

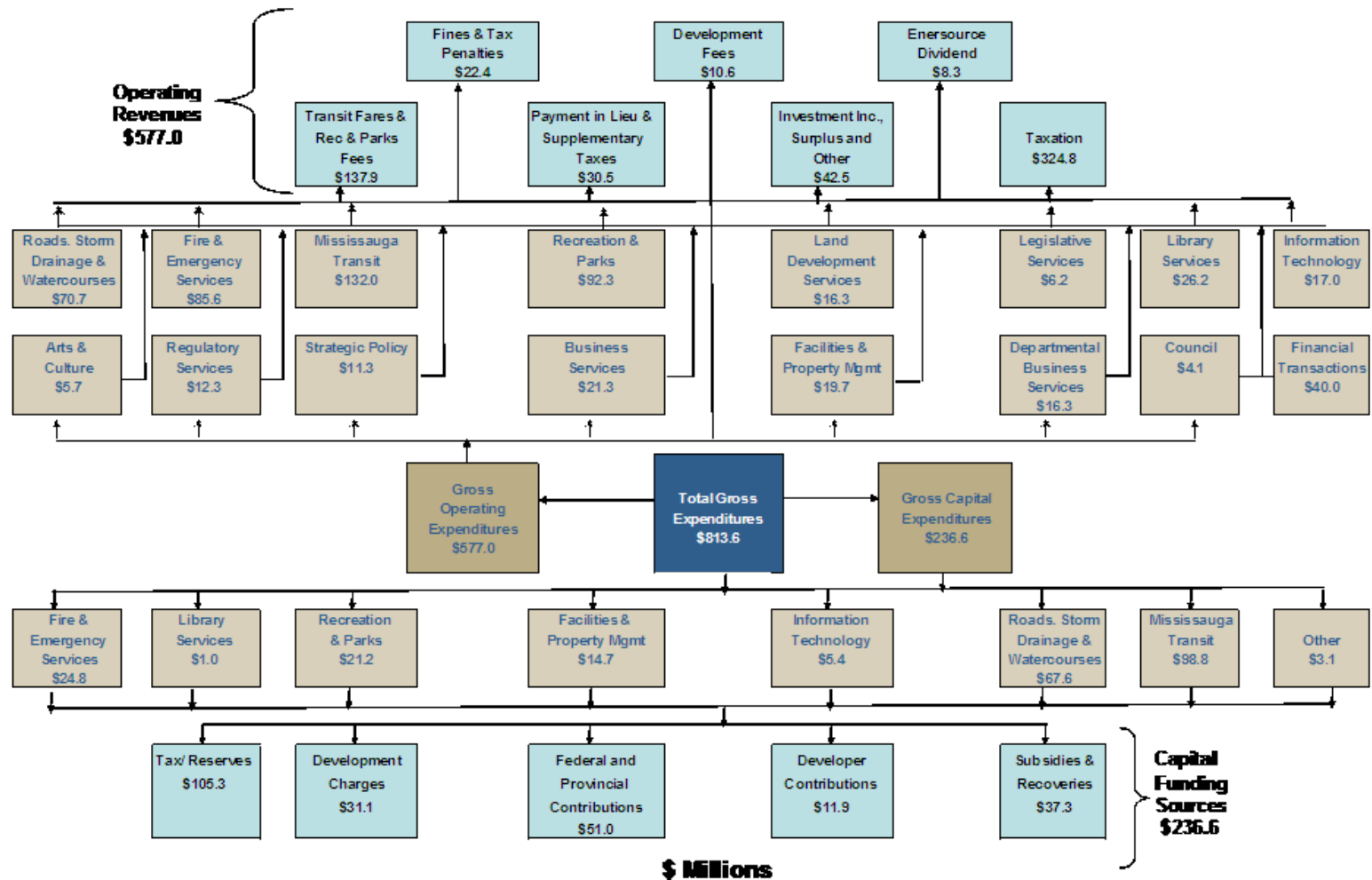
Financial Policies

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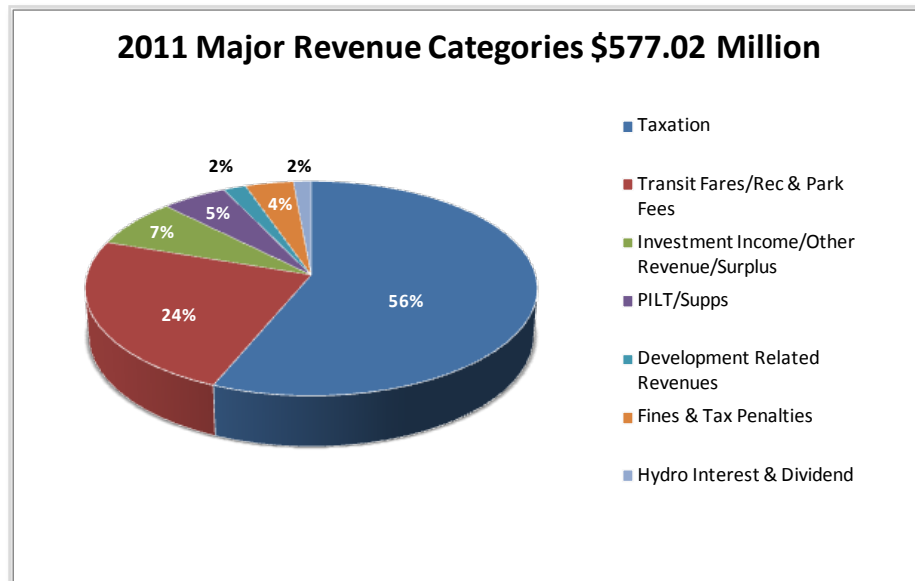
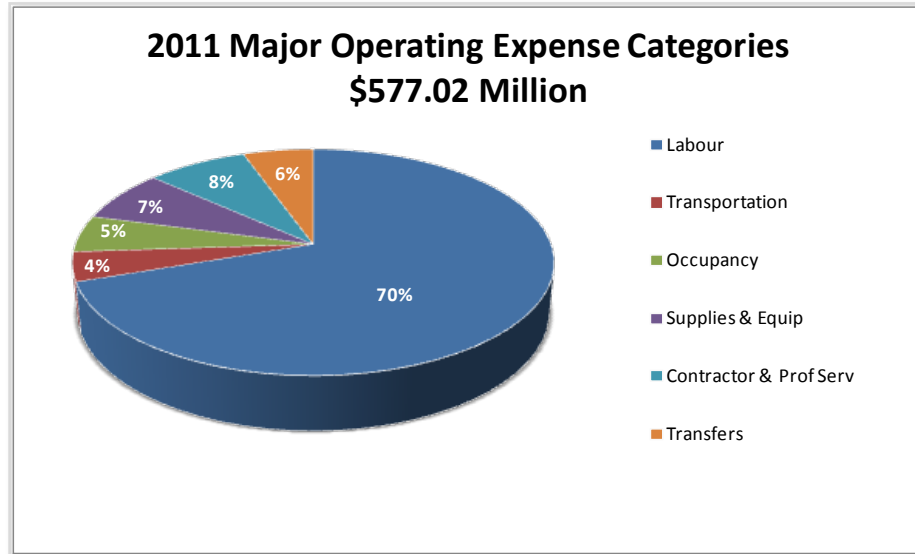
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Overview of 2011-2014 Business Plan & Budget

Mississauga's 2011-2014 Business Plan and Budget, comprised of both the operating and capital budgets, totals \$813.6 million gross and \$524.1 million in net expenditures.



The following charts provide a breakdown of the City's 2011 Operating Budget by major cost and revenue category.



A more detailed listing of major cost categories and expenses are included in the table below.

BUDGET OVERVIEW
CORPORATE OPERATING BUDGET SUMMARY

	2009 Actual	2010 Budget	2010 Forecast	2011 Delivering On Existing Service	2011 Delivering on Our Strategic Plan	2011 Request	2011 Change	
	\$	\$	\$	\$	\$	\$	\$	%
EXPENDITURES								
LABOUR COST	360,324,073	379,183,400	377,609,114	394,537,600	3,094,500	397,632,100	18,448,700	4.9%
Staff Development Costs	1,379,564	1,839,000	1,815,400	1,847,400	12,500	1,859,900	20,900	1.1%
Communications Costs	2,964,138	3,133,800	3,128,600	3,017,300	(101,500)	2,915,800	(218,000)	-7.0%
Transportation Costs	20,823,761	21,553,600	21,668,700	23,539,700	368,000	23,907,700	2,354,100	10.9%
Occupancy & City Costs	26,990,323	29,200,400	28,376,200	30,663,600	(676,400)	29,987,200	786,800	2.7%
Equipment Costs & Maintenance Agreement	6,703,800	7,322,300	7,226,300	7,547,700	1,370,100	8,917,800	1,595,500	21.8%
Contractor & Professional Services	41,934,568	45,362,400	45,457,400	44,744,000	178,000	44,922,000	(440,400)	-1.0%
Advertising & Promotions	1,712,633	2,433,400	2,469,600	2,202,800	(98,500)	2,104,300	(329,100)	-13.5%
Materials, Supplies & Other Services	18,644,168	23,840,700	23,477,400	24,213,400	619,400	24,832,800	992,100	4.2%
Finance Other	11,525,848	8,286,300	9,416,700	8,692,700	(68,000)	8,624,700	338,400	4.1%
Transfers	28,119,811	26,907,600	22,571,100	31,189,800	135,000	31,324,800	4,417,200	16.4%
OTHER OPERATING EXPENSES	160,798,614	169,879,500	165,607,400	177,658,400	1,738,600	179,397,000	9,517,500	5.6%
TOTAL EXPENDITURES	521,122,687	549,062,900	543,216,514	572,196,000	4,833,100	577,029,100	27,966,200	5.1%
REVENUES								
Supplementary Railway & Corridors	(4,672,711)	(5,463,600)	(9,345,500)	(5,463,600)	0	(5,463,600)	0	0.0%
Payments in Lieu	(23,201,602)	(24,000,500)	(23,841,000)	(25,000,500)	0	(25,000,500)	(1,000,000)	4.2%
Grants	(3,394,716)	(3,953,000)	(3,970,100)	(3,955,000)	0	(3,955,000)	(2,000)	0.1%
Fees & Service Charges	(96,772,845)	(97,840,900)	(96,639,700)	(99,749,900)	(1,558,100)	(101,308,000)	(3,467,100)	3.5%
Licenses & Permits	(9,311,231)	(14,586,300)	(14,563,300)	(14,940,300)	0	(14,940,300)	(354,000)	2.4%
Rents, Concessions & Franchise	(20,836,808)	(21,478,700)	(20,610,100)	(21,572,900)	(357,900)	(21,930,800)	(452,100)	2.1%
Fines	(14,379,234)	(14,760,400)	(15,997,300)	(15,437,300)	0	(15,437,300)	(676,900)	4.6%
Penalties & Interest on Taxes	(10,376,137)	(7,000,000)	(9,571,000)	(7,000,000)	0	(7,000,000)	0	0.0%
Investment Income	(13,957,265)	(14,499,000)	(14,483,100)	(14,499,000)	0	(14,499,000)	0	0.0%
Other Revenue	(15,271,103)	(25,561,000)	(20,494,500)	(24,525,400)	0	(24,525,400)	1,035,600	-4.1%
Transfers	(23,012,035)	(22,688,700)	(23,369,700)	(17,951,200)	(170,900)	(18,122,100)	4,566,600	-20.1%
TOTAL REVENUES	(235,185,687)	(251,832,100)	(252,885,300)	(250,095,100)	(2,086,900)	(252,182,000)	(349,900)	0.1%
NET SERVICE IMPACT	285,937,000	297,230,800	290,331,214	322,100,900	2,746,200	324,847,100	27,616,300	9.3%
NET of ALLOCATIONS	285,937,000	297,230,800	0	322,100,900	2,746,200	324,847,100	27,616,300	9.3%
Less: Assessment Growth								-1.3%
City Tax Increase								8.0%
								2.2%
								Impact on Total Tax Bill
Note: Includes a 1% infrastructure levy								

Operating Budget Assumptions and Trends

The net funding requirements of the City's budget, as identified in the Operating Budget, form the basis of the property tax calculation and the associated tax rate increase. The City's Budget is required to be balanced under the *Municipal Act*, wherein Ontario municipalities are prohibited from budgeting for an operating deficit.

The operating budget is prepared incorporating a number of assumptions related to revenues and expenses, as well as corporate issues, and are constantly updated throughout the budget process as more accurate and up to date information becomes available. In advance of the budget, revenue and expenditures are monitored on four separate occasions as follows:

- twice a year, a detailed analysis is prepared comparing the forecasted revenues and expenditures for the year relative to the approved budget for both capital projects and operating which identifies trends;
- a detailed analysis is prepared highlighting any year end budget variances; and
- in preparation for the upcoming budget, operational staff review the financial performance of their services to assist in the preparation of estimates for upcoming pressures and opportunities for the next three years.

The information gathered through these reviews forms the basis of the funding requirements for the upcoming year and provides insights into future issues that may need to be monitored more closely for their impacts on related tax rate increases.

Summary of Revenue Assumptions and Sensitivity Analysis

Revenue figures included in the budget are based on a number of factors. By combining forecasted performance to date, prior years' trends, estimated rate increases for the upcoming year and market indicators, realistic budgets are developed for the numerous revenue sources. Major revenue-related assumptions used in the 2011 Operating Program are as follows:

- The 2011 assessment growth is estimated at 1.3% but final confirmation of this number will not be available until after this document has been printed;
- Provincial sharing of gas tax collected on gasoline sales is primarily used to offset the cumulative operating costs of transit expansion and service improvements for 2005 to 2010;
- Individual recreation program and rental rate increases vary, but an average rate increase of 2.5% was assumed;
- From a policy perspective, children and youth recreational program revenues are set at a rate which incorporates a subsidization while adult rates are set on a full cost recovery basis;
- Where noted, revenues may be revised based on forecasted results in 2011 which are expected to continue into 2012;
- The 2010 Operating Program received a \$14.4 million contribution from Investments, from an overall Investment Portfolio return of approximately 5%. This contribution is comprised of approximately \$11.4 million from the Short Term Portfolio, and \$3 million from the Long Term Portfolio. While the Investment contribution for the 2011 budget remains largely the same as 2010, it is expected

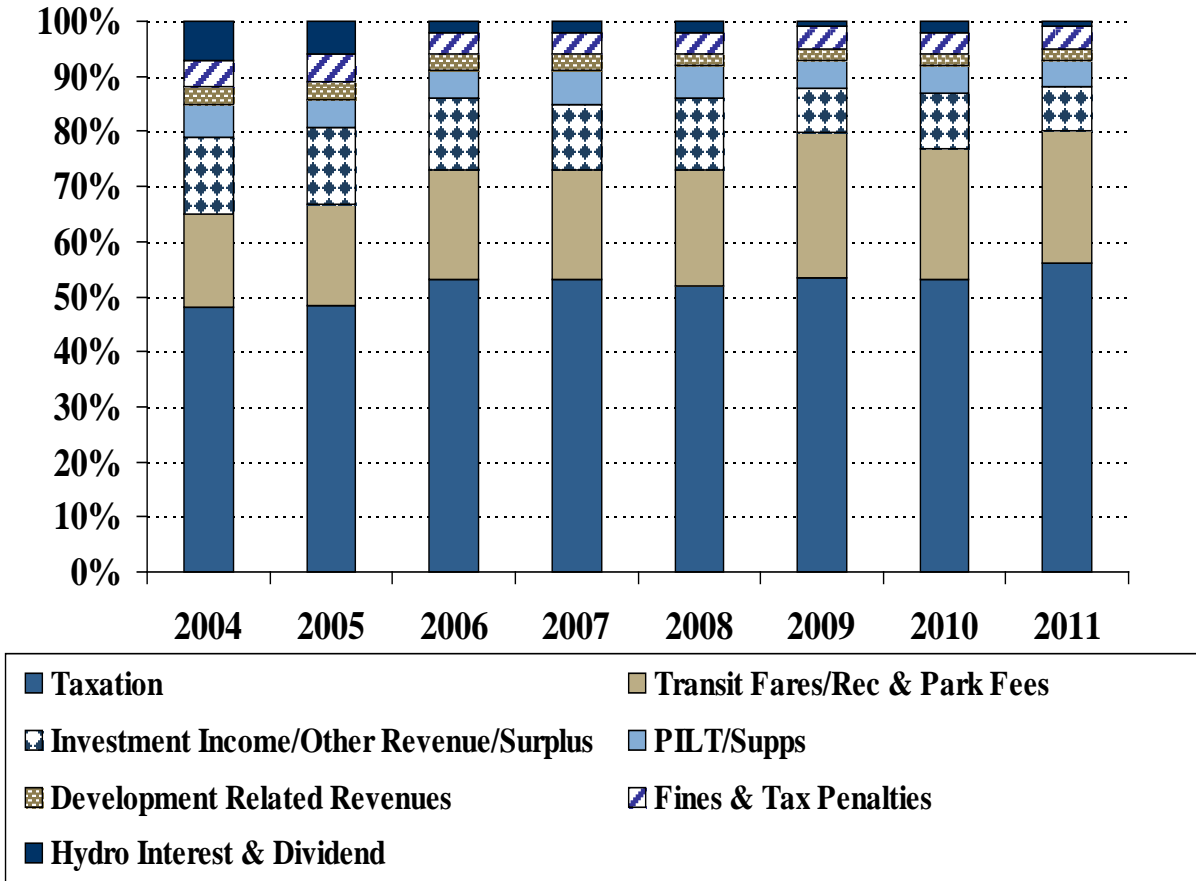
that the Short Term Portfolio will generate more to the contribution, as short term interest rates rise throughout the year; and

- The investment in Enersource, a jointly owned company with OMERS, was originally forecast to generate \$8.3 million in dividends for the 2011 Budget which remains consistent with the 2010 Budget. Any changes in dividend revenues will be reflected in the approved section of the 2011-2014 Business Plan & Budget document.

In 2010, the economic downturn affected City revenues and this trend has continued into 2011. Starting in 2010, revenue shortfalls totalling \$12.9 million comprised of \$9.5 for Transit fares and \$3.4 million for building permit and planning fees are being phased over the 2010-2013 Budget using reserves to cover any shortfalls. 2011 constitutes the second year of this plan.

This chart shows the revenues generated by the City broken down by source from 2004 to 2011.

History of Various Operating Budget Revenue Sources

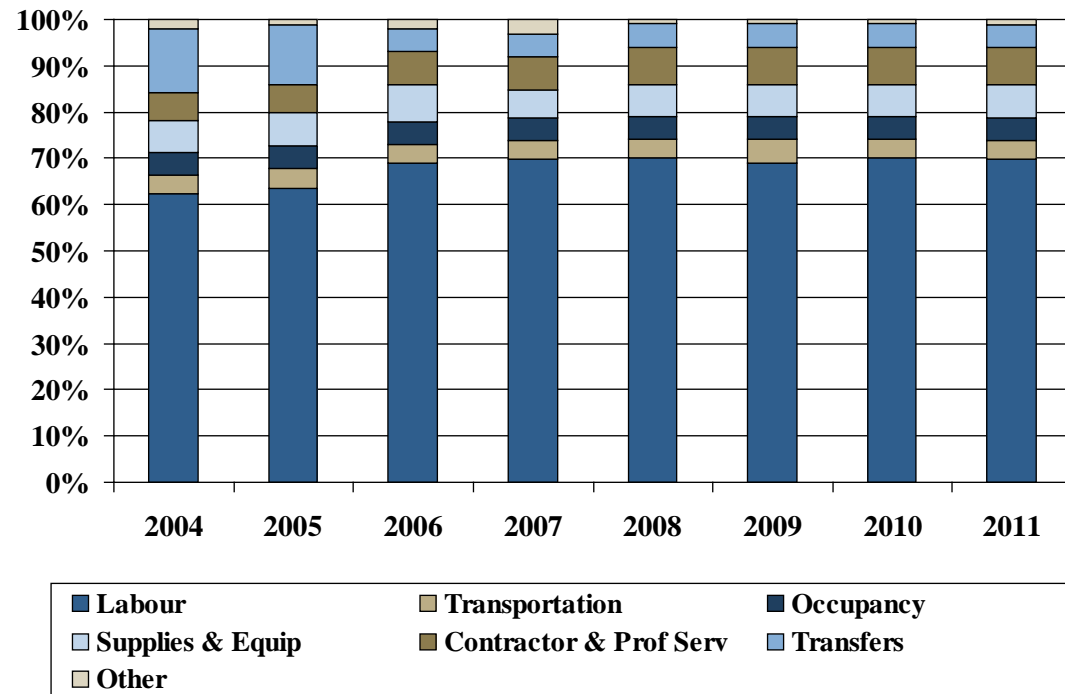


Summary of Expenditure Assumptions and Sensitivity Analysis

Major expenditure assumptions used in the 2011 Operating Program are as follows:

- Labour increases include estimates for all labour groups including negotiated union settlements where ever possible;
- No general inflationary increases or deflationary decreases have been provided for the operating program. In/deflationary impacts have been assessed on a case by case basis;
- The 2011 Budget includes a provision for a diesel fuel purchase price that averages about \$0.84 cents per litre or \$0.10 cents higher than the 2010 Budget; and
- Utility rate and usage changes in addition to increased costs for third party contractors which have been estimated at various rates based on the type of service delivery being performed.

History of Various Operating Budget Expenses



Capital Program Assumptions and Trends

Assumptions included as part of the capital program are as follows:

- All project costs are estimated in 2011 dollars. Capital financing and the debt issuance associated tax impacts have been calculated using costs adjusted for inflation for modeling purposes only. The rate of inflation is assumed at 2% for 2011 through 2014 and 3% from 2015 to 2020;
- For the purposes of modelling debt issuance, the model has been adjusted to incorporate cash flowing of capital projects;
- The tax based reserve funds will be used to finance capital infrastructure needs and it has been recommended in this budget that a minimum of \$60 million be retained in tax based reserve funds as opposed to \$30 million recommended in previous years;
- Longer term investment returns on the City's Reserve Funds are estimated at 4.5% except Development Charges which are 1.5%;
- Debt financing has been modeled using a 5.0% annual interest rate with debt being issued for a 15 year term;
- Development Charges revenues, for the entire ten year period, have been estimated using the rates in effect per the new by-law passed on November 11, 2009. The DC rates may change as the City's By-law is under appeal at the Ontario Municipal Board (OMB);
- Federal and provincial gas tax revenues have been incorporated into the capital plan; and
- Capital maintenance projects are based on the estimated lifecycle replacement.

Tangible Capital Assets

The City has calculated the value of its Tangible Capital Assets (TCA) at \$8 billion, based on historical costing.

Mississauga uses the following criteria for estimating long term capital maintenance requirements:

- Facilities maintenance is based on life cycle replacement as follows:
 - Buildings – 40 years;
 - Furniture – 15 years;
- Information technology (IT) lifecycle replacements as follows:
 - Replacement of major applications – 10 years;
 - Replacement of major IT hardware – 10 years;
 - Personal computer replacements – 4 years;
- Roads are evaluated based on an inventory condition and criteria established through a pavement management system with resurfacing every 15-25 years and total reconstruction every 70 years;
- Major equipment – 8-10 years;
- Program equipment – 12–15 years;
- Licensed vehicles – 10-18 years;
- Streetlights – 25-50 years;
- Bridges – 30-50 years;
- Watermains – 25 years;
- Storm water ponds – 25-50 years; and
- Storm sewer – 100 years.

The City conducts asset condition assessments every 5-6 years on its major assets. This information is used to determine timing of required capital maintenance.

Capital Prioritization

- The City employs a capital prioritization practice to assist in the decision making process. This prioritization model is used by staff and the City’s Leadership Team to assist in the assessment, prioritization and preparation of the capital budget and forecast; and
- The assessment model includes a two stage approach using block funding for regular asset infrastructure replacement projects/programs and a two-part scoring criteria/weighting system for all other projects.

The evaluation criteria are as follows:

Ranking Criteria	Maximum Points
Contributions to Strategic Priorities	30
Legislated/Health and Safety	10
Project Endorsed by Council	10
Updates Services within Current City Standards	10
Efficiency/Cost Savings/Co-Funding	10
Life Cycle Replacement/State of Good Repair	10
Previous Funding/Spending Approved	10

Timing Criteria		
Urgent	Necessary	Desirable
300 Points	200 Points	100 Points

In addition to the scores, the city’s capacity to fund, build and deliver projects and coordination of timing with other governmental bodies, developers and services was also considered.

Financial Policies

The City of Mississauga has a long tradition of strong and stable financial management. Some of these guidelines are Council approved via by-laws or policies whereas others are long-standing practices.

The following list provides a summary of various financial guidelines as well as the source of the authority indicated in parenthesis.

Financial Planning Policies:

- 1.0 Fiscal Policy (Council approved)
- 2.0 Reserve and Reserve Fund (By-law 0298-2000 and long standing practices)
- 3.0 Budget Control (By-law 0262-1997)
- 4.0 Cash-in-Lieu of Parkland Dedication (By-law 0400-2006)
- 5.0 Development Charges (By-law 0342-2009)
- 6.0 Surplus Management (long standing practice)

Other Financial Policies:

- 7.0 Accounting Policies
- 8.0 Accounts Payable
- 9.0 Accounts Receivable
- 10.0 Purchasing Policies and Procedures
- 11.0 Cash Management

Details of each of the Financial Planning policies are detailed in the following sections.

1.0 Fiscal Policy

In 1996, Council approved a fiscal policy that forms the basic framework for the overall fiscal management of the City of Mississauga. Most of the following points represent long-standing principles, traditions and practices that have guided the City in the past and have been of assistance in maintaining our financial stability over the last 38 years. As the City evolves, this fiscal policy will need to be continually reviewed to coincide with Mississauga's transition from a rapidly growing to a maturing urban centre.

New Development:

Existing taxpayers should not bear the financing of growth-related infrastructure costs except, to the extent that city wide facilities are required in response to new services or as a result of service expectations from a city of larger size. Growth related infrastructure is funded primarily through development charges in accordance with the *Development Charges Act, 1997*. Funding for non-growth infrastructure is funded through tax based revenues.

Capital Projects:

The City prepares a multi-year operating forecast to identify the impact of new facilities and infrastructure. Unless the City has the ability to afford the new facility, the project will not proceed.

Operating Like a Business:

Core services will be identified and funded. Non-core services will be maintained only if they are financially viable, reductions of costs occur elsewhere in the Corporation, or if there is sufficient community use to justify the cost of providing the service. The City will identify which programs

are to be funded through general revenues, those that are to be self-funded and those program's that require a subsidy from general revenues. Emphasis will be placed upon reducing the reliance on funding from tax revenues. Methods of service delivery are continually reviewed to control costs.

Capital Financing from Operating Revenues:

The City has had a long standing practice of incorporating a transfer of money from the Operating budget to the capital tax reserve funds. Over the years the value of this transfer has fluctuated based on economic conditions. More recently, the City has incorporated an annual infrastructure levy, subject to annual approval by Council, in order to address the City's ongoing infrastructure deficit.

No Debt Financing:

The City continues to adhere to a pay-as-you-go philosophy whereby City facilities and infrastructure are not built unless City funds are available for construction. This policy requires the maintenance of significant capital reserves funding to be set aside prior to a project's inception. As the capital reserve funds are used to fund infrastructure rehabilitation projects, the value of the capital reserve funds are expected to approach the minimum target level of \$60 million in 2013.

As a result, the use of debt financing will become necessary due to the City's growing infrastructure rehabilitation needs. The City is reviewing the best municipal practices being used by local governments to draft a debt policy that will be endorsed by Council at the appropriate time. Also, a new cash management practice was implemented during 2009 to ensure available funds are fully utilized prior to securing debt funding.

Do Not Exhaust Reserves:

In addition to its capital reserve funds, the City has established reserves to fund large, long term liabilities; eliminate tax rate fluctuations due to unanticipated expenditures and revenue shortfalls; smooth expenditures; and fund multiple year special projects. Use of reserves is planned and is not considered as an alternate funding source in place of good financial practice. Long term liabilities are reviewed on an annual basis. Reserves and reserve funds will be established as required and are monitored at regular intervals.

One Time Revenues:

Major one-time revenues and operating surpluses are transferred to capital and other reserves or reserve funds. The use of one time revenues to fund ongoing expenditures results in annual expenditure obligations which may be unfunded in future years and is avoided.

2.0 Reserve and Reserve Fund

By-law 0298-2000 and any amendments thereto, defines each Reserve and Reserve Fund as well as the reporting requirements including the necessary authority levels for opening, closing, or reorganizing Reserve or Reserve funds.

Significant work has been undertaken to evaluate the appropriate minimum balances to be kept in reserves or reserve funds in order to maintain fiscal health. The following provides an example of targets and/or minimum balances that have been established but is not an all-inclusive listing:

- Tax Base Capital Reserve Fund minimum balance \$60 million;
- The collective Development Charge Reserve Funds must maintain a positive balance while individual account balances may not;

-
- Reserve for Commodities: 25% of current year's budget to hedge against price fluctuations; and
 - Winter Maintenance Reserve: 50% of current year's budget.

Details related to the balances are included in the Reserves and Reserve Funds section.

3.0 Budget Control

By-law 0262-1997 provides general guidelines related to the preparation and subsequent variance reporting for both the Capital and Operating Budget, including staff complement control. All policies and procedures are in compliance with the *Municipal Act, 2001*. Details related to the balances are included in the Reserves and Reserve Funds section.

4.0 Cash In Lieu of Parkland Dedication

By-law 0400-2006 and any amendments thereto is administered under the authority of the *Planning Act, 1990*. The By-law identifies the policies and procedures under which the funds are collected regarding the development of property in the City of Mississauga and identifies any fees that are applicable. Details related to the balances are included in the Reserves and Reserve Funds section.

5.0 Development Charges

By-law 0342-2009 provides guidelines on the collection, administration and payment of development charges. The *Development Charges Act, 1997* on which this policy is based, enables municipalities to recover the capital costs of residential, commercial and industrial growth from developers. A new development charges by-law was approved by Council on November 11, 2009 which is currently under appeal the Ontario Municipal Board (OMB). Details related to the balances are included in the Reserves and Reserve Funds section.

6.0 Surplus/Deficit Management

The City's surplus/deficit management is a long standing practice which is closely tied to both the fiscal policies as well as the City's infrastructure deficit concerns. Each year, the city prepares a year end forecast. Surpluses are transferred to Reserves, including the Capital Reserve Fund to provide for future infrastructure needs, as approved by Council.

Other Financial Policies:

7.0 Accounting Policies

The Accounting area within the Finance Division prepares and monitors these policies. All policies are created in consultation with the Internal Audit Division and are reviewed on a regular basis to ensure they are up to date and in alignment with the city's current practices. Policies of this nature are included the in Corporate Policies and Procedure Manual. Examples of the accounting policies included are: preparation of journal entries and authorization requirements, preparation of the Council Remuneration Statements and Council expense statements. In compliance with the Public Sector Accounting Board (PSAB), the City is implementing Tangible Capital Asset accounting and related policies and procedures. The City's Financial Statements will be fully compliant with PSAB requirements beginning in 2009.

8.0 Accounts Payable Policies

These policies provide guidance for the processing of all vendor and employee expenses for the corporation. All accounts payable policies are prepared with the approval of the Internal Audit Division. Each policy outlines the levels of authority required in order to process an expense for payment.

9.0 Accounts Receivable Policies

These policies govern the issuance of invoices to various individuals, businesses or corporations for services rendered by the city. Procedures are provided to guide staff in submitting the information required for the preparation of an invoice by the Revenue Division.

10.0 Purchasing Policies and Procedures

By-law 0374-2006 provides extensive information concerning the procurement of goods and services for the city. It details standard levels of authorization required and the different purchasing methods endorsed for procuring goods and services at all monetary values.

11.0 Cash Management

These policies are contained within the Corporate Policies and Procedures manual which provides for the administration of handling cash floats and petty cash, corporate credit card policy, and an investments policy.

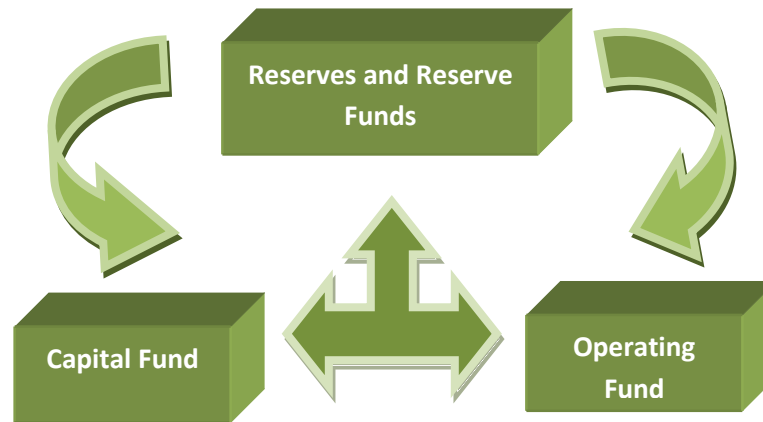
Ongoing Policy Review

The City is in the process of updating several policies including the Budget Control and Reserve and Reserve Fund By-laws. With the issuance of debt imminent, policies related to debt management and upset debt limits are in the research stage of preparation. Lastly, the City is focussing on creating a long term financial plan which will provide a sustainable financial plan for 10-20 years in the future.

Fund Structure and Overview

In municipal financial operations, money raised or supplied for a particular purpose must be used for that particular purpose as legislated under the *Municipal Act, 2001*. Legal restrictions and contractual agreements prevent it from being diverted to any other use. Fund accounting shows that money has been used for the purpose for which it was obtained. The funds used by the City of Mississauga stem from the General Revenue (Operating) Fund, the Capital Fund, the Reserve Fund and Trust Funds. Transfers are made to and from reserves and reserve funds, and these financial transactions are summarized in the Reserves and Reserve Funds section.

The following diagram provides an example of the relationships between the funds:



Business Planning Process

The 2011-2014 Business Plan and Budget is comprised of the revenue and expenses for the Operating and Capital Funds for the City of Mississauga including the City of Mississauga Public Library Board. All financial information is prepared in accordance with generally accepted accounting principles (GAAP) for local governments as recommended by the Public Sector Accounting Board (PSAB).

Recently, the 2009 Provincial Budget made changes to the *Municipal Act, 2001* regulation amending how municipalities report amortization of tangible capital assets from a budget perspective. This change in accounting requirements will impact how year end surplus and deficits are defined under GAAP. This Bill confirms that surplus and deficits must continue to be carried forward into future year's budgets but excludes asset amortization costs, post employment benefit expenses and solid waste landfill closure and post closure expenses from the calculation of surplus or deficit. It also confirms that transfers to and from Reserve and Reserve Funds are expenses from a budgeting perspective. The regulation also requires a report to Council identifying the impact of excluding these expenses on the municipality's accumulated deficit or surplus and future tangible capital asset funding as part of the Budget.

Operating Fund

The Operating Fund or Budget provides for the normal operating expenditures and revenues associated with the day to day provision of services.

Capital Fund

The Capital Fund or Budget is defined as significant expenditures to acquire, construct or improve land, buildings, engineering structures, or machinery and equipment used in

providing municipal services. These capital expenditures confer benefits lasting beyond one year and result in the acquisition of, enhancement to or extension of the normal useful life of a fixed asset. The capital budget is set on a project-commitment basis (versus cash flow), with actual budget spending often occurring over one or more fiscal years. However, several large projects spanning several years to complete have been budgeted over multiple years, using a cash flow basis. Cash flowed projects are listed in the budget recommendations.

Reserve and Reserve Funds

The Budget also provides information related to the Reserve and Reserve Fund balances. The City does not formally budget for the Reserves and Reserve Funds except to the extent that it is affected by contributions to and from either the operating or capital funds. For example, in a municipal election year, election expenditures are financed by a transfer from the Reserve for Elections. Both the election expenditures and the revenue from the Reserve are budgeted for within the Operating Budget. The Reserves and Reserve Fund section of this budget book provides additional information on reserves and reserve funds.

2011 Budget Process

Mississauga integrates its business planning and budgeting processes into one document that reflects sound financial planning and prudent fiscal management practices. The City uses a collaborative process to prepare its business plans and budget in cooperation with all the departments.

Business Plan and Budget – Year 1

The process begins with the identification of major initiatives that will be undertaken across the City. At this point, these ideas are reviewed in facilitated sessions at a detailed level by the Extended Leadership Team (EXLT) which is comprised of the City Manager, Commissioners and all the Directors from across the Corporation. The objectives of these facilitated sessions is to create a common understanding of the human resource, financial, and technological requirements from across the corporation in terms of achieving the City's strategic priorities as well as addressing the various environmental factors which are affecting our services and their delivery. After a detailed decision-making process, a multi year Business Plan is recommended.

Compromises are made throughout the process to ensure that approved business plans are realistic in terms of day to day operations, budget objectives and workload resource planning from a city-wide strategic perspective. These approved plans are then communicated to staff and provide the basis for the budget and various detailed workload planning processes that must be undertaken. The 2011-2014 Business Plan and Budget process provides a 2011 and 2012 Budget plus a two year operating forecast as well as a 10 years capital forecast.

Business Plan and Budget – Year 2

2012 represents the second year of Mississauga's four year Business Plan and Budget. The second year of the business plan and budget focuses on updating, presenting exceptions and amendments to the service area business plans while still providing comprehensive budgets and two year forecasts.

Budget Process

Although the Business Planning and Budget process are integrated, the following two charts focus primarily on the steps to prepare a detailed budget, assuming that preliminary business planning decisions have already been determined.

The Budget process has been split into two distinct sections:

- **Budget Committee** –a high level approach as it relates to decision-making with Budget Committee (comprised of Council); and
- **Internal Staff Highlights** – which looks at the internal steps necessary to prepare the budget

The timing may vary due to municipal elections.

Budget Process – Budget Committee	
Timing	Purpose
Winter/Spring	<p>Provide feedback on the prior year’s budget process</p> <p>Identify major initiatives that support the City’s business planning priorities;</p> <p>Identify major funding pressures or opportunities; and</p> <p>Preliminary overview of the upcoming year’s issues</p>
June	Initial review and input into the upcoming year’s business plan and budget via detailed service presentations; and Preliminary tax rate increase discussions
September/ October/ November	<p>Ongoing discussion with Budget Committee about tax rate management by evaluating existing service levels relative to City’s strategic priorities and capital financing plan</p> <p>Final review of operating and capital budget assumptions</p>
December	<p>This series of meetings and detailed sessions includes the review of the staff recommended business plans and budget. Budget Committee receives the Business Plan and Budget Book as least one week in advance of the meeting. The meeting’s usual topics are as follows:</p> <ul style="list-style-type: none"> • Corporate-wide Overview presentation; • Service Business Plan and Budget – Detailed Questions and Answers; and • Approval of any changes to Fees & Charges (including reports and by-laws) contained within the Budget.
January	The final budget approval is received at a subsequent Council meeting early in the New Year. At that time, any changes to the staff recommended budget, if necessary, are highlighted and approved.

Budget Process – Internal Staff Highlights	
Timing	Purpose
<p>March to June (integrated with Business Planning)</p>	<p>Debriefing sessions are conducted with Mayor and Council and budget staff regarding prior year's process.</p> <p>Staff meet with Mayor and Council to obtain direction and identify issues to be addressed in the upcoming budget.</p> <p>City staff participate in a series of meetings that are used for developing and refining broad based business planning parameters including examining environmental factors, and setting business planning priorities.</p> <p>Planning and Building releases population and employment projections.</p> <p>Service Planning Business Planning Initiatives (SABPI) are captured throughout the City. SABPI are reviewed and discussed with EXLT. SABPI are balanced with City costs pressures and opportunities relative to existing service levels and prioritized and balanced with various funding options to determine appropriate balance with human resource, financial and technological resources.</p> <p>Financial Planning prepares the mid-year monitoring report which includes both capital and operating budget adjustments and forecasts based on March, June and September month ends.</p> <p>Financial Planning prepares and distributes Budget Procedures Manual.</p> <p>At the conclusion of this process, a series of Budget Committee (includes Mayor & Council) meetings are held.</p>
<p>July to October</p>	<p>Funding Envelopes are approved by the Leadership Team and issued to Departments. Departments prepare their budget requests conforming to their funding envelopes, and a multi-year plan.</p> <p>Financial Planning conducts training seminars for new and existing staff related to budget system input and the preparation of detailed budget book pages.</p> <p>Request for information technology, furniture, audio visual equipment and facility repairs and renovations requests are submitted to the appropriate Departments.</p>

Budget Process – Internal Staff Highlights	
Timing	Purpose
October/ November	<p>Departments submit their detailed business plan and budget requests to the Business & Financial Planning teams for analysis and consolidation.</p> <p>Departments present their budget requests to Leadership Team (LT) and Budget Committee.</p> <p>The City's Leadership Team reviews and establishes a final recommended Budget.</p> <p>Departments prepare Service Overviews as well as, Project and Program Description sheets.</p>
December	<p>Councillors may conduct public meetings to discuss the budget.</p> <p>Financial Planning prepares the final budget document for distribution to the Mayor and Members of Council, City departments, the press and posting on the City's website.</p> <p>An Open House is scheduled whereby City staff can educate the public on municipal issues and restrictions, as well as providing a brief budget overview.</p> <p>Financial Planning prepares the Year End Forecast Report.</p> <p>Budget Committee reviews the Business Plan and Budget Book in a series of public meetings.</p> <p>Each service's budget is presented to Budget Committee.</p> <p>Budget Committee adopts the Budget subject to any changes they approve.</p> <p>Financial Planning incorporates any changes, if required, to the budget document.</p>
January/ February	<p>Council approves the Budget. Once the year end results are finalized, the approved section of the budget book is completed and distributed. Any pages that change as a result of Council's review are highlighted within the text, reprinted and redistributed</p> <p>Tax Rate By-law is prepared. GFOA application is prepared and submitted</p>

Public Input into Budget Process

All Budget Committee meetings are publicized in advance through the City's website and the members of the public are invited to attend. Each meeting is also listed in the "Cityscape" Section of the local newspaper. Various ratepayers' seminars and meetings are held to discuss issues impacting the City of Mississauga either on the budget in general or specific initiatives contained within. Also, individual emails are forwarded to interested members of the public to notify them of upcoming meetings.

Prior to final budget deliberations and once the Business Plan and Budget Book has been distributed to Council, it is accessible through the City's website or at any public library. City staff hold an open house to educate the public and provide a Business Plan and Budget Overview. An ad is prepared and published in the local newspaper to notify the public of the commencement of final Budget Deliberations.

Valuable taxpayers' input is obtained as a result of these processes to provide feedback relating to service needs and delivery.