



# Non Departmental - Table of Contents

cityofmississauga2007budgetandbusinessplan

## NON DEPARTMENTAL ..... SECTION J

Departmental Overview .....	J-1
Budget Forecast .....	J-2
Budget Highlights	
Operating .....	J-3
Other Service	
Overview .....	J-7
Operating - Program Listing	
Bank and External Audit Charges.....	J-9
Benefits and Labour Package .....	J-10
Council Committees .....	J-11
Enersource Dividend.....	J-13
Grants to Volunteer Groups .....	J-14
Insurance .....	J-15
Investment Income .....	J-17
Miscellaneous Revenues and Expenses .....	J-18
Payments-In-Lieu of Taxes .....	J-20
Prior Year's Surplus .....	J-22
Taxation .....	J-23
Transfers To and From Reserves .....	J-25
Transfers To Capital .....	J-26
Workers' Compensation and Rehabilitation .....	J-27



## 2007 Departmental Overview

### Non Departmental

#### Services Within the Department

- The Non Departmental section of the 2007 Recommended Budget contains programs not directly related to the activities of any individual department. The following programs are included:
  - Bank and External Audit Charges;
  - Benefits and Labour Package;
  - Council Committees;
  - Enersource Dividend;
  - Grants to Volunteer Groups;
  - Insurance;
  - Investment Income;
  - Miscellaneous Revenues and Expenditures;
  - Payments-In-Lieu of Taxes;
  - Prior Years' Surplus;
  - Taxation;
  - Transfers To and From Reserves;
  - Transfers to Capital; and
  - Workers' Compensation and Rehabilitation.

Details are provided in the program detail pages.

### 3 YEAR BUDGET FORECAST

	2006 Budget	2007 Budget	2008 Forecast	2009 Forecast
Labour Costs	6,856,200	3,613,900	3,613,900	3,613,900
Other Operating Expenses	30,855,100	32,443,900	32,943,900	33,443,900
<b>TOTAL COSTS</b>	<b>37,711,300</b>	<b>36,057,800</b>	<b>36,557,800</b>	<b>37,057,800</b>
<b>TOTAL REVENUES</b>	<b>(60,766,800)</b>	<b>(61,924,000)</b>	<b>(62,699,000)</b>	<b>(62,699,000)</b>
<b>NET COSTS</b>	<b>(23,055,500)</b>	<b>(25,866,200)</b>	<b>(26,141,200)</b>	<b>(25,641,200)</b>

### NON DEPARTMENTAL

	2006 Budget	2007 Budget	2008 Forecast	2009 Forecast
Other	(23,055,500)	(25,866,200)	(26,141,200)	(25,641,200)
<b>TOTAL EXPENDITURES</b>	<b>(23,055,500)</b>	<b>(25,866,200)</b>	<b>(26,141,200)</b>	<b>(25,641,200)</b>

## Departmental Budget Highlights - Operating

The 2007 Budget request for Non-Departmental represents a net decrease of \$2.8 million or 12% lower than the 2006 Budget. This decrease is primarily comprised of changes in three areas: \$3.3 million in 2006 labour savings; \$4.4 million in additional investment income; and \$1.3 million reduction in the contingency expense which was created through higher than estimated 2005 assessment growth used for the 2006 Budget. Various increases have offset these reductions.

During the preparation of the 2006 Budget, many of the City's labour assumptions were unknown and contingencies were included. As the year progressed, many of these unknowns related to both labour and benefit costs across the city were finalized.

Interest rates and the balance of the average daily funds available for investment have been increasing. Primarily due to these factors, combined with a proposed reduction in the number of due dates for non-residential tax bills, have increased the investment income from \$6.7 million to \$11.2 million or a 66% increase.

As Mississauga continues to evolve, the need to ensure that our infrastructure is maintained at an adequate standard requires additional tax funding. Mississauga's transfer to the capital fund was originally at \$9.6 million as compared to average annual tax spending of approximately \$80 million per year. The 2007 Budget recommends a \$3.6 million or 38% increase in this transfer. The City plans to continue this annual increase of \$500,000 per year.

The Non-Departmental Budget also includes several increases to existing services levels:

- The allocation to the Arts community has been increased by \$600,000 at no cost to the taxpayer. As the Living Arts Centre has repaid their line of credit to the City, these savings have been reallocated to non-departmental. Council, through budget deliberations and the development of the arts strategy can allocate these funds as they see fit;
- During 2006, Mississauga began a process of focusing on their strategic priorities. With the election of the new Council, a plan will be brought forward in 2007 to help the City achieve its objective so a provision of \$291,500 has been included;
- In keeping with the Council recommendations in 2006, the 2007 Budget includes two new staff persons to work with representatives from Council and the community on environmental issues; and

## Departmental Budget Highlights - Operating

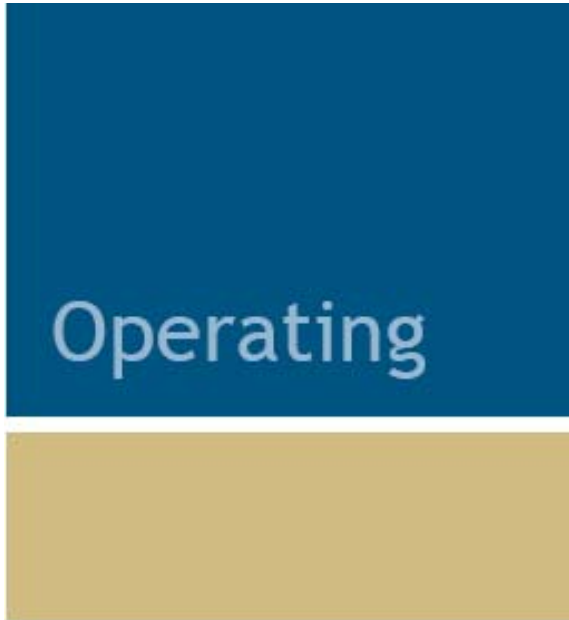
- Lastly the Safe Driving Committee in conjunction with the Traffic Safety Committee will be preparing and distributing a Safe Driving Booklet. As this initiative would only be printed on a periodic basis, it is being funded from the reserves (\$79,000).

The 2007 Budget includes a net increase in the Payments-In-Lieu taxes (PILT) of \$270,000. The 2006 budget included a temporary reduction in PILT for Pearson International Airport which was offset by a corresponding one-time increase from the Reserves as revenues were expected to recover in the 2007 Budget. Passenger counts have increased and these changes incorporated into the 2006 Budget have been reversed in the 2007 Budget. Also, the PILT received on the Lakeview Generating Station has been reduced by approximately \$410,000 which has no net impact on the city as a corresponding reduction in the transfer to the Reserve has been reduced. This transfer has been occurring to reflect an anticipated property value re-assessment due to the closure.

Related to taxes, the railways taxes have been reduced as the revenue-sharing formula with the Region of Peel and Boards of Education has been revised. The tax interest and penalty revenues have been reduced by \$1.3 million to reflect a reduction in taxes receivable.

Other changes that have occurred in the 2007 Budget are as follows:

- \$23,300 primarily for the increased payment to the Association of Municipalities Ontario (AMO) related to the cost sharing of the new OMERS governance;
- \$80,000 to provide for changes to the strenuous allowance;
- \$82,000 additional bank charges due to increased use of credit cards;
- \$50,000 additional transfer to the Reserve for Election to ensure that adequate funds are available for the next election; and
- \$46,300 additional funding for the insurance program.



Service: Other





# Non Departmental - Other

cityofmississauga2007budgetandbusinessplan

## OTHER 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	
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	%
<b>EXPENDITURES</b>											
<b>LABOUR COST</b>	<b>1,621,063</b>	<b>6,856,200</b>	<b>2,423,000</b>	<b>3,462,600</b>	<b>151,300</b>				<b>3,613,900</b>	<b>(3,242,300)</b>	<b>-47.3</b>
Staff Development Costs	74,894	66,400	88,800	89,700					89,700	23,300	35.1
Communication Costs	19,617	60,000	61,800	70,000					70,000	10,000	16.7
Transportation Costs	3,518	2,900	2,900	83,300					83,300	80,400	2772.4
Occupancy & City Costs	868,065	680,000	643,900	680,000					680,000		0.0
Equipment Costs & Maintenance Agreement	689										0.0
Contractor & Professional Services	344,272	342,100	475,000	342,100					342,100		0.0
Advertising & Promotions	79,269	134,500	119,800	120,100	79,000				199,100	64,600	48.0
Materials, Supplies & Other Services	190,223	246,100	299,800	326,100	296,500				622,600	376,500	153.0
Finance Other	7,106,338	10,206,300	9,247,900	8,950,300					8,950,300	(1,256,000)	-12.3
Transfers	57,107,674	19,116,800	17,276,600	20,806,800	600,000				21,406,800	2,290,000	12.0
<b>OTHER OPERATING EXPENSES</b>	<b>65,794,559</b>	<b>30,855,100</b>	<b>28,216,500</b>	<b>31,468,400</b>	<b>975,500</b>				<b>32,443,900</b>	<b>1,588,800</b>	<b>5.1</b>
<b>TOTAL EXPENDITURES</b>	<b>67,415,622</b>	<b>37,711,300</b>	<b>30,639,500</b>	<b>34,931,000</b>	<b>1,126,800</b>				<b>36,057,800</b>	<b>(1,653,500)</b>	<b>-4.4</b>
<b>REVENUES</b>											
Supplementary Railway & Corridors	(7,629,566)	(5,286,100)	(6,749,800)	(4,911,100)					(4,911,100)	375,000	7.1
Payments In Lieu	(23,068,314)	(22,238,800)	(21,717,400)	(22,508,800)					(22,508,800)	(270,000)	-1.2
Fees & Service Charges	(18,449)	(20,000)	(20,000)	(20,000)					(20,000)		0.0
Rents, Concessions & Franchise	(41,263)	(41,300)	(41,300)	(41,300)					(41,300)		0.0
Penalties & Interest On Taxes	(3,700,390)	(5,990,000)	(5,221,300)	(5,690,000)					(5,690,000)	300,000	5.0
Investment Income	(8,575,282)	(6,726,000)	(12,000,000)	(11,100,000)				(60,000)	(11,160,000)	(4,434,000)	-65.9
Other Revenue	(16,643,389)	(10,900,000)	(11,103,400)	(10,900,000)					(10,900,000)		0.0
Transfers	(34,430,227)	(9,564,600)	(8,364,600)	(6,613,800)	(79,000)				(6,692,800)	2,871,800	30.0
<b>TOTAL REVENUES</b>	<b>(94,106,879)</b>	<b>(60,766,800)</b>	<b>(65,217,800)</b>	<b>(61,785,000)</b>	<b>(79,000)</b>			<b>(60,000)</b>	<b>(61,924,000)</b>	<b>(1,157,200)</b>	<b>-1.9</b>
<b>NET SERVICE IMPACT</b>	<b>(26,691,257)</b>	<b>(23,055,500)</b>	<b>(34,578,300)</b>	<b>(26,854,000)</b>	<b>1,047,800</b>	<b>0</b>	<b>0</b>	<b>(60,000)</b>	<b>(25,866,200)</b>	<b>(2,810,700)</b>	<b>-12.2</b>

**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	Change in 2007 Requested Budget to 2006 Restated	%
	\$	\$	\$	\$	\$	\$	\$	\$	\$	%
<b>PROGRAM EXPENDITURES</b>										
Council Committees	99,918	106,200	106,600	156,300				262,900	156,700	147.6
Benefits and Labour Package	(2,164,849)	4,926,200	1,782,600					1,782,600	(3,143,600)	-63.8
Grants to Volunteer Groups	2,395,653	2,155,500	1,555,500	600,000				2,155,500		0.0
Miscellaneous Revenue and Expenditures	(3,982,014)	1,300,700	197,600	291,500				489,100	(811,600)	-62.4
Bank & External Audit Charges	931,192	886,600	968,600					968,600	82,000	9.2
Insurance	3,961,496	3,808,800	3,855,100					3,855,100	46,300	1.2
Taxation	(8,314,404)	(7,124,700)	(5,481,200)					(5,481,200)	1,643,500	23.1
Payments-In-Lieu of Taxes	(22,111,188)	(22,068,800)	(22,068,800)					(22,068,800)		0.0
Investment Income	(8,575,282)	(6,726,000)	(11,100,000)				(60,000)	(11,160,000)	(4,434,000)	-65.9
Prior Years Surplus	(2,545,276)	(2,500,000)	(2,500,000)					(2,500,000)		0.0
Enersource Dividend Program	(8,010,000)	(8,000,000)	(8,000,000)					(8,000,000)		0.0
Transfers To and From Reserves	11,107,516	400,000	450,000					450,000	50,000	12.5
Workers' Compensation and Rehabilitation	148,682	180,000	180,000					180,000		0.0
Transfers to Capital	10,367,300	9,600,000	13,200,000					13,200,000	3,600,000	37.5
<b>NET PROGRAM IMPACT</b>	<b>(26,691,257)</b>	<b>(23,055,500)</b>	<b>(26,854,000)</b>	<b>1,047,800</b>	<b>0</b>	<b>0</b>	<b>(60,000)</b>	<b>(25,866,200)</b>	<b>(2,810,700)</b>	<b>-12.2</b>

## 2007 Explanation of Budget Changes

Program: Bank and External Audit Charges

### Description of Program

Provides for the Corporation's costs associated with all banking related services including: armoured car, night depository, satellite bank accounts, cheque reconciliation, direct payroll deposit, point of sale debit and credit card fees and preauthorized tax payments. Facilitates safe and convenient banking of monies for the Civic Centre and remote facilities. Provides for the external audit fees.

	2006 RESTATED BUDGET	2007 REQUESTED BUDGET	CHANGE IN 2007 REQUESTED BUDGET TO 2006 RESTATED BUDGET		EXPLANATION
	\$	\$	\$	%	
<b>EXPENDITURES</b>					
Contractor & Professional Services	95,000	95,000		0.0%	
Finance Other	791,600	873,600	82,000	10.4%	Increased bank charges mainly related to increased usage of credit cards.
<b>OTHER OPERATING EXPENSES</b>	<b>886,600</b>	<b>968,600</b>	<b>82,000</b>	<b>9.2%</b>	
<b>TOTAL EXPENDITURES</b>	<b>886,600</b>	<b>968,600</b>	<b>82,000</b>	<b>9.2%</b>	
<b>REVENUES</b>					
<b>NET PROGRAM IMPACT</b>	<b>886,600</b>	<b>968,600</b>	<b>82,000</b>	<b>9.2%</b>	

## 2007 Explanation of Budget Changes

### Program: Benefits and Labour Package

#### Description of Program

Provides for payments for employees who are no longer with the city as follows: Fire and CUPE employees who are eligible for accumulated sick leave credits to a maximum of six months' salary upon termination and various life insurance policies; under a sick leave benefit program, certain employees, for past service, may be entitled to a cash payment to unused sick leave credits; and fringe benefit costs for employees on long term disability. Provides for the administration of the City's Performance Management Process and any outstanding labour adjustments.

	2006 RESTATED BUDGET	2007 REQUESTED BUDGET	CHANGE IN 2007 REQUESTED BUDGET TO 2006 RESTATED BUDGET		EXPLANATION
	\$	\$	\$	%	
<b>EXPENDITURES</b>					
<b>LABOUR COSTS</b>	<b>5,676,200</b>	<b>2,282,600</b>	<b>(3,393,600)</b>	<b>-59.8%</b>	Increase in early retirements costs of \$150,000 are offset by revised 2006 labour estimates which translate into 2007 labour savings
Transfers	950,000		(950,000)	-100.0%	The 2007 labour budget has returned to its normal level of 261 working days per year. These funds have been included as part of the departments labour budgets.
<b>OTHER OPERATING EXPENSES</b>	<b>950,000</b>		<b>(950,000)</b>	<b>-100.0%</b>	
<b>TOTAL EXPENDITURES</b>	<b>6,626,200</b>	<b>2,282,600</b>	<b>(4,343,600)</b>	<b>-65.6%</b>	
<b>REVENUES</b>					
Transfers	(1,700,000)	(500,000)	1,200,000	70.6%	The 2006 Budget included a provision for phasing in various labour increases. This provision was not needed in 2006 and has been removed for 2007
<b>TOTAL REVENUES</b>	<b>(1,700,000)</b>	<b>(500,000)</b>	<b>1,200,000</b>	<b>70.6%</b>	
<b>NET PROGRAM IMPACT</b>	<b>4,926,200</b>	<b>1,782,600</b>	<b>(3,143,600)</b>	<b>-63.8%</b>	

---

## 2007 Explanation of Budget Changes

### Program: Council Committees

#### Description of Program

Provides funding for various Committees of Council as follows: Heritage Advisory Committee which advises Council on the preservation of heritage related matters; Safe Driving Committee which advises Council on road watch, Community Safety Zones, Crosswatch and other road safety initiatives; and Accessibility Advisory Committee which was established by Council pursuant to the Accessibility for Ontarians with Disabilities Act, 2005. Provides input into an accessibility plan which shall address the identification, removal and prevention of barriers to persons with disabilities related to the City's by-laws, policies, programs, services and facilities; and Traffic Safety Council which handles Mississauga's portion of the School Safety Patroller and Kiss and Ride programs and funding for safety conferences and promotional material. Starting in 2007, an Environmental Advisory Committee will be created.

## 2007 Explanation of Budget Changes

### Program: Council Committees

	2006 RESTATED BUDGET	2007 REQUESTED BUDGET	CHANGE IN 2007 REQUESTED BUDGET TO 2006 RESTATED BUDGET		EXPLANATION
	\$	\$	\$	%	
<b>EXPENDITURES</b>					
<b>LABOUR COSTS</b>		<b>151,300</b>	<b>151,300</b>		Two new positions associated with the creation of a new Committee of Council to advise them on environmental issues.
Staff Development Costs	6,800	6,800		0.0%	
Transportation Costs	2,900	3,300	400	13.8%	
Contractor & Professional Services					
Advertising & Promotions	63,300	117,800	54,500	86.1%	Additional funding of \$79,000 required for the Safe Driving Committee Booklet initiative which is offset from a one time transfer from Reserves as well as the removal of the 2005 Operating Budget Reserve of \$24,500
Materials, Supplies & Other Services	57,700	62,700	5,000	8.7%	Additional costs associated with the new Environmental Advisory Committee
Transfers					
<b>OTHER OPERATING EXPENSES</b>	<b>130,700</b>	<b>190,600</b>	<b>59,900</b>	<b>45.8%</b>	
<b>TOTAL EXPENDITURES</b>	<b>130,700</b>	<b>341,900</b>	<b>211,200</b>	<b>161.6%</b>	
<b>REVENUES</b>					
Transfers	(24,500)	(79,000)	(54,500)	-222.4%	Additional Reserve funding of \$79,000 required for the Safe Driving Committee Booklet initiative which is offset by the removal of the 2005 Operating Budget Reserve of \$24,500.
<b>TOTAL REVENUES</b>	<b>(24,500)</b>	<b>(79,000)</b>	<b>(54,500)</b>	<b>-222.4%</b>	
<b>NET PROGRAM IMPACT</b>	<b>106,200</b>	<b>262,900</b>	<b>156,700</b>	<b>147.6%</b>	

**2007 Explanation of Budget Changes**  
 Program: Enersource Dividend

**Description of Program**

Recognizes the dividend from Mississauga’s investment in Enersource Mississauga.

	2006 RESTATED BUDGET	2007 REQUESTED BUDGET	CHANGE IN 2007 REQUESTED BUDGET TO 2006 RESTATED BUDGET		EXPLANATION
	\$	\$	\$	%	
<b>EXPENDITURES</b>					
Other Revenue	(8,000,000)	(8,000,000)		0.0%	
<b>TOTAL REVENUES</b>	<b>(8,000,000)</b>	<b>(8,000,000)</b>		<b>0.0%</b>	
<b>NET PROGRAM IMPACT</b>	<b>(8,000,000)</b>	<b>(8,000,000)</b>		<b>0.0%</b>	

## 2007 Explanation of Budget Changes

### Program: Grants to Volunteer Groups

#### Description of Program

Provides a program whereby Council may make grants under the Corporate Grant Program to assist community groups to deliver programs or services and to complete special projects, which, in the opinion of Council, is in the interest of the municipality.  
Provides for the rental revenue for affiliated groups renting space in municipal facilities.

	2006 RESTATED BUDGET	2007 REQUESTED BUDGET	CHANGE IN 2007 REQUESTED BUDGET TO 2006 RESTATED BUDGET		EXPLANATION
	\$	\$	\$	%	
<b>EXPENDITURES</b>					
Occupancy & City Costs					
Transfers	2,196,800	2,196,800		0.0%	Reduce operating grant related to the repayment of the Living Arts Centre operating line of credit of \$600,000 offset by community arts funding.
<b>OTHER OPERATING EXPENSES</b>	<b>2,196,800</b>	<b>2,196,800</b>		<b>0.0%</b>	
<b>TOTAL EXPENDITURES</b>	<b>2,196,800</b>	<b>2,196,800</b>		<b>0.0%</b>	
<b>REVENUES</b>					
Rents, Concessions & Franchise	(41,300)	(41,300)		0.0%	
<b>TOTAL REVENUES</b>	<b>(41,300)</b>	<b>(41,300)</b>		<b>0.0%</b>	
<b>NET PROGRAM IMPACT</b>	<b>2,155,500</b>	<b>2,155,500</b>		<b>0.0%</b>	

## 2007 Explanation of Budget Changes

### Program: Insurance

#### Description of Program

The Insurance program is made up of three distinct sections. First, it provides funding to cover the City's insurance policy premiums as well as the non-city premiums for Affiliated groups as per Corporate Policy 08-01-01. Second, claim costs within the City's self-insured retention limits are recovered through transfers from the Insurance Reserve Fund. Third, provides an allocation to the Reserve Fund to cover the costs of outstanding claims.

The program consists of four major components to minimize the City's exposure from liability claims and property losses:

- identification and assessment of risks and recommendations to reduce the frequency and size of potential losses;
- establishment and maintenance of a reserve fund to fund known and incurred losses and unreported losses within the City's self insured retention levels;
- purchasing insurance to fund catastrophic losses and losses above the City's retention levels; and
- managing all internal and external claims within the City's deductible levels and vendor services to handle those claims.

**2007 Explanation of Budget Changes**

**Program: Insurance**

	2006 RESTATED BUDGET	2007 REQUESTED BUDGET	CHANGE IN 2007 REQUESTED BUDGET TO 2006 RESTATED BUDGET		EXPLANATION
	\$	\$	\$	%	
<b>EXPENDITURES</b>					
Contractor & Professional Services	57,100	57,100		0.0%	
Materials, Supplies & Other Services					
Finance Other	4,683,800	4,683,800		0.0%	
Transfers	2,598,000	2,598,000		0.0%	
<b>OTHER OPERATING EXPENSES</b>	<b>7,338,900</b>	<b>7,338,900</b>		<b>0.0%</b>	
<b>TOTAL EXPENDITURES</b>	<b>7,338,900</b>	<b>7,338,900</b>		<b>0.0%</b>	
<b>REVENUES</b>					
Fees & Service Charges					
Transfers	(3,530,100)	(3,483,800)	46,300	1.3%	Transfer from the Insurance Reserve Fund reduced to correspond to the cost of claims included in the budget.
<b>TOTAL REVENUES</b>	<b>(3,530,100)</b>	<b>(3,483,800)</b>	<b>46,300</b>	<b>1.3%</b>	
<b>NET PROGRAM IMPACT</b>	<b>3,808,800</b>	<b>3,855,100</b>	<b>46,300</b>	<b>1.2%</b>	

## 2007 Explanation of Budget Changes

### Program: Investment Income

#### Description of Program

Captures interest earned from the short-term investment of surplus revenue fund monies. Investments are restricted to securities noted in the Municipal Act and related Regulations, which could include securities:

- issued or guaranteed by the government/agency of Canada or the government/agency of a Canadian Province/territory;
- issued, guaranteed or endorsed by a Schedule I/Schedule II bank, trust/loan corporation or a credit union;
- issued or guaranteed by a municipality/school board in Canada, region in Ontario, Ontario conservation authority or the Municipal Finance Authority of British Columbia;
- One Fund money market; and
- Asset-backed securities, negotiable promissory notes or commercial paper.

	2006 RESTATED BUDGET	2007 REQUESTED BUDGET	CHANGE IN 2007 REQUESTED BUDGET TO 2006 RESTATED BUDGET		EXPLANATION
	\$	\$	\$	%	
<b>EXPENDITURES</b>					
Investment Income	(6,726,000)	(11,160,000)	(4,434,000)	-65.9%	Investment income has increased as interest rates and the average daily balances available to invest have both risen. Increased cash flow generated by decreasing the number of due dates for non-residential tax bills (decrease from 6 to 2 instalments.)
<b>TOTAL REVENUES</b>	<b>(6,726,000)</b>	<b>(11,160,000)</b>	<b>(4,434,000)</b>	<b>-65.9%</b>	
<b>NET PROGRAM IMPACT</b>	<b>(6,726,000)</b>	<b>(11,160,000)</b>	<b>(4,434,000)</b>	<b>-65.9%</b>	

---

## 2007 Explanation of Budget Changes

Program: Miscellaneous Revenues and Expenses

### Description of Program

Provides for miscellaneous City income and expenditures not assigned to specific departments such as payments discounts earned, vendor rebates, Goods and Services Tax compensation; NSF recovery fees, other miscellaneous one-time Corporate receipts and expenditures, executive search costs, Corporate memberships and maximum of \$100 per year to eligible residents under the Snow Removal Subsidy Program.

**2007 Explanation of Budget Changes**

Program: Miscellaneous Revenues and Expenses

	2006 RESTATED BUDGET	2007 REQUESTED BUDGET	CHANGE IN 2007 REQUESTED BUDGET TO 2006 RESTATED BUDGET		EXPLANATION
	\$	\$	\$	%	
<b>EXPENDITURES</b>					
<b>LABOUR COSTS</b>					
Staff Development Costs	59,600	82,900	23,300	39.1%	Increased costs of city-wide memberships especially related to the city's share of Association of Municipalities of Ontario (AMO) for the increased cost of Ontario Municipal Employee Retirement System (OMERS) governance.
Communication Costs	60,000	70,000	10,000	16.7%	Increased costs to support diversity strategic initiative.
Transportation Costs		80,000	80,000		Estimated city-wide costs of new strenuous allowance policy.
Contractor & Professional Services	50,000	50,000		0.0%	
Advertising & Promotions	71,200	81,300	10,100	14.2%	Increased employee recognition costs.
Materials, Supplies & Other Services	148,400	519,900	371,500	250.3%	These funds have been set aside to provide the city with the ability to implement its new strategic priorities in line with council's direction. Also, \$80,000 has been recommended to provide for various leadership initiatives across the city.
Finance Other	1,306,500		(1,306,500)	-100.0%	On Council's approval, additional assessment growth related to 2006 was placed in a contingency expenses which is not needed in 2007. These savings are partially offset by funds set aside for strategic initiatives which will be determined by the new Council.
Transfers	25,000	25,000		0.0%	
<b>OTHER OPERATING EXPENSES</b>	<b>1,720,700</b>	<b>909,100</b>	<b>(811,600)</b>	<b>-47.2%</b>	
<b>TOTAL EXPENDITURES</b>	<b>1,720,700</b>	<b>909,100</b>	<b>(811,600)</b>	<b>-47.2%</b>	
<b>REVENUES</b>					
Fees & Service Charges	(20,000)	(20,000)		0.0%	
Other Revenue	(400,000)	(400,000)		0.0%	
<b>TOTAL REVENUES</b>	<b>(420,000)</b>	<b>(420,000)</b>		<b>0.0%</b>	
<b>NET PROGRAM IMPACT</b>	<b>1,300,700</b>	<b>489,100</b>	<b>(811,600)</b>	<b>-62.4%</b>	

---

## 2007 Explanation of Budget Changes

### Program: Payments-in-Lieu of Taxes

#### Description of Program

Provides for the payments by Federal, Provincial and Municipal governments and /or their respective enterprises in lieu of property taxes as well as payments from universities, colleges and hospitals. The payments-in-lieu are made by these government bodies as their properties are classed as exempt from realty taxes. The payment provisions are provided for under various federal and provincial statutes.

**2007 Explanation of Budget Changes**

**Program: Payments-in-Lieu of Taxes**

	2006 RESTATED BUDGET	2007 REQUESTED BUDGET	CHANGE IN 2007 REQUESTED BUDGET TO 2006 RESTATED BUDGET		EXPLANATION
	\$	\$	\$	%	
<b>EXPENDITURES</b>					
Finance Other					
Transfers	850,000	440,000	(410,000)	-48.2%	Due to the closure of the Lakeview Generating Station, the Payments-In-Lieu of Taxes (PILT's) has been reduced by \$410,000. There is no net impact on the city as these funds are being transferred to a reserve in anticipation of a revised assessment.
<b>OTHER OPERATING EXPENSES</b>	<b>850,000</b>	<b>440,000</b>	<b>(410,000)</b>	<b>-48.2%</b>	
<b>TOTAL EXPENDITURES</b>	<b>850,000</b>	<b>440,000</b>	<b>(410,000)</b>	<b>-48.2%</b>	
<b>REVENUES</b>					
Payments In Lieu	(22,238,800)	(22,508,800)	(270,000)	-1.2%	Increase in 2004 passenger count results in higher Payments-In-Lieu of Taxes (PILT's) received by Greater Toronto Airport Authority (GTAA) which are offset by reduced transfers from reserves of \$680,000. Offsetting this increase, is a reduction to the PILT for the Lakeview Generating Station. There is no net impact as this decrease is offset by a reduction in the transfer to reserves detailed above.
Transfers	(680,000)		680,000	100.0%	This reduction is offset by the increased volume of airport passengers in PILT's - GTAA noted above
<b>TOTAL REVENUES</b>	<b>(22,918,800)</b>	<b>(22,508,800)</b>	<b>410,000</b>	<b>1.8%</b>	
<b>NET PROGRAM IMPACT</b>	<b>(22,068,800)</b>	<b>(22,068,800)</b>		<b>0.0%</b>	

**2007 Explanation of Budget Changes**  
 Program: Prior Year's Surplus

**Description of Program**

Provides for the accumulated net revenue (ie. surplus) of the previous year to be carried forward as an offset to taxation, in accordance with the *Municipal Act*.

	2006 RESTATED BUDGET	2007 REQUESTED BUDGET	CHANGE IN 2007 REQUESTED BUDGET TO 2006 RESTATED BUDGET		EXPLANATION
	\$	\$	\$	%	
<b>EXPENDITURES</b>					
Other Revenue	(2,500,000)	(2,500,000)		0.0%	
<b>TOTAL REVENUES</b>	<b>(2,500,000)</b>	<b>(2,500,000)</b>		<b>0.0%</b>	
<b>NET PROGRAM IMPACT</b>	<b>(2,500,000)</b>	<b>(2,500,000)</b>		<b>0.0%</b>	

## 2007 Explanation of Budget Changes

### Program: Taxation

#### Description of Program

Revenues are generated from various sources as follows:

- supplementary tax revenues under the Assessment Act. The act provides for the correction of any error, omission or misstatement of the tax roll and the subsequent levy and collection of applicable taxes. It also provides for addition to the tax roll of new buildings and the subsequent levy and collection of applicable taxes;
- revenue from the railway right of ways and Hydro corridor taxation revenues as per current legislation; and
- interest and penalties charged on unpaid taxes in accordance with the Municipal Act are added to the tax liability on the first day of default at a rate of 1.25% and on the first day of each calendar month thereafter in which default continues.

Rebates are available under various sections of the Municipal Act which the city offers as follows:

- vacancy rebates for owners of properties that have vacant portions if the property is in the commercial or industrial property tax class; and
- rebates to charitable organization occupying commercial and industrial properties. This legislation allows for rebates of 40% of taxes payable.

Associated with the Business Area Improvements (BIA's) and Local Area Improvements:

- collections of special assessment taxation to meet the requirements of the three established BIA's in Clarkson, Port Credit and Streetsville.

Reductions in tax bills via various sources including:

- tax adjustments resulting from reductions in assessed property values through the assessment appeal process, tax appeals and reconsideration processes;
- new construction capping adjustments;
- striking off of uncollectible taxes; and
- exemption, at Council's discretion, for a maximum of 10 years, from property taxes excluding local improvement charges, Business Improvement Area charges and school taxes, for any premises owned or rented and used occupied as a memorial home, clubhouse or athletic grounds by persons who served in Her Majesty's armed forces.

Expenses associated with taxes payable on City owned/leased properties and fees requirement for the tax sale process.

**2007 Explanation of Budget Changes**

**Program: Taxation**

	2006 RESTATED BUDGET	2007 REQUESTED BUDGET	CHANGE IN 2007 REQUESTED BUDGET TO 2006 RESTATED BUDGET		EXPLANATION
	\$	\$	\$	%	
<b>EXPENDITURES</b>					
Occupancy & City Costs	680,000	680,000		0.0%	
Tax Rebates	500,000	500,000		0.0%	
Charity Rebates	70,000	70,000		0.0%	
Assessment and Tax Appeals	2,219,400	2,219,400		0.0%	
New Construction	600,000	600,000		0.0%	
Taxes Forgiven (Legions)	35,000	3,500	(31,500)	-90.0%	Special tax provision for legions reduced to reflect actual
Transfers	1,547,000	1,547,000		0.0%	
<b>OTHER OPERATING EXPENSES</b>	<b>5,651,400</b>	<b>5,619,900</b>	<b>(31,500)</b>	<b>-0.6%</b>	
<b>TOTAL EXPENDITURES</b>	<b>5,651,400</b>	<b>5,619,900</b>	<b>(31,500)</b>	<b>-0.6%</b>	
<b>REVENUES</b>					
Supplementary Tax Billings	(3,536,100)	(3,536,100)		0.0%	
Rail and Hydro Corridors	(1,750,000)	(1,375,000)	375,000	21.4%	Reduced railway taxation reflects sharing of the education portion
Penalties & Interest on Taxes	(5,990,000)	(5,690,000)	300,000	5.0%	Reduction of Tax interest and penalty revenue due to a reduction in taxes receivable.
Transfers	(1,500,000)	(500,000)	1,000,000	66.7%	Reserve transfers were used to phase-in a reduction in tax interest and penalites in the previous year. This transfer is no longer required.
<b>TOTAL REVENUES</b>	<b>(12,776,100)</b>	<b>(11,101,100)</b>	<b>1,675,000</b>	<b>13.1%</b>	
<b>NET PROGRAM IMPACT</b>	<b>(7,124,700)</b>	<b>(5,481,200)</b>	<b>1,643,500</b>	<b>23.1%</b>	

## 2007 Explanation of Budget Changes

Program: Transfers To and From Reserves

### Description of Program

Provides for the cost of holding municipal elections by making annual contributions to the Reserve for Elections from the operating program and recognizes any transfer to and from various Reserves and Reserve Funds, as required.

	2006 RESTATED BUDGET	2007 REQUESTED BUDGET	CHANGE IN 2007 REQUESTED BUDGET TO 2006 RESTATED BUDGET		EXPLANATION
	\$	\$	\$	%	
<b>EXPENDITURES</b>					
Contractor & Professional Services Transfers	400,000	450,000	50,000	12.5%	Additional \$50,000 of contributions to the Reserve for Elections.
<b>OTHER OPERATING EXPENSES</b>	<b>400,000</b>	<b>450,000</b>	<b>50,000</b>	<b>12.5%</b>	
<b>TOTAL EXPENDITURES</b>	<b>400,000</b>	<b>450,000</b>	<b>50,000</b>	<b>12.5%</b>	
<b>REVENUES</b>					
Other Revenue Transfers					
<b>TOTAL REVENUES</b>					
<b>NET PROGRAM IMPACT</b>	<b>400,000</b>	<b>450,000</b>	<b>50,000</b>	<b>12.5%</b>	

## 2007 Explanation of Budget Changes

### Program: Transfers To Capital

#### Description of Program

Provides funds from the operating program to finance capital projects. The funds are transferred to the Capital Reserve Fund and are allocated from the reserve fund to projects approved in the Capital Program.

	2006 RESTATED BUDGET	2007 REQUESTED BUDGET	CHANGE IN 2007 REQUESTED BUDGET TO 2006 RESTATED BUDGET		EXPLANATION
	\$	\$	\$	%	
<b>EXPENDITURES</b>					
Transfers	9,600,000	13,200,000	3,600,000	37.5%	Increased transfer to capital to provide for future requirements
<b>OTHER OPERATING EXPENSES</b>	<b>9,600,000</b>	<b>13,200,000</b>	<b>3,600,000</b>	<b>37.5%</b>	
<b>TOTAL EXPENDITURES</b>	<b>9,600,000</b>	<b>13,200,000</b>	<b>3,600,000</b>	<b>37.5%</b>	
<b>REVENUES</b>					
Transfers					
<b>TOTAL REVENUES</b>					
<b>NET PROGRAM IMPACT</b>	<b>9,600,000</b>	<b>13,200,000</b>	<b>3,600,000</b>	<b>37.5%</b>	

## 2007 Explanation of Budget Changes

Program: Workers' Compensation and Rehabilitation

### Description of Program

In 1978, the City transferred from a Schedule 1 to Schedule 2 employer status with the Workers' Compensation Board. As such, payment of compensation and expenses is made via the Workers' Compensation Reserve Fund rather than the Workers' Compensation Board. The program provides a clearing account for transactions affecting the Workers' Compensation Reserve Fund and the Employee Rehabilitation Program. It also provides for medical examinations and the City's medical doctor's fees.

			CHANGE IN 2007 REQUESTED BUDGET TO 2006 RESTATED BUDGET		EXPLANATION
	2006 RESTATED BUDGET	2007 REQUESTED BUDGET	\$	%	
<b>EXPENDITURES</b>	\$	\$	\$	%	
<b>LABOUR COSTS</b>	<b>1,180,000</b>	<b>1,180,000</b>		<b>0.0%</b>	
Contractor & Professional Services	140,000	140,000		0.0%	
Materials, Supplies & Other Services	40,000	40,000		0.0%	
Finance Other					
Transfers	950,000	950,000		0.0%	
<b>OTHER OPERATING EXPENSES</b>	<b>1,130,000</b>	<b>1,130,000</b>		<b>0.0%</b>	
<b>TOTAL EXPENDITURES</b>	<b>2,310,000</b>	<b>2,310,000</b>		<b>0.0%</b>	
<b>REVENUES</b>					
Transfers	(2,130,000)	(2,130,000)		0.0%	
<b>TOTAL REVENUES</b>	<b>(2,130,000)</b>	<b>(2,130,000)</b>		<b>0.0%</b>	
<b>NET PROGRAM IMPACT</b>	<b>180,000</b>	<b>180,000</b>		<b>0.0%</b>	

**Summary of Program Directions  
Non Departmental**

**EFFICIENCIES**

Description	FTE	Expenditure	Revenue	Net	Start Date	Comments/Budget Change Explanations
Non Residential Tax Instalment Reduction			(60,000)	(60,000)		Reduction in the number of tax payment instalments for non-residential property taxes from six to two. Increase in investment income as a result of payments being collected earlier and therefore being invested for a longer period.
<b>Total Program Changes</b>	-	-	<b>(60,000.00)</b>	<b>(60,000.00)</b>		

**NEW SERVICE INITIATIVES**

Description	FTE	Expenditure	Revenue	Net	Start Date	Comments/Budget Change Explanations
Road Safety Booklet		79,000	(79,000)	-		To ensure public awareness of road safety
Environmental Advisory Committee	2	156,300		156,300	Jan 1, 2007	Set up new committee to review environmental issues
Arts Centre Task Force		600,000		600,000		Reallocation of savings from grants to volunteer groups to be used for Arts Centre Task Force review
Strategic Priorities		291,500		291,500		To provide funding for implementing the City's strategic priorities, subject to council approval.
<b>Total Program Changes</b>	<b>2</b>	<b>1,126,800.00</b>	<b>(79,000.00)</b>	<b>1,047,800.00</b>		

## 2007 Pressures and Opportunities

Name: Non Residential Tax Instalment Reduction

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

### DESCRIPTION AND OBJECTIVES:

- 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.

**2007 Pressures and Opportunities**

Project Name: Non Residential Tax Instalment Reduction

**Financial Impact (\$ '000)**

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
<b>Capital</b>											
<b>Operating</b>											
<b>Revenue</b>		-60									
<b>Expenses</b>											
<b>Net Cost</b>	0	-60	0	0	0	0	0	0	0	0	0
<b>FTEs (#)</b>											

**Customer Service Metrics**

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

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: Road Safety Booklet

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

**DESCRIPTION AND OBJECTIVES:**

- The first Mississauga Road Safety Handbook produced by Marketing on behalf of the Mississauga Safe Driving Committee has been distributed to City facilities and information counters for public distribution.
- The handbook is a comprehensive guide to driver and pedestrian safety for residents and includes information on road safety programs, school zone safety, parking information, road, sidewalk and traffic information, Highway Traffic Act laws, safety tips, frequently asked questions and an up to date phone and email contact listing.

**2007 Pressures and Opportunities**

Project Name: Road Safety Booklet

**Financial Impact (\$ '000)**

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
<b>Capital</b>											
<b>Operating</b>											
<b>Revenue</b>		-79									
<b>Expenses</b>		79									
<b>Net Cost</b>	0	0	0	0	0	0	0	0	0	0	0
<b>FTEs (#)</b>											

**Customer Service Metrics**

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

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: Environmental Advisory Committee

TYPE OF CHANGE:		2007 COMPLEMENT IMPACT:
New Service/Initiative	<b>Start Date:</b> 07/01/01 <b>Annualized in 2007:</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	2 <b>Permanent</b> 0 <b>Contract</b> 0 <b>Temporary</b>

**DESCRIPTION AND OBJECTIVES:**

- The mandate of this Committee, comprised of members of the public and representatives from Council, would include overall quality of life, environmental, conservation and sustainability issues.
- Two new staff positions, an Environmental Planner and Committee Coordinator, have been recommended to assist with the acceleration of Mississauga’s environmental objectives.

**2007 Pressures and Opportunities**

Project Name: Environmental Advisory Committee

**Financial Impact (\$ '000)**

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
<b>Capital</b>											
<b>Operating</b>											
<b>Revenue</b>											
<b>Expenses</b>		156.3									
<b>Net Cost</b>	0	156.3	0	0	0	0	0	0	0	0	0
<b>FTEs (#)</b>		2									

**Customer Service Metrics**

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

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: Arts Centre Task Force

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

### DESCRIPTION AND OBJECTIVES:

- Starting in 2006, the Living Arts Centre reliance on City funding has been reduced from \$1.1 million (in 2005) to \$0.3 million.
- This reduction has been generated through a reduction in the outstanding balance of the line of credit with the City.
- These savings have been remained within the community grant program to be allocated as per Council direction.
- With the recommendations included in the report from the Mississauga Arts Review Task Force, funding for programs and artistic endeavours, we recommended at \$3 per capita.
- These funds, reallocated towards the arts, would assist Mississauga in achieving this goal.

**2007 Pressures and Opportunities**

Project Name: Arts Centre Task Force

**Financial Impact (\$ '000)**

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
<b>Capital</b>											
<b>Operating</b>											
<b>Revenue</b>											
<b>Expenses</b>		600									
<b>Net Cost</b>	0	600	0	0	0	0	0	0	0	0	0
<b>FTEs (#)</b>											

**Customer Service Metrics**

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

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: Strategic Priorities

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

### DESCRIPTION AND OBJECTIVES:

- During 2007, Mississauga will be focusing on four strategic priorities. They are as follows:
  - Building a City for the 21<sup>st</sup> century;
  - Building a sustainable business plan;
  - Focusing on leadership; and
  - Continuing to be an employer of choice.
- This funding will assist the City in strategic priorities, subject to Council approval.



## Non Departmental - Other

cityofmississauga2007budgetandbusinessplan

### 2007 Pressures and Opportunities

Project Name: Building the City for the 21st Century

Financial Impact (\$ '000)											
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
<b>Capital</b>											
<b>Operating</b>											
<b>Revenue</b>											
<b>Expenses</b>		291.5									
<b>Net Cost</b>	0	291.5	0	0	0	0	0	0	0	0	0
<b>FTEs (#)</b>											

### Customer Service Metrics

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

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