

CORPORATE SERVICES SECTION H

Departmental Overview	H-1
Budget Forecast – Operating	H-4
Budget Forecast – Capital	H-5
Budget Highlights	
Operating.....	H-6
Capital	H-11
Organization Chart	H-16
Humans Resources Requirement	H-17
Corporate Support Service	
Overview	H-21
Performance Measures.....	H-24
Operating - Program Listing	
Corporate Finance.....	H-33
Revenue.....	H-35
Communications	H-37
Customer Service	H-39
Information Technology	H-40
Elections.....	H-42
Office of the City Clerk	H-43
Legal Services.....	H-45
Corporate Human Resources	H-47
Capital – Program Listing	
Information Technology	H-73
Applications – New & Replacement.....	H-75
Applications – Upgrades.....	H-77
Business Continuity & Disaster Readiness.....	H-78
eCity Applications	H-79
Inquiries Management	H-79
Information Technology Simplification	H-80



Corporate Services - Table of Contents

cityofmississauga2007budgetandbusinessplan

Minor Project	H-81
Network Management.....	H-81
Personal Computer Replacement & Peripherals.....	H-82
Server Management	H-83
Specialized Information Technology Equipment	H-84
Tools & Utilities	H-85
Vehicles, Equipment and Other	H-86
Audiovisual Equipment	H-87
Miscellaneous Equipment.....	H-87
Studies.....	H-88
Departmental Business Services	
Overview.....	H-91
Operating - Program Listing	
Organizational Wellness & Business Services	H-92
Land Development Service	
Overview.....	H-97
Performance Measures.....	H-98
Operating - Program Listing	
Committee of Adjustment.....	H-99
Municipal Buildings	
Overview.....	H-105
Performance Measures.....	H-106
Operating - Program Listing	
Divisional Support Service	H-109
Capital Project Management and Space Planning	H-111
Building Maintenance	H-113
Operations and Security	H-115
Utilities.....	H-117
Realty Services	H-119
Capital – Program Listing.....	H-133
Capital Construction and Improvements	H-134



Corporate Services - Table of Contents

cityofmississauga2007budgetandbusinessplan

Facility Services.....	H-137
Furniture.....	H-141
Major Facility Maintenance.....	H-143
Vehicles and Equipment	H-149
Not Funded.....	H-153
Regulatory Service	
Overview.....	H-157
Performance Measures	H-158
Operating - Program Listing	
Provincial Offences Act.....	H-160

2007 Departmental Overview

Corporate Services Department

Departmental Goals

- To provide administrative support to the Corporation in a way that:
 - Delivers high quality, value added service;
 - Provides timely, effective professional advice;
 - Aligns corporate and client needs;
 - Balances today's needs with tomorrow's;
 - Establishes Corporate Services as the service provider of choice and a leader through innovation; and
 - Recognizes the common goals of Trust, Quality and Excellence in service delivery to our customers;
- To provide all court operations related to the Provincial Offences Act in a way that conforms to standards set by the Attorney General; and
- To provide major maintenance and servicing of existing City facilities, construction and project management for new facilities and city wide energy management and procurement.

Departmental Strategic Objectives

- Develop and implement an asset management plan for all infrastructure under departmental control, including both Information Technology and Building assets;
- Develop a sound Information Technology plan using service efficiency as criteria;
- Assess and implement opportunities to integrate and optimize business software solutions;
- Improve public relationships/engagement through more public budget committee discussions, information seminars and discussions with selected business groups;
- Implement a Customer Service Strategy for the Corporation including the assessment of public counters, Web-based services and call centre consolidation;
- Implement a Business Planning process for the Corporation;

2007 Departmental Overview

Corporate Services Department

•	Deliver key communication messages to our taxpayers and residents promoting the City's values and successes;
•	Attract and retain the best employees;
•	Address the need to reflect the diverse community of Mississauga in our workforce;
•	Deliver full range legal services to all areas of the corporation;
•	Provide effective training to staff on legal issues and on being a professional witness for the City;
•	Recommend and advocate the City's position with respect to legislative changes and legal issues with other governments;
•	Provide effective administrative support to Council and its Committees;
•	Deliver key communication messages to establish Mississauga as a City for the 21 st Century;
•	Aggressively research and develop city-wide strategies to achieve the lowest pricing possible for energy and commodities in a volatile marketplace and to mitigate the environmental footprint of the operation of City buildings;
•	Provide major maintenance and servicing of existing City facilities, and construction and project management for new facilities; and
•	Progressively address long term maintenance needs of aging City wide facilities.

Services Within the Department

•	Corporate Support Service consists of Communications, Finance, Human Resources, Information Technology, Legal Services, Purchasing, Risk Management, City Clerk's, Customer Service and Revenue; generally provides service to other City departments who deliver front-line City services;
•	Departmental Business Services consists of Departmental Administration, Financial Services, Information Technology, Human Resources and Organizational Wellness support; provides services to business units within the department;

2007 Departmental Overview

Corporate Services Department

- | | |
|---|---|
| • | Land Development Service consists of Committee of Adjustment; provides direct service to the public; |
| • | Regulatory Service consists of the Provincial Offences Court; provides direct service to the public; and |
| • | Municipal Building Services consist of Building Maintenance, Building Operation and Security, Office Space Planning, Capital Project Management, Energy Management, Realty Services and coordination of Corporate Accessibility programs. |

3 YEAR BUDGET FORECAST

	2006 Budget	2007 Budget	2008 Forecast	2009 Forecast
Labour Costs	41,941,200	45,592,000	48,874,900	51,746,100
Other Operating Expenses	27,031,200	27,967,300	31,286,700	32,631,200
TOTAL COSTS	68,972,400	73,559,300	80,161,600	84,377,300
TOTAL REVENUES	(11,518,500)	(10,996,600)	(11,038,600)	(11,192,600)
NET COSTS	57,453,900	62,562,700	69,123,000	73,184,700

CORPORATE SERVICES

	2006 Budget	2007 Budget	2008 Forecast	2009 Forecast
Departmental Business Services	1,894,000	2,043,500	2,123,700	2,208,600
Corporate Support Service	34,094,200	35,930,000	39,251,200	41,711,200
Regulatory Service	(4,128,000)	(4,326,500)	(4,238,900)	(4,183,200)
Land Development Service	35,200	57,400	75,300	94,200
Municipal Buildings	25,558,500	28,858,300	31,911,700	33,353,900
TOTAL EXPENDITURES	57,453,900	62,562,700	69,123,000	73,184,700

Departmental Capital Summary

Corporate Services

(000's)

Department Summary	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	Total
Gross Expenditures	\$ 38,785	\$ 25,112	\$ 22,370	\$ 25,177	\$ 24,635	\$ 16,245	\$ 14,158	\$ 14,072	\$ 18,766	\$ 20,688	\$ 220,006
Recovery/Subsidy	0	0	0	0	0	0	0	0	0	0	0
Total Net Expenditures	38,785	25,112	22,370	25,177	24,635	16,245	14,158	14,072	18,766	20,688	220,006

Summary by Service	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	Total
Corporate Support	\$ 9,139	\$ 9,866	\$ 8,503	\$ 10,277	\$ 9,372	\$ 9,623	\$ 8,087	\$ 7,729	\$ 9,415	\$ 9,005	\$ 91,014
Municipal Buildings	29,646	15,246	13,867	14,900	15,263	6,622	6,071	6,343	9,351	11,683	128,992
Total Net Expenditures	38,785	25,112	22,370	25,177	24,635	16,245	14,158	14,072	18,766	20,688	220,006

Departmental Budget Highlights - Operating

The recommended 2007 Net Operating Plan of \$62.6 million represents an increase of \$5.1million or 8.9% from the 2006 Operating Plan.

Major cost pressures for the department in 2007 include general labour cost increases, addition of 20 permanent and 4 contract staff positions, new lease costs for staff accommodation and increased costs for utilities and building maintenance. Increased revenues are projected from Provincial Offences Act (POA) fines. Overall labour cost increases have been reduced by \$200,000 to allow for projected savings due to staff vacancies.

The department is comprised of five services - Corporate Support, Departmental Business, Regulatory, Land Development and Municipal Buildings. Highlights for the these services, are outlined below:

Corporate Support Service Cost Pressures/Opportunities:

It should be noted that the 2006 Budget includes the cost of the Municipal Election, so many operating cost line items show a decrease in 2007, since Election expenditures are no longer required. These decreases in operating expenditures are offset by a corresponding decrease in transfers from the Reserve Fund, resulting in no change to net cost between 2007 and 2006 from the elimination of Election expenditures.

Pressures and opportunities for 2007 are outlined below:

- Addition of seven permanent positions with labour costs of \$414,500
 - Two positions are required for Information Technology – a Project Leader for the Hansen Enterprise Team and a SAP Portfolio Coordinator. The Hansen Project Leader is currently funded from a Capital project involving the Facilities and Property Management Asset Management system conversion to Hansen. A permanent Project Leader position is required to manage City wide Tangible Asset Accounting using Hansen. A dedicated SAP Portfolio Coordinator is also needed to lead the SAP Enterprise team. SAP will be upgraded in 2007 to MySAP ERP in order to stay current, be vendor supported and move to Web-based technology. PeopleSoft, the City's payroll and human resources management application, will be converted to SAP in order to achieve the efficiencies and cost savings of application consolidation and simplification. A permanent co-ordinator position is required to manage this portfolio.

Departmental Budget Highlights - Operating

- An Access and Privacy Officer is needed in the City Clerk's Office to enable the City to meet its legislative responsibilities under the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA). Access requests are growing and are becoming increasingly complex. There is also a substantial need in the Corporation for advice and consultation regarding privacy provisions for the development of e-Service and e-Government initiatives and generally for all new and existing application systems and to deliver Access and Privacy training to staff. Review of corporate programs and services to ensure compliance also needs to be undertaken.
- In Communications, a Senior Graphics Designer is needed to address a continually growing workload. Outsourcing work to meet clients' deadlines increases the cost for the client. Increased demand for internet and intranet design work can also currently not be met in-house. Part of the cost of this position will be recovered from charges to other departments for graphic services.
- An Intermediate Buyer is requested in Revenue to improve purchasing turnaround times. The volume of purchases has increased substantially and the acquisition process has become more and more complex, both in the types of goods bought and in the processes used, requiring additional time for interaction with Legal staff to ensure the City is protected.
- Similarly, a new Legal Counsel with Information Technology expertise is required to support the acquisition and contract management of Information Technology systems and hardware. Since many business solutions have an Information Technology component, considerable funds have been spent for outside legal counsel in this area especially in the last two years and as the City is moving forward with its Business and Information Technology strategies, the need for this expertise will continue to increase. The budget for external legal professional services has been reduced to offset part of the cost of the new position.
- In Finance, a Tangible Asset Accountant is required to comply with new regulations to establish fixed asset accounting for the City.
- A Micrographics Clerk in the City Clerk's Office is being converted to a permanent position due to the ongoing need for microfilming of physical records to reduce storage space needs for record retention. This contract was established in 1998.
- A part-time Nurse in Human Resources is being converted to a full time contract position to meet increasing activities in the

Departmental Budget Highlights - Operating

Employee Health Centre, rise of disability claims, wellness activities and planning for community health threats like SARS, West Nile, etc.

- The Call Centre Consolidation Phase I is expected to go live in June 2007 with 6 new staff (\$351,200) and transfer of 3 existing staff from Communications and one complement from Revenue. Four additional staff will be transferred from Revenue late in 2007 and funding for another staff is being provided by Enforcement and City Clerk's, also for the latter part of 2007. Staffing for the Call Centre by the end of the year, will include a Manager, a Team Leader, a Knowledge Base Specialist, a Customer Relationship Management Developer and 11 Call Centre Agents. This is the start of a 3 year implementation program for a Consolidated Call Centre as part of the City's Customer Service Strategy and as required preparation for establishing a 311 system in Mississauga. Additional operating costs of \$109,900 are required, mainly for Information Technology system maintenance costs.
- The number of payment instalments for non-residential property taxes will be reduced from 6 to 2 instalments annually. Tax payments will be due at the interim and final billing dates. Taxpayers have the option of switching to the existing pre-authorized payment program, which provides 12 payment instalments. For 2007, the program will be implemented for the second half of the year only to allow for sufficient time to communicate the proposed change. This reduction in the number of tax payment instalments is expected to increase interest revenues by \$60,000, which is reflected in Non-Departmental and not in the Revenue Division.
- Professional Services in Legal Services were decreased by \$110,000, \$60,000 to partially offset the cost of a new Legal Counsel for Information Technology and \$50,000 due to an expected reduction in workload associated with Zoning By-Law Appeals, as a result of the delay in implementation of the new Zoning By-Law. The transfer from the Reserve to fund the cost of legal services related to Zoning By-Law Appeals was also decreased by \$50,000.
- Information Technology Maintenance budget was decreased by \$318,700 or 8.3% due to software and hardware standardization (\$223,400) and due to better pricing (\$95,300).

Departmental Budget Highlights - Operating

- Various operating costs efficiencies have reduced budget requests – such as reduction in Human Resources advertising (\$25,000), printing of Annual Financial Report (\$25,000), reduction in telephone costs (\$30,000).
- Additional Revenues have been budgeted for a Marriage License fee increase (\$15,000), increased sponsorship revenue in Communications (\$60,000) and the City Clerk's Office offering Civil Marriage services (\$30,000).

Departmental Business Services Cost Pressures/Opportunities:

- Conversion of a part-time Human Resources Consultant to a full-time permanent staff (\$38,600) is needed to meet continuing high level of recruitment in the 10 divisions of Corporate Services, as recommended by the Management Consulting Baseline Staffing review.
- Conversion of a temporary Logistics Coordinator to a full-time contract Communications Coordinator (\$58,000) is required to meet the departmental needs for effective communication, reward and recognition and special event support. In addition the position will provide support to the Employee Engagement Committee for survey administration, follow-up and follow-through and assistance to Human Resources.

Regulatory Service Cost Pressures/Opportunities:

- Revenues from Provincial Offences Act fines have been increased by \$300,000. Operating expenditures have been increased by \$75,000 to provide for the additional cost of administering the increased number of charges and trials. This revenue projection assumes an increase in court hours in 2007.

Land Development Cost Pressures/Opportunities:

- A reduction in the number of applications as a result of the new Zoning By-law is expected to reduce revenues, but will be partially offset by a fee increase for a net revenue reduction of \$22,000.

Departmental Budget Highlights - Operating

Municipal Building Cost Pressures/Opportunities:

- Addition of 5 permanent and 2 contract staff (net cost of \$90,300):
 - Three permanent and two contract staff are required to support completion of the City's Capital programs and will be funded by recoveries from the capital projects.
 - The cost of an Apprentice Electrician will be cost shared with the provincial government (in phases). The position is required to maintain the increasing physical plant resulting from growth in facilities.
 - A Realty Project Leader is needed to meet service expectations by clients in asset rationalization, management of leases, appraisals and encroachments.
- A full-time temporary position is required for one year in order to carry out inventory and valuation of the building asset portfolio to support the implementation of Tangible Capital Asset accounting, as required by provincial regulations. This position will be funded by a transfer from Reserve.
- The increased cost for utilities due to rate changes, the addition of new facilities such as the Sports Complex and growth in parkland has been mitigated by savings from open market purchases and an efficiency achieved in sewage charges, for an overall net cost increase of \$898,100 or 8%.
- Higher building maintenance costs of \$364,500 reflect increased maintenance costs due to price increases, aging equipment in City facilities, fire code requirements and additional maintenance contracts for new building automation systems and new facilities.
- Leases and other use costs for land and buildings have increased by \$1.3 million to fund additional office space required for City staff, new costs for use of Hydro lands, higher shared use costs at Courtney Park Library and additional costs for new Churchill Meadows facilities.

Departmental Budget Highlights - Capital

The 2007-2016 Capital Budget and Forecast recommends a net expenditure of \$38.8 million for 2007 and \$181.2 million for the next 9 year period from 2008 to 2016. The Corporate Services Capital Budget consists of three programs: Information Technology, Municipal Buildings and Miscellaneous Equipment.

Information Technology

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

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

Information Technology continues to respond to client demands for new technology solutions that would assist in delivering effective and efficient services to the public. The pressure on the Information Technology budget will continue to increase as business units search for increased effectiveness in their operations, such as wireless internet access at City facilities, Transit SMART card (GTA fare card) and SMART vehicle (GPS on buses).

Departmental Budget Highlights - Capital

2007 Project Highlights:

- Applications-New and Replacement - \$3.7 million
 - Replace Inside Mississauga (Intranet), with an internal portal similar to the eCity Portal
 - Upgrade and conversion of SAP system to a web enabled system, mySAP ERP, in order to enhance system capabilities, adopt new features and to be vendor supported
 - Phase 1 of the upgrade and conversion of the Tax system to Oracle 10g (web based) in order to be vendor supported
 - Phase 1 of replacement of the custom developed Transit Operation system to integrate with the vendor based solution implemented for Transit Scheduling and Click n' Ride
 - Develop a Capital Asset database to meet PSAB requirements for Tangible Asset accounting
 - Phase 1 of the Enterprise Information Management project. This phase will engage a consultant for the business requirements and writing the RFP for a City wide centralized data and document management system
- Network and Server replacements and upgrades and infrastructure management Tools and Utilities - \$1.4 million
 - Replace City's Octel Voice mail system as it is 10 years old, in order to enhance system capabilities, adopt new features and to be vendor supported
- Information Technology Application Simplification - \$450,000
 - Phase 1 of converting existing applications to Hansen Enterprise system (Information Technology Simplification). This phase builds the interface from the Hansen system to the eMaps Bentley system
- Replace departmental PCs and peripheral equipment - \$970,000
- Expand and enhance current Information Technology Contingency Site - \$350,000.
 - As the City's dependency on technology to run business services increases, so does the need for reliable, up-to-date off-site backup systems. The current contingency site needs to be expanded and upgraded to avoid disruption to critical business services.

Departmental Budget Highlights - Capital

- Phase 2 of the Call Centre Consolidation project - \$1.3 million
 - This phase introduces a Customer Relationship Management System and Knowledge Base.

Additional 2008-2016 Highlights

- Upgrade of computer aided fire dispatch system (911) to Web enabled version in order to be vendor supported - \$1.5 million
- Upgrade, enhancement and migration of Peoplesoft to SAP (Information Technology Simplification) - \$1.6 million
- Replacement of Corporate GroupWise e-mail system (Information Technology Simplification) - \$600,000
- Upgrade of Traffic Management system in order to be vendor supported - \$500,000
- Corporate Integrated Property Management system - \$500,000
- Continue implementation of IT Simplification projects
- Continue Upgrade/replacement of hardware, applications and departmental PCs
- Implement new applications as required
- Continue Enterprise Information Management system development and implementation

Municipal Buildings

The Capital program includes funding of \$29.6 million for 2007 projects and a \$99.3 million request for 2008 to 2016.

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

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

- Carpeting - 8 years
- Rooftop Heating, Ventilation, Air Conditioning – 15 years

Departmental Budget Highlights - Capital

- Condensers – 18 years
- Roofing – 20-25 years
- Chillers – 25 years
- Electrical Systems – 30 years
- Compressors – 35 years.

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

2007 Project Highlights

- \$16.8 million for the Office Accommodation program, with \$4.7 million projected in each of the next 3 years. This medium range plan will provide for the phased expansion and realignment of space necessary to meet the existing space shortfalls, the growing needs of City departments and new corporate initiatives
- Implementation of recommendations of the comprehensive energy audit carried out in 2006 - \$774,000
- Furniture acquisitions for new hires and life cycle replacement - \$575,000
- Replacement of Building Access control systems phased over 2 years and conversion of security alarm communications to City's network – \$440,000
- Replacement of Building Automation system at Erin Mills Arena and Semenyk Court - \$229,000
- Replacement of Tomken and Iceland Arena dehumidification systems -\$689,000
- Replacement of Transit Garage Roof – Phase 2 - \$689,000
- Continuation of Hoist replacement program at Transit and Works - \$938,000
- City Hall elevator refurbishment – Phase 2 - \$466,000

2008 - 2016 Highlights

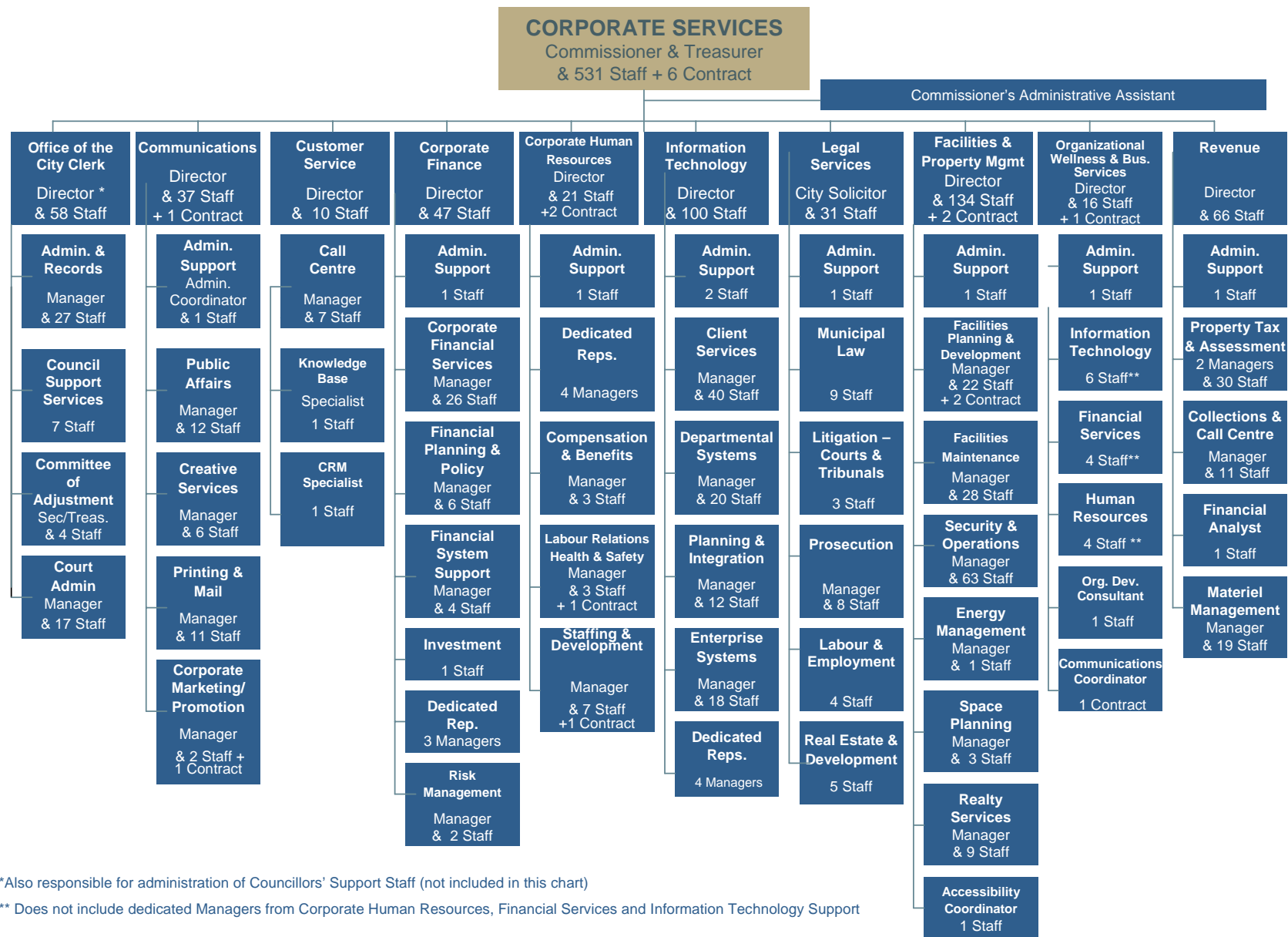
- The projects to be funded in subsequent years are determined on the basis of an asset management model that is validated on an annual basis with input for technical and operations staff. The introduction of a facilities information management system

Departmental Budget Highlights - Capital

in 2007 (Hansen) will allow for ongoing refinement and increased precision in the forecasting of future expenditures.

Miscellaneous Equipment

- Provides for new and replacement of audiovisual, Print Shop and other miscellaneous equipment in all ten years, with major equipment replacements for the Print Shop provided in 2010 (mainly Digital Printing and Postage/Labelling equipment) and 2013 (Inserters).



*Also responsible for administration of Councillors' Support Staff (not included in this chart)

** Does not include dedicated Managers from Corporate Human Resources, Financial Services and Information Technology Support

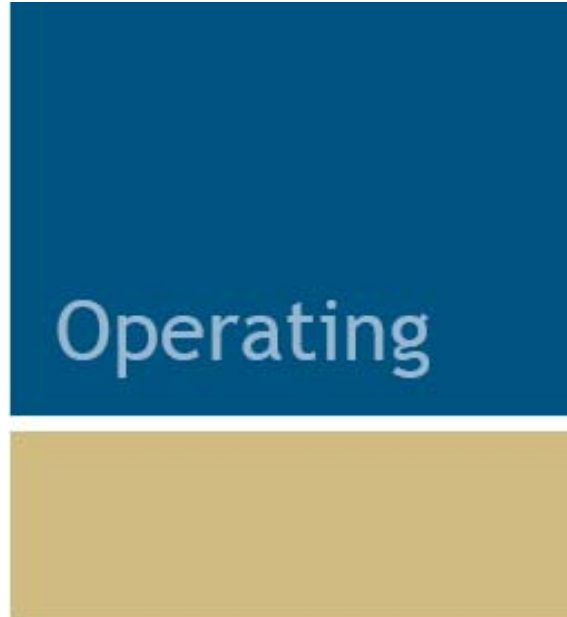
Human Resources Requirement

	Permanent Salaried Hourly Employees	Temporary Hours	Contract Staff
2005 Establishment	497	57,903	3
2006 Establishment	512	58,506	3
2007 Budget Recommendation	532	58,953	6

Note: Numbers have been restated to include Facilities and Property Management and to exclude Enforcement. These divisions moved in 2006.

Departmental Distribution

Division/Programs	Permanent Salaried Hourly Employees	Temporary Hours	Contract Staff
Corporate Finance	48	3,755	0
Revenue	67	3,601	0
Communications	38	3,895	1
Information Technology	101	1,456	0
Elections	1	0	0
Office of the City Clerk	58	7,630	0
Customer Service	11	0	0
Legal Services	32	910	0
Corporate Human Resources	22	0	2
Organizational Wellness & Business Services	19	0	1
Facilities & Property Management	135	37,706	2
Total Recommended 2007	532	58,953	6



Service:
Corporate Support Service



2007 Service Overview Form

Program: Corporate Support Service

Service Responsibilities

- Provide internal support services to other City services including Fire and Emergency, Regulatory Service, Library, Roads and Watercourses, Transit, Recreation and Parks, Municipal Buildings and Land Development;
- Deliver effective, value added service to our clients in a timely and professional manner and in a way that meets the clients' immediate and future needs;
- Address the specific needs of the clients and meet corporate requirements; and
- Conduct municipal elections.

External Factors Influencing Activities and Outcomes

- Labour market trends that may impact business and City's labour force;
- Legislative changes;
- Taxpayers' demand for greater accountability and transparency; and
- Immediacy of information and technology to access it.

Service Delivery Objectives & Key Initiatives

- Implement Corporate Business Planning to address the City's financial pressures and minimize tax increases;
- Continually enhance and measure service delivery across multi-channels;
- Establish City wide call centre as first step towards "one and done" approach;



2007 Service Overview Form

Program: Corporate Support Service

•	Continued efficiency improvements in Information Technology equipment and applications;
•	Undertake initiatives and programs to attract and retain the best employees;
•	Partnering with the community to promote and enhance the City's image; and
•	Collaborate with clients to develop business solutions.

Customer and Community Benefits

•	Timely service delivery to support decision making;
•	Prudent financial management;
•	Skilled and motivated employees; and
•	Citizens updated and informed about the City services.

**CORPORATE SUPPORT SERVICE
BUDGET OVERVIEW**

	2005 Actual	2006 Restated Budget	2006 Forecast	2007 Base Budget	2007 New Services & Initiatives	2007 New Revenues	2007 Service Level Adjustments	2007 Efficiencies & Reserve Transfers	2007 Requested Budget	Change in 2007 Requested Budget to 2006 Restated Budget	%
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	%
EXPENDITURES											
LABOUR COST	24,623,412	28,539,700	27,614,700	30,297,800	439,200				30,737,000	2,197,300	7.7
Staff Development Costs	280,908	329,100		338,500	8,900				347,400	18,300	5.6
Communication Costs	1,350,754	1,532,400		1,287,700	1,000			(62,000)	1,226,700	(305,700)	-19.9
Transportation Costs	60,278	81,700		74,300	1,000				75,300	(6,400)	-7.8
Occupancy & City Costs	137	2,000								(2,000)	-100.0
Equipment Costs & Maintenance Agreement	3,094,504	4,155,200		4,018,500	80,000			(186,400)	3,912,100	(243,100)	-5.9
Contractor & Professional Services	1,823,191	2,453,700		1,713,800	2,000				1,715,800	(737,900)	-30.1
Advertising & Promotions	326,567	452,500		353,000				(25,000)	328,000	(124,500)	-27.5
Materials, Supplies & Other Services	1,162,201	1,395,200		1,157,300	18,000			(25,000)	1,150,300	(244,900)	-17.6
Finance Other	(1,067,017)	(937,000)		(976,600)				50,000	(926,600)	10,400	-1.1
OTHER OPERATING EXPENSES	7,031,524	9,464,800	8,675,800	7,966,500	110,900			(248,400)	7,829,000	(1,635,800)	-17.3
TOTAL EXPENDITURES	31,654,936	38,004,500	36,290,500	38,264,300	550,100			(248,400)	38,566,000	561,500	1.5
REVENUES											
Fees & Service Charges	(1,519,699)	(1,526,500)		(1,495,800)				(64,500)	(1,560,300)	(33,800)	-2.2
Licenses & Permits	(772,173)	(746,500)		(773,500)		(30,000)			(803,500)	(57,000)	-7.6
Rents, Concessions & Franchise	(6,282)	(6,000)		(3,000)					(3,000)	3,000	50.0
Other Revenue	(77,138)	(49,200)		(109,200)					(109,200)	(60,000)	-122.0
Transfers	(210,072)	(1,582,100)		(160,000)					(160,000)	1,422,100	89.9
TOTAL REVENUES	(2,585,363)	(3,910,300)	(3,905,300)	(2,541,500)		(30,000)		(64,500)	(2,636,000)	1,274,300	32.6
NET SERVICE IMPACT	29,069,573	34,094,200	32,385,200	35,722,800	550,100	(30,000)	0	(312,900)	35,930,000	1,835,800	5.4

SERVICE PERFORMANCE STATISTICS

CORPORATE SUPPORT SERVICE

	2004	2005	2006 Forecast
CORPORATE FINANCE			
Investments:			
Average Rate of Return on Investments:			
Overall	4.52%	4.54%	4.92%
Revenue Fund (short-term)	2.40%	2.79%	3.90%
Reserve Fund (mostly long-term)	5.54%	5.60%	5.50%
Development Charges Fund (short-term)	2.43%	2.78%	3.94%
 Total Investment Income (\$ millions):			
Revenue Fund	6.03	8.43	12.00
Reserve Fund	34.70	33.65	35.60
Development Charges Fund	1.25	1.71	2.60
 Accounts Payable (#)			
Cheques Issued	38,900	34,382	32,000
Total Transactions	98,814	102,133	82,126
 Risk Management (#)			
Insurance Claims Processed:			
Vehicle Related	272	172	134
Other Claims	367	350	315

SERVICE PERFORMANCE STATISTICS

CORPORATE SUPPORT SERVICE

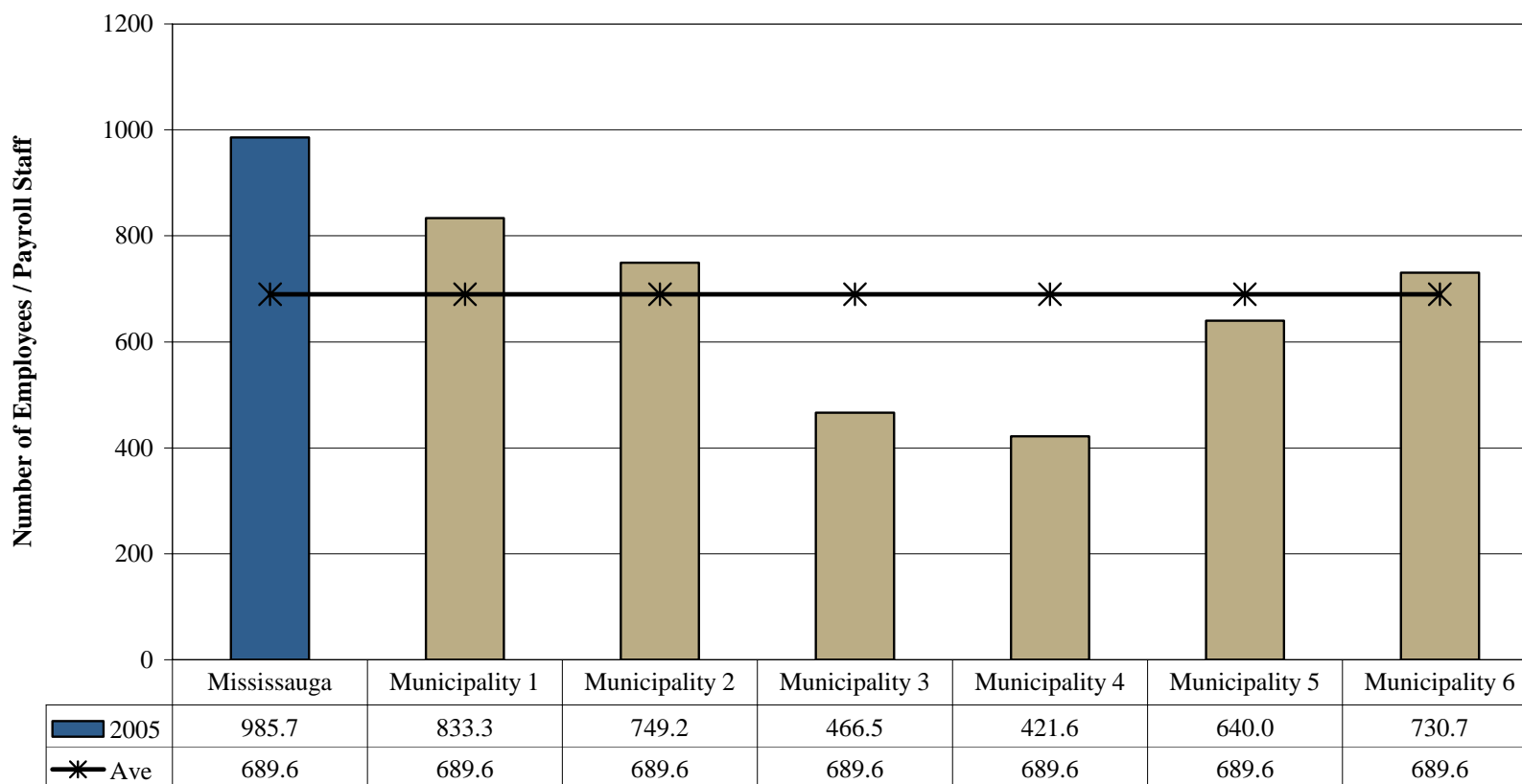
	2004	2005	2006 Forecast
REVENUE			
Revenue			
Total Current Taxes Receivable Collected (%)	96.99%	97.26%	97.50%
Tax Certificates Issued (#)	8,287	8,209	8,466
Assessment Review (#)			
Appeal Decisions Processed	4,044	4,115	5,794
Supplementary & Omitted Assessments Received	8,526	8,600	4,761
Purchasing (#)			
Contracts Awarded through Public Bid (Process over \$50K)	162	168	160
Tender Documents to Vendors	998	1,842	2,050
Central Stores			
Stock Item Orders Processed (#)	21,970	21,655	21,500
Inventory Turnover	1.90	2.10	2.40
Sales	\$1.84 million	\$1.77 million	\$1.75 million
COMMUNICATIONS			
Public Inquiries (#)			
Telephone	102,465	96,797	120,000
Walk-Ins	36,662	40,559	41,000
Tour Visitors	7,546	6,429	6,500
E-Mail Inquiries	3,129	3,898	4,000
Average Length of Phone Call	41 seconds	45 seconds	45 seconds

SERVICE PERFORMANCE STATISTICS

CORPORATE SUPPORT SERVICE

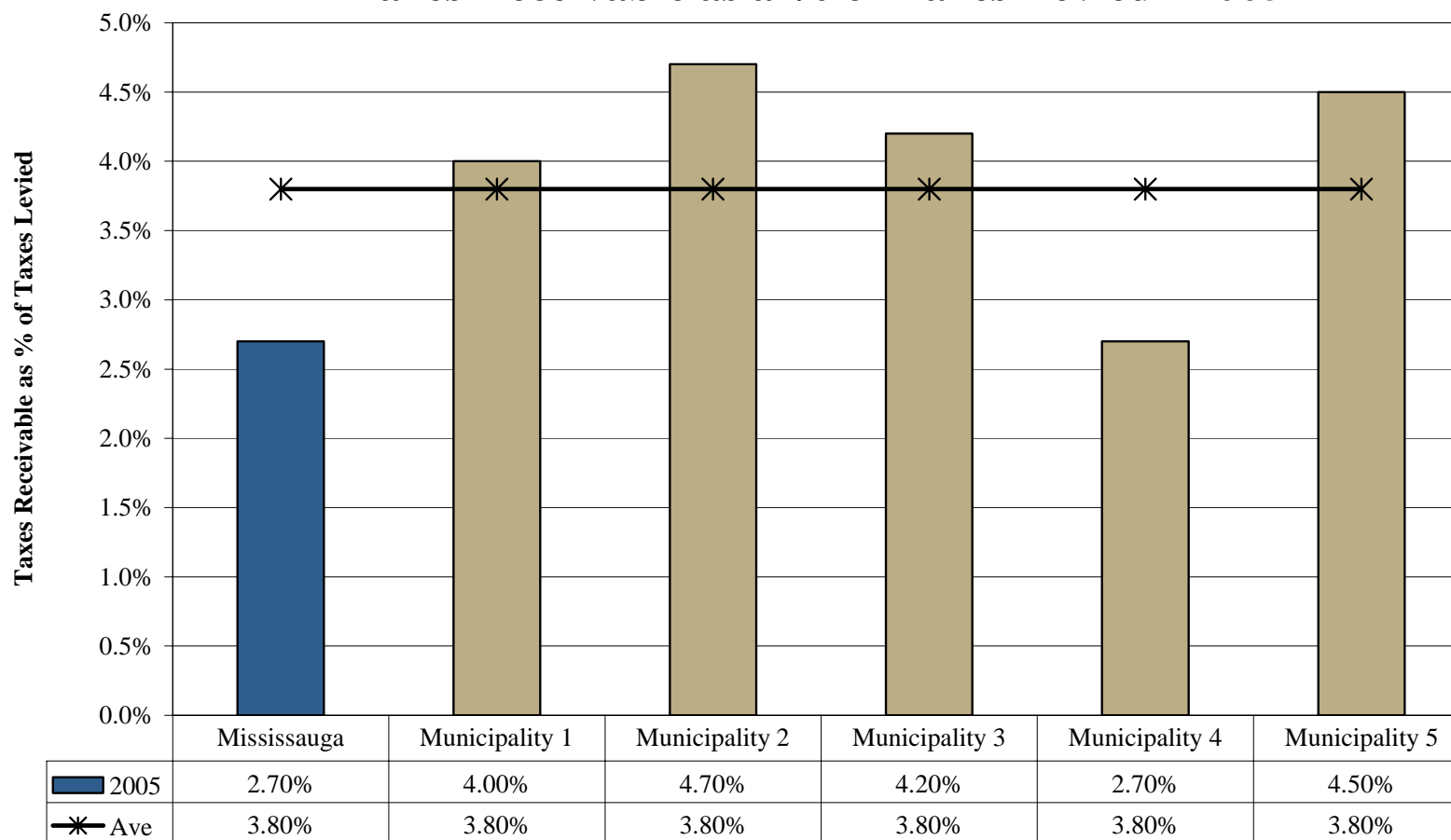
	2004	2005	2006 Forecast
INFORMATION TECHNOLOGY			
Client Services (#)			
Help Desk-calls received	34,854	29,048	27,984
Business Systems (#)			
Development Requests completed	191	200	1,213
eCity			
eCity Portal Users/ day	9,606	10,000	13,700
OFFICE OF THE CITY CLERK			
Clerk's Office (#)			
Marriage Licences	3,223	3,097	3,100
Birth Registrations	9,079	8,753	9,000
Birth Travel Letters	2,044	1,300	1,200
Burial Permits	2,764	2,800	2,700
Death Registrations	3,738	3,800	3,500
FOI Inquiries	411	438	478
CORPORATE HUMAN RESOURCES			
Recruitment (#)			
Movements Including New Hires, Rehires, Promotions, Acting and Lateral Moves for Full-time, Part-time, Temporary, Contract and Seasonal Staff	2,582	2,500	2,960
Training Courses Offered by the Organizational Effectiveness Team:			
Employees Trained:	232	1,429	1,435
Core Training Courses (Launch of E-Learning, Leadership Fundamentals and Mission Control in 2005)	19	115	90
Rehabilitation & Placement of Disabled Employees (#)			
Claim Type:			
Short-Term Disability (including weekly indemnity)	1,341	1,175	1,399
Long-Term Disability	65	84	117
Workplace Safety and Insurance Board	151	151	123

Payroll Headcount Ratio (Employees Supported by Payroll Resources) - 2005



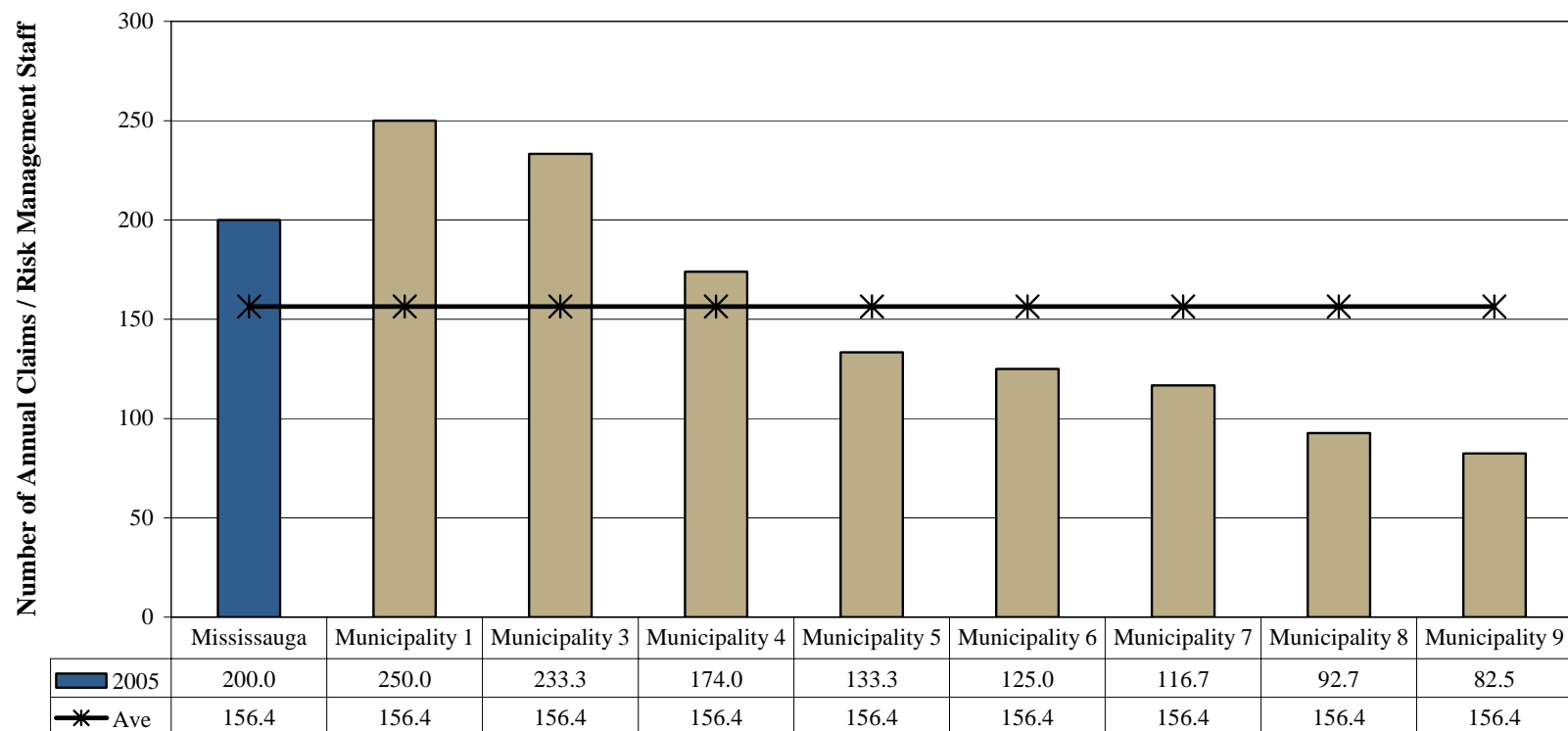
This chart compares the City of Mississauga with other municipalities. It shows the number of employees that each payroll employee supports within the organization.

Taxes Receivable as a % of Taxes Levied - 2005



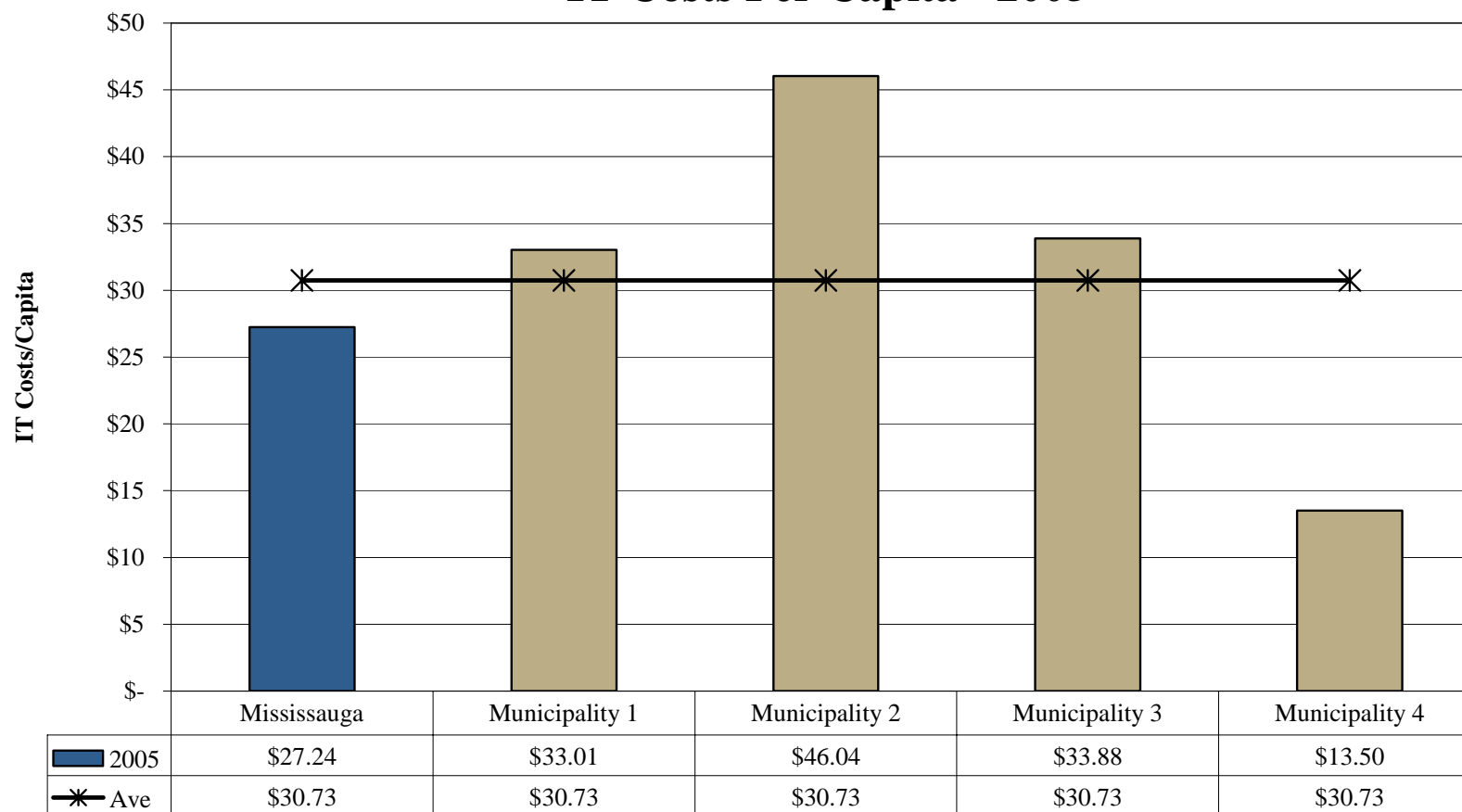
This chart compares the City of Mississauga with other municipalities. It shows the % of Taxes Receivable (taxes not yet paid) of the total amount of taxes levied.

Risk Management Claim Ratio - 2005



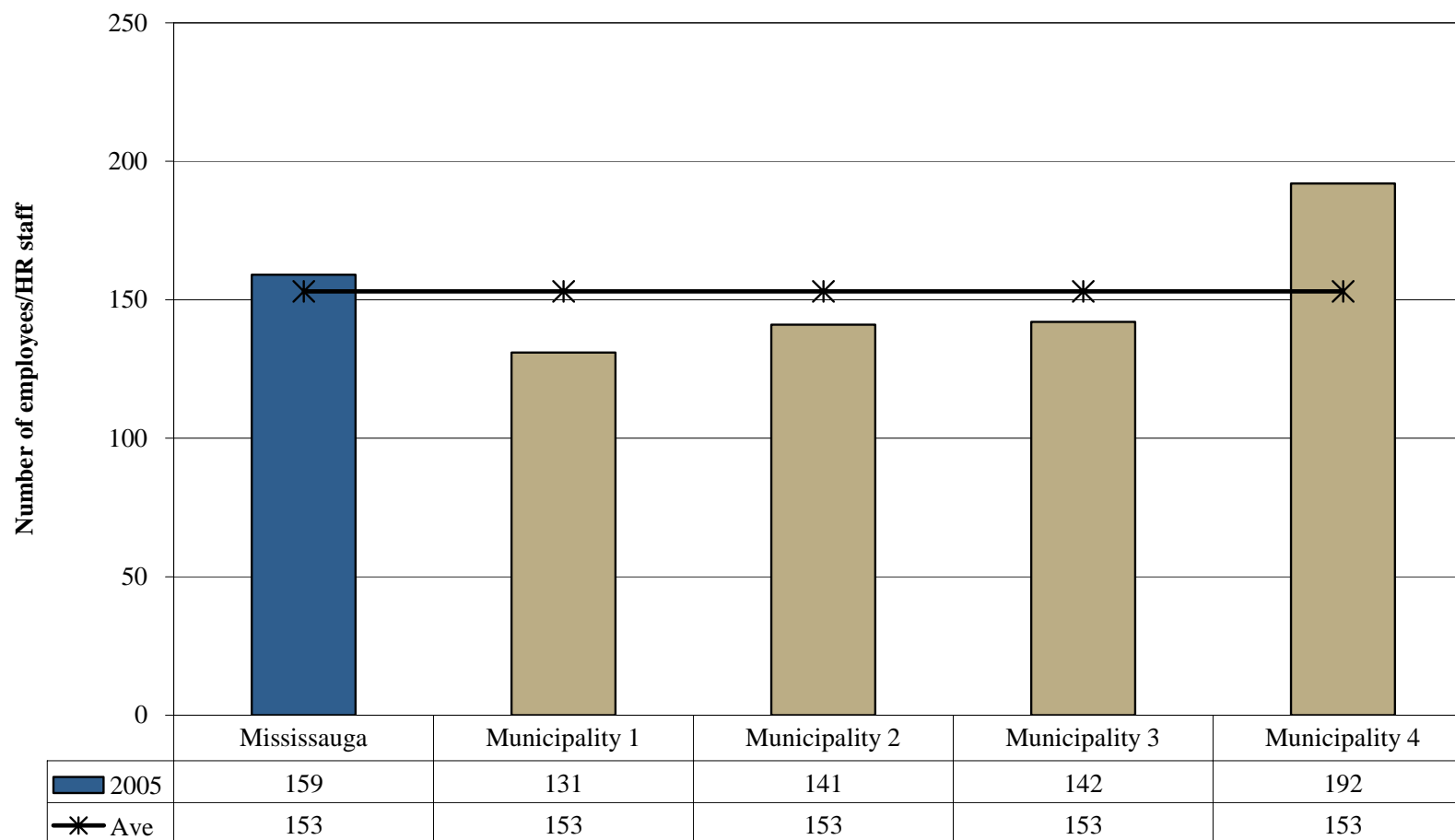
This chart compares the City of Mississauga with other municipalities. It shows the average number of claims per Risk Management employee.

IT Costs Per Capita - 2005



This chart compares the City of Mississauga with other municipalities. It shows the dollar cost of technology per capita used for delivering services to the citizens, including both operating and capital expenditures.

HR Headcount Ratio (Employees Supported per HR Resource) - 2005



This chart compares the City of Mississauga with other municipalities. It shows the number of employees, expressed as total headcount, that each HR employee supports in the organization.

2007 NET BUDGET BY PROGRAM

	2005 Actual	2006 Restated Budget	2007 Base Budget	2007 New Service & Initiatives	2007 New Revenues	2007 Service Level Adjustments	Efficiencies & Reserve Transfers	2007 Requested Budget	Requested Budget to 2006 Restated Budget	%
	\$	\$	\$	\$	\$	\$	\$	\$	\$	%
PROGRAM EXPENDITURES										
Corporate Finance	3,377,453	4,322,900	4,260,300	89,000			(25,000)	4,324,300	1,400	0.0
Revenue	3,392,279	4,114,400	4,411,100				22,500	4,433,600	319,200	7.8
Communications	3,204,581	3,394,400	3,374,300				(32,000)	3,342,300	(52,100)	-1.5
Information Technology	11,492,013	13,794,200	14,393,400				(253,400)	14,140,000	345,800	2.5
Elections	91,017	87,400	91,700					91,700	4,300	4.9
Office of the City Clerk	1,520,950	1,795,600	1,948,700		(30,000)			1,918,700	123,100	6.9
Legal Services	3,408,197	3,643,800	3,889,500					3,889,500	245,700	6.7
Corporate Human Resources	2,583,083	2,836,300	2,962,500				(25,000)	2,937,500	101,200	3.6
Customer Service		105,200	391,300	461,100				852,400	747,200	710.3
NET PROGRAM IMPACT	29,069,573	34,094,200	35,722,800	550,100	(30,000)	0	(312,900)	35,930,000	1,835,800	5.4



2007 Explanation of Budget Changes

Program: Corporate Finance

Description of Program

Preparation and delivery of City operating and capital budgets, projections, forecasts and financing strategies;
System support – SAP R/3 and PeopleSoft;
Accounts Payable, Payroll, Time and Labour, Corporate Accounting and Treasury functions for the City and administration of banking services;
Preparation of financial statements and other financial reporting requirements for the City;
Cash Management and investment of surplus funds;
Development of financial policies and provision of financial advice and support to City Council and departments;
Development charges policy and funds administration; and
Administration of City's insurance & risk management program.

2007 Explanation of Budget Changes

Program: Corporate Finance

	2006 RESTATED BUDGET	2007 REQUESTED BUDGET	CHANGE IN 2007 REQUESTED BUDGET TO 2006 RESTATED BUDGET		EXPLANATION
EXPENDITURES	\$	\$	\$	%	
LABOUR COSTS	3,937,100	4,112,500	175,400	4.5%	Reflects labour and fringe benefit increases and addition of an Accounting Analyst position effective Jan 1, 2007 to implement Tangible Asset accounting and continuation of Business Planning Coordinator for another 6 months. (funded from Reserve)
Staff Development Costs	65,500	69,900	4,400	6.7%	Additional staff development costs to meet requirements.
Communication Costs	3,600	3,900	300	8.3%	
Transportation Costs	3,800	3,700	(100)	-2.6%	
Equipment Costs & Maintenance Agreements	26,700	26,000	(700)	-2.6%	
Contractor & Professional Services	181,800	81,500	(100,300)	-55.2%	Deletion of Business Planning consulting.
Advertising & Promotions	6,400	6,300	(100)	-1.6%	
Materials, Supplies & Other Services	115,200	90,200	(25,000)	-21.7%	Reduction in printing costs of Annual Financial Report.
Finance Other	(17,200)	(19,700)	(2,500)	14.5%	
OTHER OPERATING EXPENSES	385,800	261,800	(124,000)	-32.1%	
TOTAL EXPENDITURES	4,322,900	4,374,300	51,400	1.2%	
REVENUES					
Transfers		(50,000)	(50,000)		Transfer from Reserve for half year of Corporate Business Planning Coordinator.
TOTAL REVENUES		(50,000)	(50,000)		
NET PROGRAM IMPACT	4,322,900	4,324,300	1,400	0.0%	



2007 Explanation of Budget Changes

Program: Revenue

Description of Program

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

Monitoring of assessment and processing of assessment appeals;

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

Development of property taxation policies;

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

Call centre and correspondence management;

TXM2000 system and development support;

Acquisition of goods and services for all City departments; and

Maintenance of Central Stores inventory and distribution of goods.

(Note: Call Centre management will be completely transferred to Customer Service by end of 2007)

2007 Explanation of Budget Changes

Program: Revenue

	2006 RESTATED BUDGET	2007 REQUESTED BUDGET	CHANGE IN 2007 REQUESTED BUDGET TO 2006 RESTATED BUDGET		EXPLANATION
	\$	\$	\$	%	
EXPENDITURES					
LABOUR COSTS	4,600,600	4,899,800	299,200	6.5%	Reflects labour and fringe benefit increases, addition of one Intermediate Buyer - effective July 1, 2007.
Staff Development Costs	39,900	42,400	2,500	6.3%	Additional cost for new and existing staff.
Communication Costs	6,600	6,600		0.0%	
Transportation Costs	33,000	33,000		0.0%	
Equipment Costs & Maintenance Agreements	34,000	71,000	37,000	108.8%	Cost of new collection software to better monitor collection efforts of contracted agencies and to increase efficiency within the collections unit. The cost will be recovered by increasing collection fees to clients.
Contractor & Professional Services	24,500	24,500		0.0%	
Advertising & Promotions	4,900	4,900		0.0%	
Materials, Supplies & Other Services	215,600	210,600	(5,000)	-2.3%	Central Store inventory variance reduced.
Finance Other	114,400	164,400	50,000	43.7%	Increase in collection agency fees paid as a result of engaging a second placement collection agency to increase rate of collections. (Any additional collection revenues will be reflected in Regulatory Service-POA)
OTHER OPERATING EXPENSES	472,900	557,400	84,500	17.9%	
TOTAL EXPENDITURES	5,073,500	5,457,200	383,700	7.6%	
REVENUES					
Fees & Service Charges	(956,100)	(1,020,600)	(64,500)	-6.7%	Higher collection fee recovery due to the use of a second placement collection agency and additional fee recovery for the new collection software.
Licenses & Permits					
Rents, Concessions & Franchise					
Other Revenue	(3,000)	(3,000)		0.0%	
TOTAL REVENUES	(959,100)	(1,023,600)	(64,500)	-6.7%	
NET PROGRAM IMPACT	4,114,400	4,433,600	319,200	7.8%	



2007 Explanation of Budget Changes

Program: Communications

Description of Program

Corporate communication services internally and externally, including creative services, printing, duplicating and mail services; Advice and counsel to senior staff, the Mayor and Members of Council including communication plans, issues management, media relations and crisis communications;
Corporate marketing and promotions including market research initiatives;
Coordination of special City events, such as Canada Day, Civic Recognition Evenings, Mayor's Levee; and
In partnership with internal stakeholders, manages the City's internal and external web sites.

2007 Explanation of Budget Changes

Program: Communications

	2006 RESTATED BUDGET	2007 REQUESTED BUDGET	CHANGE IN 2007 REQUESTED BUDGET TO 2006 RESTATED BUDGET		EXPLANATION
	\$	\$	\$	%	
EXPENDITURES					
LABOUR COSTS	2,931,400	2,949,500	18,100	0.6%	Reflects labour and fringe benefit increases; addition of a Senior Graphics Designer starting July 1, 2007 (cost partially recovered from other departments); additional temporary labour hours-Print Shop (cost recovered); and 3 permanent staff transferred to Customer Service to staff new Call Centre
Staff Development Costs	22,300	20,800	(1,500)	-6.7%	Funding for staff courses transferred to Call Centre
Communication Costs	599,500	617,500	18,000	3.0%	Increase in postage costs reflecting projected rate increases and actual level of expenditures has been partially offset by automated Parks and Recreation registration no longer requiring mailing of receipts.
Transportation Costs	11,800	12,200	400	3.4%	
Occupancy & City Costs					
Equipment Costs & Maintenance Agreements	151,400	151,400		0.0%	
Contractor & Professional Services	382,200	379,200	(3,000)	-0.8%	Decrease to reflect actual requirements
Advertising & Promotions	164,700	172,500	7,800	4.7%	
Materials, Supplies & Other Services	333,300	338,500	5,200	1.6%	
Finance Other	(1,048,000)	(1,085,100)	(37,100)	3.5%	Increase in internal recoveries for Senior Graphics Designer and temporary labour hours-Print Shop
OTHER OPERATING EXPENSES	617,200	607,000	(10,200)	-1.7%	
TOTAL EXPENDITURES	3,548,600	3,556,500	7,900	0.2%	
REVENUES					
Fees & Service Charges	(97,000)	(97,000)		0.0%	
Rents, Concessions & Franchise	(1,000)	(1,000)		0.0%	
Other Revenue	(46,200)	(106,200)	(60,000)	-129.9%	Sponsorship revenue increase to reflect actuals
Transfers	(10,000)	(10,000)		0.0%	
TOTAL REVENUES	(154,200)	(214,200)	(60,000)	-38.9%	
NET PROGRAM IMPACT	3,394,400	3,342,300	(52,100)	-1.5%	

2007 Explanation of Budget Changes

Program: Customer Service

Description of Program

Development of strategic framework for Customer Service through the Internet, Call Centre and Counters to enable the City to provide seamless, responsive and easily accessible customer service through the three service delivery channels;
Implementation of the Consolidated Call Centre, positioning the City for future implementation of 311;
Delivery of new online services on the City's website, enhancing self-service for clients to obtain information and access City services; and
Reviewing City service delivery for counter services considering customer access and types of services provided.

	2006 RESTATED BUDGET	2007 REQUESTED BUDGET	CHANGE IN 2007 REQUESTED BUDGET TO 2006 RESTATED BUDGET		EXPLANATION
	\$	\$	\$	%	
EXPENDITURES					
LABOUR COSTS	102,700	738,200	635,500	618.8%	Reflects labour and fringe benefit increases. Includes addition of 6 new positions: 1 Call Centre manager, 1 Knowledge Base Specialist and 4 Agents - start date March 1, 2007 and staffing transfers from Communications, Clerks, Revenue and T&W.
Staff Development Costs	2,500	12,200	9,700	388.0%	Costs for additional staff.
Communication Costs		1,000	1,000		
Transportation Costs		1,000	1,000		
Equipment Costs & Maintenance Agreements		80,000	80,000		Maintenance cost for IT software.
Contractor & Professional Services		2,000	2,000		
Materials, Supplies & Other Services		18,000	18,000		Miscellaneous supplies and materials.
OTHER OPERATING EXPENSES	2,500	114,200	111,700	4468.0%	
TOTAL EXPENDITURES	105,200	852,400	747,200	710.3%	
REVENUES					
NET PROGRAM IMPACT	105,200	852,400	747,200	710.3%	



2007 Explanation of Budget Changes

Program: Information Technology

Description of Program

Development and communication of Information Technology strategic plan, policies, strategies and standards for the Corporation;
Streamlining of business workflows and optimization of technology architectures and the use of technology to save money, enhance quality and improve service;
Development, acquisition, implementation and support of system application portfolios;
Support of current and new eCity initiatives;
Help Desk support, client education and training;
Implementation and management of the technology infrastructure including the wide area network, data, radio and voice communications;
Information technology equipment and tools evaluation, selection and installation;
System security, controls and business continuity planning; and
Acquisition of audiovisual equipment and audiovisual service provision to City departments.

2007 Explanation of Budget Changes

Program: Information Technology

	2006 RESTATED BUDGET	2007 REQUESTED BUDGET	CHANGE IN 2007 REQUESTED BUDGET TO 2006 RESTATED BUDGET		EXPLANATION
EXPENDITURES	\$	\$	\$	%	
LABOUR COSTS	9,225,700	9,969,500	743,800	8.1%	Reflects labour and fringe benefit increases and includes 2 new positions - Project Leader Hansen Enterprise Team and SAP Portfolio Coordinator - effective July 1, 2007 and actual standby cost for Client Services and Integrated Service Delivery.
Staff Development Costs	94,200	96,700	2,500	2.7%	
Communication Costs	659,700	579,700	(80,000)	-12.1%	Communication cost reduction due to better pricing for Internet services and transfer of phone directory advertising budget of \$65,000 to Community Services.
Transportation Costs	13,600	15,100	1,500	11.0%	
Equipment Costs & Maintenance Agreements	3,858,700	3,540,000	(318,700)	-8.3%	IT maintenance cost reduction due primarily to standardization and optimization of hardware and software, competitive pricing and deferred applications.
Contractor & Professional Services	69,500	69,500		0.0%	
Advertising & Promotions					
Materials, Supplies & Other Services	120,100	120,100		0.0%	
Finance Other					
OTHER OPERATING EXPENSES	4,815,800	4,421,100	(394,700)	-8.2%	
TOTAL EXPENDITURES	14,041,500	14,390,600	349,100	2.5%	
REVENUES					
Fees & Service Charges	(242,300)	(248,600)	(6,300)	-2.6%	Minor increase in recoveries for telephone and Transit GO Smart Card project, based on actuals costs.
Rents, Concessions & Franchise	(5,000)	(2,000)	3,000	60.0%	Reduction in audiovisual equipment rental revenues.
TOTAL REVENUES	(247,300)	(250,600)	(3,300)	-1.3%	
NET PROGRAM IMPACT	13,794,200	14,140,000	345,800	2.5%	

2007 Explanation of Budget Changes

Program: Elections

Description of Program

Costs associated with conducting the Municipal Election are reflected in this program in an election year; this cost is offset by a transfer from the Reserve for Election; and
Costs in non-election years represent ongoing staffing and minor operating expenditures.

	2006 RESTATED BUDGET	2007 REQUESTED BUDGET	CHANGE IN 2007 REQUESTED BUDGET TO 2006 RESTATED BUDGET		EXPLANATION
	\$	\$	\$	%	
EXPENDITURES					
LABOUR COSTS	332,500	83,900	(248,600)	-74.8%	
Staff Development Costs	2,000		(2,000)	-100.0%	
Communication Costs	252,000	700	(251,300)	-99.7%	
Transportation Costs	7,000		(7,000)	-100.0%	
Occupancy & City Costs	2,000		(2,000)	-100.0%	
Equipment Costs & Maintenance Agreements	41,000		(41,000)	-100.0%	
Contractor & Professional Services	525,000	1,400	(523,600)	-99.7%	
Advertising & Promotions	103,000	1,800	(101,200)	-98.3%	
Materials, Supplies & Other Services	245,000	3,900	(241,100)	-98.4%	
Finance Other					
OTHER OPERATING EXPENSES	1,177,000	7,800	(1,169,200)	-99.3%	
TOTAL EXPENDITURES	1,509,500	91,700	(1,417,800)	-93.9%	Reduction in expenditures reflects a non-Election year.
REVENUES					
Fees & Service Charges					
Transfers	(1,422,100)		1,422,100	100.0%	Reduction in transfer from Reserve reflects a non-Election year.
TOTAL REVENUES	(1,422,100)		1,422,100	100.0%	
NET PROGRAM IMPACT	87,400	91,700	4,300	4.9%	Net increase reflects labour and fringe benefit increases.



Corporate Services - Corporate Support Service

cityofmississauga2007budgetandbusinessplan

2007 Explanation of Budget Changes

Program: Office of the City Clerk (Excluding POA and Committee of Adjustment)

Description of Program

Administration of various statutory requirements pursuant to the *Vital Statistics Act*, *Marriage Act*, *Freedom of Information* and *Protection of Privacy Act*, the *Municipal Act* and the *Planning Act*;
Management of all Corporate Services department records, including index of Council decisions;
Management of the in-house central records facility for the Corporation;
Setting of standards and provision of consulting services for corporate records management; and
Acts as secretary for Council and its Committees.

2007 Explanation of Budget Changes

Program: Office of the City Clerk Exlcuding POA and Committee of Adjustment

	2006 RESTATED BUDGET	2007 REQUESTED BUDGET	CHANGE IN 2007 REQUESTED BUDGET TO 2006 RESTATED BUDGET		EXPLANATION
	\$	\$	\$	%	
EXPENDITURES					
LABOUR COSTS	2,200,300	2,379,700	179,400	8.2%	Reflects labour and fringe benefit increases and includes addition of one Access & Privacy Officer - start date July 1, 2007 and conversion of Micrographics Clerk position from temporary to permanent.
Staff Development Costs	22,700	23,400	700	3.1%	Staff development costs for new staff.
Communication Costs	4,800	4,800		0.0%	
Transportation Costs	800	800		0.0%	
Equipment Costs & Maintenance Agreements	19,400	19,400		0.0%	
Contractor & Professional Services	31,200	31,200		0.0%	
Advertising & Promotions	25,000	25,000		0.0%	
Materials, Supplies & Other Services	271,200	271,200		0.0%	
Finance Other	800	800		0.0%	
OTHER OPERATING EXPENSES	375,900	376,600	700	0.2%	
TOTAL EXPENDITURES	2,576,200	2,756,300	180,100	7.0%	
REVENUES					
Fees & Service Charges	(34,100)	(34,100)		0.0%	
Licenses & Permits	(746,500)	(803,500)	(57,000)	-7.6%	Reflects Marriage Licence fee increase, new revenue from performing Civil Marriages and additional revenue from an increased number of birth registrations.
TOTAL REVENUES	(780,600)	(837,600)	(57,000)	-7.3%	
NET PROGRAM IMPACT	1,795,600	1,918,700	123,100	6.9%	



Corporate Services - Corporate Support Service

cityofmississauga2007budgetandbusinessplan

2007 Explanation of Budget Changes

Program: Legal Services

Description of Program

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

2007 Explanation of Budget Changes

Program: Legal Services

	2006 RESTATED BUDGET	2007 REQUESTED BUDGET	CHANGE IN 2007 REQUESTED BUDGET TO 2006 RESTATED BUDGET		EXPLANATION
	\$	\$	\$	%	
EXPENDITURES					
LABOUR COSTS	3,020,500	3,283,600	263,100	8.7%	Reflects labour and fringe benefit increases and includes addition of one new IT Lawyer - start date April 1, 2007, partially offset by reduction in external legal services.
Staff Development Costs	62,400	64,400	2,000	3.2%	Additional staff development and mandatory membership fees for new staff.
Communication Costs	5,200	11,500	6,300	121.2%	Increase in mobile communication devices for staff to better meet client service expectations.
Transportation Costs	10,000	7,000	(3,000)	-30.0%	Reduction in mileage requirements of prosecution staff due to relocation to new Court House.
Equipment Costs & Maintenance Agreements	15,600	15,900	300	1.9%	
Contractor & Professional Services	797,700	687,700	(110,000)	-13.8%	Reduction in external legal services to partially offset the cost of one new IT Lawyer and to reflect decreased Zoning By-law appeals.
Materials, Supplies & Other Services	67,400	67,400		0.0%	
Finance Other	12,000	12,000		0.0%	
OTHER OPERATING EXPENSES	970,300	865,900	(104,400)	-10.8%	
TOTAL EXPENDITURES	3,990,800	4,149,500	158,700	4.0%	
REVENUES					
Fees & Service Charges	(197,000)	(160,000)	37,000	18.8%	Decreased legal fee revenues for preparing and processing development related agreements based on actual results.
Transfers	(150,000)	(100,000)	50,000	33.3%	Reduced Transfer from Reserves to fund legal professional services required to handle Zoning By-law appeals.
TOTAL REVENUES	(347,000)	(260,000)	87,000	25.1%	
NET PROGRAM IMPACT	3,643,800	3,889,500	245,700	6.7%	



Corporate Services - Corporate Support Service

cityofmississauga2007budgetandbusinessplan

2007 Explanation of Budget Changes

Program: Corporate Human Resources

Description of Program

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

Comprehensive, competitive compensation, benefit policies and programs;

Strategic plans and programs that assist in planning, recruiting and retaining a talented, skilled workforce;

Comprehensive Employee Relations services and programs for all union and non-union employee groups;

Innovative Talent Management, training and development programs;

Leading edge, Organizational Effectiveness services to assist the City's workforce with anticipating and managing the impact of business changes;

Health, wellness and disability management services such as: immunization, medical advice and assistance, Employee Assistance Program, employee rehabilitation, ergonomic assessment, etc.; and

Maintenance and support of the City's (PeopleSoft) Human Resources Information System.

2007 Explanation of Budget Changes

Program: Human Resources

	2006 RESTATED BUDGET	2007 REQUESTED BUDGET	CHANGE IN 2007 REQUESTED BUDGET TO 2006 RESTATED BUDGET		EXPLANATION
	\$	\$	\$	%	
EXPENDITURES					
LABOUR COSTS	2,188,900	2,320,300	131,400	6.0%	Reflects labour and fringe benefit increases and conversion of temporary hours to contract position for the nurse.
Staff Development Costs	17,600	17,600		0.0%	
Communication Costs	1,000	1,000		0.0%	
Transportation Costs	1,700	2,500	800	47.1%	
Equipment Costs & Maintenance Agreements	8,400	8,400		0.0%	
Contractor & Professional Services	441,800	438,800	(3,000)	-0.7%	
Advertising & Promotions	148,500	117,500	(31,000)	-20.9%	Mainly reduction in corporate recruitment advertising in newspapers due to the use of internet.
Materials, Supplies & Other Services	27,400	30,400	3,000	10.9%	
Finance Other	1,000	1,000		0.0%	
OTHER OPERATING EXPENSES	647,400	617,200	(30,200)	-4.7%	
TOTAL EXPENDITURES	2,836,300	2,937,500	101,200	3.6%	
REVENUES					
NET PROGRAM IMPACT	2,836,300	2,937,500	101,200	3.6%	

Summary of Program Changes

NEW SERVICE INITIATIVES (+)

Description	FTE	Expenditure	Revenue	Net	Start Date	Comments/Budget Change Explanations
Accounting Analyst-Tangible Capital Assets - Finance	1	89,000		89,000	January 1, 2007	New position required to lead and coordinate implementation of Tangible Asset Accounting mandated by the Province.
Inquiries Management-Call Centre Consolidation - Customer Service	6	461,100		461,100	March 1, 2007	Implement a new centralized model of inquiries management / customer service.
Total Service	7	550,100	-	550,100		

NEW REVENUES (+)

Description	FTE	Expenditure	Revenue	Net	Start Date	Comments/Budget Change Explanations
Civil Marriages - Office of the City Clerk			(30,000)	(30,000)	March 1, 2007	City Clerk's staff to perform civil marriages.
Total Service	-	-	(30,000)	(30,000)		

EFFICIENCIES (-)

Description	FTE	Expenditure	Revenue	Net	Start Date	Comments/Budget Change Explanations
Reduction in Annual Financial Report Printing Costs - Finance		(25,000)		(25,000)	January 1, 2007	Reduction in cost of printing Annual Financial Report.
New Collection Software- Revenue		37,000	(37,000)	-	January 1, 2007	Collection software will allow better monitoring of collection efforts and will increase efficiency with collections. Costs will be recovered from clients.
New Collection Agency - Revenue		50,000	(27,500)	22,500	January 1, 2007	Addition of a second placement collection agency to generate increased revenue.
Telecommunications Cost Reductions - Information Technology		(30,000)		(30,000)	January 1, 2007	Reduction in costs due to better pricing for additional internet line and bandwidth expansion and conversion and clean up of telephone lines.
IT Maintenance Cost Reduction - Information Technology		(223,400)		(223,400)	January 1, 2007	IT maintenance cost reduction due to IT Simplification Strategy and Architectural Optimization.
Reduction in Corporate Recruitment Advertising - Human Resources		(25,000)		(25,000)	January 1, 2007	Reduction of Corporate recruitment advertising by utilizing the internet in place of newspapers ads.
Automate Recreation and Parks Registration Confirmation - Communication		(32,000)		(32,000)	January 1, 2007	Elimination of mailing out of receipts for Recreation and Parks registrations.
Total Service	-	(248,400)	(64,500)	(312,900)		

TOTAL PROGRAM CHANGES (CORPORATE SUPPORT SERVICE)	7	301,700	(94,500)	207,200		
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2007 Pressures and Opportunities

Name: Accounting Analyst-Tangible Capital Assets - Permanent

TYPE OF CHANGE:		2007 COMPLEMENT IMPACT:
New Service/Initiative	Start Date: 07/01/01 Annualized in 2007: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	1 Permanent 0 Contract 0 Temporary

DESCRIPTION AND OBJECTIVES:

- Accounting Analyst-Tangible Capital Assets position
- This position will be responsible for collecting asset information across the city, designing and developing a capital asset database, recording and maintaining asset information in the future, developing related policies, developing accounting and reporting requirements as established by PSAB and CICA.
- This position will also be responsible for coordinating and implementing the reporting requirements prior to January 1, 2009.
- The new initiative will require the support and assistance from all departments to ensure a successful implementation.
- It will take at least 2 years to collect the data, build the database and refine the accounting and reporting requirements.

Capital Budget Requirements:

Cost to buy or develop a capital asset database is estimated at \$200,000 and is provided for in the 2007-2016 Capital Budget.



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2007 Pressures and Opportunities

Project Name: Accounting Analyst- Tangible Capital Assets - Permanent

Financial Impact (\$ '000)

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Capital	\$200,000 to build or buy a capital asset data-base										
Operating											
Revenue	N/A	0									
Expenses		89.0									
Net Cost		89.0									
FTEs (#)		1									

Customer Service Metrics

Factor	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
A.	N/A										
B.											
C.											

2007 Pressures and Opportunities

Name: : **Inquiries Management - Call Centre Consolidation**

TYPE OF CHANGE:		2007 COMPLEMENT IMPACT:
New Service/Initiative	Start Date: March 1, 2007 Annualized in 2007: <input type="checkbox"/> Yes <input type="checkbox"/> No	6 Permanent 0 Contract 0 Temporary

DESCRIPTION AND OBJECTIVES:

- Implement a new centralized model of inquiries management/customer service (telephone/e-mail).
- Centralized servicing will be achieved through a consolidation of existing de-centralized customer service operations in a phased-in approach (3 years).
- There are three business drivers for this recommendation, which are largely driven by the expectations of customers and citizens of Mississauga.
 - 1) Enhance customer service
 - 2) Increase operational efficiencies
 - 3) Provide same level of servicing as other local municipalities, including regional governments as a precursor to 311
- A key objective is to improve call answering Service Levels (80/30) - 80% of calls answered within 30 seconds (City average is currently 60/30), a 33% improvement in call answering. This will be achieved through the consolidation of call handling into one centralized call centre.
- Improvements to the current City average Call Abandon Rate of 7.4% and Blocked Calls of 9% to a 3% Call Abandon Rate and to 0% Blocked Calls. A significant level of improvement for both.
- The Call Centre will use Customer Relationship Management and Knowledge Base to support the efficient delivery of standard responses, information and services to citizens and customers resulting in a higher level of customer satisfaction.
- 2007 Staffing Requirements starting date March 1, 2007: 1 Call Centre Manager, 1 Knowledge Base Developer, 4 Agents.
- Additional agents will be transferred from Communications, Clerk's, Revenue, and Transportation and Works during 2007.
- Operating Cost Requirements: \$80,000 for software maintenance and \$29,800 other operating expenses.



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2007 Pressures and Opportunities

Project Name: Inquiries Management - Call Centre Consolidation

Financial Impact (\$ '000)

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Capital	N/A										
Operating											
Revenue	N/A	0									
Expenses		461.1									
Net Cost		461.1									
FTEs (#)		6									

2007 Pressures and Opportunities

Name: City Clerk's Office to Perform Civil Marriages

TYPE OF CHANGE:		2007 COMPLEMENT IMPACT:
New Revenues	Start Date: Annualized in 2007: <input type="checkbox"/> Yes <input type="checkbox"/> No	0 Permanent 0 Contract 0 Temporary

DESCRIPTION AND OBJECTIVES:

- City Clerk's staff will offer a new service to the public and perform civil marriages. A revenue of \$30,000 is projected. (100 services @ \$300 each)



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2007 Pressures and Opportunities

Project Name: Civil Marriages

Financial Impact (\$ '000)

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Capital	N/A										
Operating											
Revenue	N/A	-30.0									
Expenses											
Net Cost		-30.0									
FTEs (#)											

Customer Service Metrics

Factor	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
A.	N/A										
B.											
C.											
<u>Notes:</u>											

Increases in expenses are shown positive
Decreases in expenses are shown negative
Increases in revenues are shown as negative
Decreases in revenues are shown as positive



2007 Pressures and Opportunities

Name: Reduction in Annual Financial Report Printing Costs

TYPE OF CHANGE:		2007 COMPLEMENT IMPACT:
Efficiencies	Start Date: Annualized in 2007: <input type="checkbox"/> Yes <input type="checkbox"/> No	0 Permanent 0 Contract 0 Temporary

DESCRIPTION AND OBJECTIVES:

- Reduction in cost of printing the Annual Financial Report by employing a cost effective service provider.



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2007 Pressures and Opportunities

Project Name: Reduction in Annual Financial Report Printing Costs

Financial Impact (\$ '000)

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Capital	N/A										
Operating											
Revenue	N/A										
Expenses		-25.0									
Net Cost		-25.0									
FTEs (#)											
Notes:											

Customer Service Metrics

Factor	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
A.	N/A										
B.											
C.											
Notes:											

2007 Pressures and Opportunities

Name: New Collections Software

TYPE OF CHANGE:		2007 COMPLEMENT IMPACT:
Efficiencies	Start Date: Annualized in 2007:	0 Permanent 0 Contract 0 Temporary
	Yes <input type="checkbox"/> No	

DESCRIPTION AND OBJECTIVES:

- This is a joint project with other municipalities to obtain collection software for POA collections. The Region of Waterloo issued the tender and we are currently evaluating if we will be purchasing the software. It is already in use by Brampton. The cost will be paid for by chargeback to our 3 collection agencies and the bailiff. They in turn will recover the cost by increasing their collection fee by 1.75%. This is allowed under the Municipal Act and is provided for in our contracts with the collection agencies and the bailiff.
- This project will allow us to share collections data with the collection agencies, to better monitor their collection efforts and will increase efficiency within the Collections unit.



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2007 Pressures and Opportunities

Project Name: Revenue - New Collections Software

Financial Impact (\$ '000)

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Capital	N/A										
Operating											
Revenue	N/A	-37.0									
Expenses		37.0									
Net Cost		0									
FTEs (#)											

Customer Service Metrics

Factor	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
A.	N/A										
B.											
C.											
<u>Notes:</u>											

Increases in expenses are shown positive
Decreases in expenses are shown negative
Increases in revenues are shown as
Decreases in revenues are shown as

2007 Pressures and Opportunities

Name: New Collection Agency

TYPE OF CHANGE:		2007 COMPLEMENT IMPACT:
Efficiencies	Start Date: Annualized in 2007:	0 Permanent 0 Contract 0 Temporary
	Yes <input type="checkbox"/> No	

DESCRIPTION AND OBJECTIVES:

- A second placement collection agency started in late November 2005, at a commission rate of 30% compared to 16% and 16.75% respectively, as charged by the first placement agencies. As a result, collection expenses have increased. Revenue is expected to rise accordingly in the City Clerk's Office in the Regulatory Services program.
- Based on the assumption that 55% of the fees will be recovered, i.e. paid by clients, an offset in Revenue of \$27.5K is projected. The remaining difference between the fees and recoveries should be offset by the increase in total fine recoveries that will show in the Regulatory Services (Provincial Offences Act) revenues.



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2007 Pressures and Opportunities

Project Name: Revenue - New Collection Agency

Financial Impact (\$ '000)

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Capital	N/A										
Operating											
Revenue	N/A	-27.5									
Expenses		50.0									
Net Cost		22.5									
FTEs (#)											

Customer Service Metrics

Factor	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
A.	N/A										
B.											
C.											

Notes:

Increases in expenses are shown positive
Decreases in expenses are shown negative
Increases in revenues are shown as negative
Decreases in revenues are shown as positive



2007 Pressures and Opportunities

Name: Telecommunication Cost Reductions

TYPE OF CHANGE:		2007 COMPLEMENT IMPACT:
Efficiencies	Start Date: Annualized in 2007: Yes No	0 Permanent 0 Contract 0 Temporary

DESCRIPTION AND OBJECTIVES:

Costs reductions due to:

- Better pricing for additional internet line and bandwidth expansion.
- Clean up of telephone lines and conversion of some remaining Bell lines to VOIP.



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2007 Pressures and Opportunities

Project Name: Telecommunications Cost Reductions

Financial Impact (\$ '000)

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Capital	N/A										
Operating											
Revenue	N/A	0									
Expenses		-30.0									
Net Cost		-30.0									
FTEs (#)											

Customer Service Metrics

Factor	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
A.	N/A										
B.											
C.											
<u>Notes:</u>											

Increases in expenses are shown positive
Decreases in expenses are shown negative
Increases in revenues are shown as negative
Decreases in revenues are shown as positive



2007 Pressures and Opportunities

Name: IT Maintenance - Cost Reductions

TYPE OF CHANGE:		2007 COMPLEMENT IMPACT:
Efficiencies	Start Date: Annualized in 2007: <input type="checkbox"/> Yes <input type="checkbox"/> No	0 Permanent 0 Contract 0 Temporary

DESCRIPTION AND OBJECTIVES:

- Annual maintenance for all Information Technology assets including servers, storage devices, software licences.
- Total projected IT maintenance costs 2007 - \$3.472 M.
- Cost reductions due to efficiencies reflect IT Simplification and Architecture Optimization strategies, and are projected at \$223,400.



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2007 Pressures and Opportunities

Project Name: IT Maintenance - Cost Reductions

Financial Impact (\$ '000)

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Capital	N/A										
Operating											
Revenue	N/A	0									
Expenses		-223.4									
Net Cost		-223.4									
FTEs (#)											

Customer Service Metrics

Factor	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
A.	N/A										
B.											
C.											
<u>Notes:</u>											

Increases in expenses are shown positive
Decreases in expenses are shown negative
Increases in revenues are shown as negative
Decreases in revenues are shown as positive

2007 Pressures and Opportunities

Name: Reduction in Corporate Recruitment Advertising

TYPE OF CHANGE:		2007 COMPLEMENT IMPACT:
Efficiencies	Start Date: Annualized in 2007: <input type="checkbox"/> Yes <input type="checkbox"/> No	0 Permanent 0 Contract 0 Temporary

DESCRIPTION AND OBJECTIVES:

- Further reduction in print advertising as a result of e-Recruit
- A budget of \$50,000 remains for e-Recruit ads and occasional newspaper print ads.



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2007 Pressures and Opportunities

Project Name: Reduction in Corporate Recruitment Advertising Costs

Financial Impact (\$ '000)

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Capital	N/A										
Operating											
Revenue	N/A										
Expenses		-25.0									
Net Cost		-25.0									
FTEs (#)											
Notes:											

Customer Service Metrics

Factor	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
A.	N/A										
B.											
C.											
<u>Notes:</u>											

2007 Pressures and Opportunities

Name: Automate Recreation and Parks Registration Confirmation

TYPE OF CHANGE:		2007 COMPLEMENT IMPACT:
Efficiencies	Start Date: Annualized in 2007: <input type="checkbox"/> Yes <input type="checkbox"/> No	0 Permanent 0 Contract 0 Temporary

DESCRIPTION AND OBJECTIVES:

- Recreation and Parks inputs and processes about 180,000 registrations on an annual basis. At present all registrations receive a mailed letter confirming registration. The direct cost of mailing is \$91,800 per year (180,000 x .51). In 2005 the 180,000 registrations were processed through the following channels;
- Customer Service Centre 23,000
- Facilities 68,000
- Connect2 Rec 71,200
- TTR 18,300
- As of November 2006 the CLASS upgrade will be complete. At that time confirmation of Connect2 Rec registrations will be printed by the customer and/or delivered through automated email responses, eliminating the cost of most mailing confirmations.
- The projected saving for 2007 is \$32,000.

2007 Pressures and Opportunities

Project Name: Automate Recreation and Parks Registration Confirmation

Financial Impact (\$ '000)

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Capital											

Operating											
Revenue		0									
Expenses		-32.0									
Net Cost		-32.0	0	0	0	0	0	0	0	0	0
FTEs (#)											
<i>Notes:</i>											

Customer Service Metrics

Factor	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
A.	N/A										
B.											
C.											
<u>Notes:</u>											



Service:
Corporate Support Service



2007 - 2016 Net Capital Expenditures - Information Technology (000's)

Description of Program

Corporate Services Department

This program includes new applications and technology solutions to enhance City business operations and administrative processes as well as application and infrastructure replacement programs required to support, maintain and secure applications, voice, radio and data communications used within the City. The program provides for the acquisition, upgrade and replacement of Information Technology desktop equipment (e.g. personal computers, monitors, notebooks, communication devices) and all peripherals for City departments.

Corporate Services Department

**2007 - 2016 Net Capital Expenditures for Information Technology
(000's)**

Information Technology	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Applications - New & Replacement	3,705	4,690	3,330	3,300	2,837	2,650	3,540	2,670	1,695	4,658	33,075
Application Upgrades	643	825	1,185	2,440	3,110	2,655	630	900	3,825	495	16,708
Business Continuity & Disaster Readiness	350	100		100		225		225			1,000
eCity Applications		250	250	500	225	450	495	450	225	495	3,340
Inquiries Management	1,300	1,040				450	225				3,015
Information Technology Simplification	450	355	275	200	180	180	180	180	180	180	2,360
Minor Projects	100	100	100	100	90	90	90	90	90	90	940
Network Management	945	555	1,315	1,345	962	928	787	1,268	1,297	963	10,365
Personal Computer Replacement & Peripherals	970	970	970	995	986	985	986	985	986	985	9,818
Server Management	300	370	700	830	630	684	630	630	746	746	6,266
Specialized Information Technology Equipment	50		50		90	45	90	45	90	90	550
Tools & Utilities	200	200	200	200	160	180	180	180	180	180	1,860
Total Net Expenditures	9,013	9,455	8,375	10,010	9,270	9,522	7,833	7,623	9,314	8,882	89,297



Corporate Services - Corporate Support Service

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Project Listing

Program: Information Technology

Applications - New & Replacement

Year	Project	Description	Net Cost ('000's)
2007	City Link System	Replace outdated Transit City Link System that provides callers with specific bus arrival times	280
2007	CLASS - Point of Sale	Point of Sale system implementation in City facilities and the Hershey Centre	300
2007	Enterprise Information Management	Consulting services to develop business case and RFP for the City wide centralized data and document management system	100
2007	Inside Mississauga - Intranet	Replacement of Inside Mississauga - Intranet using portal technology	500
2007	Financials - SAP	SAP upgrade to Web enabled version - mySAP ERP	850
2007	Tangible Capital Asset Reporting System	Implementation of new Tangible Capital Asset Reporting System to comply with the accounting and reporting standards for all municipalities established by the Public Sector Accounting Board / Canadian Institute of Chartered Accountants	200
2007	Tax System Conversion	Tax system conversion to new Oracle Version - Phase 1	700
2007	Transit Operating System	Replacement of outdated Transit Operations System - Phase 1	735
2007	Video Streaming - Pod Casting	Consulting services for implementation of video streaming of Council and other sessions	40
2008	Computer Aided Dispatch	Upgrade of Fire System (911) to Web enabled version	1,500
2008	eMail System	Replacement of Novell GroupWise email system to Microsoft Exchange - Phase 1	600
2008	Enterprise Information Management	Implementation of Enterprise Information and Document Management System - Phase 1	500

Project Listing

Program: Information Technology

Applications - New & Replacement

Year	Project	Description	Net Cost ('000's)
2008	PeopleSoft Migration	PeopleSoft System migration to SAP payroll, benefits, Human Resources time and labour modules	1,650
2008	Tax System Conversion	Tax system conversion to Oracle Version - Phase 2	240
2008	Transit Operating System	Replacement of outdated Transit Operations System - Phase 2	200
2009	Various Applications	Various applications - new and replacement	2,050
2009	eMail System	Replacement of Novell GroupWise email system to Microsoft Exchange - Phase 2	150
2009	eMail System and Fax Management	Management and integration of incoming / outgoing email and fax within workflow related applications	300
2009	Enterprise Information Management	Enterprise Information Management System to include archiving and imaging capabilities to meet legislative/FOI data retention standards - Phase 2	650
2009	Executive Dashboard for Program Managers	Management tool to benchmark trends and performance indicators for business intelligence	50
2009	Transit Operating System	Replacement of outdated Transit Operations System - Phase 3	130
2010	Corporate Integrated Property Management	New centralized system to track City properties	500
2010-2016	Various Applications	Various applications - new and replacement	20,850
Total			33,075



Project Listing

Program: Information Technology

Application Upgrades

Year	Project	Description	Net Cost ('000's)
2007	Application Upgrades - Various	Various application upgrades to remain current and supported	100
2007	Desktop Software	Desktop software upgrade to remain current and supported	100
2007	In Vehicle Technology - Fire	Pilot installation of computers in fire vehicles to provide dynamic mapping and routing	68
2007	Tax System Maintenance	Maintenance support of the Tax System	375
2008	Application Upgrades - Various	Application upgrades to remain current and supported	100
2008	Dynix Library System	Dynix library system upgrade to new version 'Horizon'	250
2008	Desktop Software	Desktop software upgrade to remain current and supported	100
2008	Tax System Maintenance	Maintenance support of the Tax System	375
2009	Application Upgrades - Various	Application upgrades to remain current and supported	100
2009	Database Upgrade Oracle & SQL	Database upgrade for Oracle and SQL to new version to remain current and supported	250
2009	Field Automation	Field based technology upgrade to remain current and supported	200
2009	Hastus Upgrade	Upgrade of the Transit Scheduling and Click 'n' Ride system	300

Project Listing

Program: Information Technology

Application Upgrades

Year	Project	Description	Net Cost ('000's)
2009	Tax System Maintenance	Maintenance support of the Tax System	335
2010-2016	Application Upgrades - Various	Various application upgrades to remain current and supported	14,055
Total			16,708

Business Continuity & Disaster Readiness

Year	Project	Description	Net Cost ('000's)
2007	Business Continuity & Disaster Readiness for Information Technology Systems	Expansion and implementation of offsite computer contingency site to avoid critical business services disruptions	350
2008	Business Continuity & Disaster Readiness for Information Technology Systems	Upgrade information technology contingency site and required technology	100
2010-2016	Business Continuity & Disaster Readiness for Information Technology Systems	Upgrade information technology contingency site and required technology	550
Total			1,000



Corporate Services - Corporate Support Service

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Project Listing

Program: Information Technology

eCity Applications

Year	Project	Description	Net Cost ('000's)
2008	eCity	Maintain and enhance eCity applications	250
2009	eCity	Maintain and enhance eCity applications	250
2010-2016	eCity	Maintain and enhance eCity applications	2,840
Total			3,340

Inquiries Management

Year	Project	Description	Net Cost ('000's)
2007	Inquiries Management	Consolidate and implement a centralized Call Centre for the management of telephone and e-mail inquiries and service requests. Phase 2 of 3.	1,300
2008	Inquiries Management	Final phase of consolidating the remaining business units and call centres	1,040
2010-2016	Inquiries Management	Hardware and software upgrades to remain current and supported	675
Total			3,015

Project Listing

Program: Information Technology

Information Technology Simplification

Year	Project	Description	Net Cost ('000's)
2007	Hansen	Hansen development consulting to support simplification using Hansen	75
2007	Hansen	Hansen interface to Bentley Mapping	175
2007	Information Technology Business Application Simplification	Information Technology Business Application Simplification Strategy implementation to optimize the use of enterprise and desktop applications eliminating redundancy	200
2008	Hansen	Hansen development consulting to support simplification using Hansen	75
2008	Hansen	Implementation of Parks Management work order to Hansen	80
2008	Information Technology Business Application Simplification	Information Technology Business Application Simplification Strategy implementation to optimize the use of enterprise and desktop applications eliminating redundancy	200
2009	Information Technology Business Application Simplification	Information Technology Business Application Simplification Strategy implementation to optimize the use of enterprise and desktop applications eliminating redundancy	200
2009	Hansen	Hansen development consulting to support simplification using Hansen	75
2010-2016	Information Technology Business Application Simplification	Information Technology Business Application Simplification Strategy implementation to optimize the use of enterprise and desktop applications eliminating redundancy	1,280
Total			2,360

Project Listing

Program: Information Technology

Minor Projects

Year	Project	Description	Net Cost ('000's)
2007	Minor Projects	Departmental minor application projects	100
2008	Minor Projects	Departmental minor application projects	100
2009	Minor Projects	Departmental minor application projects	100
2010-2016	Minor Projects	Departmental minor application projects	640
Total			940

Network Management

Year	Project	Description	Net Cost ('000's)
2007	Network Fibre	Replacement of existing network fibre to remain current	50
2007	Network Replacement & Upgrade	Cabling and network hardware upgrade at City facilities to remain current and supported	275
2007	Octel Voice System	Replacement of voice mail servers and software to remain current and supported	500
2007	WIFI for City Facilities	Implementation of wireless access for City facilities	120
2008	Network Fibre	Replacement of existing network fibre to remain current	200
2008	Network Replacement & Upgrade	Cabling and network hardware upgrade at City facilities to remain current and supported	275

Project Listing

Program: Information Technology

Network Management

Year	Project	Description	Net Cost ('000's)
2008	WIFI for City Facilities	Implementation of wireless access for City facilities	80
2009	Network Fibre	Replacement of existing network fibre to remain current	200
2009	Network Replacement & Upgrade	Cabling and network hardware upgrade at City facilities to remain current and supported	275
2009	Phones	Replacement of phones to remain current	840
2010-2016	Network Management	Network management to include replacement of switches based on a five year cycle	7,550
Total			10,365

Personal Computer Replacement & Peripherals

Year	Project	Description	Net Cost ('000's)
2007	Personal Computer Replacement and Peripherals	Annual replacement of personal computers and notebooks based on a four year cycle, replacement of monitors and specialized peripheral equipment as required.	970
2008	Personal Computer Replacement and Peripherals	Annual replacement of personal computers and notebooks based on a four year cycle, replacement of monitors and specialized peripheral equipment as required.	970

Project Listing

Program: Information Technology

Personal Computer Replacement & Peripherals

Year	Project	Description	Net Cost ('000's)
2009	Personal Computer Replacement and Peripherals	Annual replacement of personal computers and notebooks based on a four year cycle, replacement of monitors and specialized peripheral equipment as required.	970
2010-2016	Personal Computer Replacement and Peripherals	Annual replacement of personal computers and notebooks based on a four year cycle, replacement of monitors and specialized peripheral equipment as required.	6,908
Total			9,818

Server Management

Year	Project	Description	Net Cost ('000's)
2007	Server Replacement	Server replacement based on a five year cycle	200
2007	Server Capacity Expansion	Server capacity expansion to accommodate growth including memory and disk storage	100
2008	Server Replacement	Server replacement based on a five year cycle	220
2008	Server Capacity Expansion	Server capacity expansion to accommodate growth including memory and disk storage	150

Project Listing

Program: Information Technology

Server Management

Year	Project	Description	Net Cost ('000's)
2009	Server Replacement	Server replacement based on a five year cycle	540
2009	Server Capacity Expansion	Server capacity expansion to accommodate growth including memory and disk storage	160
2010-2016	Server Management	Server replacement based on a five year cycle and server capacity expansion to accommodate growth	4,896
Total			6,266

Specialized Information Technology Equipment

Year	Project	Description	Net Cost ('000's)
2007	Geographic Information System(s)/Mapping Hardware & Replacement	Specialized technology for Geographic Information System(s) /Land Information System(s) - new and replacement	50
2009	Geographic Information System(s)/Mapping Hardware & Replacement	Specialized technology for Geographic Information System(s) /Land Information System(s) - new and replacement	50
2010-2016	Specialized Information Technology Equipment	Replacement of specialized technology for Geographic Information System(s) /Land Information System(s) and field based computing equipment	450
Total			550



Corporate Services - Corporate Support Service

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Project Listing

Program: Information Technology

Tools & Utilities

Year	Project	Description	Net Cost ('000's)
2007	Tools & Utilities	Tools to monitor network, servers, databases, disk storage and Information Technology service management	200
2008	Tools & Utilities	Tools to monitor network, servers, databases, disk storage and Information Technology service management	200
2009	Tools & Utilities	Tools to monitor network, servers, databases, disk storage and Information Technology service management	200
2010-2016	Tools & Utilities	Tools to monitor network, servers, databases, disk storage and Information Technology service management	1,260
Total			1,860

2007 - 2016 Net Capital Expenditures - Vehicles, Equipment and Other (000's)

Description of Program

Vehicles, Equipment and Other

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

Vehicles, Equipment and Other	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Audiovisual Equipment	87	87	87	87	87	88	87	88	88	87	873
Miscellaneous Equipment	39	24	41	180	14	13	166	18	13	36	544
Studies		300									300
Total Net Expenditures	126	411	128	267	101	101	253	106	101	123	1,717



Corporate Services - Corporate Support Service

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Project Listing

Program: Vehicles, Equipment and Other

Audiovisual Equipment

Year	Project	Description	Net Cost ('000's)
2007	Audiovisual Equipment	Corporate audiovisual equipment purchase and replacement	87
2008	Audiovisual Equipment	Corporate audiovisual equipment purchase and replacement	87
2009	Audiovisual Equipment	Corporate audiovisual equipment purchase and replacement	87
2010-2016	Audiovisual Equipment	Corporate audiovisual equipment purchase and replacement	612
Total			873

Miscellaneous Equipment

Year	Project	Description	Net Cost ('000's)
2007	Miscellaneous Equipment	Minor equipment required to maintain efficient operations	39
2008	Miscellaneous Equipment	Minor equipment required to maintain efficient operations including radio replacement for Public Affairs	24
2009	Miscellaneous Equipment	Minor equipment required to maintain efficient operations	41
2010-2016	Miscellaneous Equipment	Minor equipment required to maintain efficient operations including radio replacement for Public Affairs, digital postage /labelling equipment and digital printing equipment for Print Shop	440
Total			544



Corporate Services - Corporate Support Service

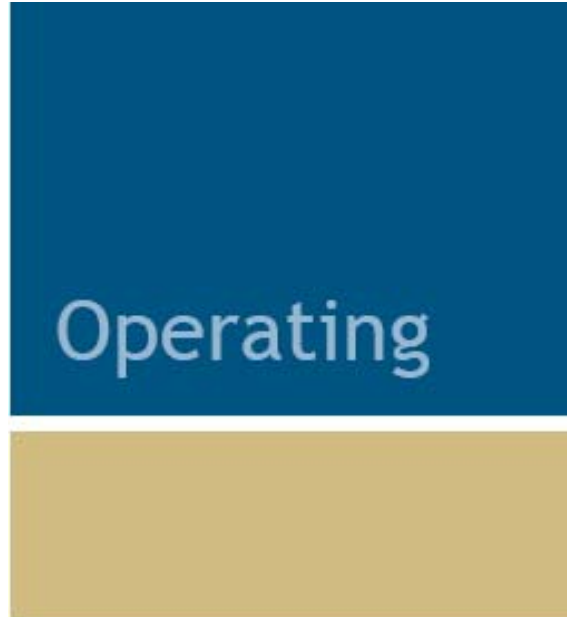
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Project Listing

Program: Vehicles, Equipment and Other

Studies

Year	Project	Description	Net Cost ('000's)
2008	Development Charges Background Study	Review development levies to ensure adequacy and appropriateness	300
Total			300



Service:
Departmental Business Services



Corporate Services -Departmental Business Services

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DEPARTMENTAL BUSINESS SERVICES BUDGET OVERVIEW

	2005 Actual	2006 Restated Budget	2006 Forecast	2007 Base Budget	2007 New Services & Initiatives	2007 New Revenues	2007 Service Level Adjustments	2007 Efficiencies & Reserve Transfers	2007 Requested Budget	Change in 2007 Requested Budget to 2006 Restated Budget	
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	%
EXPENDITURES											
LABOUR COST	1,639,596	1,684,900	1,636,900	1,770,400	58,000				1,828,400	143,500	8.5
Staff Development Costs	19,678	25,500		30,500					30,500	5,000	19.6
Communication Costs	948	2,200		2,200					2,200		0.0
Transportation Costs	7,966	14,000		14,000					14,000		0.0
Equipment Costs & Maintenance Agreement	5,904	6,900		7,900					7,900	1,000	14.5
Contractor & Professional Services		100,000		100,000					100,000		0.0
Materials, Supplies & Other Services	49,906	60,500		60,500					60,500		0.0
Finance Other	55										0.0
OTHER OPERATING EXPENSES	84,456	209,100	209,100	215,100					215,100	6,000	2.9
TOTAL EXPENDITURES	1,724,052	1,894,000	1,846,000	1,985,500	58,000				2,043,500	149,500	7.9
REVENUES											
NET SERVICE IMPACT	1,724,052	1,894,000	1,846,000	1,985,500	58,000	0	0	0	2,043,500	149,500	7.9

2007 Explanation of Budget Changes

Program: Organizational Wellness and Business Services

Description of Program

Provides financial services including financial planning, budget preparation, monitoring and reporting;
Provides information technology support services;
Provides human resources services including recruitment, employee relations and health and safety;
Plans, develops, leads and oversees corporate-wide healthy workplace initiatives related to employee engagement; and
Provides department organizational development support and internal communication and recognition programs and initiatives.

	2006 RESTATED BUDGET	2007 REQUESTED BUDGET	CHANGE IN 2007 REQUESTED BUDGET TO 2006 RESTATED BUDGET		EXPLANATION
EXPENDITURES	\$	\$	\$	%	
LABOUR COSTS	1,684,900	1,828,400	143,500	8.5%	Reflects labour and fringe benefit increases and conversion of temporary hours to a Communication Coordinator contract position and a permanent Human Resources consultant effective Jan, 1, 2007.
Staff Development Costs	25,500	30,500	5,000	19.6%	Increase reflects staff development needs.
Communication Costs	2,200	2,200		0.0%	
Transportation Costs	14,000	14,000		0.0%	
Equipment Costs & Maintenance Agreements	6,900	7,900	1,000	14.5%	
Contractor & Professional Services	100,000	100,000		0.0%	
Materials, Supplies & Other Services	60,500	60,500		0.0%	
Finance Other					
OTHER OPERATING EXPENSES	209,100	215,100	6,000	2.9%	
TOTAL EXPENDITURES	1,894,000	2,043,500	149,500	7.9%	
REVENUES					
NET PROGRAM IMPACT	1,894,000	2,043,500	149,500	7.9%	



Corporate Services -Departmental Business Services

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2007 Pressures and Opportunities

Name: Communications Coordinator - Contract

TYPE OF CHANGE:		2007 COMPLEMENT IMPACT:
New Service/Initiative	Start Date: 07/01/01 Annualized in 2007: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	0 Permanent 1 Contract 0 Temporary

DESCRIPTION AND OBJECTIVES:

- Required to support Corporate Services Department programs and initiatives, to provide effective internal communication for the ten divisions including messages from the Commissioner, to manage the departmental intranet site, and to coordinate departmental reward and recognition programs and special events. In addition, this position will provide support to the Employee Engagement Committee including logistics coordination for the employee survey and assistance in implementing the Committee's annual workplan. This position will also provide assistance to the Organizational Development and Communications Consultant and the Corporate Services Department Human Resources team. Adding this position will allow the Organization Development and Communications Consultant to focus more on departmental and corporate organizational wellness and employee engagement initiatives.



Corporate Services -Departmental Business Services

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2007 Pressures and Opportunities

Project Name: Communications Coordinator - Contract

Financial Impact (\$ '000)

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Capital											
Operating											
Revenue	N/A	0									
Expenses		58.0									
Net Cost		58.0									
FTEs (#)											
Notes:											

Customer Service Metrics

Factor	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
A.	N/A										
B.											
C.											
<u>Notes:</u>											

Operating



Service:
Land Development Service



Corporate Services - Land Development Service

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LAND DEVELOPMENT SERVICE BUDGET OVERVIEW

	2005 Actual	2006 Restated Budget	2006 Forecast	2007 Base Budget	2007 New Services & Initiatives	2007 New Revenues	2007 Service Level Adjustments	2007 Efficiencies & Reserve Transfers	2007 Requested Budget	Change in 2007 Requested Budget to 2006 Restated Budget	
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	%
EXPENDITURES											
LABOUR COST	386,755	402,800	402,800	408,000					408,000	5,200	1.3
Staff Development Costs	1,498										0.0
Communication Costs	96	100		100					100		0.0
Transportation Costs		100		100					100		0.0
Equipment Costs & Maintenance Agreement		200		200					200		0.0
Contractor & Professional Services	2,499	5,000		5,000			(5,000)			(5,000)	-100.0
Advertising & Promotions	4,055	4,900		4,900					4,900		0.0
Materials, Supplies & Other Services	22,097	21,100		21,100					21,100		0.0
Finance Other	1,312	1,000		1,000					1,000		0.0
OTHER OPERATING EXPENSES	31,557	32,400	32,400	32,400			(5,000)		27,400	(5,000)	-15.4
TOTAL EXPENDITURES	418,312	435,200	435,200	440,400			(5,000)		435,400	200	0.0
REVENUES											
Fees & Service Charges	(406,152)	(400,000)		(378,000)					(378,000)	22,000	5.5
TOTAL REVENUES	(406,152)	(400,000)	(400,000)	(378,000)					(378,000)	22,000	5.5
NET SERVICE IMPACT	12,160	35,200	35,200	62,400	0	0	(5,000)	0	57,400	22,200	63.1



Corporate Services - Land Development Service

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	2004	2005	2006 Forecast
COMMITTEE OF ADJUSTMENT (OFFICE OF THE CITY CLERK)			
Total Applications Received (#):	554	591	560
Residential	283	335	324
Commercial/Industrial	271	256	236
Consent Applications	115	142	105
Certificates of Consent	82	152	50



2007 Explanation of Budget Changes

Program: Committee of Adjustment (Office of the City Clerk)

Description of Program

Administration of statutory requirements pursuant to the *Planning Act*; and
Administrative support for the City of Mississauga Committee of Adjustment/Land Division Committee.



Corporate Services - Land Development Service

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2007 Explanation of Budget Changes

Program: Committee of Adjustment (Office of the City Clerk)

	2006 RESTATED BUDGET	2007 REQUESTED BUDGET	CHANGE IN 2007 REQUESTED BUDGET TO 2006 RESTATED BUDGET		EXPLANATION
	\$	\$	\$	%	
EXPENDITURES					
LABOUR COSTS	402,800	408,000	5,200	1.3%	Reflects labour and fringes benefit increases.
Staff Development Costs					
Communication Costs	100	100		0.0%	
Transportation Costs	100	100		0.0%	
Equipment Costs & Maintenance Agreements	200	200		0.0%	
Contractor & Professional Services	5,000		(5,000)	-100.0%	Sign contractor deleted. Applicants to install signage.
Advertising & Promotions	4,900	4,900		0.0%	
Materials, Supplies & Other Services	21,100	21,100		0.0%	
Finance Other	1,000	1,000		0.0%	
OTHER OPERATING EXPENSES	32,400	27,400	(5,000)	-15.4%	
TOTAL EXPENDITURES	435,200	435,400	200	0.0%	
REVENUES					
Fees & Service Charges	(400,000)	(378,000)	22,000	5.5%	Decrease in Committee of Adjustment revenues due to implementation of new Zoning By-law partially offset by a fee increase.
TOTAL REVENUES	(400,000)	(378,000)	22,000	5.5%	
NET PROGRAM IMPACT	35,200	57,400	22,200	63.1%	



2007 Pressures and Opportunities

Name: Deletion of Signage Contractor Service

TYPE OF CHANGE:		2007 COMPLEMENT IMPACT:
Service Level Adjustment	Start Date: 01/01/07 Annualized in 2007: <input type="checkbox"/> Yes <input type="checkbox"/> No	0 Permanent 0 Contract 0 Temporary

DESCRIPTION AND OBJECTIVES:

- Discontinue service of installing signage on properties regarding applications to Committee of Adjustment by outside contractors. Applicants will be required to install signage provided by the City.



Corporate Services - Land Development Service

cityofmississauga2007budgetandbusinessplan

2007 Pressures and Opportunities

Project Name: COA - Deletion of Signage Contractor Service

Financial Impact (\$ '000)

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Capital	N/A										
Operating											
Revenue	N/A										
Expenses		-5.0									
Net Cost		-5.0									
FTEs (#)											

Customer Service Metrics

Factor	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
A.	N/A										
B.											
C.											

Notes:

Increases in expenses are shown positive

Decreases in expenses are shown negative

Increases in revenues are shown as negative

Decreases in revenues are shown as positive

Operating



Service:
Municipal Buildings



2007 Service Overview Form

Program: Municipal Buildings

Service Responsibilities

- Planning, development, maintenance and operations of City facilities;
Space planning and staff accommodations;
Security services;
Energy management and procurement;
Acquisition and disposal of City properties and management of property leases;
Event coordination and filming liaison; and
Coordination of corporate accessibility.

External Factors Influencing Activities and Outcomes

- Volatility and upward pressure on energy prices;
Level of activity in local construction market affecting contractor pricing and performance;
Global influences on construction commodity pricing;
Aging infrastructure requiring higher maintenance levels; and
Shifting demographics in population with different expectations from community facilities.

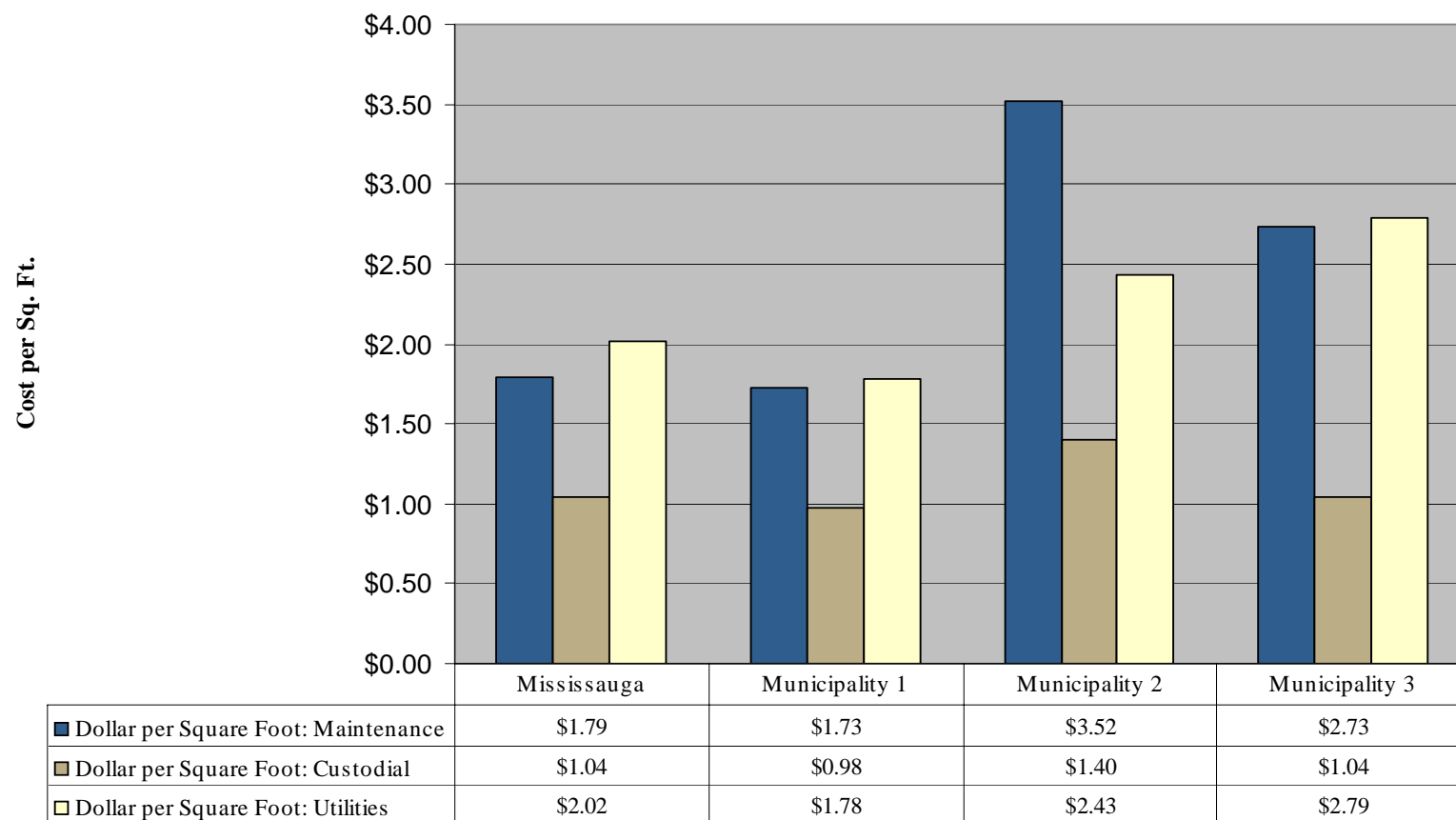
Service Delivery Objectives & Key Initiatives

- Ensure uninterrupted operation of all City facilities;
Ensure safety and security of staff and visitors in City facilities;
Provide continuous supply of energy at lowest achievable price;
Respond to effects of aging infrastructure by undertaking proactive building maintenance program;
Provide accommodation solutions to support service delivery initiatives of the Corporation; and
Manage projects to ensure on time/on budget delivery.

Customer and Community Benefits

- Provision and operation of facilities creates sense of community; and
Quality service delivery by all Departments facilitated by reliable, safe municipal buildings.

Municipal Buildings - 2005



This chart compares the City of Mississauga Civic Centre with government buildings in other municipalities.



Corporate Services - Municipal Buildings

cityofmississauga2007budgetandbusinessplan

MUNICIPAL BUILDINGS BUDGET OVERVIEW

	2005 Actual	2006 Restated Budget	2006 Forecast	2007 Base Budget	2007 New Services & Initiatives	2007 New Revenue s	2007 Service Level Adjustments	2007 Efficiencies & Reserve Transfers	2007 Requested Budget	Change in 2007 Requested Budget to 2006 Restated Budget	%
EXPENDITURES	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	%
LABOUR COST	9,340,865	10,140,400	9,850,400	11,330,500	88,000				11,418,500	1,278,100	12.6
Staff Development Costs	82,075	90,500		94,500					94,500	4,000	4.4
Communication Costs	46,580	36,000		47,400					47,400	11,400	31.7
Transportation Costs	220,291	231,600		252,600					252,600	21,000	9.1
Occupancy & City Costs	12,854,002	13,837,800		16,465,700				(410,900)	16,054,800	2,217,000	16.0
Equipment Costs & Maintenance Agreement	703,917	802,000		1,166,500					1,166,500	364,500	45.4
Contractor & Professional Services	1,023,461	1,265,700		1,140,800					1,140,800	(124,900)	-9.9
Advertising & Promotions	15,300	43,300		34,500					34,500	(8,800)	-20.3
Materials, Supplies & Other Services	143,157	113,200		125,100					125,100	11,900	10.5
Finance Other	(3,803)	6,200		6,200					6,200		0.0
OTHER OPERATING EXPENSES	15,084,981	16,426,300	16,226,300	19,333,300				(410,900)	18,922,400	2,496,100	15.2
TOTAL EXPENDITURES	24,425,846	26,566,700	26,076,700	30,663,800	88,000			(410,900)	30,340,900	3,774,200	14.2
REVENUES											
Fees & Service Charges	(52,930)	(73,700)		(48,700)					(48,700)	25,000	33.9
Rents, Concessions & Franchise	(432,834)	(448,200)		(401,200)					(401,200)	47,000	10.5
Transfers	(269,300)	(486,300)		(944,700)	(88,000)				(1,032,700)	(546,400)	-122.4
TOTAL REVENUES	(755,064)	(1,008,200)	(921,200)	(1,394,600)	(88,000)				(1,482,600)	(474,400)	-47.1
NET SERVICE IMPACT	23,670,782	25,558,500	25,155,500	29,269,200	0	0	0	(410,900)	28,858,300	3,299,800	12.9

2007 NET BUDGET BY PROGRAM

	2005 Actual	2006 Restated Budget	2007 Base Budget	2007 New Service & Initiatives	2007 New Revenues	2007 Service Level Adjustments	Efficiencies & Reserve Transfers	2007 Requested Budget	Requested Budget to 2006 Restated Budget	%
PROGRAM EXPENDITURES	\$	\$	\$	\$	\$	\$	\$	\$	\$	%
Divisional Support Service	401,882	654,200	670,100					670,100	15,900	2.4
Capital Project Management and Space Planning	974,412	1,745,000	1,900,300					1,900,300	155,300	8.9
Building Maintenance	4,856,988	3,978,900	4,502,600					4,502,600	523,700	13.2
Operations and Security	5,900,272	6,484,900	6,643,000					6,643,000	158,100	2.4
Utilities	10,257,712	11,421,700	12,757,100				(410,900)	12,346,200	924,500	8.1
Realty Services	1,279,516	1,273,800	2,796,100					2,796,100	1,522,300	119.5
NET PROGRAM IMPACT	23,670,782	25,558,500	29,269,200	0	0	0	(410,900)	28,858,300	3,299,800	12.9



2007 Explanation of Budget Changes

Program: Divisional Support Service

Description of Program

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



Corporate Services - Municipal Buildings

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2007 Explanation of Budget Changes

Program: Divisional Support Service

	2006 RESTATED BUDGET	2007 REQUESTED BUDGET	CHANGE IN 2007 REQUESTED BUDGET TO 2006 RESTATED BUDGET		EXPLANATION
	\$	\$	\$	%	
EXPENDITURES					
LABOUR COSTS	509,500	597,500	88,000	17.3%	Reflects labour and fringe benefit increases; reduction of temporary hours; addition of a temporary position of Accounting Analyst for Capital Asset Accounting starting January 1 (cost offset by transfer from Reserve)
Staff Development Costs	39,400	39,400		0.0%	
Communication Costs	35,800	47,400	11,600	32.4%	Increase in mobile communication budget based on actual requirements
Transportation Costs	1,000	1,000		0.0%	
Occupancy & City Costs	200	200		0.0%	
Equipment Costs & Maintenance Agreements	2,200	2,200		0.0%	
Contractor & Professional Services	9,700	9,700		0.0%	
Advertising & Promotions	8,800		(8,800)	-100.0%	Promotion budget not required
Materials, Supplies & Other Services	47,600	60,700	13,100	27.5%	Supplies budget consolidated in Divisional Support program
OTHER OPERATING EXPENSES	144,700	160,600	15,900	11.0%	
TOTAL EXPENDITURES	654,200	758,100	103,900	15.9%	
REVENUES					
Transfers		(88,000)	(88,000)		Transfer from Reserve to fund additional temporary position of Accounting Analyst
TOTAL REVENUES		(88,000)	(88,000)		
NET PROGRAM IMPACT	654,200	670,100	15,900	2.4%	



2007 Explanation of Budget Changes

Program: Capital Project Management and Space Planning

Description of Program

Architectural and engineering services to all City departments regarding the major maintenance, design, construction or renovation of City owned facilities;
Project management services for all major construction and renovation projects;
Project management services in support of the Capital Maintenance Program;
Space planning and management of office relocations; and
Corporate furniture program for City departments.



Corporate Services - Municipal Buildings

cityofmississauga2007budgetandbusinessplan

2007 Explanation of Budget Changes

Program: Capital Project Management and Space Planning

	2006 RESTATED BUDGET	2007 REQUESTED BUDGET	CHANGE IN 2007 REQUESTED BUDGET TO 2006 RESTATED BUDGET		EXPLANATION
	\$	\$	\$	%	
EXPENDITURES					
LABOUR COSTS	2,163,200	2,776,000	612,800	28.3%	Reflects labour and fringe benefit increases; addition of 3 permanent Project Leaders/Coordinators and 2 contract Project Coordinators offset by capital project recoveries
Staff Development Costs	5,600	8,600	3,000	53.6%	Additional costs for new staff
Transportation Costs	29,300	29,300		0.0%	
Contractor & Professional Services	27,000	26,300	(700)	-2.6%	
Materials, Supplies & Other Services	5,500	4,100	(1,400)	-25.5%	Miscellaneous Supplies budget consolidated in Divisional Support Program
Finance Other	700	700		0.0%	
OTHER OPERATING EXPENSES	68,100	69,000	900	1.3%	
TOTAL EXPENDITURES	2,231,300	2,845,000	613,700	27.5%	
REVENUES					
Transfers	(486,300)	(944,700)	(458,400)	-94.3%	Increased capital project recoveries to offset 5 new staff (3 permanent and 2 contract)
TOTAL REVENUES	(486,300)	(944,700)	(458,400)	-94.3%	
NET PROGRAM IMPACT	1,745,000	1,900,300	155,300	8.9%	



2007 Explanation of Budget Changes

Program: Building Maintenance

Description of Program

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

2007 Explanation of Budget Changes

Program: Building Maintenance

	2006 RESTATED BUDGET	2007 REQUESTED BUDGET	CHANGE IN 2007 REQUESTED BUDGET TO 2006 RESTATED BUDGET		EXPLANATION
	\$	\$	\$	%	
EXPENDITURES					
LABOUR COSTS	1,904,700	2,090,500	185,800	9.8%	Reflects labour and fringe benefit increases; addition of an Apprentice Electrician starting July 1 (phased split of cost with Provincial Government)
Staff Development Costs	7,200	7,200		0.0%	
Transportation Costs	134,600	139,600	5,000	3.7%	
Occupancy & City Costs	1,229,600	1,193,100	(36,500)	-3.0%	
Equipment Costs & Maintenance Agreements	677,000	1,041,500	364,500	53.8%	Increased maintenance costs due to aging of equipment in City facilities, fire code requirement, additional maintenance contracts for new building automation systems and addition of new facilities (Sports Complex)
Contractor & Professional Services	13,000	14,200	1,200	9.2%	
Advertising & Promotions					
Materials, Supplies & Other Services	12,600	16,300	3,700	29.4%	Increased cost of tools and uniform for new Apprentice Electrician
Finance Other	200	200		0.0%	
OTHER OPERATING EXPENSES	2,074,200	2,412,100	337,900	16.3%	
TOTAL EXPENDITURES	3,978,900	4,502,600	523,700	13.2%	
REVENUES					
NET PROGRAM IMPACT	3,978,900	4,502,600	523,700	13.2%	



2007 Explanation of Budget Changes

Program: Operations and Security

Description of Program

Corporate wide security including systems, investigations and mobile response;
Custodial and operations of Civic Centre precinct facilities;
Custodial services outside of Civic Centre precinct; and
Waste management and recycling programs.

2007 Explanation of Budget Changes

Program: Operations and Security

	2006 RESTATED BUDGET	2007 REQUESTED BUDGET	CHANGE IN 2007 REQUESTED BUDGET TO 2006 RESTATED BUDGET		EXPLANATION
	\$	\$	\$	%	
EXPENDITURES					
LABOUR COSTS	4,616,200	4,877,600	261,400	5.7%	Reflects labour and fringe benefit increases; addition of 3 part-time Security staff and overtime hours to fully cover shift schedule
Staff Development Costs	17,800	17,800		0.0%	
Communication Costs	200		(200)	-100.0%	
Transportation Costs	62,300	78,300	16,000	25.7%	Addition of one security vehicle for mobile unit and cost increases
Occupancy & City Costs	481,200	481,600	400	0.1%	
Equipment Costs & Maintenance Agreements	114,200	114,200		0.0%	
Contractor & Professional Services	1,179,800	1,038,800	(141,000)	-12.0%	Transit patrol contract cost transferred to Transportation and Works Department to be consolidated with additional Transit security services to be funded from gas tax
Advertising & Promotions	32,000	32,000		0.0%	
Materials, Supplies & Other Services	47,000	43,500	(3,500)	-7.4%	Miscellaneous supplies budget consolidated in Divisional Support program
Finance Other	300	300		0.0%	
OTHER OPERATING EXPENSES	1,934,800	1,806,500	(128,300)	-6.6%	
TOTAL EXPENDITURES	6,551,000	6,684,100	133,100	2.0%	
REVENUES					
Fees & Service Charges	(66,100)	(41,100)	25,000	37.8%	Reduction in filming revenue based on revenues in past
Transfers					
TOTAL REVENUES	(66,100)	(41,100)	25,000	37.8%	
NET PROGRAM IMPACT	6,484,900	6,643,000	158,100	2.4%	



2007 Explanation of Budget Changes

Program: Utilities

Description of Program

Acquisition and management of all utility supply contracts at City facilities; and
Energy management services to monitor utility consumption, administer utility accounts, and development and implementation of conservation initiatives.

2007 Explanation of Budget Changes

Program: Utilities

	2006 RESTATED BUDGET	2007 REQUESTED BUDGET	CHANGE IN 2007 REQUESTED BUDGET TO 2006 RESTATED BUDGET		EXPLANATION
	\$	\$	\$	%	
EXPENDITURES					
LABOUR COSTS	173,600	186,000	12,400	7.1%	Reflects labour and fringe benefit increases
Staff Development Costs	7,000	7,000		0.0%	
Transportation Costs	1,500	1,500		0.0%	
Occupancy & City Costs	11,212,000	12,110,100	898,100	8.0%	Projected utility rate increases; costs for additional facilities (Sports Complex) and parkland growth, partially offset by savings from the open market purchase plan; sewer charge savings; and reduction of summer ice operations in Tomken Arena
Equipment Costs & Maintenance Agreements	2,600	2,600		0.0%	
Contractor & Professional Services	22,000	36,000	14,000	63.6%	Consultant costs for utilities procurement
Advertising & Promotions	2,500	2,500		0.0%	
Materials, Supplies & Other Services	500	500		0.0%	
Finance Other					
OTHER OPERATING EXPENSES	11,248,100	12,160,200	912,100	8.1%	
TOTAL EXPENDITURES	11,421,700	12,346,200	924,500	8.1%	
REVENUES					
NET PROGRAM IMPACT	11,421,700	12,346,200	924,500	8.1%	



2007 Explanation of Budget Changes

Program: Realty Services

Description of Program

Selection, acquisition and disposal of City property;
Management of property leases and surplus municipal properties; and
Administration of the cash-in-lieu of parkland program.

2007 Explanation of Budget Changes

Program: Realty Services

	2006 RESTATED BUDGET	2007 REQUESTED BUDGET	CHANGE IN 2007 REQUESTED BUDGET TO 2006 RESTATED BUDGET		EXPLANATION
	\$	\$	\$	%	
EXPENDITURES					
LABOUR COSTS	773,200	890,900	117,700	15.2%	Reflects labour and fringe benefit increases; addition of a Project Leader position starting April 1, 2007.
Staff Development Costs	13,500	14,500	1,000	7.4%	
Transportation Costs	2,900	2,900		0.0%	
Occupancy & City Costs	914,800	2,269,800	1,355,000	148.1%	Additional lease costs for 51,700 square feet of office space for 6 months, to address office space requirements for City staff; new cost (taxes) for use of Hydro lands, higher shared use cost for Courtney Park facilities and projected shared cost for Churchill Meadows Facilities (to open in
Equipment Costs & Maintenance Agreements	6,000	6,000		0.0%	
Contractor & Professional Services	14,200	15,800	1,600	11.3%	
Materials, Supplies & Other Services					
Finance Other	5,000	5,000		0.0%	
OTHER OPERATING EXPENSES	956,400	2,314,000	1,357,600	141.9%	
TOTAL EXPENDITURES	1,729,600	3,204,900	1,475,300	85.3%	
REVENUES					
Fees & Service Charges	(7,600)	(7,600)		0.0%	Reduction in room rental revenue in Civic Centre based on actual revenues in past years
Rents, Concessions & Franchise	(448,200)	(401,200)	47,000	10.5%	
TOTAL REVENUES	(455,800)	(408,800)	47,000	10.3%	
NET PROGRAM IMPACT	1,273,800	2,796,100	1,522,300	119.5%	



Corporate Services - Municipal Buildings

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Summary of Program Directions

NEW SERVICE INITIATIVE (+)

Description	FTE	Expenditure	Revenue	Net	Start Date	Comments/Budget Change Explanations
Accounting Analyst for Capital Asset Accounting	1	88,000	(88,000)	-	Jan 1, 2007	1 temporary Accounting Analyst (offset by transfer from Reserve)
Total Division	1	88,000	(88,000)	-		

EFFICIENCIES (-)

Description	FTE	Expenditure	Revenue	Net	Start Date	Comments/Budget Change Explanations
Utilities- Energy Cost Efficiencies		(361,900)		(361,900)	Jan 1, 2007	Savings from the open market purchase strategy
Utilities- Sewer Charge Reductions		(27,000)		(27,000)	Jan 1, 2007	Reduction for water not drained into sanitary sewer
Reduction in Summer Ice Operations		(22,000)		(22,000)	May 1, 2007	Reduction for summer ice supply from 10 pads to 8 pads by closing Tomken Arena in summer based on demand
Total Division	-	(410,900)	-	(410,900)		



2007 Pressures and Opportunities

Name: Accounting Analyst for Capital Asset Accounting

TYPE OF CHANGE:		2007 COMPLEMENT IMPACT:
New Service/Initiative	Start Date: 07/01/01 Annualized in 2007: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Permanent Contract Temporary 1

DESCRIPTION AND OBJECTIVES:

- Accounting Analyst-Tangible Capital Assets position will be responsible for:
- collecting asset information on municipal buildings, designing and developing a capital asset database, recording and maintaining asset information in the future , developing related policies, developing accounting and reporting requirements as established by Public Sector Accounting Board (PSAB) and Canadian Institute of Chartered Accountants (CICA).
- funded from Reserves.
- implementing the reporting requirements as required by the Provincial Government before January 1, 2009.



Corporate Services - Municipal Buildings

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2007 Pressures and Opportunities

Project Name: Accounting Analyst for Capital Asset Accounting

Financial Impact (\$ '000)

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Capital											
Operating											
Revenue	N/A	-88.0									
Expenses		88.0									
Net Cost		0.0									
FTEs (#)		1.0									

Customer Service Metrics

Factor	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
A.	N/A										
B.											
C.											

Notes: To set up new tangible capital asset accounting and reporting requirements legislated by PSAB and CICA.



2007 Pressures and Opportunities

Name: Utilities-Energy Cost Efficiencies

TYPE OF CHANGE:		2007 COMPLEMENT IMPACT:
Efficiencies	Start Date: 07/01/01 Annualized in 2007: <input type="checkbox"/> Yes <input type="checkbox"/> No	0 Permanent 0 Contract 0 Temporary

DESCRIPTION AND OBJECTIVES:

In consultation with an Energy Services Consultant, Facility & Property Management staff have developed an innovative electricity procurement strategy wherein smaller accounts will remain on the Government's Regulated Price Plan while electricity for the larger accounts will be purchased on the open market through a forward market contract. In this way, the City can develop a customized load profile and take advantage of on and off peak price differentials. This strategy is expected to yield savings of approximately \$96,900.

For natural gas purchases, the forward procurement strategy pursued in 2006 is expected to yield savings of \$265,000 in 2007.



Corporate Services - Municipal Buildings

cityofmississauga2007budgetandbusinessplan

2007 Pressures and Opportunities

Project Name: Utilities-Energy Cost Efficiencies

Financial Impact (\$ '000)

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Capital	N/A										
Operating											
Revenue	N/A										
Expenses		-361.9									
Net Cost		-361.9									
FTEs (#)											
Customer Service Metrics											
Factor	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
A.	N/A										
B.											
C.											
Notes:											



2007 Pressures and Opportunities

Name: Utilities- Sewer Charge Reduction

TYPE OF CHANGE:		2007 COMPLEMENT IMPACT:
Efficiencies	Start Date: 07/01/01 Annualized in 2007: <input type="checkbox"/> Yes <input type="checkbox"/> No	0 Permanent 0 Contract 0 Temporary

DESCRIPTION AND OBJECTIVES:

Facility & Property Management staff have successfully obtained sewage rebates in previous years. The rebate applies to water that does not flow through the sanitary sewer and is used in cooling towers, irrigation systems and/or splash pads. Continued examination of individual accounts will reduce charges by an estimated \$27,000 for 2007.



Corporate Services - Municipal Buildings

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2007 Pressures and Opportunities

Project Name: Utilities-Sewer Charge Reduction

Financial Impact (\$ '000)

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Capital	N/A										
Operating											
Revenue	N/A										
Expenses		-27.0									
Net Cost		-27.0									
FTEs (#)											

Customer Service Metrics

Factor	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
A.	N/A										
B.											
C.											

Notes:



2007 Pressures and Opportunities

Name: Reduction in Summer Ice Operations

TYPE OF CHANGE:		2007 COMPLEMENT IMPACT:
Efficiencies	Start Date: 07/05/01 Annualized in 2007: <input type="checkbox"/> Yes <input type="checkbox"/> No	0 Permanent 0 Contract 0 Temporary

DESCRIPTION AND OBJECTIVES:

- In an effort to keep the supply of ice on par with the demand, the summer ice supply will be reduced from 10 to 8 pads for the Summer of 2007. Tomken Arena will be closed and will not have ice from May 2007 to August 2007. A reduction of \$22,000 in electricity expenses is anticipated by the removal of the ice for this period.



Corporate Services - Municipal Buildings

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2007 Pressures and Opportunities

Project Name: Reduction in Summer Ice Operations

Financial Impact (\$ '000)

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Capital											

Operating - INITIATIVES / CHANGES TO SUPPORT CUT TARGET

Revenue	N/A										
Expenses		-22.0									
Net Cost		-22.0	0	0	0	0	0	0	0	0	0
FTEs (#)											

Notes:

Customer Service Metrics

Factor	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
A.	N/A										
B.											
C.											

Notes:

Increases in expenses are shown positive

Decreases in expenses are shown negative

Increases in revenues are shown as negative

Decreases in revenues are shown as positive



Service:
Municipal Buildings

Corporate Services

2007 - 2016 Net Capital Expenditures By Program

(000's)

Municipal Buildings	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Capital Construction and Improvements	17,246	5,079	5,124	5,124	616	352	350	347	358	2,491	37,087
Facility Services	2,651	2,066	1,217	931	1,524	1,364	1,289	895	842	1,425	14,204
Furniture	785	338	338	338	338	360	360	360	360	398	3,975
Major Facility Maintenance	8,725	7,610	7,131	8,454	12,753	4,508	4,030	4,702	7,749	7,291	72,953
Vehicles and Equipment	240	153	57	53	32	38	42	39	42	78	774
Total Net Expenditures	29,646	15,246	13,867	14,900	15,263	6,622	6,071	6,343	9,351	11,683	128,992

2007 - 2016 Net Capital Expenditures by Program and Sub-Program (000's)

Description of Program

Capital Construction and Improvements

This program provides for:

- Removal of barriers to persons with disabilities;
- Corporate facility upgrading and improvements; and
- Relocation of staff and renovation of office spaces

Capital Construction and Improvements	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Accessibility	126	270	315	315	315	45	45	45	47	169	1,692
Improvements - Corporate Facilities	292	138	138	138	130	127	125	122	131	149	1,490
Relocations and Office Accommodation	16,827	4,671	4,671	4,671	171	180	180	180	180	2,173	33,904
Total Net Expenditures	17,246	5,079	5,124	5,124	616	352	350	347	358	2,491	37,087

Project Listing

Program: Capital Construction and Improvements

Accessibility

Year	Facility	Project Description	Net Cost ('000's)
2007	Various Locations	Modify washrooms at Clarkson Arena/Community Centre and Mississauga Seniors Centre, and Install handicapped door openers in pool change rooms at Erin Meadows Community Centre	126
2008	Various Locations	Accessibility	270
2009	Various Locations	Accessibility	315
2010-2016	Various Locations	Accessibility	981
Total			1,692

Improvements - Corporate Facilities

Year	Facility	Project Description	Net Cost ('000's)
2007	Central Library	Replace parking garage entrance ramp at Central Library	265
2007	Civic Centre	Install air return and fall arrest at Civic Centre	27
2008	Various Locations	Improvements	138
2009	Various Locations	Improvements	138
2010-2016	Various Locations	Improvements	922
Total			1,490

Project Listing

Program: Capital Construction and Improvements

Relocations and Office Accommodation

Year	Facility	Project Description	Net Cost ('000's)
2007	Various Locations	Minor office relocations and small jobs	249
2007	Various Locations	Phase 1 of office accommodation plan to facilitate expansion of the Transit Garage and new service initiatives City-wide	16,578
2008	Various Locations	Relocations and office accomodation	4,671
2009	Various Locations	Relocations and office accomodation	4,671
2010-2016	Various Locations	Relocations and office accomodation	7,735
Total			33,904

2007 - 2016 Net Capital Expenditures by Program and Sub-Program (000's)

Description of Program

Facility Services

The replacement, repair and major maintenance of infrastructure including:

- **Energy Management** - Installation and maintenance of building automation system (BAS) and other technologies to reduce energy consumption.
- **Inspections** - Monitoring and assessment;
- **Security Measures** - Intrusion alarms, closed circuit television monitoring and access control systems;
- **Signage** - Installation and maintenance of interior and exterior facility signs; and
- **Site Services** - Parking lots, fencing, retaining walls, water, sanitary sewer, storm sewer, hydro, cable, natural gas and fire hydrant systems

Facility Services	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Energy Management	1,258	0	0	0	0	0	0	0	0	0	1,258
Inspections	5	0	0	0	0	0	0	0	0	0	5
Security Measures	703	0	0	0	0	0	0	0	0	0	703
Signage	69	0	0	0	0	0	0	0	0	0	69
Site Services	616	0	0	0	0	0	0	0	0	0	616
Facility Services	0	2,066	1,217	931	1,524	1,364	1,289	895	842	1,425	11,553
Total Net Expenditures	2,651	2,066	1,217	931	1,524	1,364	1,289	895	842	1,425	14,204

Project Listing

Program: Facility Services

Energy Management

Year	Facility	Project Description	Net Cost ('000's)
2007	Various Locations	Implement Energy Audit priority recommendations	774
2007	Various Locations	Install ammonia waste heat recovery system at Iceland Arena, Install water meters at various Community Parks, and Replace lights and install controls at Central Transit and Cawthra Twin Arena	184
2007	Various Locations	Replace/upgrade Building Automation System at Semenyk Court, Erin Mills Twin Arena, Central Transit and Mavis Yard	300
Total			1,258

Inspections

Year	Facility	Project Description	Net Cost ('000's)
2007	Erin Meadows Community Centre	Inspect heating, ventilation and air conditioning systems	5
Total			5

Project Listing

Program: Facility Services

Security

Year	Facility	Project Description	Net Cost ('000's)
2007	Various Locations	Conversion of alarm systems, upgrade of alarm panels, and Other security improvements at several locations	218
2007	Various Locations	Install closed circuit television system at Lakeview and Braeben Golf Courses and Cawthra Community Centre	167
2007	Various Locations	Replace access control systems (Phase I)	318
Total			703

Signage

Year	Facility	Project Description	Net Cost ('000's)
2007	Various Locations	Install dedication plaques at various locations, and Replace/install signs at Erin Mills Twin Arena, Tomken Twin Arena and Clarkson Community Centre	69
Total			69

Project Listing

Program: Facility Services

Site Services

Year	Facility	Project Description	Net Cost ('000's)
2007	Clarkson Yard Campus	Repair and resurface parking lot	159
2007	Mississauga Valley Community Centre	Repave parking lot	212
2007	Various Locations	Repair and resurface parking lots at Meadowvale Sports Park, Fire Station 111, Replace water service to Meadowvale Conservation Park washroom building, and Various other improvements	245
Total			616

Facility Services

Year	Facility	Project Description	Net Cost ('000's)
2008	Various Locations	Facilities Services	2,066
2009	Various Locations	Facilities Services	1,217
2010-2016	Various Locations	Facilities Services	8,270
Total			11,553

2007 - 2016 Net Capital Expenditures by Program and Sub-Program (000's)

Description of Program

Furniture

This program provides for:

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

Furniture	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Furniture	785	338	338	338	338	360	360	360	360	398	3,975
Total Net Expenditures	785	338	338	338	338	360	360	360	360	398	3,975

Project Listing

Program: Furniture

Furniture

Year	Facility	Project Description	Net Cost ('000's)
2007	Various Locations	Furniture for new staff, Lifecycle replacement of furniture, Health/safety and ergonomics, Refurbish public seating in Great Hall and Reception areas, and Replace boardroom furniture in City Hall	785
2008	Various Locations	Furniture	338
2009	Various Locations	Furniture	338
2010-2016	Various Locations	Furniture	2,514
Total			3,975

2007 - 2016 Net Capital Expenditures by Program and Sub-Program (000's)

Description of Program

Major Facility Maintenance

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

- Electrical;
- Heating, Ventilation and Air Conditioning (HVAC);
- Mechanical;
- Roofing;
- Structural; and
- Sub Programs for Affiliated and Rental properties and for Heritage buildings are included.

Corporate Services

2007 - 2016 Net Capital Expenditures By Sub-Program

(000's)

Major Facility Maintenance	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Affiliated and Rental Properties	132	0	0	0	0	0	0	0	0	0	132
Electrical Systems	575	0	0	0	0	0	0	0	0	0	575
Emergency MFM	251	0	0	0	0	0	0	0	0	0	251
Heating, Ventilation and Air Conditioning Systems	1,638	0	0	0	0	0	0	0	0	0	1,638
Heritage Buildings	767	0	0	0	0	0	0	0	0	0	767
Mechanical Systems	2,380	0	0	0	0	0	0	0	0	0	2,380
Roofing Systems	1,739	0	0	0	0	0	0	0	0	0	1,739
Structural	1,242	0	0	0	0	0	0	0	0	0	1,242
Major Facility Maintenance	0	7,610	7,131	8,454	12,753	4,508	4,030	4,702	7,749	7,291	64,228
Total Net Expenditures	8,725	7,610	7,131	8,454	12,753	4,508	4,030	4,702	7,749	7,291	72,953

Project Listing

Program: Major Facility Maintenance

Affiliated & Rental

Year	Facility	Project Description	Net Cost ('000's)
2007	Various Affiliated and Rental Facility Locations	Replace mechanical equipment and rooftop units at Don Rowing Club, Furnace and floor replacement at Mississauga Canoe Club, Demolish Springfield Baseball Facility, and Various other improvements	132
Total			132

Electrical Systems

Year	Facility	Project Description	Net Cost ('000's)
2007	Civic Centre Office	Replace primary transformer and ground fault interruption circuits and lifecycle replacement of automatic transfer switches	299
2007	Various Locations	Upgrade/replace lighting at various pools, Replace garage lighting fixtures at Central Library, and Various other improvements	276
Total			575

Emergency

Year	Facility	Project Description	Net Cost ('000's)
2007	Various Locations	Unforeseen emergency repairs	251
Total			251

Project Listing

Program: Major Facility Maintenance

Heating, Ventilation and Air Conditioning Systems

Year	Facility	Project Description	Net Cost ('000's)
2007	Civic Centre	Lifecycle replacement of parking garage exhaust fans/dampers and heaters	173
2007	Iceland Arena	Replace Building Automation System and dehumidifier	297
2007	Tomken Twin Arena	Replace/install dehumidification, refrigeration, condenser	530
2007	Various Locations	Replace various equipment at Mississauga Valley Community Centre, Semenyk Court, Clarkson Community Centre, Mississauga Seniors Centre, Burnhamthorpe Library and Meadowvale Community Centre, and Other locations	638
Total			1,638

Heritage Buildings

Year	Facility	Project Description	Net Cost ('000's)
2007	Adamson Main House	Remove mould	116
2007	Benares Estate House	Repair foundation	122
2007	Various Heritage Facilities	Various repairs at Heritage Facilities	529
Total			767

Project Listing

Program: Major Facility Maintenance

Mechanical Systems

Year	Facility	Project Description	Net Cost ('000's)
2007	Central Transit	Continuation of hoist replacement	784
2007	Civic Centre	Replace mechanical equipment and elevator controls, phase IV	466
2007	Mavis Yard Campus	Continuation of hoist replacement	197
2007	Various Locations	Replace compressors at Cawthra Community Centre, Replace doors at Mavis Yard, Cawthra Community Centre, Malton Transit, Fire Station 101 and Fire Station 106, Replace sprinklers at River Grove Community Centre, Replace sanitary lines at Malton Community Centre, Replace refrigeration components at Erin Mills Twin Arena, and Various other equipment replacements	933
Total			2,380

Roofing Systems

Year	Facility	Project Description	Net Cost ('000's)
2007	Central Transit	Lifecycle replacement of roof	689
2007	Clarkson Yard Campus	Lifecycle replacement of roof	286
2007	Erin Mills Twin Arena	Lifecycle replacement of roof	286
2007	Various Locations	Lifecycle roof replacement at South Common Community Centre, Fire Station 101, Fire Station 105 and Fire Station 107, and Other roof replacements	478
Total			1,739

Project Listing

Program: Major Facility Maintenance

Structural

Year	Facility	Project Description	Net Cost ('000's)
2007	Central Library	Paint and carpet various areas, repair parking garage topping and repair pigeon proof netting	221
2007	Civic Centre	Repair parking garage topping and replace carpets	209
2007	Various Locations	Replace flooring at various locations, Repair of parking garage topping at Living Arts Centre Replace doors and hardware at various locations, Replace cabinets at Clarkson Yard, Meadowvale Parks Depot and Clarkson Community Centre, Painting at various locations, Repair/replace washroom fixtures at various locations, Remove asbestos at various sites, Reseal concrete floors at Iceland Arena, and Various other repairs	812
Total			1,242

Major Facility Maintenance

Year	Facility	Project Description	Net Cost ('000's)
2008	Various Locations	Major Facility Maintenance	7,610
2009	Various Locations	Major Facility Maintenance	7,131
2010-2016	Various Locations	Major Facility Maintenance	49,487
Total			64,228

2007 - 2016 Net Capital Expenditures by Program and Sub-Program (000's)

Description of Program

Vehicles and Equipment

This program provides for:

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

Vehicles and Equipment	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Equipment	195	18	18	18	32	14	16	14	14	38	377
Vehicles	45	135	39	35	0	24	26	25	28	40	397
Total Net Expenditures	240	153	57	53	32	38	42	39	42	78	774

Project Listing

Program: Vehicles and Equipment

Equipment

Year	Facility	Project Description	Net Cost ('000's)
2007	Provincial Court House	Purchase of spider lift for use at various facilities for repairs, maintenance and cleaning	140
2007	Various Locations	Purchase of floor vacuums, and Install vehicle shelving and racks	55
2008	Various Locations	Equipment	18
2009	Various Locations	Equipment	18
2010-2016	Various Locations	Equipment	146
Total			377

Vehicles

Year	Facility	Project Description	Net Cost ('000's)
2007	Corporate Security	Purchase and outfitting of security patrol vehicle.	45
2008	Various Locations	Vehicles	135
2009	Various Locations	Vehicles	39
2010-2016	Various Locations	Vehicles	178
Total			397



Service:
Municipal Buildings – Not Funded



Corporate Services - Municipal Buildings - Not Funded

cityofmississauga2007budgetandbusinessplan

Departmental Capital Summary - Not Funded 2007 - 2016 Corporate Services - Municipal Buildings - Net Expenditures (000's)

Service/Program	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	Total 2007 - 2016	Funding Sources
	\$	\$	\$	\$	\$	\$	\$	\$	\$			
Capital Construction	900	564	569	569	68	39	39	39	39	0	2,826	TX-FRRRF
Facility Services	415	230	135	103	169	152	143	99	94	0	1,540	TX-FRRRF
Furniture		38	38	38	38	40	40	40	40	0	312	TX-CRF
Major Facility Maintenance	3,845	845	792	939	1,417	501	448	522	861	0	10,170	TX-FRRRF
Vehicles & Equipment		17	6	6	3	5	5	5	4	0	51	TX-CRF
Total - Not Funded	5,159	1,694	1,540	1,655	1,695	737	675	705	1,038	0	14,899	

Operating



Service:
Regulatory Service

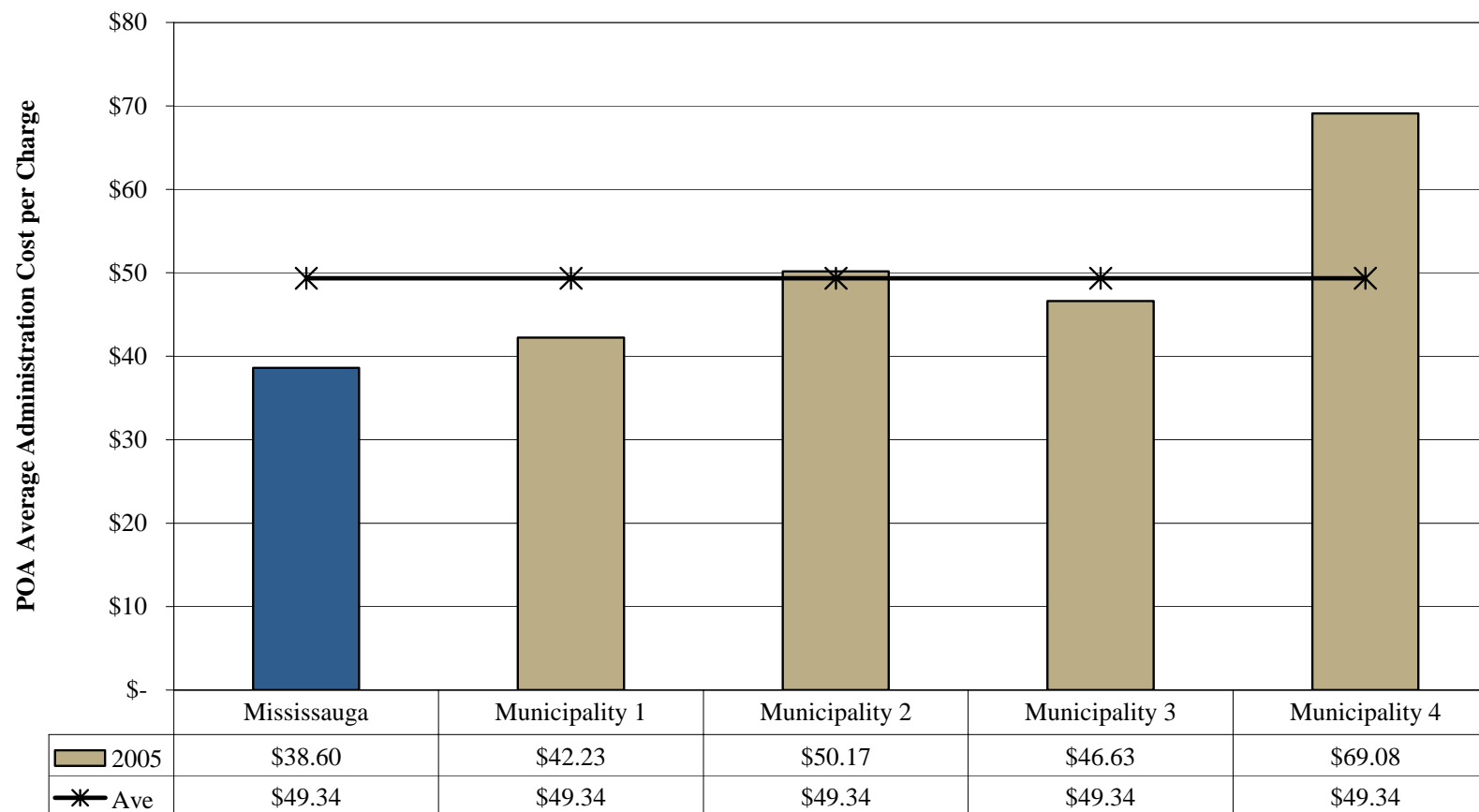
**REGULATORY SERVICE
BUDGET OVERVIEW**

	2005 Actual	2006 Restated Budget	2006 Forecast	2007 Base Budget	2007 New Services & Initiatives	2007 New Revenues	2007 Service Level Adjustments	2007 Efficiencies & Reserve Transfers	2007 Requested Budget	Change in 2007 Requested Budget to 2006 Restated Budget	
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	%
EXPENDITURES											
LABOUR COST	1,049,399	1,173,400	1,100,400	1,200,100					1,200,100	26,700	2.3
Staff Development Costs	150										0.0
Communication Costs	26,636	22,100		31,500					31,500	9,400	42.5
Transportation Costs	927	1,500		1,500					1,500		0.0
Equipment Costs & Maintenance Agreement	181,444	175,600		189,800					189,800	14,200	8.1
Contractor & Professional Services	502,094	616,200		693,400				(12,000)	681,400	65,200	10.6
Materials, Supplies & Other Services	51,447	83,200		69,200					69,200	(14,000)	-16.8
OTHER OPERATING EXPENSES	762,698	898,600	803,600	985,400				(12,000)	973,400	74,800	8.3
TOTAL EXPENDITURES	1,812,096	2,072,000	1,904,000	2,185,500				(12,000)	2,173,500	101,500	4.9
REVENUES											
Fines	(6,211,642)	(6,200,000)		(6,500,000)					(6,500,000)	(300,000)	-4.8
TOTAL REVENUES	(6,211,642)	(6,200,000)	(6,400,000)	(6,500,000)					(6,500,000)	(300,000)	-4.8
NET SERVICE IMPACT	(4,399,546)	(4,128,000)	(4,496,000)	(4,314,500)	0	0	0	(12,000)	(4,326,500)	(198,500)	-4.8

SERVICE PERFORMANCE STATISTICS REGULATORY SERVICE

	2004	2005	2006 Forecast
POA (OFFICE OF THE CITY CLERK)			
Charges Filed (#)	81,500	85,152	88,000
Court Appearances (#)	69,910	65,097	64,000

POA - Average Administration Cost per Charge - 2005



This chart compares the City of Mississauga with other municipalities. It shows the average cost per charge which includes all POA related costs of administration, prosecution, adjudication and collection. The number of charges is the total number of matters filed with the court in the period.



2007 Explanation of Budget Changes

Program: Provincial Offences Act (Office of the City Clerk)

Description of Program

Administration of various statutory Court Services requirements pursuant to the *Provincial Offences Act*; and
Administration of the Provincial Offences Court facility at 950 Burnhamthorpe Road with respect to Part I, Part II, and Part III offences.

These offences include charges laid under the *Highway Traffic Act*, *Compulsory Automobile Insurance Act*, *Liquor Licence Act* and *Trespass to Property Act*, as well as City by-law infractions.

2007 Explanation of Budget Changes

Program: Provincial Offences Act (Office of the City Clerk)

	2006 RESTATE D BUDGET	2007 REQUESTED BUDGET	CHANGE IN 2007 REQUESTED BUDGET TO 2006 RESTATE D BUDGET		EXPLANATION
	\$	\$	\$	%	
EXPENDITURES					
LABOUR COSTS	1,173,400	1,200,100	26,700	2.3%	Reflects labour and fringe benefit increases.
Communication Costs	22,100	31,500	9,400	42.5%	Increased cost for mailing notices in line with projected ticket volume.
Transportation Costs	1,500	1,500		0.0%	
Equipment Costs & Maintenance Agreements	175,600	189,800	14,200	8.1%	Increased Integrated Court Operating Network (ICON) charges in line with projected ticket volume.
Contractor & Professional Services	616,200	681,400	65,200	10.6%	Increased operating costs, primarily adjudication services, to reflect anticipated increase in the number of court sessions.
Materials, Supplies & Other Services	83,200	69,200	(14,000)	-16.8%	Reduction in miscellaneous operating expenditures.
OTHER OPERATING EXPENSES	898,600	973,400	74,800	8.3%	
TOTAL EXPENDITURES	2,072,000	2,173,500	101,500	4.9%	
REVENUES					
Fines	(6,200,000)	(6,500,000)	(300,000)	-4.8%	Increase in Provincial Offences Act revenues based on projected increase in number of tickets, court sessions and enhanced collection efforts.
TOTAL REVENUES	(6,200,000)	(6,500,000)	(300,000)	-4.8%	
NET PROGRAM IMPACT	(4,128,000)	(4,326,500)	(198,500)	-4.8%	

2007 Pressures and Opportunities

Name: Reduction in Court Administration Contractor

TYPE OF CHANGE:		2007 COMPLEMENT IMPACT:
Efficiencies	Start Date: 01/01/07 Annualized in 2007: <input type="checkbox"/> Yes <input type="checkbox"/> No	0 Permanent 0 Contract 0 Temporary

DESCRIPTION AND OBJECTIVES:

- Instead of relying on outsourced service to provide transcripts as it had been in the past, the Provincial Offences Act staff can now provide CD's by using digital equipment available at the new Court House.

2007 Pressures and Opportunities

Project Name: POA - Reduction in Court Administration Contractor

Financial Impact (\$ '000)

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Capital	N/A										
Operating											
Revenue	N/A										
Expenses		-12.0									
Net Cost		-12.0									
FTEs (#)											

Customer Service Metrics

Customer Service Metrics											
Factor	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
A.	N/A										
B.											
C.											
<u>Notes:</u>											

Increases in expenses are shown positive
Decreases in expenses are shown negative
Increases in revenues are shown as negative
Decreases in revenues are shown as positive