	2,970	15.9%	24,780	3,089	14.2%

Explanation of Changes:

2011 and 2012 includes a 1% Infrastructure Levy estimated at \$3.0 and \$3.1 million, respectively.

Note: Numbers may not balance due to rounding.